

Preliminary Version



REPORT ON THE 1983-1987 MEDIUM TERM PLAN

Centro Interamericano de
Documentación e
Información Agrícola

13 ABR 1987

IICA — CIBIA

Prepared by the
Group of Six Experts
March, 1986



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**Prepared by the
Group of Six Experts
March, 1986**

**REPORT BY THE GROUP OF SIX EXPERTS ON THE REVISION
AND EVALUATION OF IICA'S 1983-1987 MEDIUM TERM
PLAN THE PROGRAMS AND PROJECTS**

**Prepared in compliance with Reso-
lution IICA/JIA/Res. 72 (III/0-86)
approved by the Inter-American
Board of Agriculture in Montevideo,
Uruguay (October 21-25, 1985)**

April 18, 1986

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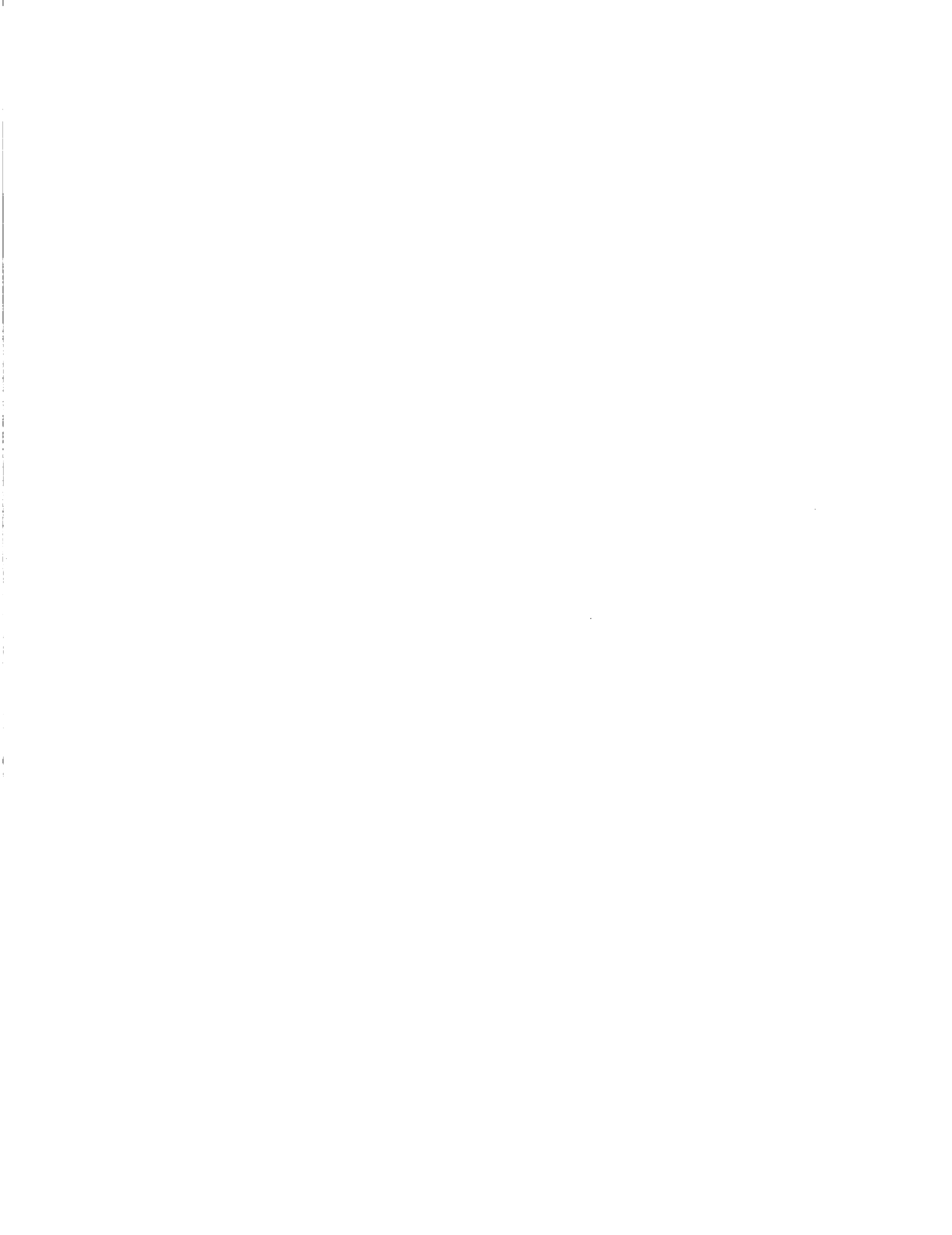
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~~BV 000585 C-2~~ 2 pages

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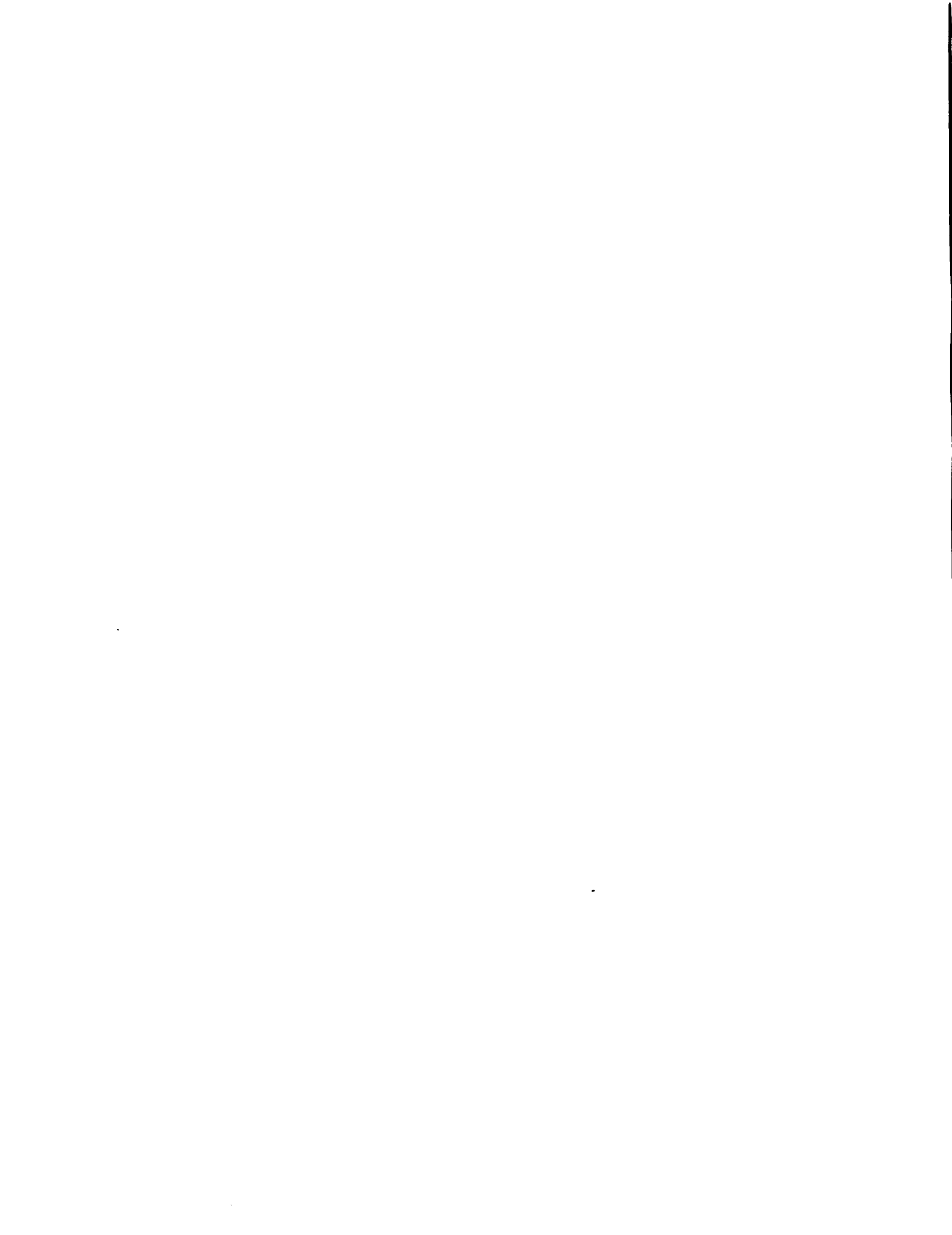
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ACKNOWLEDGEMENTS

The members of the G-6 are deeply indebted to the many people with whom they met and who assisted them in meeting out their terms of reference. Among them are several Ministers of Agriculture, Deputy Ministers and Permanent Secretaries who have provided the group with valuable information on the major issues facing Latin American and Caribbean agriculture and the role of IICA in finding solutions. Over fifty other high-ranking officials of the member countries visited were also interviewed. As a general rule, they were directors of divisions of national and sectoral planning, agricultural and livestock research, education, production, extension, marketing, agrarian reform, rural development and credit institutions.

The G-6 also wishes to express its deep appreciation to: a) the area and national directors and all their staff for making extremely good arrangements, providing background material on IICA's activities and achievements in the various countries and sharing their thoughts on present and future IICA orientation; b) directors and staff of other international and regional institutions with which IICA cooperates or is in regular contact.

Above all, the group wishes to express its deepest appreciation to the IICA Director General and headquarters professional and support staff who magnanimously gave of their time to brief the group on the Institute's policies, programs and organization, and to organize the logistics related to the efficient conduct of the group's activities. Sincere thanks are also expressed to the director and staff of CATIE where the group had a very useful visit.

Finally, the group wishes to recognize the monumental contribution of the IICA support group which was composed of Eduardo Trigo, Alfredo Alonso, George Buckmire, Fernando del Risco and Diego Londoño, as well as the translation and secretarial staff. We have listed the names of persons interviewed in Appendix 1, and if there are any omissions we apologize for the oversight.



EXECUTIVE SUMMARY

Background

The Third Regular Meeting of the Inter-American Board of Agriculture authorized the Director General to contract an external group of six experts (G-6) from outside IICA to evaluate the 1983-87 Medium Term Plan its programs and projects.

The G-6 team met in San Jose, Costa Rica from February 10th to 15th and held several working sessions with the Director General, the Deputy Director General, program and operations directors and the leaders of the specialized centers and support offices. A large number of documents made available by the different offices was reviewed.

From February 16th to 28th, the G-6, accompanied by three IICA officers, formed three subgroups and travelled to thirteen selected countries. In those countries the G-6 interviewed senior government officials, IICA personnel, project beneficiaries and cooperation agencies. Field visits to some projects were also made.

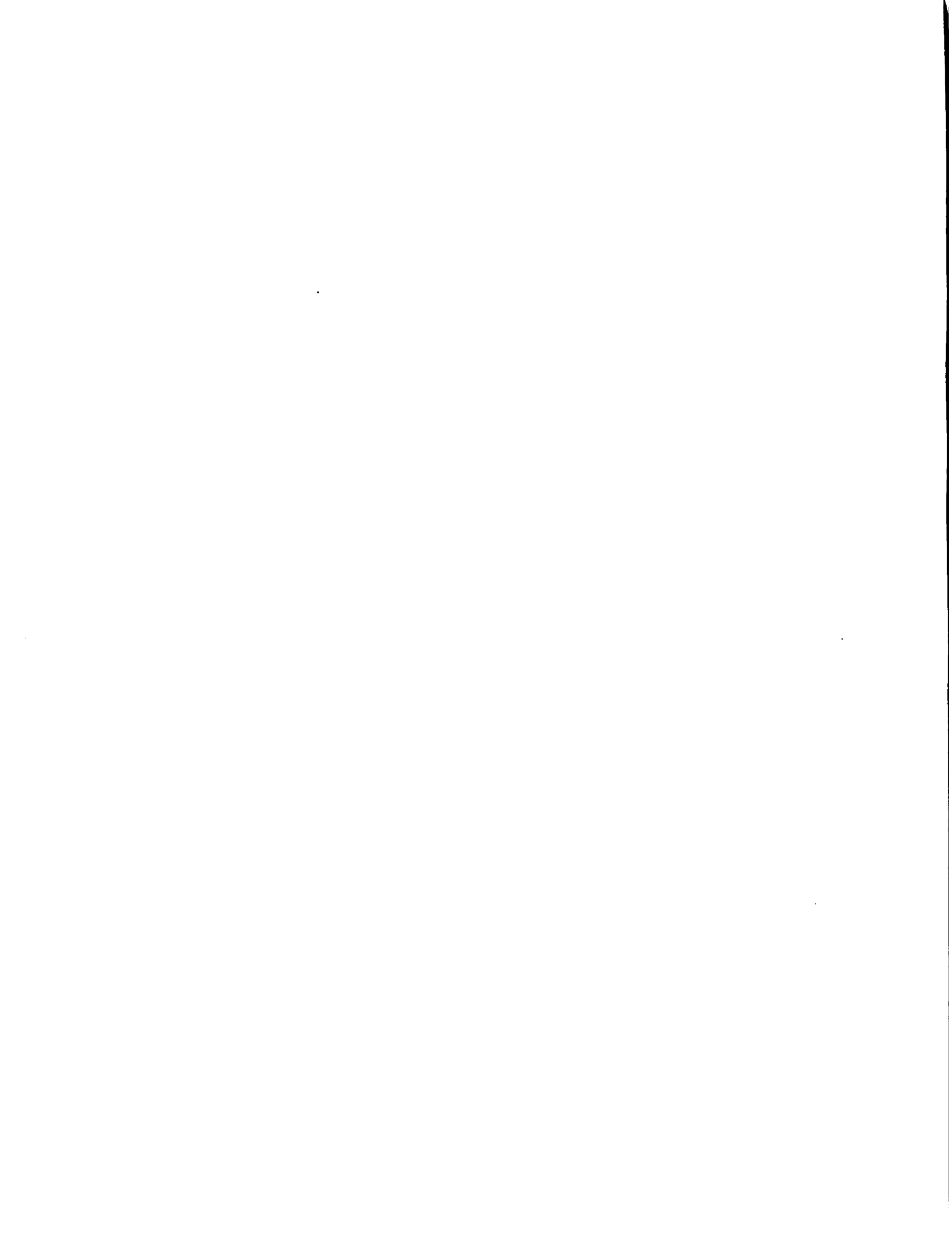
The G-6 met again in San Jose for two weeks to review additional documents and prepare the final report.

Report Content

Chapters I and II are mainly descriptive. The first provides background material on the review of the Medium-Term Plan and its progress. The second chapter presents the present organization, its nature and operations and includes the group's comments in this regard. Chapter III discusses the group's observations on the impact of IICA's programs in member countries. Chapter IV focuses on the important changes in the region that affect IICA's policies and programs. Chapter V is an important chapter describing the new program elements recommended by the group. Chapter VI deals with a number of issues which did not logically fit into any of the previous chapters but which the group felt were important. Finally, Chapter VII contains a summary of the group's recommendations.

IICA operates in twenty-seven countries (excluding the US and Canada) which vary considerably in cultural and economic aspects and in natural endowments. It is a complex region of over 400,000,000 people, with four modern and many indigenous languages spoken. It is a region which, in the past decade, has undergone dramatic changes, characterized by rapid urbanization and economic disruptions, partly the result of the general world economic recession and the internationalization of agricultural and industrial markets.

The emphasis on export commodities in the agricultural sector has created a need for substantial imports to meet the food needs of urban populations. Today, faced with large external debts and limited access



to foreign exchange, countries are revising their strategies for meeting domestic food requirements and for increasing foreign exchange earnings. Food production must not be simply increased, but increased efficiently. This will require more effective use of existing agricultural land, as well as continued expansion into new areas, where ecological conditions are often quite fragile. Both kinds of areas will need the application of improved technology. In addition to production considerations, countries will need to give attention to food and agricultural policies, marketing, storage and transportation, distribution and trade.

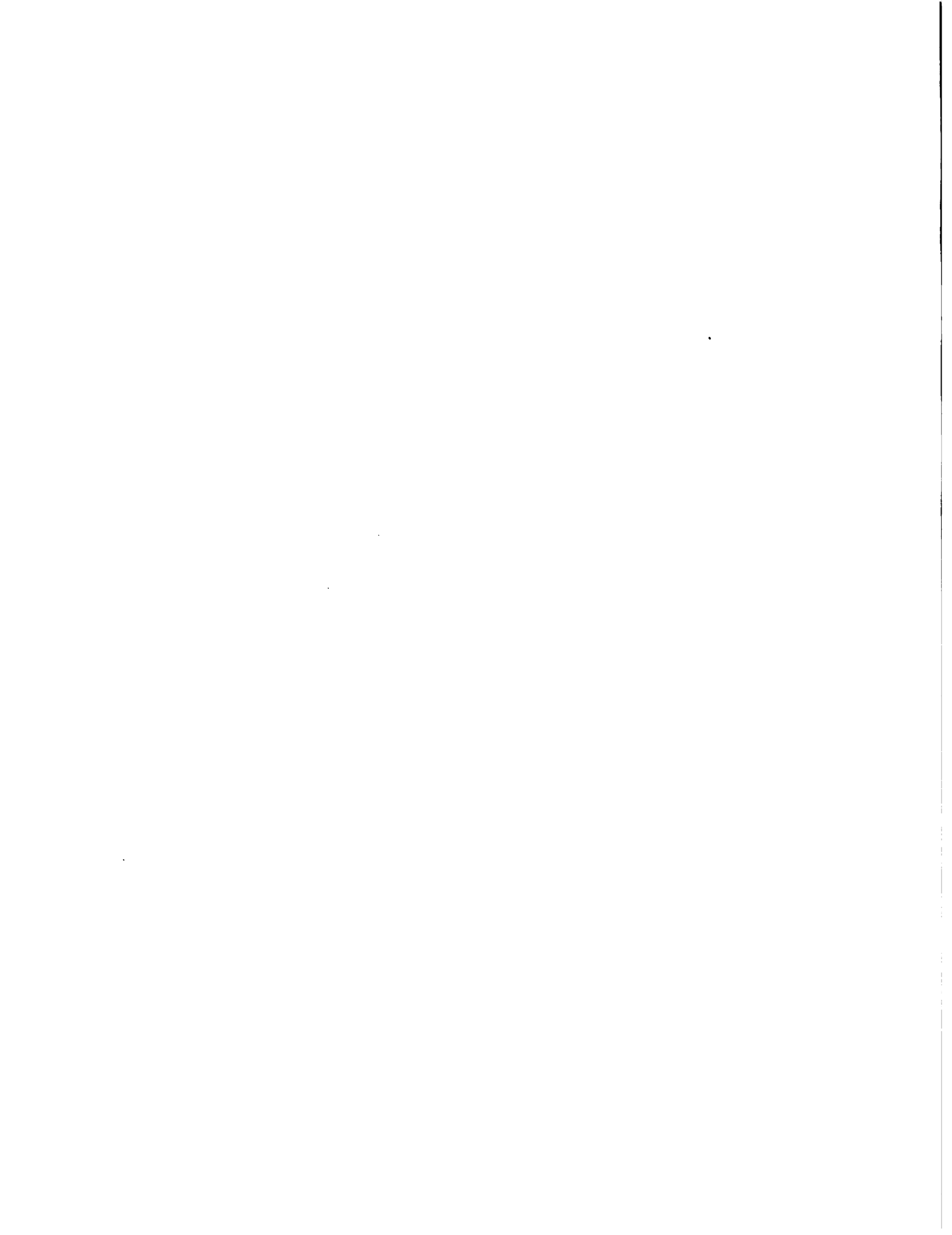
It is the group's feeling that IICA is uniquely situated to provide the leadership and assistance that countries need to help develop plans and strategies, build their institutional capacity and implement action programs which will address these problems. The group feels that the primary goal for IICA should be to focus its own program activities on a few critical areas and to develop the necessary human resources required to give leadership in those areas.

Major Findings of the Group

During its visits to the countries, the group was able to gather a wide range of impressions relative to the nature and operations of IICA. We have commented at length about these in Chapter II. Our findings suggest that the Medium-Term Plan document is generally adequate in defining program strategy; however, it is not widely known or consulted by project staff. Although IICA is supposed to have a strategy of concentration, project activities are so diffuse as to make a major impact difficult, if not impossible. In addition to proposing a reduction in the number of project areas, the group has suggested some changes in administrative and program operations which should lead to a more narrow focus on high priority activities.

In general we feel that the IICA staff is made up of dedicated professionals; but their effectiveness could be enhanced through improvements in communication between the national project leaders and program directors, greater participation of program and national directors in the selection of staff, and improved recruitment procedures. The group has suggested that IICA seek to reduce the median age of its staff, increase the flexibility of staff and invigorate its technical capacity by reducing the number of permanent staff while increasing the number of young temporary people, particularly at the national level. We also encourage the recruitment of larger numbers of qualified women.

We have called attention to the need to introduce some reforms in the budget management process to give national directors greater flexibility in the use of budgeted funds. Program and field directors should be encouraged to mobilize special funds for the support of country projects. At the national, regional and international levels IICA should strengthen its linkages with other agencies.



IICA is perceived by the member countries as an institution that is flexible and responsive, with an experienced professional staff. In some areas of activity, IICA has had a positive impact, while it is more difficult to measure its impact in others. We strongly believe that this situation can be improved by utilizing IICA's institutional advantages more effectively in providing analytical assessment of developmental problems. IICA can use its role to assemble other entities and offer leadership in examining critical issues, and to promote greater articulation between the public and private sectors. The group has identified some additional ways to increase IICA's impact, but in this respect member countries must assume the responsibility; IICA should not be a substitute for providing staff, executing projects and supporting national programs with funds when these functions are within the countries' capacity.

Projects must be selected very carefully, with the assurance of a high level of interest and support by national authorities.

The group has called attention in Chapter IV to a situation well known to everyone: the region is undergoing rapid and dramatic changes in almost every area. These changes are of concern to an organization such as IICA which requires corresponding changes in programs, staffing patterns and so on; at the same time the changes are a stimulating challenge to a professional organization such as IICA. Working in this environment of change is not new for IICA. Our predecessor group, the G-5, took note of the changing conditions that affect IICA's programs. We have called attention to the following: the economic and monetary crisis; changes in domestic and internal markets; demographic changes; social changes; technological changes. Each of these has implications for IICA's programs, described in Chapter IV. We make the observation that in view of the rapid pace and profound nature of the changes taking place, IICA must strengthen its capacity to analyze, interpret and disseminate findings to national planners and policy makers. In this sense, it is important that trend analysis and projections be developed to assist countries in guiding their future development.

At the heart of the group's recommendations are the program proposals including content, structure and execution. We have tried to distinguish among programs, program instruments and functional program activities. We have identified the following five priority areas for programs: 1) Agricultural Policy Analysis and Planning; 2) Technology Generation and Transfer; 3) Agricultural Marketing and Agroindustry; 4) Rural Development; and 5) Animal Health and Plant Protection.

The functional activities that cut across program areas form a matrix in which it is possible to encompass the primary focus of each program area, including most projects in which IICA's program staff will play a key role. This matrix also allows national directors the latitude needed to respond to urgent and important country requests for assistance. IICA will employ a range of instruments to carry out program activities, such as training, research, consultation, meetings and seminars.



IICA also has a number of services and centers which perform specialized functions. The group has made recommendations regarding each of these. The group was gratified to learn of the discussions between IICA and CATIE which we are confident will improve their interaction immeasurably. Our group can only reiterate the recommendations made by the G-5 and urge that they now be implemented.

During our visits to the countries, we heard frequent requests by officials interviewed for IICA to lend its services in the preparation of projects. While we recommend that this service be strengthened, we also feel that CEPI should be more fully integrated with program activities.

While our analysis of CIDIA activities was limited, it is our view that its functions, while already modified, should continue, particularly in support of the analysis and planning functions of Program I. Similarly, our group was not able to complete an in-depth examination of the operations of CORECA. From the reports we consulted and in our discussions with the relevant persons at IICA, we received the impression that the first step in improving the functioning of CORECA is to define its purposes and objectives. In addition, we have suggested changes in the operations of the Executive Secretariat, which would strengthen its relations with IICA. It is the group's judgement that CORECA is a useful forum for the Ministers of Agriculture of the region and that in addition to addressing issues concerning the region, CORECA is a useful source of input for the IABA.

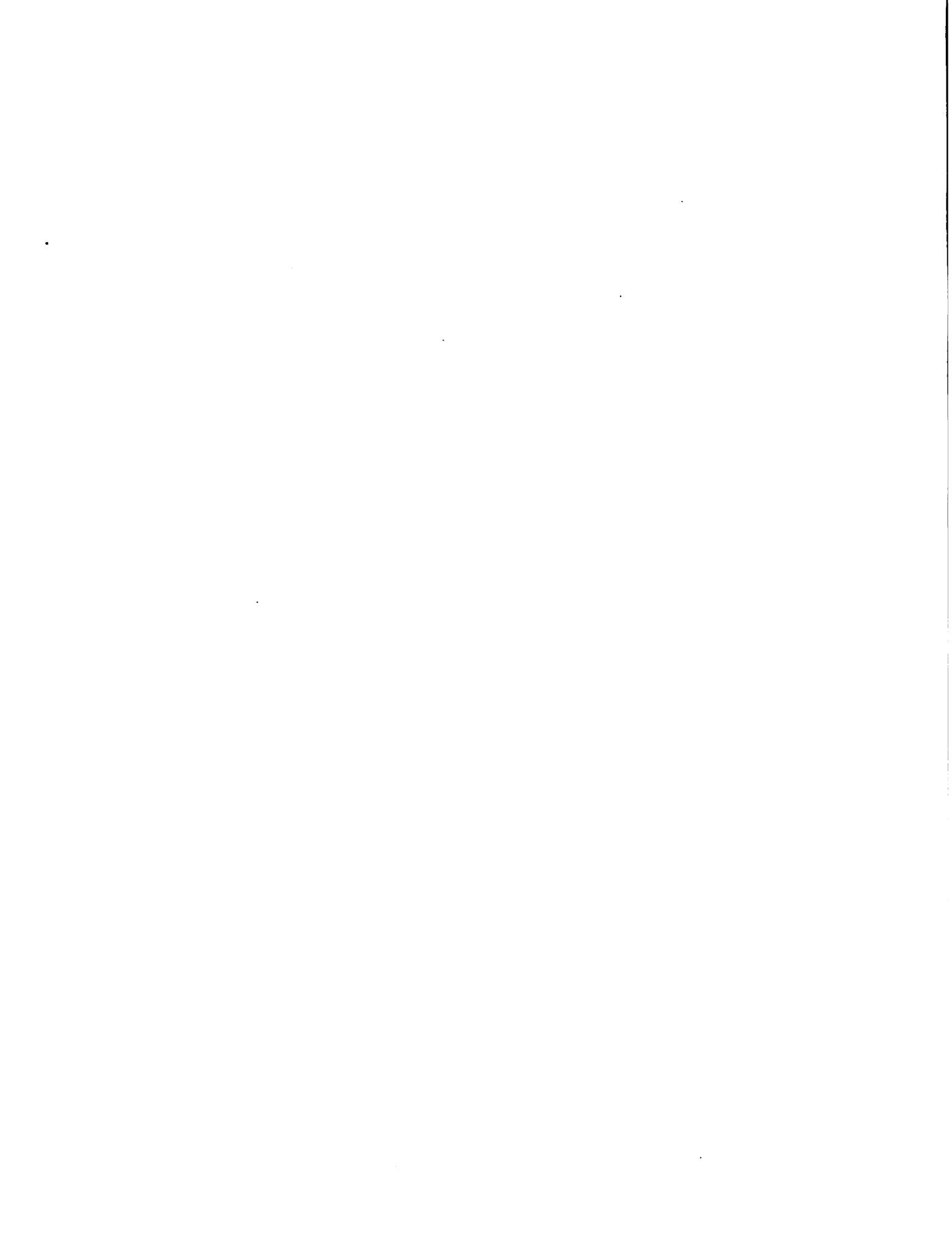
Because of the unique nature of the Caribbean Area, the group has suggested that IICA follow a somewhat different strategy designed both to address the region's problems and to facilitate Institute operations in the Caribbean. In this sense, IICA's area office should be located near the headquarters of other regional agencies.

Professional societies in Latin America and the Caribbean need encouragement and support in order to provide opportunities for scientists and technicians to interact with their professional peers. We feel that IICA can play an important role in encouraging these organizations.

Finally, the group has presented a series of recommendations which we hope will prove helpful to IICA in developing its future programs. These recommendations should not be taken in isolation, but should be considered in the context of the relevant discussions appearing in the text. We repeat these recommendations here in their entirety.

General

1. The recommendations of the G-5 should be reviewed, as many of these are still valid and have not been implemented.
2. IICA should develop improved capabilities to analyze global, regional and national events and to interpret these in the context of development imperatives.



Medium-Term Plan

3. The Medium-Term Plan should retained its present format, but it should include a clear statement on criteria for the selection of programs.
4. Separate documents should be prepared on each program, as at present with more detailed information for IICA's staff; these should contain: a) guidelines for the choice and development of projects and b) clear statements on the areas of concentration of each program.

Changes in IICA Structure

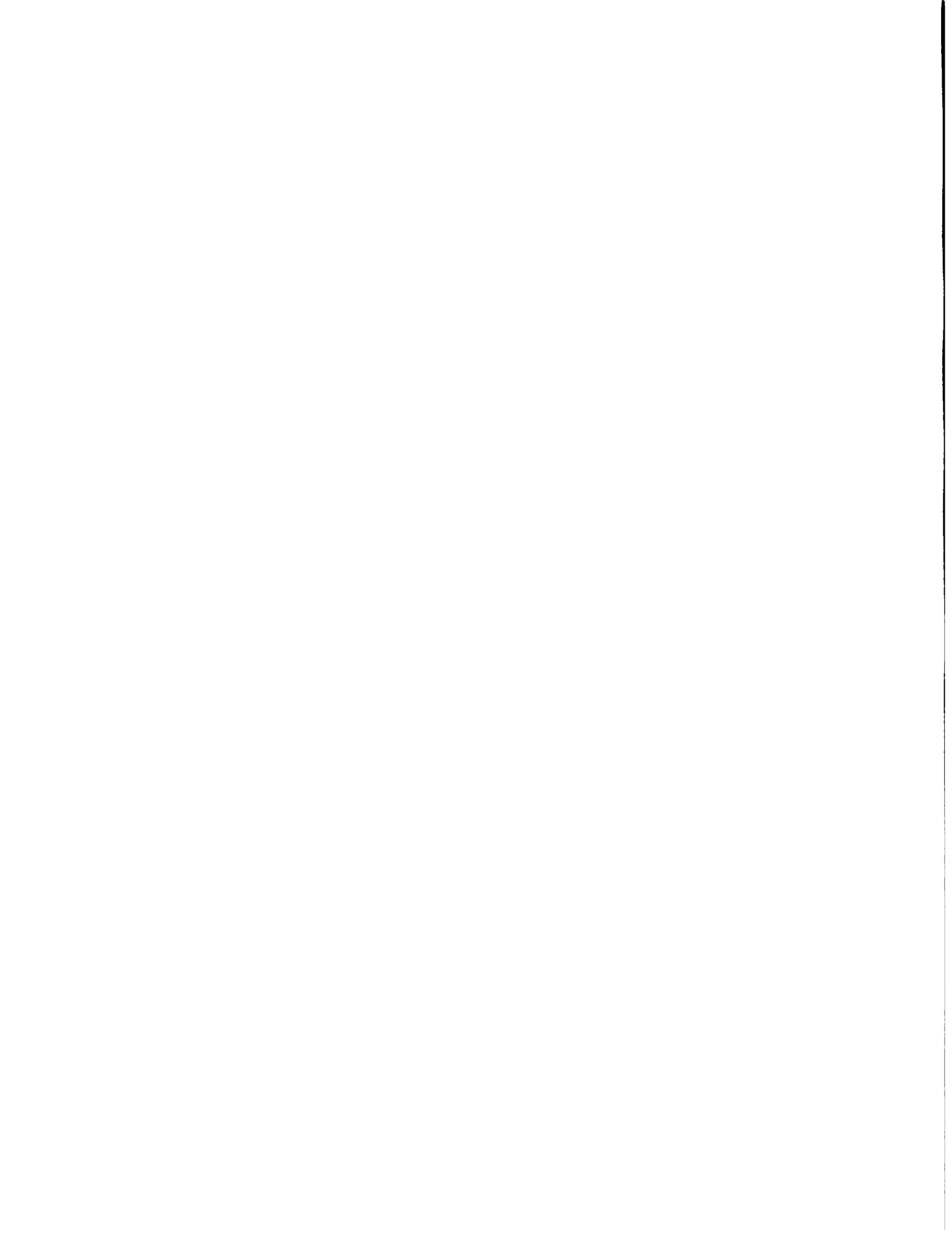
5. The area director and national director should be separate positions.
6. The area director for the Caribbean should continue to be located in the area. The area directors for the Central, Andean and Southern Areas should be located at headquarters, but this latter decision should be kept under review.
7. The national directors should be responsible to the Assistant Deputy Director General for Operations in the Caribbean, but in the other three cases they should be responsible to the area directors relocated at headquarters, who could be designated directors of operations for the Central, Andean and Southern Areas.
8. In order to maintain a high level of excellence on IICA's professional staff, information on vacancies should be circulated to reach the highest possible number of professionals, particularly in IICA member countries.
9. To address the problem of the high median age of IICA's professional staff, well qualified younger professionals should be employed.
10. The younger professionals recruited should include a proper balance of qualified women and an increased number of national professionals, with appropriate mechanisms to encourage the development of such staff to become international professionals. Staff members should be encouraged to have a working knowledge of at least two of the four official languages.
11. The concept of "positions of trust" needs to be reviewed; in any case such positions should not include national directors, being reserved instead for area directors, program directors and the staff of the central office of the General Directorate under the Director General.
12. National directors should be consulted on the assignment of technical staff to their respective offices, and officials of the country should be advised of new appointments in order to ensure that staff members are placed where they are needed and that their qualifications are in line with the duties they are required to perform.

Future Development of Programs

13. Advisory committees of external specialists should be established to advise the programs on policy formulation, strategy, project follow-up and evaluation.
14. The Executive Committee should be sub-divided into two subcommittees of its own members, one for programs and the other for policy, administrative and financial matters, to ensure an in depth consideration of programs.
15. The number of programs should be reduced to the following:
 - a) Agricultural policy, analysis and planning
 - b) Technology generation and transfer
 - c) Animal health and plant protection
 - d) Rural development
 - e) Agricultural marketing and agroindustry
16. Program directors should be located at headquarters, along with one or two specialists in each program.
17. The status of program directors, and their line/function relationship to the Director General, should be reviewed.
18. Program directors should be given the necessary authority and control over financial resources to manage the programs.
19. Programs should have field coordinators, as required in the different areas, to assist the program directors in various matters such as project formulation, follow-up and evaluation.
20. In the Caribbean Area (and possibly the Central Area), the field coordinators might be placed in the area director's office.

Development and Execution of Projects

21. Multinational projects and networks should be encouraged as an effective mechanism to maximize the use of resources and to facilitate the dissemination of knowledge and experience. These and other projects which are likely to attract international funding should be given special emphasis.
22. Existing projects should undergo a complete review so that those of low priority can be terminated and efforts can be concentrated on a few projects of high potential impact.
23. A signed agreement should always exist between IICA and the institutions being assisted, to facilitate follow-up and evaluation of IICA's activities, which should be clearly defined in such agreements.



InteractionsIICA Centers and UnitsCATIE

24. The discussions which are currently taking place between IICA and CATIE should be pursued with vigor, and the recommendations of the G-5 should be reviewed with an eye to adoption.

CEPI

25. The activities of CEPI should be closely linked with the programs through the Deputy Director General. Priority should be given to projects which are more directly related to IICA's programs, and program staff should participate in the project preparation activities of CEPI.

CIDIA

26. The role and responsibilities of CIDIA will have to be reviewed in light of the reorganization of programs and the need for headquarters to provide strong leadership in the development of new information and communication systems.

External Organizations

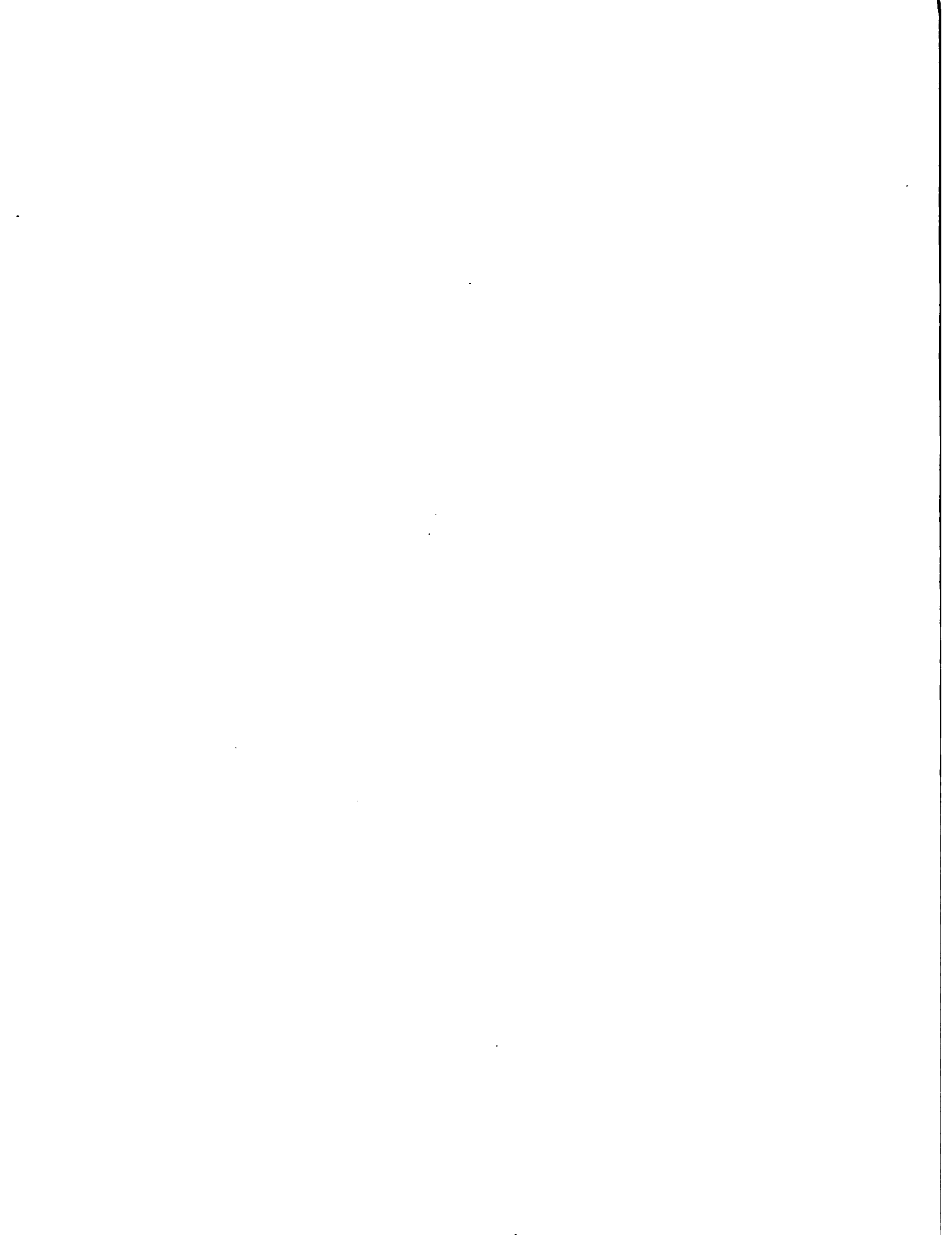
27. IICA should intensify its interaction with international and regional development organizations, paying special attention to the funding agencies.

