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# A Hemispheric and Humanistic Projection



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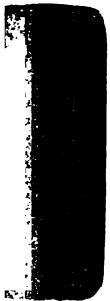


*in the* **70**'s



**1973 REPORT**

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# **A Hemispheric and Humanistic Projection**

## **1973**



**IICA**  **in the 70's**

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## INTRODUCTION

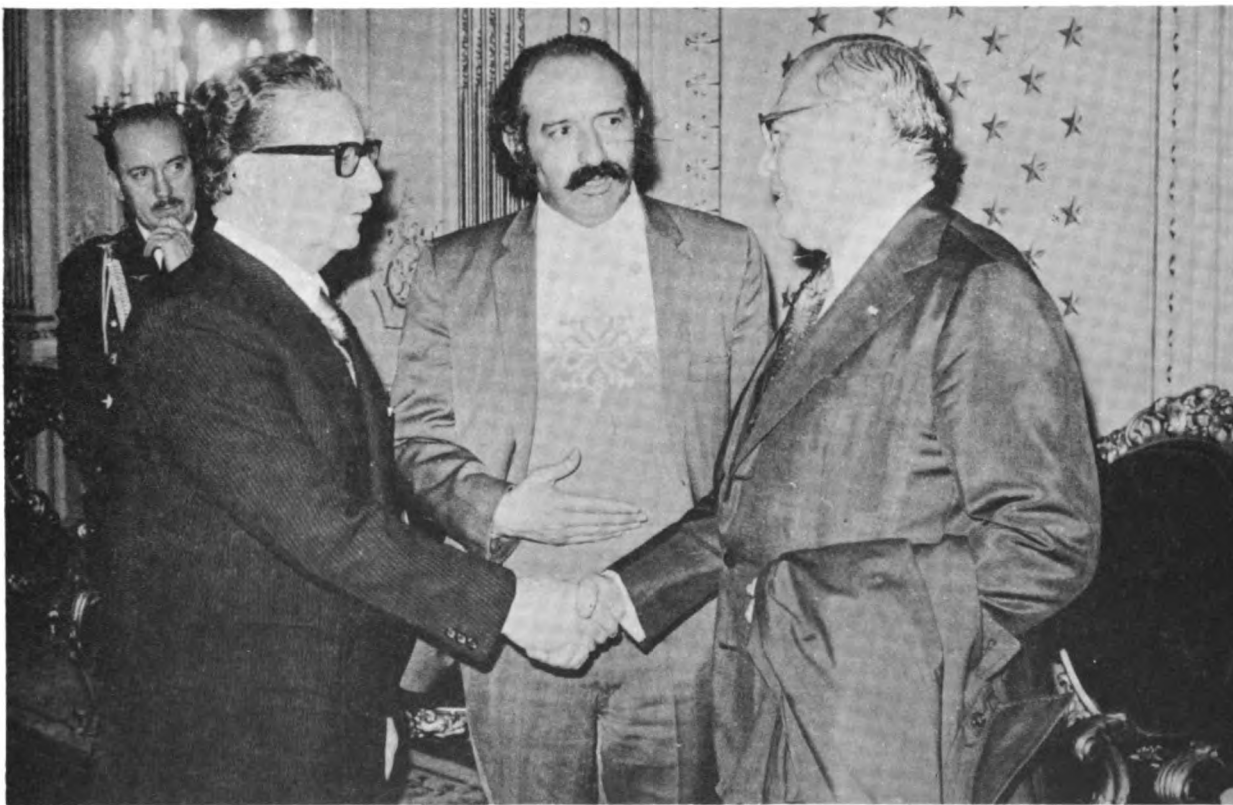
*This publication contains the following speeches:*

- *Messages of the Director General, Dr. José Emilio G. Araujo to the member participants at the Eighteenth Meeting of the Technical Advisory Council and the Twelfth Annual Meeting of the Board of Directors, held in Santiago, Chile, from May 9 to 12. Delegates from the Ministries and Secretariats of Agriculture of the member countries, and special government representatives attended these meetings. This message corresponds to Official Report number 4 of the Hemispheric and Humanistic Projection of IICA.*
- *The official welcoming speech on behalf of*

*the government of Chile, host country to the meetings, given by Ing. Pedro Hidalgo, Minister of Agriculture for Chile, at the inaugural session of the meetings held on May 9, 1973.*

- *Farewell speech given by Mr. Rogelio Coto M., Delegate for Costa Rica on the Technical Advisory Council and the Board of Directors, on behalf of the delegates from the member countries, at the closing session of the meetings on May 12, 1973.*
- *Speech given by the Director General of IICA, Dr. José Emilio G. Araujo at the inaugural sessions of the meetings, May 9, 1973.*





The President of the Republic of Chile, Dr. Salvador Allende, being greeted by the Director General of IICA, Dr. José Emilio Araujo, at the annual meetings of the Technical Advisory Council and the Board of Directors of IICA. Ing. Pedro Hidalgo, Minister of Agriculture, was also present.





**MESSAGE FROM THE DIRECTOR GENERAL TO THE BOARD OF DIRECTORS**





## MESSAGE FROM THE DIRECTOR GENERAL TO THE BOARD OF DIRECTORS\*

### I. INTRODUCTION

It gives me great satisfaction to address you today in my fourth message as Director General of IICA. Half of my term is over; this gives me an excellent opportunity to summarize the progress we have made in fulfilling our objectives in guiding the work of the Institute.

During the three years that have elapsed since the member countries honored me with election as Director General, we have made significant progress in developing what we have called the Hemispheric and Humanistic Projection of IICA: in April 1970 we submitted to the countries our vision of this

approach, and you in turn made it operational by giving the General Plan your approval; in 1972 we complemented the description of our achievements with what we have called an ethics and strategy for international technical cooperation. Today we hope to transmit to you a detailed explanation of the decisions we have put underway and which are fundamental to the proper functioning of the institution. We will also explore a rich vein of ideas concerned with the future institutional development of our IICA.

Since I took over as Director General, we have stressed the need to adopt a model of institutional

development that would enable us to project, with a certain degree of coherence and accuracy, our work in support of the national agencies, and which would at the same time be useful in identifying the elements available to us in our efforts to ensure the fulfillment of our objectives.

We felt that an institution's doctrine must be a substantive element in the performance of its functions. Thus, over the past year, we have been defining our doctrine as part of the process of interpreting the General Plan so as to fit our programs into our philosophical framework and devise an effective organizational frame-

\* Presented at the Twelfth Annual Meeting of the Board of Directors, Santiago, Chile, May 9-13, 1973.

work capable of delivering' an institutional "product" that would be easily recognized by the governments of our Member States.

Further on in this message I will dwell at greater length on some of our guiding principles and report to you on the progress we have achieved in applying them. I will also explain the basic elements of programming and organization we have adopted as part of this exercise in internal institutional development. Finally, after mentioning some of our more outstanding programs, I will, as has been our custom, say a few words regarding our future plans. I would appreciate it if you would give this message your close attention and I would like to appeal to you, as I have on previous occasions, to bear in mind your commitment to the small farmers and the *campesinos* of America and to the cause of development, by fully expressing your views on this message. It has already been repeatedly stated that the destinies of the international

organizations are in the hands of their Member States; now, more than ever, in view of the pluralism of ideologies on which this destiny is based, we need to hear your views in order to ensure that IICA reflects our common aspirations and goals.

### Diagnosis of the situation of the rural sector in Latin America

In general, there is evidence of inadequate agricultural development in the various Latin America countries and the Caribbean. A deliberate effort must be made to improve the situation as regards production and the social and economic situation of the rural population.

Some of the problems, which vary in degree, include the following:

- The inadequate growth and diversification of agricultural

production, which has held back economic growth and development. This is due to: 1) insufficient capacity to meet internal demand; 2) dependence upon outside production, and 3) decrease in exportable surpluses as internal demand absorbs a considerable share of the supply of agricultural products. All this has an unfavorable effect on the balance of payments, limiting the countries' capacity to import the capital equipment and raw materials they need to expedite their development. Difficulties in supplying the domestic market and pressures on the balance of payments tend to strengthen inflationary trends. The per capita rate of agricultural production in 1971, using the physical volume for 1965 as 100, was 97 for the South American countries and 99 for 22 countries (including Jamaica, Trinidad and Tobago and Guyana and leaving out Cuba). There were considerable over—

all variations in the rate of production increase in 1971, depending on the countries involved. The high rates for Chile (5.8 per cent), Haiti (6.4 per cent), Honduras (9.4 per cent), Nicaragua (5.8 per cent), Dominican Republic (5.8 per cent) and especially, Brazil (11.4 per cent), more than compensated for the decreases in Argentina (-2.7 per cent), Barbados (-12.7 per cent), Trinidad and Tobago (-2.6 per cent) and Uruguay (-2.5 per cent), and the small increases shown by Colombia (2.4 per cent), Ecuador (1.6 per cent) and Peru (1.7 per cent).

Agricultural imports for 1971 show an over-all increase of 3.6 per cent over 1970. The main increases were for sugar, oils and oil seeds and dairy products.

- The prevalence of semi-feudal agrarian structures in several countries has been holding back efforts to ensure a more equitable redistribution of in-

come. This situation represents the most serious obstacle to the expansion of domestic markets, which is a prerequisite for accelerating the development of the remaining sectors of the economy. Partial studies of income distribution in some Latin American countries would seem to indicate that the rates of concentration of income have actually increased rather than decreased.

- The slow development of the Latin American countries, which is due to both internal and external causes, does not allow for the creation of enough sources of employment to absorb the increase in the labor force. The rural sector itself plays a part in aggravating the problem, as it does not create new employment opportunities to reduce the rural exodus. In many cases, labor-saving techniques are adopted and no effort is made to make maximum use of other resources, especially

land that has already been incorporated into the economy, and capital. In this regard, a recent study shows that mechanization has caused a decrease of labor per hectare of 15 man-days in Chile and 21 in Colombia. Every tractor displaces approximately 3 workers in Chile and approximately 4 in Colombia. These conclusions are particularly significant in view of the rapid population growth rate in the region, which at present is about 2.9 per cent per year.

- Renewable natural resources are being destroyed in almost every country, thus creating conditions that further aggravate the problems of insufficient agrarian and industrial development. To cite only one example, forestry experts estimate that Costa Rica should reforest about 15.0 per cent of its total area.
- Almost every country suffers from considerable inefficiency and lack of resources in public administration for the rural

sector. Often, the objectives of the government agencies are not realistic; programs and projects are poorly coordinated and the internal organization of many institutions could be substantially improved.

## II. IICA'S ACTION WITH REGARD TO THE RURAL SECTOR

### The Doctrine of IICA

With regard to the relationship between the agricultural sector of Latin America and the work of IICA, I would like to point out that our efforts to define the Institute's doctrine have, first of all, led us to decide that our work cannot be viewed as technical assistance. IICA consists of an association of countries helping each other in a spirit of mutual cooperation. In this spirit, the term technical assistance is rejected because it has a

connotation of unilateral promotion of activities; this is not the role of our organization.

We feel that the term "technical cooperation" correctly describes a multilateral effort which is more appropriate for our position and our times. This concept must be promoted among the relatively more developed Member States in order to ensure a greater flow of cooperation towards the relatively less developed countries.

