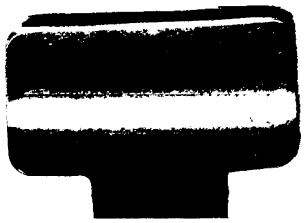


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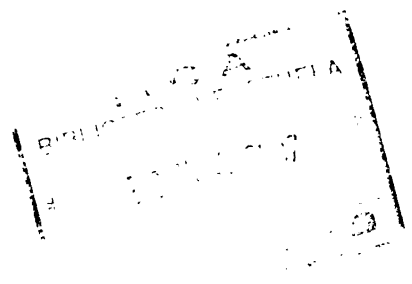


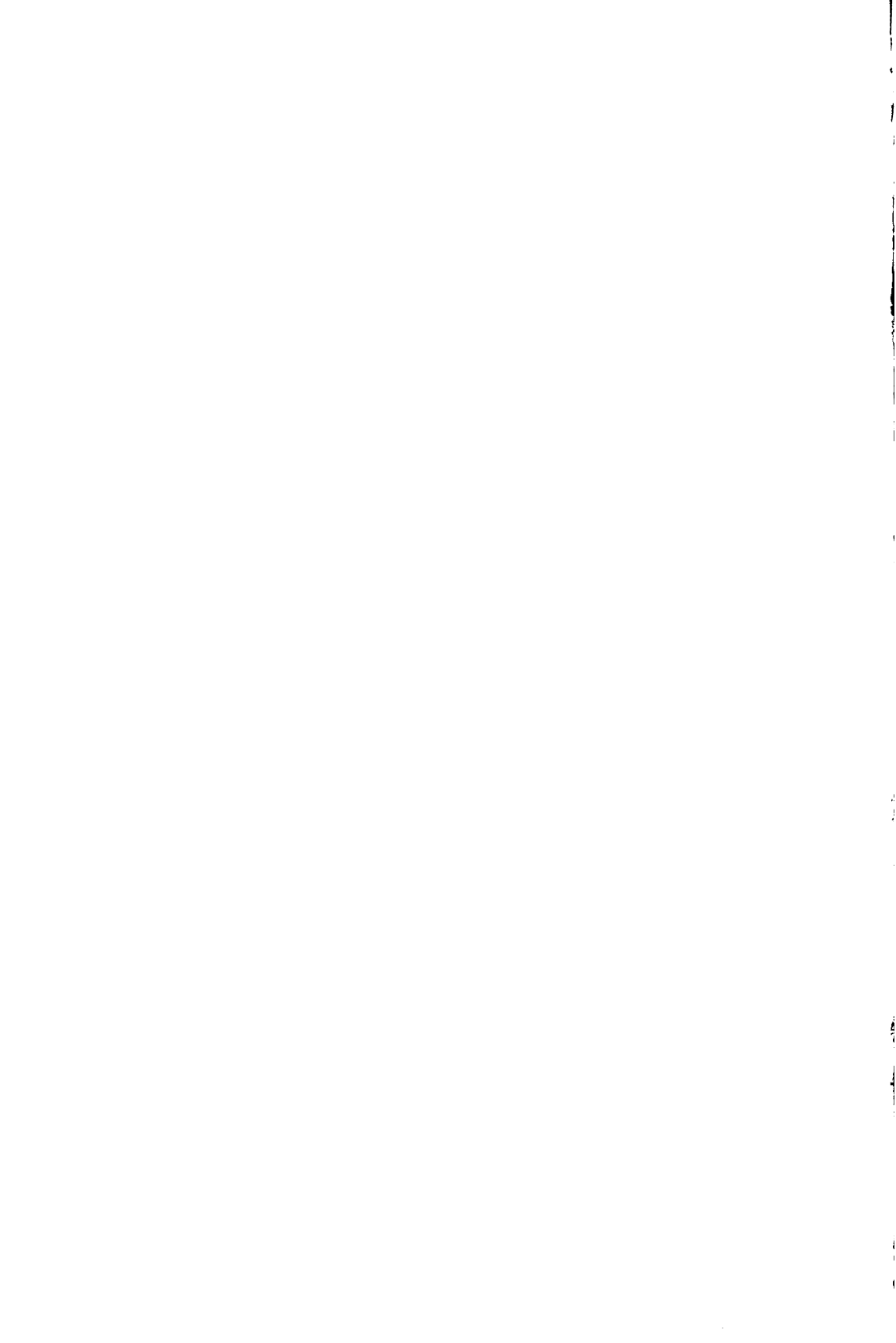
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FROM THE DIRECTOR GENERAL

In compliance with Article 20 (d) of the Convention on the Inter-American Institute for Cooperation on Agriculture, which went into effect on December 8, 1980, and Article 6 (g) of the Rules of Procedure of the Inter-American Board of Agriculture, held in Buenos Aires, Argentina, from August 10 to 13, 1981, I hereby present the Institute's Annual Report for 1981 to the consideration of the Executive Committee, the Inter-American Board of Agriculture and the General Assembly of the Organization of American States.

The period covered by this Report was the final year of the term of office of Dr. José Emilio G. Araujo as Director General of IICA. It includes a description of the programs, projects and activities, by Line of Action, that IICA performed from January 1 through December 31, 1981, as well as a discussion of institutional relations and a financial analysis of this specialized agency of the Inter-American System.

Respectfully,



Francisco Morillo Andrade
Director General

ELECTION OF IICA'S DIRECTOR GENERAL FOR 1982-1986



The First Regular Meeting of the Inter-American Board of Agriculture elected Dr. Francisco Morillo Andrade as Director General. He then joined the officers for the Closing Session. The photograph shows, from left to right, Manuel Rodríguez, Deputy Director General of IICA; Dr. Morillo; then Director General of IICA, Dr. José Emilio G. Araujo; Dr. Jorge Rubén Aguado, Minister of Agriculture and Livestock of Argentina; Joaquín Alonso Guevara Morán, Minister of Agriculture and Livestock of El Salvador, and Luis Alberto Sepúlveda, Delegate of Chile, and Rapporteur of the Meeting.

INTRODUCTION

This Report covers the activities of the Inter-American Institute for Cooperation on Agriculture from January 1, 1981 through December 31, 1981.

The information is based on the activities performed during the final year of the prior administration, which ended on January 14, 1982. Therefore, the Report follows the structures of the seven Lines of Action of the General Plan and the Medium-Term Indicative Plan that governed IICA's actions in recent years.

The document has been prepared in accordance with the recommendations contained in Resolution Ag/Res.331(VIII-0/78) of the General Assembly of the Organization of American States, entitled "The Preparation of Reports by the Organs, Agencies and Entities of the Organization," and approved by the fifth plenary session, held on July 1, 1978. This means that the Report contains information necessary for an understanding of the following subjects: origin, foundation, legal aspects, structure, purposes, mandates and recommendations of the General Assembly, programs, projects, activities, relations and means of cooperation with other regional and world organizations and agencies, and a financial analysis and summary.

In this Report, IICA presents the most noteworthy achievements of 1981. However, Institute Headquarters maintains a complete, detailed file of all actions performed during the period. The governments of the Member States, world, regional or national agencies and institutions, and interested individuals are free to request any expanded information they may require.

CHAPTER 1.

INSTITUTIONAL STRUCTURE AND INTER-INSTITUTIONAL RELATIONS



A new phase in IICA's history. Dr. Francisco Morillo Andrade receives the congratulations of Dr. José Emilio G. Araujo, on the occasion of his election to the General Directorate.



CHAPTER 1

INSTITUTIONAL STRUCTURE AND INTER-INSTITUTIONAL RELATIONS

Introduction

In accordance with the objectives that govern the nature of the Annual Report of the Inter-American Institute for Cooperation on Agriculture —IICA— the first chapter includes an overview of the Institution as it is today, in the light of its new Convention; and a series of brief notes on its relationships with other institutions.

INSTITUTIONAL STRUCTURE

According to the Convention on the Institute (opened to the signature of the American States on March 6, 1979 at the Secretariat General of the Organization of American States, and ratified on December 8, 1980), the Inter-American Institute for Cooperation on Agriculture is an autonomous inter-governmental organization, with an inter-American scope and international legal standing, that specializes in agriculture. It is governed by its own Convention in pursuance of its goals to encourage, promote and support the efforts of the Member States in achieving the development of their agriculture and the well-being of their rural populations. It operates through three organs: the Inter-American Board of Agriculture, the Executive Committee and the General Directorate.

Inter-American Board of Agriculture (JIA)

The Inter-American Board of Agriculture is the maximum authority of the Institute and is composed of all the Member States. The government of each Member States designates a Board represen-

tative, preferably involved with agricultural and rural development. The Board meets regularly every two years and may hold special meetings.

Executive Committee

The Executive Committee consists of 12 Member States, elected to two-year terms. The Committee holds one regular meeting a year, acts on behalf of the Board, and serves as its executive organ between Board sessions.

General Directorate

The General Directorate is the executive organ of the Institute and is composed of the technical and administrative units that coordinate and implement Institute activities. General Directorate Headquarters is located in San Jose, Costa Rica.

Institutional development seeks to stimulate currents of economic, social and technological change in the countries of the American Hemisphere, especially in Latin America and the Caribbean. In this context, IICA is a service entity with expertise in a broad area of technical-administrative skills for technical cooperation in agricultural and rural development. It operates at the hemispheric, multinational and country levels, and focuses on four principal elements:

- a. *To promote the reinforcement of national institutions for training, research and rural development, in order to boost the progress and dissemination of science and technology as applied to rural development.*
- b. *To design and implement plans, programs, projects and activities in line with the requirements of the governments of the Member States, in order to help achieve their policies and programs of agricultural development and rural well-being.*
- c. *To establish and maintain relations of cooperation and coordination with the Organization of American States and other international or regional agencies and programs, and with governmental and non-governmental entities that pursue similar objectives.*
- d. *To serve as an organ of consultation, technical implementation and management for programs and projects of the agricultural*



First Regular Meeting of the Inter-American Board of Agriculture, held in Buenos Aires, Argentina from August 10 to 13, 1981. The President of the Republic of Argentina, Lieutenant General (Ret.) Roberto Eduardo Viola, presided over the inaugural ceremony of the Meeting.

sector, through agreements with the Organization of American States, or with national, inter-American or international agencies and entities.

General Plan and Medium-Term Indicative Plan

The objectives and strategies of IICA's overall action in the American countries are defined and structured in its current General Plan and Medium-Term Indicative Plan for planning and organizing its technical cooperation efforts in the four above-described areas. IICA has developed an appropriate operational format for implementing its work. Its main elements are:

– *Institutional reinforcement*, which involves training in programming and implementation for the national systems of the agrarian sector, in order to equip them to carry out agricultural and rural development actions and programs consistent with their own policies and resources.

– *Country-level action*, which is IICA's basic unit of activity for technical and administrative cooperation.

– *Operational decentralization*. This is consistent with country-level actions, since the Institute's human and financial resources are distributed as follows: 85 percent in the countries of the region, and 15 percent at Headquarters.

– *Participatory technical cooperation*. This has had a significant impact on the innovative function of the technical cooperation system. It has contributed to changing the traditional concept of technical *assistance* to technical *cooperation*, and has generated the new, widely accepted concept of *reciprocal* technical cooperation, which takes place between national and international agencies and the countries, for their mutual benefit; and between entities of the public and private sectors and agricultural workers.

IICA has defined and described a series of features which orient its immediate actions to fulfill the objectives of the above-mentioned format. These especially affect actions of the basic strategy to reinforce institutional systems, which should be included in all efforts seeking agricultural and rural development in the countries of the region. IICA's action are:

– *Multinational*, in that they focus on operations that benefit more than one country;

– *Participatory*, in that they take place through the cooperation, mutual support and participation of project beneficiaries, pertinent institutions and IICA;

– *Complementary*, in that operations are concentrated only in areas of weakness of the countries, where national efforts alone would be ineffective;

– *Temporary*, in that they last only until local institutions can undertake them with their own efforts;

– *Supportive*, in that efforts are made to equip national institutions to train and upgrade their own human resources;

– *Specific*, in that they seek to equip local institutions to upgrade themselves by stimulating specific, concrete and systematic programs;

– *Receptive*, in that they foster in the national institutions, the capability to adapt to the changing circumstances of the rural sector, and to the different situations between countries, or inside them; and

– *Innovative*, in that they help provide national institutions with the skills necessary for opening up new alternatives in agricultural and rural development, or for pioneering in their own development and in the economic and social progress of their particular countries.

This process has enabled IICA, on the one hand, to pinpoint the sectors where priority actions should be established; and on the other, to frame its lines of action, through which it concretely carries out its strategies of agricultural and rural development. All of IICA's actions seek consistently to promote substantial increases in:

- a. Agricultural production and productivity —with an emphasis on food production.
- b. Rural employment and reducing social disadvantage and poverty.

- c. The participation of the rural population in the processes and results of development in the short and long term.

Lines of Action

Consonant with the basic guidelines of the General Plan and the Medium-Term Indicative Plan, the Lines of Action described below form a normative framework for IICA's integrated action in the member countries through its agricultural and rural development programs, projects and activities.

At its First Regular Meeting, which took place in Buenos Aires, Argentina from August 10 to 13, 1981, the Inter-American Board of Agriculture made some changes in the conceptual structure of some of IICA's Lines of Action. The seven Lines are:

Line I – Information and Documentarion for Rural Development.

Line II – Education for Rural Development.

Line III – Agricultural Research and Technology Transfer.

Line IV – Agricultural Production, Productivity and Marketing; Animal Health and Plant Protection.

Line V – Regional Rural Development.

Line VI – Structural Change, Campesino Organization and the Participation of the Family, Women and Youth in Rural Development.

Line VII – Formulation and Administration of Agricultural Policy.

Financial Resources

IICA receives its funds from two main sources:

- a. The Member States help sustain its activities through annual quotas, which are set by the Inter-American Board of Agriculture according to the quota scale of the Organization of American States.



Formal installation of the Inter-American Institute for Cooperation on Agriculture. The ceremony took place during the First Special Meeting of the Inter-American Board of Agriculture, held in San Jose, Costa Rica from February 17 to 19, 1981, with the participation of the President of the Republic of Costa Rica, Mr. Rodrigo Carazo Odio.

- b. External sources provide what are commonly referred to as extra-quota resources, since they arise from agreements, contracts, grants and contributions from national or international institutions; special contributions from the member countries themselves that are channeled through contracts for the bilateral implementation of specific projects; and the Simon Bolivar Fund, in the amount of US\$ 20 million. The Fund was created in 1974 with an initial grant of US\$ 10 million for a five-year period and receives voluntary contributions from the countries receiving the benefits of Fund projects.

IICA policy seeks to obtain increasingly significant and dynamic resources from external sources, and especially from extra-continental sources. These can be increased and channeled by promoting agreements and contracts between the potential donor countries or organizations, with IICA and the American countries seeking this type of international cooperation for conducting and implementing specific and mutually beneficial projects for economic and social development.

According to the overall figures of the Program-Budget, approved by the Inter-American Board of Agriculture at its First Regular Meeting in Buenos Aires, Argentina, from August 10 to 13, 1981, for the 1982 fiscal year, the total amount of resources available totalled US\$ 48 668 715. Of these, the funds incoming from the Member States amounted to US\$ 16 964 509, or 34.85 percent of the total. Extra-quota funds, on the other hand, reached US\$ 29 504 206 or 60.62 percent of the total. Simon Bolivar Fund resources totalled US\$ 2 200 000, for 4.52 percent of the general budget.

Human Resources

About 200 high-level international technical personnel direct, plan and implement IICA's tasks, programs, projects, short-term actions and activities. They are distributed throughout the countries in a proportion similar to that discussed under operational decentralization.

As a functional whole, IICA's human resources —international professional personnel, supplementary temporary personnel and national professional personnel— constitute a highly qualified team for technical and administrative cooperation in agricultural and rural development, totalling about 300 employees.

INTER-INSTITUTIONAL RELATIONS

First Regular Meeting of the Executive Committee of the Inter-American Institute for Cooperation on Agriculture

The First Regular Meeting of the Executive Committee of the Inter-American Institute for Cooperation on Agriculture took place from June 9 to 12, 1981, in San Jose, Costa Rica, in conformity with the decision taken at the First Special Meeting of the Inter-American Board of Agriculture, held at IICA Headquarters in San Jose, Costa Rica, from February 17 to 19, 1981.

The following Resolutions and Draft Resolutions were approved at the First Regular Meeting of the Executive Committee:

- a. Document IICA/CE/Doc.16/18 "Financial Status of CATIE."
- b. Draft Resolution on the Group of Experts, in accordance with Resolution IICA/RAJD/Res.109(19/80), numeral 3, issued by

IICA's Board of Directors at its meeting in Mexico in 1980.

- c. Draft Resolution on the Participation of Women in the Rural Development Process, submitted by the Delegation of Mexico.
- d. Draft Resolution in Support of the Simon Bolivar Fund, presented by the Delegation of Panama.

The First Special Meeting of the Inter-American Board of Agriculture

This meeting was held at IICA Headquarters in San Jose, Costa Rica, from February 17 to 19, 1981, in accordance with the stipulations of Article 10 of the 1979 Convention.

The Special Meeting was attended by approximately 70 persons, including Representatives of the Member States, senior officials of the Organization of American States, authorities of the Costa Rican Government, IICA officials and special guests. Other noteworthy events of this Special Meeting were the ceremony for the formal installation of the Inter-American Institute for Cooperation on Agriculture, and the approval of the Rules of Procedure of the Inter-American Board of Agriculture, the Executive Committee and the General Directorate of IICA.

It was also agreed to set up the Executive Committee for 1981, in compliance with the provisions of Article 13, Chapter V of the Convention. The IICA Member States sitting on the Executive Committee for the first term were: Argentina, Chile, Colombia, Costa Rica, Guyana, Haiti, Mexico, Nicaragua, Panama, Peru, Suriname and the United States of America.

First Regular Meeting of the Inter-American Board of Agriculture (JIA)

The meeting took place from August 10 to 18, 1981 in Buenos Aires, Argentina, and 24 resolutions were approved. The following were the most important:

- a. The new Director General of IICA was elected for the next four-year term, which will begin on January 15, 1982. Dr. Francisco J. Morillo Andrade, a Venezuelan, was elected to the position.
- b. Dr. José Emilio G. Araujo, outgoing Director General, was designated *Director Emeritus*, for his "important services in an effort to modernize, expand and strengthen the Institute."

- c. Mr. Manuel Rodríguez, from Chile, and Dr. Norberto Ras, from Argentina, were awarded the status of *Personnel Emeritus*, as distinguished former officials of IICA.
- d. Financial support was approved for CATIE, which in the immediate future will function as a basic unit of IICA's structure, devoted to research into appropriate production systems for the tropics, and which will continue as a post-graduate training center in the agricultural sciences.
- e. A resolution was approved in support of the Simon Bolivar Fund, for continuing its activities.
- f. A resolution was approved to create a group of experts knowledgeable about the agricultural and rural environment of the Latin American and Caribbean countries, and familiar with IICA's philosophy and policy, and its strategies of action, for analyzing the basic instruments available to this agency within the framework of the 1979 Convention, and to formulate projections for the future programming of its work.
- g. The Director General was entrusted with preparing a hemispheric program on the conservation and management of renewable natural resources.
- h. The Director General was entrusted with preparing a hemispheric program on cooperation in agroenergy, to include the policies, strategies and instruments that will be used for cooperating with the efforts of the member countries interested in developing their sources of agroenergy.
- i. The Director General was requested to create a commission to study IICA's programs and budgets, and those of other international agencies operating in the field of animal health, and to propose ways to achieve greater effectiveness in this area, avoiding a duplication of efforts.
- j. Resolutions were passed on IICA's awards, as follows:
 - *Inter-American Agricultural Medal*. Dr. Manuel Torregroza Castro, from Colombia, was granted the Inter-American Agricultural Medal for 1981, in public international recognition of his outstanding work in the course of his professional life, devoted to agricultural research.

– *Inter-American Agricultural Award for Young Professionals for 1981.* Mr. Horacio E. del Campo, of Argentina, and Mr. Nelson Tineo Valladares, of Venezuela, were granted the Inter-American Agricultural Award for Young Professionals for 1981, in the Southern and Andean areas respectively, in public international recognition for their outstanding work. There were no nominations from the Antillean Area or the Northern Area.

– *Inter-American Award for the participation of Women in Rural Development.* The Inter-American Award for the participation of Women in Rural Development was awarded to Ms. Leónidas Paez de Virgili, from Paraguay, for 1980, and to Ms. Amorita W. de Merino Rábago, from Mexico, for 1981.