Caribbean and Central Areas

28. The present functions of CORECA should be redistributed. CORECA's Secretariat should be involved mainly in organization and support for policy analysis, and the formulation and (if needed) identification and preparation of project profiles. Such activities as project preparation, reciprocal technical cooperation, data management and analysis should be done through the normal structure of IICA under the guidance and coordination of the area director.
29. The group recommends that IICA develop a special strategy for the Caribbean which would include the local presence of the area, director to liaise with regional agencies, develop multinational projects, bridge the gap that separates the CARICOM countries from Haiti and Suriname, and provide information to the CARICOM Secretariat for presentation to the Standing Committee of Ministers of Agriculture.

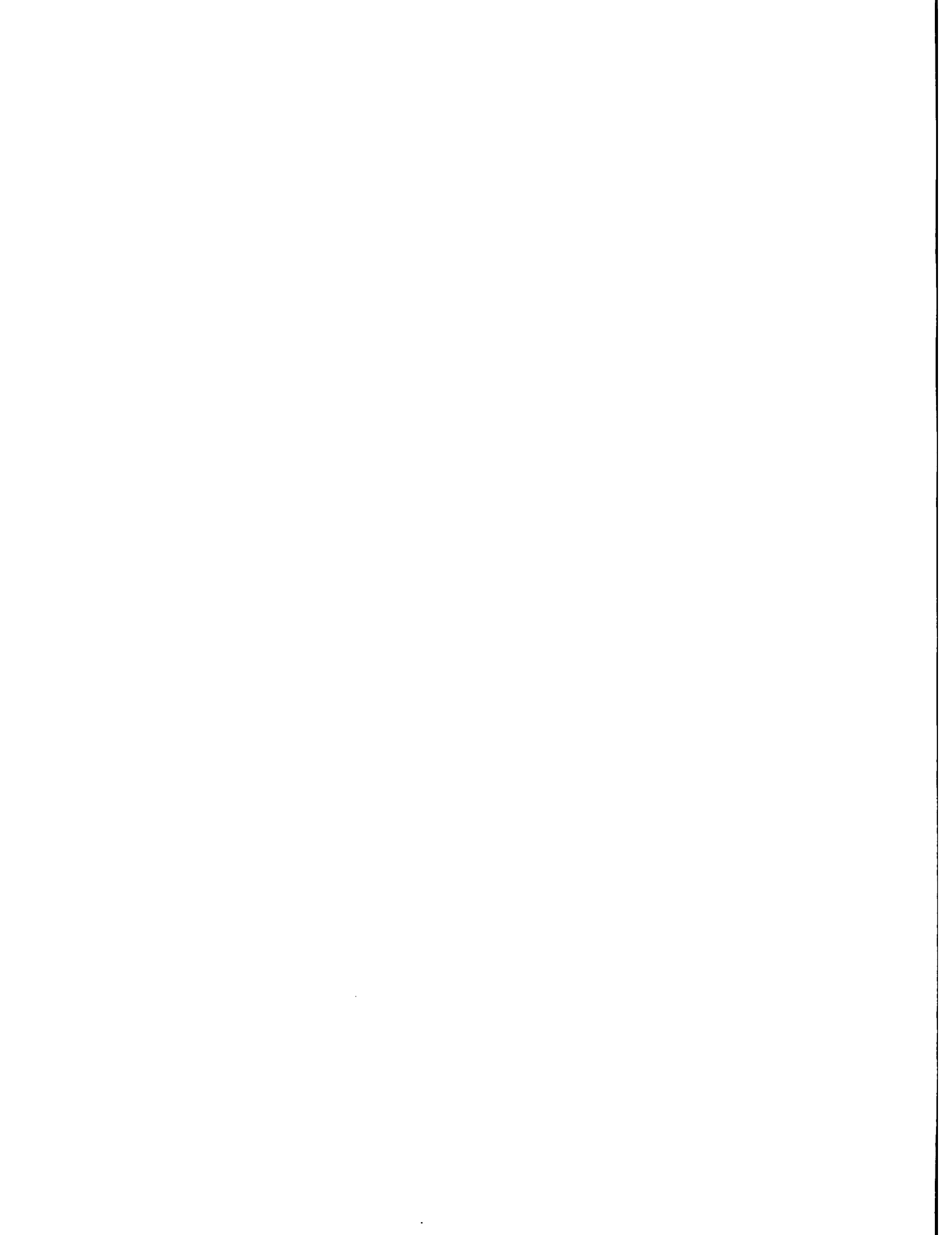
Professional Societies

30. IICA should maintain and expand its efforts to support professional societies and to help link such societies in Latin America with those of the Caribbean.



I

INTRODUCTION



1.1 Background and Origin of the Review

The Third Regular Meeting of the Inter-American Board of Agriculture, held in Montevideo, Uruguay, from October 21 to 25, 1985, adopted Resolution IICA/JIA/Res.72(III-O/85), which stated that the present Medium-Term Plan had until that time constituted a valuable instrument which served as a regulatory framework to orient IICA's actions.

The Board also emphasized its belief in the need to conduct an ongoing process of revision, updating and continuing evaluation of the Medium-Term Plan currently in force, in accordance with the changing needs of the member countries, so that the results of such evaluations would serve as a basis for the formulation of the new 1988-1992 Medium-Term Plan and of new strategies for the 1990's.

The Board also recognized that the analysis should pay special attention to: i) the interaction of the results of the application of the plan, ii) technological, economic, social and political problems in the Member States; and iii) acquired institutional experience. The Board stated that it was in the interest of the Member States and of the General Directorate of IICA to continually achieve a higher level of professional excellence in the Institute. It also encouraged the participation of the Member States and of experts in order to enrich the process of analysis and evaluation of the General Policies and the Medium-Term Plan currently in force. Accordingly, the Board resolved to authorize the Director General to allocate resources in the 1986-1987 budget for contracting, in consultation with the Director General Elect, a group of external experts of recognized prestige, so that the Institute and the Member States could proceed jointly to analyze and evaluate the Medium-Term Plan, as well as the programs and projects currently being carried out within this framework. Finally, the Board decided to convene a special meeting in 1986, in Mexico, for the purposes of studying and approving the proposals for a new Medium-Term Plan.

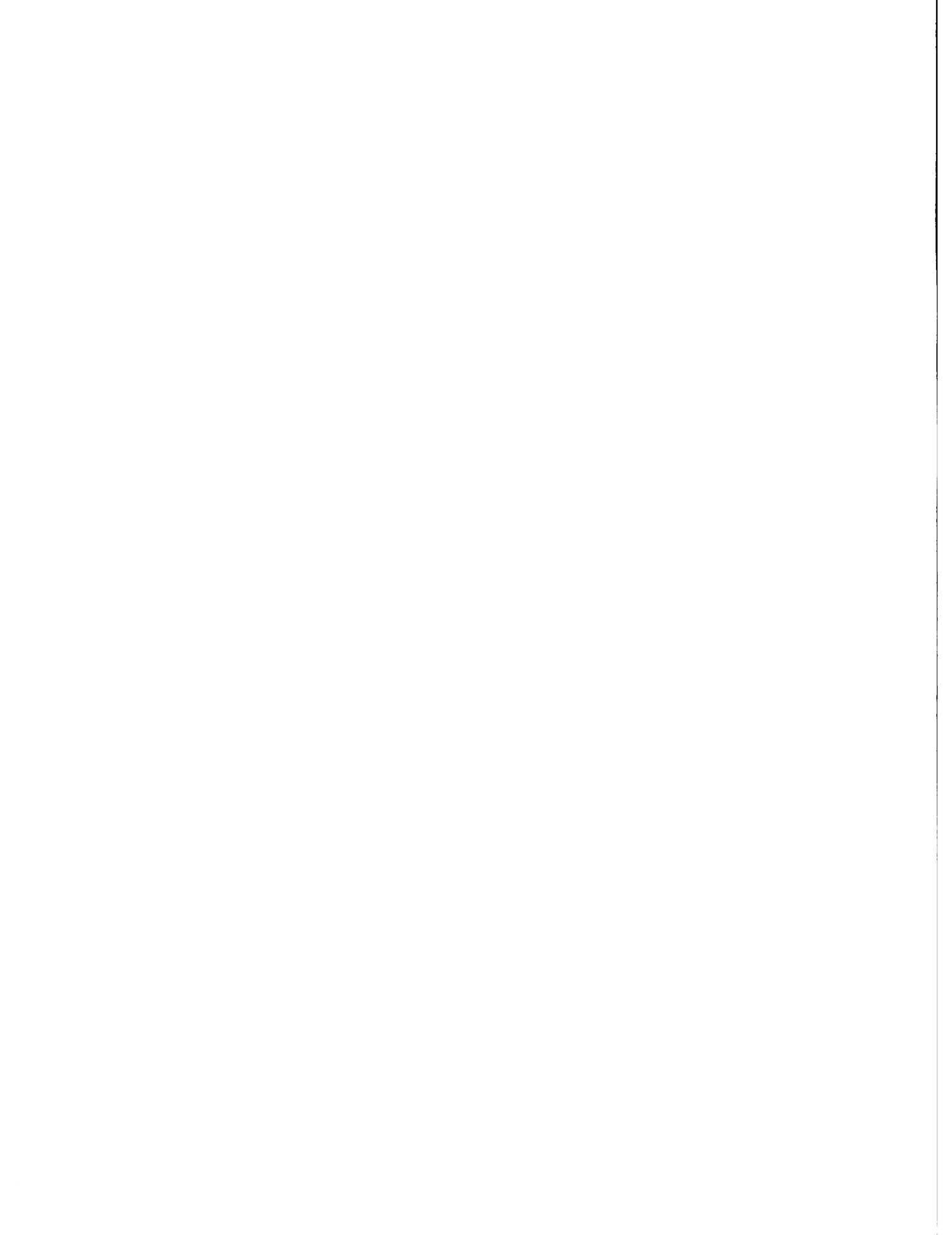
1.2 Terms of Reference for the Group of Experts

The terms of reference for the work of the experts, as detailed below, were drafted by IICA on the basis of Resolution 72 of the Inter-American Board of Agriculture.

1.2.1 Background, Purposes and Scope

The Fifth Regular Meeting of the Executive Committee held an extensive discussion of technical evaluation of the Institute's activities, in response to the Director General's proposal for a 1988-1992 Medium-Term Plan. Resolutions number 48 and 51 (Appendix IV, Res. 51) emerged from these discussions (Appendix III, Verbatim Record).

The discussions by the Fifth Regular Meeting of the Executive Committee reflect the interest of the member countries in the Institute's activities. They also reveal two fundamental concerns that underlay to the decision to move ahead with a review and evaluation of the present Medium-Term Plan, even though it was not



due to expire until 1978, and only sixty percent of the actions were complete.

The first concern stems from a recognition of the important changes that the countries have experienced in recent years, particularly economic changes which have affected agricultural production and agricultural trade in the hemisphere. The second concern is with the impact of Institute actions in the member countries and the need for such actions to undergo technical evaluation.

The members of the Executive Committee also articulated two "action ideas" related to these concerns. The first focuses on changes and events that have taken place in the countries, and specifically refers to Institute policies. A Medium-Term Plan must contain policies that respond to viewpoints present in the countries today, as a result of observed changes in the socioeconomic context. The second idea reflects a concern about the impact of and need for technical evaluation of the Institute's actions. The countries clearly stressed the idea of adopting rational, specific action plans, containing programs which are fewer in number and more effective than at present.

With this background, three general questions were put forth. The assignment of the G-6 was to provide well founded replies to these questions, to be used as basic input for the preparation of a new Medium-Term Plan. The questions were:

- a. What impact has the Institute had in the member countries to date, with respect to the problem areas outlined in the 1983-1987 Medium-Term Plan? This is a general question that addresses the evaluation of the outcome of the Medium-Term Plan.
- b. What changes relevant to the Institute's actions have taken place in the countries in recent years, that will require revision of the Institute's policies? This is a general question about guidelines for the future Medium-Term Plan.
- c. What adjustments can be suggested for improving the Institute's effectiveness, given the changes that have occurred and the observed impact of IICA's actions in the countries?

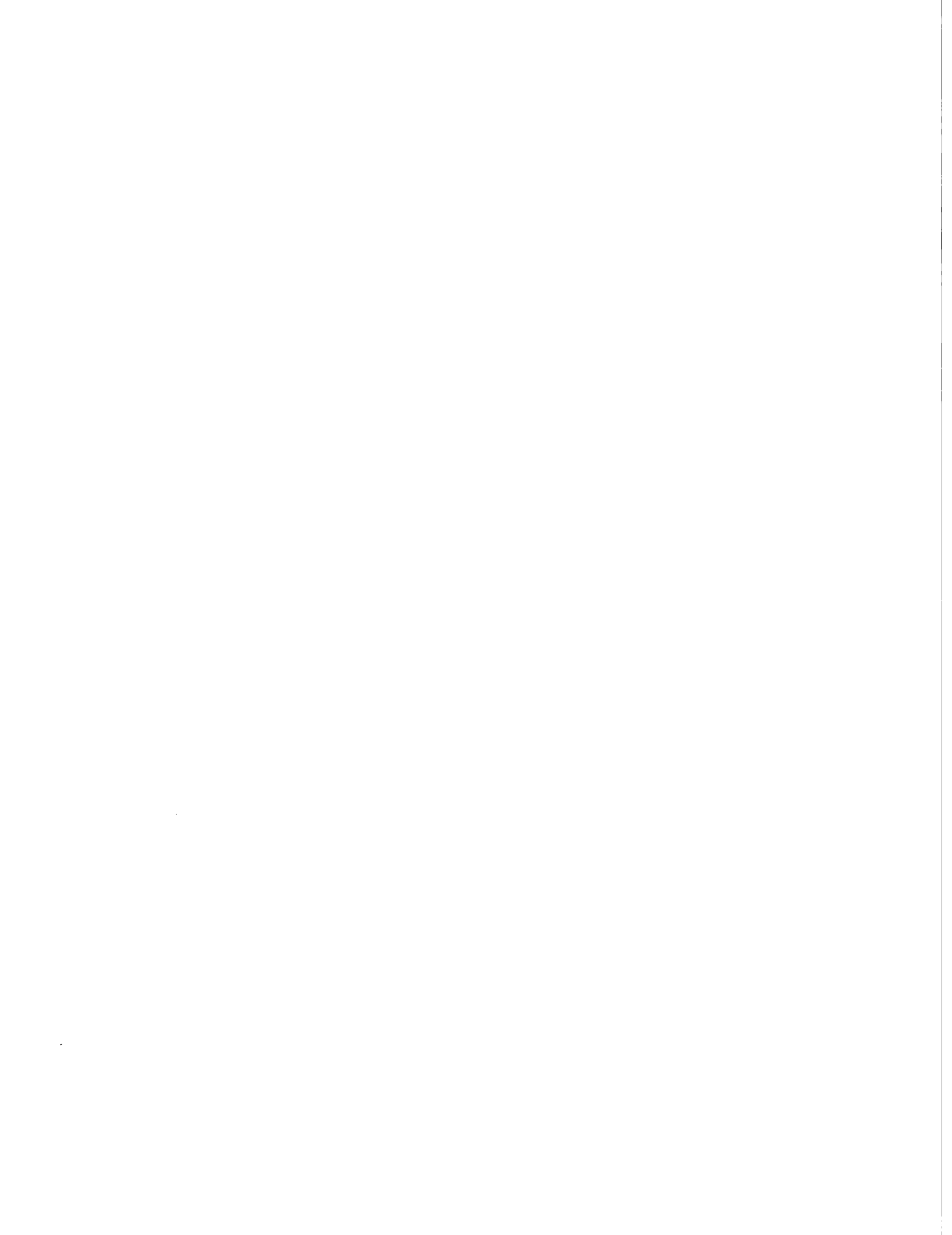
1.2.2 Specific issues

Certain specific issues received particular attention in light of Resolution 72 of the Third Regular Meeting of the Inter-American Board of Agriculture and the background information and general questions given above. In addition, the G-6 found it necessary to make its own recommendations. These issues took the form of instructions for the group:

- 1.2.2.1 Consider the following questions with respect to the review of the Medium-Term Plan:



- a. What structure should be used for a document of this type to provide a framework to guide the Institute's actions? Is the format of the 1983-1987 Medium-Term Plan acceptable for this purpose?
 - b. What should be the minimum content of each section of a Medium-Term Plan? Is the content of the 1983-1987 Medium-Term Plan sufficient?
- 1.2.2.2 Evaluate the following factors, in relation to IICA's programs and taking into account the guidelines for Institute action:
- a. The present breadth of coverage of the programs, vis a vis the Institute's ability to respond to the problems and needs of on agricultural development and rural well-being in the member countries, and to carry out actions with a significant impact.
 - b. The present organization and operating strategy used by the programs to guide their actions, and particularly, to allocate and administer technical and financial resources and make use of different types of action, depending on the problems to be solved. Of special concern is the relationship between the programs and the countries, and the mechanisms for coordinating programs and projects.
 - c. The framework given for each problem area (or program) as a resource for the joint identification of cooperation projects and for orienting the implementation of pertinent actions.
 - d. The achievements resulting from the actions of each program in terms of: solving problems identified as centrally important for the pertinent problem area; acquiring an improved understanding of problems and possible solutions; developing approaches, operating formats and tools for coordinating and orienting project actions; making use of the results and experiences of other, earlier efforts; and introducing changes in resource allocation, consistent with the program's strategy. Analysis should also focus on the limitations encountered by each program in achieving its objectives.
- 1.2.2.3 For the projects, evaluate:
- a. The importance and projection of multinational projects as tools for IICA's action.
 - b. For multinational and national projects, achievements made in terms of: technical quality of results, how they respond to the needs of the countries, how the results are presently being used. Analysis should also cover the principal limitations encountered during project implementation.
 - c. The role of the offices in procuring and later implementing projects.



1.2.2.4 As for the operating efficiency of programs and projects, it will be necessary to evaluate how effectively these activities have been implemented and whether they meet existing institutional standards in this regard.

1.3 Composition of the Group

The group of experts was made up of the following people:

Emilio Madrid Cerda
Agronomist, Catholic University, Chile
Graduate Degree, Univ. Chile
Specialized courses, Univ. of Kansas,
U.S.A.
Country of origin: Chile

President, National Institute of
Agricultural Research (INIA)
Santiago, Chile

Domingo Marte
B.S. Physical Sciences and
Mathematics
Agronomist, Loyola Polytechnic
Institute, D. R.
B.S. Horticulture, Texas A&M
University
M.S. Agricultural Science,
University of Florida,
U.S.A.
Country of origin: Dominican Republic

International Consultant, Former
Minister of Agriculture, Member of
the National Agricultural Council
and the Monetary Board,
Dominican Republic

Gérard Ouellette
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B.S. Agriculture, Laval University
Ph.D. Wisconsin, U.S.A.
Post-Doctoral studies, Rutgers
University.
Country of origin: Canada.

Agricultural Consultant
Vice-president (International
Development) AGROVET INC.

John A. Pino
B.S. Rutgers University, U.S.A.
Ph.D. Zoology, Rutgers University
Country of origin:
United States of America

Adviser, Agricultural Sciences
Agricultural Consultant, IDB
Washington, D.C.

John Arnott Spence
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Diploma Agricultural Science,
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G-5)



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 Doctorate, Veterinary Medicine
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 Country of origin: Colombia.

Director of the Agricultural Fi-
 nancial Fund, Bank of the Republic
 Bogota, Colombia.

1.4 Methodology

The working methodology adopted by the experts to compile information began with a review of literature* from units in the central office, IICA offices in the countries, and program directors. This was followed by personal interviews with staff members, and the final analysis was based on group work by the members, who compared points of view and produced the final report based on the terms of reference provided by IICA.

The group used the following plan of action:

February 9

Experts arrived in San Jose, Costa Rica

February 10 - 14

Work was organized and interviews held with the Director General, Assistant Deputy Director General for Operations, Dr. José Alberto Torres (with participation by the Director of Follow-up and Supervision, Dr. Luis Montoya, and the Director of CEPI, Dr. Juan Antonio Aguirre), the Assistant Deputy Director General for Program Development, Dr. Jorge Soria, and the Acting Assistant Deputy Director General for External Affairs, Dr. Jorge Werthein. Interviews were also held with Directors of Programs I, III, V, IX and X**, staff members from the multinational projects FORGE, PROPLAN, CORECA and PROMECAFE, and members of the IICA Office in Costa Rica.

* The Appendix contains a list of documents consulted by the experts.

** PROGRAMS

I	Formal Agricultural Education, Director, Francisco Sylvester,
III	Conservation and Management of Renewable Natural Resources, Director a.i., Rufo Bazán,
V	Plant Protection, Director, Federico Dao,
IX	Planning and Management for Agricultural Development and Rural Well-Being, Director, P. Lizardo de las Casas,
X	Information for Agricultural Development and Rural Well-being, Director, Mario Kaminsky.



On February 14, the whole group also interviewed the Minister and the Deputy Minister of Agriculture of Costa Rica and national executive officers responsible for actions supported by IICA.

February 16 to
March 1

Three working teams visited thirteen countries selected from IICA's four areas.

JAMAICA, BARBADOS, GRENADA, SAINT LUCIA AND GUYANA

John Spence

Gérard Ouellette

Support: George Buckmire

PERU, HONDURAS, GUATEMALA, PANAMA AND MEXICO

Domingo Marte

John Pino

Support: Fernando Del Risco

ECUADOR, URUGUAY AND BRAZIL

Emilio Madrid

Juan José Salazar

Support: Diego Londoño

March 9 to 21

Work was continued in San Jose, Costa Rica to compile, organize and analyze information and to draft the report. A final review was made of the report, and it was presented to the Director General of IICA.

Interviews were held in the countries visited with senior national executives from institutions with which IICA cooperates, and with technical personnel responsible for actions supported by IICA. In some countries, interviews were held with Ministers and Deputy Ministers of Agriculture and with some farmers. IICA's office directors were interviewed, along with Institute staff members responsible for technical cooperation. ^{1/}

During their travels, members of the group also interviewed the Directors of Program II (Support of National Institutions for the Generation and Transfer of Agricultural Technology), Dr. Mariano Segura, who had traveled to Ecuador, and Program VIII (Integrated Rural Development), Mr. Luis Valdivieso, who had traveled to Barbados. The visit to Jamaica provided an opportunity to interview the Director of Program VI (Stimulus for

^{1/} Lists of interviews by each group and of preselected projects are given in Appendices 1 and 2 of this report.

Agricultural and Forest Production), Dr. Jaime Izasa, while the visit to Uruguay allowed for an interview with the Director of Program VII (Agricultural Marketing and Agroindustry), Dr. Andrés Troncoso Vilas. One member of the group met in Washington with Dr. Héctor Campos López, Director of Program IV (Animal Health), and one or two other members also met with the IICA national directors in the Dominican Republic, Trinidad and Tobago and Suriname.

Individual discussions were held with high level national authorities and officials directly responsible for work supported by IICA, and working meetings were held with members of international organizations engaged in countries of Latin America and the Caribbean in agricultural development.

1.5 Structure of the Report

The G-6 report comprises an executive summary, seven chapters and appendices.

Chapter I presents a brief account of the group's activities in carrying out their terms of reference and lists recommendations of the G-5 report which are still outstanding.

Chapter II reviews IICA's organization, operational guidelines and planning process.

Chapter III analyzes the impact of IICA's programs and the projects carried out within the framework of the Medium-Term Plan in the Member countries.

Chapter IV describes the most important changes that have taken place in the region, relevant to IICA's activities, and mentions pertinent changes in policies and programs for the 1988-1992 Medium-Term Plan.

Chapter V sets out the criteria, justification and definition of the program areas recommended by the group for inclusion in the 1988-1992 Medium-Term Plan.

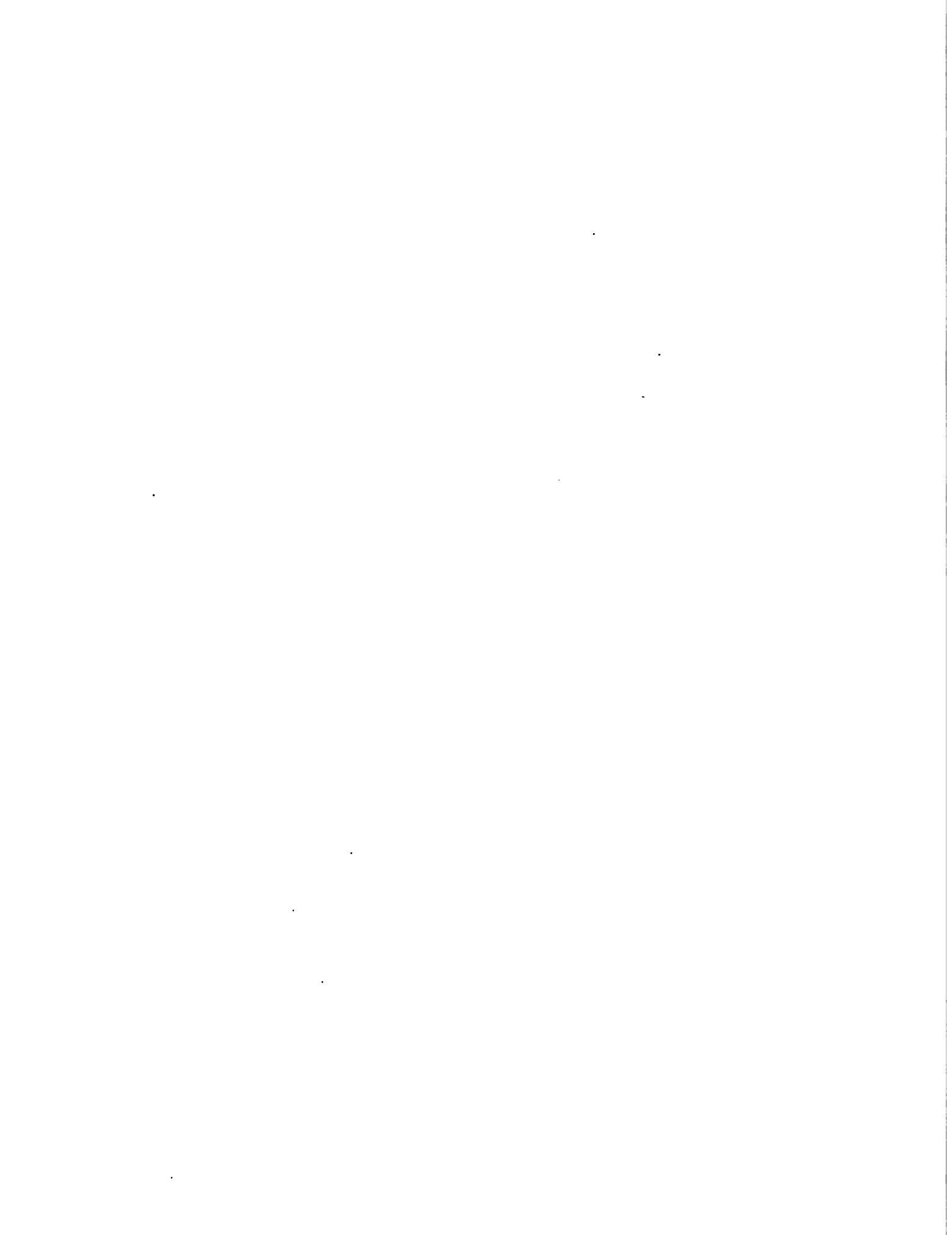
Chapter VI discusses miscellaneous critical subjects related to the Medium-Term Plan, which were not discussed in previous chapters or which need to be reinforced.

Chapter VII lists the main recommendations of the group.

Several appendices contain various items of information which complement or add to the report.

1.6 Review of the G-5 Report and its Effect on IICA Programs

Although the terms of reference of the G-5 were broader than those of the present G-6, nevertheless there are many areas in which the reports of both groups overlap. Since the G-5 report was written only four years ago it was considered useful to review major recommendations of the G-5 and to assess progress in the implementation of those recommendations.



- 1.6.1 The first major recommendation of the G-5 was that IICA should maintain an overview of economic and social changes in the countries of Latin America and the Caribbean so that, working together with the governments it could identify the central focus for its programs. This overview should start at the country level with studies or diagnoses and would then include regional and hemispheric coverage.

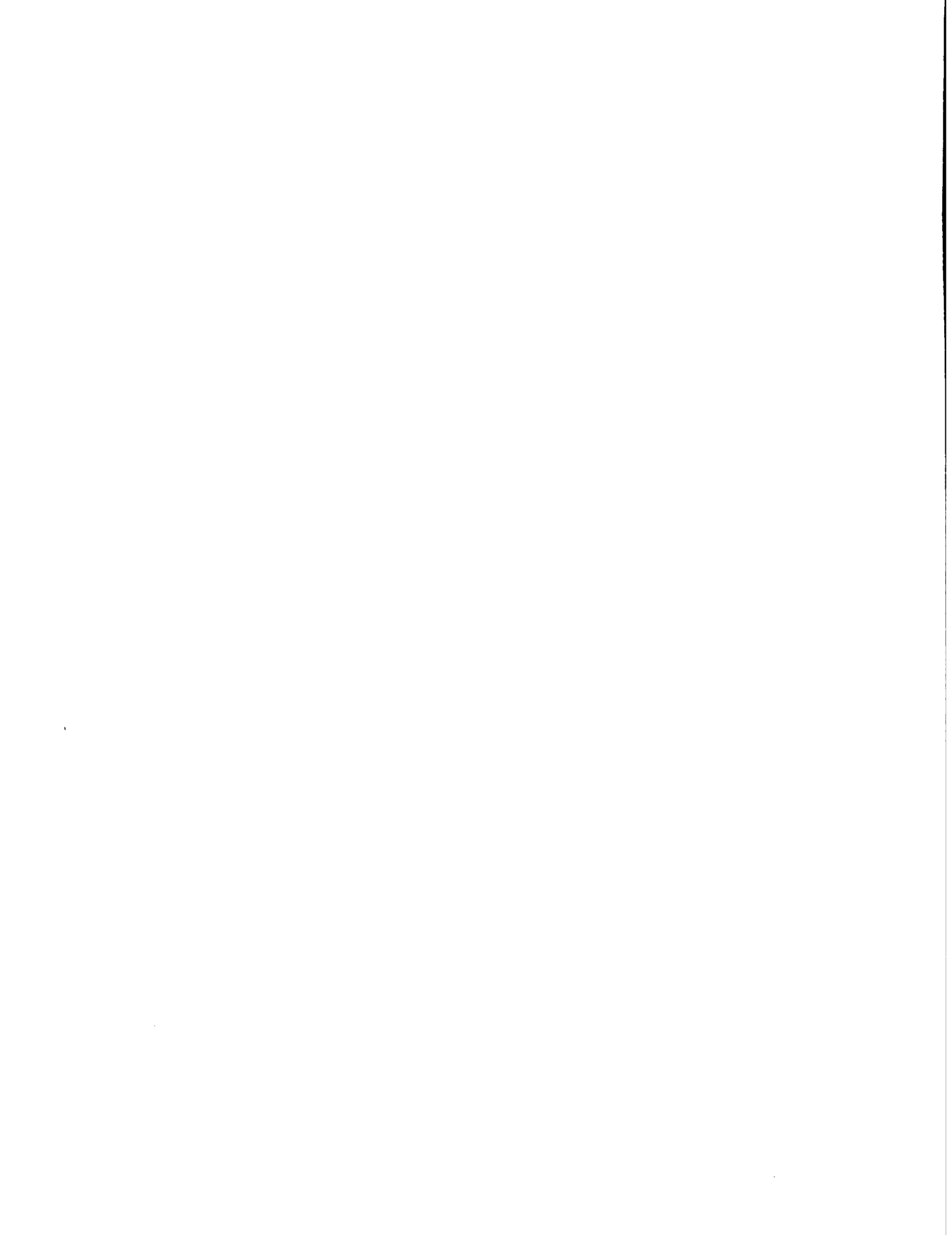
This issue has been addressed by IICA at two levels. First each national director gives an annual overview of the economic outlook of individual countries. This overview is taken from published documents, but the report is more of a technical than an economic analysis. Second, papers giving a hemispheric overview are prepared at headquarters for Board Meetings.

Only recently, Program IX (Planning and Management for Agricultural Development and Rural Well-Being) has undertaken detailed country studies. However this program has to date been concerned mainly with strengthening the national institutional systems for planning and management and assisting with the study of individual problems in the agricultural sector. The overall assessment is that the economic diagnosis has not been carried out extensively as recommended.

- 1.6.2 The G-5 placed emphasis on the leadership role of IICA and on using this role to concentrate on a limited number of well defined programs, rather than a very wide range of activities covered in response to requests from individual governments. This has not been done. Indeed two programs have been added to the list since the G-5 report, now making a total of ten. Furthermore, the activities in these ten programs are not concentrated, and so a very wide range of activities is carried out, the programs being used more for classification and budgetary balancing purposes than for defining concentrated areas of activity. Only in the case of Plant Protection and Animal Health, and to a lesser extent, Planning and Management for Agricultural Development and Rural Well-Being, have there been concentrated areas of action, particularly on regional programs related to quarantine and eradication in the case of the two former programs, and planning in the case of the latter.

- 1.6.3 The area offices have been re-established in the regions in accordance with the recommendations of the G-5. However, little or no authority has been delegated to area directors in practice. In addition the duties of area directors have been combined with those of national director in the host countries. Thus the functions of the area director have been, to a large extent, ill defined and of little benefit to the operations of either the programs or administrative supervision.

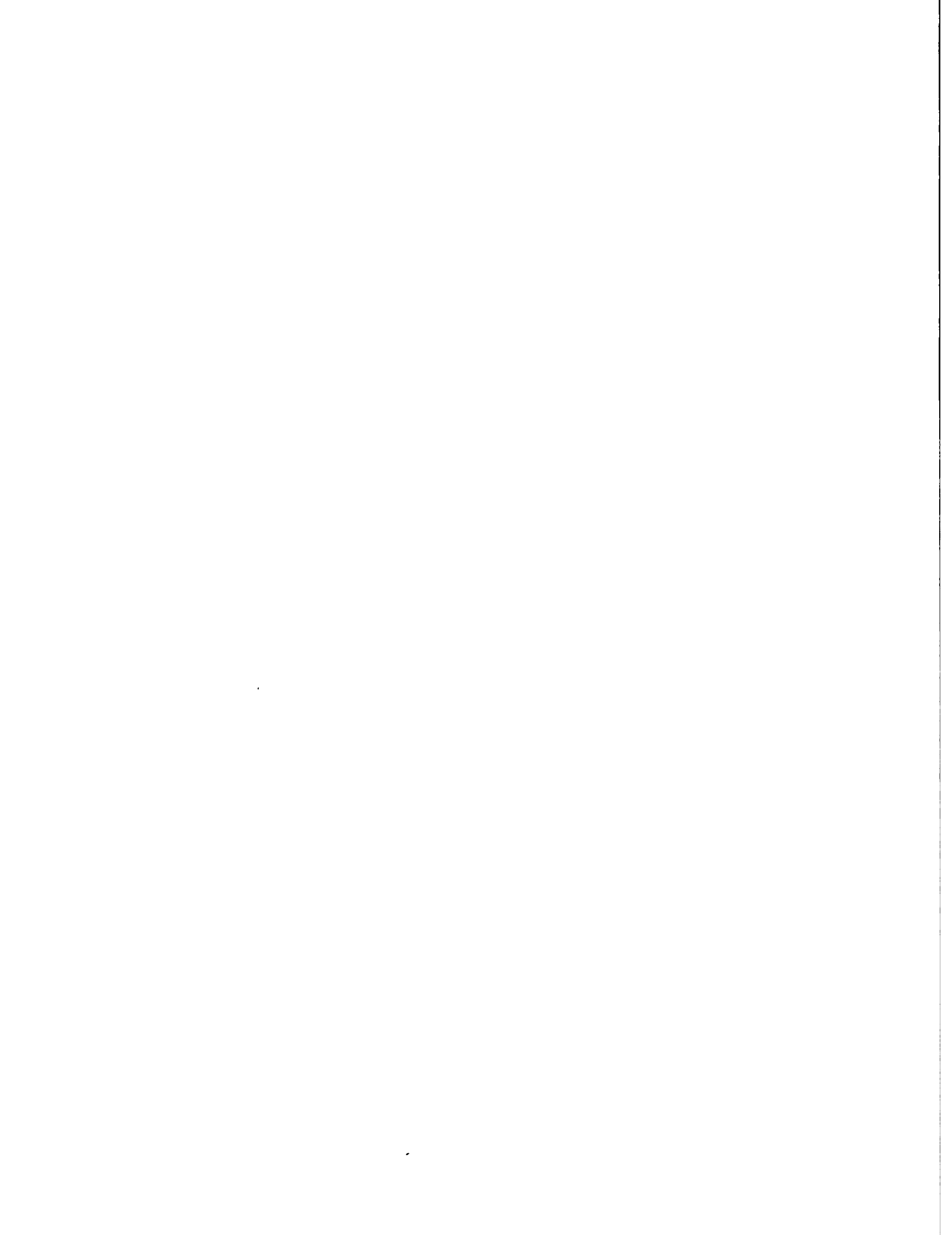
- 1.6.4 The G-5 made specific recommendations to increase participation of member countries in the operations of IICA. These recommendations suggested that the countries be encouraged to come together in group to discuss IICA's programs.



