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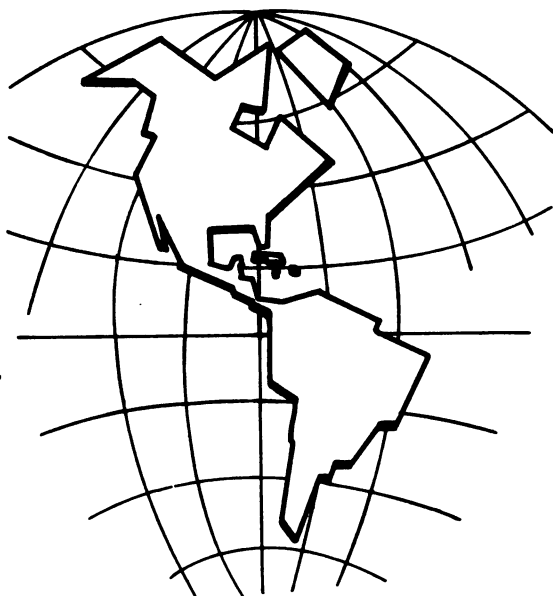
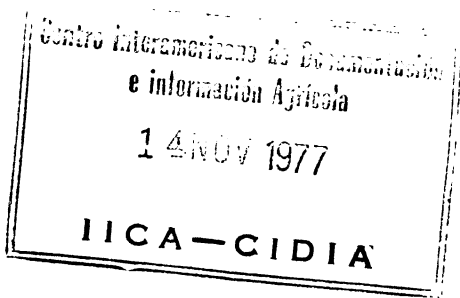
Centro Interamericano de Documentación
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**An Humanistic
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Projection**





An Humanistic Rural Development Projection

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INTRODUCTION

This publication contains the Message from the Director General and the speeches given at the Twenty-second Meeting of the Technical Advisory Council and the Sixteenth Annual Meeting of the Board of Directors, held in Santo Domingo, Dominican Republic, from May 16 through 19, 1977. High-level delegates of the Ministries or Secretariats of Agriculture of the Member States and Special Representatives from the American governments attended these meetings.

The following speeches are reproduced in this document:

- *Message from the Director General of IICA, Dr. José Emilio G. Araujo.*

- *Official speech of welcome by Dr. Santiago Cruz López, Secretary of State for Agriculture of the Dominican Republic, at the Inaugural Ceremony.*
- *Speech by Dr. Quentin M. West, Representative of the United States of America, at the Inaugural Ceremony.*
- *Speech by the Director General of IICA, Dr. José Emilio G. Araujo, at the Inaugural Ceremony.*

- *Presentation by Mr. Armando Samper, Director Emeritus of IICA, on "New Institutional Mechanisms for Agricultural Development Purposes."*

- *Speech by Mr. Michel Careau, Representative of Canada to the Board of Directors, at the Closing Session.*
- *Closing remarks by Ing. Hector Mena Valerio, Under-secretary for Research, Extension and Training, State Secretariat of Agriculture of the Dominican Republic, at the Closing Session.*
- *Speech by Dr. Antonio M. Pinchinat, Regional Director of the Antilles Zone of IICA, at the Closing Session.*



Message from the Director General
to the Board of Directors



The inaugural ceremony of the Sixteenth Annual Meeting of the Board of Directors of IICA, and the Twenty-second Meeting of the Technical Advisory Council, was held in the Auditorium of the National Congress Building, Santo Domingo, Dominican Republic. Appearing at the head-table, in the usual order, are: Rear Admiral Ramón Emilio Jiménez, State Secretary of Foreign Affairs of the Dominican Republic; Dr. José Emilio G. Araujo, Director General of IICA; His Excellency Dr. Rafael Goico Morales, Vice-President of the Dominican Republic; Dr. Santiago Cruz López, State Secretary of Agriculture of the Dominican Republic; and Mr. Carlos Madrid, Deputy Director General of IICA.

**MESSAGE FROM THE DIRECTOR GENERAL OF IICA,
DR. JOSE EMILIO G. ARAUJO TO THE SIXTEENTH ANNUAL
MEETING OF THE BOARD OF DIRECTORS**

Santo Domingo, Dominican Republic, May 1977



The Director General of IICA, Dr. José Emilio G. Araujo, speaking at the inaugural ceremony of the Sixteenth Annual Meeting of the Board of Directors, and the Twenty-second Meeting of the Technical Advisory Council. To his right, in the usual order, are: Dr. Quentin M. West, Representative of the United States of America to the Board of Directors; and Rear Admiral Ramón Emilio Jiménez, State Secretary of Foreign Affairs of the Dominican Republic. To his left, His Excellency Dr. Rafael Goico Morales, Vice-President of the Dominican Republic; Dr. Santiago Cruz López, State Secretary of Agriculture; and Mr. Carlos Madrid, Deputy Director General of IICA.

I. INTRODUCTION

A frame of reference for IICA's future action

In the city of Washington, in May 1976, when I came before you –as representatives of the Member States of the Inter-American Institute of Agricultural Sciences– with my first message of my second term of office as Director General of IICA, I did so with the firm conviction that we were on the threshold of a new stage of action for our institution.

This new stage, as characterized by the presentation of a Medium-term Indicative Plan which was prepared at the behest of the Board of Directors (Resolution IICA/RAJD/Res.40(15/76), and the restructuring of IICA's Lines of Action, implies achieving the greatest possible efficiency so as to assure that available institutional resources attain our objective to be of service to the member countries.

At this time, then, we are pleased to submit the Medium-term Indicative Plan —which was carefully examined by the Special Meeting of the Special Committee of the Board of Directors— for due consideration at the Sixteenth Annual Meeting; the plan is an instrument which indicates the Institute's *modus operandi*, in line with its General Plan, and which will serve as an action guideline for IICA's different operative units.

This document includes the suggestions made to the Director General at the Special Meeting of the Special Committee, as well as those received at other times from the technical personnel of the Institute; it contains a first estimate of priorities for our technical actions, as well as personnel and financial resources requirement projections for the implementation of the Plan within the specified period.

At the Fourteenth Annual Meeting of the Board of Directors held in Ottawa, Canada, Resolution N° 22(14/75) was approved, indicating: "That for now, present objectives of the General Plan as well as its basic strategy and the characteristics of IICA's functions should remain unchanged." Thus, the current effectiveness of our general normative frame of reference was confirmed. Briefly then, it may be stated that despite progress achieved in certain areas, the persistent problems of production and productivity, employment and marginality, require the continuous attention on these three development aspects. Hence, the need to formulate intermediate objectives, for actions to have a bearing on the evolution of these aspects.

Thus, the Medium-term Indicative Plan refers mainly to three specific objectives: a) to continue the systematic operationalization of the General Plan; b) to provide appropriate criteria for the decision-taking of IICA's authorities and technical personnel, and for the planning and implementation of IICA's technical cooperation actions; and c) to provide countries with specific information concerning IICA's doctrine and concrete action possibilities.

So as to comply with the purpose of continuing the operationalization of the General Plan, the Medium-term Indicative Plan includes a brief description of the Lines of Action and respective programs.

With the aim of providing IICA's authorities and technical personnel with appropriate criteria for making decisions, the Indicative Plan presents bases for technical-administrative adjustments to be used to reorient institutional policies pertaining to planning, operations, administration, personnel, external affairs, information and documentation, so as to facilitate a concentration of actions at the country level, and with the

aim of ensuring greater impact through the programming and implementation of projects that have been conceived entirely within the new programs, and designed so as to provide significant support to actions undertaken by the countries themselves.

And lastly, with the aim of providing the countries with specific information, IICA submits this Plan for due consideration by the Member States –and will continue to do so in a systematic manner, through the Board of Directors– indicating the necessary changes and adjustments in its Lines of Action. At the same time, country level action plans will be prepared, so as to ensure that these policies be implemented in support of national efforts to solve priority problems of the sector.

It is therefore advisable to establish at this time that the gradual restructuring of our technical cooperation actions, in accordance with Line and Program policies, and the greater impact of these actions at the national level, require an increase in the amount, and a redistribution, of Institute resources, as well as increased efficiency in their utilization. These actions are fully explained in the document we are presenting to you today.

Reciprocal technical cooperation

There has been renewed interest in technical cooperation between countries. A recent outstanding example of this, in Latin America, was the meeting held last May in Lima, Peru, which was organized by the United Nations Development Program. This renewed and growing interest is gratifying, since the idea of technical cooperation between countries has been practiced by IICA for some time now.

Our institution is multinational in nature: its basic operating strategy, is strengthening national institutions; there is a permanent IICA office in practically every country, and its personnel is from the region, working in all the countries of the zone, as well as the one where stationed. This fosters a constant exchange of information and experiences which permits the identification and dissemination of the more outstanding agricultural progress achieved in each country. As a natural result, then, IICA is fostering and supporting reciprocal technical cooperation between countries, in the field of agriculture.

Given the importance of this type of activity for the agricultural development of our countries, the Board of Directors of IICA, at the Twelfth Annual Meeting in 1973, recommended that the Executive Offices concentrate on identifying, fostering, disseminating and utilizing reciprocal technical cooperation opportunities and asked that the Board be informed annually on progress achieved with this type of cooperation between Member States. Since then, we have reported on the work accomplished in this field every year.

In view of the experience acquired over the past few years, we have come to the conclusion that the good will and decisive support of the

managerial strata of the institutions involved, is essential. The obligations of the institutions and technicians that participate must be clearly defined. When IICA initiates the promotion, organization and development of specific activities, every effort must be made to ensure, insofar as possible, that they be undertaken by means of direct understandings between the interested institutions and that the necessary resources to get them underway be available. Moreover, the countries involved must resolve those problems derived from various existing restraints of a legal or procedural nature which hinder reciprocal cooperation activities.

Besides the traditional forms of reciprocal technical cooperation among nations, IICA fosters and supports this type of cooperation, in part, by the redistribution of resources in favor of the relatively less developed countries. Because of the very nature of its financing, and the instructions received from its Board of Directors, IICA is, in fact, an instrument for the redistribution of resources in favor of the relatively less developed countries. In other words, these countries receive more than they actually invest in the financing of IICA. The objective is obvious: to seek, as needed, a reduction of development inequalities between the different countries.

This process operates at continental as well as regional levels. At this latter level, for instance, the more developed countries of Latin America help subsidize their less developed sister countries, as part of a hemispheric commitment in furthering the development process, and reducing existing inequalities in the development of the different countries.

Technical cooperation is meant as a redistribution process of services and assistance from developed countries—in the case of Latin America, the relatively more developed countries—towards the countries with fewer resources and relatively lower levels of development. The reasons for this redistributive process, from the point of view of the more advanced countries, may be of a political, economic or humanistic nature, among others. However, when implemented through multinational organizations, the political and economic content of these actions largely diminishes—in comparison to bilateral actions—thereby allowing a broader range for the humanistic aspects.

Concentrated international efforts in a given country to solve a specific problem, constitutes a form of technical cooperation among countries.

Thus, advisory teams from various Latin American countries are employed for short periods. These technicians are not part of IICA's permanent staff and return to their countries of origin after providing their advisory services. This system has many advantages: the technician feels greater satisfaction when he faces the challenge of solving a problem in another country, while gaining very valuable experience which he can use to advantage in his own country. Besides, this system reduces the number of technicians in international organizations which leave their

countries, on a permanent basis. For the system to work, the governments and organizations must cooperate, in the sense that they must release their technicians for short-term advisory services in other countries.