Eighth Inter-American Conference on Agriculture

The Eighth Inter-American Conference on Agriculture was held in Santiago, Chile, following a call by the Organization of American States. It was organized by IICA and the Ministry of Agriculture of that country, and took place from April 6 to 11, 1981, in compliance with the dispositions in Article 128 of the OAS Charter. Following is a general summary of the recommendations adopted that have an immediate impact on IICA's functions and operations:

- a. On policy analysis and diagnosis: IICA was entrusted, in consideration of the work already underway in other international agencies, to initiate a systematic data retrieval system for the analysis and diagnosis of the agricultural sector, and to determine the frequency with which reports on this activity will be submitted to the member countries of the Inter-American System.
- b. On the need to reinforce the overall analytical capabilities of the Inter-American System for following-up on and forecasting trends from a common perspective, while maintaining ongoing contact with the national units, in order to adjust overall perspectives to the specific needs and possibilities of each country: IICA was entrusted, as the agency which specializes in agriculture in the Inter-American System, with the responsibility of guiding and leading this activity with the participation and support of each member country and of any other international agencies which operate in the agricultural sector of the region.

- c. On rural poverty: IICA and other agencies of the Inter-American System were requested to strengthen their efforts, when so requested, to support the governments in identifying and analyzing alternative measures and in designing and following up on plans, programs and projects geared to bringing about meaningful reductions in the levels of poverty that exist in rural areas.



Representatives of the twelve Member States on the Executive Committee of the Inter-American Institute for Cooperation on Agriculture, in session during the First Regular Meeting of the Committee, held in San Jose, Costa Rica from June 9 to 12, 1981.

- d. On agricultural development in relatively less-developed countries: it was recommended that IICA, at a regular meeting in the near future, submit a report on these problems, to serve as a basis for upgrading programs specifically to seek the agricultural and rural development of the relatively less-developed countries of the region, and to guide international assistance efforts in this field.
- e. On animal health and plant protection: it was recommended that IICA, in consultation with other regional organizations specialized in this subject, review the import requirements of all the countries to determine their ability to protect them from the introduction of animal and plant pests and diseases, and from high levels of chemical residues in food crops. Likewise, it was recommended that they should work with these countries so that their quarantine activities can derive maximum disease and pest protection with a minimum interruption of trade between them.

- f. In addition, IICA was requested to contact the Ministers of Agriculture of the hemisphere in order to coordinate the funding they provide for international organizations engaged in animal and plant health programs, to make them more efficient and prevent duplication. This topic should be an agenda item at the next Executive Committee Meeting of IICA (see point *i*, of the First Regular Meeting of the JIA).
- g. On the formulation of long-term agricultural policies: IICA was urged to undertake the following with a view to helping the Member States formulate long-term agricultural policies:
 - 1. A study on the main priorities that the Member States and IICA should adopt.
 - 2. A study on the means by which the Member States could harmonize their agricultural and other policies.
 - 3. The coordination of agricultural policies among the Member States.

Representation of IICA in the United States of America and Canada

- a. *Ratification of the 1979 Convention:* The following countries deposited their instruments of ratification in 1981: Ecuador, Nicaragua, Bolivia, Argentina, Venezuela, Dominica, Suriname and Saint Lucia.
- b. *Permanent Observer Countries:* Republic of Korea (see information on Page), the Holy See (in process), Saudi Arabia (in process); Spain and Italy (conversations are underway for increasing their current participation in IICA's activities). The government of Italy has announced that it will grant scholarships for studies on the economics of the agrofood system as post-graduate staff training.

Inter-American System

XI Regular Session of the OAS General Assembly

- a. *Resolution of interest to IICA:* "Coordination between OAS activities and those of other international institutions, especially in Latin America and the Caribbean, to reduce duplication of

efforts and ensure improved use of available resources." Included in the Resolution on the Reorganization of the General Secretariat of the Organization of American States.

General Secretariat of the OAS

- a. *IICA/OAS Memorandum of Understanding:* Following an exchange of correspondence, the General Secretariat of the OAS and IICA agreed to put this instrument into effect. It is an operational agreement for distributing technical responsibilities in the area of rural development, and will go into effect with the 1982-1983 budgetary biennium. IICA will gradually assume the functions of the General Secretariat in the preparation and implementation of rural development projects. The memorandum of understanding also establishes a Permanent Working Group that will be responsible for coordinating, organizing and evaluating the operational agreement.
- b. *World Food Day.* IICA's General Directorate, through its Office in Washington, provided support to the OAS General Secretariat in organizing World Food Day, which took place in Washington, D.C., on October 16, 1981 in the Hall of the Americas at the OAS. The act was held in collaboration with the United Nations Food and Agriculture Organization, FAO, which established this commemoration for increasing the awareness of the public in regards to the nature and dimensions of the world food problem.
- c. *OAS Seminar in Venezuela.* IICA technical specialists cooperated with the Unit of Application of Science and Technology to Development, of the Department of Scientific and Technological Affairs, OAS, in the seminar on the status of the industry and the technological research underway on fruit and vegetable drying in Latin America and the Caribbean, which took place in Caracas, Venezuela from October 25 to 28, 1981.

The Sixteenth Regular Annual Meeting of the Inter-American Economic and Social Council, CIES

This was held from October 27 to 30 in Washington, D.C. IICA participated through its representative in the United States.



The Eighth Inter-American Conference on Agriculture, held in Santiago, Chile from April 6 to 11, 1981.

- a. **Specialized conferences.** A report was presented on the Eighth Inter-American Conference on Agriculture (For more information see page).
- b. **IICA—OAS—IDB Working Group.** As a result of Recommendation 12 on Food and Energy Security issued by the Eighth Inter-American Conference on Agriculture, a working group was set up in Washington, composed of representatives from IICA, the OAS and the Inter-American Development Bank. The objective of the group is to undertake the necessary studies for establishing a network of regional cooperation to assure food and energy security and study the structure required for its implementation, to be submitted to the consideration of the General Assembly of the OAS and to the Special General Assembly on Cooperation for Development.

The Working Group met on several occasions in Washington, and has prepared a set of documents that are currently being studied by high authorities of these agencies.

Specialized Agencies

- a. **Pan American Health Organization, PAHO.** The implementation of the *IICA—PAHO Memorandum of Understanding* continued,

through which PAHO authorized Dr. Pedro N. Acha to work with IICA as Advisor to its Animal Health Program. In addition, the memorandum seeks to improve the ties and coordination between both agencies in the field of animal health.

During the fiscal year, IICA participated in meetings with PAHO directors in Washington. At the 86th Meeting of PAHO's Executive Committee, held in Washington D.C., in June and July 1981, the Committee approved IICA's request to be admitted as an Observer of the Pan American Health Organization, thus formalizing the official relations between the two agencies.

- b. Inter-American Commission of Woman, IACW.* High-ranking IICA officials participated in meetings during 1981 with the President of IACW, Dr. Julieta Jardi de Morales Macedo, for dealing with matters of immediate interest for enhancing the cooperation and coordination of activities between the two agencies.

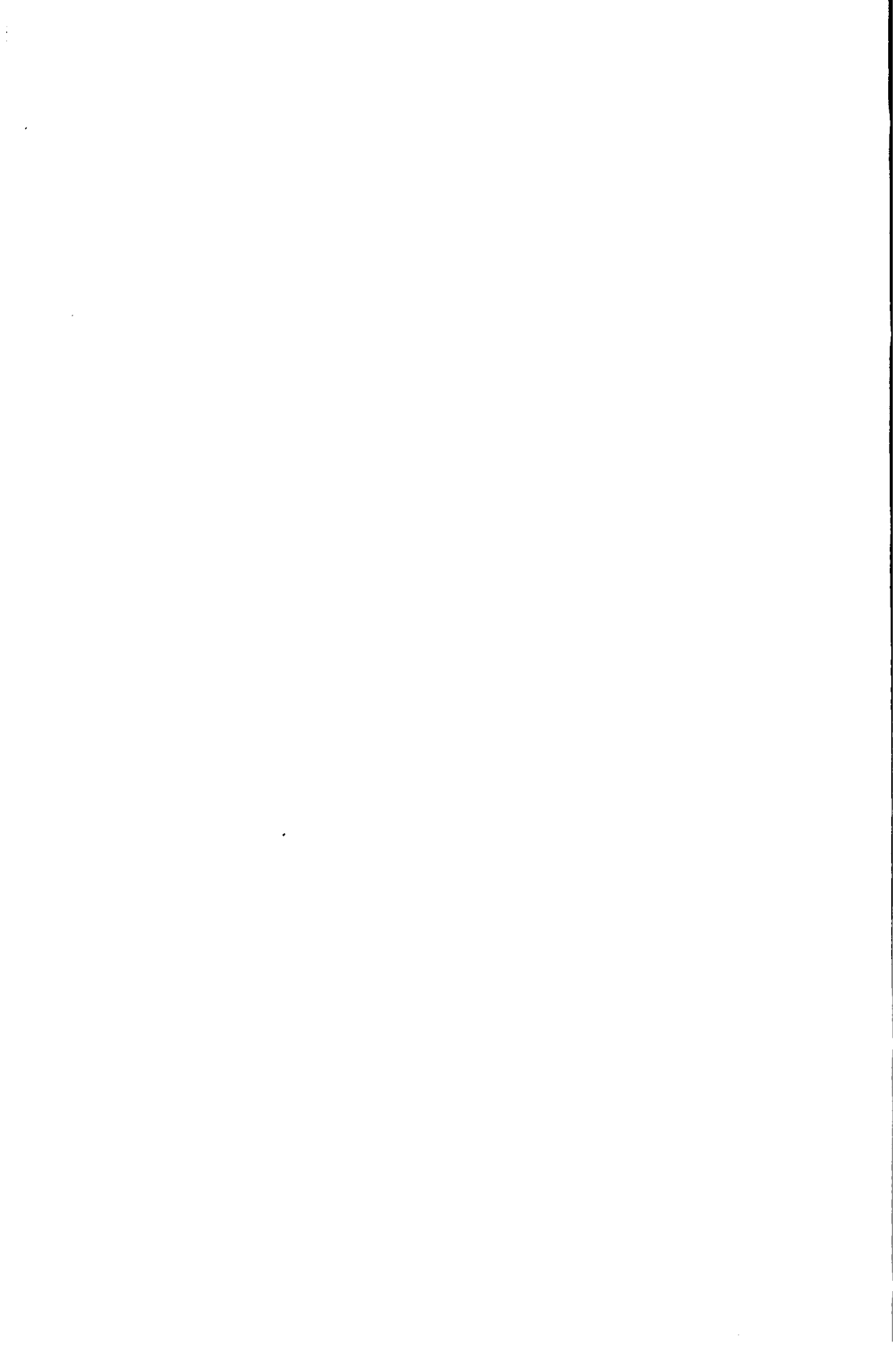
United States of America

- a. United States Department of Agriculture, USDA.* Cooperative relations increased during 1981, with special attention to cooperation between IICA and APHIS in the area of animal health and plant protection.
- b. Agency for International Development, AID.* Progress was made on different aspects of the projects on educational media for the integration of women into development, and joint activities already underway continued.
- c. Universities.* Cooperative activities continued with the Universities of Michigan State, Iowa State, Cornell, North Carolina State, Oklahoma State and Colorado State.
- d. Foundations.* Cooperative work continued with the Kellogg Foundation, the World Foundation and the Rockefeller Foundation.

Canada

- a. Permanent Mission to the OAS.* Activities in this area continue to be characterized by a high degree of participation in IICA affairs by the Canadian Mission.

- b. *Canadian International Development Agency (CIDA).*** Activities continued, through IDRC, AGRIS, AGRINTER.
- c. *Universities.*** Cooperative activities continued, especially in the organization of higher education: University of Quebec, University of Guelph. The latter cooperated very actively with the programs to increase women's participation in rural development.



CHAPTER 2.

AGRICULTURAL INFORMATION, DOCUMENTATION AND COMMUNICATION



How to produce, incorporate, disseminate and facilitate information for use in the rural sector? 1981 Round Table of the Inter-American Agricultural Information System, held in the Dominican Republic.

CHAPTER 2

AGRICULTURAL INFORMATION, DOCUMENTATION AND COMMUNICATION

Line of Action I

INFORMATION AND DOCUMENTATION FOR RURAL DEVELOPMENT

IICA's program actions in this Line promote, support and provide technical cooperation for the production, collection, analysis, organization and use of information related to the rural sector. It pursues its objectives and strategies through three fundamental programs:

Hemispheric information system

National information systems

Production and distribution of information

The first of these programs seeks to integrate the institutional systems working with information and documentation, and which collect, organize and distribute both statistical or documental information, into a continental network. The goal is for each system to have rapid access to the entire body of information contained in the inter-American network.

The second Program seeks to enable the agencies that collect, process and distribute information to use methods, practices, techniques and instruments that are compatible with those of the hemi-

spheric systems established by IICA, through the Inter-American Agricultural Documentation and Information Center, CIDIA.

Through the third program, IICA specifically seeks to ensure its support to agencies that collect, organize and disseminate information, resulting in the timely publication of information (especially research findings and up-to-date data); that this information be technically correct; and that it systematically be sent to pre-established receivers and pertinent users.

INTER-AMERICAN AGRICULTURAL DOCUMENTATION AND INFORMATION CENTER

This specialized center provides technical support to IICA on programs of agricultural documentation and information.

Objectives

- a. *General objective.* To upgrade the national agencies and systems working with agricultural documentation and information; to create the conditions necessary for integrating national efforts into the Inter-American Agricultural Information System, AGRINTER, and thus provide different groups of users with access to information from each of the institutions and countries participating in the program, or from other international sources.

- b. *Specific objectives.* To create or help improve the capabilities of national information agencies in planning, designing, developing and operating the centers of the national agricultural information and documentation systems; to cooperate with national agencies in developing and implementing information technology appropriate to the conditions of each country; to train human resources in managing the techniques used for processing and disseminating agricultural information; to develop and adopt appropriate systems, methods and procedures for standardizing and systematizing the collection, organization, analysis and storage of information, and its transfer to users; to encourage, promote and support reciprocal technical cooperation between the documentation and information centers of the member countries; to operate specialized information services for users; and to serve as the focus of the AGRINTER input and AGRINTER's services network at the regional level.



The Inter-American Agricultural Documentation and Information Center, CIDIA, operates specialized libraries in Turrialba and Coronado, Costa Rica, and in Bogotá, Colombia.

Projects underway

CIDIA focused on the following main projects during 1981, in pursuing the objectives of its Program for a Hemispheric Information System:

1. Design and implementation of agricultural information systems

This project seeks to assist national agricultural information systems in their organization and operation, and in integrating their actions with those of the AGRINTER system. Its aim to connect each system and its members with timely, up-to-date information from each of the participating institutions, and other external sources.

2. Electronic information processing

This project provides technical cooperation to the countries for upgrading their systems of information, marketing, science and technology, rural sociology, etc., and also supports their efforts to

adapt and adjust new data management and processing techniques. In addition, it cooperates with IICA's own operational units through data analysis, programming and processing.

3. Information transfer to users

This project seeks to increase the capabilities of the countries and equip them to improve the performance of their information services. It also strives to ensure that they are coordinated and integrated with the AGRINTER system. It is hoped that this will prevent a duplication of efforts and guarantee full use of resources.

4. Agricultural Information Project of the Central American Isthmus, PIADIC

This project seeks to create a functional information system for the rural sector in each of the Central American countries. Each national system is visualized to involve three components:

- a. Technology and mechanisms necessary for collecting and organizing information for computerized data management.
- b. Data base for information storage.
- c. Techniques and mechanisms for user services.

The system includes statistical and bibliographic or documental information, stressing technology and natural resources, as well as socioeconomic information. The actions of PIADIC during 1981 are described more fully below.

CIDIA's actions at the Hemispheric level

As coordinator of the AGRINTER system, CIDIA added a total of 11 924 bibliographic references to the data base during 1981. One half of the input came from the 19 countries belonging to the system. Three magnetic tapes with 4 831 input units were produced as a contribution of the region to the world AGRIS system. In addition, four issues of the *Indice Agrícola de América Latina y el Caribe* (Agricultural Index of Latin America and the Caribbean) were published and distributed.

A by-product of the AGRINTER data base system was the production, by computer, of national bibliographies for: →

- a) *Argentina*: 1977-1981, with 7 209 references;
- + b) *Bolivia*: 1977-1980, supplement with 482 references;
- + c) *Colombia*: 1979-1980, supplement with 2 400 references;
- + d) *Peru*: 1979-1980, supplement with 3 200 references.

Progress was made on a computer program ~~to make compatible~~ ^{to make compatible} AGRINTER and AGRIS data bank ~~would be compatible~~ with UNESCO's ISIS system. Tests on the final version of the corresponding conversion model have begun.

Microfiche services were established for storing the ~~non~~ ^{non} conventional data on Latin America and the Caribbean (included in the ~~AGRINTER system data base and~~) recorded in the *Indice Agrícola de América Latina y el Caribe*.

In 1981, the Twelfth Round Table of the Inter-American Agricultural Information System was held in Santo Domingo, Dominican Republic, and attended by 90 representatives from 19 countries and eight regional and international agencies. As a result, new strategies for upgrading national systems were defined and agreed upon, especially in regard to user services, the dissemination of information on research ~~underway~~ ^{current}, and methods for analyzing and retrieving information.

Preliminary contacts were made ~~with the countries~~ ^{with country agencies}, and a proposal was written for establishing a network of specialized services on information on agroenergy. A data base was created ~~on the basis of this system~~, and a bibliography was published on *biogas*, with the support of the Latin American Energy Organization, OLADE.

At the regional level, specialized information services were provided, including: alert services (the tables of contents of journals) on rural development; short bibliographies, prepared at the request of the users; specialized bibliographies on subjects of interest in the tropics; ~~and~~ copies of materials were also provided.

Agricultural Information Project of the Central American Isthmus, PIADIC

Noteworthy about this project is its regional, national and administrative integration. Since its incorporation into CIDIA, its activities have taken place as national programs of the Central American countries and Panama, operating with a regional outlook.

Following is a brief summary of some of the regional activities carried out by PIADIC during 1981:

— A project profile was written for strengthening the Documentation Centers of the Schools of Agronomy in the Central American countries.

— An international seminar was held on how to conduct surveys and manage the *area frame for agriculture*, with 35 participants from nine countries: Central America, Ecuador, the United States and the Dominican Republic.



IICA performs agricultural information activities with the Planning Ministries of the member countries.

Documentation transcription in Spanish, 1000 manabitos, peas, potatoes, and cabbage were provided.

Guatemala. The introduction of socioeconomic macrodescriptors for the National Agricultural Information System in Guatemala, SNIAG, was completed in collaboration with Guatemala's National Agricultural Statistics Commission, CNEAG, and IICA's Office in that country. Support was provided to SNIAG in establishing a documental information subsystem, and in writing a proposal for improving the Documentation Center. The Program also participated with the Agricultural Sectoral Planning Unit, USPA, in offering a second course on the management of documental information and the administration of agricultural information centers. *Specific area projects for Guatemala were completed.*

Honduras. The Central Bank of Honduras was assisted in designing an industrial information network; and the Program cooperated with the Agricultural Documentation Center in developing a course on the management of documentation centers, which was attended by 13 librarians. *Specific area projects for Honduras, such as, Yoro and Tegucigalpa.*

Nicaragua. PIADIC provided the course on the operation of documentation centers and agricultural libraries, which was offered by the Nicaraguan Technological Information Center. It was attended by 22 Government employees from the rural sector. Support was also given to the Central American University of Nicaragua in the preparation and presentation of a proposal for setting up an agricultural documentation center. *Area projects for Leon, Nueva Segovia, San Carlos and Jinotega were completed, as well as other areas of the country.*

Panama. PIADIC worked with the National Office of Renewable Natural Resources, RENARE, in organizing its Documentation Center and in integrating it into the national agricultural information network. In addition, technical support was given to the Union of Banana Exporting Countries, in preparing a glossary on bananas; follow-up actions were taken on the agricultural documentation project sponsored by IICA-IDRC-IDIAP-Panama; and PIADIC also cooperated in planning the first national course on the methodology of the Agrinter System. *Area projects were completed for Panama, such as, Colon, San Blas, Chiriqui.*

IICA's Technical Support to the Countries

IICA's Documentation and Information Program was very active throughout the continent during 1981. Some of its most important actions, especially in regards to the creation or strengthening of agricultural information centers and systems, are described below. These do not include actions of the PIADIC program.