Although Ministers of Agriculture meet on a regular basis in both Central America (Area I) and the Caribbean (Area II), there appears to have been no in-depth discussion of IICA's programs at these meetings. However, consultations at the national level seem to have been carried out very effectively.

The G-5 also suggested that the Executive Committee prepare a list of responsibilities for Board Members for consideration by the Board. This has not been done.

- 1.6.5 With the exception of Animal Health and Plant Protection, there do not seem to have been regular meetings of technical staff in particular programs, either for program development or for program review, as was suggested by the G-5.
- 1.6.6 The G-5 called attention to the large number and wide range of agencies dealing with agriculture in Latin America and the Caribbean with which IICA must relate. Some progress has been made in developing these relations; however, there still appears to be overlap and lack of consultation with some agencies and unnecessary interagency rivalry.
- 1.6.7 The G-5 recommended that program directors be responsible for preparing the Program Budget. The fact that this recommendation was not carried out has seriously weakened the program structure and placed the office of operations in control of program execution. In this circumstance technical supervision by program directors has been weak.
- 1.6.8 The G-5 did not support the concept of "positions of trust" and suggested that this be reviewed. However, the positions of trust still exist, and in fact, there are now some fifty such positions.
- 1.6.9 The problem of the age of IICA staff has worsened. Whereas in 1982, 41.8% of the regular international professionals were over fifty years old, now 48.7% of the international professionals are over fifty years of age.
- 1.6.10 The G-5 made a number of recommendations for development of the relationship between CATIE and IICA, but to date there has not been much visible change in this relationship. However, CATIE has been able to attract considerably more external funding over and above its core budget.
- 1.6.11 The two programs which the G-5 was asked to consider were not recommended by the group since considerable additional study was thought necessary. The Program on Natural Resources was subsequently adopted by IICA, but not the one on Agro-Energy.



II

NATURE AND OPERATIONS OF IICA

2.1. Nature of the Institute

In 1942 the Governing Board of the Pan American Union approved the establishment of the Inter-American Institute of Agricultural Sciences with the objective "to encourage and advance the development of agricultural sciences in the American Republics." Seven years later, on February 6, 1949, the Council of the Organization of American States recognized the Institute as an Inter-American Specialized Agency, in accordance with the provisions of Chapter XV of the Charter of the Organization.

In view of socioeconomic and political changes taking place in the Member States and the need to respond to these changes, a new Convention was introduced and opened to the signature of the Member States of the Organization of American States and of the Inter-American Institute of Agricultural Sciences on March 6, 1979. The new Convention not only changed the name of the Institute to the Inter-American Institute for Cooperation on Agriculture, but also introduced important changes into its structure, consolidating and broadening its purposes "to encourage, promote and support the efforts of the Member States to achieve their agricultural development and rural welfare."

Since the introduction of the new Convention on March 6, 1979, the countries have formally ratified the Convention and four new countries from the Caribbean have joined the Institute (Grenada, St. Lucia and Dominica and Suriname), bringing total membership to 29.

2.2. Structure and Organization

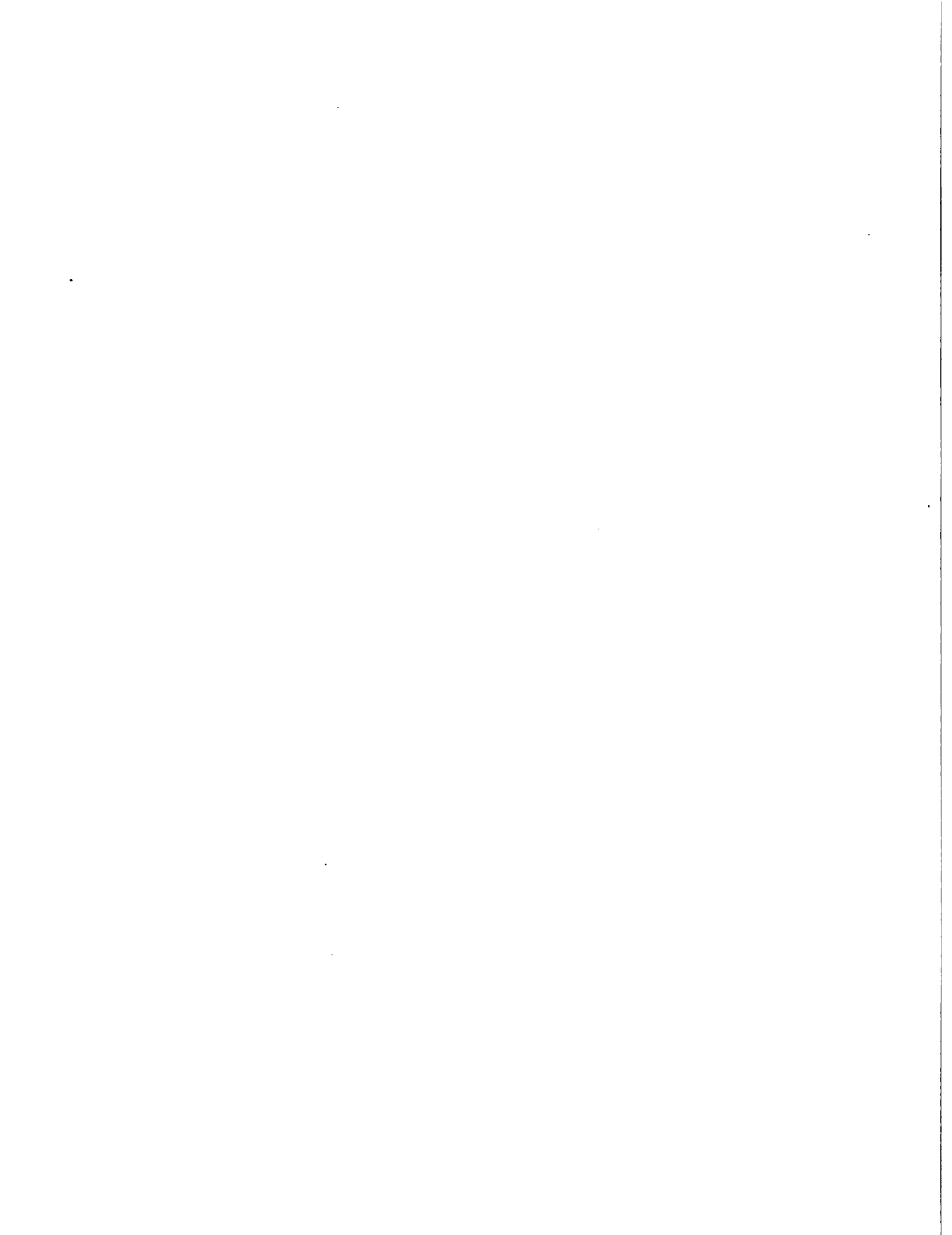
The Institute is made up of three principal bodies: the Inter-American Board of Agriculture, the Executive Committee and the General Directorate.

2.2.1 The Inter-American Board of Agriculture (IABA) is made up of representatives of the governments of the Member States. It is responsible for approving measures on Institute policies and actions. Its decisions take the form of resolutions and of approved plans, programs, projects and activities.

2.2.2 The Executive Committee acts on behalf of the Board. It is made up of the representatives of twelve Member States selected through a rotating system of equitable geographic representation.

2.2.3 The General Directorate is the executive body of the Institute. It performs duties of a permanent nature defined in the Convention and assigned by the Board. The General Directorate prepares Medium-Term Plans, the Program-Budget, and the base documents for resolutions submitted to the Board for final decision.

The General Directorate, in order to comply with the mandate of the Board for implementing the 1983-1987 Medium-Term Plan, adopted ten programs and the matrix organization under which IICA established and operates a twin hierarchy. One branch sets guidelines, objectives and goals for technical performance; the other provides and monitors resources for action.



The components of the General Directorate of IICA are:

- Central office of the General Directorate
- Area offices
- National offices
- Specialized centers

The central office of the General Directorate is responsible for direction, supervision and support of the decentralized units. It is also the headquarters of the Institute's external relations and monitors resources, especially personnel and funds.

The office of the Assistant Deputy Director General for Programs Development, located in the General Directorate, is responsible for coordinating the activities of the program directors.

The office of the Assistant Deputy Director General for Operations is also located in the General Directorate but has a geographically decentralized structure. Its components include the 27 national offices, four area offices (Central, Caribbean, Andean and Southern), and the specialized centers--the Investment Projects Center (CEPI) and the Inter-American Agricultural Documentation and Information Center (CIDIA). The follow-up and supervision unit is a central part of the office of operations and is responsible for monitoring IICA's projects in the countries. CEPI's objective is to advise, provide brokerage, prepare and cooperate with the member countries and with the Institute in identifying and formulating projects to be funded with external and quota resources. CIDIA offers services to the countries in the areas of information and documentation for agricultural development and rural well-being.

CATIE is an autonomous associated organization of the system. Its objectives are research and graduate training in agriculture, forestry, and related sciences.

2.2.4 Role and Responsibilities of Directors (Area, National Office and Program Directors)

According to the official job descriptions which were given to the group, the role and responsibilities of directors in IICA are as follows:

Area Directors: In their particular spheres of operation*, they must guide, support and motivate action by national offices, conduct multinational activities for the geographic area,

* Area 1 Central: Costa Rica, Dominican Republic, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, and Panama.
 Area 2 Caribbean: Barbados, Dominica, Grenada, Guyana, Haiti, Jamaica, Saint Lucia, Suriname and Trinidad and Tobago.
 Area 3 Andean: Bolivia, Colombia, Ecuador, Peru and Venezuela.
 Area 4 Southern: Argentina, Brazil, Chile, Paraguay and Uruguay.



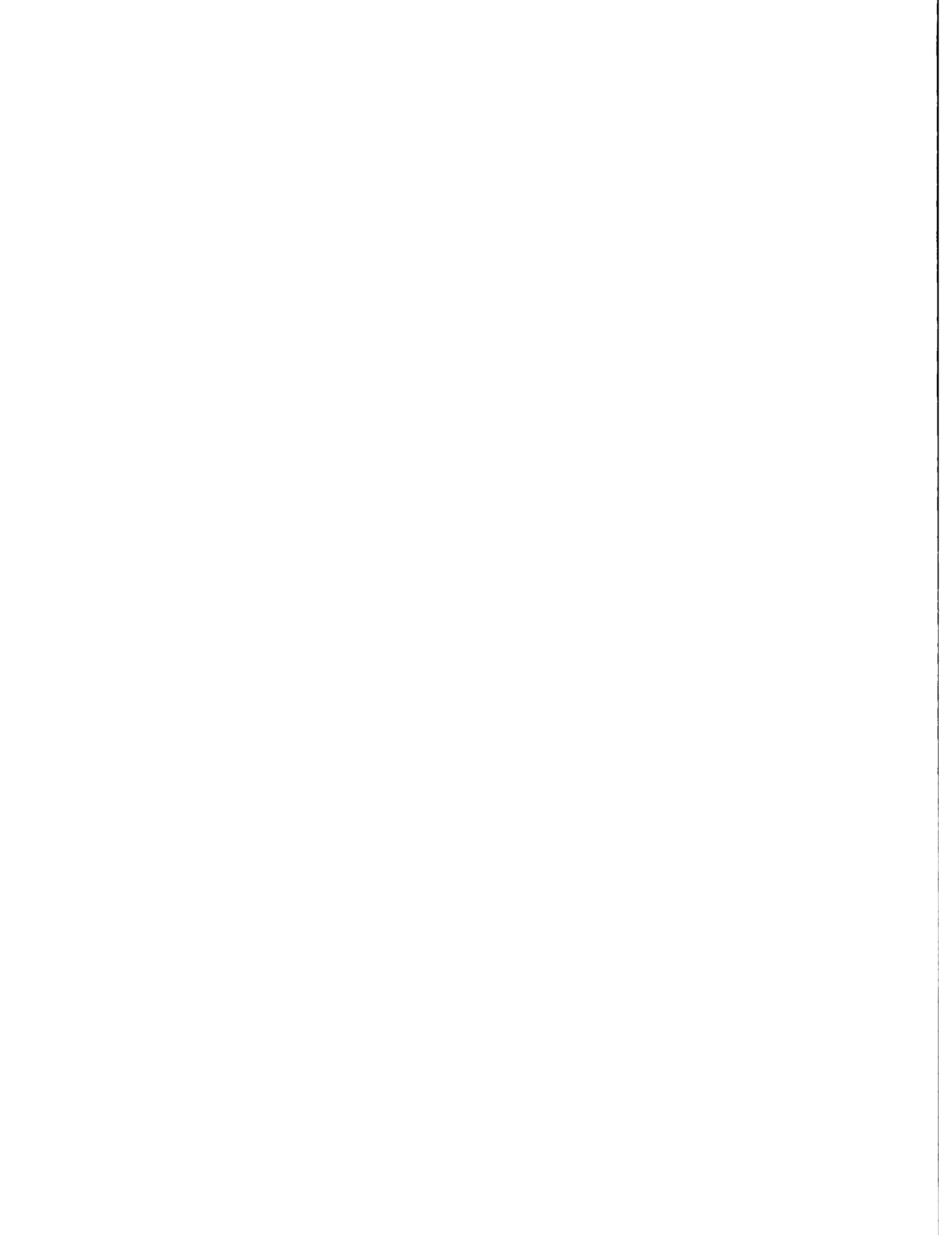
facilitate contact between the area office and the central office and represent IICA in the region. Area directors report to the Assistant Deputy Director General for Operations.

In addition, they support and supervise national office directors so that IICA operations in the countries of the area will be carried out effectively and in a coordinated fashion. They advise the Assistant Deputy Director General for Operations in making decisions and taking corrective measures that will adapt activities to the needs and requirements of the countries and in accordance with any established agreements. Finally, they monitor compliance with these decisions.

More specifically, area directors are responsible for establishing and maintaining official relations with representatives of regional organizations whose actions cover some or all of the countries in the area. They have the dual role of national office director in the host country and all the duties pertaining to that office. They perform institutional concurrence in the countries of the area and give opinions on agreements and contracts. They organize programming meetings for the area and are responsible for the supervision of the national offices within their jurisdiction to insure that they operate efficiently and effectively. They coordinate technical support and exchange of experiences among the offices in the countries of the area. They have specific duties related to management of area resources, including hiring local professional and general services personnel, contracting consultants, carrying out the performance appraisal of office directors, and authorizing purchase and sale of equipment and materials.

National Office Directors: They report directly to the Assistant Deputy Director General for Operations and keep the area director informed. They are responsible for overseeing the Institute's operations in the host country, ensuring that both official relations and technical cooperation activities are carried out efficiently.

In addition, national directors represent the Institute and the Director General in the host country. They establish and maintain official relations in the country and negotiate and sign agreements and contracts authorized by the Director General. They prepare an annual Plan of Operation and provide follow-up on implementation of all office activities in compliance with any existing agreements. They supervise the administration of human and financial resources assigned to the office and carry out technical duties as specialists in their particular technical fields.



Program Directors: They must analyze the status and trends of agricultural development and rural well-being in Latin America and the Caribbean, in the specific area of the program, and design the conceptual framework and strategy of the program. They supervise the process of identification, technical concurrence, preparation and implementation of projects. They take part in evaluating the programs and the projects included therein. They provide follow-up and technical supervision for the implementation of projects and recommend approval, revision or rejection on the basis of the technical content of project profiles and documents in their programs, as well as the allocation of financial resources. They must also take part in selecting and training technical personnel, developing and operating mechanisms for exchange with academic institutions in the field of interest of the program, and help to procure external funding and technical resources. Program directors also coordinate biennial technical programming and advise and support area and national directors in implementing these plans. They exchange ideas and experiences and coordinate initiatives among programs and with the Directorate of Analysis and Evaluation so that IICA can effectively play its role as an agency of consultation, and they formulate and direct specific projects in some of the most important areas of the program.

2.3. Operational Guidelines and Support Services

In response to new and changing needs for agricultural and rural development in the member countries, efforts in recent years concentrated on consolidating the experiences of the Institute and developing the institutional capabilities necessary for managing growth efficiently and effectively, focusing on the areas of technical action, administration, external affairs and personnel.

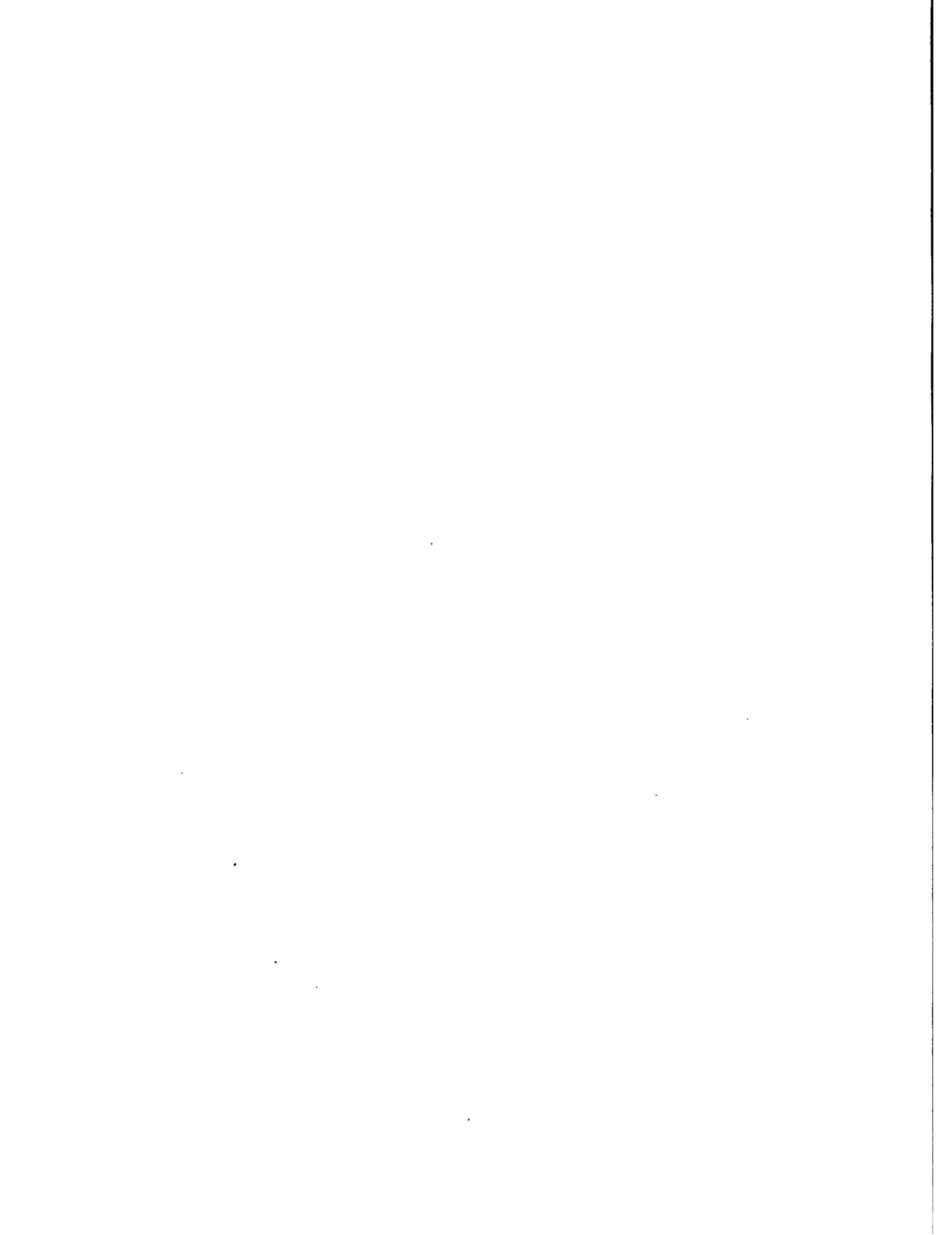
2.3.1 Basic Guidelines for Technical Action

According to the 1983-1987 Medium-Term Plan, "One of the fundamental requirements for the Institute to perform its functions is the development of a high level of technical competence in its programs."

As an agency of technical cooperation, IICA can work with the member countries in specialized areas of socioeconomic progress, physical and biological sciences and institutional systems, only to the extent that its own capabilities allow.

In developing and pursuing its technical cooperation services the Institute follows certain guidelines:

- Achievement and provision of technical leadership
- Concentration of its actions
- Design of mechanisms and processes by which to anticipate development trends in the region
- Improvement of its capabilities for technical and scientific brokerage



The technical cooperation services are the most direct, continuous and effective actions of the Institute, provided primarily through its national offices and specialists located in the countries. This is accomplished by recruiting the best possible personnel and by working on a limited number of activities for which the Institute has a definite comparative advantage over individual Member States. The nature of the action program will vary from country to country in order to accommodate individual needs and capabilities. IICA staff assignments and project selection should conform to a critical definition of each country's most pressing.

2.3.2 Basic Guidelines for Administrative and Financial Action

The 1983-1987 Medium-Term Plan recognizes the need for "managerial systems and procedures appropriate for its dimensions and geographic scope, operational structure and complexity of functions...". Accordingly, the following operational guidelines were established for administrative action:

- 2.3.2.1 Decentralizing operations to provide follow-up and supervision closer to the site of action and to maximize the contacts with problems by national and international personnel and improve their operating efficiency.
- 2.3.2.2 Improving the organization and effectiveness of administrative processes and functions through a careful delegation of responsibilities and authority.
- 2.3.2.3 Maximizing the development of financial management systems through improved budgeting systems for quota and extra quota projects, accounting procedures and financial planning and projection.
- 2.3.2.4 Improving the systems for managerial and administrative information through an on-going process of identifying and assessing needs for effective information flows and standardization of information reporting.

2.3.3 Guidelines for External Affairs

The Medium-Term Plan recognizes that during the current decade "IICA will be operating in an extraordinarily complex international context. It must maintain a network of relationships that can be effectively translated into benefits for the member countries and it must be constantly visible in regional and international gatherings and organizations."

The operational guidelines adopted by IICA to effect the foregoing involve:

- 2.3.3.1 Adopting measures to support, reinforce and enhance the efforts of all units in the Institute which are involved in seeking external funding for project activities.

2.3.3.2 Promoting IICA's visibility on the international scene through regular inventories and reviews of relevant institutions and development of strategies for coordination and cooperation and mechanisms for participation in international forums and dissemination of information.

2.3.4 Guidelines for Human Resources

The new Rules of Procedures of the General Directorate acknowledge the importance of human resources and lay the groundwork for personnel management. Accordingly, the Institute proposed to adopt measures that would strengthen relations with its personnel and further consolidate the quality of its technical cooperation.

The proposed guidelines introduce improvements in the systems of personnel recruitment, selection, placement and evaluation, and in personnel professional development.

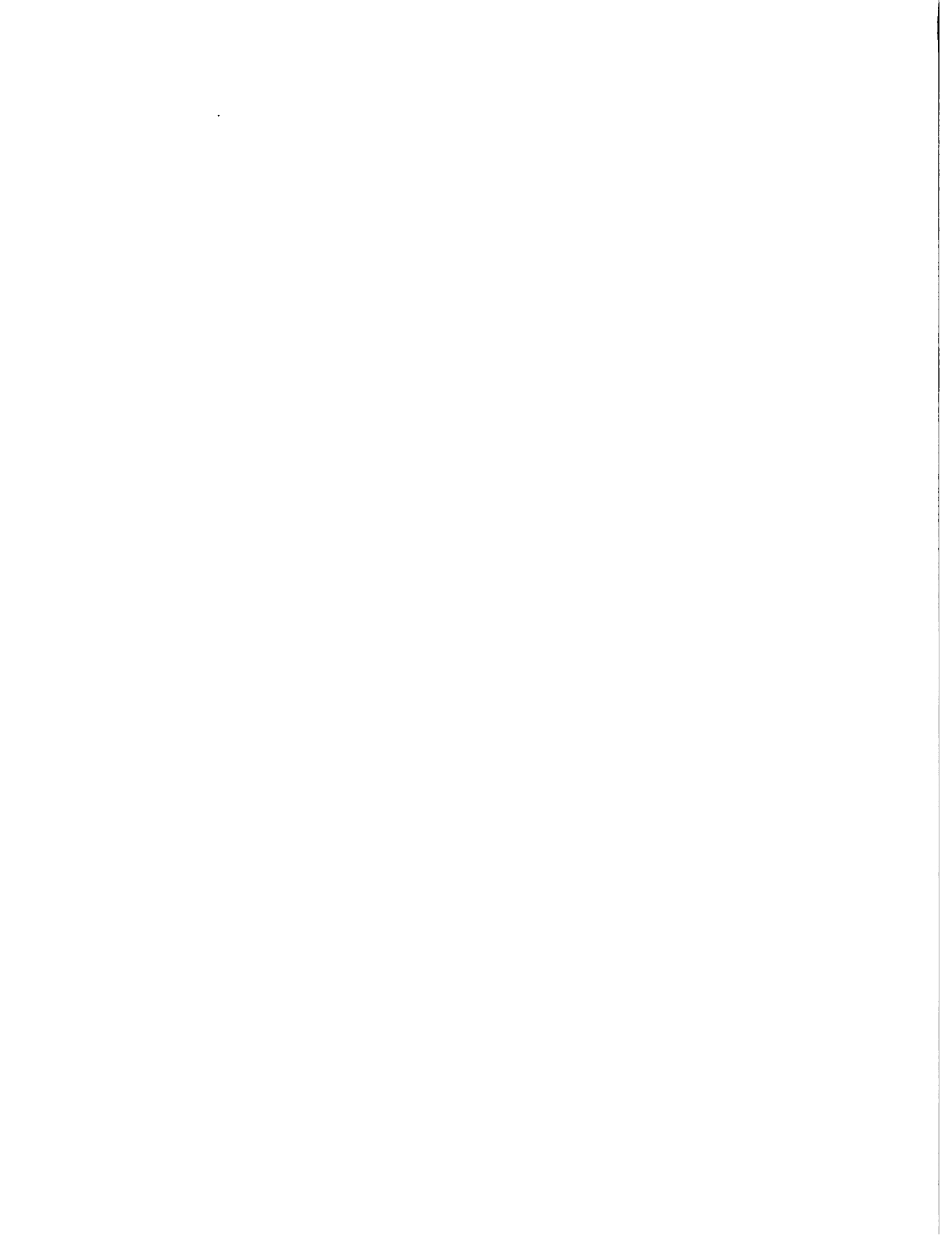
2.3.4.1 Recruitment

According to IICA's Staff Rules*, staff appointments are based on background, competition and evaluation, with all staff members having an equal opportunity to apply. Selection should be made with no discrimination as to race, creed or sex. Only competence, experience, efficiency and integrity shall be taken into account, together with the need for as broad a geographical representation as possible among nationals of the member countries.

When openings are to be filled, first preference should be given, if other conditions are equal, to the Institute's personnel. The rules also provide for broad circulation of the announcement of vacancies within the Institute and throughout the member countries.

Candidate selection is done by an Advisory Committee on Human Resources, which is responsible for analyzing the suitability and other qualifications of the candidates and making the corresponding recommendations to the Director General. The Director of Human Resources is responsible for reviewing all applications to ensure that required documentation has been presented. He or she performs a first evaluation of the candidates and rates them according to their experience and academic preparation. Pertinent office directors recommend the candidate they consider most qualified for the position.

* Document IICA/JIA/Doc.5(85), submitted to the Third Regular Meeting of the Board, held from October 21 to 26, 1985 in Montevideo, Uruguay.



2.3.4.2 Statistics on Present IICA Staff

Table 1 shows the academic level of IICA personnel in March 1986. Of the total International Professional Personnel, 84 hold doctoral degrees, 81 hold master's degrees, and 75 hold other professional degrees. This last category includes staff members who do not hold graduate degrees but have extensive experience, and have received specialized in-service training.

Table 2 shows the age level of IICA's International Professional Personnel. Out of the 240 such personnel included 48.75% are fifty years of age or over.

Table 1. ACADEMIC LEVEL OF IICA INTERNATIONAL PROFESSIONAL PERSONNEL

	PROFESSIONAL DEGREE	MASTERS DEGREE	DOCTORAL DEGREE	TOTAL
OFFICE DIRECTORS	7	10	10	27
PROGRAM I	3	--	3	6
PROGRAM II	5	16	28	49
PROGRAM III	14	7	2	23
PROGRAM IV	5	2	2	9
PROGRAM V	1	--	4	5
PROGRAM VI	6	7	9	22
PROGRAM VII	3	4	1	8
PROGRAM VIII	12	5	4	21
PROGRAM IX	2	12	3	17
PROGRAM X	1	2	3	6
NO PROGRAM (*)	13	15	14	42
OTHERS	3	1	1	5
TOTAL	75	81	84	240
%	31.3%	33.7%	35.0%	100%

* This includes staff members in the Central Office of the General Directorate and certain staff members in the countries, not specifically assigned to a program.

Table 2. AGE LEVEL OF IICA INTERNATIONAL PROFESSIONAL PERSONNEL

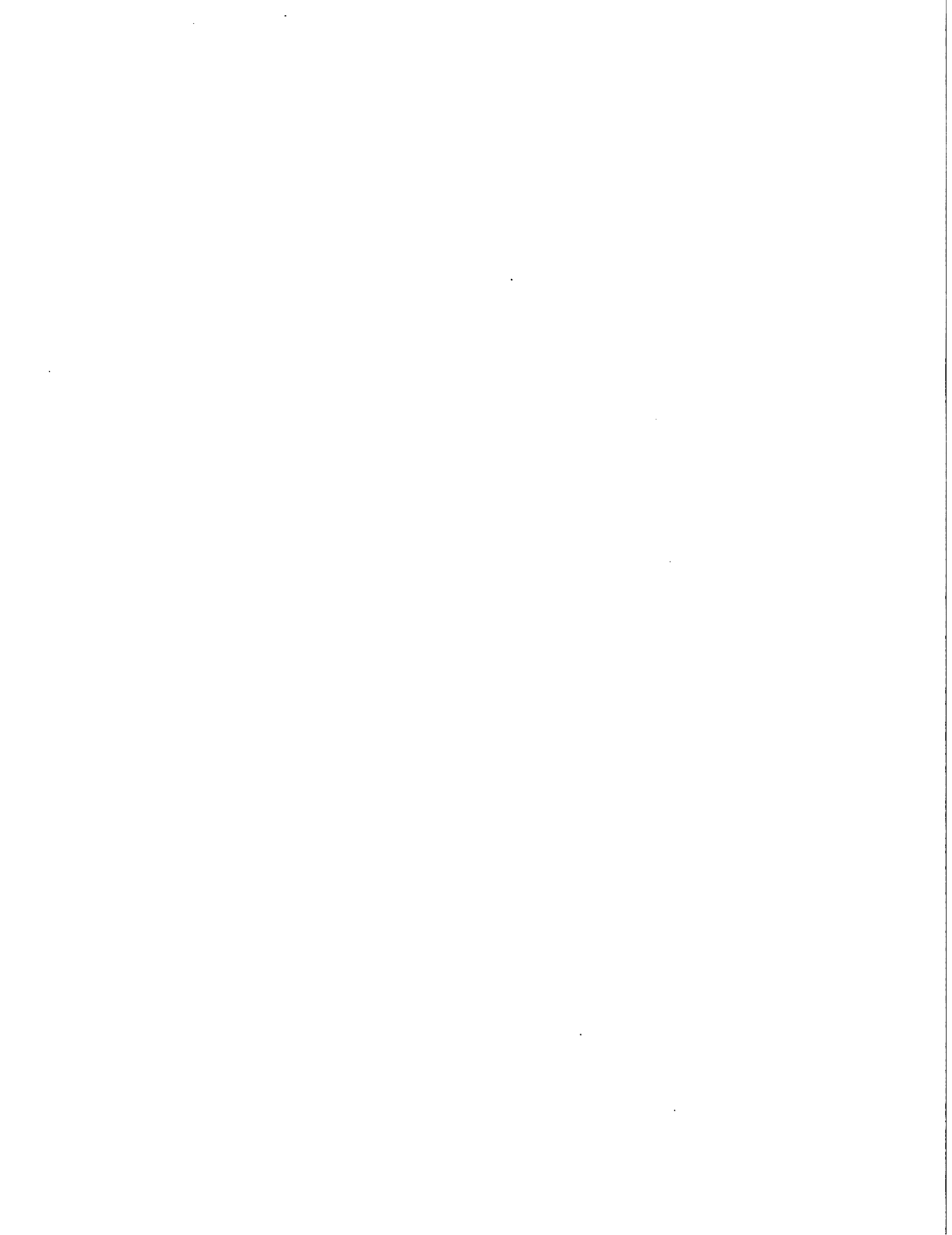
PROGRAM	AGE					TOTAL
	-30	30-39	40-49	50-59	60	
OFFICE DIRECTORS		1	9	14	3	27
PROGRAM I			2	3	1	6
PROGRAM II		7	18	19	5	49
PROGRAM III			9	9	5	23
PROGRAM IV			6	1	2	9
PROGRAM V		1	2	2		5
PROGRAM VI		4	5	12	1	22
PROGRAM VII			6	2		8
PROGRAM VIII		3	12	4	2	21
PROGRAM IX		1	11	3	2	17
PROGRAM X			2	4		6
GENERAL		9	14	12	7	42
OTHER			1	2	2	5
TOTAL		26	97	87	30	240
%		10.83%	40.42%	36.25%	12.50%	100%

2.4. Planning Process

2.4.1 The 1983-1987 Medium-Term Plan and the Program-Budget

The general purpose of the Medium-Term Plan is to provide a framework that will guide IICA's actions for the 1983-1987 period. It was based on guidelines contained in the document "General Policies of IICA," which traces the Institute's long-term policies and provides a framework to guide the General Directorate in periodically proposing medium-term plans, programs and proposals.

The Medium-Term Plan specifies the objectives, strategies and basic tools that the Institute will use over the medium term. It describes programs and gives basic guidelines for Institute action in the technical and administrative fields and in external affairs and personnel management. It lays the groundwork for an organizational structure designed for implementing actions, and in general terms, it discusses requirements for allocation of financial resources and overall staffing needs for the period it covers.



The major focus of the document is the program descriptions explaining the mechanisms through which the Institute will operate. For each one, it discusses the problems confronted by the countries. It interprets the causes of the problems and sets objectives for IICA action. Finally, it gives guidelines for Institute action, under the headings of specific objectives and program strategy.

2.4.2 Programs:

Based on the foregoing considerations, the following ten programs were defined, reflecting five broad problem areas:

2.4.2.1 A program to develop the human resources needed for agricultural and rural development:

Program I: Formal Agricultural Education (director located in San Jose)

2.4.2.2 Programs to provide scientific and technological support to the production process:

Program II: Support of National Institutions for the Generation and Transfer of Agricultural Technology (director located in Venezuela)

Program III: Conservation and Management of Renewable Natural Resources (director's position vacant)

Program IV: Animal Health (director located in Washington, D.C.)

Program V: Plant Protection (director located in San Jose)

2.4.2.3 Programs to solve problems of production and marketing in the public and private sectors:

Program VI: Stimulus for Agricultural (Crop and Livestock) and Forest Production (director located in Jamaica)

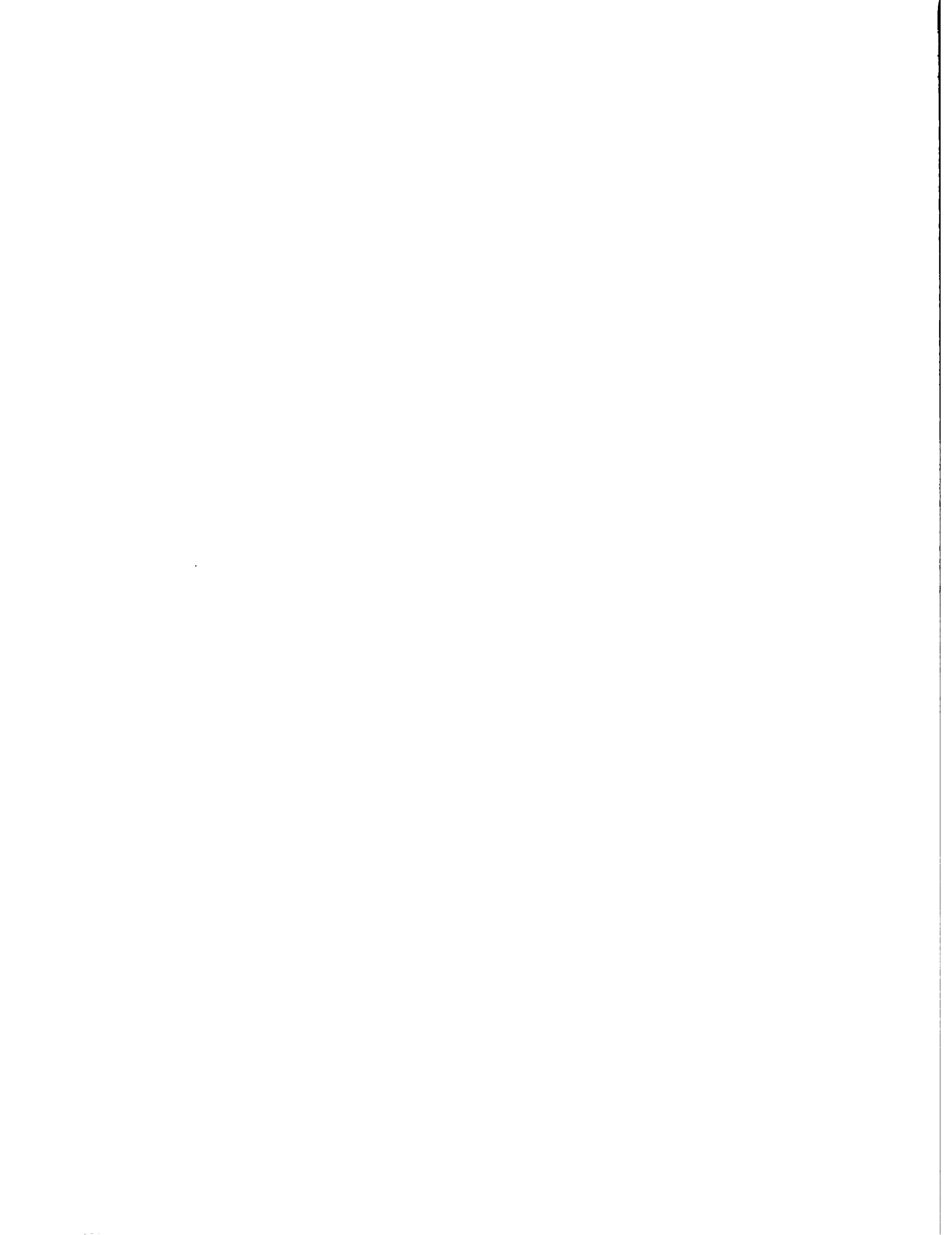
Program VII: Agricultural Marketing and Agro-industry (director located in Uruguay)

2.4.2.4 A program to strengthen efforts for rural development:

Program VIII: Integrated Rural Development (director located in the Dominican Republic)

2.4.2.5 Programs designed to guide the policies, programs and plans of the governments and institutions:

Program IX: Planning and Management for Agricultural Development and Rural Well-Being (director located in San Jose)



Program X: Information for Agricultural Development and Rural Well-Being (director located in San Jose)

Under the current organization, each program is headed and managed by a program director who holds technical responsibility for the conceptual formulation, organization, and management of the program, and for supervision at the national, regional and hemispheric levels.