IICA's recent experience supports this form of reciprocal technical cooperation, since the system has proved its worth, benefiting the country receiving the assistance, as well as the one providing the specialized human element needed to carry out the type of assistance required.

IICA, as executor of projects financed with extra-quota resources

Gentlemen, I consider it of importance at this time, to call your attention to a fact which substantially complements our concern for the establishment of a Medium-term Plan of Action and the need to increase technical and financial cooperation among the countries of America. Our organizational capacity to serve as executor agency is now well established, so as to carry out development projects financed with extra-quota resources, provided by organizations which finance development actions, such as the Inter-American Development Bank or the World Bank; the Governments (and agencies of these governments) of more developed or extra-continental countries; or the philanthropic foundations or universities from developed nations.

IICA has come a long way in this field. We started very timidly, as we needed to prove our capability in these fields to the countries, as well as to ourselves. We feel that we have been quite successful, as proved by the confidence demonstrated in us to implement large and medium-size projects in several of our Member States. We have a number of projects underway, financed with resources other than IICA's, in Brazil, Haiti, Honduras, the Dominican Republic and countries of the Southern Cone, amongst others.

Nevertheless, a word of warning: Due to the accelerated rate in which we are attracting extra-quota resources as well as the increasing number of projects derived thereof, I am insisting on an in-depth analysis, as well as the necessary successive adjustments, so as to ensure the flexibility and quality of the work and the efficient use of resources, to be able to effectively comply with the steadily increasing work and responsibilities.

We have already mentioned the importance IICA is giving to increase our administrative capacity so as to efficiently and effectively administer these extra-quota resources. We have also mentioned the need to include overhead funds to finance this administrative work. This is important and necessary, and it is relatively easy to accomplish.

The main problem is technical in nature. Hence, we should probably analyze the inter-relations between, and complementarity of, the regular and outside resources, within an integral frame of reference, as described below.

The relationship between technical and financial cooperation

Concerning the above, I would like to reflect with you for a moment, on the meaning of the large and medium-range projects, which IICA has been asked to undertake, with extra-quota resource funding. I believe this to be a trend which will in all probability continue, in the measure in which IICA proves its capability direct and administer these projects.

I note a closer relationship and greater understanding between the financing organizations and those in charge of technical cooperation, such as IICA. This closer relationship and understanding is greatly to be desired, and could considerably benefit our countries.

However, due to the very nature and structure of the financial organizations, somewhat inflexible loans have often been made for agricultural development projects, in themselves highly unpredictable, and only rarely has there been the opportunity or the critical mass needed so as to attain substantial and lasting effects.

A closer relationship between financial and technical cooperation agencies could contribute to an adjustment of loans more in line with reality, favoring specialization and the division of labor between the two types of organizations, so as to have more impact on the agrarian development process of the Member States.

In view of the increase in funds, IICA must seriously consider its action possibilities and be aware of its limitations. Thus, adjustments in administrative, personnel and organizational aspects are essential, and in this respect we rely on the understanding and cooperation of the Representatives.

To support the concentration of efforts as needed for these large projects—especially in countries where the volume of projects is considerable—the use of quota resources to strengthen these projects should be contemplated, instead of dispersing them in relatively small activities.

In view of the forthcoming technical needs, IICA has signed several agreements with U.S. universities and will soon be signing others with Latin American universities. Technical cooperative agreements are also being negotiated with several extra-continental countries which are permanent observers of IICA; more specifically, with Spain where negotiations are well underway, France and Israel. Upon the implementation of these agreements, we expect to be able to strengthen IICA's technical capacity so as to improve the services to our member countries.

National advisory committees

In line with the ideas expressed in the introduction to this Message, where I have tried to visualize IICA's role in the future agricultural development of our countries, I would like to refer—although of necessity

briefly— to one of the more important duties expected of the National Advisory Committees which collaborate with us in the member countries, on the identification of our job priorities in line with the needs and within the political agricultural framework of each country.

These duties are related to the orientation, guidance and coordination of necessary actions, particularly concerning such important aspects as attracting resources and absorbing the financial assistance for specific agricultural development projects.

We must remember that in recent years, the World Bank, the Inter-American Development Bank, the Government of the United States of America and member organizations of the GIDA/AL (IADG/LA) group, have been emphasizing the immense importance of agriculture for the welfare of the region. It must also be remembered that the value of capital commitments during the period 1973-75 in support of agricultural development in Latin America was estimated at 650 million dollars a year. In 1975 there was an increment of around 40 percent, reaching an estimated figure of 840 million dollars.

Hence, the National Advisory Committees must be aware of the tremendous possible impact of these economic resources, if applied to feasible, well structured, well formulated, well managed and implemented projects of benefit to our people, based on a pre-determined order of priority. I am firmly convinced that it is in this area where IICA may be of substantial assistance to its member countries.

II. PROGRESS REPORTS

Completion of IICA's Headquarters Building

In compliance with Resolution IICA/RAJD/Res.10(18/76), of the Board of Directors, as approved on April 20, 1976, I informed the Board about the completion of the headquarters building for the Executive Offices of IICA. The pertinent report was presented at the Fifteenth Annual Meeting of the Board of Directors, held in Washington, D.C. in May of last year.

In the aforementioned report, the construction process up to the end of the first stage which was completed in December 1975 was summarized, as per the contract subscribed with the construction firms.

Unfortunately, besides affecting construction costs during the initial stage, inflation contributed to an increase in costs during the second stage; it was therefore necessary to request the Board of Directors' approval for an additional amount of US\$ 845,087 in order to complete the work.

As explained in the report attached to the request for additional funds for the second stage, the plan to finance both stages permitted the

completion of the building without resorting to commercial loans with high interest rates; nor was an increase in the Budget needed for this purposes; nor were any of the Institute's normal program activities affected in any way.

The completed building was received by IICA as planned, so as to be able to move its offices in accordance with the project prepared for this purpose, without interrupting any of IICA's regular activities.

In general, the principal characteristics of IICA's Headquarters building are:

- a. A roofed area of 7,243 square meters.
- b. Green areas and roads occupying an area of 7,200 square meters.
- c. 1,085 square meters of outside parking space for vehicles.
- d. The main building is mostly one story with a two-story section; the upper part has space for conferences, meetings and seminars as well as housing the Inter-American Centre for Agricultural Documentation and Information (CIDIA).
- e. There is a spacious courtyard in the middle, and there are a number of green areas intended for gardens.
- f. The main building lodges the offices of the Director General, Deputy Director General, the Deputy Director's Office for Operations, the Deputy Director's Office for Planning—including offices for their supporting staffs—CIDIA, Simon Bolivar Fund, PIADIC, IICA's Office in Costa Rica, the Print shop and the Office of the Organization of American States (OAS) in Costa Rica.

Once again I would like to express our sincerest appreciation to the Government of Costa Rica, the Kellogg Foundation and the Agency for International Development (AID) of the Government of the United States of America, for all the aid provided: the donation of land, in the case of Costa Rica, and cash contributions, accepting the utilization of funds for the construction of the building, today a dream come true.

We had the great pleasure to officially inaugurate our Headquarters building on October 7, 1976, in a simple, emotive ceremony, which commits us even more strongly to serve, with the aim of fostering the development of the agrarian sector of our countries.

At this ceremony, we were honored with the presence of His Excellency the President of Costa Rica, Lic. Daniel Oduber Quirós; the OAS Assistant Secretary General, Dr. Jorge Luis Zelaya Coronado; Dr. Fernando Ortiz Sanz, Chairman of the Board of Directors of IICA and of

the permanent Council of the OAS; the Minister of Agriculture of Costa Rica, Dr. Rodolfo Quirós Guardia; and the Ministers of Agriculture of Guatemala and Nicaragua, as well as high-level officials of member countries; diplomats; representatives of extra-continental countries and national officials of our host country, Costa Rica.

Agreements with universities, observer countries and international centers

Over the past few months, there has been an increase in our institutional activities to augment our technical capabilities and improve the services we provide. One way of attaining this is by means of cooperative agreements with universities of developed countries, observer countries and international research centers.

Worth mentioning amongst these important activities, are the agreements which we have signed with three of the most renowned universities of the United States of America, that is, the Universities of Iowa, Michigan and Cornell. These agreements will permit us to increase our technical capabilities in such important fields as the transfer of technology, production systems and others, as well as to share our experience with them.

We have also made considerable progress in our cooperative activities, with extra-continental countries which are permanent observers of our organization, especially Germany, Spain, Israel and France; and we are strengthening our links and the programs we have been developing with Holland and England, through their aid and collaboration on programs at the Tropical Agricultural Research and Training Center (CATIE).

We also have, several agreements with international research centers such as the International Center for Tropical Agriculture (CIAT) in Colombia, and the International Potato Center (CIP) in Peru. These agreements will enable us to carry out important work on the improvement of food production systems. At present, conversations have been initiated with the International Center for the Improvement of Corn and Wheat (CIMMYT) of Mexico with which we hope to subscribe similar agreements.

It is important to emphasize the strong support which we have been receiving from these agencies and countries, and the interest and confidence they have demonstrated in our institutional programs. If we add the increasingly close relationships with development financing organizations and with the Food and Agricultural Organization (FAO), we have an encouraging overview of the field of international cooperation for agricultural development. This has never been so evident before. Finally we are able to say that there exists a true world awareness of the role that agriculture and agricultural development represents for the future of developing countries, as is the case of the countries of Latin America and the Caribbean, given its enormous agricultural production potential; a tacit acknowledgement of our commitment.

Development of the country-level approach and multinational projects

Gentlemen, at the express behest of the Board of Directors, which approved our General Plan and its subsequent development, IICA is making every effort to develop the country-level action plan as the most appropriate action approach of our institution.

As you have been informed on previous occasions as well as in the introduction of this Message, it can be concluded that IICA's action, to be effective within the institutional context of the countries, and to ensure compatibility with its strategy of institutional strengthening, should have the following additional characteristics:

- a. It should be sufficiently flexible so as to respond adequately—within pre-established limits—to the demand for transitory actions from sectoral authorities, without diverting an excessive amount of effort and resources already assigned to the implementation of other actions oriented towards solving main sectoral problems.
- b. It should concentrate on projects of impact directed toward solving basic, sectoral development problems, and which can also receive substantial support for outside sources of financing.
- c. It should allow for the “horizontal” integration of the different Lines and programs, so as to try and solve problems in somewhat disperse institutional spheres of action.

Based on the above criteria, then, each country-level Action Plan will have one or more integral-type projects directed towards supporting national actions to solve main sectoral development problems. Moreover, the Action Plan may also include complementary or promotional projects designed in support of the integral projects, or as a means to prepare the way towards new integral projects.

However, IICA's emphasis on country-level actions, have not and could not eliminate the multinational dimension of its work. This multinational dimension, expressed in generic terms in the General Plan itself, should also be adjusted towards policy objectives in such a way that: a) the collection of diagnostic studies at a regional or continental level will stress the existence of problems, and the need for the concerted effort of several countries to solve them; b) reciprocal technical cooperation between countries with similar problems, may be the most adequate solution to these problems and; c) the work at multinational levels constitutes the most viable means to make national authorities aware of the promotional aspects of IICA's action.

Progress achieved on Simon Bolivar Fund projects

An exhaustive analysis is made of the progress attained on Simon Bolivar Fund projects in a special document being presented to the Board of Directors at this Annual Meeting and which has already been distributed to the member countries.