The term "technical cooperation" implies certain easily definable concepts. Thus, technical cooperation includes the aggregate of activities, except for capital imports, carried out in a given country by a supranational, non profit agency implementing the decisions of national institutions and cooperating with them for the exclusive purpose of furthering development. This definition, applied to the agrarian sector, would automatically exclude the activities of multinational corporations trading in technical inputs and

agricultural production, since their primary purpose would seem to be contrary to the aims of development. Following this same line of thought, we have identified new and more adequate tools for international technical cooperation in the agrarian sector. Basically, they consist of the following:

- Education, understood as the over-all liberating process of training people both in administrative techniques and for participation in the development process, with a critical awareness of the obstacles, limitations and possibilities of same.
- Research as an ingredient of national development plans, the main purpose of which is to produce new know-how and test the adaptability of present know-how in other countries or regions.
- Direct advisory services, in an effort to utilize existing know-how in helping countries deal with certain problems. Such services may be based on prior

- experience of an expert, a team, or a country, or on research.
- Support for the establishment and operation of groups and permanent committees whose main function would be to coordinate the programming, implementation and evaluation of specific institutional activities.
  - The organization of international meetings for the purpose of discussing and comparing experiences in specific fields.

As may be seen, none of the five points mentioned involves one-way action by an international assistance agency; on the contrary, they all clearly involve multinational action where the basic role of the international agency is to coordinate and bring together existing national efforts and know-how. IICA has thus taken decisive steps to ensure that international technical cooperation will truly serve the countries concerned.

It must be realized that the role of technical cooperation is basically

a supplementary one and that it must concentrate almost exclusively on activities which the countries are unable to carry out themselves or which would be too costly. Even so, the international agencies should in no way decide or implement activities on behalf of the national institutions; rather, they should make every effort to enable the national institutions to do the work themselves.

Finally, we must avoid any attempt to create or strengthen institutions in such a way that would prevent them from fitting into the framework of national administration. We also feel that cooperation must be understood as a process of redistribution of services and assistance from the relatively more developed countries to the countries with fewer resources and less relative development. International technical cooperation would seem, in brief, to be technically oriented towards six types of activity:

a) Promotion and putting under-

- way of multinational activities.
- b) Self-conversion into sources of improved models of change.
  - c) Participation in leadership.
  - d) Complementing national action.
  - e) Conversion into a bank for the supply of evaluation services.
  - f) A means for uniting and increasing national action.

### **The strengthening of national institutional systems**

In the process of defining the doctrine of IICA, we have developed our own concept of institutional strengthening. For the purposes of our work, we have defined the "agency" as a social unit with a structure of strategic positions that is systematically coordinated and oriented towards specific objectives and tasks. The agency should not be the main objective of our work; neither should the "institution", understood as a series of norms, values and usages shared by a social group

and aimed at solving some specific need. At a third stage in our analysis, we have defined the "institutional subsystem" as a group of organizations and institutions with principles and norms for the planning and implementation of specific objectives: this is not the proper field for our action either. We believe that the objective of the Institute's action must be understood as the "institutional system", which we define as the aggregate of bodies, institutions and subsystems, as well as the principles and norms relating to the agricultural sector, joined and coordinated as an invisible whole, regardless of the relative functional or operational independence of each component part.

We are aiming, therefore, at an over-all objective, common to all, which can only be considered through the institutional system. Consequently, IICA's work is essentially oriented towards the sectorial objectives of the institutional system and is concentrated

on the strategy, the organization and the tools of the institutional system. Thus, by the term "strengthening the institutional system" we mean that IICA must help the agencies, institutions, subsystems, i.e., the institutional system in general, to achieve the capacity to produce more and better regular services, influence and institutional reinvestments. By regular services we mean research, education, technological information and the acquisition of products, land distribution and *campesino* organization, among others. By influence we mean the deliberate effort to change conditions in the environment in order to ensure that services are approved and accepted by a large percentage of the society. By institutional reinvestment we mean the training of personnel, the processes of internal reorganization and the formulation of doctrines produced within the system in order to increase its capacity for service and its influence.

## The Humanistic Approach and the lines of action

The humanistic approach, at the present stage in the development of IICA and in the framework of the problems of Latin America, constitutes the goal of all the Institute's actions. The humanistic projection does not imply the support of any political doctrine (this is not the Institute's mission), but rather represents an approach and a concern which in one way or another is common to all the member countries, namely: to overcome those structures which represent an obstacle to full participation of all farmers and *campesinos* in the task of the integral development of each country and of the society of nations in the hemisphere, and the full participation of all in the benefits of this development.

We spoke of this Humanistic Projection recently in pointing out the international dimension of technical cooperation. We will



speak in line with this projection in connection with the subject of IICA's approach at the country level, in order to stress the need to adjust our efforts to the concrete realities and the different ways chosen by each member country to achieve integral development through rural development, for the clear and undeniable purpose of ensuring that the goal of all development should consist of enhancing the wellbeing of the entire population and especially of those sectors of the rural population which have been less privileged; in other words, the masses of *campesinos*.

As the embodiment of a long-range strategy, the Humanistic Projection is subject to certain special contingencies. Advocating structural change, it broke into the process in which IICA has been engaged, of introducing into the agrarian development of Latin America the indisputable benefits of technical know-how for its own sake and education for the

application of such technology. As the theoretical conditioner of IICA's action, the Humanistic Projection is an evaluative planning indicator not only of the work of the Institute itself but of the planning of the countries' action in the agrarian sector as well. IICA must therefore:

- Clearly and definitively identify the limits of its institutional involvement with structural change. To this end, it must: a) conclusively define the type of activities, by LINES, that it MUST carry out in the long term; b) conclusively define the type or activities by lines and by COUNTRIES that it CAN carry out; c) establish an entire strategy for the provision of services by socio-political conjunctures, in order to draw up feasible alternatives for action without forgetting that "can do" must be a means for satisfying the requirements of "must do"; d) maintain a living doctrine that can be adjusted in time on the

basis of feedback obtained from experience.

- Deal realistically with the situation of its staff.
- Make every effort to achieve an over-all understanding of the situation of the agrarian sector in each country in order to have a theoretical frame of reference on which to base its alternative courses of action.

As I have already indicated, we are now engaged in promoting a type of technical cooperation that will be guided by the following mid-term objectives:

- To promote the substantive idea that rural development cannot be achieved without structural change.
- To provide the member countries with valid elements of judgement so that they may recognize the existence of a situation that hinders the wellbeing of the rural population, and realize that this situation can be changed.
- To provide remedial means for

removing the causes hindering the well-being of the people, as regards the action of IICA. Such means MUST be oriented toward the total removal of such causes although, as we have already stated, this may involve the adoption of intermediate strategies aimed at the ultimate achievement of the goals.

- In no event should any such measures be taken without bearing in mind the other two ingredients of IICA's technical policy: the institutional system and the country approach.

### The country approach

Finally, in defining our doctrine, the Hemispheric Projection mentioned in my first message implies the decision to take the country as the basic nucleus of action. This decision enables us, in the first place, to identify in each country the basic political-geographical unit of development and the close

relationship between decision-making and implementation; in the second place, it enables us to adjust our work to the different realities of each country and, finally, it enables IICA to apply more strategies for institutional strengthening in terms of the different elements in each country.

Finally, it would seem that IICA's major objective of helping the countries and stimulating and promoting rural development as a means for achieving over-all development and enhancing the welfare of the population should quite naturally be carried out through national offices. We feel that the country approach is not only the key to shaping the other ideas that make up our doctrine, but is also essential in view of the tools with which IICA must work.

Only through our permanent presence in each country we will be able to carry out and take note of the institutional diagnosis; identify leadership, coordination and planning agencies; note trends in the

study of development, the objectives needed for improving and accelerating those trends and the sectorial organization to carry them out, institutions needed within the institutional system and the key agencies for achieving the objectives of agrarian policy. The eventual identification of inefficient agencies will only be possible through mature reciprocal relations between the offices of IICA representatives in the countries and the member countries themselves.

The interests of each country and the institutional objectives of IICA will be compatible as long as there is profound mutual understanding of our efforts and the countries' efforts. We feel that we should give maximum attention to the sectorial agricultural planning offices, since it is here that the key lines of influence on the institutional system originate; furthermore, they are the centers where almost all the international cooperation agencies converge. Through its work with the sectorial planning

offices, IICA hopes to improve the promotion, elaboration and assistance involved in implementing projects in order that the latter may influence the institutional variables that condition the strengthening of the agencies involved. The central nucleus of international cooperation should be the goal of enabling national agencies eventually to absorb all the elements involved in a project of this nature.

### **Progress in the application of our doctrine**

With the process of defining IICA's doctrine completed, we are now engaged in the slow task of organizing the postulates of this doctrine which were explained at the Sixteenth Meeting of the Council of Directors of IICA, held in Panama in November 1972. The favorable response and the close involvement of our directors with this doctrine are a promising

indication that it will be the basis for an integral program of activities. Through the processes of internal planning and programming, we are now trying to adjust our programs and projects to this doctrine. As I will indicate later on, we have begun the reorganization of our Executive Offices in line with the basic postulates and we hope that all our activities will reflect this permanent process of updating our doctrine. The Office of the Associate Deputy Director General for Planning is preparing our strategy by lines of action, thus completing the design of the institutional apparatus which will then be placed at the service of the member countries.

### **Implications of IICA's programs with regard to the situation of the rural sector**

It is worthwhile, now that I have explained our position as an

institution with regard to the national institutional systems, to mention some advances that have been made in the programs of IICA. These are the following:

#### **a. Progress in the education programs**

I would like first of all, to say a few words about education in our countries. We feel that agricultural education in Latin America is already one of the fields in which the need for international technical cooperation has decreased as the countries have acquired the capacity to provide it themselves. We therefore feel that our fundamental commitment now should be confined to the promotion of graduate education. We should also, of course, try to outline in general terms our views on the subject. I would like to take advantage today of our presence in one of the countries that has done some of the most outstanding work in the field of education. The participation of

the Chilean people in guiding the destiny of their nation makes it most appropriate that I should, in tribute to this country, express the following views.

Line of Action II has actively contributed to the most recent developments in agricultural education in our hemisphere. This is the very reason it has always held one of the most important positions among the many activities of IICA.

In order to dispel any possible doubt regarding this statement, I would like to recall just a few events which are already part of the history of the development of education in agriculture and related fields, in our countries.

The initiation in 1946 of the first formal graduate courses in Latin America at the Training and Research Center of IICA in Turrialba marked the achievement of a level previously non-existent in our countries. More recently, IICA participated directly—and continues to do so—in the development of graduate education

in Argentina, Brazil, Chile and Colombia. Furthermore, it has been associated with programs in Mexico, Peru and Venezuela, thus involving us to some extent in almost all the institutions in this field.

At the School of Agriculture level it is equally easy to trace the steps of IICA throughout the continent. In some cases it has provided methodological assistance, in others it has offered courses in special fields, contributed to the establishment of national and regional organizations or, finally, to the promotion of institutional development and self-evaluation in many member states. Thus, the Andean, Northern and Southern Zones have for years benefited our educational and specialized advisory services.

In spite of all this, and of the fact that more than 30,000 students have participated in its graduate, basic undergraduate or intensive short courses, we are not complacent: we are constantly

aware of our obligation to do much more for our countries and we are moved by the conviction that the one most critical factor in development, from primitive to the most modern times, is precisely the quality of a nation's human potential.

As a matter of fact, the Institute's educational activities at one time accounted for 25 per cent of its operative program. With the establishment of new Lines of Action, the share of education in our over-all activities was 22.9 per cent in 1971-1972 and 20.0 per cent in 1972-1973.

Nevertheless, Line of Action II, Agricultural Education, has been reduced to specific educational activities concerned with formal graduate training and basic undergraduate training. Some specialized assistance is also provided in connection with critically limiting subjects in certain institutions, but we feel that this responsibility should normally be borne by each country and not by an international

agency, at least not on a permanent basis.

Notwithstanding the above, under our program of operations for 1972-1973 50 per cent of the total activities programmed use education as a "tool" and, at the same time, as a fundamental objective from the human standpoint. By the same token, 63 per cent of the projects and 78 per cent of the programs involve educational action.