In order to facilitate the process of decentralization, the program directors were distributed among various offices, in member countries selected for their concentration of projects and activities in the particular program, or where there was a perceived potential to promote such development, as for example, Program VI in the Caribbean.

2.4.3. Projects

Projects are a special instrument or mechanism for translating the programs into effective technical cooperation actions in the countries, taking into consideration their different and particular needs. The 1983-1987 Medium-Term Plan defines the project as an "ensemble of actions or activities of technical cooperation which produces significant, foreseeable results during a specified period, solving a problem by applying certain resources with a given methodology and under the management and responsibility of a competent professional."

The projects for technical cooperation developed within the program framework can be either multinational or national.

The selection of projects at the national level is based on a very deliberate strategy. This follows a process of institutional and technical concurrence between IICA's technical personnel (national office director, program director and specialist) and the national authorities. The process is aimed at reviewing national agricultural plans and policies, identifying problem areas and prioritizing specific areas in which IICA can provide technical cooperation by implementing the project (or short-term action).

The strategy adopted for the multinational projects is similar to that of national projects; however, the consultation takes place with two or more interested governments sharing a common problem and common objectives. Multinational projects may or may not have national (project) components, but generally serve to promote, coordinate and support national activities.

The Institute has taken the initiative or has responded to popular requests from member governments in the development of multinational projects; however, in two important instances, Animal Health and Plant Protection, the Institute had specific mandates from the IABA to promote the development of multinational projects in these programs.

A second important instrument of technical cooperation frequently utilized by the Institute has been the "Acción de Coyuntura" or "short-term action." These are prepared in response to specific, ad hoc or emergency requests from member governments or collaborating national agencies. Characteristically these actions are of short duration and for very specific periods, designed to correct or address a particular problem or if the particular situation requires more long term solutions to prepare a project document.

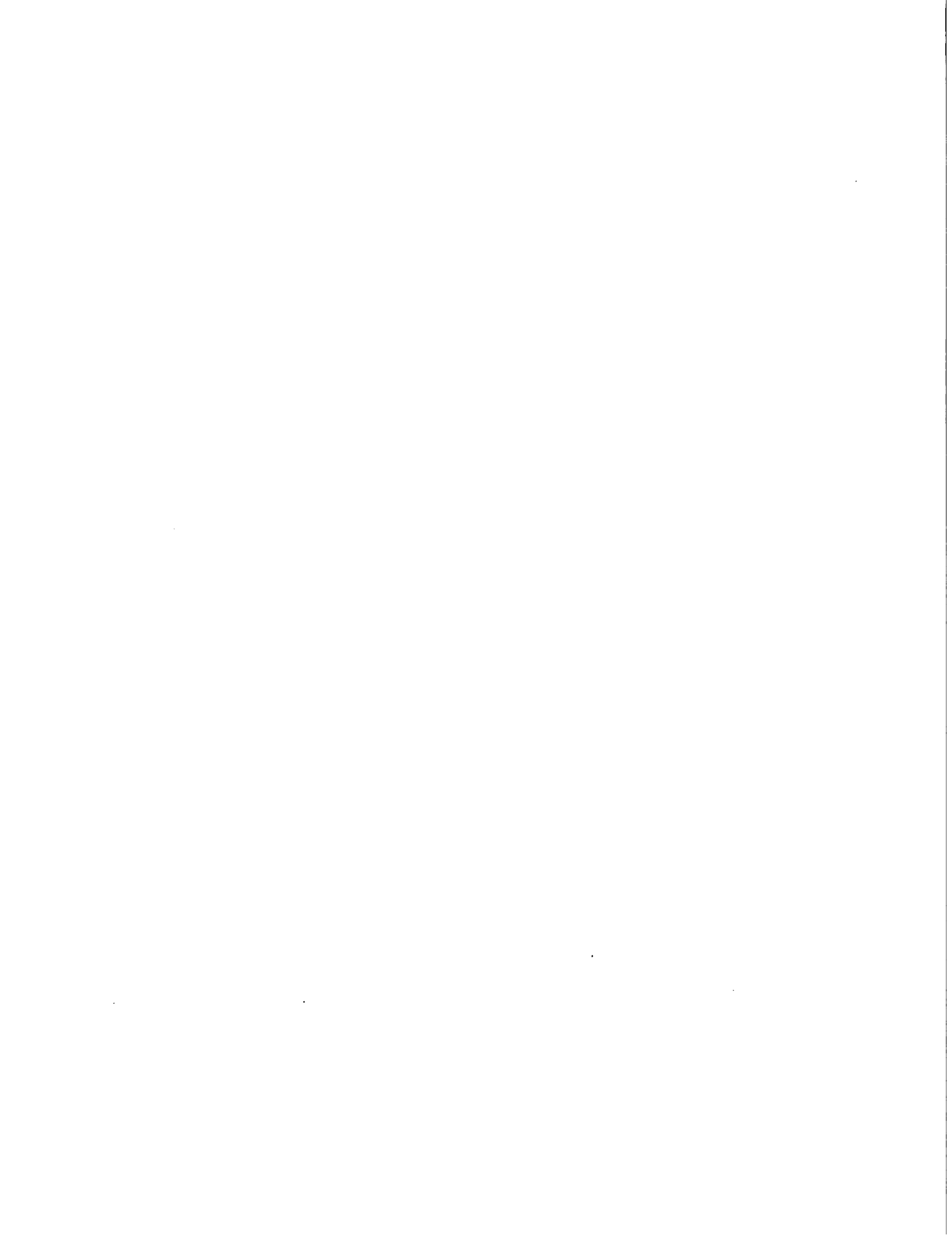
2.4.4 Program and Project Funding

The Medium-Term Plan provides a financial and budgetary framework for the allocation of resources. IICA projects and programs may obtain funding from either quota extra-quota sources. Quota-funded projects are financed wholly from the Institute's budget, to which all the member governments contribute. Extra-quota projects are financed with funds provided from sources outside the Institute. Some projects are funded from a combination of quota and extra-quota sources.

IICA's Convention states that the Inter-American Board of Agriculture has the important task of approving the biennial Program-Budget, which requires a favorable vote of two thirds of the Member States. The Program-Budget covers a period of two years and enables IICA to operate in accordance with strategies set by the Board. It is the result of agreements reached with the governments.

The Program-Budget dictates the distribution and use of resources, and for this purpose, it is structured in three basic chapters corresponding to the types of activities defined in the Rules of Procedure of the General Directorate. These are: i) Direct Technical Cooperation Services, which include resources earmarked for programs and, in each program, projects and short-term actions, Centers, technical support services, and short-term and preinvestment activities; ii) General Directorate Costs, including costs of the central Office of IICA's General Directorate and expenditures required for the operation of the area offices, national offices and specialized centers; and iii) General Costs and Provisions, including costs which, by their nature, cannot easily be broken down by project or operations unit, such as costs of the meetings of the Board and the Executive Committee, the external auditors, etc.

A look at the Direct Costs of Technical Cooperation can provide a point of reference for 1986. These costs absorb 79.1 percent of total budgeted resources, and 88.8 percent of them are allocated to the ten programs, with approximately nine percent to the centers. For the 1986-1987 biennium, quota resources make up nearly 58 percent of budgeted funds, while external resources contribute 42 percent.



2.4.5 Communication and Reporting System and IICA's Programs and Projects

The Institute currently has a well established Uniform Reporting System and channels of communication. However, given the diverse nature of the Institute and its geographic breadth, problems still occur within the internal communication system. Contributing to these problems are lengthy delays in the mailing systems; for example it is not unusual for mail from Suriname or Guyana to take one month to arrive in San Jose. Also delays can be caused when the established internal communication channels are bypassed.

The Uniform Reporting System provides a simple standardized format, designed to minimize the time spent in preparation. It facilitates easy monitoring of project execution (results actually achieved in relation to programmed tasks and results) and use of resources. Clear instructions are also provided to ensure that reports are received by the relevant authorities (area and program director, and at the central office, the Deputy Directors General for Program Development and Operations). Relevant reviewing, decision making and responding to the offices form part of the process.

Independently of the Uniform Reporting System, the national offices communicate directly to the Director General and other headquarters units and program directors on matters specifically relevant to their areas of competence and authority.

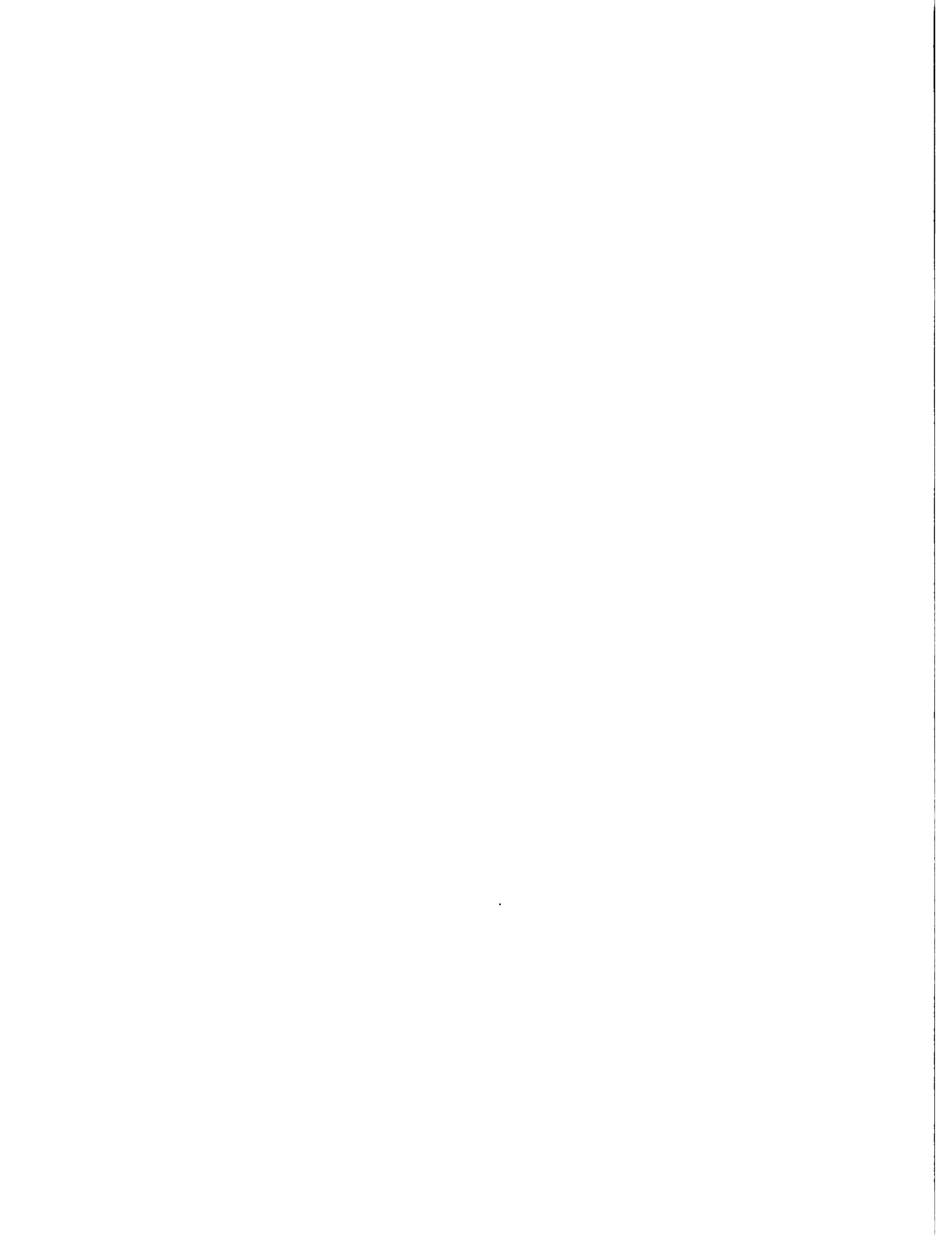
In the past, the Institute's internal correspondence was handled entirely through the postal system. The Institute is now in the process of introducing electronic and computerized internal communication systems, which are expected to make dramatic improvements (and positive changes) in the efficiency and effectiveness of internal communication and Institute operations.

2.5 Comments of the Group on the Nature and Operations of IICA

2.5.1 Format and Content of the 1988-1992 Medium-Term Plan

The group is of the opinion that the general format of the Medium-Term Plan document should be retained. We conclude that it provides the elements needed for understanding IICA's approach to its task as a multinational agricultural agency. It is a suitable document for presentation to the Board and for wide distribution at the national and international levels. The only addition we propose is a clear statement of the criteria used in selecting IICA's programs.

The group recognizes the need for continuous development and discourages the practice of making frequent major changes in structure that may be costly and disruptive to the operations of the Institute. In order to introduce a measure of stability, the group suggests that consideration be given to placing the Medium-Term Plan in the context of a ten year indicative plan, to be developed by IICA.



We further recommend the preparation of separate documents targeting IICA staff and containing for each program:

2.5.1.1 Guidelines for the choice and development of projects in the program.

2.5.1.2 A clear statement as to the areas of concentration of the program.

2.5.2 Formulation of Projects

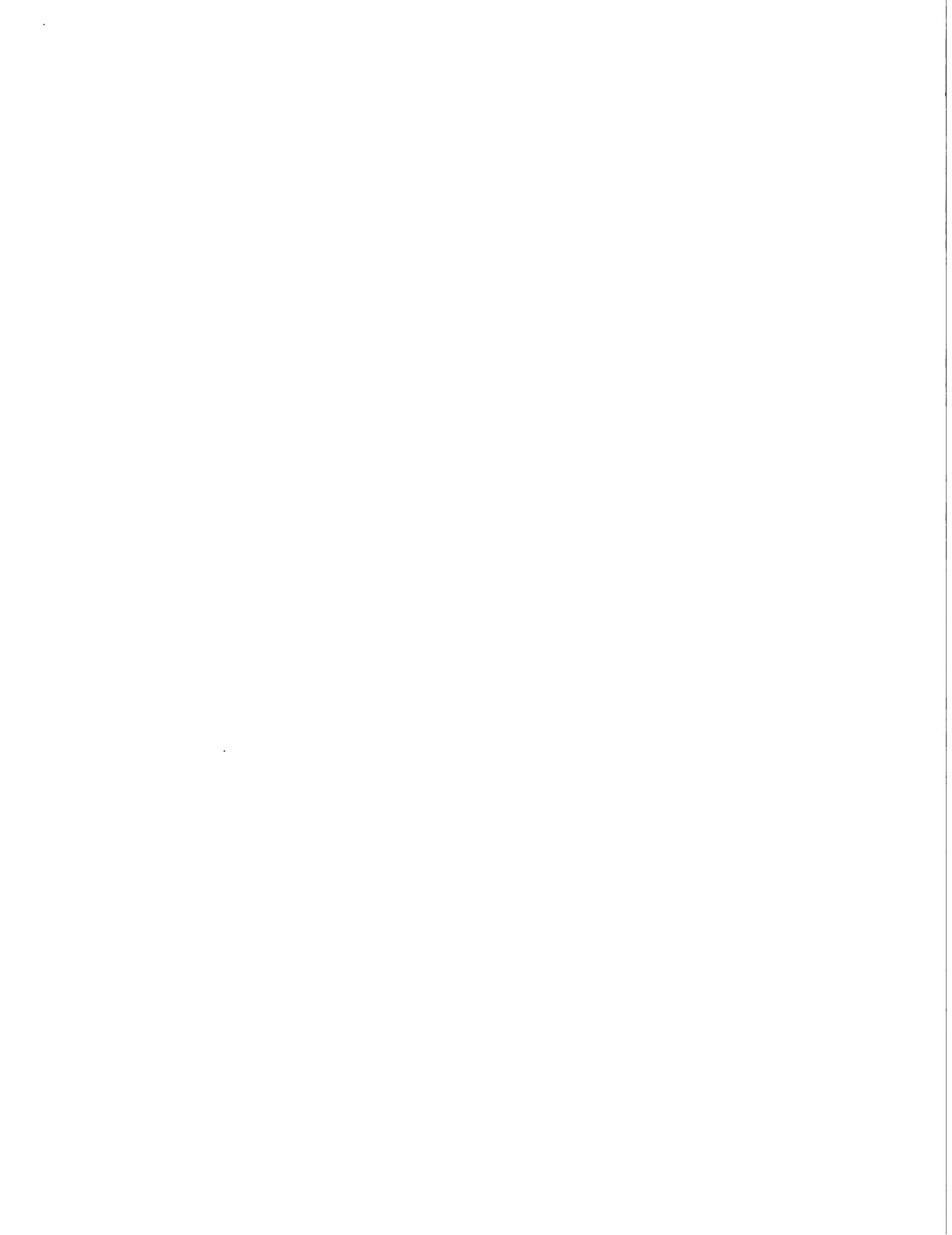
When projects are formulated as a part of the Medium-Term Plan, they should be placed into two categories:

2.5.2.1 Projects which fall within the defined area of concentration of a program.

2.5.2.2 Projects in the general area of a program, which have been undertaken at the request of governments but which lie outside of the particular area of concentration. The most important characteristic of the Medium-Term Plan is that each program is very broad in coverage; if the programs are viewed as a whole, the full range covered can include all conceivable aspects of agriculture and rural development.

If projects are thus divided into those i) within the area of concentration, and ii) outside of this area, it should be possible to resolve the dilemma of concentration while allowing the flexibility to respond to a full range of government requests. As IICA develops visible competence in concentrated areas of each program, the governments should request more projects in these areas of concentration and fewer outside of these areas. This process will be enhanced if national office directors have a good knowledge of the program areas of concentration before entering into negotiation (or consultation) with national agencies. Nevertheless there will always be a need to respond to urgent short-term needs of individual governments.

In addition to concentration within programs, there is no doubt of the need to reduce the number of programs; otherwise IICA's activities will continue to be so diffuse as to make a major impact difficult if not impossible to achieve. A reduction in the number of programs is discussed in Chapter V, which presents proposals for five programs to replace the existing ten. New guidelines will have to be prepared for the five proposed programs, to clarify the issues indicated in points 2.5.1.1. and 2.5.1.2 above. It is vital that these documents be translated into the official languages of IICA. At present they are available only in Spanish, and this presents a severe restriction on national agencies interested in IICA programs.



2.5.3 Responsibilities of IICA Directors

In general, the group found that the role and responsibilities of national, area and program directors were not clearly defined, nor were they uniformly understood in IICA, particularly at the field level.

There was much overlapping of responsibilities between program and area directors in several matters, particularly multinational projects and external funding. The line of authority between national directors, area directors and headquarters in matters related to both programming and administration is quite confused. Also the role played by the different directors in the selection and staffing of technical administrative personnel in the Offices should be spelled out clearly by IICA's office of human resources.

Staff selection is one of the important functions of the national director. It involves consultation with national authorities, and this process requires skillful negotiation on the part of the national director. The final problem is to identify the pertinent authorities who make policy at the national level. In most countries IICA must relate to the Ministry of Agriculture, which does not always have the final say in policy. The Ministry of Finance and/or Planning often plays a more important role in the formulation of policy and the approval of projects.

Thus IICA has to consult with Ministries of Finance/Planning and of Agriculture at the highest possible level for policy issues. There must also be a close relationship with technicians in the Ministry of Agriculture for the formulation of individual projects and for the execution of such projects. The national director must therefore have a broad interest in agricultural development, be a skilled negotiator and hold stature in his professional area so that he can command the respect of professional colleagues. Also, he must quickly develop a knowledge of and sensitivity to local mores.

According to the job description, the area director "carries out all the duties pertaining to the national director in the host country." We think that the functions of the area director and of the national director in the host country of the area should be performed by two different persons.

The group suggests that the relationship should be as follows:

The national or international professional assigned to a particular project, or covering a group of related projects, at national and multinational levels is always responsible to a national office director.

Normally, there is one national office director per country, in the small countries of the Caribbean, it may be a better use of limited financial resources to have a national office director covering a group of three or four countries.

We propose that for the Central, Southern and Andean Areas, the area director be located at headquarters. However, IICA has a unique opportunity to develop multinational projects, which can be enhanced through area offices, so this decision, if it is taken, should be kept under review.

In the case of the Caribbean, where there is a strong integration movement and a number of well established regional organizations which serve most of the countries in that area (CARICOM, CARDI, CFC, UWI, CDB, CDCC, ECLAC), the retention of an area director is strongly recommended. Further consideration should be given to the location of this area director nearer to the headquarters of the above mentioned institutions (which are in Barbados, Trinidad and Tobago, and Guyana).

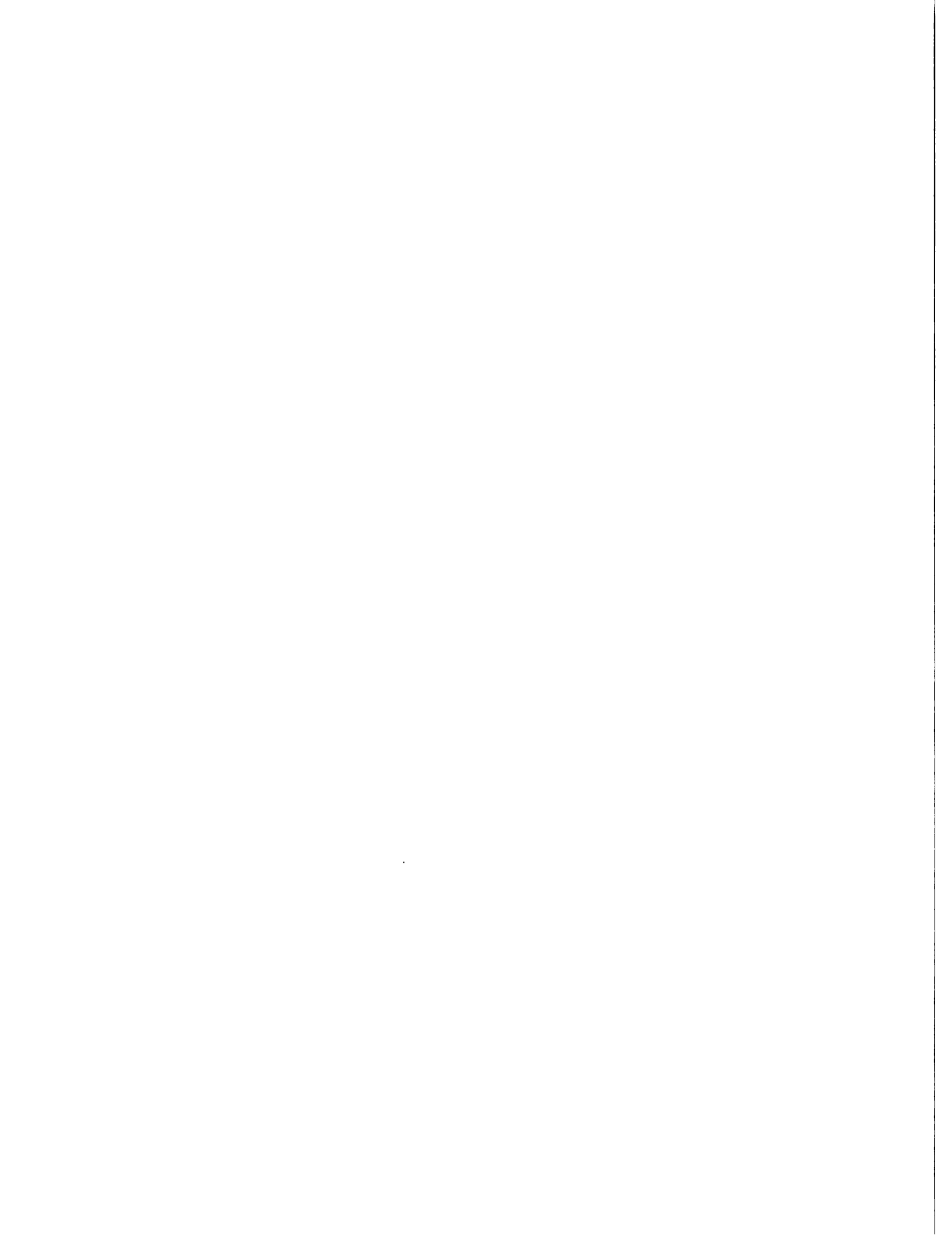
Further, the area director should not serve simultaneously as a national office director. The functions of the area director are described more fully in the discussion of program structure.

The office of the ADDG for Operations will have administrative responsibility for all the countries. It would be convenient for this department to have officers responsible for each area. The area directors who are moved to headquarters (Central, Andean and Southern Areas) would perform this function themselves. Thus the national office directors for those areas would be responsible to area directors who might be designated as directors of operations (Central, Andean and Southern Areas). Where the Area Director has been retained locally (Caribbean), a desk officer should be appointed to whom national directors could refer for expediting matters pertaining to the area. However, in this case both national directors and area directors would be responsible directly to the ADDG for Operations, the area director being kept informed of matters pertaining to the national directors.

In summary, all area directors would have direct administrative responsibility for national directors in their particular areas. As such, they will be involved in multinational projects, relations with international and regional institutions and agencies operating in the area, and the development of special strategies for IICA's operations in their areas.

After visiting thirteen member countries, the group reached the conclusion that although some functions have been decentralized (program and area directors) and areas of responsibilities somewhat defined, these were not always clear and the directors did not always have the necessary authority delegated to them. As a result, their effectiveness has generally been negligible.

Teamwork by specialists in a particular office should be the rule rather than the exception. The office director plays an important role in making this happen. Project leaders should be viewed as advisors to the national director.



Closer connections among offices would strengthen the area office. The latter should have sufficient human and financial resources to support the offices technically and administratively, facilitating the exchange of specialists and performing effective supervision and follow-up. It is essential for area directors to have enough funds to support national offices, and to provide the logistical backing they need.

2.5.4 Communications

A complaint frequently encountered by the group when visiting national offices was the lack of communication with program directors, whether they were located in San Jose or elsewhere. In addition, the national directors expressed the view that they have little input in IICA's program strategies. They suggest that the annual meetings of directors allow time for discussion of technical matters in addition to the many administrative issues on the agenda.

Another complaint was that the national directors and project officers received very little feed-back on their reports, putting into question the utility of the quarterly reporting system. While analysis and reporting are necessary activities, the G-6 questions whether the present system reflects accurately the project activities, and wonders what impact is achieved in project performance. In part this concern should be reflected in the definition of project objectives.

A clear policy on languages is a basic, fundamental need in the Institute. This shortcoming prevents IICA from assuming its hemispheric role; it also detracts from the rapprochement between the growing number of English-speaking nationals and their Spanish-speaking colleagues. All IICA staff should be encouraged to have a working knowledge in at least two of the four official languages of the Institute and be given every possible assistance in reaching that level of proficiency.

With respect to this issue, the problem of communication systems must also be addressed. IICA is now, and has been for some time, engaged in an Institute-wide process of installation and use of microcomputers and electronic communications systems. This is an extremely positive step geared to modernizing the internal communication system and generally making it more efficient and effective. Its value is demonstrated by the progress already achieved in financial and accounting services, although evidently many improvements are yet to be made.

There is a general impression, however, that the Institute lacks effective organization and management for implementation of the system. Many of the national offices have now been provided with microcomputers, but so far have been left to their own devices to obtain software, secure training and develop data bases and coding systems. Those offices fortunate enough to have some relevant, knowledgeable expertise have made positive advances in the use and

application of the microcomputers, and in some cases have developed electronic mailing systems. The potential danger in such uncoordinated and inconsistent development around the Institute is that in a short time it will demand considerable resources to accommodate the wide variations in equipment, software, operating codes and data bases.

The G-6 shares the view that current efforts should be continued and strengthened, but headquarters should provide greater leadership, guidance and control over development in the national offices. Technical support will be needed for the eventual goal of transferring microcomputer and telecommunications technology to the countries, and the long range intention of infusing this technology into the agricultural activities of the member countries.

Another facet of the communication system is the issue of data storage and retrieval. Many countries of the world are moving rapidly into computerized gathering, evaluation and dissemination of agricultural information, and IICA could very well become involved in accomplishing and supporting these efforts for its member countries. One example of this is the area of classification and inventory of pests and diseases of plants and animals and rapid reporting of outbreaks. There are other cost savings to be derived from the introduction of microcomputers and electronic communication systems, particularly advantageous to a widely decentralized organization such as IICA. They include applications for regular internal communication, linkages with other international and regional systems and data banks, and training activities.

2.5.5 Human Resources

The strength of IICA lies primarily in the quality of its human resources, and a large share (60% to 65%) of IICA's total expenditures are attributable to personnel costs. It is critical for IICA to acknowledge this fact by providing its personnel with an environment which is conducive to optimum performance in terms of quantity and quality. IICA needs to change the perception commonly held outside the Institute that its staffing is influenced by other than professional considerations.

The first requirement of such a policy is to assign personnel to duties which are compatible with their qualifications, in areas where they are needed.

The group found cases of employees who were not necessarily needed at the time they were assigned to a country; thus they found themselves obliged to undertake activities of doubtful value.

The second requirement for IICA is to ensure that its recruitment and selection procedures are designed so as to guarantee the hiring of the best possible staff. Current procedures do not appear adequate, or if so, they are not followed fully. For



example, we heard complaints from both inside and outside IICA that the publication and advertisement of available positions was too limited. Recruitment efforts for professional staff in IICA should be as broad as possible, with announcements reaching a wide circle of specialists, particularly in the member countries. In addition, national professional technicians should be given every opportunity apply to international positions. More serious still, we are not certain that staffing regulations are applied uniformly and fairly in every instance.

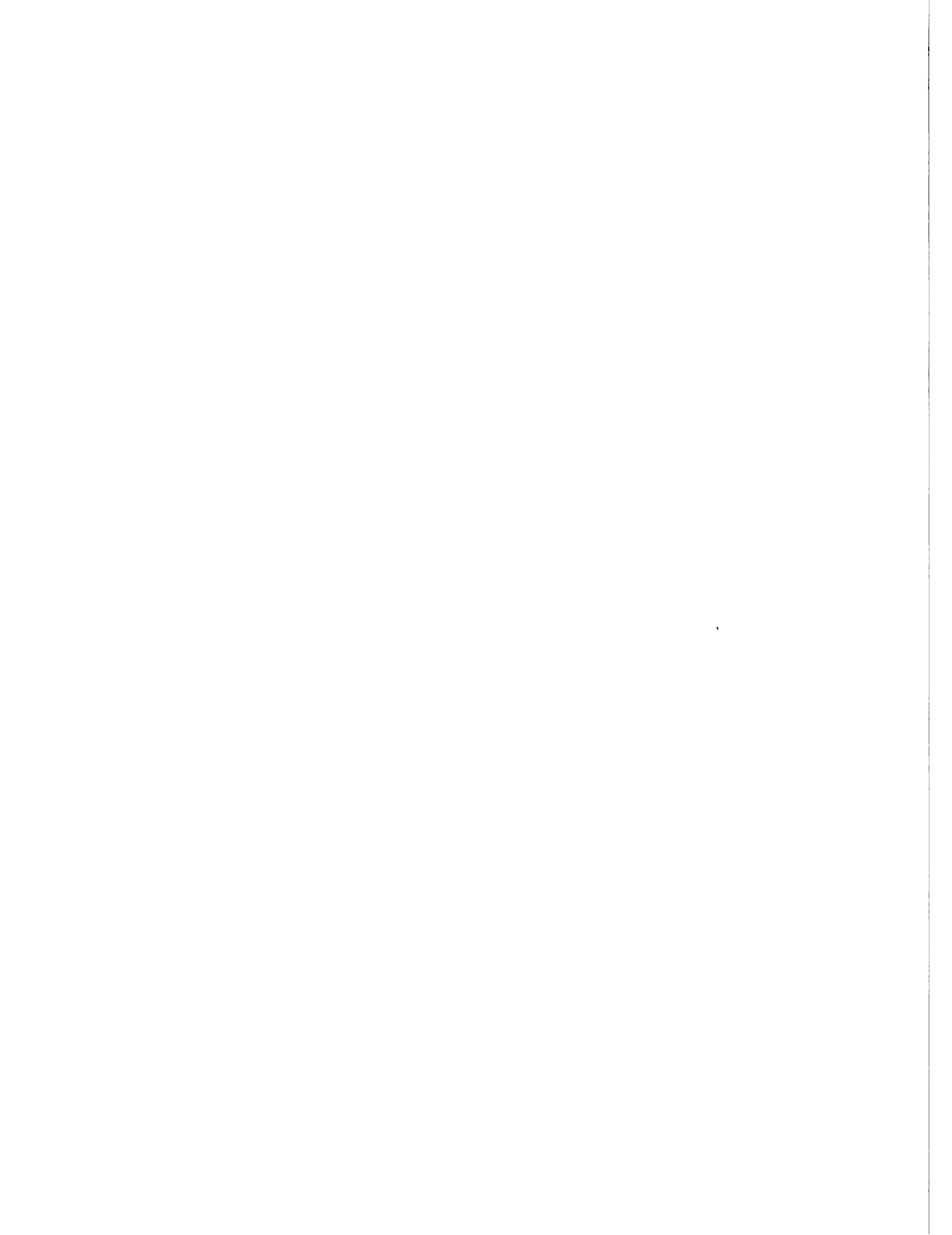
As a case in point, IICA still has a large number of "positions of trust" (estimated to total fifty). The group's perception is that the incumbents such positions are selected for their personal loyalty to the Director General. If this is really the case, we strongly question whether it is in the best interest of the Institute. Moreover, we would like the number of such positions reduced to a minimum as soon as practicable. The definition would no longer include the national directors, but might cover the area and program directors and heads of departments at headquarters. In the longer term, we feel that these trust positions should be eliminated entirely. An international technical institution should not be periodically disrupted by major removals of staff, if sound recruitment procedures are practiced.

Recruitment of technical personnel must be extremely selective, taking into account the fit between the specialists, IICA's strategies and the idiosyncracies of the countries of the region. Quality should not be sacrificed for quantity, and this would increase the availability of operating resources.

The number of international specialists should be reduced. These professionals should stand out for their competence, so that financial resources can be used to mobilize and tap the capabilities of the countries themselves and make use of national specialists, so badly needed by their own countries.

National Directors expressed considerable dissatisfaction with the way in which professional staff are sometimes assigned to their offices, without prior notification or consultation. The G-6 is of the view that the normal provisions for selection should include consultation with the national office directors when staff members are proposed for assignment to their offices. National authorities should also be informed of appointment of international staff to national office, and such assignments should be consultant with project activities ongoing a proposed for the country.

In addition to the question of country postings, a basic rule should be to maintain a national core staff of the national office director and at least one international professional. Some balance should be achieved among the staff to ensure the presence in each country of professionals representing various disciplines.



Professional staff should have an understanding of the Institute's organizational operations and behavior and of international organizations, and have a sensitivity to and appreciation for the interaction of political and technical matters. They should also be individuals with particular expertise in their disciplines, who can function effectively with project operations or can discharge project responsibilities. In an international project or activity professionals must also be able to view their functions broadly in the local institutional and technical context.

Four years ago, the G-5 noted that 41.8 percent of IICA professional staff were fifty years of age and over. In 1986, the number of professionals in that age category had reached approximately fifty percent. A large number of senior staff members are now approaching retirement, and figures show a low influx of younger staff members with at least a P-4 classification. In the opinion of the group, these are serious problems facing IICA; yet the Institute has no evident plan or replacement policy in place.

In another context, an internal report was prepared in May 1982 on the situation of professional women in IICA. It showed only fourteen professional women on staff, and none of them at the level of P-5 or above.

The issues of age and sex distribution of staff may be addressed together, for the recruitment of younger staff members is likely to provide the opportunity for finding well qualified women candidates. In the last ten to fifteen years many more women have entered the agricultural profession in Latin America and the Caribbean than in the past.

In order to achieve more flexibility in staffing, IICA should consider maintaining a critical nucleus of permanent staff (appreciably reduced from the present level) and bring in highly qualified temporary staff. Such a policy could provide a means of offering opportunities to qualified women and young professionals in IICA.

In summary, an institution like IICA, whose mandate is to improve other institutions, has to show a high level of excellence in its own staff. The group recommends that IICA give the highest possible priority to the recruitment and development of its human resources, in accordance with the section entitled "Guidelines for Human Resources" of its 1983-1987 Medium-Term Plan and the recommendations of the G-5 Report.

2.5.6 Budget and Financial Development

It is apparent that IICA has to operate within a difficult fiscal context. A consequence is the hardships felt by local operations, which are compounded at the project level by distance and certain inadequacies in the communication system.