Nevertheless, perhaps it should be stressed that this Fund —established in so timely a manner for the rural development of Latin America and the Caribbean— has fortunately not met the fate of so many other “funds” that, once proposed and approved, remain on paper without becoming a reality, or else get underway when the circumstances that generated their creation have changed to such an extent that new proposals must be formulated to meet new needs.

This has not happened with the Simon Bolivar Fund. At this moment, a scanty year after the first funds were received in March 1976, we are proud to inform you that four countries of America have already made their contributions to this Fund, and substantial support is expected from other countries.

It should also be mentioned that fifteen agreements have been signed for 17 projects that are already underway, benefitting 16 member countries. These 17 projects represent a fund disbursement of over 1.6 million dollars a year for the duration of the projects, with an approximate average of three years per project.

This also means a counterpart contribution from the countries of around 6 million dollars for the same period. Thus, approximately 42 organizations of the agricultural sector will benefit from the Fund; over a thousand technicians will be trained in diverse specialties; and, in this initial stage, about 10,000 “campesino” families will have been served.

To carry out this work, IICA is employing about 30 highly qualified professionals, predominately Latin Americans, who, together with the local professionals assigned to the Simon Bolivar Fund, will allow us to accumulate more extensive experience in the development of this type of project, as well as the operational mechanisms needed to channel the internal resources of a country towards fostering rural development.

Progress achieved in agricultural marketing aspects

It should be of interest to you, Gentlemen, to know that we have made considerable progress in our agricultural marketing programs.

Studies in each country are almost completed, and are a source of considerable information for our programs and for the countries themselves. Of pertinent interest is the work carried out in the Dominican Republic; a report will be presented for your consideration during this Sixteenth Annual Meeting of the Board of Directors.

At the same time, we hope to develop a fund of knowledge on the best marketing strategies for rural development purposes. This was substantially strengthened about a month ago, at the Latin American Seminar on Marketing Strategies for Rural Development, held at IICA Headquarters in San José, Costa Rica.

In developing its functions in the different countries, and in seeking appropriate strategies to operationalize its objectives, the Agricultural Marketing Program faced the need to develop a marketing strategy to serve as a common, basic philosophy for all program members, and an overall strategy for the development and sequential establishment of actions, as needed to implement this strategy.

With this in mind, IICA organized a Seminar to present this strategy model, so as to have it discussed and evaluated by a large audience of highly qualified Latin American professionals and others from international organizations working on agricultural development problems.

During the Seminar, representatives from national organizations presented papers on agricultural marketing and trade problems being faced by small producers, as well as the strategies and solutions utilized in each country. This part of the seminar was of considerable importance, as there were more than fifteen countries attending the meeting.

In addition; the representatives of the different international organizations also presented papers related to topical areas of interest and projects underway in the field of agricultural marketing in Latin American and Caribbean countries.

All seminar documents and the pertinent recommendations which were approved, will be amply circulated throughout the hemisphere.

The orientation of PIADIC efforts towards agricultural marketing

As you are aware, some interesting work in the field of agricultural information throughout the Central American Isthmus is being done by IICA and the Regional Office of AID for Central America and Panama (ROCAP).

The first year of this program (PIADIC) was dedicated primarily to training national personnel, generating basic study and reference material, and creating the National Coordination Committees. Presently in the second stage of its institutional life, the program is working on the creation of Information Centers and Data Banks in the countries of the area.

Within this work, it is important to stress the emphasis being given to the creation of Data Banks and information centers on agricultural marketing, as a means to reach the producer quickly with reliable and up-to-date information on matters that contribute to the determination of

important measures for their work. This is a field in which the governments of the Central American Isthmus have demonstrated great interest and IICA will continue to give its amplest support to the attainment of useful results.

Progress achieved in the field of agricultural documentation

IICA sponsored the Twentieth International Course on Agricultural Documentation, held in March, 1977, on the methodology of information systems for AGRINTER and AGRIS, another step toward its objective of emphasizing inputs for the AGRINTER system as well as development perspectives and the utilization of products.

Alternatives and necessary criteria for the planning and organization of National AGRINTER Centers, as a part of the national agricultural information system of each country, were presented and discussed during the course.

At the Central American level, it is expected that the personnel that attended this Course will be responsible for getting the projects of the area countries underway, with the aim of organizing the flow of agricultural information, using uniform methods and formats; training other officials at the national level and fostering the active participation of the countries in the development and operation of these systems at national, sub-regional, regional and worldwide levels.

CIDIA has given similar courses at a national and international level, in several countries of America.

Progress achieved in the publication of books and educational material

IICA has been doing important work in the field of publishing books and educational material, as a means to help solve student needs at schools of agronomy and related sciences of the member countries, for readily available technical information.

Contrary to the common belief that IICA intends to become a publishing firm in competition with private enterprise, our intention is and always has been, to stimulate the publication of texts or consultation books written by Latin American professors and researchers that work in this sector.

Several different studies that have been made confirm the need for our work in this field. These studies were conducted in collaboration with IICA's educators and researchers at the level of all faculties of agronomy, animal husbandry, veterinary sciences and forestry to determine priority needs and principal deficiencies in educational material, in the area.

As a result, the selection of books, has improved considerably, providing us with the satisfaction that we are now publishing books which sell out completely within a few months.

This reinforces our belief that we serve as promoters, encouraging many Latin American professionals to write, and, at the same time, as a catalytic factor of this action, leaving it open for private publishing companies, to make the necessary direct arrangements with the authors, based on the successes obtained, for larger second editions that are presently beyond our means.

Lately we have increased the number of books published annually, from an average of two or three to six or seven a year.

Application of production systems concepts

The idea of production systems is not new in the world, or in Latin America. However, in recent years it has been strengthened with new models. Several theories have been put into practice, and above all, there is a realization of the need to offer a viable system to small farmers that will increase the income yield capacity of their land, as well as productivity, and hence the production of food for themselves, their families and the market.

The work at the Agricultural Research and Training Center of Turrialba (CATIE) plays an important role, amongst the latest developments attained with the collaboration of IICA or its associated programs, since outreach programs are being undertaken, contributing to the spreading of this knowledge at a Central American level, with considerable success. Moreover, CATIE is collaborating with CIAT of Colombia, on several production systems aspects.

In this first stage, CATIE is contemplating the expansion of internal research, considering the integration of agricultural systems with cattle, especially the utilization by animals of crop by-products and the re-incorporation of animal waste into the soil.

From an agricultural viewpoint, then, a more complete recycling of energy will be obtained through the re-utilization of organic material. From the human viewpoint, a constant source of proteins of animal origin along with a diversity of agricultural products can be obtained from the systems, with favorable repercussions on the diet and income of the small farmer and his family.

Moreover, a project of associated crops could be initiated at CATIE, with annual and perennial crop species, taking advantage of the experience of more than 30 years in coffee and cacao production.

In this sense, the culmination of efforts has been fruitful, thanks to the CATIE/ROCAP Agreement, sponsoring CATIE's outreach program at the Central American level. The latest amendment to this Agreement contemplates financing the program until April 30, 1979.

In South America, the application of production systems has been focused principally on livestock aspects, in countries such as Argentina,

Chile, Uruguay and Paraguay; this type of program has also been started in Brazil, due to the EMBRAPA's interest in incorporating the systems concept into its research philosophy.

As expressed by Dr. B. F. Bravo, from the INTA Experimental Station, in Balcarce, Argentina, "Conceptual utility refers to the benefits obtained by conceiving a system in terms of some type of model, since the model provides a frame of reference on which to base the idea and thereby identify the principal components of the system as well as the relationships between components."

VII Inter-American Conference on Agriculture

Since the VI and last Inter-American Conference on Agriculture, held in Lima, Perú in 1971, there have been significant changes in the identification of problems, as well as in agricultural perspectives throughout the world and in the Americas. The very density, scope and nature of the problems have also changed.

The relative slowness in agricultural growth, the increases in rural unemployment indices and the deterioration of the standard of living in many of the rural zones of the continent, are constantly being observed.

It seems timely, then, that a new Inter-American Conference of Ministers of Agriculture be convened, to revise the strategies of the past years since the Lima meeting, so as to evaluate them in the light of results obtained, and to more precisely identify existing obstacles, improving possible options to ensure a more dynamic agricultural process in the Americas.

The central theme of the Conference is therefore related to the production, distribution and consumption of food in the American countries. The general objectives will be to identify and analyze the problems that these countries face, at domestic as well as international levels, that limit the production of food and the standards of living in the region; to delineate the policies and formulas necessary at national levels, and throughout the Inter-American System, to solve these problems; and to foster the rural development of the countries of the region.

This VII Inter-American Conference on Agriculture, is being held in accordance with a Resolution of the OAS General Assembly, AG/RES.198(V-0/75), CIES Resolution No. 93(X-75), the Resolution of the Board of Directors of IICA No. 33(14/75), the recommendations that CEPCIES adopted, as recommended by CIES, and the final decision that was adopted by the Permanent Council of the Organization, also by delegation of the General Assembly.

On this occasion, I would like to request that the Representatives collaborate with us so as to assure the greatest possible participation of highly qualified delegations in this most important conclave of the Inter-American System.

At the same time, I would like to mention that the higher bodies of the System, as well as the General Secretariat of the OAS, have requested that IICA organize this event, recognizing in this manner, once again, our role in the agricultural sector.

III. FINAL CONSIDERATIONS

Gentlemen, as I mentioned at the beginning of this Message, I consider that we are at the threshold of a new stage in the activities of IICA. I should add that I also believe that we are at a new stage in the manner in which the countries participate in determining the actions of international organizations.

I should also like to point out that our current effort in presenting a Medium-term Indicative Plan has developed as a result of a number of conditions in the process of setting priorities for IICA's actions. These conditions are:

- a. The member countries have taken a first decision concerning priorities, indicating to IICA that: "of all the possible areas of action to foster rural development, these seven are of priority, and will be the Seven Lines of Action of the Institute." Thus the Lines of Action, with emphasis on the transfer of technology, research, etc., have been restructured so as to best comply with these tenets.
- b. The member countries have also taken a second decision on priorities, suggesting, through the Board of Directors, that IICA adopt one or another area of work or specific approach. This is the case of the actions related to post-harvest losses, for example.
- c. Each member country periodically makes its decision as to priorities when a country-level action plan is agreed on with IICA, or by accepting, modifying or rejecting specific suggestions formulated by IICA, on new areas of work or new action approaches. This work is accomplished, principally, through the National Advisory Committee.
- d. IICA itself, finally, when presenting the annual Program-Budget at the program level, provides the Board of Directors at its annual meeting, with concrete ideas on the priorities that have been established in each country, as well as a hemispheric program overview. It should be noted that this Program-Budget is also presented at the level of each country.

The Board of Directors, through its Special Committee, has also suggested that these priorities should be indicative in nature, and revised periodically in the light of new priorities as they appear in the countries, in the respective plans of action. I feel that this idea could be useful, and will be taken into consideration.

There are a few things I wish to emphasize at this time. One of them is to refer, once more, to the increasing importance of reciprocal technical cooperation.

Examples such as Brazil and Colombia, that have taken immediate action, with IICA participation, to help Nicaragua in the struggle against the coffee rust disease, as well as in the preventative aspects for the other countries of the Central American Insthmus, confirm my conviction as to the validity of this type of action. Thus a very important area of work is opening up for international organizations, since this logical inter-connection between countries facilitates a more fluent, permanent and useful effect of this type of cooperation.