Argentina. Technical cooperation was provided to the Schools of Agronomy at the University of Buenos Aires and the National Agricultural Technology Institute, INTA, for conducting the feasibility studies on the use of the AGRINTER and AGRIS bibliographic data bases.

Bolivia. The Bolivian agricultural bibliography for 1977-1980 was prepared and delivered.

Brazil. Agreements were established for CIDIA's cooperation and support to Brazil's National Agricultural Library, BINAGRI, for producing a Portuguese version of the AGROVOC— Multilingual Agricultural Glossary. To this end, 8 600 terms were analyzed and translated, and support was given to the project for analyzing BINAGRI's services.

Colombia. The supplement of the Colombian Agricultural Bibliography was produced by computer as a secondary result of the 1979-1980 AGRINTER data base system. CIDIA provided support to this country through IICA's Office in Bogota for operating a library and documentation service. IICA also cooperated in the work to program and promote the integration of the specialized information centers of the National Agricultural Information System.

Chile. Technical support was provided for training, exploiting the data base, and the selective dissemination of information.

Ecuador. Activities were carried out, with support from OLADE —the Latin American Energy Organization— on a study to produce a data base on agroenergy. As a result, bibliographic data were collected, processed by computer, and delivered to OLADE for the publication of the *Bibliography on Biogas*.

Guyana. With the sponsorship of UNESCO, cooperation was provided to the University of Guyana for preparing a proposal to establish an Agricultural Documentation Center, as the first step of a projected agricultural information network.

Haiti. Follow-up activities took place on the actions to plan and channel technical and economic resources to strengthen the National Agricultural Documentation Center.

Jamaica. CIDIA cooperated with the Ministry of Agriculture in implementing the Documentation Center, in the framework of the IDRC-IICA project.

Mexico. The plan to establish an agricultural information system, with the initial participation of five institutions from the agricultural sector, was reactivated. In addition, an agreement was made to integrate the National Forestry Research Institute, INIF, and the School of Veterinary Medicine of Mexico's National Autonomous University, UNAM, into the AGRINTER system input network.



IICA's Office in Grenada maintains a bulletin board with clippings from the Institute's informative publications and other sources, for the information of staff and visitors.

Paraguay. Support was provided to the MAG/Paraguay-IDRC-IICA project underway for organizing and operating the National Agricultural Library.

Peru. Support was provided in the production of Peru's Agricultural Bibliography for 1979-1980; technical cooperation was provided in implementing the Peru-IICA project, and cooperation

was also provided in support of IICA's Office in this country for this same project.

Dominican Republic. Technical support was stepped up in support of the operation of the National Agricultural Documentation Center, CENADOA, and for training its personnel. This training made considerable progress at the AGRINTER Round Table, which took place in Santo Domingo.

Uruguay. Technical cooperation activities took place in support of the Uruguay-IDRC—IICA project, especially in regards to the identification of strategies for institutionalizing the services that have been developed within the project.

Venezuela. Support was provided to the Agricultural Information Network, REDIAGRO, through in-service staff training, on specific areas of information and management and analysis. A study and an analysis were also made of users' information needs.

PUBLIC INFORMATION AND COMMUNICATIONS

Four operational units work under the coordination and management of the Office of Public Information and Communications (DIPC). These are: Public Information, Technical Communications, Print Shop and Distribution of Publications.

Following is a breakdown of the work of these units during 1981:

- a. *Public Information Unit:* Twenty-four issues of the *Boletín Interno* and eight issues of the Bulletin *IICA in the Americas* were published during the year, the latter having hemispheric-wide distribution. A permanent, rotating illustrated exhibit of the progress of IICA's actions throughout the hemisphere in its programs and projects is on display at Headquarters. Although this has been somewhat limited, its scope is expected to be expanded in the near future, to become an important means of institutional communication. In addition, 24 press releases were distributed to the media and 3 press conferences were organized at the General Directorate.
- b. *Technical Communication:* This Unit joined the DIPC in June 1981. Five new books were printed, and four more went to



IICA's Director General, Dr. José Emilio G. Araujo, transfers Costa Rica's Agricultural Bibliography to the Minister of Agriculture and Livestock, Dr. Hernán Fonseca Zamora. The photograph also shows Margarita Castillo, author of the document, with ~~María José Garro and Willy Loris, Vice Ministers of Agriculture and Livestock in Costa Rica.~~

press, scheduled for release during the first quarter of 1982. Three books were accepted for editing, and six other were reprinted; three books were translated into Spanish. In addition, another 14 works are in the process of review for content and opinion, final layout, and proofreading; and 10 others are in various stages of review. According to projected figures, and based on actual performance, this Unit is expected to release one publication (new or reprinted) every fortnight during 1982.

- c. *Print shop.* Although the devaluation of the Costa Rican currency severely affected Print Shop operations, approximately US\$ 223 000 was invoiced for work done during this fiscal period. This figure is comparatively higher than the corresponding figures for previous years.
- d. *Distribution Unit:* Following is a summary of the documents distributed through this Unit: *Turrialba* journal, 5 000 copies; *Desarrollo Rural en las Américas*, 4 000 copies; *Indice Agrícola de América Latina y el Caribe*, 3 000 copies; *IICA in the Ameri-*

cas, 10 000 copies; *Boletín Interno*, 19 200 copies. In addition, publications and materials for the First Regular Meeting of the Inter-American Board of Agriculture held in Buenos Aires, Argentina were distributed. Publications from the Official Documents Series were sent to IICA's Offices in the countries; and educational books and materials were distributed in response to the requests from IICA's Offices in the member countries.



CHAPTER 3.

IICA'S ACTION IN THE AREA OF AGRICULTURAL EDUCATION



How to establish a self-managed associative agricultural enterprise?



CHAPTER 3

IICA's ACTION IN THE AREA OF AGRICULTURAL EDUCATION

Line of Action II

EDUCATION FOR RURAL DEVELOPMENT

Objectives: To promote and support all types of efforts seeking to transform any level of the educational system in the rural environment of Latin America and the Caribbean into efficient and effective instruments for upgrading the campesino population and for promoting the development of the agricultural sector.

To achieve these objectives, IICA channels its actions of technical cooperation through two programs entitled:

Planning Education

Implementation of Educational Policy

Planning Education

This first program seeks to ensure that an educational research and planning mechanism or agency for the rural sector is established in each of the member countries, and that this mechanism or agency acquire effective operational capabilities which take the educational planning structure in each country into consideration. This will make it feasible to:

- a. Conduct research into the relevance of the educational status of the rural population, and to determine current, potential and theoretical needs.
- b. Identify educational needs for agriculture that respond to the general agricultural development process of the countries, especially for raising production and productivity, generating employment and reducing poverty in the rural sector.
- c. Plan the action of the organizations and equip them to effectively and efficiently meet the requirements and needs of the rural population and the rural development process.
- d. Coordinate, through the above-mentioned organizations and systems, the implementation of actions included in the respective plans. To this end, each must organize, program and evaluate its work, so as to efficiently fulfill its share of the tasks and establish necessary ties with other sectoral agencies.

In order to attain these objectives, IICA uses the following strategies:

- a. Identify the most appropriate institutional framework for attaining the functions described above, by conducting a specific diagnosis which takes the existing educational planning structure of each country into consideration.
- b. Examine the advisability and need of performing these functions, together with pertinent authorities of the selected institutional framework.
- c. Identify, together with these authorities, the most appropriate institutional structure for carrying out these functions, and the organizational and operational model of the institution (or mechanism) responsible for doing so.
- d. Together with the technical staff of this organization, develop appropriate research methodologies so as to establish a dynamic demand for educational services.
- e. Provide this organization with the results of similar research efforts developed or being initiated in other countries of the region.



The Seventh Latin American Conference on Higher Agricultural Education took place from November 23 to 27, 1981 in Ambato, Ecuador, under the sponsorship of ALEAS, IICA and UNESCO.

- f. Formulate and test, together with the organization, methodologies for weighing and evaluating the demand, in light of the human resource needs indicated by national objectives for developing the sector, and other objectives generated by the educational system itself.
- g. Equip the agency to manage educational planning methods and practices, making the necessary analytical and planning instruments available, or formulating them together with its technical staff, if they do not exist.
- h. Prepare the general instruments of a plan with the staff of the organization.
- i. Design, together with the organization, the coordination mechanisms necessary for ensuring the correct implementation and follow-up of the plan.

Implementation of educational policy

IICA's action in the second basic program takes place within the context of each country's educational system and its respective agencies, and pursues the following objectives:

- a. To enrich, within the scope of each subsystem, the policies and programs formulated at the central level for sectoral education.
- b. To evaluate, analyze and implement teaching, research and educational extension tasks, as required by the sector.
- c. To organize an efficient system for administering and managing education.
- d. To program and implement the educational development plan for the sector, where one exists, in a coordinated, effective and efficient manner, taking into due account existing ties with other sectoral agencies.
- e. To develop specific and ongoing training programs for technical staff from the different sectoral organizations and systems.

The following strategies are used in pursuit of the objectives established for this program:

- a. Examine the viability of the general plans and programs, and together with the educational organizations, provide authorities with suggestions for pertinent adjustments and changes which reflect the evolution of the demand and changes taking place in the conditions and trends of the sector.
- b. Encourage educational organizations and systems to establish information and cooperation ties with other national and multinational organizations.
- c. Identify and test, together with the organizations involved, one or several methods for analysis and evaluation.

- d. Provide one or several models for the organization of teaching, research and educational outreach activities, or if necessary, work with the technical staff of the organization on specific models that are compatible with existing plans.
- e. Formulate, together with pertinent organizations, the programming methodologies needed for stimulating and anticipating the demand for the financial and human resources needed to attain goals set for teaching, research and educational outreach.
- f. Test, together with the technical staff of these organizations, the methodology that is adopted, introducing such modifications and adjustments as needed to make it functional.
- g. Design, together with the pertinent authorities of the organizations and system, institutional models of coordination, making available, if necessary, information on successful experiences in other countries.
- h. Identify the training needs for technical personnel within the sector, together with the pertinent organizations involved.
- i. Design, together with these organizations, pertinent programs and projects for accomplishing the above task.

Activities of the Programs during 1981

Because this report is only a summary, the references made below sketch only the most important actions of the period.

Area 1 (Northern)

Costa Rica. Project title: Organizing and planning agricultural education. Implementation involved one national and one international seminar. The first gave rise to the recommendation to create the National Commission for Agricultural Education; in the second, interest was expressed by the Schools of Education in Guatemala, Honduras, Nicaragua, El Salvador, Costa Rica and Panama, in creating the Central American Federation of Agricultural Science and Technology. The first stage of the Planning Project for the farms of the agricultural schools of Costa Rica was concluded, and



A School-Community Alliance Project was completed in Chile in 1981. In the photograph, students from the San Fernando Secondary Agricultural School and campesinos from the region exchange experiences and information.

preliminary studies on 36 Agricultural Schools were turned in, in accordance with the agreement for the implementation of the MEP/IICA-OFIPLAN project. IICA cooperated in planning and designing specialized curricula for the agricultural model, and the process began to develop curricula for the Technical Agricultural Schools, within the framework of regionalizing the National Agricultural System, MEP/IICA-UNICEF project.

Guatemala. Project title: Technical cooperation for implementing the human resources program. Progress made during the period was satisfactory, especially in terms of the support provided to the Education and Training Office, DECA. Nevertheless, it is felt that the project should be reviewed with an eye to its improvement.

Mexico. Project title: Supporting the structure of the schools of higher agricultural education in Mexico and increasing their educational effectiveness. Action was limited to IICA's support, as yet not clearly defined, for the Mexican Association of Higher Agricultural Education, AMEAS.

Panama. Project title: Creating a training program for the agricultural public sector in rural development. Three of the activities planned had highly positive results, especially in regards to the support provided to the Ministry of Agricultural Development, MIDA. IICA is presently considering a request by the Ministry for IICA to continue cooperation in implementing a national training program for MIDA employees.

Area 2 (Antilles)

Haiti. Project title: Establishing an integrated rural education system. Changes and adjustments in the pertinent agencies have temporarily delayed IICA's activities in Haiti.

Area 3 (Andean)

Bolivia. Project title: Adapting higher agricultural education to the needs of agricultural development. Work was done on developing the stages of the project, and 62 individuals cooperated in the activities. The project currently operates as part of a network of projects carried out by IICA for different aspects of agricultural and rural development in that country.



A Regional Seminar was organized by UNESCO on the implementation of the recommendation on international understanding, cooperation and peace, and education for human rights and fundamental liberties, and held at IICA Headquarters from November 30 to December 4, 1981.

Colombia. Project title: Developing training in support of priority concerns of agricultural sectoral entities. Training areas: agricultural marketing, rural and financial management, agricultural statistics, rural extension, project design and evaluation, teaching and research methods. In addition, two events were held on research, and two on support and reinforcement, with 16 lecturers and 503 participants.

It is worth noting that during the year, six unscheduled training events were also offered in response to requests by national agencies. Three courses were offered on rural extension, two on teaching methods, and one on the principles of agroindustry. Participants: 99 functionaries from the Colombian Agrarian Reform Institute, INCORA; 31 professors from Caldas University; and 17 functionaries from the Agricultural Marketing Institute, IDEMA.

Ecuador. Project titles: Supporting the organization and planning of rural education; and implementing the agreement with the Studies Commission for the Development of the Rio Grande

Guayas Basin, CEDEGE. In the latter, actions sought to contribute to solving problems of campesino organization at the Babahoyo Irrigation Project.

Venezuela. Project titles: Supporting higher agricultural education; supporting post-graduate programs in the agricultural sciences; continuing to develop curricula for post-graduate courses at universities and extension programs. The most important of these is a coffee cultivation program in the State of Tachira, which is being implemented with resources from regional agencies and with the advisory services of the National Cadastral Office. Training for technical staff has continued through courses at the Foundation of Applied Agrarian Reform Training and Research (CIARA). The National Agricultural Training Institute also continued its program in support of campesinos through courses on different types of techniques. A series of experimental laboratories was held with the CIARA Foundation, for promoting the development of campesino organizations. Actions in agricultural extension by the Ministry of Agriculture and Livestock were redesigned with the creation of the Coordinated Program for Integrated Agricultural Development, PROCORDAI, which includes the establishment and operation of 18 centers, CERCORDAI, in that country. All in all, 50 activities were carried out within the education programs.

Area 4 (Southern)

Argentina. IICA contributed in preparing a National Project on Graduate Education for the Agricultural Sciences. In an effort to focus IICA's actions in this country, it was agreed to discontinue IICA's actions in Line II. This did not, however, affect the continuity of the work underway with the Secretary of State for Science and Technology, SECYT, that resulted from an agreement signed between the two in 1979. In this agreement, IICA was to coordinate the national-level diagnosis on the training of human resources in livestock production, and especially animal health.

The agreement indicates that this task would be implemented with the direct participation of the National Agricultural Technology Institute, INTA, of the School of Agricultural Sciences at the National University of Mar del Plata, and the Schools of Veterinary Sciences at the National Universities of La Plata and the Centro de la Provincia de Buenos Aires.

The financial resources necessary for implementing this activity were to be provided by SECYT, and an amount was to be turned over to IICA to subsidize its work. However the funds were made available only after it had become necessary to redesign the original approach of cooperation, in order to adjust it to the expectations and requirements of the participating institutions and beneficiaries.

Once the adjustments were accepted, a Census on Argentine Veterinary Services was conducted as a first stage, with the participation of the aforementioned institutions, and to date, data has been collected on 6 900 professionals. A survey form was designed and applied which targets official agencies and private enterprises employing veterinary doctors, in order to determine the current status and expectations of demand. The information collected in the survey is currently being processed.

In addition, a second form was designed, which will be used directly with the professionals, in accordance with a sample designed on the basis of the data contained in the census.

A portion of the funds earmarked for implementing the census was used to organize a six-week long post-graduate course on *Health and other problems affecting the reproductive efficiency of bovines: epidemiological approach*. Participating directly in this course were the earlier mentioned institutions, as well as the Pan American Zoonosis Center and the Ministry of Agriculture and Livestock.

Brazil. Four projects are currently underway in this country.

- a. Cooperation with the Secretariat of Education of the State of Pernambuco, in developing an integrated rural education system, SIER. Of the four, this project has been in operation the longest, its agreement having been signed in 1978. Later, two additional agreements for approximately US\$ 95 000 were signed with the World Bank. The agency coordinating the Northeastern Integrated Rural Development Projects, PDRI-POLONORDESTE, assigned these funds to the Secretariat of Education, which in turn transferred them to IICA. Actions are currently taking place in the Northern and Southern Rural zones of Pernambuco, where two large PDRI's are underway. Work focuses on formal and non-formal education.



"Noble homeland, your beautiful flag . . ." Costa Rica's national anthem is sung by students of the La Suiza Technical Agricultural Professional School in Turrialba, one of 52 educational centers benefitting from an IICA/Ministry of Education Project.

- b. Cooperation with the Secretariat of Education of the State of Ceara, in programming and implementing integrated rural education programs. This project operates with an annual budget of approximately US\$ 100 000, provided by the World Bank. One of the most important events of the project took place during 1981 when the effectiveness of integrated efforts was verified, through the participation of the communities from four rural municipalities in PDRI areas.
- c. Cooperation with the Secretariat of Education of the State of Espirito Santo, in programming and implementing the community education program. This program focuses on upgrading institutional capabilities in an effort to contribute to solving the complex and serious social and economic problems associated with the massive migration of the rural population to Victoria, the State capital. The Secretariat of Education and the Federal Ministry of Education, through its special programs for rural and outlying areas, provided about US\$ 100 000 for this project, which was transferred to the Secretariat of State, and then made available to IICA.

- d. Technical cooperation with the Government of the State of Amazonas in the area of rural education. Cooperative efforts took place with two state institutions: the Secretariat of Education and the Secretariat of Rural Production. As a result of its success during 1981, the State Government requested that the agreement be extended for another five years. Approximately US\$ 358 000 are planned for continuing the implementation of activities.

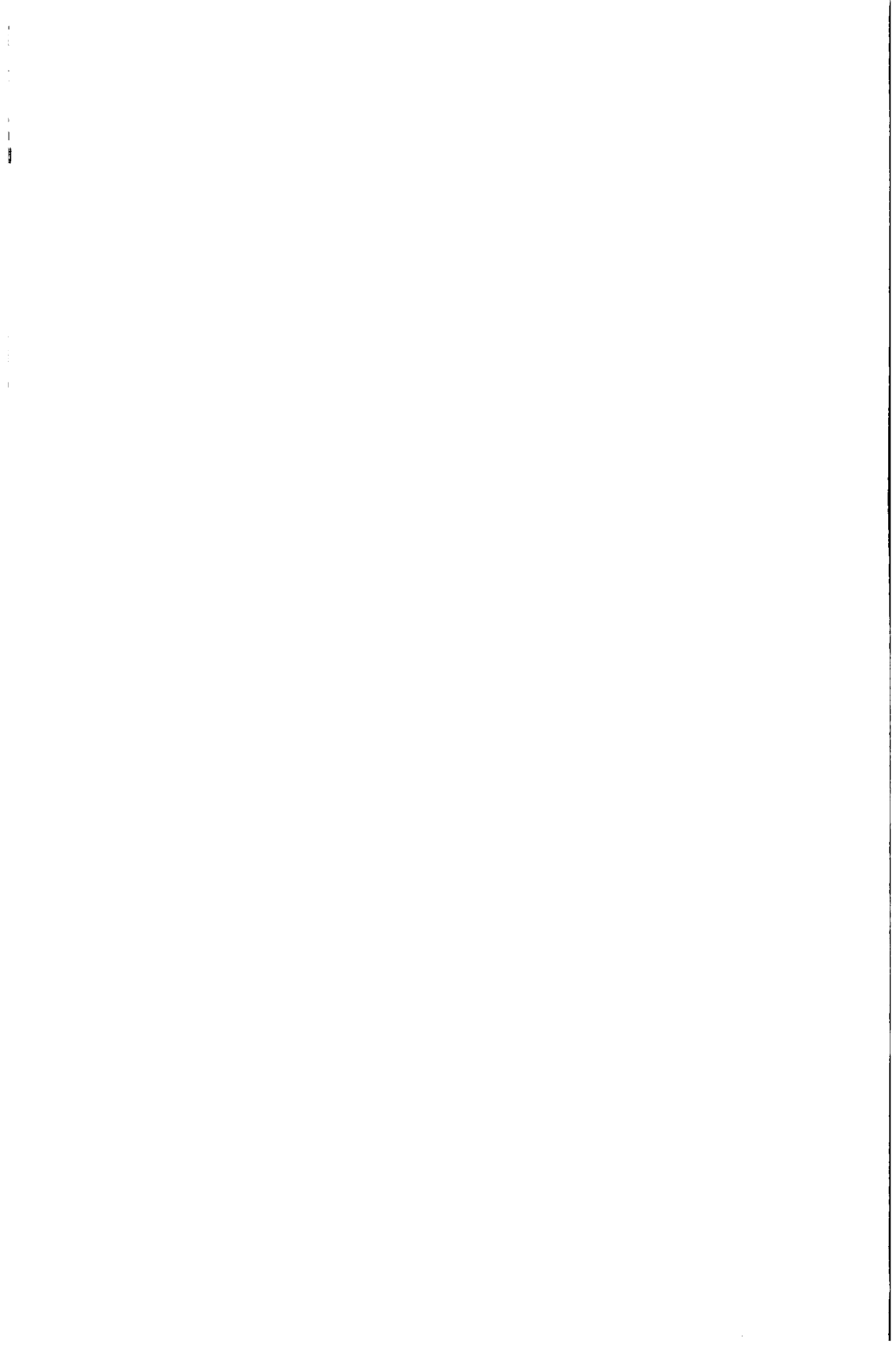
Finally, activities taking place in the area of rural education were strengthened with the agreement signed recently with the International Development Research Centre, IDRC, especially for developing the Northern Rural Zone of Pernambuco. The main purpose of this agreement is to design a model for participatory evaluation of the integrated rural education system. Approximately US\$ 60 000 were transferred from IDRC to IICA for beginning evaluation activities.