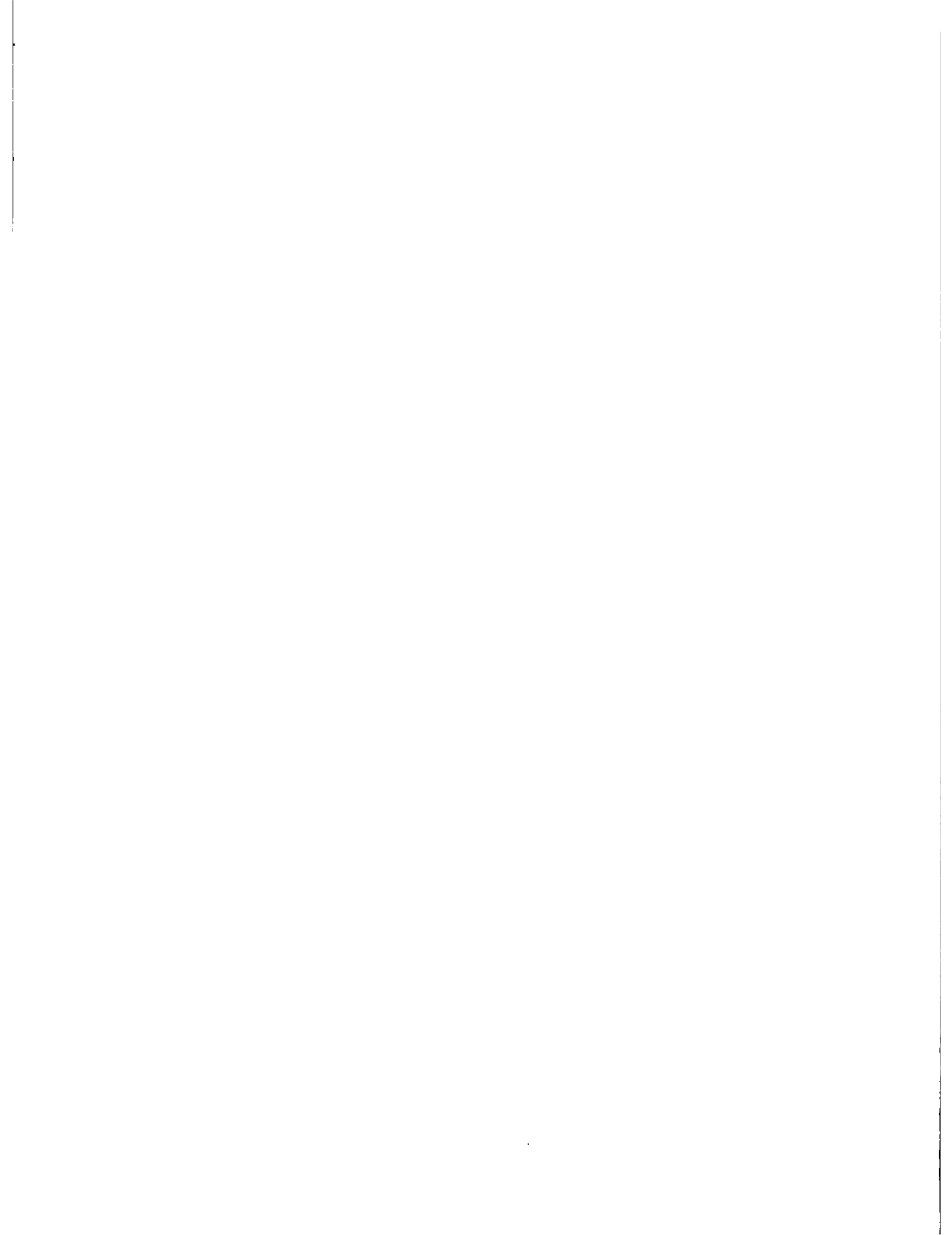
IICA must establish ways to give the national directors more authority over use of funds against approved budgets. The implementation of an automated reporting system should improve fiscal management, however, the issue is complex and goes beyond reporting procedures. Program staff and national directors should be more critical of projects and their execution. Because competition for funds is keen, monies should not be distributed equally among projects. It is far better to fund a few projects adequately than to underfund many. We feel that this is an area requiring Board and management review.

The unit of follow-up and supervision should be moved to the office of the Assistant Deputy Director General for Program Development (ADDGPD) and should concentrate on technical supervision. Administrative supervision is the responsibility of the ADDG for Operations, while the office of financial resources and management ensures that financial systems are used properly and that cash flow is maintained. The office of human resources oversees the implementation of guidelines on personnel matters.

2.5.7 Interaction with other Institutions

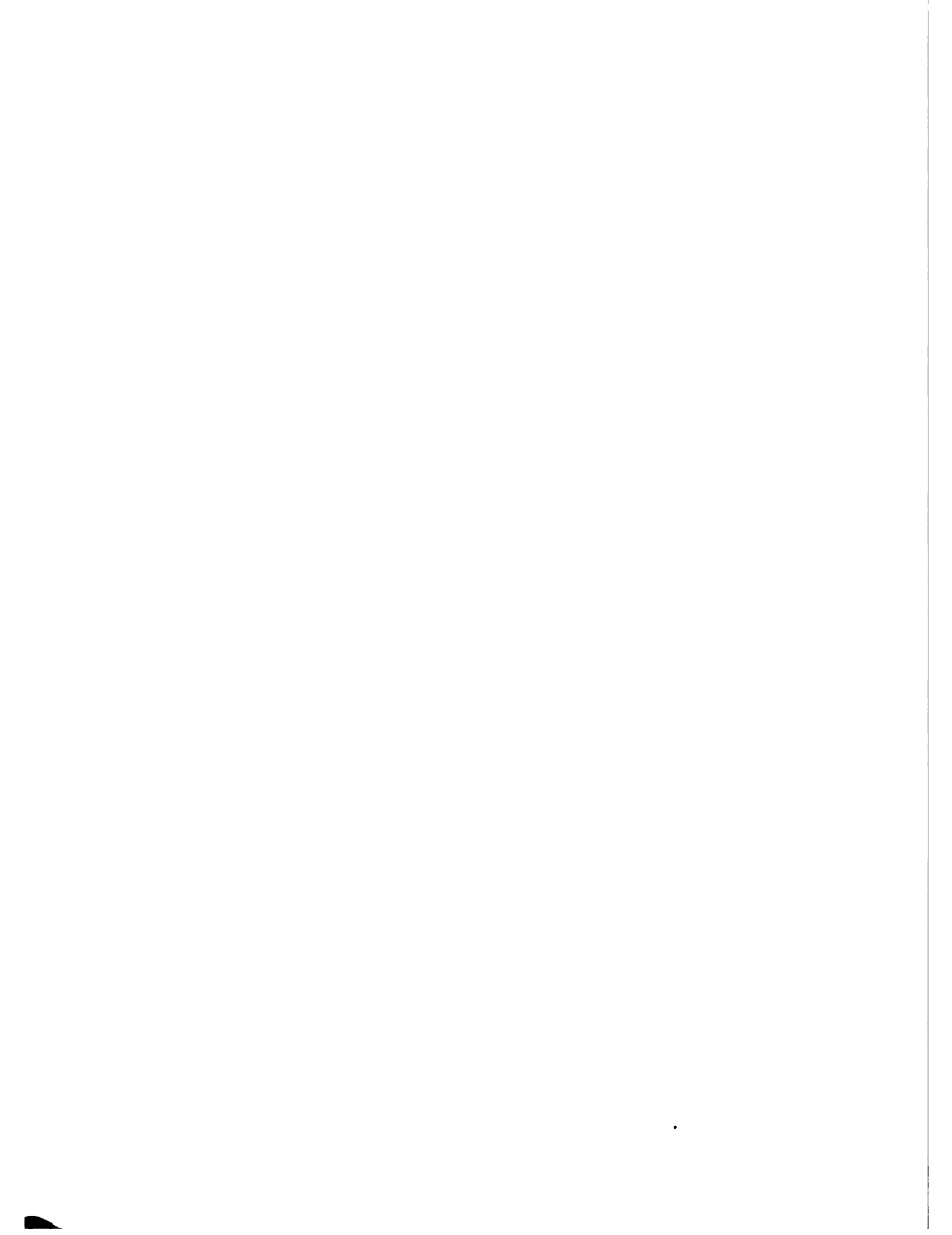
The group believes that IICA should intensify its interaction with such international and regional development organizations as FAO, JUNAC, CARDI, OIRSA, ROCAP, CARICOM, CDB, etc. Special attention should be given to funding agencies such as IFAD, USAID, CIDA, IDB, and IBRD. At present, IICA has good relationships with some of these agencies; with others, they could be improved. Nevertheless, we found these organizations very interested in increasing their interactions with IICA. The group agrees in principle with the observations made in the G-5 report relating to cooperation with such institutions.

There is a clear need for more aggressive public relations by the Institute to provide a better understanding of its structure, objectives and modus operandi.



III

IICA'S IMPACT ON THE MEMBER COUNTRIES



3.1 The Importance of and Need for IICA and its General Contribution

In order to understand the importance of and need for IICA in the countries, we could ask what IICA does for the countries that they cannot do for themselves.

The reply appears to be that if IICA did not exist, regional and multinational interaction and cooperation among the member countries would be more difficult. IICA's acquired experience would not be available, its group assistance in certain specialized fields would not take place, and activities to facilitate and catalyze actions in the countries would be weakened.

IICA's presence is recognized in all the member countries. Public sector agricultural officials in the member countries, even with a minimum of time in their positions, view IICA as part of the ensemble of institutions active in the country. They take an interest in its orientation and in its achievements.

In general, IICA's image in the countries is good because of its understanding of problems affecting the agricultural sector and its capacity to assist the countries in addressing their problems. In a few countries, IICA is perceived as a donor agency rather than an organization for technical cooperation, and this leads to false expectations in some local entities.

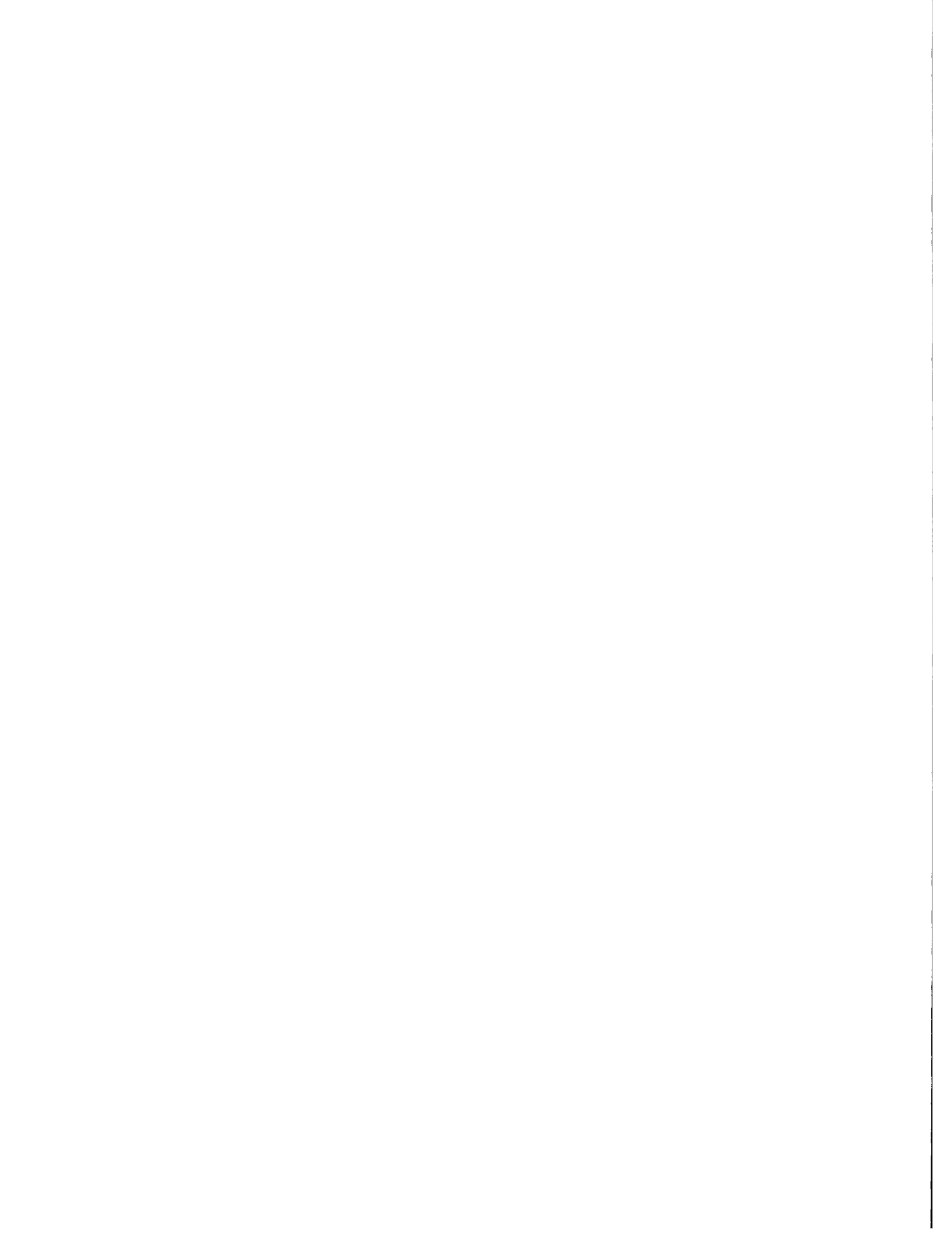
IICA is known in the countries as the most flexible and dynamic of the international organizations. It is seen as an institution which can respond quickly to solve emergency problems for the Ministries of Agriculture and other sectoral organizations. As a result, in some cases IICA has had to become involved in a number of short term activities at the expense of developing more substantial action. In the Caribbean, where IICA is new, there is still some room for improving the knowledge and understanding of IICA, but this improvement is taking place rapidly even though IICA's overall contribution to the member countries has been uneven. In most of them the Institute can claim the following achievements:

3.1.1 It has facilitated interaction among national agencies.

3.1.2 It has succeeded in assisting the countries to cooperate in solving shared problems.

3.1.3 It has stimulated and catalyzed agreement on action between international agencies and local governments.

It should be stressed that IICA has helped to narrow the cultural, technological and language gap between Latin America and the Caribbean region. IICA must build on and extend its activities in this direction.



3.2 Program Achievements and Limitations

IICA channels most of its activities through public sector institutions in the countries, and therefore much of the outcome of its assistance depends on the internal efficiency of these organizations, personnel turnover and the quality of agricultural policy.

The programs of the 1983-1987 Medium-Term Plan do not provide a coordinated, clear program and action structure. This, together with the broad coverage of the ten programs and other problems, has led to the following consequences:

- Many programs can accommodate projects and activities of the most varied kind, and in most cases, these are not interconnected. Programs have often been used as a convenient way to fit in or group together projects which are already underway.
- The Institute lacks a well established program organization structure capable of supporting project implementation. IICA's matrix organization has led to confusion. Responsibilities for most of the program directors are ill defined. These offices have been delegated little authority and have little interaction with national directors. This has contributed to the vague nature of program management.

An attempt was made to decentralize program operations, and program directors were located in various countries: the Dominican Republic (Rural Development), Uruguay (Marketing), the United States (Animal Health), Venezuela (Support for Institutions for Technology Generation and Transfer), Jamaica (Stimulus of Agricultural and Forest Production), and Costa Rica. In practice, this dispersion, together with the shortage of adequate operating funds available to program directors, has further hampered activities for program support and follow-up.

Another problem encountered in program development has been that program directors have not taken part in selecting technical staff. IICA's most important resource is its professional personnel. The experience and "memory" of this staff is a crucial element in the definition of program directions, the design of program and project strategies and the execution of program work.

IICA needs to capitalize on the professional capacity of its staff to:

- 3.2.1 Provide a continuing analytical assessment of agricultural development by country and for the region. This assessment should form the basis of IICA programs.
- 3.2.2 Through its ability to assemble different governments and organizations, provide the leadership for agricultural decision maker to examine critical sectoral issues.
- 3.2.3 Encourage greater participation by the private sector in the development process.

The number of projects and short-term technical cooperation activities carried out by each of the programs from 1983-1985 is shown in Table No.3 As can be seen, Program VIII, Integrated Rural Development, had the most projects and activities, while Program I, Formal Agricultural Education, had the fewest. A greater or lesser number of projects and activities does not necessarily reflect the countries' interest or indifference concerning a particular program, as the number is also influenced by the personnel that IICA has assigned and by the program's flexibility in assigning projects.

IICA has made a number of important contributions to an understanding of agriculture and the problems affecting it, to the development of problem solving skills, and to the development of methodologies. It has served as a forum for discussion to facilitate the exchange of experiences among countries and with other regions.

In particular cases, such as the Animal Health Program and the Plant Protection Program, projects and activities are clearly related to the area of specialization. Therefore achievements made in projects related to these programs can be easily identified.

However in most cases, the program structure is vague and critical data are not available. Thus it is difficult to relate achievements to the objectives of the programs as stated in the 1983-1987 Medium-Term Plan.

To summarize, most of the programs have not proven uniformly effective in shaping IICA's areas of competence or guiding its actions; nor have organization and operations been efficient. The broad reach of program coverage and the classification of convenience with which projects have been neatly placed into programs make it difficult to relate programs to country strategies or to evaluate their impact.

3.3 Operating Effectiveness and Project Achievements

Projects carried out with IICA's assistance have made evident achievements when the Institute has contributed the force for integration, interaction and exchange, as in the following examples:

3.3.1 When IICA's assistance has made it possible for two or more countries to combine efforts for the prevention and control of pests and diseases and the harmonization of regulations and terminology use. Several good examples of this are the animal health and plant protection projects in the Andean area, the Central American area and the Caribbean, and the joint project between Peru and Chile to control Mediterranean fruit fly.

3.3.2 When IICA's assistance has made it possible for several national institutions to combine actions in programming and implementation. Examples include the project for improving double purpose cattle production systems in Guatemala and technology transfer for livestock in Guatemala.

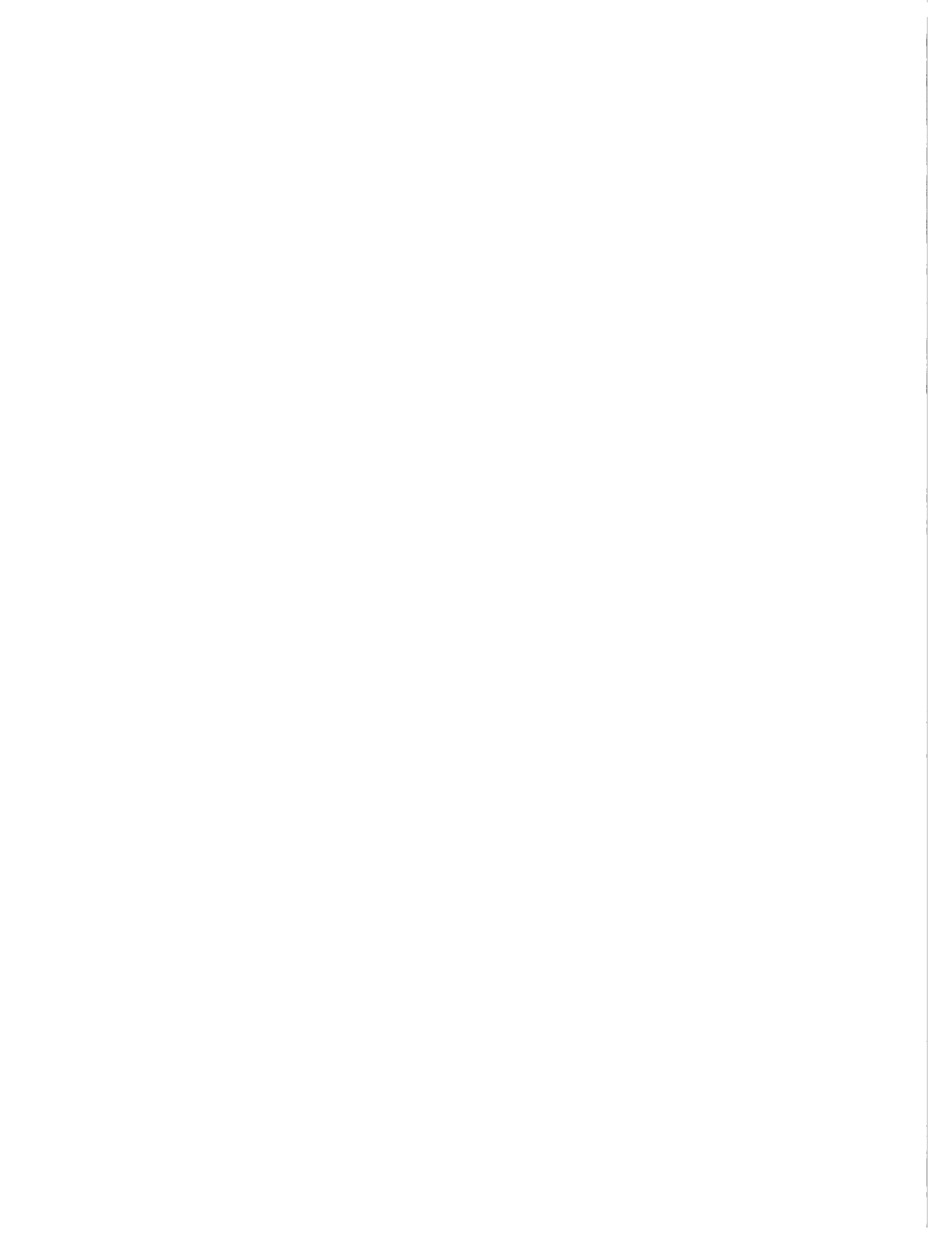
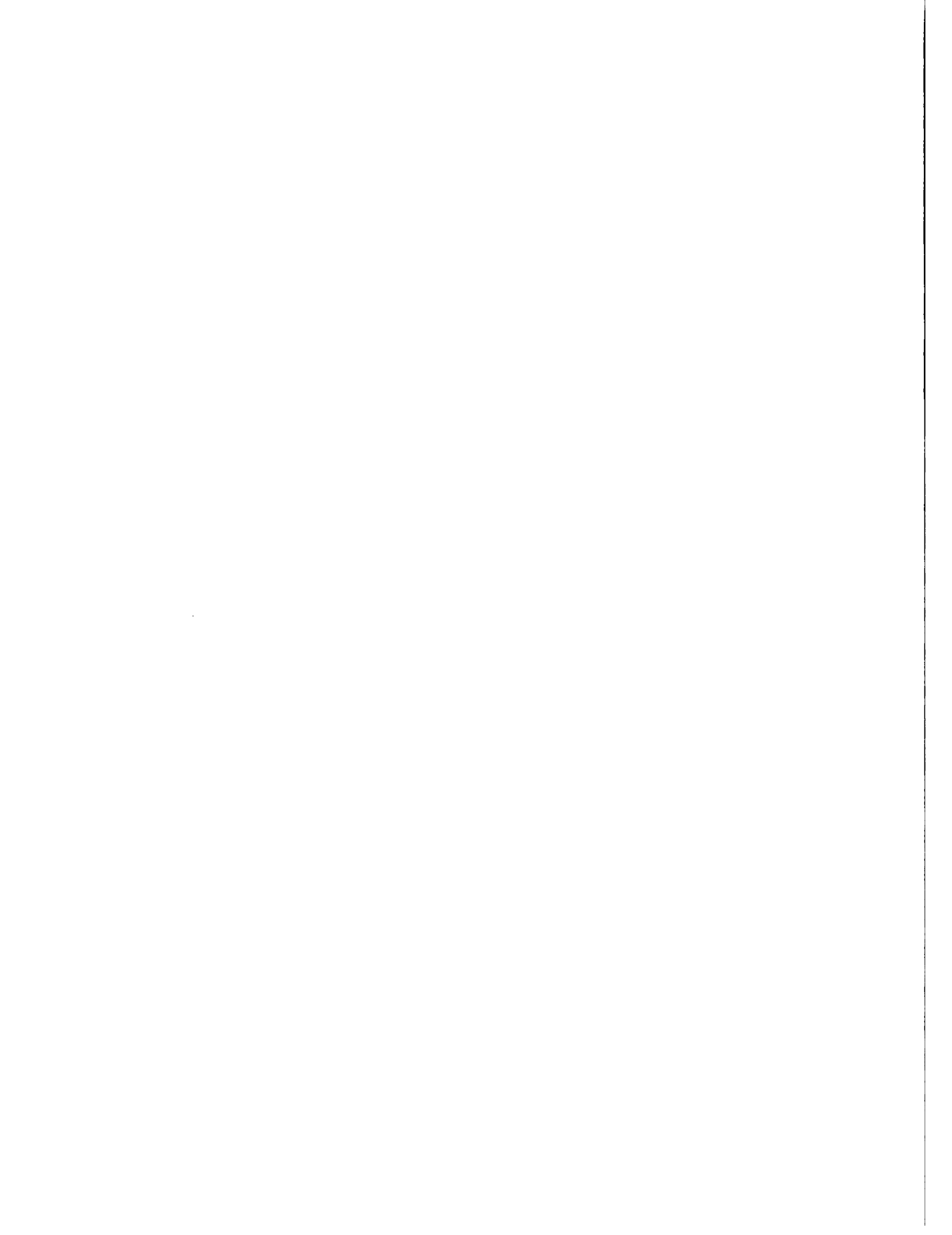


Table No. 3
NUMERICAL SUMMARY OF PROJECTS AND SHORT-TERM ACTIONS
FOR TECHNICAL COOPERATION IN 1984-1985

PROGRAM	FUNDING						PROJECT TOTAL
	QUOTAS			EXTERNAL			
	NP*	MP*	ST*	NP	MP	ST	
PROGRAM I	7	1	2	9(5)*	-	-	12
PROGRAM II	17	3	8	7	2(1)	1(1)	28
PROGRAM III	10	3	3	10(3)	-	1	20
PROGRAM IV	1	7	-	3(1)	-	-	10
PROGRAM V	5	5	-	-	-	1	10
PROGRAM VI	8	4	10	6(1)	2(1)	1	18
PROGRAM VII	10	1	1	3(2)	-	3(1)	12
PROGRAM VIII	16	6	2	11(3)	2(2)	3(1)	30
PROGRAM IX	10	4	7	6(4)	3(3)	3(1)	16
PROGRAM X	8	3	3	8(1)	1(1)	-	18
	92	37	36	63(20)	10(8)	13(4)	174

- * NP National Projects = 135
- * MP Multinational Projects = 39
- * ST Short-term actions = 45
- * () Mixed-fund projects (Quotas + external)

Source: Report of the Office of the Assistant Deputy Director General for Program Development, 1983-1985.



3.3.3 When IICA's assistance has led several countries to combine their efforts to exchange know-how, seed material, and training support. Examples include PROMECAFE and PROCISUR (support for technology generation and transfer for food production and agricultural research in the Southern Cone).

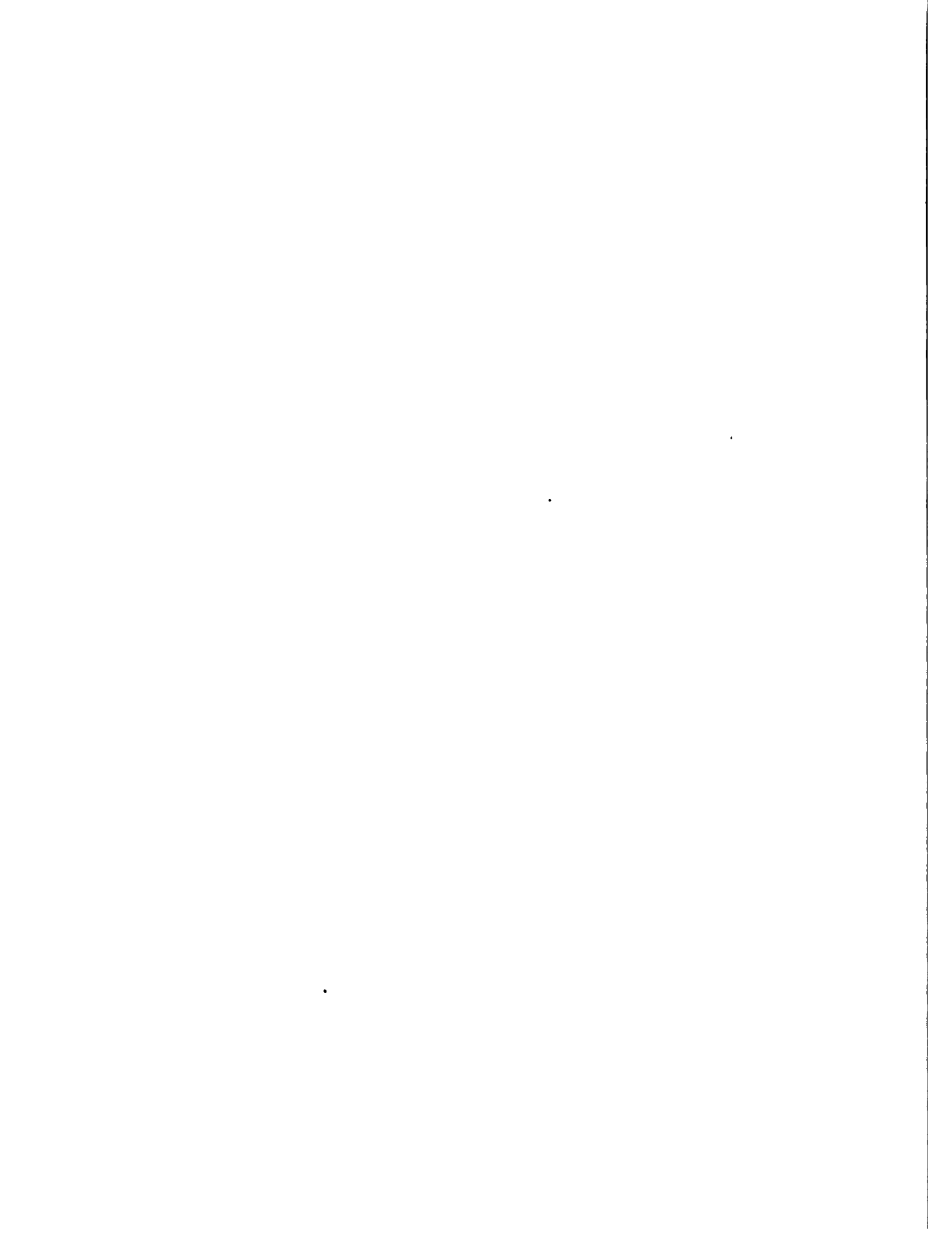
3.3.4 When IICA's assistance has made it possible to formulate projects responding to real priorities and likely to receive financial support from governments and international agencies. Examples include the corn production project in Mexico, the cattle production project in Honduras, and the development project for the northwestern slope in Uruguay.

Most of the projects reviewed can point to certain real achievements. However, some reveal weaknesses that should be corrected. Examples of these deficiencies include:

- Projects devote too much time to studies and formulations and do not reach the point of implementation.
- Projects make poor use of the organizations and structures established by service agencies and do not orient field projects that will strengthen and promote these organizations.
- Projects are formulated and organized without the participation of beneficiaries.
- Projects prove to be of little importance in terms of the country's needs and priorities.
- Projects are carried out by technical staff acting on their own and in isolation, instead of being organized with support from other technicians.
- Poor leadership can be found in some projects.

The major limitations encountered in implementing projects are:

- Lack of sufficient and timely operating resources assigned to projects.
- Lack of communication among country technicians (except in multinational projects).
- Lack of interaction and support among technicians in a single national office.
- Failure to delegate administrative authority to the national offices to manage national projects funded by international agencies, because administrative arrangements of these projects are handled at headquarters in San Jose.



3.4 National and Multinational Projects

National projects can arise as the result of agreement with countries, can be generated at the request of national authorities, or can be funded by international agencies under the condition that IICA take responsibility for technical assistance.

Because there is little coordination among hemispheric and national projects, most national projects do not benefit from IICA's hemispheric structure and capability.

National projects are important when they respond to country priorities. Experience shows that, in most cases, IICA has had to respond to the priorities of agricultural officials who frequently change, and priorities therefore change as well. The shortage of sufficient operating funds has been one of the factors limiting IICA's response to country requests.

An important aspect of IICA's country operations is that each project must be covered by a signed agreement with the government. This document sets out IICA's responsibilities as well as those of local participants. In addition the agreement defines goals and objectives against which to measure the achievements and impact of the project, and by extension, of the program into which it fits.

IICA's assistance to the countries takes place through the assignment of professional personnel. However, the staff assignment system frequently fails to take into account the priorities of the countries, and assigned professionals must therefore prepare assistance projects so as to justify their presence. As a result, it is often impossible to respond to national priority requests because quota resources are tied up in technicians who were sent to a country which did not need them.

In most of the countries visited, a governmental agency centralizes or approves requests for assistance. In some countries, however, IICA responds directly to the requests of various agencies without central coordination, on approval from a particular governmental department. As a result, specialists are engaged in a number of unrelated activities, which may or may not be of high priority.

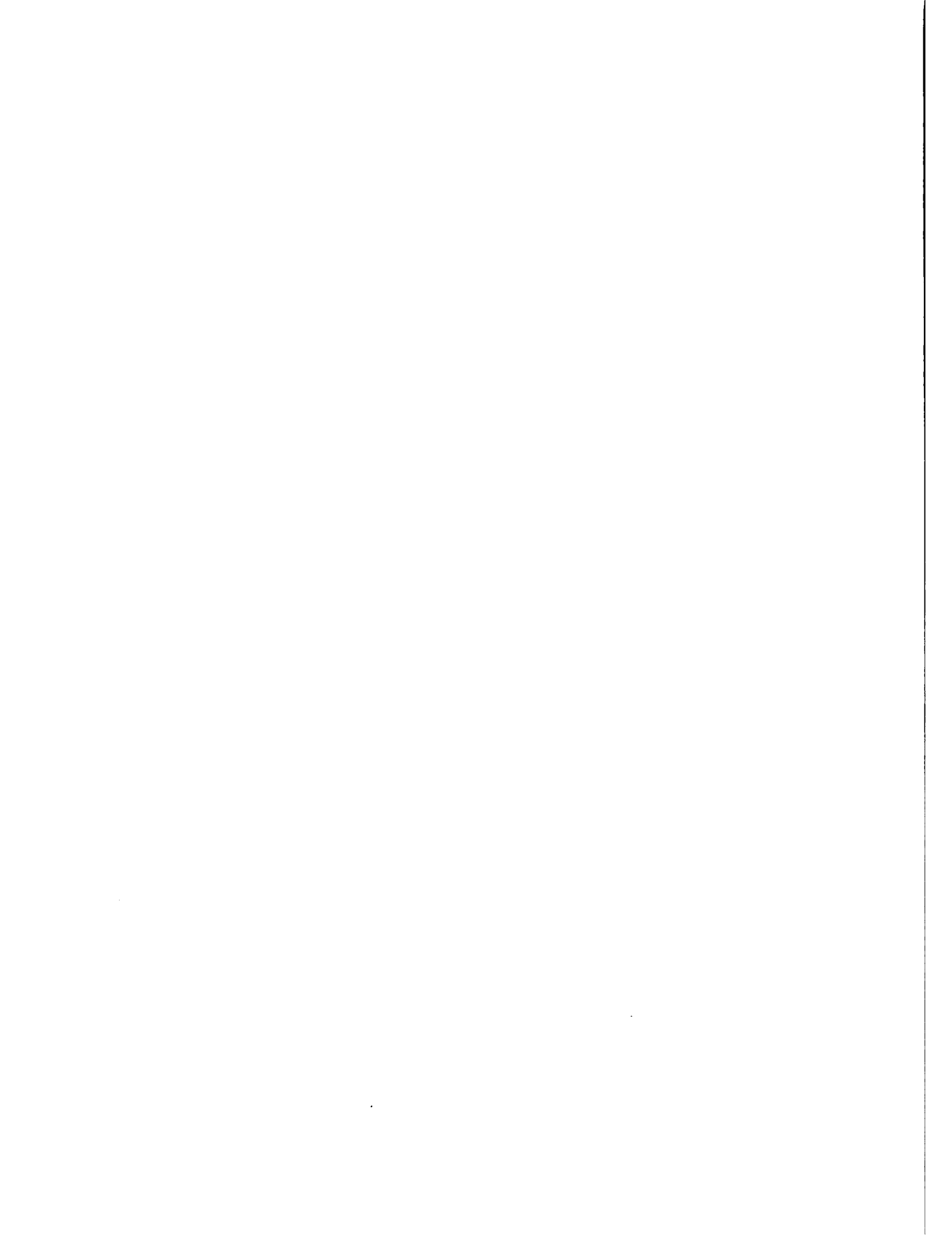
The multinational project strategy, as observed in certain cases, is effective because it optimizes the use of IICA's office infrastructure and technicians, addresses subject areas of interest to several countries and, in most instances, has adequate operating resources.

Some multinational projects seem to concentrate most of their activities in those countries where the project leader is located, thus limiting project coverage in the other countries. IICA should encourage multinational projects, but the participating technicians, including the project leader, should be closely linked to the program director.



IV

**CHANGES IN LATIN AMERICA AND THE CARIBBEAN
THAT AFFECT IICA'S POLICIES AND PROGRAMS**



4.1 The Economic and Financial Crisis: General Policy Directions

Rapid and highly significant changes in the social, economic and political fabric of the countries of the region have shaped the context in which IICA's programs operate. This same observation was made by the G-5 in its report, which urged IICA to acquire flexibility, expertise and an ability to understand and anticipate the direction which the economies of the nations of the hemisphere would take. Today the dynamics of the region are growing in complexity and are more strongly influenced by factors external to the region. Our nations must develop the ability and capacity to resolve immediate crises and to anticipate events within the context of their own social systems.

In view of the fact that IICA's objectives are to assist the countries of the region in their agricultural development and to help improve the rural sector, it is imperative that IICA take into account the dynamic changes which are underway in the region. The situation today, as in the past decade and a half, is one of greater instability and more severe economic pressures. Furthermore, agriculture per se can no longer be viewed in isolation from other changes taking place in the non-agricultural environment, including urbanization and the expansion of metropolitan areas, the development of financial markets and international capital flight, and the internationalization of markets.

IICA's task is further complicated by the fact that the countries of the region are extremely diverse in terms of natural endowments, cultures, demographic distribution, and economic and political systems. IICA must deal with large countries that are relatively advanced and have sophisticated institutional systems and trained people, and at the same time, with countries lacking physical, economic and institutional resources. In addition, agricultural sector institutions are often unable to deal effectively with economic and policy analysis and planning for agricultural development.

The evolving complexity of each national system and its interaction with an increasingly complex world suggests that IICA's strategies have to be almost tailor-made to fit specific country needs. IICA must provide people whose preparation and experience are equal to or greater than those of personnel in the member countries.

At the same time, IICA can play an important role in monitoring changes and analyzing the factors that affect the performance of the rural sectors of the countries in the region. IICA should then take an active stand in mobilizing national decision making processes and supporting the implementation of specific actions in high priority areas.