Also, I wish to refer to the great confidence that the organizations financing development are demonstrating in our institution. Cases as the ones mentioned above, with the World Bank and with the Inter-American Development Bank, lead us to think that we have achieved the technical and administrative maturity needed to handle extra-quota resources, that are constantly on the increase. Naturally, we are taking all necessary steps to prevent administrative or technical problems in developing this growth.

At the same time, our relationships with regional or worldwide organizations or institutions which operate in the technical field, such as FAO at the worldwide level or the OAS at a regional level, are more than favorable, as demonstrated by the fruitful and cooperative relations, as evidenced by our multiple joint activities.

This feeling of confidence encourages us, but also inspires us to develop more and better work programs, to perfect our technical actions, consolidate our administrative structures, and strengthen our methods, so that we can provide more efficient and effective service.

In this new stage of the Humanistic Rural Development Projection, we are increasingly committed to the rural man of America, principal actor in the development of our nations, so frequently forgotten and neglected. It is the university graduate that has a major commitment with society. To respond adequately to this commitment, he needs to work through efficient institutions, from the technical, as well as the administrative, social and economic points of view.

Understanding this need of the man who acts and the man who has the right to receive help, is the reason that IICA has been developing its cooperative actions with national organizations of the agricultural sector so as to strengthen and assure their dynamic projection toward the rural milieus.

I wish to conclude with a heart-felt vote of thanks that I beg you to transmit, Gentleman, to your respective governments. Thank you for your confidence; for your collaboration; our gratitude for believing that, with you, we can construct a better world for this America, whose physical and human resource potential will necessarily lead us to fulfill the role of world leader in the years to come.



Speeches given
at the Inaugural Ceremony
of the Sixteenth Annual Meeting
of the Board of Directors

**SPEECH BY DR. SANTIAGO CRUZ LOPEZ,
STATE SECRETARY OF AGRICULTURE
OF THE DOMINICAN REPUBLIC**



Dr. Santiago Cruz López, State Secretary of Agriculture of the Dominican Republic, officially inaugurates the Sixteenth Annual Meeting of the Board of Directors of IICA, held in the National Congress Building in Santo Domingo, Dominican Republic. To his right, His Excellency Dr. Rafael Goico Morales, Vice-President of the Dominican Republic; Dr. José Emilio G. Araujo, Director General of IICA, and Rear Admiral Ramón Emilio Jiménez, State Secretary of Foreign Affairs, of the Dominican Republic.

Ladies and Gentlemen:

It is indeed a signal honor for me, as State Secretary of Agriculture of the Constitutional Government of the Dominican Republic –so ably headed by Dr. Joaquín Balaguer, statesman and eminent citizen– to welcome the distinguished representatives of the sister countries of IICA. We are proud of your presence here in the oldest capital of the Americas for the Sixteenth Annual Meeting of the Board of Directors of IICA, to analyze and decide on the studies and recommendations of the Special Committee.

As part of this tremendous satisfaction, both the Government and the people of the Dominican Republic would hope that you will truly feel at home, and once your tasks are completed, that you will have been able to identify –insofar as possible in so short a time– with the realities of our country which is facing current world problems and difficulties with optimism and decision; never doubting our destiny, thanks to the confidence generated by the state of peace and institutional security in which we live.

We are well aware of the difficult problems in agriculture, being presented for due consideration by the countries of this continent. We are confident that the experience and capability of those present at this meeting, and their collaborators, experts and assistants, will contribute to the formulation of wise and appropriate recommendations to serve as guidelines to orient the policies of our respective governments.

There is little doubt that the agricultural sector is becoming increasingly important within the framework for national development. Hence the need to ensure that the discussions at this meeting be oriented towards solving the problems of this sector since IICA's actions throughout the Americas is directed towards the technological and social development of the rural area where most of our populations are concentrated, a decisive sector with regard to production.

Our government has been working untiringly in those sectors which contribute in one form or another to national production, such as agrarian reform, water resources, "campesino" association, agricultural technology, credit and marketing, etc.

Of our agrarian reform activities, the following are worthy of mention:

- a) The eradication of the latifundios or large landholdings, particularly those areas lying fallow, and of the "campesino" settlements with large families. Numerous projects throughout the country are working on these aspects, including several on a system of collectivization which has benefitted the economic standing of these families in a substantial manner.
- b) The establishment of rural land ownership for farmers.
- c) Credit systems to finance crops.
- d) Help with equipment, seed, fertilizers, herbicides, etc.
- e) Technical assistance on all aspects.
- f) Roadways plan, particularly country and access roads to cultivated areas, so the products can reach consumer markets.

- g) The acquisition of all or part of the crops by official state agencies, through the Price Stabilization Institute (INESPRE), with the aim of eliminating speculators and rapacious intermediaries insofar as possible.

The Dominican Agrarian Institute has distributed 5,333,334 "tareas" (one "tarea" = 628m²) amongst 47,860 small farmers with families, totalling 311,094 persons, on a total of 156 settlements. Of these, 147,342 "tareas" are in collective-type settlements on 96 farms, mostly bought from landholders for more than Dominican Republic \$ 16,000,000 by the Central Government. Between 1973 and 1976, the profits from the settlements came to a total of Dominican Republic \$ 10,157,892.93, divided amongst the 3,026 farmers involved.

Concerning the transfer of technology and farmer training, there is a vocational education project for small and medium-sized farmers which is in its final stage. This project commonly known as PPA.I, was the result of a loan agreement between the U.S. Agency for International Development (AID) and the Dominican Government, for an approximate cost of one million pesos. The objective of this project was to establish five regional training centers in San Juan de la Maguana, Higuey, Santiago, Barahona and San Cristobal, with the aim of training and providing technical follow-up for 2,000 farmers.

The second stage of this vocational education project—as a consequence of results obtained during the first stage— or Program for the Development of Small Farmers (PPA.II), contemplates the expansion of the program so as to train 6,700 small farmers at the five intensive training centers over the next three years, mostly in the following areas: 1) cultivating practices; 2) the operation and maintenance of agricultural implements; 3) irrigation and drainage; 4) soil conservation; 5) farm administration; 6) the utilization of agricultural credit; and 7) marketing at the farm level.

In research, there are 18 experiment centers, stations and field trial areas, at a regional level. Efforts are being made to generate and evaluate technologies adapted to local conditions, by means of applied research and experimentation. Along this line, then, the PIDAGRO technification sub-program is contributing 4.5 million and the PPA.II, 1.8 million, to three-year programs under the direction of the Agricultural Research Department of the State Secretariat of Agriculture, with the aim of upgrading local research capabilities, linking basic research results—local and foreign— to national production goals.

In addition, the PPA.II has funds and programs for activities such as soil classification, with the aim of classifying approximately 3.2 million "tareas" at the semi-detailed level, using aerial photography, and the classification of and experimentation in soil fertility and crop production in 40 regions of the country.

Moreover, the PPA.II contemplates the implementation of soil conservation projects in three regions of the country. This project has been

designed in such a manner so as to utilize three soil conservation systems, making intensive use of the rural labor force.

The policy of the Dominican government is to provide credit support for the small and medium-sized farmers, particularly in view of the prevailing land tenure characteristics. Fifty-six percent of the farmers own up to 50 "tareas" (approximately 3 hectares) and 82 percent of national agricultural production is in the hands of small farmers.

The Agricultural Bank is the main financing agency, and its credit operations total about one billion pesos a year. The Central Bank of the Republic has established an Economic Development Fund mechanism to finance different projects, with emphasis on animal husbandry.

Similarly, private banking has been working positively with the Dominican Development Foundation using its own resources on a credit program for small farmer associations which is partly financed with funds from an agreement for three million pesos agreed upon with the credit program of the PPA.

In agricultural marketing aspects, the national government has work underway —with the State Secretariat of Agriculture and IICA— oriented towards the implementation of an integrated marketing program; the overall objective is to formulate a national agricultural marketing plan, in line with the national economic and social development plan. The aim, amongst others, is to create a statistical information bank on marketing aspects so as to permit sectoral authorities to establish criteria for the definition of policies, program and projects in this area.

In addition, it is hoped to:

- Establish a dynamic, efficient and continuous system of collecting and disseminating price information on the main agricultural products, at the farmer, intermediary and final consumer levels.
- Organize and implement a marketing training program for personnel of the different institutions in the sub-sector.
- Carry out a detailed diagnostic study of the domestic marketing system, and develop methodological schemes to conduct research in this field.
- Identify projects to improve the efficiency of the marketing system in the immediate future, identifying and suggesting needed institutional changes to upgrade marketing services at all levels, particularly at the farm level.

The Price Stabilization Institute (INESPRE) has a price sustaining policy for non-perishable products, having intervened at the behest of the other agencies of the agricultural sector, particularly in rice, corn, beans, etc, and in times of seasonal plenty, on perishable products as well, so as

to avoid speculation by intermediaries, which could prejudice both the consumer and the producer.

INESPRE activities are continually expanding and also include aspects pertaining to product management where marketing conditions are such that they require the intervention of an institution to control interests involved in the production, distribution and consumption processes.

The Institute acquires all the national production of rice, beans and corn, and intervenes during times of seasonal plenty, in the purchase and sale of garlic, onions, sorghum, potatoes and other food crops.

At the same time, the Institute is responsible for importing when production deficits in rice corn and edible oils so requires, particularly soy bean, cotton and peanut oils.

Moreover, INESPRES participates in the formulation of policies for the distribution of sugar and in setting price margins, in conducting studies concerning real needs, and in providing daily information on the Institute's purchases and sales and available stock, as well as forecasting national production levels on a municipal, monthly basis, for rice, beans, garlic, onions and potatoes. The Institute is also increasing its physical facilities to store both perishable and non-perishable products, under controlled conditions.

Together with the Secretariat of Agriculture, INESPRES acquires the seed needed by the former to foster bean, rice and corn production.

The influence of INESPRES on the national economy is continually increasing, as is evident from the increased benefits accruing to the farmers, sellers and consumers.

The government also has underway a strenuous program to build large, medium and small dams through the National Institute of Hydraulic Resources (INDRHI), with the aim of incorporating new areas by means of irrigation, and assuring an adequate supply of irrigation water for the existing areas.

Large dams already completed are Tavera and Valdesia, which provide electricity as well as irrigation water. Still under construction are Sabaneta, Sabana Yegua, Jima and Hatillo—the latter to be started shortly, since the pertinent contracts have already been signed—at a cost of 67 million pesos, entirely from Government funds.

Other smaller dams from 15 to 20 meters high, are also being built in La Cabirma, Los Tres Pasos, Tocino, Cana, Dicayagua, Managua and Chacuey. In addition, 27 small dams up to 8 meters in height, are being constructed throughout the country.

A building program for mini-dams is getting underway, to ensure the more rational utilization of water and shallow rivers, as well as to

hold and retain rainfall. The first stage of this program contemplates 400 mini-dams.

Up to 1966, about a million and a half "tareas" of land were under irrigation throughout the country. To-day, more than two million "tareas" have irrigation. Once the building program of dams and canals is finished, the number of "tareas" with irrigation will be about 2 million 800 thousand. In addition, the Sabaneta and Sabana Yegua dams in the southern region will guarantee irrigation for about 500 thousand "tareas" which at present only have access to a somewhat precarious irrigation system.