Despite our optimism in connection with these comments and facts, we still feel obliged to mention certain very difficult aspects in the life of our countries, especially as regards their educational systems as a whole. We do this taking as a point of departure our goal of working with the sectors leading to the production of a sustained development that will bring us closer to the more advanced countries.

If on the one hand we cannot possibly be guided by such aspirations in the absence of

scientific, technological and human leadership provided from graduate and basic professional training, on the other hand we must recognize the tremendous shortcomings in the field of vocational, intermediate and elementary education in the rural environment. In the first case we speak of the leadership required to produce and sustain development and in the second, of the complex of social strata that make up nearly 50 per cent of the population of our countries.

These are the basic reasons why, even without the resources experienced people consider essential, we have decided to express to you, the representatives of our member countries, our conviction that IICA has a historic obligation to expand its educational work at new levels.

We must be moved also by the conviction that education must be aimed at life and therefore schools must be transformed from self-enclosed artificial environments into environments that will be representative of the preparation

for life which synthesizes all its most fundamental functions. We have therefore opened our way in a new frontier of action in the educational field, and are concerned with the introduction of new methodologies which we are calling extracurricular education.

I cannot fail to report on the execution of the measures recommended by this Board of Directors regarding the new approach taken by the Tropical Research and Training Center in Turrialba (CTEI). This year, after receiving authorization from the Board of Directors in Washington, the contract was signed with the Costa Rican Government to constitute a civil Association named CATIE (Tropical Agriculture Research and Training Center). Within the terms approved by the XI Annual Meeting of the Board of Directors (San Salvador), the Center is to undertake and develop activities within the field of tropical research and training, especially activities of an accelerated nature. At present,

the contract is awaiting the legal ratification of the Costa Rican Legislative Assembly.

This year we also had the opportunity of signing another agreement, this time with the University of Costa Rica, authorized by the University Council. By virtue of the agreement on operations, we transferred IICA's didactic responsibility for postgraduate training to the University, particularly to the School of Agronomy.

On this basis, therefore, beginning next July, we shall transform our Graduate School into an office to promote Postgraduate Education, as it was established in the General Plan.

#### **b. The Hemispheric Agricultural Marketing Program**

The Board of Directors of IICA, meeting in San Salvador in May 1972, approved the creation of a program for the marketing of agricultural products, at the hemi-

spheric level, based on the draft agricultural marketing program submitted by the Director General in compliance with Resolution IICA/JD-740-26, adopted at the Tenth Annual Meeting of the Board of Directors in Lima in 1971.

The general objective of HAMP is to cooperate with the Latin American countries in the technical aspects of developing systems for the efficient production and distribution of agricultural products, in accordance with each country's policies and plans for economic and social progress.

This general objective may be achieved through the implementation of certain operational developments, including the creation of deeper and more widespread knowledge of the potential contribution of improved agricultural marketing systems to national goals for socioeconomic development; cooperation with national institutions in the diagnosis of agricultural marketing programs and designing effective strategies, specific pro-

grams and projects for improving the performance of the marketing system; cooperation in the development of human and institutional capacity within the countries; and cooperation in the development of a network for the exchange of marketing information among the countries, as well as with the educational institutions and programs that can accelerate the expansion of the nucleus of technicians trained in marketing in each country.

In order to achieve this commitment to the member countries, IICA has recruited a high-level specialist who is stationed in San José, where he directs the Hemispheric Marketing Program. We have recruited another expert to work out of Costa Rica, a third one who is posted in the Southern Zone, and a fourth in the Northern Zone. Their work will be supplemented by the support of the IICA technicians who are already working in this field in the Andean and Northern Zones. The number of

specialists in this field will be increased later on in order to fulfill the goals of the program.

One of the most important activities carried out to date under this Program has been the Evaluation Seminar on the Hemispheric Agricultural Marketing Program, carried out in San José, Costa Rica, in April 1973, under the sponsorship of IICA and the Agricultural Development Council.

The seminar brought together specialists from fifteen American countries who worked to become acquainted with the main problems of institutional coordination in the marketing subsystem of the various countries; identify critical areas in marketing systems from the standpoint of technical cooperation; analyze the possible means of action in these critical areas and identify the type of participation open to the Hemispheric Marketing Program in order to produce the greatest impact throughout America.

I must also mention the Round

Table on Marketing held in Santiago, Chile, during the Eighteenth Annual Meeting of the Technical Advisory Council of the Institute.

**c. The Inter-American Information System for the Agricultural Sciences—AGRINTER**

I would now like to mention a program of the Inter-American Centre for Documentation and Agricultural Information (IICA-CIDIA), which has great impact throughout the Americas—the agricultural information system for Latin America and the Caribbean, which grew out of the documents and discussions held at the I Round Table of IICA/PIDBA, held in Lima in 1967, and expanded and reinforced at the II and III Round Tables held in Bogotá and Rio de Janeiro in 1968 and 1969.

Latin America now has significant tools with which to set up a coordinated information and documentation structure, as follows:

a) At the national level: national agricultural libraries and agricultural centers (select basic nuclei, 1st phase) and the national information centers for science and technology.

b) At the inter-American level: IICA-CIDIA, IICA-PIDBA and the Inter-American Association of Agricultural Librarians and Documentalists.

Efforts are also being made in connection with the integration of information and documentation.

The general objectives of the Inter-American Information System for the Agricultural Sciences—AGRINTER—are the following:

- To coordinate and integrate at the regional level the efforts being made in the countries by the documentation structures in connection with the identification, processing and dissemination of national agricultural information.
- To encourage cooperation at the national and regional levels in an

effort to attenuate the differences in the levels of application of technology.

- To promote the improved use of human, economic and documentary resources of Latin America and the Caribbean, through coordination, cooperation and regional integration.
- To make accessible, in each country, the aggregate of information relating to the agricultural sector and promote the utilization of such documentation by the various types of agricultural users.
- To support planning, education, research and rural development through the application and use of the documentary resources available in the region.

The structure of the system will consist of a "network", with a "coordinating nucleus" centralizing the planning, development and coordination of the system. The receipt of information and services by users will be decentralized. This decentralization will provide for

greater access to each country's production of agricultural documentation and ensure adequate service to users. This type of "coordinated decentralized" structure will require a high degree of participation and cooperation on the part of all the components of the system.

The basic structure of the System will consist of: a) a coordinating nucleus; and b) basic nuclei in the countries.

AGRINTER will adopt and develop suitable procedures to enable it to achieve its objectives and will cooperate at the regional and worldwide levels with other information systems (AGRIS, UNISIST, etc.).

The System will basically provide the following services: a) access to current and retrospective agricultural documentation produced in the region or concerning it; b) access to worldwide agricultural documentation available in the nuclei that make up the system.

The printed products of the

System (bibliographies) will be provided as a courtesy to the nuclei in the countries. <sup>c</sup>

Since AGRINTER is open to voluntary cooperation on the part of all the countries, it is expected that before long the basic national nuclei participating in the System will cover all Latin America.

#### **d. IICA's Public Information Program**

I am very pleased to report that we are making every effort to improve our public information activities, in accordance with the provisions of the General Plan, which took up the suggestion of the Advisory Committee to the effect that information on the work of the Institute should be more widely disseminated throughout the hemisphere.

Thus we have designed four information subsystems within IICA. These four subsystems (technical information; diagnosis; internal information and public



information) are complementary and aimed at producing a body of knowledge which flows from the countries to IICA, where it is processed, analyzed and converted into programs, projects and activities. The implementation of these programs, projects and activities is then analyzed and evaluated and finally returned to the countries in the form of new knowledge through the final stage in the process: information for the institutional public in each of the member countries.

To this end, we have strengthened this work by establishing a Division of Public Information within the Executive Offices of IICA. This Division, which is headed by a high-level specialist, has produced a Hemispheric Public Information Program, which was approved at the 16th Meeting of the Council of Directors of IICA, held in Panama in November 1972. This Program has now been translated into a policy and regulations for public information,

which will substantially contribute towards improving the Institute's information activities as well as projecting the institutional image.

We are determined to strengthen this work to the maximum, since, adequate knowledge of the institution's work is a prerequisite for ensuring that the resources made available to us by the member countries are utilized for the maximum benefit of these countries.

#### e. Community Enterprise

It is with great satisfaction that I am able to report to you on the progress made, within the agrarian reform process in Latin America, in promoting rural community enterprise. Originally conceived as a means for facilitating and accelerating mass benefits and economy in the land redistribution processes, this concept has now become an integral part of the Latin American vision of agrarian reform. Indeed, at the meeting of agrarian reform

executives in Panama, the Latin American countries clearly stated that self-managed rural community enterprises provide an effective means for generating the participation of *campesinos* while at the same time bringing about the organization of *campesino* agriculture into competitive enterprise which can immediately become a source for the redistribution of income.

To date seven member countries have already included in their agrarian reform legislation provisions for granting land to communities and it is expected that five more will do so in the near future.

It may easily be seen that action aimed at promoting the concept of community enterprise in these and other countries must go hand in hand with the adoption of certain decisions that will facilitate international technical cooperation in the implementation of such programs. It seems essential, for example, to provide training in the countries in the field of agricultural-economic

planning, physical planning, business management and *campesino* organization.

It would seem that the national centers currently in operation provide an adequate framework within which to promote programs for training in community enterprise. I wish to inform you that at the Sixth Meeting of Agrarian Reform Executives, held in Panama in March 1972, the participants requested IICA to prepare and implement a hemispheric program oriented towards training national officials in the aforementioned subjects through the national centers.

#### **f. Irrigation Program for the Temperate Zone**

During the period from July 1, 1972, to the present time, which covers the second year of its operation, the Irrigation Program for the Temperate Zone of South America has considerably increased its activities in Argentina, Brazil,

Chile, Peru and Uruguay, with a view, fundamentally, to helping meet these countries' needs in connection with the achievement, within the framework of the relevant socioeconomic realities, a more adequate utilization of the resources both in the areas already under irrigation and in those with potential for irrigation.

The five countries mentioned above have an area of 4,154,000 hectares under irrigation, which accounts for nearly 50 per cent of the total irrigated area in Latin America. This gives an idea of the varying incidence of such areas on the development goals that have been established. This explains the special importance IICA attaches to this Program, as its action may held the countries within its sphere of influence to improve the utilization for eminently social ends of such a scarce resource as water, giving preference to facilitating its rational and technified use by lower-income farmers.

The Program, which began with

a Coordinator in Argentina and one specialist each in Brazil and Chile, was reinforced in early 1973 with the recruitment of three additional specialists, two stationed in Chile pursuant to the Board of Director's Resolution IICA/JD-810/72-14 of May 8, 1972, and the third one stationed in Brazil, under the agreement between IICA and the Ministry of the Interior of Brazil.

Several of the activities carried out under the Program have involved the collaboration of specialists in several of the Institute's programs in the Southern and Andean Zone. Some of the activities carried out under the program are the following:

With the official sponsorship of the Peruvian Government, through its Ministry of Agriculture, the First Meeting of the Advisory Committee for the Program was held in Lima between August 16 and 21, 1972. This meeting, which also included the participation of high-level delegates of the five countries and observers from various institutions

concerned with the development of irrigation agriculture in Peru, provided an opportunity to become acquainted with and exchange ideas on the various solutions being tried for the irrigation problem, as well as to reach important conclusions and recommendations on the future orientation of the program, on the basis of the discussion of the working paper entitled "Alcance de las Actividades que deben realizarse en el Desarrollo de un Proyecto de Riego en la Zona Templada Sudamericana" ("Scope of the Activities to be Carried Out in Developing an Irrigation Project in the Temperate Zone of South America"). In addition, the participants at the Meeting were able to become acquainted with and see in the field the over-all work being carried out in certain important irrigation zones in Peru, under the measures adopted by the Peruvian Government for the benefit of the campesino classes.