Chile. Project title: Consulting with the Ministry of Public Education for modernizing the intermediate level agricultural education subsystems and supporting its coordination with other subsystems; and supporting rural development activities at the professional and post-graduate level. The work on *school-community ties*, that was developed in cooperation with the Ministry of Education and the Rural Development Corporation of the National Agricultural Society, was concluded for middle-level technical agricultural education. Support was provided to the Ministry of Education (in the same area) in reviewing and implementing the new programs for middle-level agricultural technical personnel. Support was provided for implementing information and technical-scientific exchange programs, in cooperation with the Schools of Agronomy and Veterinary Sciences of the Southern University, the Northern University and the Catholic University of Santiago.

Paraguay. IICA's action in the area of education for rural development in Paraguay is channeled through projects which: provide consultant services to agricultural education entities and each of their subsystems; support the Agricultural and Forestry Educational Office, DEAF, in developing an extra-curricular training program; strengthen the agricultural and forestry educational subsystem; coordinate and supervise DEAF's technical cooperation program; provide technical support to this entity for upgrading the institutional organization of agricultural education; organize and

operate a planning unit at DEAF; support DEAF in preparing a study on human resources needs; and develop training courses for professors at agricultural and forestry schools.

Uruguay. Main activities in this area focused on the following: supporting agricultural education entities; cooperating with the organization and development of a Department of Animal Nutrition at the School of Agronomy; providing consultation on production systems at Bañados de Medina at the Cerro Largo Experimental Station; supporting and cooperating with the program to upgrade the technical level of the School of Agronomy; supporting the Department of general pathology at the School of Veterinary Sciences; presenting a paper at the international seminar on agricultural research systems, in cooperation with the School of Agronomy; offering a course on university teaching, attended by 36 professors from different schools at the University; and revising and adjusting the program-budget for a post-graduate course on plant production, estimating teaching and programming needs for a preliminary course to bring students up to the level of the program.



CHAPTER 4.

AGRICULTURAL RESEARCH AND TECHNOLOGY TRANSFER



Reinforcing institutional mechanisms for the implementation of sound scientific and technological policies for the agricultural sector.

The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every entry, no matter how small, should be recorded to ensure the integrity of the financial statements. The text also highlights the need for regular audits and reconciliations to identify any discrepancies or errors in the accounts.

Furthermore, the document outlines the various methods used for recording transactions, such as the double-entry system. It explains how debits and credits are used to record the same transaction from two different perspectives, ensuring that the accounting equation remains balanced. The text also discusses the importance of using appropriate accounting principles and standards to guide the recording process.

In addition, the document touches upon the role of the accounting system in providing valuable information to management and other stakeholders. It notes that accurate records are essential for making informed decisions about the company's financial health and performance. The text also mentions the importance of maintaining confidentiality and security of the financial data.

Overall, the document provides a comprehensive overview of the recording process in accounting, covering the theoretical aspects as well as the practical applications. It serves as a valuable resource for students and professionals alike who are interested in understanding the fundamentals of accounting.

CHAPTER 4

AGRICULTURAL RESEARCH AND TECHNOLOGY TRANSFER

Line of Action III

AGRICULTURAL RESEARCH AND TECHNOLOGY TRANSFER

Objectives: To promote and support efforts which seek to convert agricultural research and technology transfer into an effective instrument for agricultural development, through the generation and dissemination of technology on production systems tailored to different types of farmers, and which take the relative availability of production factors into account. Particular attention is given to appropriate technology and small-scale production systems.

In order to achieve these objectives, IICA channels its actions through two programs:

Research and technology transfer;

Multinational coordination of research and technology transfer.

Research and Technology Transfer

The first program seeks to ensure that each country have an agency or institutional system capable of effectively and efficiently:

- a. Generating information and adapting technologies of high priority concern to society as a whole, and to farmers in



The findings of research projects conducted at the Tropical Agriculture Research and Training Center, CATIE, receive wide circulation.

particular, and developing appropriate mechanisms for ensuring the dissemination and adoption of these technologies.

- b. Periodically adjusting their actions in accordance with the needs of society, especially of farmers.
- c. Identifying priority research areas in the biological, physical and socio-economic fields, and in the transfer of technology, as a function of the above-mentioned needs.
- d. Preparing or designing national research and technology transfer plans, including their respective programs and projects, so as to include sectoral objectives and strategies.
- e. Adjusting the internal structure of the organization so as to be able to implement the national plan for research and technology transfer.
- f. Upgrading the technical people working within the research system, by means of appropriate policies for hiring and promoting personnel, and by creating or strengthening permanent training mechanisms.
- g. Ensuring the adequate flow of financial resources for the implementation of the national research and technology transfer plans, upgrading both the efficiency (unit cost) and effectiveness (quality, timeliness, accessibility and adjustments to the limitations of the beneficiaries) of the organization's operations and services.
- h. Establishing or strengthening the links of this organization with i) the administrative units which are in positions of power and authority; ii) the administrative units which allocate and control resources; iii) those organizations which facilitate the full utilization of existing national facilities for implementing plans; iv) the organizations which ensure the generation, dissemination and application of technologies; and v) the beneficiaries of the organization's services.

To attain these objectives, IICA pursues the following strategies:

- a. **Work with the technical teams of pertinent organizations in preparing appropriate criteria and methods for identifying and assigning priorities to possible areas of research, and for establishing short, medium and long-term priorities.**
- b. **Assist research organizations in orienting their action towards the identification, adoption and creation of technological innovations for solving identified problems.**
- c. **Identify, together with the organizations which produce and disseminate technology, the channels through which the target clientele usually receive (or can receive) information on technological innovations.**
- d. **Work with the organizations which conduct physical, biological and socio-economic research, helping them combine their efforts to clearly define those problems which should be resolved through technological innovation, and those basic research efforts which should be carried out in support of the innovations.**
- e. **Work together with pertinent agencies in developing models for regulating their internal organization.**
- f. **Assist the pertinent organizations in testing and adjusting these models, and in establishing suitable ties with other sectoral agencies.**

Program for Multinational Coordination of Research and Technology Transfer

Through this program, IICA seeks to:

- a. **Identify high-priority areas of multinational concern in national research and technology transfer agencies, based on their relative levels of development.**
- b. **Promote and establish the bases for cooperation between national, regional and international agricultural research and technology transfer organizations, and institutions of financial assistance.**

To attain these objectives, IICA pursues the following strategies:

- a. Identify priority areas for multinational cooperation between national research and technology transfer agencies, based on their relative degree of development.
- b. Develop and disseminate, together with multinational organizations, proposals and models for regional technical cooperation, to develop a consistent scheme of cooperation between national, regional and international organizations in the fields of research and the transfer of agricultural technology which will be integrated into national and regional rural development investment programs.



The seminar on the status and outlook of technological progress in the agricultural sector of Latin America was organized by the Cooperative Research Project on Agricultural Technology in Latin America, PROTAAL, with the support of the UNDP, the Ford Foundation and the International Development Research Centre in Canada.

Activities of the Programs during 1981

Following is a summary of the most important activities of the period:

Area 1 (Northern)

Costa Rica. Activities were limited to making proposals on how to orient research and technology transfer for rural development.

Dominican Republic. A suggestion was made to restructure the research and technology transfer project, in order to better adapt it to the general format of IICA's Office in that country, and its plan of action. In regards to meeting project objectives, the project in support of the research office of the Secretariat of State for Agriculture, SEA, was completed. It worked to identify and structure production systems for hillside areas of the Dominican Republic.

El Salvador. In mid-1981, a special activity took place for preparing a project to save fertile cows from the slaughter which had become dangerously common. The project was prepared with the cooperation of national technical staff, and was funded by the Agricultural Development Bank. Later on, a project for improving milk production was also designed. As part of its regular program, cooperation was provided to CENTA in designing a project for the Zapotitlán Irrigation and Drainage District No. 1, financed with resources from the Simon Bolivar Fund.

Guatemala. Technical cooperation was provided for upgrading the research and technology transfer agencies, especially the Agricultural Science and Technology Institute, ICTA, and the General Office of Agricultural Services, DIGESA. In addition, regular activities continued as scheduled.

Honduras. Support was provided to livestock research, agricultural research, extension and seed programs — SRN-IICA-IDA 628-HO Agreement. Progress was made in conducting several basic studies on specific regions of the country.

Mexico. The technology transfer project proceeded as planned. Good results were obtained through the consistent cooperation of

the National Agricultural Research Institute, INIA, especially in matters dealing with training personnel at the regional research Centers, which involved 74 participants.

Nicaragua. Since the beginning of IICA's efforts in this country, actions on research and technology transfer have been structured in support of the development of special projects. Thus, during this period IICA's technical cooperation was limited to providing advisory services for planning the research program of the Office of the Deputy Director General for Agricultural Practices, and in training personnel of the Production Office, from the Ministry of Agricultural Development and Agrarian Reform, MIDINRA.

Panama. During its first year of operation, the project on a system to generate and transfer agricultural technology carried out five planned activities and made some important achievements in laying the foundation for a format for the project. The area of technology generation and transfer was declared of high priority by the authorities of the Ministry of Agricultural Development, MIDA, and will be included as a component of a sectoral loan submitted by the government to IDB.

Area 2 (Antilles)

Guyana. Thirty-eight national functionaries participated in seminar and in-service training activities included in the regular program.

Jamaica. Program activities focused on transferring technology for increasing the participation of women in rural development.

Area 3 (Andean)

Bolivia. The activities of the project to strengthen the Bolivian Agricultural Technology Institute made progress in integrating the projects adopted in this country.

Colombia. The project in support of the Sugar Cane Research Center, CENICAÑA, conducted research on scientific aspects of fertilization, irrigation, evaluation of the agronomic features of different commercial varieties of cane, and transferring results. In the project on technological change in campesino economies, a

methodology was designed for measuring the effect of technical change on campesinos, and information was collected in four municipalities of Eastern Antioquia, through surveys of farmers.

Ecuador. The project on technology transfer for the rural family has shown evidence of acceptance by both technical personnel and women, as the subjects of technical assistance and through their participation in technological training activities.

The project on technical change for the small-scale farming sector received special support from the PROTAAL project, which is financed with funds from the Government of Holland.

Peru. Training activities developed through the cooperative project with the research and technology transfer subsystem involved national, regional and macroregional-level functionaries from the National Agricultural Research and Outreach Institute, INIPA, the Ministry of Agriculture, agricultural leaders and functionaries from the universities. Training actions emphasized methods for generating investment projects in agricultural research, to be submitted for funding.

Researchers and directors of the Experimental Stations participated in a series of extension events to promote technology generated by the operational units of these entities. At the local level, an effort was made to integrate the INIPA into the IICA-SBF-Agricultural Regional Office IV, and into the IICA-IDRC Project on research into production systems. Mutual support was also coordinated between INIPA and Spain's Agricultural Research Institute, INIA.

Area 4 (Southern)

Argentina. Two projects are underway in this country under this Line: a) cooperating in studies on production systems and the transfer and adoption of technology; b) the systems approach applied to technology transfer: Pilot project on milk production systems in the province of Entre Ríos.

During the year, the first project continued to cooperate with the EERA-INTA-Balcarce, in the stage of designing concrete production systems for the highest priority area. Cooperation was provided through September in EERA-Marcos Juarez, and a paper on the

work entitled *Análisis comparativo entre la Chacra Mixta Experimental y una Chacra Media Modal en Marcos Juárez* was published. This paper and others written by technical personnel participating in INTA's systems project (Pergamino and Balcarce) were presented at a Seminar on Production Systems organized through the IICA-IDB Agreement, and held in Colonia, Uruguay. In addition, a paper entitled *Metodología de la investigación en sistemas de producción* was published by IICA technical personnel, as a result of their participation in INTA's SPITAG project.

The second project continued providing consultation and coordination to the INTA-EERA-Parana-IICA Project, which seeks to promote the adoption of improved technology for producing milk on tambos* in the province of Entre Ríos. This project is planned in three stages: a) identification and analysis of current milk production systems; b) proposal of improved models based on the main limiting factors of current systems; and c) organization and operation of the transfer system.

The bulk of the first stage was completed during 1981, and a homogeneous ecological zone was used as the pilot working area (Zone 3). The results of this working stage were published by INTA in *Caracterización de las empresas que incluyen el tambo como actividad en la zona Z.E.H. No. 3 de la Provincia de Entre Ríos*, Parana, June 1981. A second publication is planned to include an analysis of the information available and the results obtained vis a vis the identification of the factors limiting milk production.

In addition to direct advisory services for implementing the project, training efforts were offered through seminars for technical personnel on the work team. The seminars focused on systems analysis and dairy farm planning (methods for preparing improved models for milk production).

Work was also done at the institutional level during the year. In this vein, IICA promoted the establishment of a Provincial Technology Council for the province of Entre Ríos, similar to the one operating in the province of Santa Fe. The first step in this

* Tambo (from the Quecha *tampo*). 1. Chile, Colombia, Ecuador, Peru. Inn, store, roadside stop. 2. Argentina. Cattle ranch. (Dictionary of the Royal Spanish Academy of Language).



Dr. Ludwig Muller is conducting three projects on plant tissue cultures at the Tropical Agriculture Research and Training Center, CATIE, with international funding.

direction was taken when the Undersecretariat for Agricultural Affairs joined forces with the INTA-Parana for the aforementioned project and the decision was made to create the Technology Council. To date, the only element lacking for its final establishment is the designation of a representative.

IICA continued to provide technical support to the Ministry of Agriculture and Livestock in the preparation of circumstantial indicators and generating reference information for designing policies for the dairy sector. As a result, the Technology Council of Santa Fe requested an extension of this support in order to develop a project similar to the one being implemented in Entre Rios. Its main goal would be to promote the adoption of improved technology for milk production. A first experimental stage was begun in a dairy zone in Santa Fe center. Upon the conclusion of the information-gathering survey, and the pertinent analysis, a first publication was made on the subject, entitled: *Caracterización física de los tambos de 26 distritos del Departamento Las Colonias-Provincia de Santa Fe*. This report was published simultaneously by the EERA-Rafaela, of INTA (Information for Extension, No. 7) and by the Ministry of Agriculture of the province (Dairy Update, No. 4).

Several seminars took place as part of the projects' planned training actions. They deal with improved milk production models in EERA-Rafaela, and the systems approach applied to technology transfer at the Association of Agricultural Engineers, Western Santa Fe.

In addition to these actions, IICA's Office in Argentina has cooperated specifically with INTA, EERA-Rafaela, in designing a planning methodology for the recently created Dairy Demonstration Unit. The following efforts were undertaken: adjustment of the INTA-SANCOR Project, and development of the Second International Course of Dairy Production and Extension for Latin America, by INTA-FAO.

Brazil. Efforts focused on three main projects during this period: a) Support to CEPLAC in physical-biological research for expanding cacao cultivation; b) Strengthening agricultural research, IICA-EMBRAPA-IBRD Contract; and c) Strengthening agricultural research in the South-central region of Brazil, IICA-EMBRAPA-IDB Contract.

In 1981, new activities began in the first project for developing the Cacao Germplasm Bank, in cooperation with the National Genetic Resources Research Program, PNPRG, especially in the cacao producing areas of Bahia and Espirito Santo and the Amazon region.

In the second, activities stepped up in 1981 as a result of the intense actions of the IICA-EMBRAPA-World Bank contract, especially for upgrading agricultural research.

As a part of the same project, medium and long-term consulting actions increased expectations that the centers of the EMBRAPA system could maximize the use of their physical and human resources, and increase their abilities to plan new actions. Some 50 short-term and 30 long-term consultants participated in the activities of these centers, and over 150 professionals received training in different subject areas.

It is also worth noting the results obtained by the 16 research centers or units scattered throughout the country. Of particular interest, for example, was the work carried out at the Goat Center for maximizing this source of income, and for providing protein to the rural population in the northeastern part of the country. In addition, progress was made in developing appropriate technology for the irrigation systems of the Cerrados Research Center, for maximizing agriculture in a very promising region, which is expected to expand considerably the Brazilian agricultural frontier.

The third project resulted in a considerable boost to research in south-central Brazil, PROCENSUL, which made good progress, thanks to the work of short and long-term consultants who worked with EMBRAPA's 17 entities in that region. As a whole, 49 short-term and 9 long-term consultants, as well as 39 Brazilian professionals, participated in activities dealing with research on practically all stages of agricultural production. One example is the work performed on soil conservation and basic seed production, which is of great importance to the region, and particularly to research on the processing of products being carried out by the Food Technology Institute.

Paraguay. In this country, the main program of IICA's Line of Action III works to develop the system for generating and transferring agricultural technology; and coordinates and supervises

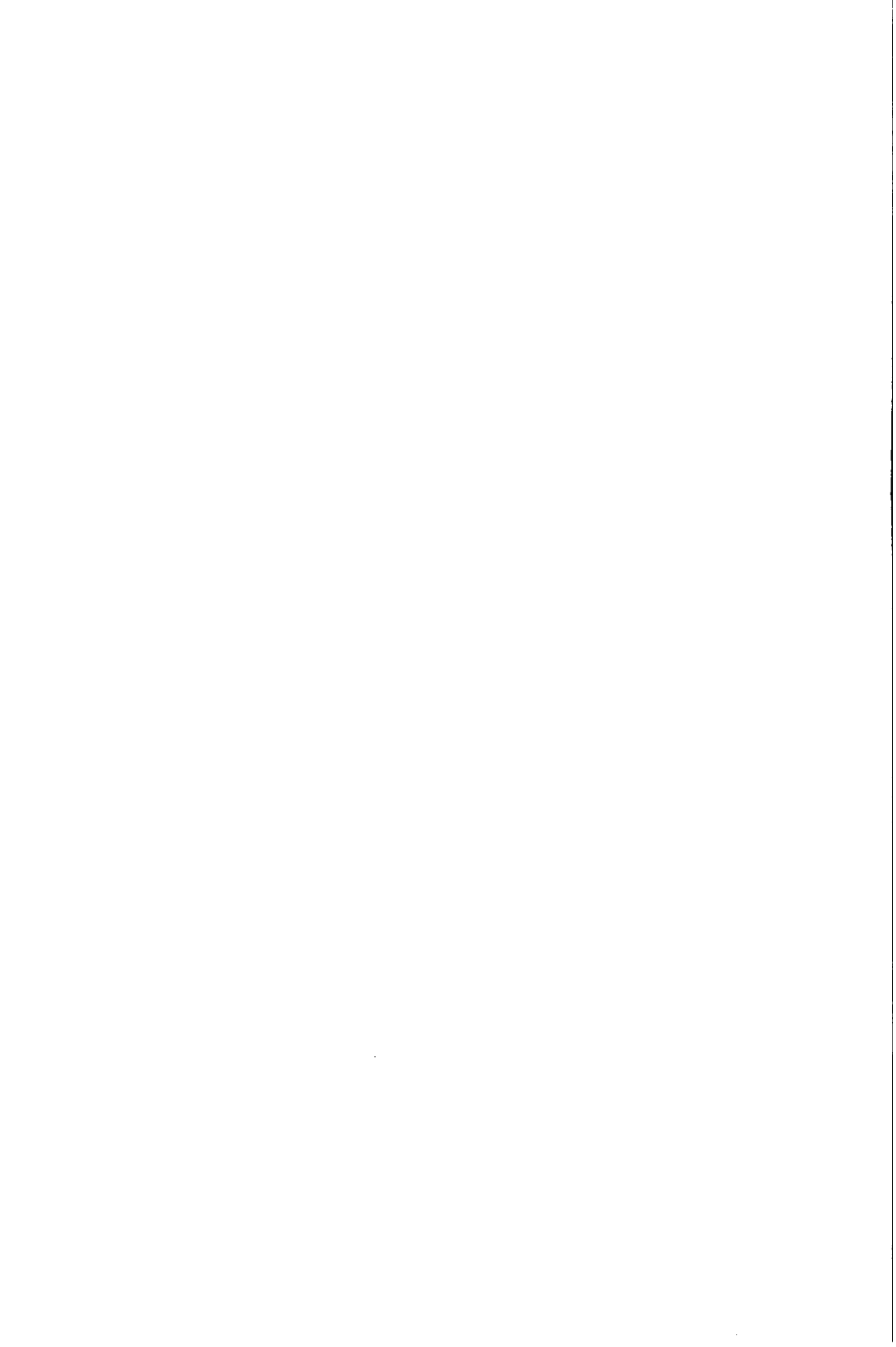
the program of technical cooperation for upgrading the Office of Agricultural and Forest and Economic Research, DIEAF. In addition, technical support is provided to that institution for upgrading institutional organization for the generation and transfer of technology; organizing the Programming and Evaluation Office, OPE; cooperating in the process to generate and transfer technology; supporting DIEAF in the organization, coordination and management of experimental stations and technology transfer services; developing research on priority lines and extension services based on production systems; managing the training subprogram for the technical researchers abroad; and developing technical training courses for professional personnel at DIEAF.