The presence of the Inter-American Institute of Agricultural Sciences (IICA) has been felt in most of these actions, particularly with regards to technology, organization and marketing.

IICA has been working on a formal basis in the Dominican Republic since 1968, but some of the work has been underway since the beginning of that decade. Particularly worthy of mention is the Institute's decisive help in training Dominican Teams at the postgraduate level. Many who have specialized in agricultural sciences, currently work for sectoral institutions, including the universities.

The basic strategy of IICA has been oriented towards institutional upgrading so as to ensure that national agencies may more efficiently accomplish their work, in a more lasting manner and so as to make the most of the human, material and financial resources serving the agricultural sector of our country.

It would be difficult to measure the results of IICA's actions —as cooperating agency— in physical or immediate terms, since this would include judging the upgrading of human resources and the number of institutions created or benefitting from its influence, while accomplishing its tasks in pursuance of specific objectives. However, it is feasible to value its incalculable and beneficial effect, both in spiritual as well as physical terms. It is not too much to admire —as I am proud to do— the quality and dimension of this institution at the forefront of the main agricultural battle taking place in the Americas, one which cannot be postponed.

Briefly, then, the Inter-American Institute of Agricultural Sciences has been collaborating with the institutions of the sector with the aim of strengthening the agricultural development process, and consequently, the economic and social progress of our country. This type of cooperation is the very basis of the humanistic projection policy of IICA, as conceived by the present Director General, Dr. José Emilio G. Araujo, and thanks to the conviction of its technicians, of the interest in establishing friendship and working linkages and coordinating efforts with the aim of attaining these goals.

Gentlemen: On behalf of the Dominican government and of His Excellency the President of the Republic, Dr. Joaquín Balaguer, I offi-

cially inaugurate the Sixteenth Annual Meeting of the Board of Directors of the Inter-American Institute of Agricultural Sciences of the OAS, to study the results of its Special Committee. I wish you every success in the task before you. We await in confidence, the results of your discussions and the experienced, useful and fruitful agreements, to take shape as well-structured technical cooperation projects of benefit to our respective countries.

These technical cooperation projects, oriented towards increased agricultural production, must be deeply humanistic in content, excelling in both technical as well as social aspects particularly in the Dominican Republic where the present Government established a policy, from the very beginning, to vindicate the farmer, assuring justice for the man who cultivates the land: a dedication to and in praise of the agricultural worker, basic element of the social architecture of our nation.

As we are sure that many identical or similar problems are being faced at this time by the other member countries of IICA, represented today at this important hemispheric encounter, we are confident that the successful results of this meeting, will be translated into future production increases as well as the continuous upgrading at all levels of those who so persistently, faithfully and hopefully are dedicated to making the fertile lands of the American continents produce in generous measures.

**SPEECH BY DR. QUENTIN M. WEST,
DELEGATE OF THE UNITED STATES OF AMERICA**



Dr. Quentin M. West, Representative of the United States of America, speaks on behalf of the delegations of the Member States at the inaugural ceremony of the Sixteenth Annual Meeting of the Board of Directors of IICA.

Ladies and Gentlemen:

As Chariman of last year's meeting of the Board of Directors, it is my pleasure to speak on behalf of the delegates of the Member States at the inaugural session of the Sixteenth Annual Meeting.

Again, I wish to express appreciation on behalf of my Government for IICA joining us in celebrating our bicentennial and meeting in Washington, D.C., last year. Nine ministers were in attendance, which is somewhat of a record for these annual meetings. The Dominican Republic graciously agreed to delay their invitation for a year, so we are pleased to meet in this beautiful city of Santo Domingo today. We are grateful for the warm welcome we have received.

I started my professional career twenty-six years ago as the first agricultural economist for the Andean Zone of Project 39 of IICA. Carlos Madrid was our Zone Director; Enrique Blair the agricultural engineer and Jose Marull was economist for the Southern Zone. It has been a privilege

to work again with these great pioneers of agricultural development in Latin America.

IICA has changed in those twenty-six years, both in size and in mission. There has been great progress in agricultural development in Latin America and the Caribbean in that period; new leaders have been trained and institutions strengthened. Under the wise leadership of Ralph Allee, Armando Samper and now José Emilio G. Araujo, IICA has met the challenge of the changing needs of the member countries and has strengthened its role as the coordinating and motivating force for agricultural development in Latin America and the Caribbean.

The challenge ahead is even greater. The hungry world must be fed; food production must double in the next quarter century. But that is not enough. Ways must be found so that the poor—a large part of which are in rural areas—can exercise their just claim upon the fruits of this development effort.

Long term improvement of food production and distribution is not the only challenge we face. The past five years has been a period of tremendous fluctuation in agricultural production and prices. This has had serious impact on producers and consumers. We must work together to formulate policies and means which will reduce this instability in world commodity markets.

IICA is moving ahead to meet these challenges. I will mention only two examples. We will discuss during this meeting IICA's Medium-term Indicative Plan which is conceived as an instrument to adjust IICA's activities into a definite operational scheme to meet the agricultural development needs of member countries over the next five years.

We will also discuss a proposed program and budget of which more than one-third of the financial resources will come from international and national agencies which have asked IICA to assist them in their own agricultural development programs.

IICA should continue its pattern of growth in the years ahead. A special emphasis should be on aid from the more advanced Latin American countries to the less advanced, through contributions in kind as well as cash. IICA should also look to other institutional resources to augment its program; through closer cooperation with IDB, the International Fund for Agricultural Development and AID, and U.S. Universities through the Title XII program. But growth should not be measured in monetary terms alone; IICA must constantly upgrade the quality and effectiveness of its programs and the people who carry them out.

I congratulate IICA on its progress and look forward to discussing with you, fellow delegates, ways to further support and strengthen its program.

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



The Director General of IICA, Dr. José Emilio G. Araujo, addressing the delegates of the Member States at the inaugural ceremony of the Sixteenth Annual Meeting of the Board of Directors of IICA, in Santo Domingo, Dominican Republic.

Ladies and Gentlemen:

It is a singular pleasure for us to hold the Sixteenth Annual Meeting of the Board of Directors in the lovely city of Santo Domingo de Guzmán; the beach-head of enterprises of old; the cradle of many of our institutions; and the site where many continental firsts have taken place: the first Audience of America, the first hospital (San Nicolás de Bari), the first Franciscan Convent, the first Library and the first University (Santo Tomás de Aquino). It is also particularly satisfying for an agricultural institution such as ours to tread the soil of the Hispaniola of old, where sugar cane was first cultivated in the Americas, after Christopher Columbus brought it with him on his second trip to these shores.

We have come to this session of the Board of Directors, greatly pleased with the continuous dialogue that we have been able to maintain at IICA, amongst our directive staff at the Executive Offices at Headquarters, and the technicians in the Member States. It is our understanding

that our function as such, is valid only to the extent in which the members of our Board of Directors are willing to work with us on the definition and orientation of our actions. They must be familiar with IICA's work at the operative unit level, as well as with what IICA may do in the future.

With this in mind, then, we are pleased to present the Medium-term Indicative Plan to the Sixteenth Annual Meeting of the Board of Directors for due consideration. The countries—through the Special Committee and our daily contact with the operative units—have helped us structure and adjust the document which we bring before you today.

The Medium-term Indicative Plan presents three basic ideas. In the first place, it outlines the type of action IICA may undertake to support the development efforts throughout the countries of the Americas. At the same time, the possible impact of these actions is described, at both the national and the regional levels. And finally, the internal changes and adjustments to be made so as to get these actions underway, in common accord with each Member State, are also given.

The first point comprises one more step in the permanent process to operationalize IICA's General Plan, as approved by the Board of Directors at the beginning of this decade. The second point establishes the bases for continuous dialogue with the countries, detailing the nature and volume of IICA's possible contribution to the rural development process in general, and of the agricultural sector in particular, of each member nation. The third point establishes logical guidelines for the rational and orderly evolution of our organization.

All organizations, and perhaps most particularly the international organizations, run the risk of growing and spreading in what could be called a vicious circle of "institutional entropy". Our Board—or its member countries—has very wisely insisted that we concentrate our efforts and actions on a reduced number of areas of greatest possible impact. This Indicative Plan—and particularly the adjustments outlined therein—provides guidelines for our orderly growth, so that each additional resource used by IICA over the next few years, be utilized to reinforce or build up areas of work which the countries themselves have indicated to be of priority interest for concentrated action. The growth of IICA in this manner, then, constitutes a concrete evolution with very clear goals and a high capacity to respond to the development needs and interests of the countries of America.

It is with this in mind, then, that the Executive Offices submits this Medium-term Indicative Plan. Moreover, we are confident that each one of our Member States—with our future continuous technical and political contacts—will continue to contribute to the adjustment and perfection of this instrument, to serve as the working guide of our Institute. We feel, therefore, that the presentation of this Indicative Plan is most timely, both from the point of view of IICA as a regional organization, as well as that of each of our Member States.

In fact, the American nations have tested different strategies over the past fifteen years—both on an individual basis as well as jointly—so as to attain a sustained development of the sector and a permanent up-grading of the living conditions of the rural population. Even allowing for the marked differences between one country and another, it is possible to confirm the fact that the basic problems identified fifteen years ago still exist, as we approach the end of the decade of the 70's. We now know more about development problems, and are more aware of the reactions of our economies to the different strategies employed to foster the development process. We know it is possible to increase the production and productivity of some products; we are aware of the ecological limitations to the expansion of our agricultural frontiers; we have acquired some experience as to the functional practicability of different business or entrepreneurial models; and we have a clearer idea concerning the internal migrations taking place in the countries, and the flow of rural labor towards urban centers.

Although more clearly defined, the problems continue unchanged. We have not found the necessary formula to significantly increase the number of agricultural enterprises, whether of an individual or associative nature; the services and incentives for production are unable to function on the basis of favorable economies of scale; land tenure structures are still a serious constraint to attaining equitable development; there are marked geographic imbalances still, with vast, depressed regions of the agricultural sector mostly unchanged; the basic instruments of research and education continue to be (to a large degree) based on models which are impractical in Latin America; in many cases, valid mechanisms to orient investments between sectors and within the agricultural sector do not exist; our institutions have a great deal of trouble to find, absorb and utilize the necessary volume of resources for the development of the sector, in an effective and efficient manner.

Despite important endeavors in some countries, it must be recognized that special attention has not been given to the agricultural sector, considering its importance as generator of a high proportion of the national product, provider of productive employment and as a constant source of foreign exchange. Now that unexpected bad weather conditions have notably reduced the supply of coffee, resulting in a more balanced level in international marketing prices, the national incomes of a great number of countries of the region have been notably increased.

Is this the right moment to take advantage of this circumstance—with financial surpluses available to the government and to the grain producing sector—to give a renewed impulse to agriculture, considering the generous contribution that this sector makes in terms of employment, foreign exchange and product? Will this be the proper moment to start distributing this surplus prosperity, so as to consolidate it in the interior of the country, with the participation and support of all those who contribute to production and, overseas, to justify its continuity as an instrument for development purposes and to seek more equitable societies?

With foresight and an interest in seeking appropriate ways to achieve progress, we feel that this is an exceptionally opportune moment to channel these bountiful resources of the public sector and to stimulate substantial investments by the private sector, toward the agricultural and rural area by means of strengthening the infrastructure and increasing the services that assure a self-sustained and growing agricultural development process and rural improvements for greater field production and better living conditions for the "campesino".