During the period covered by this message, the exchange of

technicians for in-service training was begun, as provided in the Agreement reached by the members of the Advisory Committee of the Program. Thus, it was possible to finance a visit to study the organization of the Office of the Director General of Waters and Irrigation Districts of Peru on the part of technicians from Argentina, Chile and Uruguay. Plans are being made to continue such useful exchanges in the near future.

The Program has also been cooperating with the Committee in charge of organizing the VI Latin American Seminar on Irrigation and Drainage, to be held in Brazil in the near future. This collaboration has been both in the organization of the event itself and with regard to promoting the greatest possible attendance of Latin American specialists in this field.

As stated in the Annual Report for 1972, the contacts established by the Program Coordinator with the executives of the Inter-American Center for the Integrated

Development of Waters and Land (CIDIAT) have made it possible to carry out several joint activities.

The Executive Offices of the Institute, realizing that it is advisable to extend the benefits of the Irrigation Program to the other Latin American countries that are determined to develop in harmony their potential irrigation agriculture, has ordered a study to be made with a view to extending the program at the hemispheric level. To date, the Program Coordinator has already drawn up a preliminary draft for a hemispheric irrigation program, which is being studied and reviewed with a view to deciding on the feasibility of implementing it in the near future.

#### **g. The Management Program**

The Governments of Latin America, which have decided to promote rural development and have formulated programs and projects to that end, have almost always had the unfortunate experi-

ence of finding achievements falling far below expectations, of higher costs and more time involved than expected. The low relative effectiveness, the high relative costs and the excessive time spent in implementation have become a constant factor in rural programs and projects.

The problem cannot be reduced to a single cause nor are the causes easily controlled, in view of the predominance of outside factors influencing the entire process. There is no doubt, however, that weak management of programs and projects in the institutions of the rural sector is one of the causes of the problem. By management we mean the art and the science of trying to achieve predetermined objectives with organization and the use of given resources, with the greatest effectiveness, lowest cost and in the shortest time possible.

Echoing this real need of the countries, IICA has undertaken a special program on management for rural development, which was

explained at the previous meeting of the Board of Directors. The Management Program brings together all the efforts of IICA in this field and is made up of: 1) a nucleus in San José, under the Office for Coordination in Costa Rica, the function of which is to develop methodologies and leadership functions, coordination, receipt, ordering and dissemination of information and initiatives (suggestions) and reconciling efforts; and 2) specialists in the Regional Offices and the countries, whose main function is to promote and incorporate management into the Institute's efforts in the countries, to test methodologies and keep the central nucleus in San José permanently informed.

The IICA staff in the Regional Offices and in the countries has carried out many activities in the field of management and public administration, particularly in the Andean Zone (Ecuador, Colombia and Venezuela). The central nucleus has begun its work with a

program of research and assistance to the Costa Rican Agricultural Development Program and the institutions involved in it.

Research in Costa Rica was completed in April, 1973, as regards the development and application of methodologies for data gathering, discovering the causes of dysfunctions and proposing remedies. The joint application of the remedies with the Costa Rican officials will be carried out between May 1973 and March 1974, as will the training and transfer of methodologies developed for data collection and analysis.

The Management Program (central nucleus and Northern Zone) will soon begin research in Guatemala during this year. The methodologies developed in Costa Rica will be applied in Guatemala, where their usefulness will be tested under different circumstances.

It is important to recall that the methodologies developed to date have been directed to countries that have development plans in opera-

tion. The Program will attempt to adapt and develop methodologies for countries where there are no development plans. This is the case of Bolivia, where it is expected that an adaptation of the methodologies developed in Costa Rica can be carried out this year, with the assistance and resources of the staff of the Andean Zone of IICA.

The results of the research in Costa Rica and Guatemala, which have development plans, will be useful for another type of service which the Management Program will be able to give the countries that are in the process of preparing development plans, such as Nicaragua. In view of the urgency of this country's needs, the central nucleus and the Northern Zone Office began their work in Nicaragua in April of this year. Assistance was also given to Panama in the restructuring of the agrarian sector, in November, 1972, and February, 1973.

It is felt that the methodologies for countries with development

plans which were developed in Costa Rica and analyzed and adapted in Guatemala will have to be analyzed once again before being transferred to the IICA staff in the Latin American and Caribbean countries.

Thus, it is anticipated that a third trial can be carried out in Paraguay, with the assistance of the Southern Zone staff.

Within a few years, if the necessary resources are available to maintain the research and testing function of the central nucleus, all the technical assistance activities in the field of management will be carried out by the zones and countries. The central team will be reduced to the function of coordinating the activities, analyzing and disseminating the results and thus helping to enrich IICA's common pool of knowledge in the special field of management for the service of the countries.

#### **h. Inter-American Rural Youth Program**

In compliance with our commitments with the Kellogg Foundation on the administration of the Inter-American Rural Youth Program, we have begun work on designing a plan of activities as the expression of a humanistic vision of work in this field. One of our approaches will be to utilize the structure of rural youth clubs to orient the action of young people so as to significantly improve their future management ability, reinforcing the clubs as training mechanisms so as to better train the young people for their future role as leaders and active participants in the communities.

In this regard, we are carrying out a careful study of the rural institutions, with a view to expanding our technical cooperation efforts in five main fields within this subject, as follows:

**1. Protection and improvement of family life**

This work is aimed at helping youth of all age groups and providing basic support for the formal mechanisms of socialization which govern their entry into the adult world and the labor force: on the one hand, it must be designed to enable young people with irregular family and/or school situations to recover both physically and spiritually, and, on the other, it must be aimed at providing for the necessary "basic infrastructure" for improved development of new couples.

**2. Expansion and rationalization of the educational apparatus**

In this field, the aim is not only to further the quantitative expansion of the service and its qualitative improvement, but also to adapt it to the real needs of young people who are the main users. Thus, both as regards formal and extracurricular education, we will work with the

national institutions in order to further the effective preparation of the individual for his integration into society in general and into the labor force. In this regard, we consider very appropriate the development of rural educational systems in certain countries which base the organization of formal and extracurricular instruction on national objectives in terms of employment and total utilization of human resources within the national development projected as the basis of the process.

**3. Introduction of objectives in connection with employment, spatial distribution of the population and income distribution in the planning of rural development.**

We consider it essential that our work in this field should take youth as its point of departure, since it is precisely during youth that the problems mentioned are more intense. The case of

employment and migration, for example, provides a dramatic illustration of this fact. Almost by definition, the groups of young workers who have only recently entered the job market are invariably those with higher rates of unemployment and underemployment (receiving less pay for their work) and make up the bulk of the rural exodus.

**4. Reorganization and ordering of job markets**

Realizing that in most cases it is not sufficient to change economic and social conditions affecting the access of youth to the appropriate jobs and incomes, we are trying, in this field, to concentrate on designing local, regional and national mechanisms to organize the functioning of the rural job market as a system.

**5. Participation of youth in the development process**

The components of this field of activity which are only implicit in the previous ones, are

explicitly concentrated under this heading: we know that the participation of youth in all stages of development is a key element in the success of humanistic development, the backbone of our work in the countries.

6. All these fields are brought together and expanded in a conceptual framework for action with rural youth, which we are preparing in coordination with the Office of the Assistant Director General of FAO for Latin America. We intend that this framework follow the outline of the one we developed for agrarian reform in January 1971. In December of 1972, when I attended the Inter-American Conference on Rural Youth, in representation of IICA, I had occasion to explain in detail our views on this matter.

**i. Courses for the preparation and evaluation of agricultural projects**

In order to increase the efficiency of the allocation and application of internal and external resources and to promote coordination among public agencies in the agricultural sector, IICA has been organizing and carrying out a series of courses on agricultural projects. These courses have been possible thanks to the joint financing of the Inter-American Development Bank (IDB) and our institution, under an agreement signed in 1971.

During the first year of the agreement, these courses were given in Argentina, Ecuador and Honduras. Seventy-three technicians were trained in the preparation and evaluation of agricultural projects and 10 practical studies were prepared. The IDB contribution amounted to nearly US\$83,000 and the IICA contribution to some US\$20,000. During the second

year, presently in operation, courses will be given in Uruguay, Bolivia, Peru and Costa Rica.

In another section of this message I will go into further detail regarding this important work.

**j. Cooperative Program for the Development of the American Tropics**

By Resolution IICA/JD-626-2 (Ap. 1), adopted at its VII Annual Meeting in San José, Costa Rica, in April and May, 1968, the Board of Directors of IICA approved the establishment of a technical committee to study the objectives, organization, financing and operation of a cooperative program for the development of the American tropics.

During the following year, having heard the report of the Committee, the Board of Directors, meeting in Quito, Ecuador, adopted Resolution IICA/JD-658-28, approving the gradual implementation of the Program.

A working group made up of representatives of the countries where the Program would operate defined its objectives, identifying short-term and medium-term activities to be carried out, and on this basis, drew up the general plan of action.

The Board of Directors of IICA approved a budget of US\$114,000 for the fiscal year covered by this message. This appropriation has been used for the following activities under the program:

Fellowships to national specialists in the Southern Zone; fellowships to national specialists in the Andean Zone; inventory of institutions in the area; advisory services to the School of Agronomy of the Amazon, in Belem, Para, Brazil; advisory services to the School of Agronomy of Barquisimeto, Venezuela; organization of an information and documentation unit in Turrialba, Costa Rica; meeting of research directors in Itabuna, Brazil; seminar on settlements in the tropics; in-service training on

production of garden vegetables in the tropics, in Venezuela; symposium on economically important plants of the Amazon; course on tropical ecology, in Itabuna, Brazil; advisory services to the schools of agronomy of Esmeraldas, Ecuador, and Jusepín, Venezuela, and the IV Regional Meeting on Grasses.

In addition to these activities in various countries, the Program has carried out others which were financed by other agencies, such as the following: course on classification of soils, Brazil; diagnosis of the schools of agronomy of Belem and Goiania, Brazil; seminar on credit strategy, in Brazil; advisory services to INCRA, Brazil, on the establishment of a mechanism for leader-personnel, executive-settler communications and a feasibility study for the establishment of a center for training in project administration.

Three meetings were held during the year: Forestry in Medellín; Ecology in Maracay and Animal Husbandry in Ecuador.

At the III Meeting of the Advisory Committee, held in Guayaquil, Ecuador, from June 26 to 29, 1972, the former Minister of Production of Ecuador, Felipe Orellana Albán, made the following statement: "This meeting is truly an important one. It concerns the development of the American tropics and the development of the tropics throughout the world, from the Tropic of Cancer to the Tropic of Capricorn; the tropics account for one fourth of the land area of the earth and one third of the world population. These figures are enough to give us an idea of the importance of developing this region. While it is true that the tropics throughout the world have great potential, we must realize the difficulties that are to be found in taking advantage of these opportunities, because, as a matter of fact, the basic features of this great region are disease, poverty and other negative characteristics which explain why we appear before the world as underdeveloped peoples.



Now, therefore, with the opportunities that have traditionally given the people of the tropics a reputation for being carefree, a new attitude is developing: the people of the American tropics are prepared to overcome all the obstacles of their environment . . .”

As Mr. Orellana has said, the Cooperative Program for the Development of the American Tropics has an important mission in the agricultural sector. We feel it is fulfilling this mission efficiently and confidently, with the support of the countries involved.

#### **k. Improvement of the Institute's financial system**

After nearly three years of specialized efforts, the Institute now has a modern computerized financial control and accounting system.

Through a program which has been in operation since April 1972, the Directors of IICA and the country representatives receive information immediately on the financial situation of each operating

unit, the state of development of the Operative Program by type of expenditure and line of action, as well as the basic operational expenditures by project and activity.