Uruguay. Three projects in this Line are underway in Uruguay: a) the project to support the research and technology transfer system; b) the Cooperative Agricultural Research Program (IICA-Southern Cone-IDB Agreement); and c) economic analysis for technology transfer.

During the period, the first project participated in technical meetings of the experimental stations of the Alberto Boerger Agricultural Research Center, CIAAB; prepared and published the Uruguayan Human Resources Directory for livestock production; organized and developed a conference on pasture and livestock management in Uruguay—offered by Dr. Roy Blaser—; met with representatives from several national agencies for dealing with different aspects of a permanent agroeconomic information system, and drawing up a project; obtained forage seed from Chile and the United States for the CIAAB; participated in the meeting on research of the IDB-Iowa State University-IICA project; etc.

The second project worked to promote and support the exchange of information and experiences between agricultural researchers of the six participating countries.

The third provided support to MAP's Office of Agronomic Research in implementing its program on agroeconomic research systems.



CHAPTER 5.

FOSTERING PRODUCTION AND PRODUCTIVITY



Food production is a maximum priority among IICA's basic responsibilities for conducting agricultural development programs.



CHAPTER 5

FOSTERING PRODUCTION AND PRODUCTIVITY

Line of Action IV

AGRICULTURAL PRODUCTION, PRODUCTIVITY AND MARKETING, ANIMAL HEALTH AND PLANT PROTECTION

Objectives: To cooperate with national institutions in their efforts to increase productivity and the real availability of products from the agricultural sector; this includes the effective control of pests and diseases, and actions to expand markets, especially for products which generate higher returns and productive employment, and which favor the lower income brackets, while taking environmental protection and the conservation of natural resources into account.

To achieve these objectives, IICA works through four main programs:

Fostering production and productivity

Agricultural marketing

Animal health

Plant protection

Fostering Production and Productivity

Through the first Program, IICA's actions of technical cooperation seek to equip the systems and agencies of the member

countries in Latin America and the Caribbean to provide services which foster agricultural production and rural development and:

- a. Implement policies with national development plans, through projects seeking to increase production, that can or will solve the problems of small-scale farmers, and in general, of the campesinos that are their target clientele.
- b. Increase the coverage of services to this clientele, by developing or adopting appropriate methods which include them so as to obtain economies of scale in production.
- c. Increase their efficiency, and provide more extensive services, while reducing unit costs.
- d. Adopt an internal structure, and a structure for their ties with other complementary systems and agencies, based on efficient forms of organization and management.



Dr. Julius Frank and Dr. Frank Howarth, experts in the veterinary sciences, spent several days in Guyana as consultants on a study of veterinary diagnostic laboratory services, as part of the Animal Health Program.

Agricultural marketing

IICA's actions in the second program involve joint efforts with marketing, technical assistance and rural extension agencies, in order to design a marketing information system suitable for small-scale farmers and their organizations, and a training system for the analysis and use of marketing information, both for sectoral authorities and for small-scale farmers.

IICA also cooperates regularly with national agencies in identifying the advantages of organizing small-scale farmers and campesinos for economic reasons, and in determining the means to overcome obstacles that may arise during this process.

It also cooperates in planning and implementing the development of physical marketing infrastructure, and infrastructure for the primary transformation of agricultural products, in order to improve the access to the production of small-scale farmers and to provide them with services that will enable them to compete equitably with larger commercial producers.

Animal Health Program

This program cooperates with the Governments of the Member States in establishing effective programs to control or eradicate economically important pests and diseases in domestic animals; providing an inventory of information to the countries of the Hemisphere, and to others who so request, on animal health; establishing ties of coordination between veterinary diagnostic and research laboratories currently in operation, in order to set up a Hemisphere-wide network; cooperating with the governments in establishing compatible regulations for maximizing the prevention, control and eradication of diseases, and minimizing obstacles to the commercial exchange of products.

The Animal Health Program operates in all four of IICA's areas of technical-administrative organization. (For more information on the activities of this program during 1981, please see the Chapter on Special Programs.)

Plant Protection Program

The fourth program under Line of Action IV was established in order to cooperate on economically important matters of plant protection in the region. Basically, it seeks to prevent the introduction of pests and diseases into areas free of them; fights to eradicate pests and diseases that may pose a threat to other regions or countries; promotes the appropriate use of agricultural pesticides, in order to reduce risks to users, prevent toxic residues in harvests that may be harmful to humans and domestic animals, and prevent damage to wildlife and other alterations of the ecology.

One of the program's main concerns is to provide training to staff of national and regional agencies in the area of plant protection. (For more information on the program's activities during 1981, see the Chapter on Special Programs.)

Development of National and Multinational Programs

Area 1 (Northern)

Costa Rica. Activities continued with the project to support the establishment of a national marketing program for small-scale farmers. Progress was made in proposing the restructuring of the Livestock Office at the Ministry of Agriculture and Livestock. A format was proposed for a project to support production activities at the Agricultural Schools and the County Agricultural Centers. The project on an agricultural enterprise for youth was analyzed, and alternatives were proposed for milk production.

Dominican Republic. The program focused on: a) training women for production and marketing; b) participating in the preparation of a draft project for organizing the Institutional Seed System, and promoting its creation; c) developing an information service in support of the management activities of the Price Stabilization Institute, INESPRES; d) consolidating the Integrated Rural Service Centers; and e) publishing a post-harvest study on rice.

El Salvador. Principal actions undertaken within the framework of multinational projects consisted of advisory services provided for managing and operating technical assistance at the Salvadoran Coffee Research Institute, ISIC. This took place

through the PROMECAFE program, and focused on training for technical personnel.

Honduras. The most important work implemented in the project to foster production and productivity took place in the area of staff training: the program sponsored the studies abroad of 9 scholarship students.

Mexico. The marketing project is now firmly established. During 1981, it provided substantial support to the General Office of Agricultural Economics, especially in marketing. Two important studies at the national level were conducted with IICA's consultation: one on marketing channels, and the other on fruit and vegetable growing in frontier areas.

Nicaragua. Considerable progress has been made on the project to introduce and produce foundation materials for potential crops for the development of the South-Atlantic coast of the country, with resources from the Simon Bolivar Fund. Goals of introducing gardens of prime materials and establishing commercial reproduction, expected to be completed in two years, were accomplished in one. In addition, 70 percent of the personnel received training, which was also scheduled to span two years. Still lacking, however, is a considerable amount of work for preparing a transfer model, which will absorb a great deal of the project's efforts. In general, the project has had a very positive impact from the technical point of view, and in terms of international relations, it has been a very successful effort of technical cooperation for rural development.

Area 2 (Antilles)

Barbados. Activities specifically on marketing have been taking place through Simon Bolivar Fund projects.

Grenada. Marketing activities in this country are also included in its Simon Bolivar Fund project.

Guyana. The program was concluded (see Chapter on Simon Bolivar Fund).

Haiti. Activities on the following projects unfolded as planned: a) improved seed; b) fruit cultivation; agricultural market-



Institutional reinforcement for the marketing subsector of the Government of Grenada has included developing traditional and potential fruit crops in the Caribbean.

ing; and c) African swine fever. All these projects developed as part of the Simon Bolivar Fund.

Because of its basic importance, it is worth mentioning that the first of these projects will continue to operate during 1982, the only change being that IICA's support will be channeled through the Agricultural Division of the Department of Agriculture, Natural Resources and Rural Development, DARNDR, and ties between the two in regards to the new lines of technical cooperation will be strengthened.

As for the African swine fever project, an agreement was signed on July 21, 1981, which, after the pertinent institutional organization had taken place, generated the actions to formulate the Plan of Operations. In addition, significant emphasis was placed on the most critical administrative measures for beginning activities, as a consequence of the severity of the disease the project

is seeking to control. Also cooperating in this effort are the United States, Canada and Mexico.

Jamaica. The activities of the program in Jamaica are described in the report on the Simon Bolivar Fund's Allsides project.

Trinidad and Tobago. Despite the fact that IICA's activities have only recently begun in this country, its programs have been broadly accepted. In regards to the marketing program in particular, negotiations for implementing a project to increase cacao production and productivity have received a positive response.

Area 3 (Andean)

Colombia. Four principal projects were underway during 1981: a) Design and implementation of a price and market information system for the Agrarian Reform Cooperatives Center, CECORA; b) Training; c) Interfas-Boyaca project; and d) Macroeconomic research on marketing the products from the campesino economy.

The first of these projects was the most important of the four. It supports one of the CECORA projects, which has an important impact on the development of the subprogram because it produces basic criteria and plans for institutional action. On this basis, working groups were organized with all central-level officials, and the information was shared with them for designing information and programming systems.

In addition, it is worth noting that the system's information made it possible to incorporate fundamental criteria for organizing implementation, and to concentrate efforts resources on the areas and products with the potential of having some impact on the income of beneficiaries. In addition, it facilitated the development of the institutional skills necessary for dealing with relevant problems.

The main results of the Interfas-Boyaca project can be summarized as follows: a) a campesino committee was created, representing all the Associative Forms, FAS, of the department; b) information was collected on production, marketing and campesino organization in the Integrated Rural Development Area, DRI, served by CECORA; c) a legal study was prepared for formalizing

the legal standing of the organization; d) methods were adopted for preparing post-harvest diagnoses.

During the last quarter of 1981, a feasibility study was undertaken to set up the activities for distributing the foods of the campesino consumer basket.

Support was provided through a one-time activity with FEDERACAFE—PRODESARROLLO for formulating and promoting agroindustrial projects.

Of a total of nine activities programmed for the Animal Health Program in 1981 for the Andean area, eight were completed. The main achievements in the development of these can be gleaned from the context of the recommendations issued at the First Meeting of Animal Health Directors of the Andean countries, which took place in Bogota, in May 1981. These recommendations were concrete approval of actions in support of the control of bovine rabies, classic swine fever, ticks and hematozoans, as well as diagnostic laboratories. Also recognized was the inherent need to improve institutional coordination in the area of veterinary epidemiology, epidemiological surveillance, and training of technical laboratory personnel (for more information on the Animal Health Program, see the Chapter on Special Programs).

Ecuador. Implementation of the crop credit insurance project. During 1981, significant progress was made in attaining its goals, especially in regards to consolidating the National Insurance Company, CONASA, and providing training for its technical staff. In addition, advances were seen in the area of insurance for potato and rice crops, begun that year and now fully underway in accordance with a pilot plan.

In addition, the program on livestock insurance is ready to be implemented, and similar possibilities exist for a campesino life insurance program. The experimental stage may be expanded with the new contributions incoming from sponsoring agencies, and perhaps from financial agencies as well.

Peru. Actions to generate the flow of technical, physical and biological data, in order to develop the production and productivity subsystem, were stepped up. An emphasis has been placed on



Corn fields in Brazil

cost-effective handling, in order to ensure that it can be implemented into integrated production systems.

Training and advisory services were provided at the national and macroregional levels, focusing on concrete cases at specific experimental sites (four campesino communities in Puno: the area of Tingo Mari-Tocache in the Alto Huallata, Huacho, Piura and Chiclayo). At the National level, these activities unfolded at the headquarters of the National Agricultural Research and Outreach Institute, INIPA.

Contacts were established with the executive and technical leadership of Alto Huallaga, the University of La Selva and INIPA, in regards to the special project to develop that area. Participation in the detailed planning for the area's development, implementation and follow up for several components like research, extension and the adoption of technological innovations will be defined in conjunction with the professional staff at IICA's Office in that country.

Support was provided to INIPA in regards to the marketing subsystem, focusing on the initial stages which defined, organized and designed its rural marketing program. Cooperation was also given for beginning staff training.

The plant protection program was very active during the year in Peru, where it completed a significant part of its activities. The Office of Agricultural Health was restructured through institutional reinforcement activities. It is specifically involved in plant-related activities, and is responsible for conducting plant protection campaigns of inspection and diagnosis for quarantine control and the monitoring of pesticide use.

In addition, cooperation was given in drawing up draft regulations for the Agricultural Promotion Law for the Control of Inputs.

Venezuela. The program to strengthen the marketing subsystem was limited to four activities in this Line of Action.

Area 4 (Southern)

Argentina. The activities of the project to develop production, marketing and agroindustries in irrigated areas — Bonaerense Valley of the Colorado River — had several results. First, a study was completed on seed marketing, which enabled the Rio Colorado-Bonaerense Valley Development Corporation (CORFO) to complement the agroindustrial seed plant project, and establish its own marketing policy. A study was completed for planning an *irrigated livestock module* and an *irrigated alfalfa seed production module*. The latter will produce raw materials for the seed processing plant. In addition, an institutional economic and financial study was made of PROSEMCOOP, the Seed Cooperative, and a short-term project was designed to help CORFO contribute to improving the operations of this agroindustrial entity.

The IICA-CORFO agreement was formalized in a duly signed agreement, where CORFO will provide US\$ 60 000 to finance post-graduate training for three functionaries at a university in the United States.

A new project was designed with CORFO during 1981, to enhance the project currently financed with resources from the

Simon Bolivar Fund. It will seek to establish an enterprise planning and management unit, and will be included in IICA's three priority areas of action in Argentina, as agreed to with the Ministry of Agriculture and Livestock there.

As planned, the project entitled *Program of Technological Development in Animal Health at the INTA-Castelar Veterinarian Sciences Research Center* was completed in March 1981, and is now being considered for funding.

A prefeasibility study was concluded for creating an Animal Health training center at the National University of La Plata. It has a national scope, planned for expansion to the regional level. This project is also currently being considered for funding.

In March, 1981 an agreement of cooperation was signed between SENASA and IICA. It went immediately into effect, and three advisors were hired for: veterinary medicine (planning and coordination), animal health, and epidemiology (programming and evaluation). Significant progress was made in implementing the agreement, which is described in the progress report that has been submitted by the consultants.

SENASA, through the International Agrarian Service of the Ministry of Agriculture and Livestock, has requested that the agreement be expanded to include foot-and-mouth disease.

In line with this country's interest in expanding its participation in IICA's activities at the regional level, actions were taken to generate the support of the American Plant Health International Service-Plant Protection Quarantine, APHIS-PPQ, in the regional activities of the Plant Protection Program, and to elicit the direct participation of the National Plant Protection Office in its work during 1982.

Brazil. The following projects are underway: a) supporting the increased production of food and fibers in the Serido Region, Rio Grande do Norte, by organizing farmers and using small-scale irrigation. In this project, the objectives and goals planned for 1981 were met; b) Cooperating with the Agroenergy Program of the Ministry of Agriculture. These activities are characterized by their effectiveness and dynamic nature; c) Support to the PROVARZEAS Program of the Ministry of Agriculture, which was

begun in 1981; d) Technical cooperation to the State of Rio Grande do Sul, in designing and implementing an irrigation program. It began in July 1981, and is designed to provide consultation to the State Commission on Hydraulic Resources.

Chile. Support was provided to a project conducting marketing studies on goat milk and cheese, and organizing farmers in Agrarian Region IV of that country. This work was done in response to a request by the authorities of the agricultural sector for a prompt solution to problems that currently hinder the development of communities devoted to goat herding, and to the production of meat, milk and cheese. The implementation of this project helped define certain important elements needed for establishing the priorities of IICA's actions in favor of marketing in Chile during the next period.

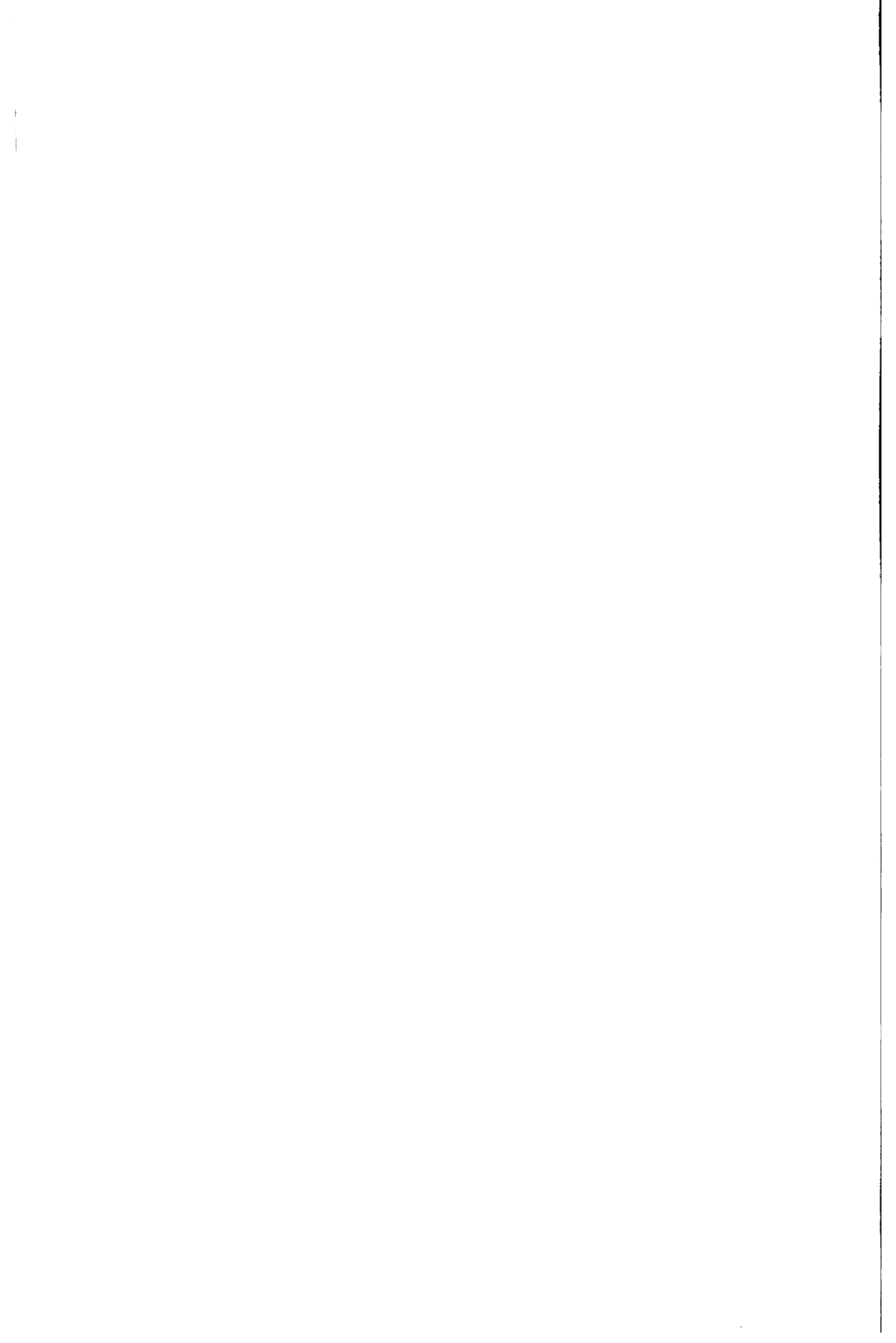
IICA's support to the National Planning Office was significantly boosted for developing vegetable production in three main regions. This is of high priority to the Government of Chile.