The VII-Inter-American Agricultural Conference, the highest forum of the agricultural sector within the Inter-American System, will be held shortly. At this event, where Ministers and Secretaries of Agriculture of the Continent will meet, new guidelines and orientations will be generated, so as to perfect the forms and strategies needed to assure the appropriate channeling of resources and the definition of priorities in the spheres of national and Inter-American relationships, with the aim of strengthening and accelerating the rural development process in Latin America and the Caribbean.

As the Specialized Agency of the Inter-American System for Agriculture and Rural Development, responsible for organizing this meeting, we wish to assure the very best of facilities, so that all the Ministers will attend this event, to guide us in their wisdom and authority, in the implementation of our programs. Through the agricultural sector and the rural development process, we hope to find a significant articulation, so as to vigorously renew the patterns of cooperation in the sphere of Inter-American relationships.

We should remember, Gentlemen, that the Simon Bolivar Fund is an expression of this international cooperation. This Fund was established at a most opportune moment for the benefit of the rural development of the Americas. The first funds were received in March 1976; today there are over 17 projects underway, in 16 member countries. To the 1.6 million dollar fund commitment, there are more than 6 million dollars of national counterpart funds.

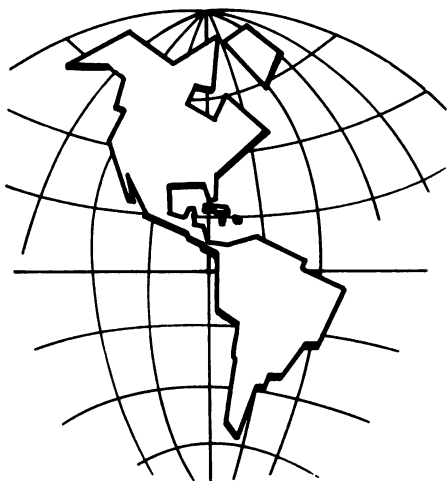
I am very pleased to be able to announce that the Government of Venezuela has just deposited the second of its five annual contributions, for the sum of two million dollars.

I feel that each Member State of IICA has acquired valuable experience on each and every one of these problems. In some cases these experiences have been positive, in others they have not. In any case, we have not yet been able to, but must, set up adequate mechanisms to compile and systematically analyze these experiences, so as to utilize the results of the respective analyses to design new strategies or to restructure existing ones.

Gentlemen, once more I should like to express our thanks for the support the Member States of IICA are providing our institution. Once again, I should like to reiterate the fundamental commitment of our

Institute: a prosperous, equitable and humanistic rural development process in the countries of America. Once again, I request the decided support of all to foster these common ideals.

I should also like to express my appreciation to the Government of the Dominican Republic and to the agencies of the agricultural sector, and especially the distinguished members of the Organizational Committee, for their warm welcome and the excellent facilities provided; the Annual Meeting of our Board of Directors will undoubtedly be able to accomplish its important tasks effectively and efficiently.



**New Institutional Mechanisms
for Agricultural Development Purposes**

NEW INSTITUTIONAL MECHANISMS FOR AGRICULTURAL DEVELOPMENT PURPOSES*

Armando Samper**

In 1942, the Inter-American Institute of Agricultural Sciences –IICA– was established as the specialized agency of the present Organization of American States. The Food and Agriculture Organization of the United Nations was created in 1945. Since then, the number of world and regional programs and organizations dedicated to the agricultural development of developing countries, have multiplied considerably.

There seems to have been a proliferation of organizations, and no new ones are needed, to foster agricultural development endeavors. However, a number of circumstances have contributed to the need for new institutional mechanisms, so as to ensure the effectiveness of national organizations, and so as to help accelerate the agricultural development process in developing countries. A summarized presentation of the origin and functions of three of the new institutional mechanisms which have been established, and in which I have participated, is given here: the International Agricultural Research Centers; the Tropical Agricultural Research and Training Center (CATIE), and the International Agroforestry Support Unit for the Tropics. The latter is being sponsored by the International Development Research Center of Canada (IDRC).

At the Meetings of the Technical Advisory Council and the Board of Directors of IICA held in Washington, D.C. in May 1976, I summarized the bases being evolved to foster the use of these new institutional mechanisms.***

* Summary of the presentation made at the Twenty-second Meeting of the Technical Advisory Council and the Sixteenth Annual Meeting of the Board of Directors of the Inter-American Institute of Agricultural Sciences held in Santo Domingo, Dominican Republic, May 16-19, 1977.

** Director Emeritus, Inter-American Institute of Agricultural Sciences, currently President of the National Forest Research and Promotion Corporation (CONIF), Bogotá, Colombia.

*** Inter-American Institute of Agricultural Sciences. Report on the Humanistic Rural Development Projection, 1976, pp. 58-63.

International Agricultural Research Centers

A number of regional cooperative agricultural research programs already existed in Africa, Asia and Latin America, before the first four international agricultural research centers were established during the 60's and before the Consultive Group on International Agricultural Research was created, to support and finance these centers. Moreover, IICA already had a Research and Training Center in Turrialba, Costa Rica, and was fostering regional cooperative agricultural research programs in Central America, the Andean Zone and the Southern Zone.

However, there was a need to effectively support these programs: there was a lack of centers of excellence with highly qualified scientific personnel, good physical facilities, and adequate financing, not subject to frequent changes in governmental policies. A network of international centers was essential capable of concentrated efforts on basic food crops for as long as necessary, and with adequate funds, so as to find the means to eliminate the factors limiting the production of each crop, so as to ensure efficient food production at the levels needed to feed a constantly increasing world population.

The institutional innovation of international centers is based on two main factors. In the first place, they are not multinational centers directed and financed by governments, as in the case of the former Research and Training Center of IICA in Turrialba, and in the second, the system of a Consultive Group on Agricultural Research. Each center is autonomous, with its own Board of Directors comprised of outstanding people who serve in a personal capacity, and by representatives of the host country. This Board decides on priorities, determines which programs are to be undertaken, and approves budgets. Necessary financing is obtained through a consultive group, of an informal nature, without statutes, board of directors, or a common fund. Each center presents a program and budget already approved by its Board of Directors, and each member of the Consultative Group is free to decide which programs it will finance, and in which centers.

The Consultative Group system has facilitated the channeling of considerable resources from 28 international agencies, philanthropic foundations, developed countries, and recently, developing oil producing countries, to finance 11 worldwide international agricultural research centers and programs in Africa, Asia, Latin America and the Middle East. In 1972, the members of the recently created Consultative Group provided 20 million dollars to finance these international agricultural research centers. In 1976, the contribution was calculated at 64 million, and the estimate for 1981 is between 109 and 131 million, in accordance with the pattern of growth of these centers. Contrary to what has been suggested on some occasions, the channeling of resources to finance international agricultural research centers has in no way affected investments for agricultural research in the developing nations. In 1951, a

total of 141 million dollars was invested for agricultural research purposes in Africa, Asia and Latin America; in 1974, 957 million dollars were invested.*

In 1976, the Consultative Group on Agricultural Research appointed a Review Committee to analyze the scope and achievements of the activities and programs being supported by the Group, so as to plan its future role in fostering research for agricultural development purposes, particularly food production in developing countries.

The Review Committee asked Dr. Nathan M. Koffsky to make a study on "World food needs: deficiencies and possibilities." In this study, Dr. Koffsky concluded that there was an urgent need to meet the requirements of low income countries (that is, those with a per capita gross national product below US\$ 200) where danger of a tremendous lack of food over the next decade and succeeding years, is very evident. According to Dr. Koffsky, this situation is particularly serious in India, Bangladesh, Indonesia (probably), Nigeria and the low income countries to the south of the Sahara in Africa. Attention will also have to be given, on a preferential basis, to those countries with a slightly better economic and food situation, but which will be having substantial food deficits in the near future, and are already facing serious limitations on the purchase of needed foods. These countries include those in the North of Africa and the Middle East which do not produce oil, those of Central America and the Caribbean, and the Andean countries of South America, particularly Peru and Bolivia.

Dr. Koffsky indicated the need to continue efforts already underway to improve the yields of the principal grains – rice, wheat and corn. Efforts will also have to be made to improve the yield of millet and other small grain cereals, and sorghum, which are particularly important in the arid lands which prevail in many of the countries with food deficits. He stressed the need to step up research on root crops, pulses and peanuts.

Dr. Koffsky noted that there is an immediate and urgent need to upgrade food production in low income countries with food deficits; that is, even greater emphasis on accelerating research endeavors and the utilization of results, especially concerning those food crops with a potential for producing a significant impact in the next five to ten years. However, he also mentioned that there are other well known constraints – such as food policies, the lack of incentives, the absence of adequate, well managed institutions, a scarcity of inputs, and others – which prevent the farmer from utilizing available research results and technologies. To reduce this gap, it will be necessary to conduct intensive research work so as to identify these constraints, and to seek the means to reduce them.

* Boyce, J.K. and Evenson, R.E. National and International Agricultural Research and Extension Programs. Agricultural Development Council, New York, 1975.

The Study Team summarized the necessary conditions for expanding food production; this was of great value for the Review Committee. Special mention was made of the technical and economic levels, and the distribution of producer accomplishments; the conditions needed to attain agricultural growth; and the theory of induced innovations. The team also presented a summary of the more important characteristics of agricultural research and its administrative needs.**

The Review Committee noted that agricultural research is only one of the important aspects which are essential for expanding agricultural production, and although it is the most important instrument to help raise the technical level,* it cannot, by itself, solve the world food problem, since other inter-related factors are also involved.

The Committee endorses the concept put forth by the Study Team concerning the theory of induced innovations which also explains the strategy of the international centers. According to this theory, induced innovations contribute to agricultural development in two ways. In the first place, the relative abundance or scarcity of different production factors in a given economy, lead to the search for new technologies to make the most of those factors. In the second, the availability of new technologies leads to the development of other innovations (including those concerned with organizations and services) which are essential, so as to fully utilize those technologies.

This theory implies that the crucial step for agricultural development, then, is the development of appropriate technologies in biology and in engineering so as to effectively utilize the resources of each region. When this type of technology is available, the development of the organizations and services needed to make the most of them, will then follow.

The Review Committee met several times with the working team, and the pertinent report was submitted to the Consultative Group in October 1976. The report included a summary, conclusions, recommendations and eight chapters on the world food problem between 1985 and the year 2000; the necessary conditions to increase agricultural production; the more important characteristics of agricultural research; the agricultural research organizations in developing countries; the Consultative Group system; the scope and limitations of the Consultative Group; the scope, limitations, allocation of funds, and management of the Consultative Group system.**

* That is, the maximum physical production which can be attained per unit of land, utilizing the most productive combination of available technologies and services, in accordance with the conditions and quality of the land.

** Consultative Group on International Agricultural Research. Report of the Review Committee. Washington, D.C. January 1977. 104 pp. and an appendix.