These statistical and accounting controls, which are in the hands of technical staff members, allow for accurate and immediate decision-making in the management of the programs and technical cooperation we offer to the member countries.

In view of the requirements of modern accounting systems, a centralized data processing and financial control system is essential. IICA now has such a system and we are confident that it will enable us to make better use of the resources the countries have entrusted to us.

### **III. ADJUSTMENT OF THE ACTION OF IICA TO THE NEEDS AND POLICIES OF EACH COUNTRY**

#### **The National Committees**

I cannot help mentioning with pride and satisfaction, on behalf of

our institution, that IICA is taking the necessary steps to ensure that its physical presence in the countries will be something more than that; in many countries, National Program Committees have already been officially established and in all the others, we are working on the assumption that they will soon be in operation. The National Program Committees have also been made a part of the Institute's official programming policy which establishes that the Committees are the first link in the decision-making chain which culminates in the approval by the Board of Directors of the Program-Budget.

It is our intention to have the Representatives in the countries become intimately acquainted with the needs of each country. To this end, we feel that the most expeditious method to use is to have the sectorial agricultural planning offices report directly to the Institute of the technical cooperation requirements of the

country and inform it as to what collaboration IICA can provide.

Thanks to this system, IICA can now play a singularly important role. The strengthening of national efforts and institutions is no longer an adventure planned beyond the national boundaries. It represents the filling of a truly felt need and a challenge to the creative imagination of our institution. We are no longer speculating theoretically on unknown situations but rather providing the backbone for a network of activities that reflect the will of the countries.

### **Internal Reorganization**

Our Hemispheric and Humanistic Projection has covered the entire physical field of IICA's action and has led to an exhaustive examination of the institutional action and doctrine. With this much done, we then had to turn to the task of adjusting our organization internally so as to enable us to achieve our objectives. This made it

essential to reorganize our administrative structures.

Acting on the principle that true decentralization can only exist when there is independence of operation and centralization in the technical and doctrinal leadership, we have designed a pyramid-type of reorganization. At the base of the pyramid are the representatives in the countries, whose offices, as stated in the General Plan, are the basic operational units of IICA. In order to enable them to fulfill their mission, we have assigned them five substantive functions. The offices of the representatives are now in charge of presenting the over-all picture of national problems in order to provide a basis for the formulation of programs and projects, i.e., to diagnose the institutional development process in the agrarian sector. They are to translate the national and multinational programs into terms of specific guidelines for action in each country. In other words, they are to program their action. They are

to implement IICA's programs in the country as well as propose any adjustments and new activities which might seem appropriate, i.e., they are to evaluate and reprogram their own work and, finally, they are responsible for the official relations between the Institute and the member countries, as well as the other organizations of international scope working in the country. Thus we have turned over to the country representatives the basic functions of direction of the Institute's programs. In order to adjust these executive functions with the relevant norms, we have reorganized the Executive Offices into three major areas: Planning, Operations and External Coordination. The planning division will clarify IICA's doctrine by establishing medium and long-range strategies concerning the implementation of the Humanistic Projection, our philosophy of country representation and our constant search for better ways to strengthen the institutional system, as we also wish

to make our doctrine operational through short-term strategies, i.e., through annual programming. Finally, we intend to compare the results of our work with our original goals in order to evaluate our accomplishments.

In connection with operations, we have decided to have supporting machinery for the implementation of programs in the operational units; thus, we have established a control system for the implementation of activities. Finally, with regard to external coordination, we have increased our capacity to improve official relations with the member countries and with other international agencies by adopting coordination and public information mechanisms which will ensure the establishment of closer ties and increase knowledge regarding our work.

In order to provide a link between the normative level and the directly operative level, we have kept our Regional Offices as a

hierarchical unit between the Executive Offices and the country representatives. The Regional Offices will also coordinate the work of the Representatives by areas. They will coordinate and support the country diagnosis, coordinate programming as established in the General Plan, supervise the implementation of national programs and projects and carry out multinational activities and, finally, act as a coordination and technical support center in the field of official relations and information.

I am pleased to report that the restructuring of IICA's functions enables us to maintain the proportions of resources formerly allocated in the budget and that, as a result, we can still show that the executive cadre in San José still only uses 15 per cent of the resources, while 85 per cent is devoted to work in the field.

### **The redistribution of resources for the benefit of the relatively less developed countries**

In view of its very system of financing, and on the instructions of its Board of Directors, IICA is an instrument for the redistribution of resources for the benefit of the relatively less developed countries. This means that all such countries receive greater benefits than the cost of their investment in the operation of IICA. The purpose of this is obvious: to try, insofar as possible, to reduce the discrepancies between the development of the various countries.

The process operates both at the continental and the regional levels. At the latter level, for example, the more developed countries of Latin America subsidize the less developed countries as part of a hemispheric commitment to the cause of development and the

reduction of inequality among nations.

**Multinational action and the exchange of models of rural and institutional development, based on the experiences of the countries where IICA operates**

All the countries, both the more advanced and the ones which have not achieved such a level of advancement, provide examples of efficiently operating agencies, of policy lines or sectorial objectives, or of administration and cooperation which can to some extent be put to good use in other countries in the region. In this regard, IICA also acts as an instrument of exchange for such specific experiences, either by virtue of the direct knowledge of its own experts or the support it is able to provide for the mutual training of personnel.

## **The Protocol of Amendments to the Agreement on IICA**

Regarding this matter, on which we have been reporting over the past two years, we have only to add that we have fortunately had the support of the member countries for this objective of the Executive Offices, although the countries' responses have been slow in reaching the Secretariat of the Board of Directors in Washington. Since a majority of the responses have arrived, the Permanent Committee has begun to work on this document, which is truly indispensable for the fullest projection of our institution, especially at this moment in which the Inter-American System is being brought up to date as a whole. The objectives of the specialized organs must be specifically defined to achieve greater comprehension, wider distribution and greater efficiency in the technical cooperation offered by our organization.

## **IV. PROGRESS IN FURTHERING COOPERATION WITH INTERNATIONAL AND NATIONAL INSTITUTIONS**

### **International Institutions**

#### **a. The Organization of American States (OAS)**

On the basis of suggestions made by the Director General, on November 17, 1972, the Board of Directors adopted the following resolution: "To authorize the Director General of the Institute to sign an agreement with the Secretary General of the OAS providing for the establishment of basis for a system of cooperation and coordination of the activities of both organizations which will allow for maximum utilization of the Institute as the specialized inter-American agency for agriculture".

At its Second Session the General Assembly of the OAS (April 11-21, 1972) adopted a

resolution authorizing the Secretary General, in agreement with the representatives of the specialized inter-American agencies, to amend the existing agreements or enter into new agreements in accordance with the provisions of the Charter and the norms for the application and coordination of the Charter provisions regarding inter-American specialized agencies.

On September 25th of this year, the Secretary General of the OAS wrote the Director General of IICA transmitting a draft model agreement suggested by the Secretariat for the drafting of the agreements with the specialized agencies.

On March 23, 1973, the Director General wrote the Secretary General of the OAS stating that he was most willing to begin steps to reach an operational agreement with the OAS and he appointed Dr. Jose D. Marull, Associate Deputy Director General for External Coordination to carry out the necessary talks with the General Secretariat.

We are confident that these

measures will enable us to establish even closer ties with the Secretariat, thus ensuring better coordination of our respective activities, for the benefit of the member countries. In the meantime, certain cooperative activities at the operational level have been agreed upon, such as the assistance to the Seminar on Cooperatives being organized by the relevant department of the General Secretariat; collaboration with the course on project preparation being carried out in Mexico by the Inter-American Program for the Formulation and Implementation of Development Projects (CETREDE), participation in the country reviews, and others.

The Director General and several of his collaborators participated in the OAS meeting held this year, as well as in the General Assembly, CIES, the Inter-American Educational, Scientific and Cultural Council, and other meetings to which the Institute has been invited.

Cordial relations have been

maintained at all levels and we are confident that with the establishment of a coordination committee the efforts of the two organizations will be even better coordinated.

#### **b. United Nations Food and Agriculture Organization (FAO)**

Since the Eleventh Annual Meeting of the Board of Directors held in San Salvador in May 1972, efforts to strengthen relations between the Institute and FAO have been intensified. It is worth mentioning the visit made by the Director General of IICA, at the invitation of the Director General of FAO, and together with him, to several Central American countries, and the participation of the Director General of the Institute in the FAO Regional Conference held in Cali, Colombia from August 21 to September 2, 1972. We have been closely in touch with Ing. Armando Samper, Assistant Director General and Regional Director of FAO for Latin America and our

two agencies are carrying out joint efforts such as the study of community enterprises in Central America, Colombia, Chile and Peru. We have identified several fields of action of IICA in which FAO will participate, especially in the Southern Zone. Just before this Annual Meeting of the Board of Directors a meeting was held where agreement was reached on specific fields for joint or complementary action to be carried out during the forthcoming fiscal year by FAO and IICA. This is the result of several conversations which began with a visit by the Director General to the regional office of FAO in Chile, which was followed by a visit by the FAO Regional Director to San José, Costa Rica, and culminated with the meeting just concluded here in Santiago. During the forthcoming fiscal year, joint efforts of the two agencies will undoubtedly prove to be of great benefit to the member countries.

### c. Inter-American Development Bank (IDB)

Relations with the Inter-American Development Bank have been strengthened through the agreement on the holding of courses on the preparation and evaluation of agricultural projects (PEPA courses). Three such courses are being held this year, one in San José, Costa Rica, one in Lima, Peru, and another in Buenos Aires, Argentina. Three more will begin during the early part of the next fiscal year, thus completing the series of nine courses stipulated in the original agreement with IDB. During the latter part of 1972, work was concluded on the project on research, extension and agricultural education in Nicaragua, including the plans for the National School of Agriculture and the Central Experimental Station of that country, drawn up with the assistance of IICA acting as technical advisor for the contract

between the Nicaraguan Ministry of Agriculture and Livestock and IDB. This year the Bank also approved a project on research and agricultural extension in Honduras which was drawn up with the advisory assistance of IICA.

Steps have been taken this year to provide for the Institute to collaborate with the Government of the Dominican Republic by acting as advisor for agricultural extension and personnel training under a contract signed by the Government of the Dominican Republic and IDB. Talks have begun with a view to drawing up a general agreement between the Bank and IICA and the Director General of the Institute and the President of the Bank have already exchanged correspondence on the matter. Once this general agreement is signed, we will be able to draw up specific agreements covering not only our collaboration in the training program but in other fields as well, such as the preparation and implementation of projects.

#### **d. Agency for International Development (AID)**

Relations with AID have been established through several contracts, including the one regarding the Management Program mentioned earlier in this message. Another one was the agreement with ROCAP regarding the strengthening of the Schools of Agriculture of Central America.

A significant step has been the contract between IICA and the University of Costa Rica, which is part of this country's national development plan, and is largely financed with an AID loan. The Institute was chosen from among several proposed by the University of Costa Rica and approved by AID, to act as consultant for the program aimed at strengthening the School of Agriculture of Costa Rica; this contract provides for 23 man-years of technical staff to provide the advisory services and a high level IICA expert has been appointed Coordinator.

#### **Governments of countries outside the area**

Cooperative relations have also been strengthened between the IICA and Governments of countries outside the area covered by the Member States. For example, the Government of the Netherlands has provided fellowships for CTEI and negotiations are underway in connection with a five-year program involving US\$2,394,518, to be carried out between IICA and the Government of the Federal Republic of Germany, and consisting of an integrated program of research, education and technical assistance in forestry, forest economics, wood technology, forest productivity per surface unit and forest entomology in Central America and the Caribbean.

The British Government continues to assist IICA's efforts with the aid of one technician, working on cacao problems.