The G-5 described nine conditions affecting IICA's operations, that should be considered by IICA in structuring its program activities. These were:

- . Diversity and complexity among the countries of the region
- . Food and employment
- . Rural-urban population balance
- . Changing international demand
- . Differential development
- . Increasing technological development
- . Resource deterioration and environmental degradation
- . Higher energy costs
- . Expansion of agricultural frontiers

Most of these conditions have worsened in the intervening years. The changing panorama has resulted in greatly increased concern and often draconian measures by the leaders of the various countries in their attempt to extricate themselves from this whirlpool effect. Many look to agricultural development as a partial solution to their economic problems. At the same time, the agricultural sector itself has been changing in relation to the total economic structure of the countries. These rapidly changing events must be understood by IICA and taken into account in the design of its strategy. We believe that for the foreseeable future, the most significant changes that will dominate the development of the region are those described in the following sections:

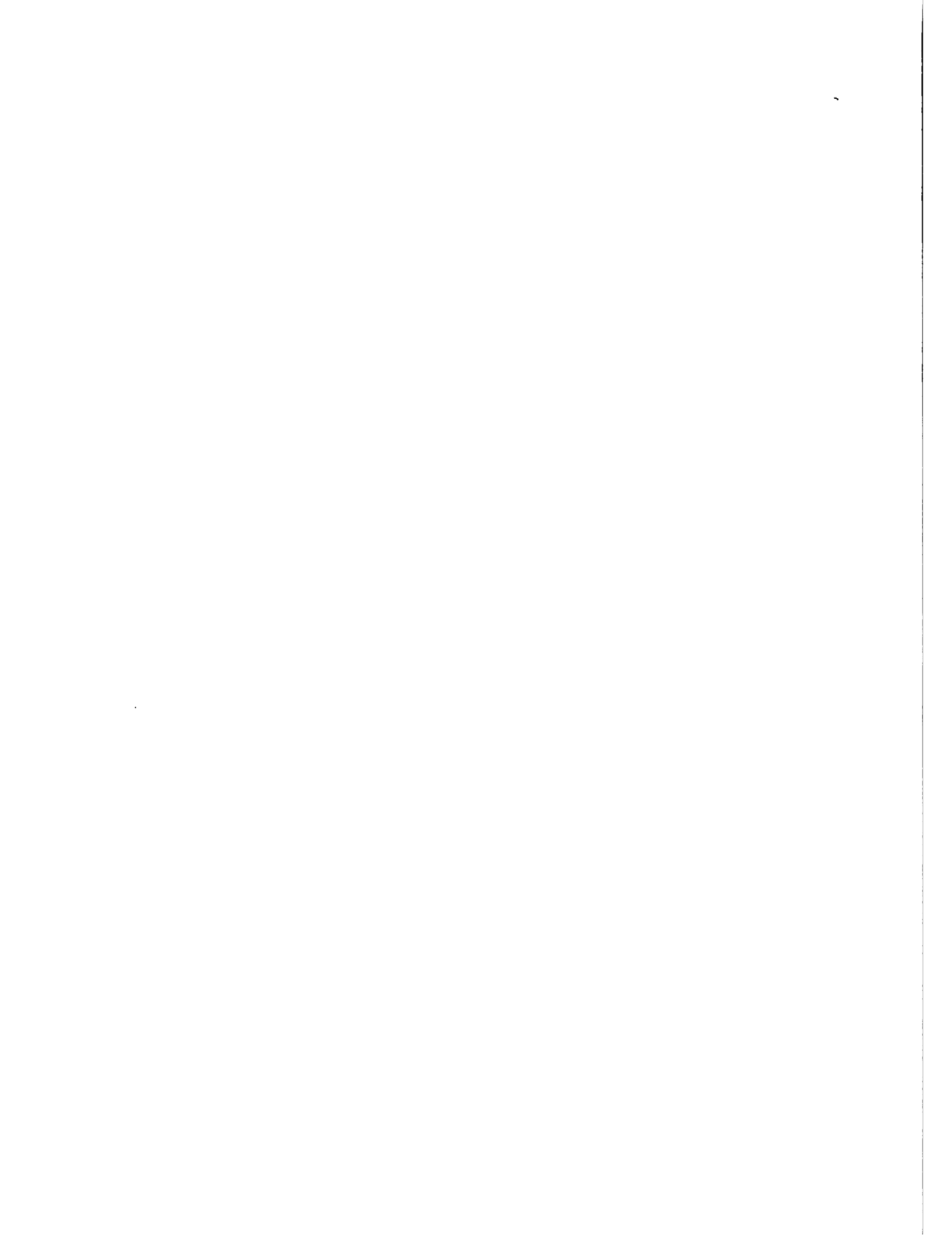
4.2 The Economic and Monetary Crisis

One of the most severe changes which has overshadowed most other development considerations is the extraordinarily high external debt of the countries of the region, which has increased more than sevenfold in the last ten years and seriously affected the economic development of the region. The external debt has reached a total of close to US \$400 billion, which represents a burden of approximately US \$1000 for every adult and child of the region. In addition, high inflation rates have affected many countries.

It is estimated that the exodus of capital during the years of debt crisis (1981 and 1982) was nearly equal to the total debt of the fifteen largest debtor countries. Loans and capital have stopped flowing into the region and Latin America has become a net exporter of capital, even without counting clandestine capital flight. The payment of interest due would absorb around one half of total export income. The weight of the external debt, combined with changing international market forces, places severe constraints on the availability of capital to finance production sectors.

Implications for IICA

As a specialized agency dealing with food and agriculture, IICA should assist countries in developing their policy framework to assure that



development resources are not diverted from the agricultural sector and that policies affecting agriculture are developed within a comprehensive economic framework. IICA will need to strengthen its program for policy analysis and formulation, which should be a part of the 1987-1991 Medium-Term Plan.

4.3 Domestic and External Market Changes

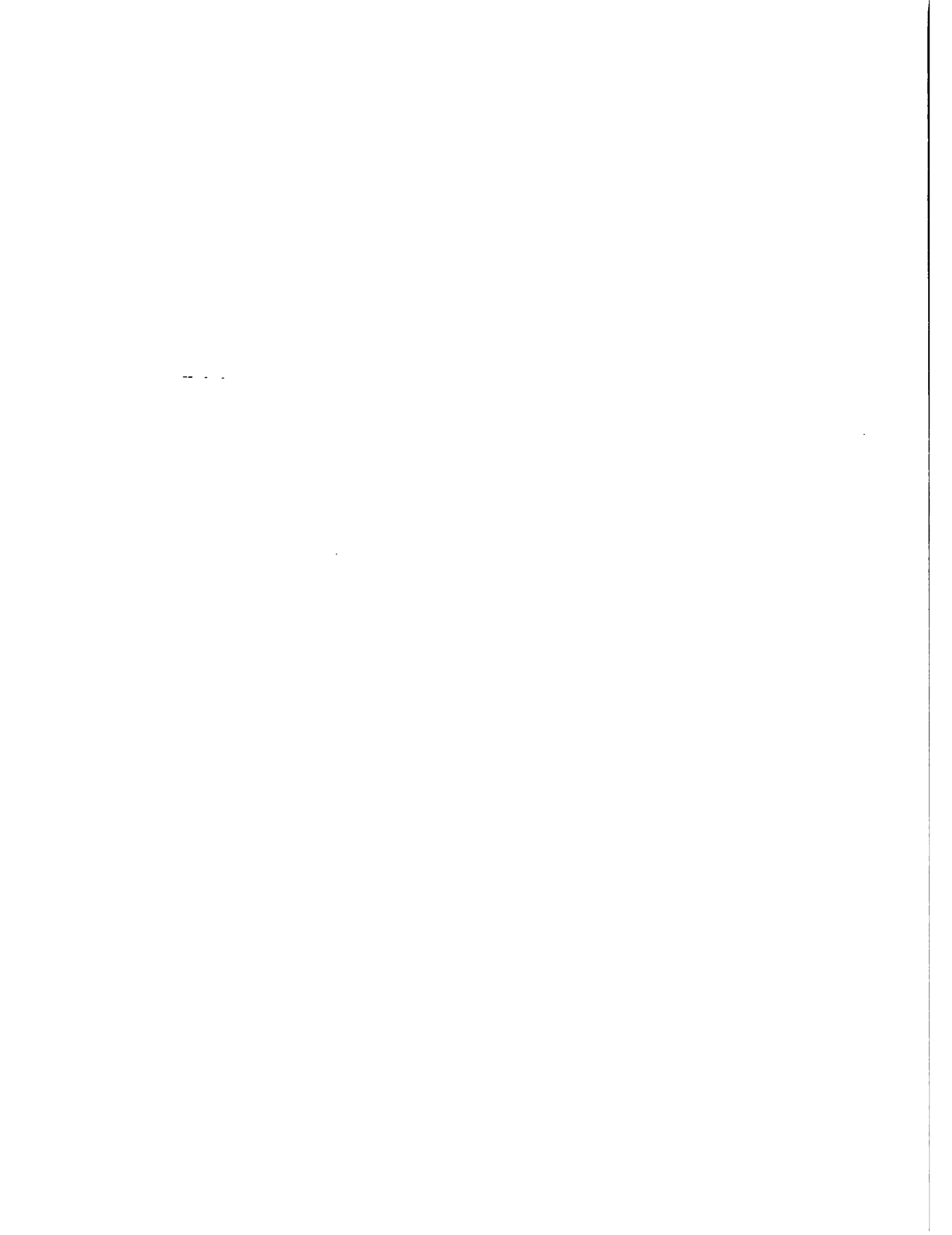
There is a clear surplus of merchandise including raw materials and agricultural goods on the international market. World trade in these areas shows signs of weakening and even of severe decline, and the trend toward restriction and protectionism is growing. Terms of exchange for less developed countries and prices for their agricultural goods have been sliding precipitously in recent years. Efforts to increase productivity, production and export therefore go unrewarded, and doors are slamming shut on the generation of foreign exchange needed for debt payments or even for paying the debt service.

In the last decade, prices of agricultural products and basic commodities have fallen by around one half. This price slide has only increased the danger of the external debt crisis. The ground that was gained earlier in liberalizing international trade is being lost. The shortage of foreign exchange and the battered conditions of the external sector in less developed countries are leading to a rediscovery of barter as a form of international transaction.

Agriculture can be a crucial force for economic growth and for overcoming today's conditions of recession and contraction. Its importance has been magnified by its role in the performance of external sectors in the region. Nearly one half of total exports are still of agricultural origin, but only around eight percent of agricultural costs are incurred for imported inputs. No other sector has achieved this kind of coefficient. Agriculture is making a greater contribution than at any time in the past to guaranteeing the region's food security and to eliminating critical dependency. This is why the region as a whole is beginning to adopt policies for continent-wide food security, based on its considerable potential for food production and on the extremely heterogeneous conditions it possesses, with promise for local specialization and a balanced overall product mix. This heterogeneity also suggests the potential for increasing intraregional trade of agricultural products.

Implications for IICA

IICA must monitor very carefully the structural changes in the agricultural sector that may result from a greater emphasis on satisfying domestic food needs on the one hand, and on the other, intensifying, diversifying and commercializing a part of the sector to increase export earnings. This duality in the agricultural sector may be accommodated easily in some cases (the campesino versus the commercial producer), but in others, it may exacerbate the conditions of the rural poor, especially the landless. Countries will have to be more adept at making adjustments in the agricultural sector, and IICA could provide leadership in this area.



4.4 Demographic Changes

Although population growth rates in the region have declined, the population is still increasing at an annual rate of 2.7 percent. By the end of the century there will be more than 600 million six hundred million persons living in the region, and they make up a huge regional market whose demand for food, goods and services is expanding even more rapidly than the population. Young people represent a high proportion of the population, while the proportion of the labor force is approximately one third of the total. The weighted life expectancy in the region is increasing and is now about 65 years of age. This reflects both improvements in health and health care and improved diets. Still, hunger, malnutrition and poverty affect large segments of both the rural and urban populations. Unemployment and underemployment have risen to unprecedented levels of up to forty percent of the labor force.

Urbanization continues to increase at alarming rates, placing enormous strains on the capacity of cities to meet the needs for housing, schools, markets and services. Rural-to-urban migration, although it appears to have declined, is still proceeding at a high level and points to the need of providing opportunities in the rural areas.

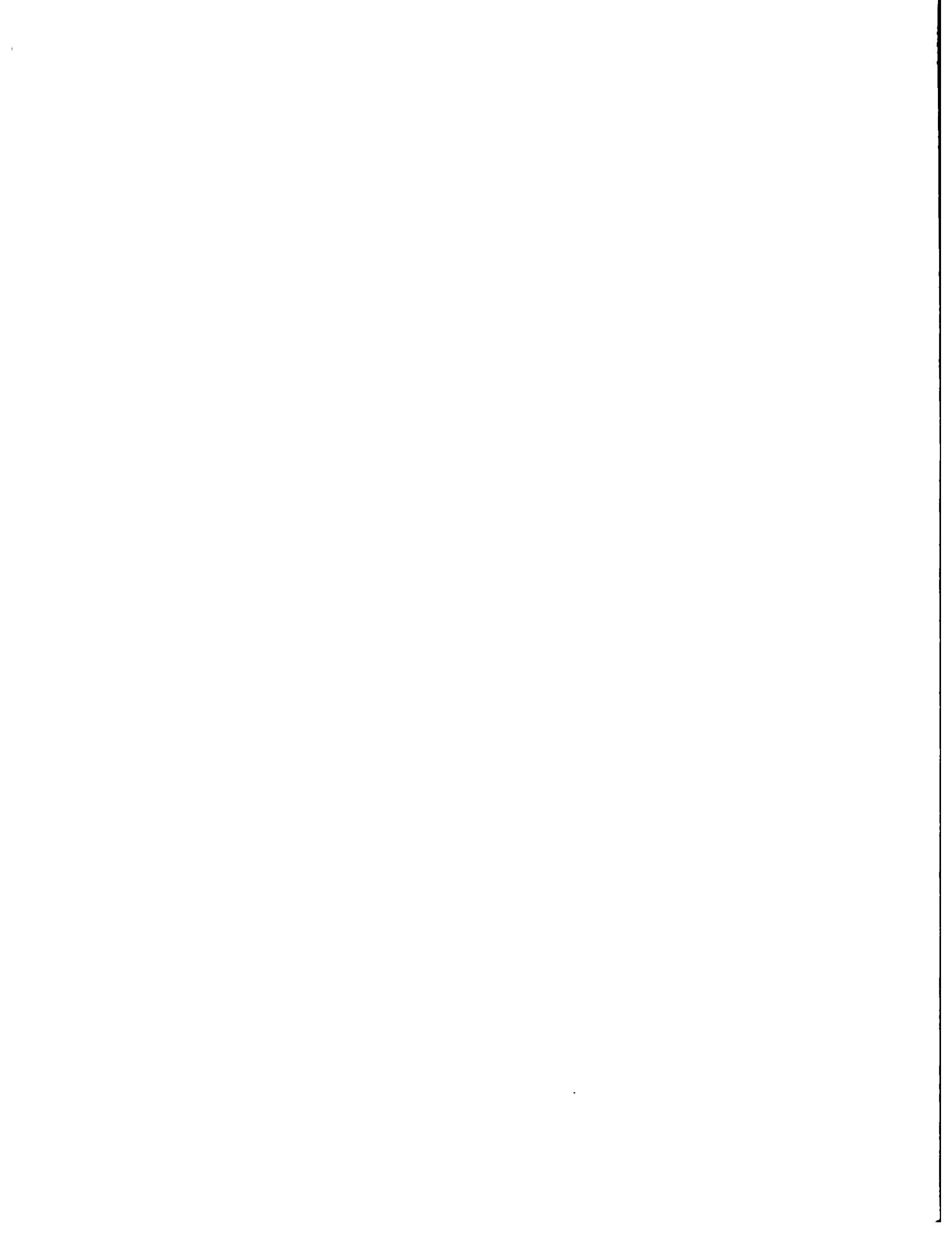
These demographic changes in the region have a two-faceted impact. First, the rural and agricultural population is diminishing as a proportion of the total (and in some cases in absolute terms), and must feed and provide raw materials for a rapidly growing population. Second, the population is changing its consumption patterns with urbanization, influenced by the mass media. Eventually these changes are also felt in rural and even agricultural populations. Variations among countries are significant; but both trends suggest that profound changes are needed in the region's agriculture in terms of productivity, technology, economic policies, marketing and employment, the combination of production factors, products required, etc.

Implications for IICA

IICA must increasingly support national efforts to raise agricultural productivity and to develop more efficient storage, processing and distribution facilities which reflect the new productive structures and consumption trends. IICA must make every effort to understand the implications of social changes, especially those affecting population size and distribution. These changes, along with other forces, are producing profound changes in the role of agricultural development in the region.

4.5 Social Changes

A related problem is the social changes underway in the region. Given present population growth rates, the region will have to create 3.4 million new jobs annually to absorb the unemployed and new members of the labor force. More women are entering the workplace and there is a greater



need for retraining workers in modern industry and agriculture. The rural areas continue to send surplus labor into the urban areas and even to neighboring countries, in some cases creating migration problems. Many of the rural communities retain their traditional customs and require special attention to meet their unique needs. These interrelated phenomena suggest the need to reorient development policies to achieve a better articulation of agriculture, industry and the service sectors. The differential participation of social groups in the development process has led to an uneven concentration of benefits. Therefore we find a pressing need to develop the human and natural resource endowments of the region, a process in which technological adaptation will play an important part.

Implications for IICA

IICA can do little to directly alleviate existing poverty problems. However, it is clear that any strategy designed to resolve them must seek to increase the participation of beneficiaries in the design and implementation of plans and projects. Improved organization at the rural level will also contribute to a more efficient use of resources available to farmers and give them a better bargaining position in the marketing of their products. IICA has made important contributions in this area and should continue to work actively in its support of the countries' efforts to improve rural organization and, in general, the participation of rural people in the social decision making process.

In addition, IICA should assist nations in improving the articulation of the agricultural sector with other economic sectors and in developing employment opportunities.

4.6 Technological Changes

Technological adaptation and development are urgently needed if the growing domestic demand is to be met and if the countries are to participate competitively in international markets. An agricultural technology approach must be designed and adopted to increase yields and production efficiency and to expand the agricultural frontier. The increased use of modern inputs, mechanization and seed technologies has changed the nature of agricultural production. The biotechnological revolution is certain to bring new promise in many agricultural and related activities.

Research and training, together with an emphasis on institutional development, must play a central role in guaranteeing that technological change will make its promised contributions to agriculture, so important at this time, when the region is operating under new, difficult conditions. The technological process must be stronger, broader and more profound, and should also take into account the new requirements for diversification to satisfy world agricultural markets and accommodate shifting consumer habits among populations of the region.

Many agricultural research institutions continue to face the same problems which have led to their deterioration over the past decade: a lack of adequate support, a decline in the number of trained scientists,



disruption in leadership and organizational structure, and deteriorating research infrastructure. At a time when agricultural research is most urgent, there is a failure to recognize the importance of maintaining strong research capabilities.

In addition, a number of new trends have emerged in the region. First, there are several international centers located in the region which constitute a crucial resource for technology generation at the national level. The issue is how national institutions can make better use of their research findings. Second, during the last decade the countries in the region have had important and very positive experiences with horizontal cooperation mechanisms. Various countries have come together to address common problems, improve resource use and alleviate the individual problems confronting many of them. It is now important to devise ways of extending and perfecting these positive but limited experiences. Third, the private sector is increasingly active in technology generation and transfer activities, and this represents an important source of additional resources. The issue is how to make effective use of these resources, always respecting national priorities.

Implications for IICA

The above situation suggests an active role for IICA in three main areas of work, all contributing to a more effective use of resources available both at national and international levels.

The countries must be able to benefit from the new opportunities introduced by recent advances in research methodology and from the additional resources brought in by the private sector and international assistance. Improved technological policies are needed for this purpose. These should direct research and technology generation activities toward high priority problems, clearly define the role of the different public and private institutions participating in the process, and coordinate technology generation with the other aspects of agricultural policy such as prices, credit, inputs, etc.

In many cases, the new context calls for a revision of existing institutional models and improvement of the research institutions' management skills. Research problems have become more complex in many cases. There is now a diversity of institutions working, where there was only one in the past. In recent years, human and financial resources have expanded, partly because of international assistance but also from national sources. Given its institutional characteristics and technical capabilities, IICA is in a good position to help the countries in these respects.

Cooperation both among the countries and between the countries and the international centers has proven fruitful and cost effective. It requires a facilitating mechanism to link the actors and channel the flow of information. In the recent past, IICA has had resounding success in offering such mechanisms to the countries and the international agricultural research centers. It should continue to do so in the future.

V

FUTURE DEVELOPMENT OF PROGRAMS

5.1 Program Definitions and Objectives

IICA is in a privileged position to offer different types of assistance to countries requiring it, in order to carry out the mandate of its Convention. The Institute is able to provide leadership in analysis, orientation and development of the agricultural sector and in designing appropriate strategies for making better use of human, physical and natural resources in the region. IICA can achieve this by: a) maintaining a highly competent, experienced technical team; b) being innovative in the search for and development of new approaches to urgent problems of rural poverty, nutrition and agriculture; c) bringing together public and private leaders from all levels of the rural sector to analyze and exchange ideas, know-how and experiences and thus help solve international, regional and national problems.

IICA has a comparative advantage for facilitating interaction among institutions, agencies, sectors, and national and multinational programs. This advantage should be put to use to strengthen dialogue and action among donor institutions, encourage more effective programs, and promote greater interaction between the public and private sectors.

The 1983-1987 Medium-Term Plan framed IICA's area of competence in ten programs designed to address problems inherent in agricultural development and rural well-being in the Americas. This structure resulted in widely scattered efforts, and it is therefore essential to revise and implement IICA's program action, attempting to concentrate activities so that areas of competence will be more consistent with available human, physical and financial resources.

IICA's programs are its major tool for implementing strategies of concurrence and concentration of efforts, and for improving technical leadership. They make it possible to identify, analyze and set priorities among problem areas, and establish a frame of reference and working strategies for solving these problems.

The programs are a logical framework for shaping the Institute's capabilities and for negotiating action at the regional and country levels. They are valuable in programming the use of budgetary resources, preventing a dispersion of efforts and ensuring that cooperation actions will make an effective contribution toward solving problems faced by the countries for improving the productivity and well-being of rural sectors.

In order to reinforce the importance of the programs as the basic component of IICA, the G-6 considers it indispensable that the agenda of the Executive Committee meetings be structured in such a manner as to encourage detailed, separate discussions of:

1. The technical aspects of the programs
2. The policies and administrative issues of the Institute

To achieve this, the Executive Committee might organize itself into two subcommittees, one for program and the other for policy, financial and administrative matters.

5.2. Criteria for Program Selection

IICA should concentrate its programs on certain working areas so as to maintain or develop a high degree of technical competence and to address the specific needs of countries and regions. It is important to design programs that will facilitate accurate identification of objectives, policies and strategies approved by the Inter-American Board of Agriculture. This will provide a framework for concurrence and concentration that will lead to projects and activities in the countries.

It would be best for programs to reflect needs shared by various countries, to support national institutions, and to make use of IICA's hemisphere-wide infrastructure and the technical capabilities of its staff.

In order to select areas for program concentration, it is therefore suggested that IICA consider the following criteria:

- Programs should respond to high priority problems shared by all or some of its member countries.
- Programs should strengthen the countries' institutional capabilities for identifying, formulating and implementing policies, programs and projects for the agricultural sector.
- Programs should cover areas in which IICA has or can develop technical competence for project implementation.
- Programs should provide incentives for cooperation activities between countries and technical assistance agencies that will facilitate development of national and/or multinational activities.
- Program selection should be based on prior assessment of the probable and potential impact.

5.3. Number of Programs

All interviewees without exception agreed that IICA should reduce the number of programs. It was clear that the Institute should not try to do everything it is asked, rather, it should engage in a limited number of programs and projects with a high potential impact. IICA should develop sufficient analytical and operating capabilities to interpret and deal with specific situations at the national, regional and hemispheric levels.

5.4 Proposed Priority Programs

Dialogue with different authorities in the countries visited, and subsequent application of the criteria for selection listed above, suggest the following high priority areas:

- Agricultural Policy Analysis and Planning
- Technology Generation and Transfer
- Agricultural Marketing and Agroindustry
- Rural development
- Animal Health and Plant Protection

The reduction in the number of programs can lead to greater concentration if the subject area of each program is clearly defined. The intention is to focus efforts on a few high priority activities (the objectives of each program), simplifying the selection of national and multinational projects, so that the Institute's impact will be visible. Finally, actions can be further concentrated if activities in a country are limited to high priority projects. For example, the next Medium-Term Plan can introduce five Institute programs, but a single national office may decide to focus its activities on a certain number of projects representing only two or three of the programs.

In effect, the new program structure is based on institutional concentration on high priority areas in which IICA can exercise considerable initiative and expertise. By carefully defining program areas and program activities, and by developing technical leadership in those areas, IICA should be better able to assist the member countries in strengthening their own capabilities for problem analysis and resolution. In addition, the program structure strengthens IICA's capacity for responding to unforeseen problems and needs of member countries by providing a stronger technological backstopping resource. Thus, as pointed out in Chapter II, projects might be classified as 1) those that lie within program areas of concentration and 2) those that fall outside of program areas of concentration. This should provide a partial solution to the dilemma of concentration, while allowing for flexibility. In addition, a recognition of IICA's competence in specific areas of concentration could lead to more requests for projects in those areas.

In addition to these high priority areas, the countries expressed interest in matters related to training at different levels and in other areas identified previously. It was also suggested that special programs be established in specific regions.

5.5 Justification of Proposed Programs

5.5.1 Agricultural Policy Analysis and Planning

The economic and financial crisis affecting the countries has special characteristics. As a result, the agricultural sector is particularly important in the design of appropriate strategies and policies for handling today's problems successfully.

The analysis, formulation and evaluation of appropriate agricultural policies that will respond to either incidental or structural problems is therefore an essential tool in government efforts for conducting agricultural and rural development processes more effectively.

However, the countries' capabilities in this field have deteriorated, sectoral planning offices have lost political support, and mistakes were made in applying traditional, inflexible models incapable of providing an efficient, timely response to complex problems.

The ministries of agriculture and sectorial agencies have lost institutional leadership and presently are not well equipped to confront those responsible for allocating resources among sectors and for analyzing, formulating and evaluating fiscal and monetary policies affecting the agricultural sector. Directors of public institutions have not made major changes in their working patterns. They are unable to mobilize resources and efforts effectively at every level, as needed to cope with a crisis requiring coordinated, negotiated action by public and private units and by producers in the framework of consistent, viable and effective policies.

It is therefore necessary to carry out a profound reorientation of strategies for managing the agricultural sector. For this purpose, the countries must have highly trained technical teams to guide action in the sector, the institutions and the regions, and as a part of high priority programs and projects. This would facilitate the Institute's work and attune its programs and projects to the requirements of today's and tomorrow's problems, and improve its capacity to assist the countries. Accordingly the Institute must be competent in collecting, systematizing and analyzing information on the agricultural sector at the hemispheric level and in every member country.

IICA has acquired experience in these areas through implementation of activities in: a) projects of former Line of Action VII; b) the project under present Program IX (Planning and Management for Agricultural Development and Rural Well-Being); and c) the numerical and statistical information project and activities conducted by CIDIA.

These experiences can be used to focus IICA's actions on helping the countries to describe and interpret their problems, identify and analyze the performance of national institutions in the formulation, implementation and evaluation of policies, improve the definition of short and medium term policies, prepare development programs and pertinent operating plans, carry out institutional design and implementation of coordination mechanisms, establish follow-up and evaluation systems, and finally, formulate and manage projects.

5.5.2 Technology generation and transfer

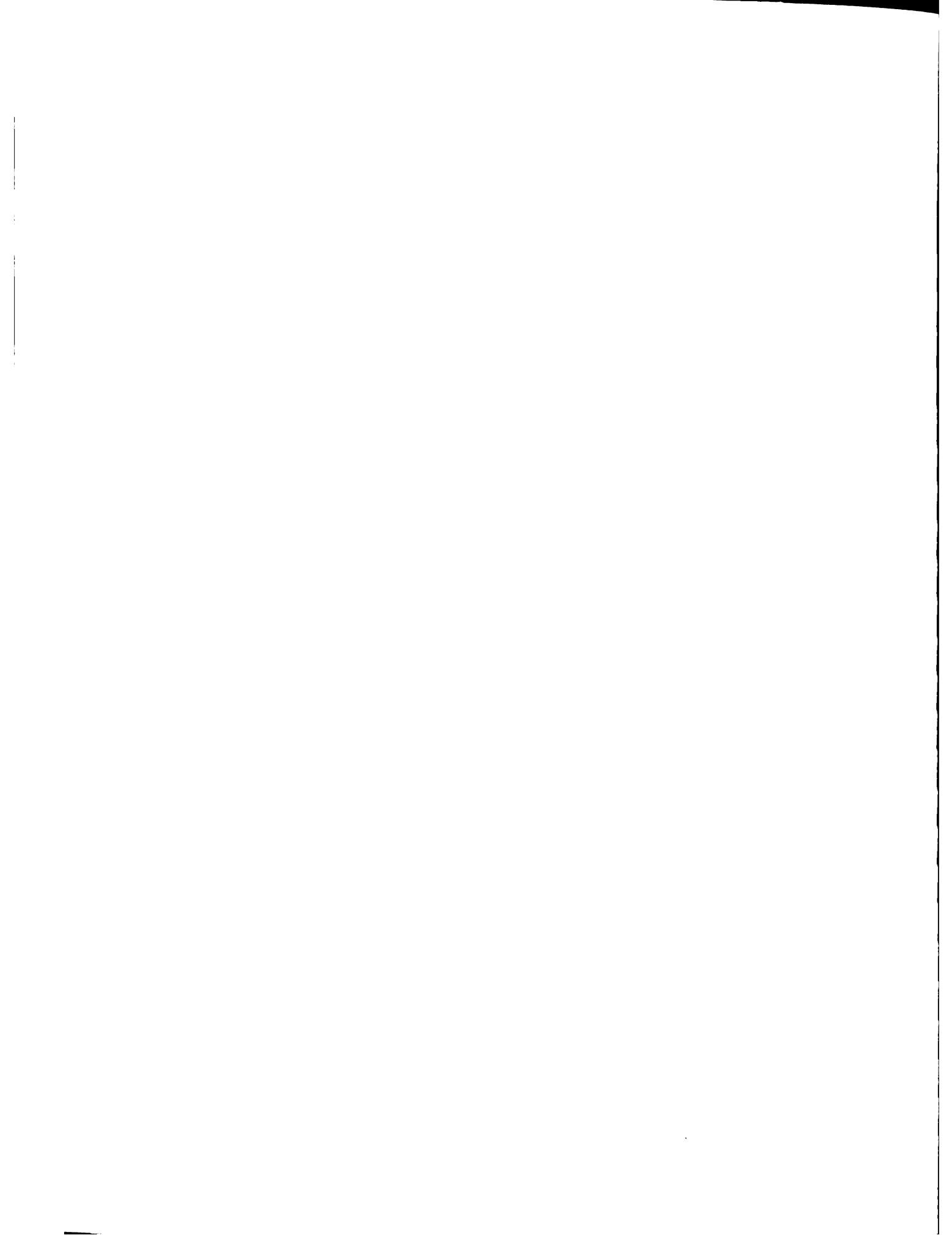
National research, technology generation and transfer systems have had only limited impact in spite of substantial efforts and investment. This is due in part to socioeconomic structural issues and a lack of policies designed to favor the adoption of new technologies. It can be attributed also to organizational and management weaknesses of the institutions responsible for agricultural research and extension.

As the demand for increased agricultural productivity grows in the coming years, so will the need to attract increased resources for research and technology transfer activities, and to make more effective use of those resources.

Scientific progress has coincided with a the proliferation of problems and growing needs for production of foodstuffs and agricultural raw materials. As new experience has been acquired in technology generation and transfer, it has become clear that the complex problems of agricultural research and extension urgently require effective policies and specific, well developed managerial and administrative skills.

During the recent past, international cooperation in research activities has expanded, and today it represents an important resource in support of national efforts. There are important gains to be made from an increased use of the technologies developed by the international centers and from horizontal exchange of research information among countries facing common problems. For this purpose, it is essential to have more efficient mechanisms and to intensify the exchange of experiences acquired in the different countries.

IICA's long-standing tradition and working experience with national technology generation and transfer institutions provide it with a comparative advantage for helping countries improve their policy-making, organizational and managerial capacities in the agricultural research and extension field. IICA can also channel financial resources available from international organizations for the strengthening and consolidation of national



technological generation and transfer systems. Because of its institutional nature it also has a comparative advantage for facilitating the dissemination of the findings made by the international centers operating in the area and inter-country cooperation and exchange of research information. Through these activities IICA could contribute to increasing the flow of resources to agricultural research at the national level and to improving the way that each country fits into the technological framework of the region and the world. The final purpose is to improve both agricultural and forest production and productivity and to optimize the use and conservation of renewable natural resources.

5.5.3 Animal Health and Plant Protection

The economics of agricultural and livestock production in IICA's member countries are influenced by a number of different factors. These include different types of diseases that play a major role. The spread of these pathological organisms places the countries at high risk. In addition, national institutions generally have limited operating and financial capacity for handling them. This is why it is necessary to unite efforts and create mechanisms for coordination that will facilitate improved use of the physical, technical and financial resources of different animal health and plant protection institutions in the countries.

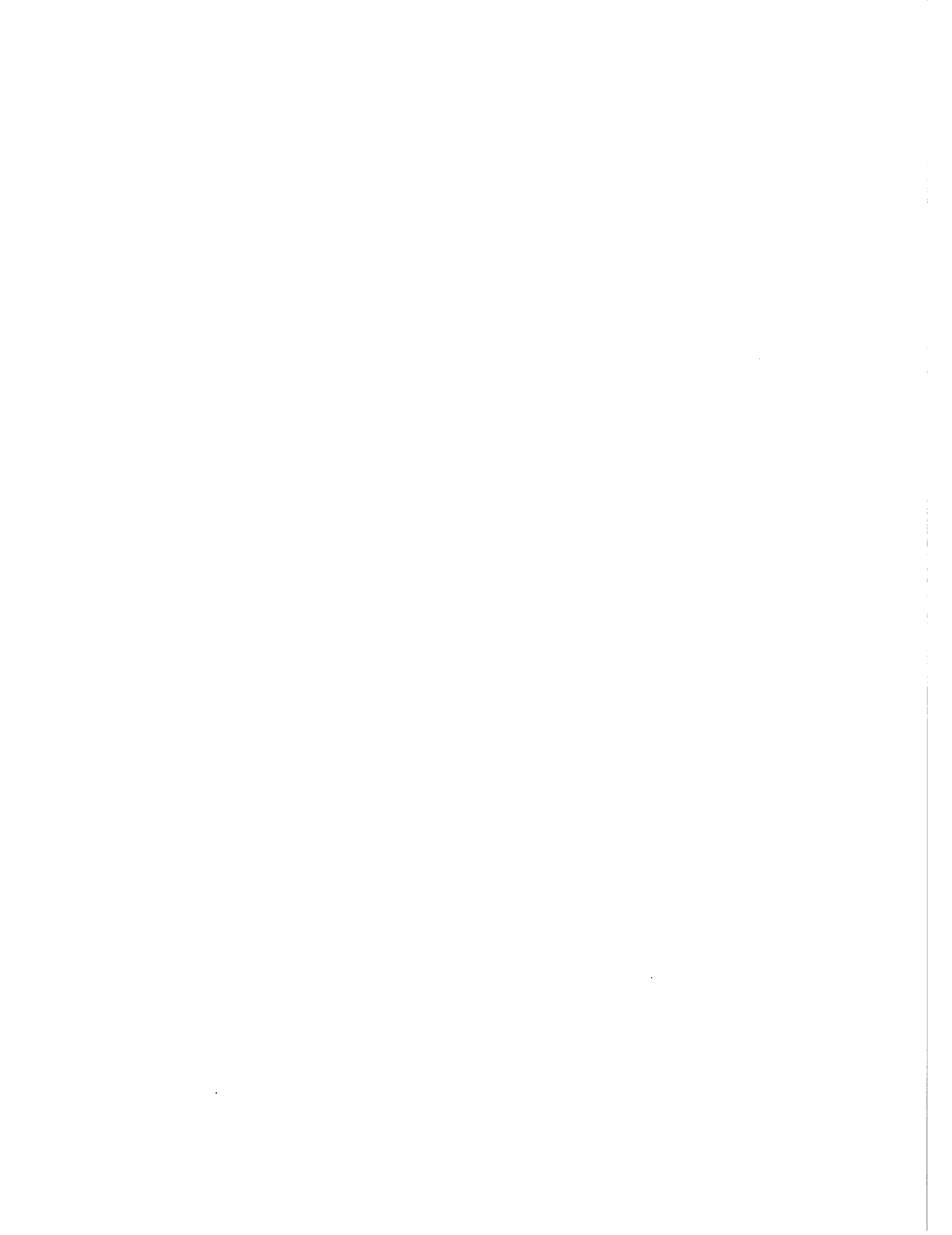
IICA, as an international organization, is called upon to promote and support the efforts of the countries in the identification, analysis and evaluation of diseases, the formulation of animal health and plant protection standards, and coordination with other international and regional organizations. Thus IICA should be involved in planning for the control and eradication of plant and animal diseases.

Many member countries are presently engaged in efforts to diversify away from production of unprofitable export commodities, such as sugar. This may introduce the need to import plant and animal species, a trend which in combination with the present rapid movement of goods and people, will require that serious major attention be paid to plant and animal quarantine.

5.5.4 Rural Development

It is estimated that from 50 to 118 million people in Latin America are living in poverty. Of these, from thirty to 68 million are in the rural areas. In percentage terms, poverty in rural areas affects from twenty percent to sixty percent of the population, varying from country to country.

At the same time, policies that favor the development of export commodities have proven detrimental to food production for domestic consumption. Unless this situation is corrected, the



countries may find themselves in a situation in which export income from agricultural products is inadequate to cover the cost of importing food.

If this critical problem is to be addressed, specific projects must be designed and carried out, using specially designed methodologies and strategies focussed on resource-poor families. Of special note among such projects are agrarian reform and land settlement, farmer organization and training and application of appropriate technology. Special importance has also been attached to integrated rural development projects, which also include components of marketing, agricultural credit, irrigation, infrastructure, health and education. There is no doubt that one of the major constraints on these projects, which has blocked the goal of eradicating rural poverty, has been the limited institutional capabilities for project management and administration in most of the countries. One of the results has been inefficient use of the mass of financial resources made available to the countries by international organizations such as IBRD, IDB, AID, IFAD, CAF, CIDA, etc.