The following conclusions and recommendations are worthy of mention:

- 1) The international centers should continue to concentrate exclusively on agricultural research for which they are best suited, and should not attempt to cover other fields such as extension and the transfer of technology.
- 2) These centers should increase their cooperation with the research organizations in developing countries and should come to some agreement as to what mutual cooperation can be provided, so as to better serve the national institutions.
- 3) The respective boards of directors should continue, independently, with their fundamental role of developing and reviewing the programs and budgets of their respective centers, which should continue to be autonomous in nature.
- 4) Every effort should be made to maintain the informal nature of the Consultative Group, keeping the bureaucratic organization as reduced as possible. The Group should continue to be comprised mainly of those institutions which contribute to the funding of centers and programs, and each donor should continue deciding which activities to support.
- 5) The Technical Advisory Committee should continue its important role as advisor of the Consultative Group, on determining future needs and on the evaluation of programs underway.
- 6) Each center should be of a size needed to comply with its priorities, programs and specific characteristics, without excessive growth, so as to avoid losing those very characteristics which have ensured its dynamic effectiveness.
- 7) There should be a much closer, cooperative relationship between the secretariats of the Technical Advisory Committee and the Consultative Group; the integrated analyses of the programs and budgets of the centers should be prepared jointly.

The Consultative Group met in Washington, D. C., in October 1976, to discuss the conclusions and recommendations of the Review Committee. The members of the Group were in general agreement with them, and felt that the review had been timely and useful. Some of the members suggested that longer range projections should be made in future reviews. Throughout the discussions, the danger of the bureaucratization of the system was stressed, particularly in view of the importance to maintain the individuality of the centers, the autonomy of the boards of directors, and the flexibility of the programs.

Tropical Agricultural Research and Training Center (CATIE)

When the Inter-American Institute of Agricultural Science was established in 1942 by the governments of the Member States, as a specialized agency of the present Organization of American States, all of IICA's field operations were based at Turrialba, in Costa Rica.

Turrialba was the first multinational agricultural research center established in Latin America. However, its field of action was far too extensive in relation to the amount of resources involved. The physical facilities and resources needed to produce an impact on agricultural research, were never available on a sustained basis. Moreover, research endeavors were undertaken mostly in support of the postgraduate education programs. However, the multiplier and accumulative effect of the Graduate School continues to be felt throughout Latin America, thanks to the 600 or more graduates from the School — the first of its kind opened in Latin America in 1946 — who hold important positions in research, education and agricultural development in every part of the continent.

In Turrialba, IICA was able to do some important research work in coffee and cacao, despite financial constraints. For instance, the Inter-American Cacao Center, established in 1948, got a regional cooperative program underway on this crop, possibly the first of its type in Latin America.

A live collection of coffee species and varieties, of world-wide scope, was also established in Turrialba during that same decade. This collection is still being maintained at CATIE, with financial assistance from the Coffee Office of Costa Rica. Moreover, a basic collection of coffee varieties resistant to rust (*Hemileia vastatrix*) was started at Turrialba, in collaboration with the Department of Agriculture of the United States. This collection has since been duplicated in Colombia, Guatemala and other countries. As a complement to this research work, the first inter-American meeting on coffee rusts was held in Turrialba in November 1959, clearly indicating the prescience of Director Allee and his colleagues, concerning one of the more economically important crops of the American Continent.

The Scientific Exchange Service (SIC), first of its kind in Latin America, started to function in 1949. Together with the Orton Commemorative Library, it formed the basis of the present Inter-American Centre for Agricultural Documentation and Information (CIDIA), today the central core of agricultural information for Latin America.

In 1960, the new Director General of IICA established the Institute's headquarters in San José, Costa Rica, and appointed a Director of the Training and Research Center in Turrialba, thereby ensuring the operative autonomy of the Center.

Between 1963 and 1970, the Turrialba Center and the Graduate School were strengthened considerably — physical facilities as well as

professional staff – by means of a United Nations Development Fund regional project, with FAO serving as executing agency.

When José Emilio G. Araujo became the Director General of IICA in 1970, he initiated negotiations so as to provide the Turrialba Center with the autonomy of a regional agency for Central America and the Antilles. As a result, the Tropical Agricultural Research and Training Center (CATIE) was established in June 1973, as a non-profit organization, with its own Directive Council. This organization or association, was founded jointly by the Government of Costa Rica and IICA, and Panama became an active member of the association in 1975.

Once CATIE was established, and on the initiative of Director General Araujo, the Directive Council approved an agreement with the University of Costa Rica, also in 1973, whereby the University assumed academic responsibility for the postgraduate program, including the awarding of the **Magister Scientiae** degree.

Once CATIE was set up as an autonomous center dedicated mainly to the support of production programs throughout the area of Central America, its research programs were reorganized so as to focus on the development of agricultural and forestry production systems.

It was therefore necessary to clearly define and establish the scope of action and programs to be implemented by CATIE, in line with its new structure as a regional organization of service, principally, to the countries of Central America. With this in mind, then, the Directive Council took the following steps, as of 1974, to provide a new approach for CATIE endeavors:

- 1) A Working Group was appointed, to prepare a frame of reference for the activities of the Center.
- 2) The Executive Committee was asked to clearly define the programs and policies to be followed by CATIE, as well as the concomitant financial projections and implications, with emphasis on the need to strengthen the actions of national institutions, with the aim of increasing agricultural production and farmer incomes, and of upgrading the rural way of life.
- 3) In compliance with the above, therefore, the Executive Committee appointed two Ad Hoc committees. Based on the work of these committees, the Executive Committee presented a report entitled "Proposals to make CATIE more effective".
- 4) The Directive Council accepted this report as a guideline for CATIE's future activities, and requested that the Executive Committee proceed with the corrections agreed on, and include the pertinent additional suggestions and recommendations, so as to present a final version of the report. In addition, a procedure for consulting with the directive levels throughout

Central America and with the institutions interested in contributing to the financing of CATIE was agreed upon, so as to ensure the effective implementation of this new approach.

- 5) At another special meeting of the Directive Council, the new report entitled "CATIE — its new approach for the agricultural and rural development of Central America and Panama; its policies, organization and operating principles", was approved.
- 6) The proposals which appear in this document on CATIE's new approach were discussed with a group of Central American directors who are linked with the research and development endeavors of the area, and the members of the Directive Council. A consensus was reached at this meeting, concerning the basic points of the Directive Council's proposal.

Essentially, the bases of this new approach are as follows:

- a) CATIE should become the core Center of a cooperative effort to foster research as a basis for agricultural development.
- b) The countries of Central America and Panama should participate actively in the planning of CATIE's programs.
- c) CATIE should also function as an exchange mechanism, with a highly qualified multidisciplinary team.
- d) In its work, priority should be given to the small farmers who produce 80% of the food crops in the Central American Isthmus.
- e) Research should help solve the production problems in each area, and should concentrate on developing production systems.
- f) To accomplish the above, the development in each country of concentrated action programs in specific fields, is essential.

The Directive Council appointed Dr. Santiago Fonseca a dedicated, experienced researcher, educator and executive, as the new Director of CATIE. He succeeds Mr. Manuel Elgueta who had been appointed Director by the Director General of IICA, during the period of transition of the Center from directly depending upon IICA, to an autonomous Center of regional scope. Dr. Fonseca is responsible for the important task of providing CATIE with the bases for this new approach as agreed upon.

In March 1977, the Directive Council of CATIE met with representatives of institutions interested in collaborating with the Center during this new stage of development, and in contributing to its funding. The participants at this meeting were in agreement with the new approach, and with the new Director's proposal concerning the establishment of

modules for concentrated action (MACs); that is, those areas where an interdisciplinary team of technicians –with the backing and support of the governments and the work accomplished by national agencies and CATIE– can originate, test and develop appropriate technologies that are easily transmissible to small farmers.

At present, the new Director is preparing the program-budget of CATIE for the 1977-1978 period, which will reflect the new approach agreed upon. This document will be discussed by the Directive Council at the next meeting, to be held in Turrialba, in July 1977.

The establishment of this new approach at CATIE has been difficult, since it was necessary to convert the Center into an institutional mechanism capable of dynamically and effectively supporting the agricultural development programs of Central America and Panama, by means of multidisciplinary programs on food crop production systems, beef and milk production systems and agro-forestry production systems, with special emphasis on small farmer participation.

International Agro-forestry Support Unit for the Tropics

In July 1975, the International Development Research Centre of Canada (IDRC) decided to establish a project to identify the forest research needs in tropical countries. The President of IDRC asked Dr. John G. Bene to take over this project, and an Advisory Committee was also established. At the same time, Dr. Bene designated a number of consultants: Professor J.D. Ovington in Australia, Dr. F.S. Pollisco in the Philippines, Professor L. Roche, principally for Africa, and the author of this paper, in Colombia, for Latin America.

In August 1976, Dr. Bene submitted a first report to the President of IDRC, concerning tropical forest research priorities to ensure a better utilization of this resource. The report included a very complete though brief analysis on tree production systems in natural forests, commercial plantations, agro-forestry production systems, and the rehabilitation of degraded lands; the current and potential utilization of forests for producing wood or non-wood products, for flora and fauna, and for recreational, cultural and scientific purposes; and on the current constraints to an effective utilization of forest resources.*

The first part of the report contains an excellent synthesis on the present situation of tropical forests, their potential and future possibilities. The report indicates that tropical forests have been over-exploited and under-utilized. Four out of every ten persons in this world, live in the tropics. A third of our world is covered with forests; half of them in the tropics. The tropics encompass 4.9 million hectares. It is estimated that about 1 billion hectares of forestland have been destroyed. However, there are still 3.5 billion hectares of forests left. In Europe, only

* Bene, J.G., Beall, H.W. and Côte, A. *Trees, Food and People-Land Management in the Tropics*. International Development Research Centre, December 1976. 65 pp. 8 appendices.

replanting has avoided total destruction; currently, European forests are increasing at a rate of 1% a year.

The report also notes that the extension of humid tropical forests is between 550 and 850 million hectares (in Latin America, these forests represent 46% of the total area of tropical forests); those in regions with clearly defined rainy and dry seasons, encompass about 1.45 billion hectares; those in transitional areas, from *sabanas* to forests, cover 400 million hectares; and mangroves account for 5% of the tropical forest area.

Research needs and priorities are analyzed in the second part of the report, with the aim of improving land management aspects in zones with tropical forests.

Initially, the task centered on identifying research priorities for both natural and commercial plantations. However, as a result of the study, it was concluded that priority should first be given to combined agroforestry production systems.

The Consultant for Latin America formed a working team with three forestry engineers as members, and Dr. Gerardo Budowski, Head of the Forestry Sciences Department at CATIE, as advisor. Twenty forestry authorities throughout Latin America were consulted, including the Latin American Forestry Research and Training Institute (IFLAIC) and the University of Merida, in Venezuela.

A proposal concerning the possibility of providing support, through the International Unit, to research work underway at the national institutions, CATIE and international centers in Latin America, or work which they may be willing to undertake, was considered. Amongst the selected priorities, the proposal included the possibility of providing support on:

- 1) Up-grading pastures by planting native tree species, such as the alder (*Alnus jorullensis*) and the *Acacia albida*.
- 2) Stabilizing shifting agriculture by combining crops with native tree species such as the *Cordia alliodora* and the *Cedrela odorata*, (a type of laurel and a cedar).
- 3) The utilization of commercial trees such as the *Cordia* and cedar in coffee and cacao plantations.
- 4) The evaluation of wood producing trees or which produce edible fruits, which may be used as living fences.
- 5) Provenance trials of rapid growth native tree species of commercial value, such as the *Cordia alliodora*.
- 6) The establishment of germplasm banks of endangered native species.

- 7) Techniques for collecting and storing seed of wood-producing trees.
- 8) Plant breeding work an edible palm species for commercial production purposes, such as the peach palm (*Guilielma gasipaes*) which produces fruits and palm hearts.
- 9) Techniques for the propagation and management of bamboo for construction and other uses.