#### **New members of the organization**

Canada deposited its instrument of ratification of the Convention of the Institute with the Board of Directors on October 4, 1972, and Jamaica did likewise on September 25, 1972. With the authorization of the Board of Directors, discussions are now underway with the two governments regarding the instruments on privileges and immunities to be granted IICA by those countries. We expect these agreements to be approved soon.

The Governments of Trinidad and Tobago, and Guyana have expressed their interest in becoming members of IICA and it is possible that before the end of this fiscal year, one or both of them will deposit their instruments of ratification to the Convention of IICA. This would consolidate the hemispheric projection of the Institute, which now has 23 members (including Cuba) and is physically represented in 21 of them (except

Canada and Jamaica).

The Board of Directors approved, on May 2, the request of admission of Guyana, which will constitute, therefore, our 23rd Member State.

First of all, our experience to date has confirmed the validity of the general objectives adopted for IICA for its Board of Directors in November, 1970: to increase production and productivity; to expand the effective participation of the masses of rural families in the development process; and to increase employment in the rural sector. We have still not managed to make these objectives fully operational, to our satisfaction, in every program and project. We are concerned about this and realize that although it involves a permanent process of successive steps toward the final goal, we must assign it priority in the near future. In this regard, we may say that we have made the least progress in the field of rural employment and must therefore give special priority to

our efforts to progress in this area.

In the second place, by 1973-1974, the steps towards the decentralized restructuring of IICA will be culminating in the goals established. What we must emphasize in the immediate future is the need to increase efficiency in the operation of this structure. We will change our working methods: fewer multinational and more national courses; greater use of collaboration by outstanding national experts; new working mechanisms; and greater articulation of our work, not only with subsystems of national agencies but with other multinational agencies as well.

This will not take place automatically; we will need to devote time and effort to the internal self-training of our own professional staff, nor so much in their fields of professional specialization as in the need to produce better results in a limited time-types, combinations and sequences of activities which mutually re-

inforce each other; effective mechanisms for articulation and collaboration, rapid methods for incorporating methodologies which have been successful in a given country or zone into the accumulated know-how of each and every one of our experts. As I have said, this is a permanent, on-going process, but it deserves priority right now.

Third, while we are increasing our capacity to serve the member countries in such fields as marketing, where our work has been much too limited in the past, we need to expedite the process of carrying out an in-depth evaluation of IICA's oldest or traditional programs, so as to ensure that they still fit in with the objectives, strategy and structure we are developing. We have a considerable number of programs, and thus a considerable amount of resources, which were put under-way before the adoption of the General Plan by the Board of Directors in November, 1970; several of them by specific



resolutions of the Board of Directors in previous years. We plan to carry out this evaluation and submit to the next meeting of the Board of Directors a series of recommendations on any adjustments in these programs we may deem appropriate on the basis of the evaluation.

Likewise, now that with the present Program—Budget we are in the process of bringing our personnel policies in line with those of the rest of the inter—American system and the United Nations, we are firmly resolved to submit to forthcoming meetings of the Board of Directors Program—Budgets that will show the largest possible allocation of budgetary increases to specific priority problems of rural development instead of using them to cover vegetative increases in operational costs. We will try to exercise the self—discipline neces-

sary to cover the largest possible share of vegetative increases in costs through the reduction or elimination of activities whose relative priority has decreased over the years and in view of the reorientation of IICA, its objectives and strategy.

Finally, we have made significant progress in connection with the articulation and coordination of our work with that of other multinational agencies, but we are still only halfway along the path to achieving this goal. The other agencies and the Institute have made progress in becoming acquainted with each other's operations and mutual trust has been enhanced; we have also succeeded in detecting and trying more effective mechanisms for coordination and articulation. We now need to put these advances into effect and take advantage of this favorable atmo-

sphere by taking decisions and putting underway mechanisms of greater scope than those used heretofore. The conditions are favorable; we have the objectives, the strategy, the structure and the experience we need; we can now, all together, make up a quantum jump in our usefulness to Latin America. I am confident that we can do this, but we will have to give it priority in our efforts in the immediate future.

Even in this age of changes and liberation, it is nevertheless essential to return to assistance of the sources; and the source of all action in the field of international technical cooperation for IICA is the man of Latin America.

It will therefore always be appropriate to remember this whenever the occasion arises. To project on its shadow the collective institute of the continent, to return to the essence and thus justify all action.



OFFICIAL SPEECHES DELIVERED AT THE BOARD OF DIRECTORS' MEETING





**SPEECH GIVEN BY THE MINISTER OF AGRICULTURE OF CHILE  
ING. PEDRO HIDALGO\***

Gentlemen:

On behalf of the President of the Republic, Salvador Allende, the government and the people of Chile, it is with pleasure that I greet our fellow countries at this meeting, and to wish the delegates success in their deliberations and the conclusions they may reach at these meetings.

We are honored to have been chosen to host the Twelfth Annual Meeting of the Board of Directors of the Inter-American Institute of Agricultural Sciences, and equally honored by the presence of such distinguished delegates. We hope

that in addition to the successful conclusion of your deliberations during your stay in Chile, you will also have a chance to see the real Chile of today, understand its problems, recognize the aspirations and frustrations of its inhabitants, the changes we have wrought as well as the numerous obstacles we encounter every day, in trying to achieve what we propose.

The need to become cognizant of our reality, especially concerning the agricultural sector, should not be just a simple wish or curiosity of the delegates. It should be a definite obligation. The Director

General of IICA himself stated a few moments ago that "... our institution, being of a technical specialized nature, should make a permanent and conscious effort to involve itself in the daily and very real problems of each country ..."

I echo the Director General's words. A very complete and clearly defined knowledge of local problems is essential before the cooperation of the specialized international organisms can be truly meaningful. It is the only way in which science and technology can contribute positive elements to the efforts which many of our

\* Inaugural Session of the Twelfth Meeting of the Technical Advisory Council and the Twelfth Annual Meeting of the Board of Directors of IICA. Santiago, Chile, May 9 1973.

countries are making to overcome backwardness and misery. This is the reason for my asking the delegates to really get to know and study the reality of my country.

If you do as I ask, you will realize that the people and government of Chile are not just trying to achieve a simple agrarian transformation. No. We are trying to accomplish a total transformation of the Chilean society. The people and government of Chile are determined to do away with an obsolete, unjust, select society: capitalism. The people and the government are determined to construct a superior, more just society; a society wherein authentic human values can be expressed to their fullest dimension; a society which will eliminate for ever the egotistical principle of the 'exploitation of man by man'. We are determined, gentlemen, to construct a socialist society.

The process which we are putting into motion therefore, is a process of total transformation. We

are effecting a redistribution of income of a depth and magnitude never seen before in our country; a redistribution which we hope to back with drastic structural changes and not merely with the instruments of traditional economic policies. We have brought about the nationalization of the copper mines, essential basis of our economy which provides us with more than 75 per cent of our resources. We have also managed to nationalize the majority of private banks which will therefore enable us to orient credit resources towards the productive activities of real national interest, eliminating once and for all the old system of utilizing financial resources and national savings to benefit limited numbers of interested groups. We are constructing and consolidating the social basis of the economy through the incorporation of strategic and monopolist industries, so as to be able to effect adequate production planning on the basis of the real necessities of our people.

We are making great strides in health, housing and education in an attempt to eliminate the illiteracy, misery and ill health of millions of Chileans.

Our Agrarian Reform must be seen, analyzed and judged within the framework of our program of revolutionary changes. Not to do so would mean seeing things from a partial point of view only, which could lead to serious errors in perceiving the actual worth of our program.

However, the above outline is not complete. The process of revolutionary changes which we are effecting is not being carried out in a vacuum, but rather in the heart of a national society which had a perfectly clearly defined place in an international context. The process which we have started has altered the existing traditional and anachronistic social relationships. To have a very clear picture of the current situation, it is therefore necessary to point out the obstacles being presented by groups affected

by these changes. At this moment, gentlemen, my government is being confronted by a blind and tenacious opposition by internal groups, which although small in number, still maintain an important amount of real power. Our emancipating efforts have provoked the ire of imperialism to such an extent, that today we may say we have become a country under assault. Every attempt is being made to force us to backtrack on our decision to nationalize our basic wealth and resources. Piratical tricks by trans-national business enterprises are being utilized to try and embargo our copper in all the ports of the world. All-out efforts to change our ways are being attempted by credit restrictions and through direct and indirect pressure from international financial organizations. Essential financial resources for the normal supplying of our people have been withdrawn. In summary, it would seem that all wish to encircle us with hunger, so that we will abrogate our revolu-

tionary program which has been implemented for the benefit of the great majority of the people.

### **Agrarian Reform**

In the agricultural sector, we hope to bring about a 'transformation of rural society' inherent to and compatible with the entire process outlined before. Our program is revolutionary. We do not hope to produce a green revolution merely for its own sake. We do not intend to introduce whatever technological advances have appeared throughout the world into the Chilean agricultural process, just to be able to say we have done so. We do have every intention of bringing about a green revolution and introducing technological changes to the extent that they be compatible with an authentic process of transformation of the political and economic power structures which we hope to achieve and which will constitute an authentic agrarian revolution.

Why do we feel the need to initiate a process of such radical changes?

The answer is very clear, gentlemen, and is evident from the most cursory analysis of the agricultural situation in Chile. One look at the study carried out by the Inter-American Center for Agricultural Development (CIDIA) in 1964 gives us our answer.

### **Land Tenure**

In the above mentioned study of 1964 we note the high concentration of tenancy with respect to the basic resource needed for agriculture: land. A very low percentage (6.9%) of the agricultural enterprises in the country exploit 81.2 per cent of the total agricultural land surface, under the system of land management or control called "latifundio", while only 7.4 per cent of the total area, was broken up into 77 per cent of the actual exploitations.

These figures indicate the land tenure structure based on what is called the 'latifundio—minifundio complex'. Therein lies the basic reason for our socio—economic backwardness; the causes for the stagnation of the agricultural sector with the consequent social calamities such as unemployment, illiteracy, malnutrition and marginalization of the rural population. How were we to advance under such a land tenure system, when one—third of the irrigated land available was not being utilized, and another third was under natural pastures only?

This problem is well known to the delegates, as it is one that is suffered by the majority of the Latin American countries. It is a problem that was recognized at the Punta del Este Conference, where the OAS member countries were urged to adopt agrarian reform programs. After the conference, timid reform programs were initiated in many of our countries. In Chile, we know that from 1964 to

1970, 1,410 legal land expropriations were effected under Law No. 16,640.

When this government assumed power, and with no other instrument than the above cited law, we decided to expropriate all holdings over 80 hectares of basic irrigated land, turning them over to the *campesinos*. In two years, the government has expropriated 3,282 holdings. There remain only about 200 large properties which have not been expropriated principally for administrative reasons.

### Campesino organization

With respect to existing *campesino* organization, we can say that when the government assumed power, it was incipient, partial and somewhat fractionated at best.

Individually we may analyze these concepts. I say incipient because although the *campesino* has been demonstrating for many years, it was only in 1967 that the law for

*Campesino* Syndicates was ratified, which made the organization of field workers possible. Partial because it was only 30 per cent of the *campesinos* who were included into some form of organization; and fractionated, because there was no uniform organization which included the whole class, but rather different forms which arose for each type of *campesino*, according to his particular contribution to the productive process.

Thus we found a syndicate organization which included part of those on permanent salaries, but which excluded the immense majority of part—time workers, the transients, which number more than 200,000 and which therefore were excluded from any kind of organization. At the same time, the existing syndicate organization had developed and was stimulated by the state system, with four national confederations.

Small farmers and 'minifundistas' had been given two forms of organization: small farmer commit-



tees and *campesino* cooperatives. As I mentioned previously, these organizations were created from above, and were not the result of *campesino* agitation. They never progressed beyond superficial formality, and served only to cushion basic problems rather than to seek their solution.