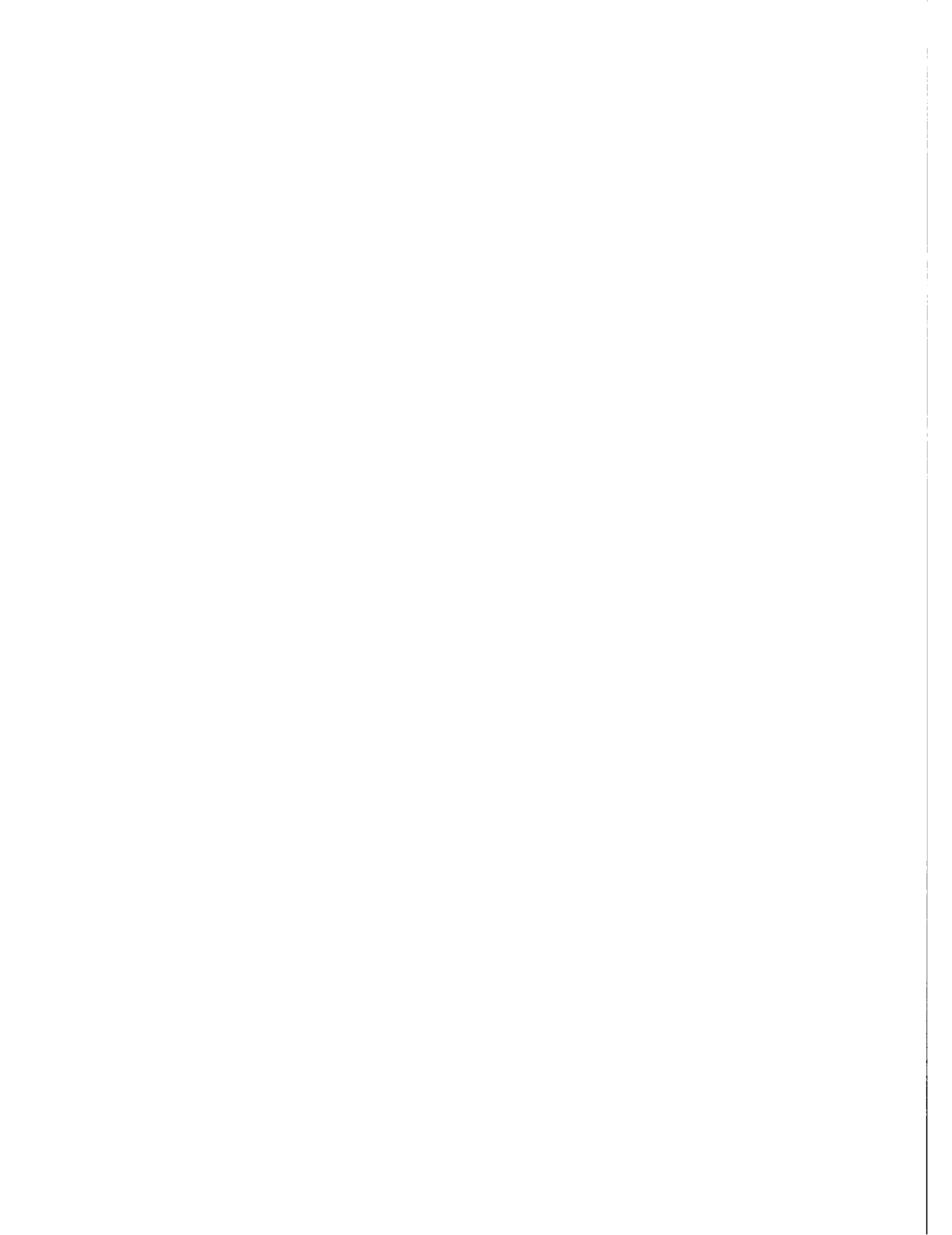
IICA has considerable experience and technical capability in this subject area, as a result of the work it has been doing since 1951 (Project 39 - OAS). During the 1960's, a rural development and agrarian reform project was carried out, and beginning in 1974, the Simon Bolivar Fund implemented high impact projects in the countries. At the same time, methods for improving the managerial skills of project leaders were developed and disseminated.

Finally, in 1982 the Medium-Term Plan created the Integrated Rural Development Program and the program on planning and management for agricultural development and rural well-being. Through these programs, IICA has improved and increased its institutional capabilities for providing the countries with technical cooperation in the subject areas essential for their development. The experience it has amassed should be used by IICA to generate new alternative models that will help countries achieve greater success in tackling rural poverty as a high priority problem.

5.5.5 Marketing and Agroindustry

The economic crisis in the countries has special implications for efforts to achieve an efficient, continuous food supply and overcome the chronic imbalance between supply and demand. It is also important to increase foreign exchange income through expanded exports and to reduce expenditures on food imports. Present, efforts are generally limited to a few traditional crops which experience periodic surplus and are often difficult to market due partly to growing protectionism in international trade.

Farmer decisions are closely tied to the behavior of their product markets, and their real income depends heavily on prices paid for inputs and received for product sale. Governments, in turn, are



concerned with the increasingly political implications of supplying food to growing urban centers. At the same time, they must safeguard the income levels of farmers as a means of protecting the source of future expansions of supply.

Similarly, governments are interested in organizing farmers for marketing purposes. They would like to develop services for providing technical assistance that will help reduce losses caused by mishandling of products, and to organize and optimize the work of intermediaries who perform an economic function. They are interested in market research, the establishment and development of price and market information systems, the development of storage infrastructure, and the acquisition of facilities to generate products with higher added value. Finally, they want to increase farmer negotiating power.

Efforts are being made in all these fields, and the countries already have specialized institutions. Existing private sector organizations, particularly of small and medium scale producers, also require IICA's cooperation. Some levels have special training needs, and the Institute has acquired the experience and the qualified staff to provide the countries with technical cooperation.

Member countries are particularly anxious to improve their marketing systems and institutions, and they consider this one of the highest priority areas needing attention.

As noted earlier, the countries of the region must expand their agricultural production to satisfy a growing domestic demand, and to increase exports and reduce imports. Only in this way can they improve their food security. If agricultural, forest and fishery production is to be marketed more efficiently, it requires improvements in post-harvest handling, storage, transportation, processing, use of by-products, and distribution and sale of commodities domestically and abroad. These activities involve a wide range of public and private agencies which can operate effectively under a broad policy framework in the different countries. The entry into international markets also requires greater sophistication on the part of market managers and technicians so that they can function better in this new market environment.

The countries have given high priority to the training of people to develop public sector programs in the various marketing processes and to carry out private sector functions in the marketing chain. They also want to improve their understanding of the international markets and their ability to operate in this context.

5.6 Program Guidelines and Frame of Reference

Discussions with directors and staff members in IICA's national offices suggest that program directors should be located at headquarters in San Jose and participate on the advisory group of the Director General. This would allow them to revise, define and evaluate IICA's strategies.

Program directors must have the support of specialists in the pertinent subject areas to:

- Prepare conceptual and methodological frameworks for activities.
- Achieve and maintain technical leadership.
- Carry out prompt follow-up, supervision and evaluation of projects at the field level.
- Provide technical support for the projects.
- Promote the exchange of experiences among projects and document those which are pertinent as a source of information and training material.
- Procure external resources.
- Keep up to-date on the basic disciplines underlying the programs.
- Establish and maintain networks for exchange and joint action with related institutions.
- Assume leadership in training, especially at the multinational level.
- Develop standards, technical guidelines and tools based on the needs of the countries and on cooperation experiences.

5.6.1 Duties of the Program Director

The program director will be responsible for preparing the lines of action and activities to be developed within the program, with the assistance of the technical team assigned for this purpose. The program directors and their advisors should have considerable technical capacity and be internationally recognized in their fields of specialization.

The duties of the program director will be:

- To advise the Director General in the relevant area of competence.
- To maintain institutional contact with organizations carrying out activities in the program area.
- To cooperate with the national directors in the process of concurrence and concentration of activities.
- To analyze and approve or reject technical cooperation project proposals submitted by the program's technical specialists.
- To participate with area and office directors in the process of supervision, follow-up and evaluation of program projects.

- To take part in preparing and approving IICA's program budget and project budgets (plans of operation).
- To support program specialists in the formulation of projects and other technical cooperation instruments.
- To promote and establish mechanisms for the exchange of experiences among program specialist.
- With the participation of program specialists, to define operating mechanisms for the program.
- To publicize the results obtained through project implementation in the countries.
- To prepare pertinent reports in accordance with the system established by the General Directorate.
- To promote efforts by program specialists to keep up-to-date in their fields of specialization.
- To represent the Institute in technical gatherings pertinent to the program's subject area.
- To keep IICA offices and the governments of the countries informed of program strategies and of IICA's expertise in the subject area of the program.
- To assist with procuring and channeling external financial and technical resources to strengthen and expand program and project action.
- To prepare the plan of operation of the program directorate for consideration by the appropriate executives.
- To participate in the performance appraisal of specialists assigned to the program.

5.6.2 Guidelines for Project Preparation

Projects are the basic technical and operational unit of the programs in the countries. Therefore, they should be selected with the use of strict criteria, including the following:

- They should respond to clearly defined problems in one or more countries.
- They should operate under a concrete instrument that formalizes agreements reached between the government and IICA (agreement, contract, letter of understanding) which specifically defines objectives, goals and allocated resources (human and financial) for the country and for IICA.

- The topic covered by the project should be consistent with one or more of the IICA's programs.
- IICA should exercise leadership through a technically qualified team and by applying one or more of its action instruments (research and study, training, technical assistance, etc.).
- Operating resources should be sufficient to optimize the investment in fixed costs (salaries, administration, etc.).
- The definition of objectives and products to be obtained and the strategy for implementation should be clear enough to allow for proper supervision, follow-up and evaluation of outcome by the country and by IICA.

5.6.3 Relationship between Projects and Programs

- The project leader and other necessary technical and administrative personnel should be selected properly.
- The position of project leader should receive due recognition so that the duties defined by the office of operations can be carried out efficiently; appropriate incentives should be introduced for this purpose.

It should again be noted that IICA must put its actions into concrete form through projects that have potential impact, eliminating the requirement of one project for each international specialist hired with regular resources.

5.6.4 Procuring and Allocating Resources

Programs and their projects must have enough resources to implement a technical strategy which will give impact to their work.

In response to the financial constraints imposed by the Board's freezing of quota resources, certain changes must be introduced in the policies for attracting and allocating resources. Quota resources should be allocated preferentially as follows:

- To support IICA's participation in projects that also receive national and/or external resources, so as to maximize the efficient use of IICA's international professional personnel.
- To provide resources to national offices for preinvestment studies, and to finance the evaluation of project outcome and the dissemination of acquired experience.
- To allocate resources so that national offices can respond to government requests by carrying out short-term actions that can subsequently be used to generate projects with a potential impact.



- To reinforce CEPI's capacity for formulating investment projects.

5.7 Program Structure

IICA is facing many diverse problems in meeting the needs for technical cooperation in the countries. It therefore requires an organizational structure, and particularly a program structure, characterized by operating flexibility.

In general, each program should consist of a director and a technical support team assigned to IICA headquarters, as well as specialists at the regional level.

The G-6 recommends that an advisory committee be established for each program, consisting of no more than six external specialists in the particular field, to advise the program director. These consultants should be selected from the member countries in consultation with directors of national agencies and institutions which collaborate with IICA in the execution of the projects, and from other knowledgeable and recognized specialists in the field.

The advisory committees should meet at least once per year with the purpose of advising the program directors on the formulation of policies and strategies, as well as on the follow-up and evaluation of programmed activities and results and in the programming of future proposals.

In view of the costs involved, the objective might be achieved initially by the establishment of a single multidisciplinary committee, consisting of external specialists representing each of the program areas. This would allow the group to perform a much more detailed assessment in the field than would be possible if five committees were attempting to operate under financial constraints. Moreover, a single multidisciplinary committee reviewing project actions in the field would be better able to assess project strategies developed by the different programs and the impact they have had in the field. IICA should consider the benefits of such an approach before setting up the committee structure. The mechanism is flexible and can be adapted in various ways to accommodate the programs and present financial limitations. For example, it may be preferable to establish one committee to cover two or three programs, with one or two other programs requiring separate committees. If the external specialists are selected from different geographic areas, costs may be reduced if individual specialists visit projects in their home areas before they all meet at a central location.

The technical meetings of the committee(s) might be attended by some or all of the external specialists for a particular program. Additional special meetings could also be held. The operating mechanisms for each program can be worked out along these lines, costs estimated, and then the committee(s) established.

Area directors will be responsible for duties connected with field supervision of the program and for liaison with all regional institutions, agencies and other regional bodies and will be more accessible to countries in the area.

Specialists responsible for projects in national offices will work under the administrative supervision of the office director.

In the beginning, each program director will decide how many specialists are needed for designing appropriate working guidelines and methodological standards, and will hire them in San Jose. Subsequently, part of this group should be assigned to specific projects in the countries, and only the program director and one or two assistant specialists will remain at headquarters, one of whom will assume the duties of the program director when he/she is absent from headquarters. At the regional level, and whenever the magnitude of projects underway so warrants, the program director will select a specialist to be located in one of the countries as field coordinator for the region to perform the following duties:

- Cooperate with the program director in the identification, formulation, follow-up, supervision and evaluation of the program's projects in the countries of the pertinent region.
- Take part in designing methodologies for the program and in disseminating the experiences obtained with project implementation. Area Directors should receive copies of reports. We are recommending that the area directors for the Caribbean and Central America be located in their areas. In the Caribbean, the location of the area director should be reviewed, and consideration given to placing him/her closer to the headquarters of the majority of the regional institutions and agencies (Guyana, Trinidad and Tobago and Barbados).

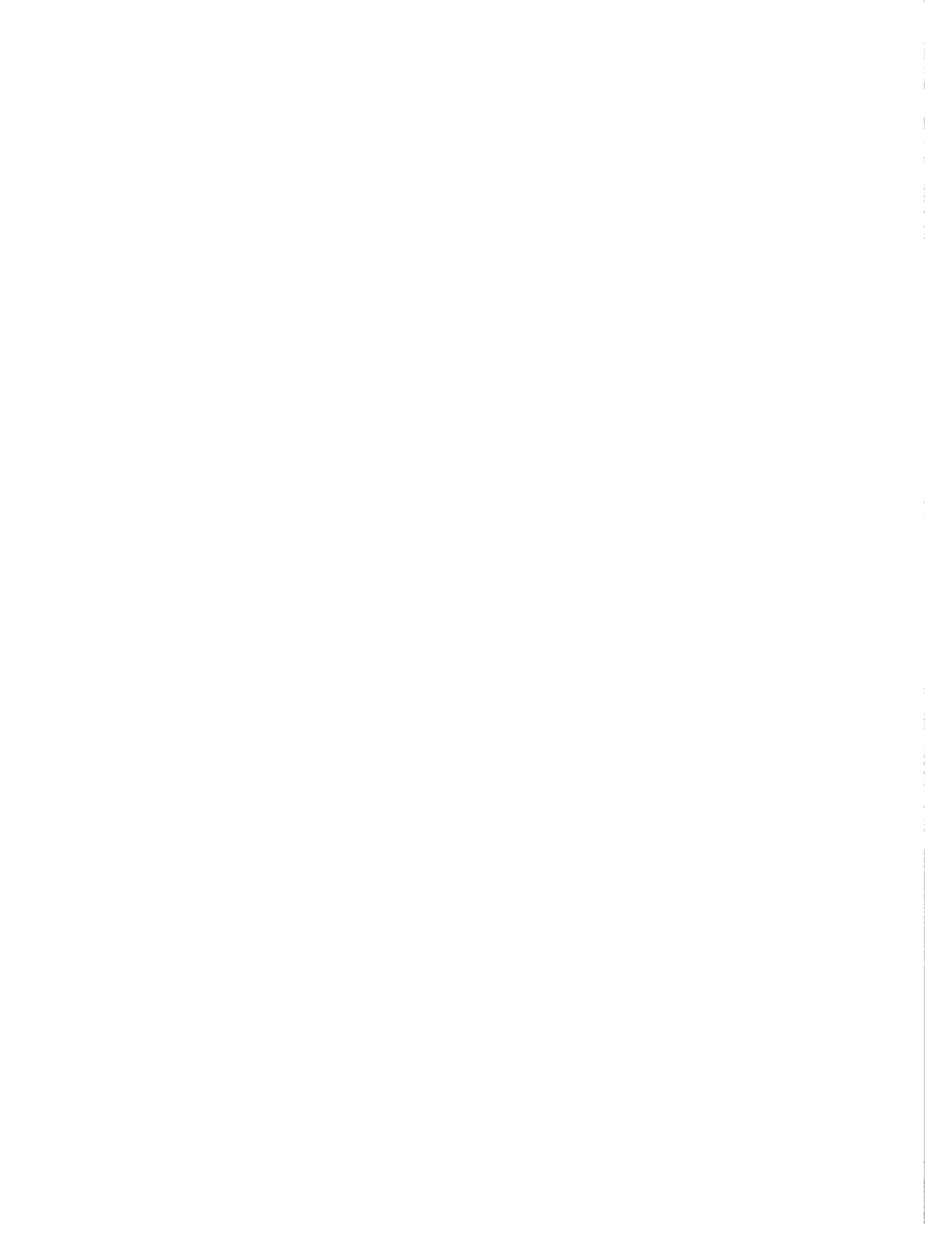
We further suggest, as stated earlier, that the area director for the Andean and southern areas be relocated at headquarters in San Jose. However, this might be reviewed in the future.

The group is concerned that IICA gives little apparent recognition to the important function of program directors. The description of IICA's structure given in the Annual Reports designates the office of the Assistant Deputy General for Program Development as a part of the Central Office of the Director General, but there is no mention of the "offices of the program directors." We believe that the description of IICA's structure should make specific reference to the offices of program directors as being a component of the Central Office of the Director General. Consideration should be also be given to raising the level at which program directors are appointed.

The group is proposing a new emphasis, with well developed programs for clearly defined areas of concentration in which IICA will develop high competence. The group would also propose that the line function of the program directors be reviewed to determine the most effective relationship to the Office of the Director General.

5.7.1 Relationship between Program Structure and Program Functions

The new program structure clearly defines the areas of concentration of IICA, in which most of the projects will fall. As was pointed out in Chapter II, other projects, developed at the request



of member countries and by the national directors, may fall outside of the main program areas. IICA has a number of instruments by which each of the programs will be executed, and these include research, education, training, consultation, and others. In addition to the programs, there is also a set of functional activities related to each of the program areas. These include:

1. Analysis of agricultural problems and policies
2. Institutional development based on organization and management
3. Technology transfer
4. Project identification, preparation and execution
5. Service function to countries
6. Scientific brokerage

The relationship of these functional activities to programs is depicted in Table 4.

Table 4. PROGRAM OPERATIONAL MATRIX*

Functional Activities	Prog. 1	Prog. 2	Prog. 3	Prog. 4	Prog. 5
1	+	+	+	+	+
2	+	+	+	+	+
3	+0	+0	+0	+0	+0
4	+0	+0	+0	+0	+0
5	-	-	-	-	-
6	-	-	-	-	-

- + signifies that the initiative, leadership and participation are taken mainly by IICA program teams
- +0 signifies participation mainly by program teams and national directors
- signifies that the initiative for the activity rests mainly with national directors and other units
- * The distribution of functional activities across programs does not suggest exclusivity among these interactions, but rather is intended only to suggest the most likely source of interaction.

VI

GENERAL OBSERVATIONS

6.1 Relations with CATIE

The G-6 was not asked to evaluate CATIE or to assess the relationship between IICA and CATIE. Nevertheless, the group felt that the status of this relationship was important to the effectiveness of both institutions. The group was gratified to note that both institutions, working through their Directors, have been examining carefully the critical elements of their relationship with a view to improving their mutual support and effectiveness.

The G-5 made extensive recommendations regarding the operations of CATIE and the way in which IICA and CATIE programs could interact. We feel that now, with an improved relationship between the two institutions, these recommendations should be implemented.

6.2 CEPI

One of the most frequently heard requests from the countries was for the assistance of IICA in the preparation of fundable projects. IICA has established an excellent reputation in working with the most important international funding agencies and the respective countries in developing project proposals. The group feels that this service should continue and that its response capacity be expanded so that CEPI can respond more rapidly to country requests. We were told that some requests for CEPI's assistance were delayed several months getting a response was received. While we do not encourage an expansion of permanent CEPI staff, we would suggest that CEPI explore ways to increase its capacity to handle more projects. We do not suggest that CEPI sacrifice quality control or the right to reject a request when, in CEPI's judgement, the proposal lies outside of its competence.

Furthermore, the group feels that CEPI activities should be more fully integrated with the broad goals and the specific programs of IICA. To accomplish this we suggest that management undertake a review of CEPI's strategies and procedures. In this regard, it is our impression that CEPI operates rather independently of IICA staff and programs. While the nature of CEPI operations suggests the need for considerable flexibility, it is felt that there should be a closer linkage with IICA program goals. Also, it is felt that CEPI should give priority to project proposals that fit IICA's specific program areas.

In addition, we feel that IICA's program staff should participate in project preparation. Such participation is an effective way of linking the intellectual program activities with action programs. Good project design is crucial to successful execution. The process of proposal preparation would internalize the experience of functional analysis, policy and institutional factors involved in the preparation of agricultural development programs. Too often those who prepare projects do not have to execute them. Thus the experience of project preparation provides the opportunity to gain a view of the design function, while program operations focus on implementation.

Finally, we feel that the CEPI's project preparation should not be viewed by IICA as a source of income. While much of the cost of project preparation should be covered by the agency requesting the project, some contribution (in staff time) should be made by IICA and considered a normal part of IICA's staff activity.

6.3 CIDIA

Information systems have experienced dramatic changes in the last two decades. Their influence and pervasiveness in all areas of technical activity have increased tremendously during this time. CIDIA, IICA's specialized center dealing with information systems (focusing on documentary and bibliographic information), has not kept abreast of these newer developments. The reasons for this are varied. One is decreased funding, particularly the type external funding that was of paramount importance when CIDIA was founded. Another problem is CIDIA's strong concentration on AGRINTER (the regional system of documentary and bibliographic information), with less attention to the area of numerical and statistical information. Undoubtedly CIDIA has an important role to play in the future. If this is to happen, IICA must undertake a careful review of objectives, strategies and procedures as a preliminary step in reorganizing the center.

6.4 Improving the Actions of CORECA*

6.4.1 The Coreca Image

The operations of the Regional Council for Agricultural Cooperation (RCAC-CORECA) have been hindered by confusion regarding the nature and objectives of CORECA. This has worked against its making a better contribution.

The IICA/COUNTRIES Agreement signed in 1980 put emphasis on policy formulation, studies and project preparation, and the IICA/ROCAP Agreement signed in 1981 emphasized policy analysis and formulation. This, together with various interpretations by country offices caused CORECA to undertake a load of disperse activities.

Due to the different expectations about what CORECA is and should do, it is suggested that the first order of business must be to clarify the purposes and objectives of CORECA.

*Although this section was not included in the original terms of reference of the G-6, we are pleased to make some suggestions about the "operational strategy" of CORECA as requested by the Council's Executive Committee.

6.4.2 The Main Role of CORECA

CORECA provides an excellent forum for offices with political and technical responsibilities to meet. It presents a good opportunity for policy analysis and formulation for attracting high level support for necessary actions and measures common to member countries where IICA and some other regional agencies are at work.

It should be understood, in the first place, that ministers of agriculture are normally more interested in solving their national problems than in worrying about regional ones. Only when interaction and cooperation with other countries allow them to solve those problems will CORECA be supported effectively.

Second, it should be recognized that most of the Latin American countries have constraints and weaknesses in policy analysis and formulation processes. Consequently, CORECA should work in the following priority areas:

- 6.4.2.1 Strengthening the countries' capacity for policy analysis and formulation. This should be done with the support of CORECA and agricultural sector technical bodies in the countries, and taking advantage of the experiences of other countries to promote regional cooperation in this field.
- 6.4.2.2 The continuous review of the agricultural sector, in both the national and regional contexts, to derive policies common to two or more countries and later to identify regional cooperative projects.
- 6.4.2.3 The use of CORECA as a forum to promote an understanding of the requirements of rural and agricultural development, and to present their common positions to third parties.
- 6.4.2.4 Using CORECA to improve the participation of member countries in IABA meetings. IABA discussions could be enriched by the preparation of background materials by the Executive Secretary of CORECA with the assistance of IICA. For review by CORECA.

6.4.3 The Role of CORECA in Project Preparation

The emphasis placed by IICA and the ministers in project preparation was apparently due to their interest in having concrete results. The G-6 feels that the mandate of the CORECA Secretariat should be to identify and develop, together with the countries, a list and profiles of cooperation projects for the countries related to policies agreed upon. Project preparation should then be in the hands of planning units of the countries, which may be assisted by whichever IICA program director will be responsible for the project, and by CEPI (especially if external funding is sought).

Although the identification of possible areas of cooperative projects is beyond the scope of this mission, we would like to mention the potential of the following: planning, policy analysis and formulation, research networks in production systems and with specific crops, irrigation, training, animal health and plant protection.

6.4.4 The CORECA Secretariat and its Relation to IICA's Structure

The team that evaluated the IICA/ROCAP Agreement recommended that the CORECA Secretariat be affixed to the Office of the Deputy Director General as a way to guarantee IICA support. The G-6 discussed that recommendation with IICA personnel, who felt that this may disrupt the line of authority of the area director. Therefore if the area director is given greater jurisdiction and more support, as has been proposed, the CORECA Secretariat could be left under it. Both the Director General and the Deputy Director General should monitor this arrangement closely to insure that it functions well.

The CORECA Secretariat should be composed of technicians able to organize and support the work of the ministers in matters related to IICA and other agencies, in policy analysis and formulation, resolutions and identification and preparation of cooperative project profiles. The IICA area director should participate in the organization of activities of the ministers. The current technical functions of CORECA in project preparation, reciprocal technical cooperation, data management and information should be performed by the normal structural units of IICA. The current Regional Unit for Technical Cooperation (RUTA) should become a unit within IICA under the Deputy Director General for Program Development to serve the broader interests of IICA. Data management and information would be in the hands of CIDIA. The IICA area director should receive requests for these functions and take responsibility to coordinate them. He should have an assistant, to be designated as the CORECA project leader, if there is a project funded to support CORECA.

6.4.5 Conclusions and Recommendations

CORECA provides a useful forum for the Ministers of Agriculture to discuss and support relevant actions of rural and agricultural development of the region. CORECA has encountered start-up problems common to new organizations. We suggest that the functions of the CORECA Secretariat be separated from technical functions that can be performed by the normal structural units. Because of the new dimension and support that IICA will be giving the area directors, CORECA could be left under the area office, providing that both the Director General and the Deputy Director General monitor this arrangement closely to insure that it functions well.

6.5 Service Function of IICA

One of the main requests that IICA receives from the countries is to provide administrative services related to: 1) identification and selection of professionals on a contractual basis to enable the countries to follow international norms in dealing with professional national and international consultants; and 2) importation of goods. In some countries, import restrictions are so complex that they make it virtually impossible to bring in special equipment, apparatus, chemicals, etc., required by national institutions. IICA's agreements with countries allow it, as an international agency, to perform these specialized functions. However, it is important to ensure that this activity will not be the main objective of IICA's cooperation in the countries.

6.6 Special Strategy for the Caribbean Area

The G-6 group which visited the Caribbean was told at all levels (ministerial, government technical, and IICA technical) that a special strategy was needed for the Caribbean. This is because most of the countries are island states, some very small in land area and population, with two large mainland countries also with relatively small populations.

In order to create a framework for the development of this strategy, we recommend that the area director be retained in the Caribbean area (Area II). An important aspect of his/her responsibilities will be to provide liaison with the regional agencies. (CARICOM Secretariat, OECS Secretariat, CARDI, UWI- Faculty of Agriculture, CDB, CFC) and the offices of funding and technical agencies that cover a number of countries (USAID, CIDA, EEC, FAO). The area director should be particularly active in developing multinational and area-wide projects, particularly in relation to the CARICOM Regional Food and Nutrition Strategy. This office should also assist with the relationship between the CARICOM Countries and Haiti and Suriname.

The area director should assume a major role in improving supervision of IICA's programs in the area. In developing multinational programs, areas of importance for special multidisciplinary treatment should be identified, such as the need in many countries for diversification of sugar production. The area director would also provide information for the CARICOM Secretariat on IICA's activities in the Caribbean area for presentation to the Standing Committee of Ministers of Agriculture.

Multinational and regional networks have been used successfully in the Caribbean area and are a useful mechanism for sharing scarce human resources as well as physical facilities. In addition, the networks are a good device for linkage to other international agencies, especially the international agricultural research centers. IICA is in an excellent position to foster and participate in these networks, and this advantage will improve as the countries of the region increase their interaction with IICA.

6.7 Professional Societies

IICA has recently taken a leading role in encouraging the formation of the Plant Protection Society in the Caribbean, which is an important development for the future of plant protection in the region. In the past, IICA has been involved in providing the Secretariat of the Tropical Region of the American Society for Horticultural Science.

There is no doubt, therefore, that IICA can play an important role in encouraging the formation of professional societies and strengthening existing ones in agriculture. These societies, as private sector organizations, may greatly strengthen the link between the private and public sectors (since their members will come from both) and will in many ways facilitate IICA's role in maintaining contact with a large number of persons working in the agricultural field, at both national and international levels. Indeed, IICA is in a very good position to encourage the establishment of linkages among the professional societies of the different countries which IICA, serves and particularly between Latin America and the Caribbean. The programs are expected to play a role in encouraging these societies.

VII

SUMMARY OF RECOMMENDATIONS

Introduction

IICA's programs have been taking place in a context of rapid and highly significant changes in the social, economic and political fabric of the countries of the region. It is quite likely that for the foreseeable future, there will continue to be some degree of instability in the region, and this will require a substantial effort by the countries to make the necessary adjustments in their economic and social systems. In no small measure, the agricultural sectors of the countries will also undergo dynamic changes if they are to meet the expectations placed upon them for contributing to the national economies and well-being of the people.

The group recognizes the important role and functions that IICA will have to play in this scenario, and we are confident that the Institute will measure up to the challenge. The organization is unique in the hemisphere and would be difficult to replace by any other system.

While the review process which the group has undertaken has revealed the strengths of IICA, it has also cast light on certain areas which require change or modification, and which if adopted could strengthen the institution's capacity to provide leadership and assistance in the region. Below is a summary the major recommendations that the group has made on the issues that were discussed. These recommendations should not be taken in isolation, but should be considered in the context of the relevant discussions in the text, where additional proposals are to be found.

The major goal which we have set in making these recommendations is for IICA to develop a limited number of well defined programs in areas of concentration in which IICA has a comparative advantage, and in which it either has or must develop a high level of competence.

7.1 General

1. The recommendations of the G-5 should be reviewed, as many of these are still valid and have not been implemented.
2. IICA should develop improved capabilities to analyze global, regional and national events and to interpret these in the context of development imperatives.

7.2 Medium-Term Plan

3. The Medium-Term Plan should retained its present format, but it should include a clear statement on criteria for the selection of programs.
4. Separate documents should be prepared on each program, as at present with more detailed information for IICA's staff; these should contain: a) guidelines for the choice and development of projects and b) clear statements on the areas of concentration of each program.

7.3 Changes in IICA Structure

5. The area director and national director should be separate positions.
6. The area director for the Caribbean should continue to be located in the area. The area directors for the Central, Andean and Southern Areas should be located at headquarters, but this latter decision should be kept under review.
7. The national directors should be responsible to the Assistant Deputy Director General for Operations in the Caribbean, but in the other three cases they should be responsible to the area directors relocated at headquarters, who could be designated directors of operations for the Central, Andean and Southern Zones.
8. In order to maintain a high level of excellence on IICA's professional staff, information on vacancies should be circulated to reach the highest possible number of professionals, particularly in IICA member countries.
9. To address the problem of the high median age of IICA's professional staff, well qualified younger professionals should be employed.
10. The younger professionals recruited should include a proper balance of qualified women and an increased number of national professionals, with appropriate mechanisms to encourage the development of such staff to become international professionals. Staff members should be encouraged to have a working knowledge of at least two of the four official languages.
11. The concept of "positions of trust" needs to be reviewed, in any case such positions should not include national directors, being reserved instead for area directors, program directors and the staff of the central office of the General Directorate under the Director General.
12. National directors should be consulted on the assignment of technical staff to their respective offices, and officials of the country should be advised of new appointments in order to ensure that they are placed where they are needed and that their qualifications are in line with the duties they are required to perform.

7.4 Future Development of Programs

13. Advisory committees of external specialists should be established to advise the programs on policy formulation, strategy, project follow-up and evaluation.
14. The Executive Committee should be sub-divided into two subcommittees of its own members, one for programs and the other for policy, administrative and financial matters, to ensure an in depth consideration of programs.

15. The number of programs should be reduced to the following:
 - a) Agricultural policy, analysis and planning
 - b) Technology generation and transfer
 - c) Animal health and plant protection
 - d) Rural development
 - e) Agricultural marketing and agroindustry
16. Program directors should be located at headquarters, along with one or two specialists in each program.
17. The status of program directors, and their line/function relationship to the Director General, should be reviewed.
18. Program directors should be given the necessary authority and control over financial resources to manage the programs.
19. Programs should have, field coordinators as required in the different areas, to assist the program directors in various matters such as a project formulation, follow-up and evaluation.
20. In the Caribbean Area (and possibly the Central Area), the field coordinators might be placed in the area director's office.

7.5 Development and Execution of Projects

21. Multinational projects and networks should be encouraged as an effective mechanism to maximize the use of resources and to facilitate the dissemination of knowledge and experience. These and other projects which are likely to attract international funding should be given special emphasis.
22. Existing projects should undergo a complete review so that those of low priority can be terminated and efforts can be concentrated on a few projects of high potential impact.
23. A signed agreement should always exist between IICA and the institutions being assisted to facilitate follow-up and evaluation of IICA's activities, which should be clearly defined in such agreements.

7.6 Interactions

7.7.1 IICA Centers and Units

CATIE

24. The discussions which are currently taking place between IICA and CATIE should be pursued with vigor, and the recommendations of the G-5 should be reviewed with an eye to adoption.

CEPI

25. The activities of CEPI should be closely linked with the programs through the Deputy Director General. Priority should be given to projects which are more directly related to IICA's programs and program staff should participate in the project preparation activities of CEPI.

CIDIA

26. The role and responsibilities of CIDIA will have to be reviewed in light of the reorganization of programs, and the need for headquarters to provide strong leadership in the development of new information and communication systems.

7.7.2 External Organizations

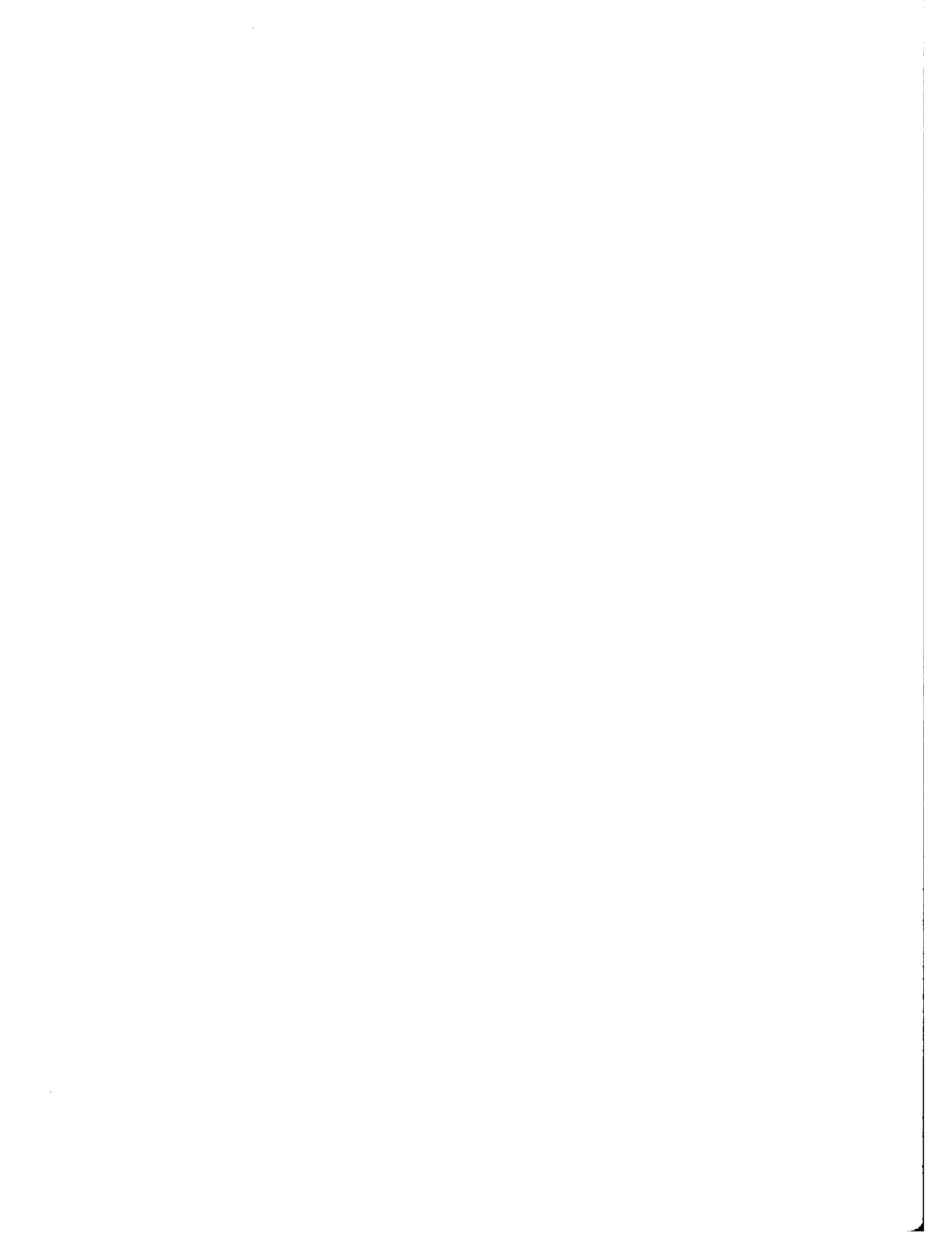
27. IICA should intensify its interaction with international and regional development organizations, paying special attention to the funding agencies.

7.7.3 Caribbean and Central Areas

28. The present functions of CORECA should be redistributed. CORECA's Secretariat should be involved mainly in organization and support for policy analysis, and the formulation and (if needed) identification and preparation of project profiles. Such activities as project preparation, reciprocal technical cooperation, data management and analysis should be done through the normal structure of IICA under the guidance and coordination of the area director.
29. The group recommends that IICA develop a special strategy for the Caribbean area, which would include the local presence of the area director to liaise with regional agencies, develop multinational projects, bridge the gap that separates the CARICOM countries from Haiti and Suriname, and provide information to the CARICOM Secretariat for presentation to the Standing Committee of Ministers of Agriculture.

7.7.4 Professional Societies

30. IICA should maintain and expand its efforts to support professional societies and to help link such societies in Latin America with those of the Caribbean.