Paraguay. A marketing specialist joined IICA's operational unit in that country in October. As a result, a number of new activities were developed, including the signing of an agreement between IICA and MAG for strengthening the agricultural marketing subsystem, and designing the Marketing Project and a series of subprojects that are currently underway.

Uruguay. Two basic projects were operation during the period: a) Cooperation in Agroenergy; and b) Support to the marketing programs of the Ministry of Agriculture and Fisheries. In the first, support was provided to the activities to maximize the use of biomass for generating energy. Scholarships were granted for inservice training, and Uruguayan professionals participated in technical meetings, or in work at experimental stations devoted to the production of sweet sorghum. In addition, materials produced at the First National Seminar on Agroenergy were compiled and published, and support was given to the work to analyze the use of fossil fuels in agricultural production, and to review the conversion coefficients.

In the second project, cooperation was provided for compiling and updating statistical information on: production prices at the farmers' and wholesale level; gross and net marketing margins;

spatial distribution of agricultural production; existing storage capacity; identification of marketing channels for extensive agricultural production; and technical coefficients for poultry production.



CHAPTER 6.

REGIONAL RURAL DEVELOPMENT



Supporting the efforts of member countries to incorporate new regions into the frontier of agricultural production.

The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every entry, no matter how small, should be recorded to ensure the integrity of the financial statements. This includes not only sales and purchases but also expenses, income, and any other financial activity.

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CHAPTER 6

REGIONAL RURAL DEVELOPMENT

Line of Action V

REGIONAL RURAL DEVELOPMENT

Objectives: To promote and support the rural development efforts of the Latin American and Caribbean countries and contribute to improving technical methods and criteria that can be used for identifying, selecting and developing geographic areas, incorporating them into production. It emphasizes the development of a multinational region in the humid tropics of the Amazon Basin; and also includes developing projects dealing with district or regional land and water conservation and management. To achieve these objectives, IICA has established and is implementing two basic programs:

Regional Development Planning

Implementation of Regional Rural Development Policies

Regional Development Planning

This project seeks to ensure that the agencies governing agricultural sector development policy in each country adopt a regional approach to planning and implementation. This is accomplished by:

- a. Defining a national policy on regional rural development, giving special attention to the role such a policy must play in the development of the sector and in the country, as a whole.



On April 7, 1981, IICA and the IDB signed a technical cooperation agreement in Madrid, Spain, for developing a program to design investment projects for the agricultural sector of Latin America.

- b. Developing, where none exist, a regionalization system appropriate to the characteristics of each country, based on physical-biological and socioeconomic criteria.
- c. Establishing institutional agencies or mechanisms which can effectively manage specific regional development projects in selected geographic areas.
- d. Providing these agencies or mechanisms with models for planning, managing and evaluating regional development programs and projects, and facilitating the training of personnel responsible for these tasks at the regional level.

Implementation of Regional Rural Development Policies

The second program seeks to:

- a. Develop pertinent operational policies, within the context of regional rural development.

- b. Compile and generate the information needed for maintaining up-to-date inventories on the different current and potential resources of these regions. This information would also be useful for identifying obstacles and problems hindering their efficient utilization.
- c. Program the efficient use of resources so as to ensure the settlement of new areas, increase the use of those already cultivated, increase and diversify employment opportunities, raise production and see to it that primary processing of products takes place in rural areas.
- d. In each case, update management activities and coordinate internal actions with those of pertinent agencies so as to ensure the pooled availability of all the elements necessary for producing integrated development in selected regions or subregions.
- e. Give preference to low-income social strata in the implementation of projects.
- f. Organize action through a regional approach to development that can be incorporated into on-going regional projects, or will stimulate the creation of new such projects in areas of their competence.

Regional Rural Development Projects Underway

Area 1 (Northern)

Costa Rica. Technical cooperation for the project on the integrated development of the Rio Tempisque Basin. Training was provided to Costa Rican personnel on irrigation activities, and cooperation took place in reviewing the draft bill on Waters, which was prepared by national technical staff with IICA support. A national technical staffperson was sent to participate in the Latin American Seminar on Drip Irrigation, which was held in Venezuela in June, 1981.

Dominican Republic. During 1981, IICA continued to support the National Hydraulic Resources Institute, INDRHI, at the Department of Land and Water Conservation, Secretary of State for Agriculture.

Specifically, the support to INDRHI served to help conduct studies and other efforts for defining a methodology and preparing a proposal for reviewing the water-use tariffs in the country. Also noteworthy was the support provided in designing a hydraulic model for the Moncion Dam. In this matter, joint efforts with Colorado State University, USA, led to a proposal for a study on the safety of operations of the hydraulic system of the Niza-System Valdesia Dam.

This proposal was presented to INDRHI for due consideration, and was accompanied by the documentation prepared in accordance with the agreement for technical cooperation currently in effect.

Guatemala. IICA provided specific support for implementing the Master Plan for the integrated agricultural development of the North Transverse Belt, PMDIA-FTN, through the Simon Bolivar Fund. Following are some of the achievements, especially vis a vis future projections: a) the production plans prepared by the General Agricultural Services Office, DIGESA, with IICA's support, met the technical requirements for submitting credit requests to the National Agricultural Development Bank, BANDESA; b) a document was prepared which targets Government action for developing agroindustry in the North Transverse Belt; c) a second document was prepared which provides the basis for the negotiations between DIGESA and the Agency for International Development, AID. These aim to make IICA the executive agency of the corresponding technical cooperation project funded by AID.

Area 2 (Antilles)

Barbados. Cooperative activities continued with the Land and Water Use Unit, LWUU, and the Extension Service, for developing a soils and water conservation system.

In October 1981 a "Water and Soil Management" Workshop for agricultural extensionists of MAFCA, BADC and farmers was held at the Queen's Park Barn Theatre, St. Michael. Fourteen papers were presented on different aspects of soil and water management adjusted to Barbadian conditions in particular, and the Caribbean region in general. A panel discussion was held during the workshop. L. Roach, General Manager of the BADC, F. Pilgrim, Manager of the Spring Hall Land Lease Project and B. Barker, Manager of the Rural Development Project, served as Panelists. Topics discussed were the role of the BADC and its two major on-going projects. The Irrigation Manual



IICA's Office Director in Chile, Ernani Fiori (center), was joined by officials of the Ministry of Agriculture for a visit to the fruit orchard of the San Fernando Agricultural Secondary School, which was converted into a rural development center.

for Barbados was distributed among the extensionists and considered a valuable source of information for developing irrigation in Barbados.

Haiti. IICA's work in this country progressed in two main areas during 1981: a) the General Plan for the Development of the Artibonite Valley was prepared; b) feasibility studies were made for the second stage of the project by the Artibonite Development Agency, ODVA, and the Inter-American Development Bank, IDB. In both cases, the Institute was able to overcome a series of problems encountered during the first stage, and to guarantee full compliance with commitments assumed. Thus, it concluded another chapter in its efforts for technical cooperation in the country.

In effect, the General Working Plan which guided the technical cooperation between IICA and ODVA was concluded, resulting in three final reports, as follows:

- a. Rapport Final concernant l'Accomplissement du Plan General de Travail pour la Cooperation Technique convenu entre l'IICA et l'ODVA, 17 julio de 1981.
- b. Plan Général de Developpement de la Vallée de l'Artibonite.
- c. Etudes de Factibilité de la II Etape du Project ODVA-BID.

Area 3 (Andean)

Bolivia. The rural development projects included in IICA's two basic programs of Line of Action V absorbed IICA's other projects in the country, except two, into the actions being coordinated with national agencies and in compliance with the capabilities of both parties; that is, IICA's Office in the country and the national agencies.

Ecuador. One of the most important parts of the project on planning and management for regional rural development took place with the support provided to the one-time activity financed with resources from the Simon Bolivar Fund. This was a result of the Fund project's impact, and the magnitude of the work it generated. The activity is being formalized in an agreement, still under study, to provide support to three integrated rural development projects, to be funded by the Agency for International Development, AID.

Another product of the Simon Bolivar Fund project was a document written on the consolidation of the Cayambe project.

In addition, the aforementioned planning project also supported the agreement of the Study Commission for the Development of the Guayas River Basin, CEDEGE, with IICA, for carrying out the first stage in designing the evaluation document of the CEDEGE project with the IDB.

In regards to forestry activities, supported by the Quimiag-Penipe integrated agricultural development project, the magnitude of the problem at the national level, and the level of awareness of the public in regards to real conditions and consequences, makes any action taken appear to be small and, to a certain degree, discouraging. Nev-

ertheless, the project has taken specific and decisive actions during the past year. For example, the Forestry Bill drafted and the reforestation project for the provinces of Carchi and Imbabura was reviewed and adjusted. In addition, training was provided to personnel at the National Agricultural Research Institute, INIAP, and activities were designed and implemented to take place within the framework of the Quimiag-Penipe Project and the Salcedo Project, all as part of integrated rural development.

The agreement between the Ministry of Agriculture and Livestock and the Simon Bolivar Fund, which was to support the implementation of the Quimiag-Penipe integrated agricultural development project during 1981, was terminated in 1980. As a result, a special project was approved following a request by the Ministry of Agriculture and Livestock and the Secretariat of Rural Development, in order to continue the activities of the above-mentioned project, and to design the document for the project on the integrated rural development of Salcedo. Both were completed to satisfaction.

Finally, the work developed on these projects resulted in a proposal by the Secretariat of Integrated Rural Development and the Agency for International Development that IICA take charge of a new two-year project with a US\$ 755 000 budget, for providing technical assistance to the executive units of two rural development projects in Jipijapa, which are currently being designed.

Peru. Work continued with the project to support the agencies in charge of developing the tropics, focusing cooperation on the Loreto Regional Development Agency, ORDELORETO, its Regional Research Council, CRIOR, and the Council of the National Agricultural Research and Outreach Institute, INIPA, which operates in the Amazon Region. In addition, work took place with other entities, like the Tacna and Moquegua Development Agency, ORDETAM, and the Norte-Centro Development Agency, ORDENOCENTRO. Considerable progress was made in developing training actions for technical staff for identifying, designing, evaluating and managing agricultural development projects.

One of the projects proposed by IICA, *Research on native fruit trees of the Peruvian Amazon*, was institutionalized at INIPA and the Loreto Regional Development Agency, ORDELORETO. The project is sustained with regular funds from different sources, including petroleum income.

The Government of Spain became interested in this project following a request by the Government of Peru for non-reimbursable technical cooperation. The Spanish Government replied by sending a special on-site study mission. By late November, 1981, the report of this mission was in the hands of Spain's Ministry of Foreign Affairs, and a decision is expected by early 1982.

Another especially significant action was the support to the Regional Research Council, CRIOR, for increasing its skills in implementing regional development policies. The institution has resources of 167 million soles, which were allocated for implementing local projects. These include the one on *native fruit trees*, which has received IICA's support.

Other important points: a production system is almost ready for the humid tropics, associating annual crops with perennial crops (native fruits). In this area, support has continued for research into production systems, and studies are in progress on the ecosystems of the humid tropics.

In addition, IICA's cooperation has been requested for carrying out a livestock project for the humid tropics. Actions in this respect will be organized during 1982.

In regards to the project on Andean crops, which takes place through the IICA/IDRC, Canada agreement, an evaluation was made with the participation of the universities of Cuzco, Puno and Ayacucho. It was determined that the project made satisfactory progress in upgrading these academic entities, in terms of research, and their outreach into campesino communities.

A very important diagnosis was also made to define agricultural systems in 8 communities being worked with. It was determined that thermal levels between 3 200 and 3 600 meters above sea-level were used for corn cultivation; between 3 600 and 3 800, for potato and grain cultivation, and those over 3 800, for bitter potatoes and meadows.

In addition, the production and productivity of campesino communities was examined through case studies and economic analyses of crops. Different technological tests were conducted for disseminating appropriate technology among the communities.

In regards to the research program at the Universities, it is notable that 24 theses were completed. Progress was also made in collecting genetic materials and in producing the descriptors that will facilitate their complete evaluation. Efforts were also made to cooperate in providing Masters' level training for five professors.

Venezuela. Following is a brief description of the main activities developed in the projects on: strengthening planning and management at the National Land and Waters Cadastral Office; improving agricultural development through irrigation; and supporting the ARDI-AROA integrated rural development area. Consultation was provided to the planning system in the preparation of operational manuals; a course was offered on rural cadastre to 30 national functionnaires, a seminar was given on rural cadastre to 25 technical staff from national entities; follow-up was given to the irrigation project and consultation took place on project implementation contracts; a workshop was held to update the development of irrigation areas; and reciprocal training actions took place with personnel. The most important activity of the period was the development of the Latin American Seminar on Drip Irrigation, organized by IICA Headquarters.



In Ecuador, IICA is cooperating to develop the region of the Guayas Basin and the Santa Elena Peninsula.

Area 4 (Southern)

Brazil. In 1981, the project in support of the Executive Commission for the Recuperation of Cacao Cultivation, CEPLAC, came to an end. This project supported rural development efforts and attained its objectives to prepare and implement the Rural Development Program for the cacao-producing region of Bahia. Institutional actions undertaken during the development of overall activities for the period focused on training national technical personnel.

Activities of the project for technical cooperation with the Ministry of Lands, MINTER, for defining, coordinating and implementing the national irrigation policy concentrated on providing consultation on the study and evaluation of current legislation. Also studied was the institutional organization pertaining to irrigation and related issues. Support was also given to MINTER in defining, implementing and operating its internal technical-administrative structure, which is responsible for the formulation, coordination, standardization, supervision and evaluation of national irrigation plans and programs.

This project is considered of great importance among IICA's overall activities in Brazil, and is reflected in the results of its work during 1981: a) the first version of the National Irrigation Plan was prepared, and support was given in the preparation of regional irrigation plans; b) a draft project was prepared for drawing up the regulations on the Irrigation Law; c) the project for creating the National Irrigation and Drainage Council was prepared; d) SUDENE and the Special Secretariat for the Southeastern region, SERSE, received support in preparing plans for promoting small-scale irrigation.

Recently, cooperation was formally established with the San Francisco Valley Development Corporation, CODEVASF, and its priority programs. It continues another project through which IICA has provided consultation to the enterprise in defining and introducing the operation and maintenance system for irrigated areas. The initial projects resulted in the creation of the Operation and Maintenance Department, and manuals, standards and procedures were established for structuring and operating the system. The new phase of the project will provide consultation to CODEVASF for introducing an operations and maintenance system at the level of the Regional Offices and the Irrigated Areas.

Finally, the projects supporting the Government of Bahia in preparing and implementing rural development projects, and the technical cooperation provided to the Superintendency for the Development of the Amazon in introducing its program are both of great importance. The first, because of its basic strategy to promote the population's participation in multisectoral programs being carried out with the different agricultural sector institutions in the State of Bahia; the second, because it seeks to stimulate the organization of farmers, which is currently one of the major concerns of rural development and rural well-being.

Chile. The following projects are included within the framework of the rural development program of this country: formulating and applying area development methodologies with small-scale farmers; supporting the program to use remote sensors in agricultural development projects; providing consultation to the Ministry of Education for completing farming plans and the final analysis of the school-community project; and supporting the implementation of the Rural Development Program in Region VI.

Mention has already been made of the education and marketing projects, so discussions will be limited to the support given to the School of Agronomy at the University of Chile, in developing and applying the regional agricultural diagnosis in Region VI of that country, within the guidelines of Line of Action V, financed by the Simon Bolivar Fund. Participating in the project were the Regional Intendency and Regional Ministerial Secretariat of Region VI, which provided 50 percent and 18 percent, respectively, of the budget for the work done. Results were very concrete: on the one hand, a channel and a tool for support to rural development were created in that country; and on the other, it has contributed significantly to technology transfer and marketing efforts, which are currently channeled through the organization of farmers' groups.

Paraguay. The first stage of the project on the inventory of natural resources was promoted, and technical training was provided to staff of the Agricultural Marketing and Economics Office, DCEA, and the Agricultural Reclamation Credit, CAH, on regional development projects.

Uruguay. Progress was made in the Agricultural Regional Development Project (based on the contract between IICA/SBF and the Ministry of Agriculture and Fisheries), in preparing a draft law on



A technical training course was offered in Iquitos, Peru from May 4 to 15, on agricultural development projects.

agricultural cooperatives; preparing a subprogram on citrus development for the Tacuarembó area; preparing and publishing the final documents on the Integrated Agricultural Project, including the production and support subprojects; updating the Agriculture-Livestock and Livestock-Agriculture subprojects for cost-effectiveness and according to market prices of June 1981; making an economic evaluation for 1980-1981 of the agricultural livestock proposal which is being implemented in "Banados de Medina."

Work was done with the project on Cooperative Action in Soil and Water Conservation; with the Soils Office and the Water Use and Management Office, in support of their training and technical dissemination program.

CHAPTER 7.

THE PROCESS OF CHANGE IN THE AGRARIAN STRUCTURE



Changes in agrarian structures should be channelled on the basis of the organization and educated participation of farmers in the development of programs that cover not only technical questions of production, but also the need to raise standards of living.

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CHAPTER 7

THE PROCESS OF CHANGE IN THE AGRARIAN STRUCTURE

Line of Action VI

STRUCTURAL CHANGE AND CAMPESINO ORGANIZATION

Objectives: To promote the adoption of measures conducive to producing change in the agrarian structure, and the strengthening of campesino organizations, in order to stimulate an appropriate distribution of income, increased employment and participation in the decisions and policies that affect landless campesinos, wage-earning agricultural workers and small-scale landowners.

In order to reach these objectives, IICA has established and implemented two basic programs:

Agrarian Reform

Campesino Organization

Agrarian Reform:

Through this Program, IICA seeks to:

- a. Ensure that priority is assigned to the agrarian reform process, through the development and widespread dissemination of rational arguments demonstrating, on the basis of ethical, economic and social considerations, that this process is consistent with rural development needs.

- b. Adequately plan the process, with the participation of the campesino grass roots, targeting landless campesinos, wage-earning agricultural laborers and small-scale landowners as beneficiaries.
- c. Acquire and allocate lands on a significant scale, and at a rate consonant with national rural development purposes.
- d. Provide massive and participatory training to beneficiaries of the process, on organization and management as well as civic and cultural matters, or ensure that other institutions specifically or generically responsible for this task, perform it suitably.
- e. Effectively and efficiently organize and provide the services critical to the land allocation process, or ensure that these services are suitably provided by those institutions generically responsible for them.
- f. Implement research programs to complement training programs for studying the problems of the agrarian structure and those resulting from the transformation process itself.

Campesino Organization

According to these two programs, the solutions of the problems of production, productivity, and rural employment depend largely on the ability to encourage, establish and activate campesino organization systems which respond to the rural population's need for justice and understanding, and which reflect the circumstances of their environment and current priorities.

IICA's action within this context seeks to ensure that in each member country, an institutional mechanism or entity is created to promote and support campesino organization, and which will coordinate the implementation of the following objectives:

- a. To plan, with campesino participation, the development of campesino organization, especially community and other associative types of enterprises. This should include the definition of the role of the different types of organizations and enterprises in sectoral development; the national programming of their growth; and the identification of minimum criteria for the operation of each type of enterprise.

- b. To propose and attain the adoption of juridical norms which provide a proper legal basis for the operation of campesino organizations and enterprises, and that foster their confederation into higher-degree organizations. In addition, the norms should provide the framework for the establishment of differentiated mechanisms which put these entities on an equal footing with the more powerful commercial interests of the sector.
- c. To upgrade existing campesino organizations and enterprises, and those to be created, in matters pertaining to administrative organization, technology, economics of production, marketing, primary processing of products, and the social organization of work.
- d. To ensure the delivery of timely, coordinated and effective social services to the campesino organizations, particularly education, health, housing and social security.
- e. To provide training to these organizations, specially to the members of the enterprises, on organizational, technical, managerial, civic and cultural matters.



IICA promotes campesino organization throughout the continent, in an effort to strengthen the participation of rural dwellers in rural development.

Projects underway in the member countries

Following is a brief description of the activities of the programs on agrarian reform and campesino organization in the member countries.