None of them had access to the control of production means, since the *campesino* committees received only the crumbs left over from an anachronistic and deformed credit system. The cooperatives never had access to the production process and therefore became mere consumer cooperatives.

Workers who had benefited from previous land expropriations—no more than 25,000 in number—had organized themselves but their particular form of organization, that is the economic organization for production ('*asentamiento*') was in typical pyramid formation, which did not guarantee the real participation of the *campesino* in the decision making process.

## Credit

Distribution of financial resources was found to follow the existing concentration of the land tenure system. Although credit was opened to small farmers, and special institutions were opened to manage this credit, the concentration of financial resources was in no way modified, but rather was accentuated further. Thus, although the agrarian reform program was highly publicized, in actual fact state credit resources were being increasingly utilized by the '*latifundista*' sector.

## Marketing

The '*latifundio*' sectors controlled not only the production and financial resources, but also the perhaps most important aspect of the process: marketing. It was used as an instrument by the Chilean agricultural middle classes to exploit thousands of small producers by buying standing crops at

ridiculous prices which were then stored by the middleman, to the detriment of the defenseless consumer. The state was incapable of providing the country with an adequate marketing infrastructure, or system of transports to ensure the normal development of means to supply inputs and production. We are now paying for the lack of needed infrastructure, and will probably be doing so for many years to come.

Another endemic characteristic of the agrarian situation is the total lack of policies aimed at raising the standards of living of the *campesinos*. Such matters as housing, education, rural health, recreation and sports were completely abandoned. The results are obvious if one looks at the indices of mortality, specifically infant mortality; of rural illiteracy, sanitation statistics and prevalent alcoholism.

## The Institutional System

To meet this chaotic situation,

we found ourselves with an atrophied system: powerful organizations closely tied in with the 'latifundio' sectors with the aim of channeling public resources and technical assistance towards the privileged minority; and other self-designated 'promotion' organizations with little real economic-financial power, who served an extensive clientele of 'minifundistas' and *campesinos* without land.

We are able to verify the existence of over thirty institutions within a capitalistic scheme of exploitation, conducting parallel lines of action, without common aims or plans of action.

This is what we found, gentlemen, when the present government assumed power on November 4, 1970. With this we were expected to overcome the agricultural problems facing the country.

### Government Strategy

We elected a strategy based on visualizing the agrarian problems

within a global context of society as a whole. The problems were not seen as belonging only to the agricultural sector, but rather as problems of society as a whole, as the inherent result of the poor organization of a capitalistic system.

Changes proposed for the agricultural sector, therefore, should be implemented simultaneously and in a parallel manner with the changes to be introduced in other sectors of the economy such as the mining concerns, business monopolies and banking systems.

Our aim was to eliminate the 'latifundio' and this we have achieved by expropriating all holdings larger than 80 hectares of basic irrigated land. There are only 200 holdings that have not yet been expropriated for administrative reasons. In two years, we have done more than had been done in the previous six years in this area. Today, 40 per cent of the agricultural land of the country has

been expropriated and handed over to slightly more than 75,000 *campesinos*. We have accomplished this with Law 16,640 which was ratified in 1967, as our only legal tool. Many of the problems encountered are a direct result of some of the characteristics of this very law which made difficult the rapid processing of expropriations on a massive scale, due mainly to cumbersome and bureaucratic administrative processes which only contemplate but do not facilitate the rapid organization of new exploitations, and thereby hindering and distorting the productive process.

While we do not have other legal instruments, we will continue with what we have. Thus, as government policy we have announced the expropriation of holdings over 40 hectares of basic irrigated land which are not being utilized properly or which have been abandoned. And this we will do, because in Chile land is a very scarce commodity or resource, and

we cannot permit ourselves the luxury of land lying idle, when today more than ever, we need to increase agricultural production to supply the growing needs of the population.

We have tried out new forms of production organization in these new exploitations, in an effort to correct the deficiencies observed previously. We have therefore created CERAS and CEPROS, and with increased experience, we are managing to perfect their operational systems, and correcting errors made at the beginning. We need to find a way to organize Chilean agriculture into an efficient economic unit which will ensure the greatest possible participation of the *campesino*, while avoiding once and for all the exploitation of man by his fellow man. We want, gentlemen, a superior form of organization which we can obtain through a socialist production system.

With reference to rural or *campesino* organization, we are

working on the basic principle of uniting the workers. We hope to provide all the conditions needed to unite laborer and *campesino*, as the embryonic basis of a future popular front. This is why we are stimulating and strengthening communal leadership.

In country districts, we have promoted a new type of organization: *Campesino* community councils. All *campesinos* can have a voice on these councils, whether they are organized or not. The councils have representatives from all strata: salaried *campesinos*, 'minifundistas', transients, sharecroppers, etc.; none are excluded.

The community council does not replace formerly existing organizations. The council is a living expression of the alliance between the different levels of the *campesinos* and is essential for the planning system intended to ensure an effective participation of all in the fundamental decisions affecting the economic and social welfare of the community.

Although we have not been able to achieve well organized and solidly based *campesino* councils in all the existing agrarian communities of Chile, considerable progress has been made which is worthy of note. Through the concerted efforts of some of them, an authentic participation of these organizations has been achieved in the management of some of the productive resources such as credit and machinery, through the utilization of machinery pools. Participation in the elaboration of annual planning programs has been achieved, and ultimately, some of the *campesino* councils are beginning to control the supplying of food to the community through Rural Supply Centers.

With respect to credit policies, we have managed to orient all existing institutional resources towards the process, therefore attaining an impressive decentralization of credit, extending its benefits to a growing number of beneficiaries.

We have centralized the management and operation of agricultural credit in one institution: the State Bank of Chile, and we have started a new line of credit: integral agricultural credit, which comprehends the financing of the whole enterprise, from the preparation of the land to harvesting. We are continually perfecting the system as time and experience indicate.

To overcome all the problems facing us and to accomplish what I have mentioned above, we have been working only with a deformed and overly centralized institutional apparatus. Without exceeding the narrow margins of the law, we have been able to take the first steps towards a rationalization of the existing institutional system, by means of a policy to integrate all the organisms of the agricultural sector, which consists basically in the incorporation under one program of similar type work, all the sections of the different institutions which carry out similar tasks. This has enabled us to work with greater

flexibility and is allowing us to implement policies towards a common objective.

Very briefly, gentlemen, this is what we are doing. The job is immense. The obstacles are without number and sometimes would seem to be unsurmountable. We have made errors, and some of the results are not as we would wish, but we know where we are going. Our final objective is clearly established, and we are absolutely convinced that the revolutionary process we are stimulating is irreversible. It cannot be stopped, it cannot be turned back.

And we will not turn back, despite open, outright imperialistic aggression.

We will not turn back, despite the shameless intervention into our internal policies being made by trans-national business enterprises which are attempting to undermine the bases of our society.

We will not turn back, despite seditious and obstructive efforts being attempted by reactionaries;

despite the October strikes or small plane flights to neighboring countries.

We cannot turn back, simply because in Chile there is a working class with a highly developed political conscience which supports our efforts, and is willing to back us, no matter what.

Gentlemen:

Throughout the historic crusade our country is living through, collaboration in the agrarian field will always be welcome. Our government accepts it, requests it, needs it. Fortunately, experience in this field has been positive. As an example, I should like to mention the collaboration of FAO which can be appreciated in the series of projects being carried out, of noted and valuable contribution, as well as the permanent and efficient advisory services offered the Ministry of Agriculture.

With respect to IICA, our country, along with many others, persuaded of the need to coordi-

nate efforts and establish close links of friendship and work, has participated since 1964 in the general process of this Institute, with the definitive objective of strengthening agricultural development, and thereby the social progress of the American nations.

But in addition to this participation in the governing orientations of the Institute since 1964, our country has also been benefited by direct action in our country.

The first work begun was in rural extension and technical assistance to the Maipú area, with the aim of establishing efficient education systems to attain a transformation of the *campesino*, with an humanistic approach. This was followed by a new agreement with the basic aim of establishing agricultural planning and control. This program worked through the Agrarian Reform Corporation, and was essentially field work. Thanks to this agreement, and the valuable collaboration of IICA, it has been possible to organize teams of

specialized highly qualified technicians working in the zones as well as from a centrally located basis. Thanks to them, an integrated Planning-Programming system has been started.

As a result of the institutional integration of the agricultural sector, all the personnel trained under this agreement, which ends this year, will be working under the Sectorial Planning Office, and will backstop the Planning, Coordination and Control System of the Chilean agricultural sector.

IICA has also made valuable contributions to the irrigation problem, carrying out studies together with the Ministry of Public Works, with the aim of initiating irrigation in certain areas and improving the irrigation techniques with the waters from the Digua Basin. This work will permit us to incorporate an additional 30,000 hectares for production and thus make the most of the large investment in this enterprise. The Ministry of Agriculture, through its

Agricultural and Livestock Service, is responsible for this labor, together with all the other institutions of the public sector who are competent in this matter.

Gentlemen:

I officially declare inaugurated the Twelfth Annual Meeting of the Board of Directors and the Eighteenth Annual Meeting of the Technical Advisory Council.

I sincerely hope that your deliberations will produce clear lines of action for the Institute, and that these lines will in turn become fruitful technical collaboration projects. However, do not forget that technology per se, has little or no meaning.

The Director General has already so aptly said: "IICA is an international organization with a doctrine proclaiming an humanistic projection, and its actions must be firmly based on a deep concern for equality and justice".

My government is equally concerned. We want equality, and

we are battling to establish in Chile an authentic sense of justice; we wish to create the conditions needed for man to grow.

It would seem that our objectives are the same. We are therefore in a position to continue working together even more close-

ly, and with positive results. Let us work together then, hundreds of thousands of *campesinos* await us.  
Thank you.

**SPEECH BY THE DIRECTOR GENERAL OF THE INTER-AMERICAN INSTITUTE OF  
AGRICULTURAL SCIENCES OF THE OAS, DR. JOSE EMILIO G. ARAUJO\***

Gentlemen:

To be in charge of administering IICA at the express command of the member countries is in itself a great pleasure. To represent IICA at the inaugural session of its Board of Directors and to be able to greet so many and such excellent friends, is indeed satisfying. To do so in the capital city of Chile, and considering the present circumstances of this our continent, is not only pleasant and satisfying, it is also very important. I stress the importance, because once again an

international forum is being opened which facilitates the interchange of experiences undergone in our common interest for development. Pleasure, because the Board of Directors is as interested in the Brazilian 'caboclo', the Peruvian 'cholo', the Venezuelan 'conquero' and the Mexican 'ejidatario', who become as one where the shared aspirations for justice of those in charge of the agrarian sector are concerned. Satisfying, because to gather here in Santiago, Chile, confirms IICA's wish and

vocation to serve the highest interests of America, as mandate of our member countries, and in answer to our own aspirations.

This occasion is important, pleasant and satisfying because when America gathers together, it becomes a free, autonomous, regional entity above petty and local interests, with the aim of continually improving its functions for the benefit of our common purpose for a rural humanist development for our people.

Last year, when I presented my

\* Inaugural session of the Eighteenth Meeting of the Technical Advisory Council and the Twelfth Annual Meeting of the Board of Directors of IICA. Santiago, Chile, 9 May 1973.

message to the Board of Directors, I referred to the concatenate process of reactions in this continent with regard to international technical assistance. The facts have unhappily proved that I was right; our predictions were not just guesses, but as a result of the national realities to which our institution is so closely related.

Although somewhat disagreeable to point out differences, in general terms it is satisfying to note that the generalized criticism of the countries against the inter-American system, affects us only in so far as we form part of it. I feel that it would be valuable at this time to recall some of the reasons which have brought us to this rather particular situation; ideas which we have postulated, of indelible value and whose permanent veracity are based on certainties.