APPENDIX NO. 1

INTERVIEWEES
AUTHORITIES AND OFFICIALS FROM THE COUNTRIES
AND FROM IICA

COUNTRY	NAME	POSITION
BARBADOS		
	.Richard L. Cheltenham	Minister of Agriculture and Natural Resources
	.Clifton Maynard	Permanent Secretary
	.Samuel Headley	Permanent Secretary (Special Assignments)
	.Lionel Smith	Chief Agricultural Officer
	.Percy Jeffers	Deputy Chief Agricultural Officer (Research)
	.Cephus Gooding	Chief Economist
	.R. Hinkson	Administration Officer (Special Assignments)
	.Delaney Barker	Sr. Agricultural Assistant Soil Conservation Unit Ministry of Agriculture and Natural Resources
	.Stevenson Skeete	Sr. Agricultural Assistant Soil Conservation Unit Ministry of Agriculture and Natural Resources
	.Clyde King	General Manager Barbados Marketing Corporation
	.L. Jordan	Deputy General Manager
	.Joanes ter Haar	Delegate for the Eastern Caribbean, European Economic Community Office

.Edwin Dixon	Agricultural Adviser
.Guy Salesse	First Secretary in the Canadian High Commission, Responsible for Development (CIDA)
.Carlos Borja	Deputy Representative, Inter-American Development Bank
.William Baucom	Rural Development Officer, USAID
.Bernard Yankey	Director, Projects Department Caribbean Development Bank (CDB)
.Le Roy Roach	Permanent Secretary (Planning), Ministry of Finance and Planning
.Ralph Carvalho	Manager Public Investments Unit Ministry of Finance and Planning
.Michael Moran	National Office Director and Specialist in Agricultural Marketing IICA
.Gonzalo Estefanell	Specialist in Agricultural Planning and Head of Multinational Project in Program IX
.Rafael Marte	Specialist in Fruit Tree Crop Production and Head, National Project in Program II
.Victor Quiroga	Specialist in Agricultural Statistics and Analysis and Head, National Project in Program X
.Luis E. Valdivieso	Director, Programa VIII, Integrated Rural Development (Rep. Dominicana/IICA Office)
.Skeete	Head, Plant Propagation Unit, Ministry of Agriculture, National Counterpart Fruit Crop Development Project.

BRAZIL

.Luis Carlos Pinheiro	Presidente EMBRAPA
.Elisen Roberto de Andrade Alves	Presidente CODEVASF

.Romen Padilha	Presidente EMBRATER
.Magdalena Rodríguez	Ministerio de Educación CINGRA
.Juan Carlos Scarsi	Director de la Oficina del IICA en Brasil
.Jaime Marín	Especialista Irrigación - IICA
.Miguel Cetrángolo	Especialista Economía Agrí- cola - IICA
.Jaime Llosa	Especialista en Organización de productores - IICA
.Enrique Matute	Especialista en Riego - IICA
.Wagner Elmar	Coordinador IICA/EMBRAPA
.Arnaldo Veras	Jefe Proyectos Agroener- gía - IICA
.Pedro Mercon Vieira	Coordinador Convenio IICA/SUDHEVEA
.Miguel Bedoya	Especialista Salud Animal - IICA
.José Emilio Araujo	Director Emérito - IICA

COSTA RICA

.Rodolfo Navas Alvarado	Ministro de Agricultura y Gana- dería
.Oscar Fonseca Rojas	Vice-Ministro de Agricultura y Ganadería
.Román Solera Andara	Director Ejecutivo - Secretaría Ejecutiva de Planificación Sec- torial (SEPSA)
.Luis Bolaños Valerio	Director, Oficina Ejecutora del Programa de Incremento de la Productividad Agrícola (PIPA)
.Bernardo Chaverri Rivera	Jefe de Planeamiento en Proyec- tos, Banco Nacional de Costa Rica (BNCR)
.Juan Calivá Esquivel	Director, Departamento de Edu- cación Agraria, Ministerio de Educación Pública (MEP)

.Freddy Alpízar Arguedas	Director, Programa Nacional de Cooperativas Juveniles
.Rodolfo Martínez Ferraté	Director del Area Central y de la Oficina del IICA en Costa Rica
.Felipe Matos González	Especialista en Recursos Natu- rales IICA. Proyecto Zonifi- cación Agropecuaria
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ECUADOR

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GRENADE

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.Bobby Phillip	Manager, World Bank Project
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Proyecto "Generación, Adapta-
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JAMAICA

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CATIE

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.Irwin Miller	Laboratorio de Tejidos
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IICA AUTHORITIES AND OFFICIALS AT THE CENTRAL OFFICE

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.Jorge Soria	Assistant Deputy Director General for Program Development
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.Luis Montoya	Director of Supervisión and Follow-Up, Office of the Assistant Deputy Director General for Operations
.Juan Antonio Aguirre	Director of the Investment Projects Center CEPI
.Jorge Werthein	Assistant Deputy Director General for External Affairs
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.Rufo Bazán	Director a.i. Program III "Conservation and Management of Renewable Natural Resources"
.Federico Dao	Director of Program V "Plant Protection"
.Idardo de las Casas	Director of Program IX "Planning and Management for Agricultural Development and Rural Well-Being"
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.Mario Kaminsky	Director of Program X "Information for Agricultural Development and Rural Well-Being"
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.Fabio Villacís	Director of Financial Resources and Management
.Juan Luis Marambio	Directorate of Financial Resources and Management

APPENDIX No. 2

LIST OF PROJECTS SELECTED AND ANALYZED

PROGRAM I

FORMAL AGRICULTURAL EDUCATION

- Costa Rica Integrated farm planning for agricultural schools.
- Brazil Cooperation with the Ministry of Education in redefining and implementing new policies on formal education in rural areas.

PROGRAM II

SUPPORT OF NATIONAL INSTITUTIONS FOR THE GENERATION AND TRANSFER OF AGRICULTURAL TECHNOLOGY

- Guatemala Improving multipurpose cattle production systems.
- Honduras Technical support for the Secretariate of Natural Resources in reorganizing and strengthening national agricultural research and technology transfer programs.
- Honduras Generation, adaptation and transfer of coffee technology for small and medium-scale producers.
- Mexico Support for INIA - Tropics in project programming, implementation and evaluation for phytopathology research.
- Barbados Support of technology generation and transfer for food and fruit production.
- Grenada Training, research and development in agricultural production.
- Jamaica Direct technical cooperation services in crop systems.
- Suriname Support for the research and extension system and for the Coconut and African Palm Research Center.
- Peru Processing Andean crops.
- Peru Support for the National Institute of Agrarian Research and Outreach (INIPA) (completed on 31 December, 1985).

Brazil Technical cooperation with PROVARZEAS National (MINAGRI) in irrigated farming programs.

Multinational (Uruguay) Cooperative Agricultural Research Project for the Southern Cone (IICA/BID-PROCISUR).

PROGRAM III CONSERVATION AND MANAGEMENT OF RENEWABLE NATURAL RESOURCES

Brazil Technical cooperation with PROVARZEAS National (MINAGRI) in irrigated farming programs.

Brazil Technical cooperation with the Secretariat of Agriculture and Production of the Federal District in the irrigation area.

PROGRAM IV ANIMAL HEALTH

Guatemala Technical cooperation for institutional strengthening of animal health programs.

Multinational (Guyana) Technical cooperation for the prevention, control and eradication of animal pests and diseases in the Caribbean.

PROGRAM V PLANT PROTECTION

Grenada Improving the plant protection capabilities of the Ministry of Agriculture.

Saint Lucia Improving the plant protection capabilities of the Ministry of Agriculture.

Dominica Improving the plant protection capabilities of the Ministry of Agriculture.

Multinational (Peru) Support for plant protection programs in the Andean Area.

PROGRAM VI STIMULUS FOR AGRICULTURAL AND FOREST PRODUCTION

Multinational (Costa Rica) Cooperative Program for the Protection and Modernization of Coffee Cultivation in Mexico, Central America, Panama and the Caribbean (PROMECAFE).

Guyana Improving dairy and farm production systems with an emphasis on small-scale producers.

Jamaica Direct technical cooperation services for development of the national cassava reactivation project.

PROGRAM VII AGRICULTURAL MARKETING AND AGROINDUSTRY

Honduras Support for institutional mechanisms of promoting agricultural exports.

Mexico Support for the General Office of International Affairs of SARH in the formulation and implementation of marketing policies.

PROGRAM VIII INTEGRATED RURAL DEVELOPMENT

Multinational (Costa Rica, Honduras) Strengthening the managerial skills in associative agricultural production enterprises (FORGE).

Jamaica Strengthening Caribbean rural development programs through human resource development.

Ecuador Technical cooperation with the integrated rural development program.

Uruguay Regional agricultural development in Uruguay.

Honduras Institutional reinforcement of national agencies working in programs for the rural family.

PROGRAM IX PLANNING AND MANAGEMENT FOR AGRICULTURAL DEVELOPMENT AND RURAL WELL-BEING

Costa Rica Support for agricultural sector institutions in the management of high-priority programs and projects. Costa Rica component of the multinational PROPLAN/A Project.

Guatemala Support for developing a coordinated action system in SPADA for integrated delivery of farmer services. Guatemala component of the Multinational PROPLAN/A Project.

Multinational (Barbados) Support for the identification, formulation and implementation of agricultural and rural development programs and projects in the Caribbean (PROPLAN).

Multinational
(Costa Rica)

Regional Council for Agricultural Cooperation in Central
America, Mexico, Panama and the Dominican Republic (CORECA).

PROGRAM X

INFORMATION FOR AGRICULTURAL DEVELOPMENT AND RURAL WELL-BEING

Barbados

Strengthening information systems for rural development.

APPENDIX No. 3

DOCUMENTS AVAILABLE TO THE GROUP

Title of Document	Author
<ul style="list-style-type: none"> • Medium-Term Plan 1983-1987 IICA Official Documents Series Document No. 28 	Inter-American Institute for Cooperation on Agriculture
<ul style="list-style-type: none"> • General Policies of IICA IICA Official Documents Series Document No. 27 	Inter-American Institute for Cooperation on Agriculture
<ul style="list-style-type: none"> • Base Documents Convention on the Inter-American Institute for Cooperation on Agriculture Rules of Procedure of the Inter- American Board of Agriculture, of the Executive Committee and of the General Directorate Official Documents Series No. 22 	Inter-American Institute for Cooperation on Agriculture
<ul style="list-style-type: none"> • Professional Personnel of IICA Miscellaneous Publications Series No. 452 ISSN--0534-5391 	Inter-American Institute for Cooperation on Agriculture
<ul style="list-style-type: none"> • Proposed Program-Budget 1986-1987 	Program-Budget Division Directorate of Financial Re- sources and Management. IICA
<ul style="list-style-type: none"> • Plan of Operations 1985 	Program-Budget Division Directorate of Financial Re- sources and Management. IICA
<ul style="list-style-type: none"> • Plan of Operations 1986 (Provi- sional) 	Program-Budget Division Directorate of Financial Re- sources and Management. IICA
<ul style="list-style-type: none"> • Report 1983-1985 	Office of the Assistant Depu- ty Director General for Pro- gram Development
<ul style="list-style-type: none"> • Report on IICA by the Group of Five Experts - Prepared in com- pliance with Board Resolution IICA/JIA/Res.6(I-0/81) 	G-5

Title of Document	Author
<ul style="list-style-type: none"> Changes in resource allocation and use 1983-1985 Internal Document (Spanish) 	Directorate of Financial Resources and Management. IICA
<ul style="list-style-type: none"> Preliminary report on the status of external resources Internal document (Spanish) 	Directorate of External Relations, Office of the Assistant Deputy Director General for External Affairs. IICA
<ul style="list-style-type: none"> Proposed Staff Rules of IICA Document IICA/JIA/Doc.95(85) 7 August 1985 	General Directorate. IICA
<ul style="list-style-type: none"> Area I. Central Annual Area Report 1985 (Spanish) 	Director Area I. IICA
<ul style="list-style-type: none"> Area II. Caribbean Annual Area Report 1985 	Director Area II. IICA
<ul style="list-style-type: none"> Area III. Andean Annual Area Report 1985 (Spanish) 	Director Area III. IICA
<ul style="list-style-type: none"> Area IV. Southern Annual Area Report 1985 (Spanish) 	Director Area IV. IICA
<ul style="list-style-type: none"> Reports on the Situation of the Agricultural Sector and IICA's Role at the Country Level (29 IICA Offices) 	IICA Office Directors in the countries
<ul style="list-style-type: none"> Annual Office Reports 1985 	IICA Office Directors in the countries
<ul style="list-style-type: none"> Report - Analysis of Programs 	IICA Office Directors in the countries

Title of Document

Author

**Reports and guidelines at the
Program level**

Program Directors

Program I. Agricultural Education

- Annual Report 1985
- Activity Report 1983-1985
- Activity Report 1983-1985
(Executive Summary)
- Guidelines for Program-level
action
- Analysis of the role and perfor-
mance of the Program (memo OC/DG-318)

**Program II. Generation and Transfer
of Technology**

- Annual Report 1985
- Activity Report 1983-1985
- Activity Report 1983-1985
(Executive Summary)
- Analysis of the role and perfor-
mance of the Program (memo OC/DG-318)

**Program III. Renewable
Natural Resources**

- Annual Report 1985
- Activity Report 1983-1985
- Activity Report 1983-1985
(Executive Summary)
- Guidelines for Program-level
action
- Analysis of the role and perfor-
mance of the Program (memo OC/DG-318)

Program IV. Animal Health

- Annual Report 1985
- Activity Report 1983-1985
- Activity Report 1983-1985
(Executive Summary)
- Guidelines for Program-level
action
- Analysis of the role and perfor-
mance of the Program (memo OC/DG-318)

Title of Document

Author

Program V. Plant Protection

- Annual Report 1985
- Activity Report 1983-1985
- Activity Report 1983-1985
(Executive Summary)
- Guidelines for Program-level
action
- Analysis of the role and perfor-
mance of the Program (memo OC/DG-318)

**Program VI. Agricultural
Production**

- Annual Report 1985
- Activity Report 1983-1985
- Activity Report 1983-1985
(Executive Summary)
- Guidelines for Program-level
action
- Analysis of the role and perfor-
mance of the Program (memo OC/DG-318)

**Program VII. Marketing and
Agroindustry**

- Annual Report 1985
- Activity Report 1983-1985
- Activity Report 1983-1985
(Executive Summary)
- Guidelines for Program-level
action
- Analysis of the role and perfor-
mance of the Program (memo OC/DG-318)

Title of Document

Author

Program VIII. Rural Development

- Annual Report 1985
- Activity Report 1983-1985
- Activity Report 1983-1985
(Executive Summary)
- Guidelines for Program-level
action
- Analysis of the role and perfor-
mance of the Program (memo OC/DG-318)

**Program IX. Planning and
Management for Agricultural
Development and Rural Well-Being**

- Annual Report 1985
- Activity Report 1983-1985
- Activity Report 1983-1985
(Executive Summary)
- Guidelines for Program-level
action
- Analysis of the role and perfor-
mance of the Program (memo OC/DG-318)

**Program X. Information for
Agricultural Development and
Rural Well-Being**

- Annual Report 1985
- Activity Report 1983-1985
- Activity Report 1983-1985
(Executive Summary)
- Analysis of the role and perfor-
mance of the Program (memo OC/DG-318)

• **Multinational Projects**

- **Executive Summary. Project
"Strengthening the Managerial
Skills of Associative Agricul-
tural Production Enterprises"
FORGE (Spanish)
Internal Document February 1986**

**Inter-American Institute for
Cooperation on Agriculture**

Title of Document	Author
<ul style="list-style-type: none"> Project "Strengthening the Managerial Skills of Associative Agricultural Production Enterprises" (FORGE) (Spanish) Annual Report 1985 	Inter-American Institute for Cooperation on Agriculture
<ul style="list-style-type: none"> "PROMECAFE": A Project to improve Coffee Cultivation in Mesoamerica" (Spanish). 	Inter-American Institute for Cooperation on Agriculture
<ul style="list-style-type: none"> Multinational Project on Planning and Management for Rural Development in Latin American and the Caribbean (Spanish) PROPLAN/A: EVALUATION REPORT 	José D. Marull Luis J. Paz
<ul style="list-style-type: none"> Selected National IICA Projects (see Appendix No.) Project Document Annual Report 1985 	Head of Project Head of Project

PERSONAL DATA ON MEMBERS OF THE G-6

Name and nationality	Present position	Education	Positions held	Pertinent missions or other activities	Present address
Gérard Ouellette Canada	Agricultural Consultant Vice President (International Development) AGROVEST INC.	B.A. Laval 1943 Arts & Science B.S. Agr. Laval, 1947 Soil Science Ph.D. Wisconsin, 1950 Soil Fertility Post-Doc. Rutgers, 1959 Radio-isotopes	1978-1985 Director, Agriculture Division, CIDA 1975-1978 Senior Agricultural Adviser, CIDA 1962-1975 Professor, Head of the Soils Department and Associate Dean of the Faculty of Agriculture, Laval University 1950-1962 Research Scientist, Research Branch, Agriculture Canada	Currently on-going consultant to CIDA in matters related to agricultural research and education and member of the World Bank team currently preparing a strategy for assistance to national and regional agricultural research systems in West Africa	105 OWL DRIVE OTTAWA, Canada K1V 9J4 Telephone: (613) 523-2451 Telex: 055-60767
John A. Pino U.S.A.	Adviser Agricultural Sciences Consultant Agricultural Sciences, IDB	B.S. Rutgers Univ. 1944 Ph.D. Zoology Rutgers Univ. 1951	Asst. Prof. Rutgers Univ. 1947-1951 Assoc. Prof. Rutgers Univ. 1951-1955 Scientist Rockefeller Foundation, Mexico 1955-1965 Assoc. Director Rockefeller Foundation, New York. 1965-1970 Director Rockefeller Foundation 1970-1983 Adviser-IDB 1983 to Present	CIAF 1973-1982 IIRAD 1974-1979 U.S. National Academy of Sciences Board in Agriculture 1983 Board Boyce Thompson Institute 1980 National Agricultural Research and Extension Users Advisory Board 1976-1982 Member Presidential Mission to Peru-1983 Member Review Panel USAID-Peru INIPA Program, 1985 Visiting Professor Rutgers University, Publications, Speeches and Travel	608 17th, St. Washington, D.C.

APPENDIX No. 4

PERSONAL DATA ON MEMBERS OF THE G-6

Name and nationality	Present position	Education	Positions held	Pertinent missions or other activities	Present address
Bailio Madrid Carda Chile	President - INIA Chile 1978-1986	Agronomist Catholic U., Chile	Secretary General Rockefeller Foundation, Chile 1964-1968 General Manager CIMMYT Mexico 1968-1978	1984 Member Evaluation Committee CIAT-Colombia 1985 Member Evaluation Committee ISNAR-Holland 1980-1986 National Adviser National Agricultural Association, Chile 1982-1986 Miembro Consejero Directivo IPARD-LAC	Fidel Oteiza 1956 Santiago, Chile Mailing address: Casilla 16343 Correo 9 Santiago Chile
Domingo Marte Dominican Republic	International Consultant	Bachelor Physical Sciences & Mathematics (1957) Agronomist, Loyola Polytechnic Institute, D. R. (1962) Bachelor of Science (BS) Horticulture, Texas A&M Univ. (1969) Master of Agricultural Science, Univ. of Florida (1973) Seminars and courses on Planning, policy, administration, applied economics	Credit agent, Banco Agrícola D. R. (1962) Extension agent, Ministry of Agriculture, R. D. (1963) Coordinator Agrarian Reform S.R., R. D. (1964) Head of orchard and cacao production programs (1965) Director Agric. Research Department (1973) University Professor 1973-1976 Deputy Minister: Agriculture for research and extension D.R. (1975) Minister of Agriculture D.R. (1984-1985) Member National Council of Agriculture (1986 to the present) Member of the Monetary Board, Central Bank (1985 to the present)	Design operating mechanisms for field work Design technology transfer models Design models for agrarian reform farmer associations with agricultural businesses and professionals Design mechanisms for credit delivery to small-scale producers Consultancies in various countries	P.O. Box 345-2 Santo Domingo, República Dominicana Teléfono (809) 533-7726

PERSONAL DATA ON MEMBERS OF THE G-6

Name and nationality	Present position	Education	Positions held	Pertinent missions or other activities	Present address
Juan José Salazar Cruz Colombia	Director Agricultural Financial Fund	D.V.M. National University of Colombia, Bogotá 1960 MS (Animal Sciences) North Carolina State Univ. 1963 Ph.D (Animal Production) University of Florida 1970 Upper management University of the Andes 1980	Director Department of Animal Sciences Colombian Agricultural Institute 1970-1973 Deputy Manager Development Agrarian Credit Fund 1973-1978 General Manager VECOL 1978-1980 Dean, Faculty Veterinary Medicine, La Salle University, 1980-1986	Consultancies; IADE-FAO Ford Foundation Boards of Directors: Colombian Agricultural Institute, (ICA) 1982-1985 Colombian Agricultural Association (SAC) 1980-1983 Agrarian Credit Fund 1982-1986 Over 30 technical and scientific publications Lecture tours in several countries	Banco de la República, Edificio AVIANCA Piso 36 Bogotá, Colombia Teléfonos: 2419067 2832972
John Arnott Spence Trinidad & Tobago	Professor of Botany University of the West Indies (UWI)	B.S. (Hons. Botany) Bristol University Ph.D. Bristol University Diploma in Agricultural Science-Cambridge University Diploma in Tropical Agriculture-Imperial College of Tropical Agriculture	1957-1961 Plant Pathologist Ministry of Agriculture Trinidad & Tobago 1960-1963 Plant Pathologist Regional Citrus Research Scheme, U.W.I. 1963-1974 Lecturer-Senior Lectures in Plant Physiology, U.W.I. 1974 present, Professor of Botany, U.W.I., Trinidad 1975-1981 Dean, Faculty of Agriculture, U.W.I., Trinidad 1981-1983 Director, Subregional Headquarters, United Nations Economic Commission for Latin America and the Caribbean (on secondment from U.W.I) Trinidad	Board of Trustees of CIAT 1975-1981 Chairman, National Council for Science and Technology Trinidad & Tobago 1975-1981 Chairman, Caribbean Industrial Research Institute Trinidad & Tobago 1975-1981 Member, Expert Group to Review Work Programme of Commonwealth Science Council, 1983 Consultant Director, Commonwealth Institute of Biological Control, England 1975-present	Faculty of Agriculture, University of West Indies, St. Augustine, Trinidad

PERSONAL DATA ON MEMBERS OF THE SUPPORT GROUP

Name and nationality	Present position	Education	Positions held	Pertinent missions or other activities	Present address
Alfredo Alonso Uruguay	Advisor to the Director General	Agronomist, 1970 Faculty of Agronomy, University of the East- ern Republic of Uruguay Graduate diploma in economic and social statistics, 1975 CIENES/OAS, Santiago de Chile	Chief of Division/Chief of Department, Office of Agricultural Economic Research, Ministry of Agriculture and Fisheries, Uruguay, 1971-1978 Project Specialist, IICA-SBP, Uruguay, 1978-1980 Project specialist, IICA, Headquarters, 1980-1983 Head of Division of Project Methodology Training and Design, CEPI-IICA, 1983- 1986	Consultant IPAD, 1981 & World Bank, 1982 Co-Director of Course on Organization and Man- agement of Rural Projects, EDI World Bank, Washington, 1982 Coordinator of Project Training Program of the Regional Tech- nical Assistance Unit (RUTA), World Bank/ UNDP/IPAD/IICA 1982-1983 Director of Agricultural Project Courses CEPI/ IICA-EDI/World Bank, 1983, 1984 & 1985	Apartado 55 2200 Coronado

PERSONAL DATA ON MEMBERS OF THE SUPPORT GROUP

Name and nationality	Present position	Education	Positions held	Pertinent missions or other activities	Present address
George E. Buckaire Trinidad & Tobago	Assistant to the Director of Follow up and Supervision (Operations/ IICA)	MS. Agricultural Economics (Univ. of Alberta, Canada) BS. Agricultural Economics (McGill University Canada)	Assistant to the Director of Follow up and Supervision (1982-present)	Chairman, Coordinating Committee, Government to Government Arrangements on Agriculture (Government of Trinidad and Tobago and the Netherlands), 1979-81	Co-Director EDI training course, Project Preparation and Analysis for Agricultural Development, 1977
P.O. Box 55 2200 Coronado San Jose		DICTA Diploma, Imperial College of Tropical Agriculture, (ICTA, Trinidad (West Indies)	Specialist in Proj- ect Preparation and Analysis (June 81-Oct. 82) CARICOM Counterpart	Chairman of the Chagaramas and Piarco Agricultural Development Projects. 1978-81	CCS/FAO Mission to investigate the problems of agricul- tural production and marketing and the Agricultural Marketing Protocol, (MMP). Ref. G. Buckaire/J. Yeates CCS/FAO Report, 1971
		Unfinished PhD Thesis (Economics, UWI, Mona Jamaica)	Co-Director and Consultant, Economic Development Institute (EDI), World Bank (1976-77) Senior Agricultural and Rural Development Planner (sr. Profes- sional Contract Officer), Agricultural Planning Unit, Govt. of Trinidad and Tobago (1978-81).	Leader of Trinidad and Tobago Mission to the Netherlands to negotiate and prepare Govt. to Govt. agreement for rehabilitation of Land Settlement Projects, 1980	CARICOM Counterpart, CCS/FAO Mission to investigate the institutional and other support services to agricul- ture in CARICOM Countries, with special attention to the IDCS.
			Agricultural Economic Advisor, Caribbean Agric. Rural Develop Advisory and Training Service (CARDATS, UNDP FAO/CARICOM Regional Project, (1974-76)	Leader of Government Mission to Antigua to identify and prepare projects for financing bilateral arrangements between Governments of Trinidad and Tobago and Antigua, 1981	Ref. G. Buckaire and J. Menz, CCS/FAO
			Senior Economist CARICOM Community and Common Market. (CARICOM, 1970-73)	Leader of Government Agricultural technical delegations to CARICOM Meetings on Agriculture, 1978-81.	Secretary to CARICOM Committee appointed to review the formation of the Caribbean Agricul- tural Research and Development Institute, (CARDI), 1973.
			Senior Agricultural Assistant/Agr. Of- ficer, Extension, Ministry of Agricul- ture, Govt. Trt.	Secretary to Government appointed Committee to inquire into all aspects of the national poultry industry, 1980.	CARICOM Counterpart, CCS/UNDP Mission to investigate the problems of pre- and post-harvest losses, and the needs for post-harvest tech- nology and refrigera- tion facilities in CARICOM Countries.

PERSONAL DATA ON MEMBERS OF THE SUPPORT GROUP

Name and nationality	Present position	Education	Positions held	Pertinent missions or other activities	Present address
Diego Londoño Colombia	Specialist in Rural Development IICA	Agronomy, 1961 Caldas University, Colombia M.S. Agr. Economics 1970, Oklahoma State U. Ph.D. Agr. Economics 1974, Oklahoma State U.	Professor National University-Colombia Director Socioeconomic Studies-ICA, Colombia Director Planning-ICA Colombia Specialist Rural Development-IICA	Consultant Ford Foundation (Guatemala) Consultant IADS (Panama) Consultant Robert Nathan Associates (Honduras, El Salvador)	Oficina del IICA en Ecuador Calle Muros No. 146, Quito Apdo. 201-A
Fernando E. Del Risco Saldívar Peru	Project Planning Specialist PROPLAN IICA	Bachelor in Agronomy 1967 Agronomist 1968 Diploma in Planning IFL/PIAFUR/DNS 1972 Magister in Planning IFL/PIAFUR/DNS/ 1973 Post professional courses and seminars in agricultural and rural planning	Specialist in projects and microplanning Zonal Planning Office, Agrarian Zone XI-Cusco- Ministry of Agriculture Peru, 1969-1970 Specialist in Agrarian Planning/Socioeconomic Studies, Sectoral Agricultural Planning Office OSPA-Ministry of Agriculture, Peru 1971 - 1978 Director of Plans and Programs, Sectoral Planning Office, Ministry of Food and Nutrition - Peru 1978 - 1980 Planning Specialist, Board of the Cartagena Agreement, Andean Group UNDP 1980 - 1982 Planning Specialist, IICA-PROPLAN Multinational Project Member of the Central Group and Head of the Costa Rica Component 1982	Representative of Peru Meetings of the Advisory Commission, Hipólito Uhanus FMO/JMWAC Agreement Professor graduate courses in Agricultural Sectoral Planning and Theory of Regional Development, Lima Planning Institute, University of Engineering 1974-1982 Technical cooperation missions in the area of agricultural and rural planning and management in Bolivia, Colombia, Costa Rica, Chile, Ecuador, Honduras, Guatemala, Nicaragua, Mexico, Panama, Peru, Dominican Republic, and Venezuela 1980-	Apartado Postal, 55-2200 Coronado Teléfono: 29-02-22 Ext. 383

APPENDIX No. 5

ACRONYMS USED IN THIS REPORT

ACORBAT	Association for Collaboration in Banana Research in the Caribbean and Tropical America - Caribbean.
AGRICOLA	Agricultural On Line Access - Caribbean.
AGRINTER	Inter-American Agricultural Information -Caribbean.
AGRIS	Agricultural Research Information Service - Caribbean.
AHDEJUMUR	Asociación Hondureña de la Juventud y Mujer Rural - Honduras.
AID	Agency for International Protocol -Caribbean.
AVRDC	Asian Vegetable Research and Development Center - Caribbean.
BMC	Barbados Marketing Corporation - Caribbean.
BANADESA	Banco Nacional de Desarrollo Agrícola - Honduras.
BANADESA	Banco Nacional de Desarrollo Agrícola - Guatemala.
BANCOMEXT	Banco de Comercio Exterior - México.
BANRURAL	Banco de Crédito Rural - México.
CAB	Commonwealth Agricultural Bureau - Caribbean.
CAF	Corporación Andina de Fomento - Venezuela.
CAEP	Caribbean Agricultural Extension Project - Caribbean.
CAL	Central Analytical and Pesticides Laboratory - Caribbean.
CARDATS	Caribbean Rural Development Advisory and Training Service - Caribbean.
CARDI	Caribbean Agricultural Research and Development Institute - Caribbean.
CARDILS	CARDI Literature Service - Caribbean.
CARICOM	Caribbean Community and Common Market - Caribbean.
CARIRI	Caribbean Industrial Research Institute - Caribbean.
CARIS	Agricultural Research Information System - Caribbean.
CARONI	Caroni Sugar Estates Limited (Trinidad Government-owned) - Caribbean.
CENAGRI	Centro Nacional de Información y Documentación Agrícola - Brasil.
CDB	Caribbean Development Bank - Caribbean.
CFC	Caribbean Food Corporation - Caribbean.
CFTC	Commonwealth Fund for Technical Cooperation - Caribbean.
CGIAR	Consultative Group on International Agricultural Research - Caribbean.
CICIU	Centro de Investigación y Cría de Insectos Utiles - Perú.
CIID	Centro Internacional de Investigación para el Desarrollo - Perú.
CIDA	Canadian International Development Agency - Caribbean.
CIMMYT	International Maize and Wheat Improvement Center - Caribbean.
CINGRA	Coordinación de asuntos internacionales de agricultura -Brasil.

CIP	International Potato Center - Caribbean.
CIPA	Centro de Investigación y Promoción Agraria - Perú.
CODEVASF	Corporación de desarrollo del Valle de San Francisco - Brasil.
CONASUPO	Comisión Nacional de Subsistencias Populares - México.
COREDA	Consejo Subregional de Desarrollo - Guatemala.
CORU	Cocoa Research Unit (UWI, Trinidad & Tobago) - Caribbean.
COSUCO	Consejo Superior de Coordinación del Sector - Guatemala.
COSUREDA	Comité Subregional de Desarrollo - Guatemala.
DGAI	Dirección General de Asuntos Internacionales SARH - México.
DGFF	Dirección General de Protección Fitopecuaria y Forestal - Mexico.
DIGESA	Dirección General de Servicios Agrícola - Guatemala.
DIGESEPE	Dirección General de Servicios Pecuarios - Guatemala.
ECS	Eastern Caribbean Dollar - Caribbean - Guatemala
EC	Eastern Caribbean States - Caribbean.
ECLA	Economic Community for Latin America - Caribbean.
ECLAC	Economic Community for Latin America and the Caribbean - Caribbean.
EDF	European Development Fund - Caribbean.
EEC	European Economic Commission - Caribbean.
EMBRAPA	Empresa Brasileña de Pesquisa Agropecuaria - Brasil.
EMBRATER	Empresa Brasileña de Transferencia de Tecnología - Brasil.
FAO	Food and Agriculture Organization - Caribbean.
FIRA	Fideicomiso de Garantía para la Agricultura, Ganadería y Avicultura del Banco de México - México.
FSRDP	Farming Systems Research and Development Project - Caribbean
GRAN	Grupo Andino (Bolivia, Colombia, Ecuador, Perú y Venezuela)- Perú.
GDP	Gross Domestic Product - Caribbean.
GUYSUCO	Guyana Sugar Corporation - Caribbean.
IARCS	International Agricultural Research Centers - Caribbean.
ICTA	Imperial College of Tropical Agriculture - Caribbean.
ICTA	Instituto de Ciencias y Tecnología Agrícola - Guatemala.
IDB	Inter-American Development Bank - Caribbean.
IDRC	International Development Research Center - Caribbean.
IITA	Interntional Institute of Tropical Agriculture - Caribbean.
IMCAFE	Instituto Mexicano del Café - México.
IMCE	Instituto Mexicano de Comercio Exterior - México.
INACOP	Instituto Nacional de Cooperativas - Guatemala.
INAFOR	Instituto Nacional Forestal - Guatemala.
INDECA	Instituto Nacional de Comercialización Agrícola - Guatemala.
INIAP	Instituto Nacional de Investigación Agropecuaria- Ecuador.
INIBAP	International Institute for Bananas and Plantains - Caribbean.
INIFAP	Instituto Nacional de Investigaciones Forestales Agrícolas y Pecuarias - México.
INIPA	Instituto Nacional de Investigación y Promoción Agraria - Perú.
INTA	Instituto Nacional de Transformación Agraria - Guatemala.
ISNAR	International Servive for National Agricultural Research - Caribbean.

JUNAC	Junta del Acuerdo de Cartagena, (Organo Técnico Comunitario del Grupo Andino) - Perú.
LDC	Less-Developed Country - Caribbean.
LIDCO	Livestock Development Corporation (Guyana) - Caribbean
MAG	Ministerio de Agricultura y Ganadería - Ecuador.
NAGA	Ministerio de Agricultura, Ganadería y Alimentación Guatemala .
MEC	Ministerio de Educación y Cultura - Brasil.
MDC	Medium-Developed Country - Caribbean.
MINAGRI	Ministry of Agriculture - Caribbean.
MINTER	Ministerio del Interior - Brasil.
MOSCAMED	Proyecto de Erradicación de la Mosca del Mediterráneo - Perú.
MUCIA	Mideastern Universities Consortium for International activities - Caribbean.
M. RREE	Ministerio de Relaciones Exteriores - Perú.
NACO	National Agricultural Corporation (St.Kitts) - Caribbean.
NARI	National Agricultural Research Institute (Guyana) - Caribbean.
NARS	National Agricultural Research Systems - Caribbean.
O&M	Organization and Management - Caribbean.
ODA	Overseas Development Administration (U.K.) - Caribbean.
OECS	Organization of the Eastern Caribbean States - Caribbean.
PROCISUR	Programa Cooperativo de Investigación Agrícola del Cono Sur - Uruguay.
PRODESA	Proyecto de Salud Animal - Guatemala.
PRONADRI	Programa Nacional de Desarrollo Rural Integrado - México.
PROTECA	Programa de Tecnología Agropecuaria - Ecuador.
PROVARZEAS	Programa Nacional de Aprovechamiento Racional de Varzes; Irrigables - Brasil.
RAC	Research Advisory Committee - Caribbean.
R&D	Research and Development - Caribbean.
RFNS	Regional Food and Nutrition Strategy - Caribbean.
RFP	Regional Food Plan - Caribbean.
RRC	Regional Research Center - Caribbean.
SARH	Secretaría de Agricultura y Recursos Hidráulicos - México.
SCL	Systems Caribbean Limited - Caribbean.
SECID	South-Eastern Consortium for International Development - Caribbean.
SECOFI	Secretaría de Comercio y Fomento Industrial - México.
SEDRI	Secretaría de Desarrollo Rural Integral - Ecuador.
SIECA	Secretaría de Integración Económica de Centro América - Guatemala.
SPADA	Sector Público Agropecuario y de Alimentación - Guatemala.
SUDHEVEA	Superintendencia do desenvolvimento da Borracha -Brasil.
SUPLAN	Secretaría Nacional de Planeamiento Agrícola - Brasil.
S. R. N.	Secretaría de Recursos Naturales - Honduras.
TA	Technical Assistance - Caribbean.
TAC	Technical Advisory Committee - Caribbean.
TT\$	Trinidad & Tobago Dollar - Caribbean.
TT-MOA	Trinidad & Tobago Ministry of Agriculture - Caribbean

UG	University of Guyana - Caribbean.
UNDP	United Nations Development Programme - Caribbean.
USAID	United States Agricultural and Industrial Development Caribbean.
USDA	Unidad Sectorial de Planificación Agrícola - Guatemala .
UWI	University of the West Indies - Caribbean.
VERNO	Unidad Ejecutora del Proyecto del Vértice Noroeste - Uruguay
WICBS	West Indian Cane Breeding Station - Caribbean.
WINBAN	Windward Islands Banana Growers' Association - Caribbean.

OTRAS

- FORGE** Proyecto Internacional de Fortalecimiento de la Capacidad Gerencial de Empresas Asociativas de Producción Agropecuaria - San José.
- PRACA** Programa de Adiestramiento y Estudios sobre Reforma Agraria y Desarrollo Rural del Istmo Centroamericano y República Dominicana - Honduras.
- PROMECAFE** Programa para el Mejoramiento y Modernización de la Caficultura en Centro América, México, y Panamá y República Dominicana - San José.
- PROPLAN** Proyectos en Planificación y Administración para el Desarrollo Agrícola y Rural - San José.
- ROCAP** Regional Program of Central America and Panama - GUATEMALA.
- OIRSA** Organismo Internacional Regional de Sanidad Agropecuaria
- _____.
- SIECA** Secretaría de Integración Económica de Centro América - Guatemala.



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