Area 1 (Northern)

Costa Rica. Projects underway during 1981: a) Project for the institutional strengthening of the Land and Settlement Institute, ITCO; b) Project with the County Agricultural Centers, CACs; and c) Project to cooperate in establishing an agricultural production enterprise for youth. The main activities that took place for developing the objectives are summarized below:

– Cooperation was provided to ITCO and to other national agencies of the agrarian sector, within the GOBHOL-IICA-PRACA project, for establishing the Regional Federation of Agricultural Cooperatives in Guanacaste, URCOOPAG, and for conducting regional and institutional workshops in Guanacaste (a province in western Costa Rica).

– Outreach and training activities took place with the County Agricultural Centers and the auxiliary committees. These included, among others, the development of a seminar for the coordinators of these centers, and the zone directors of the Integrated Rural Development Project. In addition, training courses on technical and administrative matters were offered at 14 County Agricultural Centers, which resulted in the production of an operations and training manual for the CACs.

During the year, outreach efforts stimulated the establishment of 56 auxiliary committees, which increased the number of these agencies in the country to 123.

In a joint effort with the Agency for International Development, AID, a project was promoted to finance small-scale farmers from nine of the County Agricultural Centers operating in the country.

– A final and definitive allocation was made by ITCO for an agricultural production enterprise for 23 youth selected for its implementation. IICA participated in preparing a farming plan,

which started by growing sugar cane for seed. It also cooperated in establishing an irrigation system for half of the farm, and participated in the transactions necessary for obtaining credit from the National Bank of Costa Rica for financing the sugar cane seed production project.

— The most important event during 1981 to promote agrarian reform was the National Congress on the 20th Anniversary of Agrarian Legislation and Policy in Costa Rica, which celebrated the centenary of the Lawyers' Association in that country, and the 20th anniversary of the enactment of Land and Settlement Act No. 2825, signed into law on October 14, 1961. With this law, Costa Rica began a significant agrarian and political process in the area of Agrarian Law. Approximately 300 persons participated in the Congress, which was organized by the Lawyers' Association, the Land and Settlement Institute, the School of Law at the University of Costa Rica, the Costa Rican Association of Agrarian Law, the Food and Agriculture Organization of the United Nations, FAO, the International Labor Organization, ILO, and IICA, through its Training and Studies Program on Agrarian Reform and Rural Development in the Central American Isthmus, PRACA.

The following topics were discussed: a) agrarian policy in Costa Rica during the past 20 years; b) the problems of agrarian land ownership in Costa Rica; c) the experiences of agrarian reform in Costa Rica: limitations of the law on land and settlement; d) legal regulations for agricultural laborers; e) agrarian contracts; f) history of the agrarian enterprise in Costa Rica; g) agrarian jurisdiction in Latin America and Costa Rica.

Dominican Republic. Support was provided to the Dominican Agrarian Institute (IAD) and the Secretariat of State for Agriculture, providing training on the establishment of Self-Managed Rural Organizations. Among the most important achievements were: a) a training program, which developed enterprise management workshops, reciprocal training, courses and seminars; and b) programming, organization and strengthening of associative forms of production. The best examples of these achievements include the creation of the Limon de Yuna, Las Guáranas and Cercara I enterprises; the work done to develop an operating method for the Division of Social Development at the Dominican Agrarian Institute; the identification and design of project profiles for IAD; and



Campeŕinos in different countries have organized for adopting new practices using crop association and reforestation.

finally, legal consultation activities which included drawing up a draft bill for reallocating the lands acquired through the application of the Ley de Cuota Parte; writing the project for campesino organization and designing the format for preparing an agrarian code.

(For information on the XV Meeting of Agrarian Reform Executives of the Central American Isthmus and the Dominican Republic, see the Chapter on Special Programs).

El Salvador. A technical cooperation project, financed by the Simon Bolivar Fund, was designed to promote the development of campesino organizations.

A Seminar on agrarian reform was offered to executives of the agricultural public sector from August 3 to September 4, 1981, in San Salvador. This was organized by the Ministry of Agriculture and Livestock, through the National Agricultural Training Center, CENCAP, with cooperation from FAO's Training Project for Farmers and Agricultural Laborers, and IICA, through its Training and Studies Program on Agrarian Reform and Rural Development in the Central American Isthmus, PRACA.

The objectives of the Seminar were to: a) study and discuss the concepts of development and agrarian reform, and their relationship with national development; b) study and analyze agrarian reform policies, and their impact on accelerating the country's development; c) acquaint the participants (32 delegates and 12 observers) with the different technical, legal, administrative and institutional approaches and aspects implied in the implementation of an agrarian reform process, if international experience in this field is made use of; d) propose and discuss strategies for action and institutional coordination in support of the agrarian reform process in El Salvador; e) design general guidelines that facilitate a reorientation of pertinent matters.

Guatemala. The IICA-GOBHOL Project continued. Support was provided to the Integrated Development Plan for Farms of the National Agricultural Transformation Institute, INTA.

INTA is charged with planning, developing and implementing the agrarian reform process in this country, and is currently focused on the upkeep of infrastructure of the parcels, micro-



Santo Domingo, Dominican Republic was the site of the Fifteenth Meeting of Agrarian Reform Executives of the Central American Isthmus and the Dominican Republic. The meeting was organized by IICA with the support of the Dominican Agrarian Institute, IAD. It took place from October 6 to 9, 1981. Several of the participants appear in the photo.

parcels and agrarian communities, as well as buildings. It specifically works to develop the North Transverse Belt, FTN, especially in regards to building infrastructure, legislation and land granting. Land granting is one of INTA's most important activities.

It should be added that INTA's activities in the North Transverse Belt have enabled the Government of Guatemala to become especially active in granting national lands and farms of agricultural exploitation. To date, 3 464 land titles have been granted, which cover some 32 625 hectares and benefit 19 222 families.

Worth mentioning among the activities that took place within the GOBHOL-IICA-PRACA project were four courses and one seminar for training and upgrading the technical staff of national agencies working to promote and develop campesino organizations.

Honduras. Consultation activities continued with national agencies working in areas related to the project to promote the organization of women for production and campesino development.

Three training courses were offered to survey-takers and supervisors of the associative enterprises in the reformed agrarian sector, and two seminar-workshops were given to implement activities for training and upgrading technical staff from national agencies working to promote and develop campesino organizations (for more information, see the chapter on Special Programs).

Nicaragua. The technical cooperation project for developing the institutional program for small-scale farmers is unfolding as planned. However, the scope of its objectives should be limited to reflect the restructuring underway at this time in the entire agricultural system of the country.

Panama. The project to assist in the development of campesino community enterprises, the first to be conducted with GOBHOL-IICA-PRACA funding, concluded its activities on June 30, 1981. The work has continued, however, through a project continuing its actions and financed directly with IICA's regular funds. This has made it possible to achieve the objectives adequately.

Six courses were offered to train and upgrade national technical staff (see chapter on Special Programs).

Area 2 (Antilles)

Guyana. The most important activities that took place in this field in the country were conducted as part of the following projects: defining and promoting methods for producing cassava, and increasing the production and productivity of small-scale farmers. Both of these projects are financed by the Simon Bolivar Fund (see Chapter VII).

Area 3 (Andean)

Bolivia. The project on campesino organization and training has been integrated into IICA's overall actions in that country, in order to coordinate its implementation, in accordance with the operational format adopted together with the national agencies. The results of the project are considered very positive.

Venezuela. The project to upgrade planning and management has developed as planned. Four of its activities were carried out

with IICA's quota funds, and 13 activities took place with funds from the National Agrarian Institute.

Area 4 (Southern)

Argentina. The implementation of the project to cooperate with the studies on associative agrarian enterprises resulted in a publication on associative enterprises within the Argentine agricultural process. This was written by a group of consultants and widely distributed throughout the country.

Paraguay. Evident progress was made on the following projects: a) Associative agricultural production enterprises with Paraguayan Armed Forces conscripts, focusing on planning and programming associative enterprises, training technical and conscript leadership; b) supporting the organization and operation of the associative enterprises; and c) improving the operational skills of the institutional system working with the project. The latter is financed by the Simon Bolivar Fund.

Uruguay. The following projects were underway during the period: supporting the creation of cooperative enterprises, which was developed with resources from the Simon Bolivar Fund; supporting the Emiliano Zapata cooperative, focusing on institutional aspects of marketing and other technical matters; and supporting the Maestro Anacleto Pereira Youth Agrarian Club, in institutional, administrative and technical matters.

CHAPTER 8.

IICA'S AGRARIAN POLICY



The implementation of projects to reinforce planning systems for agricultural production.



CHAPTER 8

IICA'S AGRARIAN POLICY

Line of Action VII

FORMULATION AND ADMINISTRATION OF AGRARIAN POLICY

Objectives: To reinforce the planning of agrarian development and to increase the efficiency and effectiveness of the institutional system for the successful implementation of the objectives of agrarian policy in IICA's member countries.

In order to attain the objectives of this line of action, IICA is developing two basic programs:

Formulation of agrarian policy and sectoral planning

Management for rural development

Formulation of agrarian policy and sectoral planning

Through the first of these two programs, IICA seeks to ensure that development policies for the agrarian sector in the member countries are formulated on the basis of identification and consideration of pertinent technical factors. This should be done by observing the broad objectives included in the following groups:

- a. To guarantee that pertinent technical considerations will be identified and included in the formulation of policies applicable to the agrarian sector: i) institutionalization, on the basis of effective organization of the decision-making processes and policy

formulation for agrarian sector development; ii) training for personnel working on the compilation, selection and analysis of data and technical information necessary for formulating policies and for making decisions; iii) coordination of policy at the multinational level, both for specific product lines and for general regional development, through permanent consultative mechanisms and studies for facilitating the coordination of policies and the identification and removal of obstacles that could frustrate them.

- b. To provide the national sectoral planning systems with assistance for performing their duties: i) designing and institutionalizing systems and processes for on-going planning, that will ensure the design of normative operational models appropriate for planning in the agencies of the public agrarian sector, and coordinating them with other sectors and general planning levels; ii) preparing a sectoral development plan on the basis of sectoral policies in the national development plans of all the member countries, and diagnoses of the agrarian sector; iii) preparing sectoral programs on the basis of high-priority objec-



In addition to increasing agricultural production and productivity, IICA's policy is to encourage activities that will promote the well-being of rural families.

tives or areas of the sector, as indicated in the sectoral plan; iv) preparing plans for all the agencies and programs, in accordance with the established high-priority areas; v) establishing an administrative structure that will work at the sectoral level and inside each agency, to ensure that plans, programs, projects and program-budgets are duly prepared, to facilitate the establishment or improvement of relations among the different units or levels of the planning system and, at the same time, to include the participation of beneficiaries throughout the process.

Management for Rural Development

The second of these two IICA programs pursues the following objectives:

- a. To generate and adopt methods, designs, analyses and techniques appropriate for diagnosing administrative problems that may surface in the organizations and projects of the sector, and to help solve them.
- b. To design management systems or projects through which the goods and services necessary for attaining development objectives can be delivered efficiently and effectively.
- c. To structure and implement sectoral or institutional systems or subsystems, or the projects that have been designed, and to follow implementation closely in order to check on functionality.
- d. To design systems for the promotion and organization of beneficiaries of agricultural and rural services, that will facilitate the delivery of services and the participation of beneficiaries in orienting these systems.
- e. To establish and provide technical, administrative and political support for a mechanism or organization that will be in charge of orienting and directing the tasks of implementing programs and projects.
- f. To ensure the acquisition, allocation and use of financial resources, so that stated objectives may be fully attained.

- g. To ensure the acquisition, allocation and use of personnel in such a way that they may facilitate the attainment of the stated objectives.
- h. To establish systems for interaction with those agencies or persons with whom development organizations should work.

Program actions in member countries

Some of the most noteworthy activities are summarized below.

Area 1 (Northern)

Costa Rica. Implementation of the project for Reinforcing the Executive Secretariat for Agricultural Sectoral Planning, SEPSA.

- Organization of an inter-institutional working group for analyzing the diagnosis of rice crops.
- Review of the first draft of the development program for cacao production, to be submitted for funding to the Costa Rican Banco Nacional.
- Preparation of an index and methodology for the diagnosis of the agricultural sector.
- Preparation of a project profile on marketing of inputs and raw materials for the production of inputs for the agricultural sector.
- Together with SEPSA, preparation of the document *Objetivos, políticas y metas de producción del sector agropecuario y de recursos naturales renovables para 1982.*
- Cooperation with the National Institute for Cooperative Development, INFOCOOP in performing training activities for the administration of cooperative enterprises and in holding the Second National Congress of the Cooperative Movement.
- Continuation of joint activities with the National Planning and Economic Policy Office, OFIPLAN, and with INFOCOOP in discussions on the establishment of cooperative and associative self-managed enterprises.



IICA promotes managerial improvements in national agencies at different levels, as a way to strengthen the foundation of national agricultural development.

Dominican Republic. In this country, the following projects are underway: Reinforcement of the Agricultural Planning System (financed by the Simon Bolivar Fund); Management for rural development; Advisory services on projects, in the framework of the IICA-Government of Switzerland agreement; and Project control and evaluation. In general, during the period, the chief goals of these projects have been attained.

It should be stressed that the purpose of the project funded by the Swiss government was to complete actions initiated with resources donated by Switzerland, for conducting projects and other activities for the rehabilitation of regions affected by Hurricanes David and Frederick.

The objectives of IICA's project include completing the diagnosis of the central region of the country, which was strongly affected by the hurricanes; performing specific studies in areas of interest to the project; and identifying and preparing profiles for selected projects. Even a very superficial evaluation reveals that these objec-

tives have been surpassed. The quality of the work has been high, and the results were very useful for the Secretariat of State for Agriculture, especially the studies typifying production and organization and preparing project profiles and other diagnostic tools, the reports of which are in the process of being published.

El Salvador. The activities of the Operational Planning Project for Agricultural Development have been restricted by certain limits inherent in the difficult political situation in this country, the effects of which have been felt in all development sectors. Nevertheless, the activities have continued without major interruption. Particular progress has been made in updating operations for 1982.

Guatemala. Actions have concentrated in two of the three projects included in the operational plan: supporting farmer organization programs, and supporting the agricultural sectoral planning unit in the administration of national agricultural policy.

Honduras. Activities have focused on the project for supporting the reinforcement of regional planning.

Mexico. The following two projects are underway in this country: Technical cooperation to coordinate planning; and consolidation of an agricultural planning system in Yucatan. One of these projects is financed with quota funds, and the other receives resources from the Simon Bolivar Fund. Together, they have given rise to the project on Reinforcing the agricultural planning activities at the State level, based on a SARH-IICA, agreement with the Secretariat of Agricultural and Hydraulic Resources, which is now fully underway.

This agreement gives legal and financial grounding to the project. It was signed on May 7, 1981. The Government of Mexico has deposited the first fourteen million Mexican pesos, thus opening the door for the performance of highly satisfactory activities.

Nicaragua. The project for technical cooperation with the agricultural sector planning system must play a very active role, especially in relation to the agricultural planning system of the Ministry of Agricultural Development and Agrarian Reform, MIDINRA. This Ministry is involved in setting goals, objectives and policies for the sector, according to the orientation currently followed by the political regime in Nicaragua for agrarian development in the country.

The project has cooperated very effectively in formulating methods and mechanisms for the process of planning that was adopted. It has also been active in the process of training for cooperation in the formulation of the Economic Technical Plan and the First Sectoral Plan for 1982-83.

In the work performed to date, the tasks which have demanded the greatest efforts include programming and production, the analysis of technical and material balance sheets, and mechanisms and tools for consultation and formulation at regional levels.

Panama. The program of institutional reinforcement of the Ministry of Agricultural Development, MIDA, began work in 1981, in compliance with a contract for consultant services, signed between IICA and the Ministry for a total of US\$ 460 000 for a period of 22 months. In a relatively short period of time (work began in July), the project has completed its first diagnostic phase. It has compiled highly useful information for conducting nineteen projects, including a plan of action, which later was adopted. To date, ninety percent of the partial diagnostic reports are complete.

Area 2 (Antilles)

Guyana. The project for strengthening the Development and Planning Division of the Ministry of Agriculture is still underway. Particular stress was given to training personnel in the use of statistics. In a one-time, short term activity, support was provided to the national government for developing coffee production areas and technology for the cultivation and processing of coffee.

Grenada. In preparing the associative community enterprise project, progress was made in writing the basic document. The government of Grenada, through the Ministry of Agriculture, has selected the Perseverance Estate for use as the project nucleus, and the Project was begun in 1981.

During this period, the project on the national agricultural planning system was also prepared. Efforts began with a workshop for planning rural development.

Area 3 (Andean)

Bolivia. Implementation of the project for improving the management of agricultural development: being conducted in conjunction with other projects of the country's Operational Plan.

Colombia. Agricultural and rural planning and management. Project for technical cooperation with the Planning Office for the Agricultural Sector, OPSA, of the Ministry of Agriculture.

a. Sectoral component of the project

In September, 1981, a new two-year agreement was signed, guaranteeing that the project would be continued through to completion in 1983. In 1982, it will be reformulated on the basis of guidelines from the Ministry of Agriculture and experience acquired during the first year of operation, in order to incorporate necessary modifications for making it more functional.

In accordance with the definitions and priorities established during the period, efforts will be made to continue actions for consolidating the diagnostic studies of the sectoral planning system and the sectoral projects system. Thus, the groundwork will be prepared for the design of methods, procedures and mechanisms, as necessary for improving efficiency. At the same time, currently available conceptual frameworks can gradually be adjusted as an outgrowth of the first phase. Support will also continue for entities that maintain working ties with the Ministry of Agriculture.

This process will generate methodological bases for writing the next agricultural development plan, identifying and formulating investment projects in the different areas of the project, and increasing the training of personnel from OPSA and other organizations receiving support.

b. DRI Components

Agreement has been reached with the National Planning Department of the DRI for conducting concrete project actions in the Department of Santander and its three districts: Malaga, Socorro and Barbosa. It would thus be possible to develop the project strategy for reinforcing directive mechanisms at the microregional level (district) and later for consolidating its integration with corre-



IICA's institutional management is designed for facilitating administrative improvements in the member countries. The annual meeting of IICA's Council of Directors is one way of accomplishing its goals.

sponding mechanisms at the regional (department) and national levels. Direct technical support and training will take place in the phases of diagnosis, orienting framework, district program, annual operating program, inter-institutional coordination, information for follow-up, and mechanisms for participation.

In the Norte de Santander Department, it has been agreed to perform actions only in the Pamplona district. This is because the DRI program has already made considerable progress in planning and implementation in the zone, which in the future will serve as a micro-regional pilot area.

As for actions specifically programmed, work was completed in diagnosis, the orienting framework, the district development program, annual operating planning, formulation of wheat, milk, and potato production plans, and inter-institutional coordination between the entities in the production facet, and the information system for project follow-up.

In response to an unexpected problem, a study was conducted of the Agricultural Extension Services and/or Technical Assistance Services which are presently in operation in the country.

Ecuador. A project was implemented on cooperation with the Sectoral Planning System. A document was written to define a planning unit for the National Agricultural Research Institute, INIAP, and support actions were begun for setting up such a unit, at the request of the Ministry of Agriculture. In addition, the project devoted its efforts to cooperating with the Sectoral Planning Office of the MAG. It has achieved considerable leadership in this process, which should begin concrete actions during its cooperation activities in the next period.

Venezuela. Projects underway: Reinforcing the General Planning Office of the Ministry of Agriculture and Animal Husbandry, MAC, and analysis of rural and institutional development. Major activities: training in the preparation of annual agricultural plans; advisory services for the implementation of the inter-American information network and the implementation of the country's sixth plan.

Area 4 (Southern)

Argentina. A project is underway on improving the operational capabilities and integration of the national sub-system for the formulation and administration of agrarian policy. After completing an initial report, and surveying and analyzing the land subdivision process in the province of Buenos Aires, begun in 1980, agreement was reached with the Ministry of Agriculture and Livestock to discontinue the activities.

During the previous period, a request was filled for technical cooperation with the State Water and Energy Office, in conducting a feasibility study on production under irrigation in an area measuring 70 000 hectares in Colonia Teresa, in Santa Fe Province.

Brazil. The following activities were of special importance in the implementation of the Agroenergy Program in the State of Rio Grande do Sul:

— Technical cooperation through advisory services for the institutionalization of the agroenergy team on the State Agricultural

Planning Commission of the Secretariat of Agriculture, basically in its work to coordinate an agroenergy program in the State of Rio Grande do Sul:

– Advisory services for the viability study on the project for the production of wood alcohol.