IDRC never had any intention of proposing the creation of a new international center. Rather, in accordance with Dr. Bene's recommendation, steps have already been taken to establish an International Agro-forestry Support Unit for the Tropics, with the aim of promoting and supporting agro-forestry research already underway, or which the national institutions and regional and international centers are willing to undertake, to compile and disseminate existing information or that which will be produced concerning agro-forestry systems in developing countries, to foster improved land management in the tropics; on tree cultivation; and on food production, with the aim of increasing income levels of the rural population; and to create more employment opportunities in tropical regions, in line with the interests of the people inhabiting these areas.

IDRC's proposal has been well accepted. Several developed nations, philanthropic foundations and international organizations, including FAO, have expressed their interest in supporting this new institutional mechanism, and in contributing to its funding. A description is provided in the Report of the objectives and programs of this Unit which will serve as a bridge linking agriculture, animal husbandry and forest utilization in the tropical countries of Africa, Asia and Latin America.

Conclusion

The Consultative Group on International Agricultural Research, the Tropical Agricultural Research and Training Center, CATIE, with its new approach, and the International Agro-forestry Support Unit for the Tropics, are new institutional mechanisms which fill several important gaps. They are not new, permanent-type agencies that will compete with those that already exist. On the contrary, the idea is to help the governments and national institutions to make the most of the facilities and services available at already existing organizations.

established towards the end of 1975 at the initiative of the Rockefeller Foundation, is a similar type of institutional mechanism.

In April 1977, representatives from different development organizations met in Munich. This meeting was sponsored by the German Foundation for International Development. The participants agreed that the International Agricultural Development Service (IADS) should concentrate on strengthening national agricultural research institutions. They also proposed that the IADS should enter the Consultative Group

for International Agricultural Research system, thereby contributing to bridging the gap between the international centers and the national agricultural research programs.

International technical cooperation, as provided by the international and regional agencies, has already entered into its fourth decade for existence. As it is no longer a novelty, its contribution to the agricultural development of developing nations is frequently underestimated. In many cases, the process has evolved as the developing countries have been able to train their own qualified personnel, have strengthened their national institutions, and can count on their own adequate funding. In other cases, it has become obsolete and therefore unnecessary. Hence the importance to continue innovating, the need for new approaches and new institutional mechanisms, so as to make the best possible use of existing institutions.



Speeches given
at the Closing Session
of the Sixteenth Annual Meeting
of the Board of Directors

**SPEECH BY MR. MICHEL CAREAU,
DELEGATE OF CANADA**



Mr. Michel Careau, Delegate of Canada to the Board of Directors of IICA, speaks on behalf of the delegations of the Member States at the closing session of the Sixteenth Annual Meeting.

Ladies and Gentlemen:

Within a few brief minutes the Sixteenth Annual Meeting of the Board of Directors of IICA will come to an end.

Each of the participants will return home enriched by the many human contacts that these busy days—with colleagues from all corners of the hemisphere— have allowed.

On this fertile soil of Quisqueya, the Delegates to these IICA meetings have harvested the fruit of their own experiences and of those countries they represent, in order to share them in benefit of our great American family.

The exchanges allowed by these meetings; the food we have shared in the Santo Domingo Hotel, at Lina's Restaurant and elsewhere, have contributed significantly to the participation of the representatives of the

majority of the Brotherhood of our Continent, in an inter-change which serves as a basis or prelude of an era of even greater sharing of the resources that God has made available to the nations in this part of the Universe.

It is convenient, meanwhile, that each one of us continue with the task already started and attempt to achieve a maximum level of productivity of consumer goods; a logical sequence would be to be able to utilize the resources in a more equilibrated manner, to the benefit of those marginated zones that are still the most deprived.

Permítanme igualmente agradecer, en nuestro nombre, al Gobierno y al pueblo de República Dominicana por todas las atenciones de que fuimos objeto durante nuestra estada en la tierra de Colón. La República Dominicana es una tierra hospitalaria y cálida, de ciudadanos alegres y joviales, como lo observamos no solamente en los espectáculos culturales a los cuales tuvimos oportunidad de asistir, sino también en los rostros expresivos que nos saludaban por doquier. Fue en este ambiente lleno de atractivo natural y de una simpleza evidente, que tuvieron éxito las deliberaciones que terminamos hoy, deliberaciones que se llevaron a cabo bajo un clima de armonía y serenidad.

Santo Domingo, bañada por un mar generoso de colores pastel; acariciada por la brisa fresca. Santo Domingo, tú eres el ejemplo viviente del triunfo maravilloso de la semilla. Después de ocho años de ausencia, fue una mañana soleada de diciembre del año 69 cuando te dejé para volver a las grandes masas blancas de mi país. Cuando te ví de nuevo hace 10 días, habías cambiado, habías crecido y estabas más joven que nunca. Tu seno alojaba nuevos edificios para albergar a tus hijos; habías multiplicado los parques y espacios verdes en beneficio de la felicidad de quienes viven en tí; habías ensanchado tus fronteras; te retocaste con tus mejores galas para el regreso del amigo que en una época te dejó. Santo Domingo, déjame decirte que te encontré más bella que cuando te dije adiós. Santo Domingo, gracias por tu acogida.

Merci aussi à tous ceux et celles qui ont contribué à la bonne marche des travaux de la Réunion: au Directeur Général et à son personnel, qui ont travaillé sans relâche pour la préparation de la Réunion et qui, pendant les assises, ont été, à tous les instants, fénéreusement disponibles à notre endroit. Merci aux interprètes qui ont su, avec beaucoup de talent, mettre leur art difficile au service de délégués. Merci aux secrétaires, dactylos, correcteurs d'épreuves, traducteurs, imprimeurs et que sais-je encore qui, dans l'ombre, ont accompli une tâche essentielle por le déroulement efficace de nos travaux. Merci au personnel qui oeuvré dans cette salle, aux serveurs de café, ainsi qu'à ceux et celles du Bureau de la Coordination et du service aux délégués qui n'ont ménagé en rien leurs efforts pour nous faciliter les choses.

Agradeco ao Secretário, Engenheiro Jefferson Rangel, artífice discreto conquanto profundamente devotado, sempre disposto a buscar as soluções capazes de permitirem a todos e a cada um o abrigo de suas posições.

En fin, gracias a usted señor Sub-Secretario Mena, por haber dirigido los debates. Reciba usted nuestras sinceras felicitaciones por la manera acertada como desempeñó su trabajo. Le deseamos que continúe durante mucho tiempo ejerciendo su brillante carrera al servicio de sus conciudadanos para mayor beneficio de los campesinos que tanto aprecia.

**CLOSING REMARKS BY ING. HECTOR MENA VALERIO,
UNDERSECRETARY FOR RESEARCH, EXTENSION
AND TRAINING, STATE SECRETARIAT OF AGRICULTURE
OF THE DOMINICAN REPUBLIC**



Mr. Héctor Mena Valerio, Undersecretary of Research, Extension and Training, of the State Secretariat of Agriculture of the Dominican Republic, speaking at the closing session of the Sixteenth Annual Meeting of the Board of Directors of IICA.

It is indeed an honor for me to address you at this closing session of the Sixteenth Annual Meeting of the Board of Directors of IICA. It is a great satisfaction for us, that this meeting was held here, in the Dominican Republic.

I should like to take this opportunity to apologise for any problems or misunderstandings that may have occurred while you have been with us. We have made every effort to ensure that your stay in this sister country has been as pleasant and comfortable as possible.

I feel that we have achieved our main objective, that is, to provide the Inter-American Institute of Agricultural Sciences with the necessary means to continue serving our nations with its characteristic efficiency and effectiveness.

I am also most pleased to be able to announce to you at this time, that His Excellency the President of the Republic, Mr. Joaquín Balaguer, has awarded Dr. José Emilio G. Araujo, Director General of IICA, the "Gran Cruz Placa de Plata" decoration, of the Duarte Sánchez and Mella Order, in recognition of his distinguished work in the field of rural development in our countries.

And lastly, I would like to wish you all a safe and happy trip home.

**SPEECH BY DR. ANTONIO M. PINCHINAT,
REGIONAL DIRECTOR FOR THE ANTILLES ZONE OF IICA**



Dr. Antonio M. Pinchinat, Regional Director of the Antilles Zone of IICA, addressing the delegations of the Member States at the closing session of the Sixteenth Annual Meeting of the Board of Directors.

Ladies and Gentlemen:

It is indeed an honor and privilege for me, as Regional Director of the Antilles Zone, to address you at this Closing Session of the Sixteenth Annual Meeting of the Board of Directors, held here in the Dominican Republic which also hosts the head offices of this Zone.

This year's meeting has been of importance, both for our countries as well as for IICA. I should like to mention that the 15th. of May —the eve of the formal initiation of our meetings— was declared Farmer's Day by the Government of the Dominican Republic, in homage and tribute to the rural man, principal objective of our concern. In view of this country's sustained interest for the well-being and dignity of the rural man, it is not surprising that considerable progress is being made here, in rural development aspects.

The Board of Directors' approval of the Medium-term Indicative Plan is of significance for the operational aspects of IICA. The pertinent Resolution recognizes that this Indicative Plan is, in fact, a conceptual

framework and general guide to orient the Institute's actions over the next several years.

For the first time, an IICA Action Plan of one of our Member States was presented at an Annual Meeting of the Board of Directors: happily, of the very country hosting the meeting. The presentation provided an exceptional opportunity for the Delegates and Observers to this Meeting, to familiarize themselves with the technical activities of IICA, and their product, in situ. Also of interest for all of us at these meetings, was the Round-table discussion on "Agricultural Production Systems", emphasizing the small farmer.

This Meeting has been a source of considerable satisfaction for us, on several counts, particularly, the evident approval and support of the Board of Directors concerning the direction and work of our Institute.

The appreciation expressed by the Delegates for our services in their countries, serves as an incentive for us; our personnel is increasingly dedicated to attaining the objectives of our General Plan, described with greater clarity now, in the Indicative Plan.

The approval of the 1977-1978 Program Budget with an overwhelming majority, clearly confirms the confidence of the Board of Directors in the practicability, capability and usefulness of our Institute.

The voluntary contributions to the Simon Bolivar Fund by the countries, insofar as their resources allow, serve to underscore this confidence.

I should now like to express our very sincere thanks to the public and private organizations of this country which have so generously co-operated to ensure the success of this Meeting. Particularly worth stressing is the effective and efficient work of the National Coordination Committee of the State Secretariat of Agriculture, headed by the State Undersecretary of Agricultural Research, Extension and Training, Mr. Hector Mena Valerio —at the behest of the State Secretary of Agriculture, Dr. Santiago Cruz Lopez— who was so ably assisted by his Executive Assistant, Mr. Manuel de Js. Miniño.

Our thanks also to the Secretariat and Documentation personnel for their untiring, dedicated work; to the press which so ably covered the meeting and informs the public about our endeavors; and to the simultaneous interpretation personnel who made it possible for us to talk to one another.

And finally, on behalf of the Director General of IICA, Dr. José Emilio G. Araujo, and myself, I should like to thank all our companions in the IICA Offices in the Dominican Republic, who contributed so significantly to the success of this Meeting.

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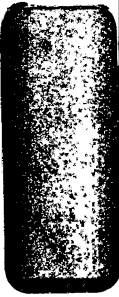
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