In my first message to the Board of Directors in April 1970, I referred to the nature of IICA as related to the problems we face. At that time I stated that IICA, as

opposed to the majority of the specialized agencies of the inter-American system, is responsible for tackling 'causal' rather than 'effect' problems, since the agricultural sector of our countries is the beginning and the end of our underdevelopment.

Taking into account the poverty and daily despair of more than half of our populations, it is only by definitely resolving the controversies derived from low productivity and resulting poor production, that we can guarantee wellfed women and children no longer in need of protection. Only by weakening the markedly rigid dual social class structure, can we hope to eliminate primitive almost aboriginal groups viewed with somewhat folkloric sentimentality or even unsatisfied anthropologic curiosity. Only by the efficacious incorporation to the free consumer market of large areas assailed with endemic ills, can preventive health programs be effective. All this was stated at that time to underline our aims, but

even more was reported . . .

We emphasized that our technical and specialized institution should make a conscious and permanent effort to involve itself with the real problems of each country; should attempt to catalyze national efforts through reciprocal training and cooperative work rather than by means of unilateral assistance. Now, IICA happily presents the image of a small, unpretentious institution of limited resources, but of considerable activity and mobility, with units located throughout the continent. Our programs are prepared together with the individual countries, based on the assumption that it is the country itself which must define its needs, and it is IICA which provides the means to help implement their programs to resolve their problems.

We said that our intention was to strengthen the institutional system, and the institutions, and not to 'institutionalize' national weaknesses. We are therefore working closely with the sectorial



agricultural planning offices of the institutions in each country. All have understood that our intention is to clear the way to development, and that the major obstacles to this is weak institutionalization, and the personal and unprogrammed attitudes inherent to this type of situation. We are now integrating our activities with the national plans for development.

Our organization is not a loose wheel which propels exotic and generalized ideas towards a country, on the understanding that as they come from an international organization they therefore become a sort of 'Deux et Machina'. Rather we are a flexible organization which compiles national experiences and creative ideas into a coordinated effort along with the institutional apparatus of the country; it is a challenging road we have chosen and we must be ready to meet every circumstance with innovative and well-thought out action.

We said we wished to provide an international organization with a

doctrine, and we chose a humanistic projection, which was accepted by our Board of Directors.

The countries know what they can expect from us. We are continually working on redefining our scope of action, so as to be able to offer the countries a fan-like choice of different solutions which are adaptable to the conditions in each country. The backbone of all our activities, notwithstanding the theoretical abstractions of the humanistic projection, is the constant preoccupation with equality and justice; the desire to assist man to overcome his problems and to attain fulfilment. This concept is present in all our programs such as the increase of bean productivity; the genetic improvement of livestock; the coordination of postgraduate education or the programming of a *campesino* community.

Our aim has been to maintain a flexible and efficient organization, and this is what we have in IICA. We are proud to point out that 85

per cent of resources are in the field, and only 15 per cent is reserved for administrative purposes. Reiteration underlines the fact that we are a non-bureaucratic entity which is careful to select its personnel in accordance with the needs of the countries. Our recruiting patterns faithfully take into account the intentions and requirements of each country.

We must now add that it has only been possible to implement and put into practice our aims and ideals because national wishes or desires have consolidated and supported our position. It would be unfair if we did not recognize the collaboration of each and every country. The relatively more developed countries, such as the United States, have cooperated with true pan-American loyalty to the edification of IICA along the lines described above, and it is with great satisfaction that we have become a highly technical organization transcending all natural ideological confrontations which exist in

a pluralistic continent. The humanistic projection of IICA, its honesty and its desire to serve, together with the technical integrity of its personnel, screens our actions, freeing them from reflecting international troubles, disputes and differences.

Perhaps this is why Canada has joined IICA. We are proud to have been chosen as this country's instrument to conduct technical cooperation activities in these areas. I should like to take this opportunity to once again welcome Canada warmly into our organization.

The history of humanity, gentlemen, shows us that there are always periods of calm, sometimes lasting for centuries, wherein everything seems to hang suspended in time and space. These are periods of peace in the universe, which allow the human being to gird himself against the hostility of this world

and protect himself from his own human condition. However, man refuses to vegetate; as soon as he feels that he is no longer so vulnerable, that he is more secure, he is ready to venture forth again. And thus, periods of alteration and convulsion follow, during which everything is put to doubt, whether the periods be of evolution or of revolution. Man, with his everlasting lust for conquest, has now ventured into space. In contrast to this incredibly complex technological adventure, it can be observed that large sections of humanity survive anxiously at a time when the economic and social pressures make the past seem desirable. All efforts are concentrated towards one goal: man's efforts to improve his lot. Everything is in a state of flux; values and ideas are being modified. Our continent has been unable to resist these changes: the creation of the conditions

needed to have another period of calm to last us for centuries. We are living within these changes. It is with singular satisfaction that I feel I can proclaim that IICA is—within the limitations of its activities—prepared for these changes.

Gentlemen:

I thank the Chilean Government for its warm and efficient cooperation at this Annual Meeting of the Board of Directors of IICA, and I thank all of you for your incisive analysis, appreciation and the support of the American nations. At the same time, I should like to offer you this warm and sincere homage; a sincere request for us to continue in the same manner, so as to be ready to face not only the present, but also a coherent future for our action for the benefit of man, and particularly the American *campesino*.

Thank you.

**SPEECH BY THE REPRESENTATIVE FROM COSTA RICA,  
MR. ROGELIO COTO,  
ON BEHALF OF THE MEMBER PARTICIPANTS – 12 MAY 1973\***

Gentlemen:

I was most happy to accede to the request of my colleagues to speak on their behalf at the closing ceremony of this meeting. I hope to be worthy of their confidence.

I have been very closely linked to IICA's multi-faceted activities for twenty of the thirty years' lifetime of the Institute. I began with IICA as a functionary of modest background, have grown with the Institute alongside great

masters, and at the time when the anxieties and aspirations of the people of the Americas were being increasingly felt. I began when the Institute was but a hope, and I continue at its side now that its presence is felt in all the member states, contributing decisively to the alleviation of anxieties and the fulfillment of the aspirations of the American man. Today however, at this meeting, I am honored to represent my country, and this

responsibility has shaken me to the core.

Over the past two decades of formidable experience, three great leaders have been in charge of the Institute: one from the United States, one from Colombia and the other from Brazil – first Ralph H. Allee, then Armando Samper, and now José Emilio Araujo. From Dr. Allee I learnt that when dealing in human relations, in moments of weakness and indecision, faith,

\* Closing session of the Eighteenth Meeting of the Technical Advisory Council and the Twelfth Annual Meeting of the Board of Directors of IICA, Santiago, Chile, 12 May 1973.

mystique and hard work are the only weapons which can ensure success when all else would seem to fail. This can be the only explanation as to why the Institute was never closed during the first ten years of its very precarious existence in the valley of Turrialba, Costa Rica. When Armando Samper took charge of the Institute, with his vision of a "new dimension", he restructured the organization on a more decentralized basis, making every effort to come closer to the individual countries. The beneficial results of the research, education and rural development programs began to have an effect on the institutional realities of our countries, in many cases on an innovative basis. Three years ago Dr. Araujo assumed command of our institution with an "hemispheric and humanistic" approach as his banner. He has been responsible for pitching IICA's tent in all the countries of America, and with all the force of his

monumental drive and on every front, has continually advanced his belief that man is responsible for his own destiny and development. Thus, and on the philosophical premises of three distinct human natures, the amalgamation of a truly American institution was forged, with a continued mystique and faith, solidly based on permanent scientific values, and for the benefit and development of mankind. In very general terms, this is what I have been privileged to experience over the past twenty years: a multi-colored and long lasting experience which has affected all the senses.

However, I must stop reminiscing and get on with what I should be doing. I will therefore make a few comments on what I consider to have been the more salient features of the meetings which end today.

I feel that IICA, and its hemispheric and humanistic projection, has been strengthened by this

meeting. It is my understanding that a Board of Directors supports programs on the basis of the arithmetic eloquence of budgets rather than by impassioned and poetic speeches. The proposed program—budget for 1973—1974 has been approved without a single opposing vote. I interpret this to mean that the philosophy and action of the Institute are on course, and in accordance with the wishes of the member governments. The Director General and his colleagues—from those of greatest consequence to the most humble—may be justly proud of their work.

An institution whose main resource is man himself, must preserve the memory of those who have passed on. On this occasion the functionaries of the Institute are united with the members of the Board of Directors to revere the memory of Dr. Jacques Jolicoeur, member of many years standing on the Board of Directors, and of Nelson Amaral and Eduardo Bello,

highly respected technicians of IICA, all who died prematurely. The simple but impressive ceremony which was held "in memoriam" was most appropriate for an institution which maintains that man is the beginning and end of all things.

Due homage of great warmth and sincerity was rendered to Dr. Kenneth A. Haines, United States Representative on this Board of Directors for many years. His measured and fair-minded performance over the difficult years—thankfully behind us—won him the respect and affection of IICA's personnel as well as of the members of the Board of Directors. In an humanistic organization such as ours, wherein it becomes obligatory to traverse all walks of life, when a man dedicates himself to his fellow man, he wins the gratitude and affection of all.

The Technical Advisory Council awarded the Inter-American Agricultural Medal to the distinguished

Chilean professor, Carlos Muñoz Pizarro. In this manner, an outstanding man of science who has dedicated his life to lighting the ways of knowledge in the Americas, has been honored. His work has won him a place in the hearts of all men, and from the highest peak of the Andes, we hold him up as an example to coming generations of our fruitful America.

On behalf of all those present, I should like to express our heartfelt appreciation to the government and people of Chile for their warm hospitality to us in this week of hard work. We have felt very much at home in this beautiful city of Santiago, where a fine thread of transformations uniting a careworn past with a promising future is so evident.

As I mentioned previously, for two decades I worked with IICA. I have been on the dark side of the moon, helping to implement the pan-American ideals of the institution. I know the value of an

encouraging voice and congratulations for work well done. It is therefore with pleasure that I take it upon myself, and on behalf of all my colleagues, to extend most cordial and befitting congratulations to IICA and all its functionaries. In particular, I should like to acknowledge our gratitude to the members of the meeting secretariat who have worked efficiently and at considerable sacrifice in order to make our work possible—these are the anonymous heroes of international meetings, and should not be forgotten when adding up achievements brought about principally as a result of the work and endeavors of human beings.

To end, I should like to cite a poem by Jorge Debravo, a young Costa Rican poet who died prematurely in an unfortunate accident. The title of the poem is HOMBRE—or MAN—and roughly translates as follows:

*Elbowing aside the shades of night,  
Slashing apart long silences,  
A man comes running, demanding  
Room amongst the enlightened.*

*It is the old bootblack  
Who has born the lash for  
    millennia,  
Silently consenting to  
The knives of ignominy that shatter  
    the soul,*

*Who today stands straight as a  
tree!  
Who moves forward, as a free-  
flowing river!*

For an institution such as ours, whose banner is mankind, this poem awakens a deepening sense of urgency. The time is at hand when we must calm the anxieties and help fulfill the aspirations of the American man. Perchance we already know much of what we

should do to accomplish this, but perhaps we do not quite know how to go about it. We must make an historic committment for urgent, immediate action. It is today, now, that the American man is standing on his feet and growing like a tree. He dashes forth, like a free-flowing river, seeking impatiently for fulfillment. The responsibility to guide his passage is in the hands of our generation.

Thank you.

**The Institute is the specialized organization of the OAS for the agricultural sector. It was established in 1942 by the American governments for the purpose of helping the countries to further and promote rural development as a means for attaining general development and well-being for the population.**







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