– Advisory services for the formulation of a State agroenergy program, including: a) State participation in the national program of using vegetable oils for fuel; b) proposal of a State program on biodigestors for mass or industrial use; c) proposal of a micro-distillery program; proposal of a forest energy program to meet the population's demand for fuelwood; advisory services for negotiating a program on agroenergy with the Ministry of Agriculture, and advisory services for the promotion of a State-level seminar on agroenergy.

Chile. Projects underway: reinforcing the Agricultural Planning Office, ODEPA, and organizing and managing programs, projects and activities of the IICA Office in the country.

In the context of the institutional situation that Chile is currently experiencing, IICA's action in planning and management of policies for the rural sector are of clearly fundamental importance, for the reasons discussed below.

The country has adopted an institutional policy approach of decentralization and characterization of the Sectoral Planning Office. Accordingly, this entity is responsible, among other things, for the operation of policy tools such as those for the generation and transfer of technology, the administration or management of natural resources, and market performance.

In these areas, IICA has cooperated with ODEPA to facilitate definitions on action in these areas, which are highly important for achieving harmonious institutional and technological development of the country's agricultural and forest sector.

To date, the cooperative efforts of IICA-ODEPA have been incorporated into declarations of institutional policies and orders in the sector.

The projects have made considerable progress in 1981, taking advantage of the institutional stability achieved by ODEPA during the past year. This favorable situation has enabled authorities to articulate their working objectives appropriately, which in turn allowed the IICA-ODEPA cooperative team to work in depth on topics of concrete interest for rural development, minimizing short-term, unplanned activities.

In 1981, the projects have operated under a letter of understanding signed on December 24, 1980. A new letter of understanding will soon be exchanged for a more specific and broad working program.

Paraguay. The Government has given a very favorable reception to IICA's action in the country, submitting several requests for technical cooperation, and a number of agreements for institutional reinforcement. The agreements cover the fields of marketing, animal health and the consolidation and reinforcement of Agricultural Credit Receivers Association, AUCA. Specifically, work has continued on implementing activities for the institutional development of the public agricultural sector.

CHAPTER 9.

SIMON BOLIVAR FUND



Increasing the production and productivity of basic foodstuffs.



CHAPTER 9

SIMON BOLIVAR FUND

Introduction

The Simon Bolivar Fund is managed by IICA, in accordance with its own standards and procedures. It was created with a grant of US\$ 10 million from the Government of Venezuela for a five-year period, in the understanding that IICA's other member countries would match this amount with voluntary contributions. It will last as long as financial resources are available for implementing its activities, and expenditures made in conducting its projects are not reimbursable.

The Simon Bolivar Fund was created in May 1974, and went into operation in April 1976. In that year, projects of participatory technical cooperation were launched in an effort to stimulate agricultural development in the countries of Latin America and the Caribbean. They were designed and implemented to provide support to projects already underway in the countries, and thus can be said to reinforce national efforts. Their action seeks primarily to:

- a. Increase production and productivity of basic elements and other agricultural products contributing to the development of the Member States, and to solving the food or nutritional problems of their populations.
- b. Improve the marketing of inputs and agricultural products.
- c. Support overall or sectoral planning and management mechanisms and respective institutional units, in order to improve the

process for designing and implementing rural development policies and plans.

- d. Support efforts towards the regional integration of the Latin American and Caribbean countries.

The Simon Bolivar Fund Office, which operates out of IICA Headquarters, has required the services of some 120 professionals for carrying out its projects.

They include temporary international employees, national officials, and short-term consultants. In addition, it has maintained ties with over 190 national institutions in the respective countries, and with six international agencies of technical and financial assistance.

Regarding its financial aspects, the investments of the Simon Bolivar Fund during 1981 were quite similar to its 1980 investments, when US\$ 2 012 000 was spent on 34 projects. In 1981, the Fund disbursed US\$ 2 262 410 for 33 projects. The counterpart contributions of participating countries continue to almost double the amount contributed by the Fund.

By December 31, 1981, the Simon Bolivar Fund had established 46 projects in 23 countries. Of these, 28 have been completed, and 18 are still underway.

Projects were completed in the following countries:

Barbados, Bolivia, Brazil, Chile (2), Dominican Republic, Ecuador, El Salvador, Guyana, Haiti, Honduras (4), Jamaica, Mexico (3), Nicaragua, Panama, Paraguay, Peru, Uruguay (2) and Venezuela. Also completed were two multinational projects in the Northern Area, and a hemispheric project.

In addition to the above, by late 1981 negotiations were taking place for eight more projects. They will begin shortly in Barbados, El Salvador, Grenada, Guyana, Honduras, Jamaica, Panama and Paraguay. A multinational project for Central America, Panama and the Dominican Republic will also be getting underway. Furthermore, measures are being taken to begin projects in Suriname and Trinidad and Tobago, which have not yet participated in any Fund projects, and which raises to 25 the number of countries where the Fund operates.

Simon Bolivar Fund Projects in 1981

Following is a brief summary of the Fund's development projects, within the framework of IICA's programs of action.

Line of Action IV. Program 1. Promoting Production and Productivity

Projects by country

Program IV. 1 works with the systems that foster production and productivity, when such a system exists, or the agencies that, as a whole or individually, provide technical assistance, credit, marketing services, insurance, specialized services (like mechanization and provision of inputs), and health protection, or that promote rural agroindustry, the reduction of post-harvest losses, and soil and water conservation; and in particular, the agencies that coordinate the delivery of the above-mentioned services.

Bolivia. Fostering milk production in Tarija. This project was concluded in June 1980.



IICA has 27 projects and 20 special actions underway in Brazil, where it administers a budget of US\$ 9.5 million.

Brazil. Supporting the production of food and fibers in the Serido Region, Rio Grande do Norte, by organizing farmers and using small-scale irrigation. This project will be completed in December 1982.

El Salvador. Identifying and formulating food crop production technology for small-scale farmers in Irrigation and Drainage District No. 1, Zapotitan. This project is currently being negotiated.

Grenada. Improving agricultural management skills. The project is currently in negotiation.

Guyana. a) Defining and promoting methods for producing legumes and cassava in Guyana. This project was concluded on December 31, 1981. b) Increasing the production and productivity of small-scale farmers. This project is currently being negotiated.

Haiti. Strengthening the National Improved Seed Services (SENASA). The project will be completed in December 1982.

Honduras. Providing technical cooperation for promoting improved horticultural production in Honduras. The project was completed on December 31, 1981.

Jamaica. a) Studying and implementing agriculture in hillside zones (Development of the Allsides Pilot Project). Concluded in 1981. b) Developing technology for cassava and peanut production. The agreement for this new project was signed on December 1, 1981. It went into effect on January 1, 1982, and is schedule to last 2 years.

Mexico. a) Feasibility study for promoting the production, processing and distribution of improved seed in tropical areas of Mexico. This project was concluded in 1977. b) Researching and preparing a plan for fostering the production, marketing and industrialization of cassava in Mexico. This project was completed in 1981.

Nicaragua. Introducing and producing foundation seed of potential crops for the rural development of the South-Atlantic region. This project will be completed in December 1982.

Panama. Providing technical cooperation in designing and operating a Regional Module for Agricultural Production (MOREPRA).

This new agreement was signed on December 7, 1981, and is scheduled to conclude on June 30, 1983.

Peru. a) Fostering the agroindustrial production of quinoa in Puno. Concluded in December 1980. b) Institutional strengthening of Agrarian Region IV for implementing the Integrated Basin Management Project in Ancash, Peru. The new agreement was signed on April 18, 1981, and is scheduled for completion on December 31, 1982.

Venezuela. Feasibility study for the development of cassava production, marketing and industrialization in Venezuela, and the preparation of a National Cassava Plan. This was concluded in February 1981.

Multinational Projects

a. Diagnostic study of improved seed production and marketing in Central America. The project was concluded in 1977. b. Promoting the strengthening of improved seed subsystems in Central America and Panama. Concluded in December 1981.

Hemispheric Program for Agroenergy

This project was promotional in nature, and was concluded in December 1981. It is now funded quota resources.

Line of Action IV. Program 2. Agricultural Marketing

Projects by country

This program targets the agencies responsible for facilitating commercial transactions and economic decision-making; improving the efficiency of the distribution of agricultural products and inputs; reducing or eliminating post-harvest loss and intervening in these processes in order to achieve the specific objectives of development.

Argentina. Developing production, marketing and agroindustry in irrigated areas of Argentina. This project is scheduled for completion in December 1982.

Barbados. a) Improving the agricultural marketing system in Barbados. Concluded on December 31, 1981. b) Marketing plan for



The Simon Bolivar Fund is supporting project to increase the production of food and fibers by organizing farmers to use small-scale irrigation.

small-scale farmers in Barbados. This new agreement was signed on December 31, 1981, and the project is scheduled for completion on December 31, 1982.

Colombia. Developing agricultural marketing systems managed by CECORA-related campesino organizations (CECORA: Agrarian Reform Cooperative Center). This project will be completed in December 1982.

Grenada. Institutional strengthening of the agricultural marketing subsector in Grenada. To be concluded in December 1982.

Line of Action V. Program 1. Planning Regional Development**Projects by country**

This program works with the agency (or agencies) of the sector that have real or potential leadership in conducting efforts of regional rural development. Within this context, IICA's actions seek to ensure that the leading agency of the agricultural sector adopt a regional approach to planning and implementing rural development.

Brazil. Supporting increased production and productivity in Northeastern Brazil, through the implementation of irrigated areas. The project was concluded in 1980.

Chile. a) Implementing and improving irrigation in Chile. Concluded in July 1978. b) Rural development in Region VI, Chile. This will be concluded on April 30, 1982.

El Salvador. Cooperating for the integrated development of the Northern Zone of El Salvador. Concluded in 1980.

Haiti. Strengthening the national system which supports rural development community projects (Development "Islets"). This project was concluded on June 30, 1981.

Honduras. a) Institutional strengthening of the agricultural development project for frontier rural areas. Concluded in 1980. b) Cooperating to promote agricultural development in an area of the Recuperated Zone. Concluded in 1981.

Uruguay. Regional Agricultural Development. Concluded on June 30, 1981.

Hemispheric projects

Analyses of Simon Bolivar Fund projects. This project is scheduled for completion in 1982.

Line of Action V. Program 2. Implementation of Regional Rural Development Policies**Projects by country**

This program works with those agencies responsible for implementing regional rural development projects in specific geographic areas. These include, among others, the agencies working with settlements, forest development, and water conservation and management, the development of tropical areas, and agroindustry.

Bolivia. Supporting the formulation and implementation of pilot integrated agricultural development projects. This project will be concluded on December 31, 1982.

Chile. Assisting the San Fernando technical-vocational agricultural school to become a rural development center in benefit of small-scale farmers. This project was concluded in December 1980.

Ecuador. Quimiag-Penipe Integrated Agricultural Development Project. Concluded in December 1980.

Guatemala. Providing specific IICA/SBF support for implementing the Master Plan for the integrated agricultural development of the North Transverse Belt. This will be concluded in December 1982.

Uruguay. Supporting regional agricultural development in Uruguay. This project began on July 1, 1981, and is scheduled to last 18 months.

Line of Action VI. Program 1. Agrarian Reform

Projects by country

This program works with agencies responsible for defining and implementing agrarian reform programs.

Honduras. Creating and developing a unit for formulating and evaluating Agrarian Reform Projects. The agreement was signed on August 7, 1981. It went into effect on January 1, 1982, and is scheduled to last 2 years.

Line of Action VI. Program 2. Campesino Organization

Projects by country

This program works with sectoral agencies either directly or indirectly responsible for establishing associative campesino enter-

prises in general, and community enterprises in particular, and for providing them with services. The program seeks preferably to work with the agency specifically responsible for developing or coordinating these functions.

Costa Rica. a) IICA/SBF support in promoting and strengthening the County Agricultural Centers (CAC). This project will be concluded in December 1982. b) Providing technical support to the Land and Settlement Institute (ITCO) for establishing an Agricultural Production Cooperative for Youth. This project will be completed in December 1982.

Dominican Republic. Training in agrarian reform, rural development and related campesino enterprises. This was concluded in December 1980.

Panama. Providing technical cooperation for planning associative agricultural production enterprises. This project was concluded in June 1981.

Paraguay. a) Associative agricultural production enterprises with Paraguayan Armed Forces conscripts. This project was concluded in December 1981. b) Strengthening the Agricultural Credit



The Simon Bolivar Fund is working in Serido, Rio Grande do Norte, Brazil, to encourage the appropriate use of available hydraulic resources.

Receivers Association (AUCA). This new agreement was signed on December 16, 1981. It went into effect on January 1, 1982 and will operate until June 30, 1983.

Uruguay. Supporting the implementation of cooperative enterprises in the northeastern region of Uruguay. This project was terminated on September 21, 1981.

Line of Action VII. Program 1. Formulation of Agricultural Policy and Sectoral Planning

Projects by country

Costa Rica. Cooperating with the agricultural sectoral planning system in formulating the National Agricultural Development Plan. This project will be completed in December 1982.

Dominican Republic. Strengthening the agricultural planning system. This project will be concluded in 1982.

Honduras. Strengthening the agricultural planning institutional subsystem. This project was concluded in 1979.

Mexico. Consolidating and developing an agricultural planning system for the Secretariat of Agriculture and Hydraulic Resources, SARH, in Yucatan. This was concluded in March 1981.

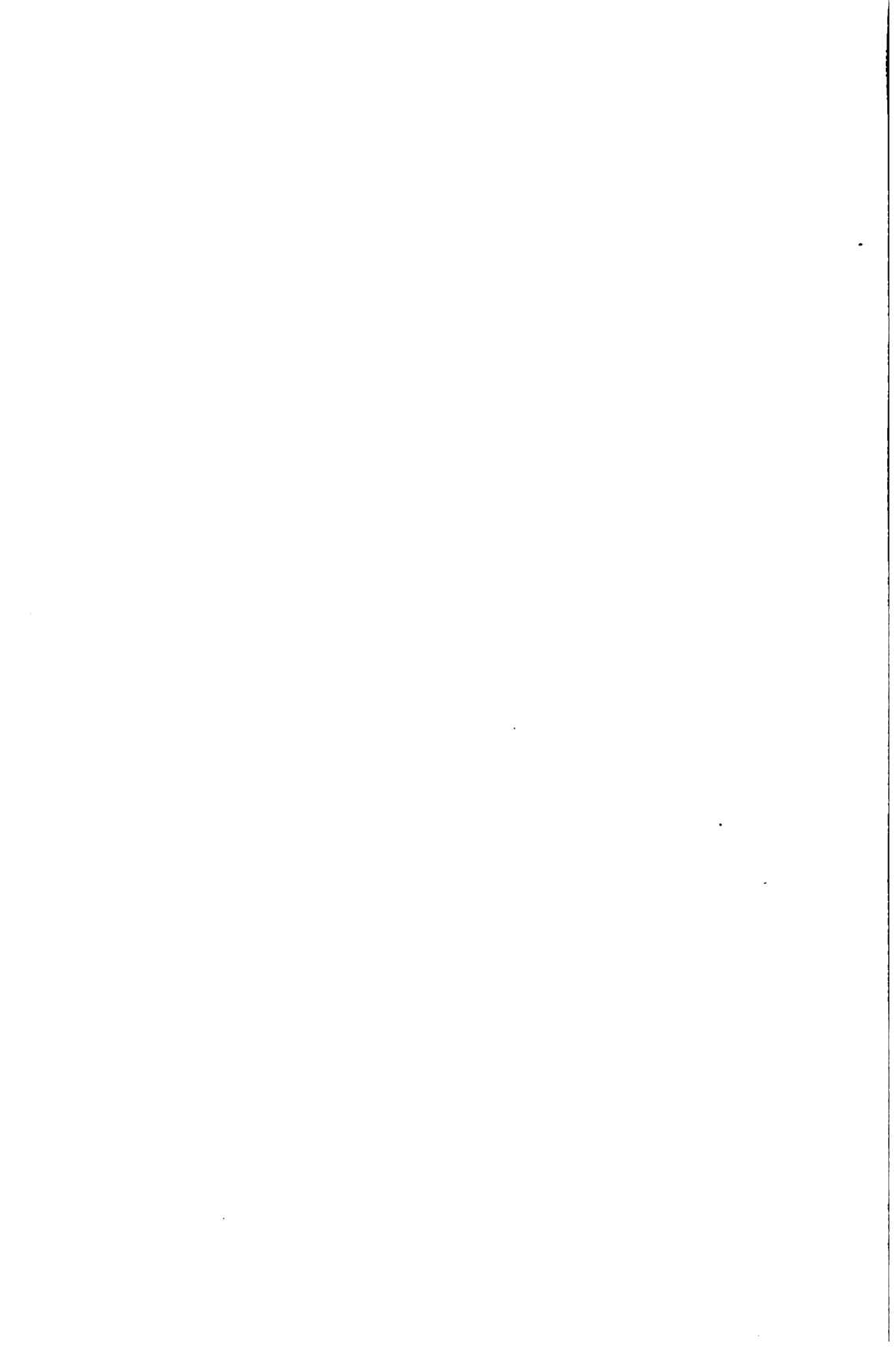
Nicaragua. Providing support on sectoral planning and management so as to increase food production. This was concluded in December 1979.

Multinational Projects

a) Providing support to assist agricultural and rural development projects in Central America and Panama; b) Operating the IICA/CDB (Caribbean Development Bank) Joint Project Unit; c) Supporting the operation of the Regional Council for Agricultural Cooperation in Central America, Panama and the Dominican Republic (CORECA), through the Secretariat of Coordination. This project is currently under negotiation.

Documents produced

During 1981, the Simon Bolivar Fund produced 99 documents, divided as follows: Area 1 (Northern): 51; Area 2 (Antillean): 8; Area 3 (Andean): 15; Area 4 (Southern): 25.



CHAPTER 10.

SPECIAL PROGRAMS AND PROJECTS



Specific programs and projects expressly mandated by the Member States, in areas of high priority for the development process.

The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every entry, no matter how small, should be recorded to ensure the integrity of the financial statements. This includes not only sales and purchases but also expenses and income. The text suggests that a systematic approach to record-keeping is essential for identifying trends and making informed decisions.

Next, the document addresses the issue of reconciling accounts. It explains that regular reconciliation is necessary to detect any discrepancies between the company's records and the bank statements. This process involves comparing the ending balance of the cash account in the ledger with the ending balance on the bank statement. Any differences should be investigated and corrected immediately to prevent errors from accumulating.

The document also touches upon the importance of separating personal and business finances. It advises against using personal credit cards for business expenses and vice versa. This helps in clearly tracking business-related costs and income, which is crucial for tax purposes and financial reporting. Keeping separate bank accounts for business operations further reinforces this principle.

Finally, the document concludes by highlighting the value of professional assistance. While many small businesses can manage their own accounting, consulting with an accountant or a professional bookkeeper can provide valuable insights and ensure compliance with tax regulations. This is particularly true for businesses with complex transactions or those operating in highly regulated industries.

CHAPTER 10

SPECIAL PROGRAMS AND PROJECTS

Introduction

The following is a summary of the most important activities of IICA's special programs and projects, which are developed in compliance with agreements and contracts signed by IICA with national and international institutions, the countries of the region (when the nature of the work derives specifically from the express mandates of the Member States), and extra-continental countries, governments and institutions.

These activities are totally or partially financed by the entities signing the contractual agreements, and as a result, usually involve a considerable percentage of external funds. In some cases, however, needs and priorities may justify that they be funded in their entirety with quota resources from the member countries.

MULTIZONAL PROJECTS

As a result of the nature of their objectives, these projects operate at two levels: at the central or hemispheric level, and at the country level. Activities are directed and coordinated by the Office of Multizonal Projects, with the cooperation of IICA's National Offices in its member countries, and the systematic action of its three technical divisions:

Division of Planning and Project Management (PROPLAN)

Division of Agricultural Insurance and Credit

Division of Associative Enterprises.

Based on the nature of the field in which they operate and the technical level of the disciplines involved, multizonal projects are designed to carry out studies at the hemispheric level, and provide technical cooperation and training in the countries. Thus, specific conceptual and methodological elements are developed that can provide basic guidance to the Institute's support actions in the countries. At the same time, new experiences can be examined and systematized for use in benefit of the other elements through new actions of technical cooperation and training. This improves the vitality of the feedback from the technology generation-adaptation-transfer process, and is essential for achieving the objectives of institutional reinforcement for agricultural and rural development.

ACTION OF THE DIVISION OF PLANNING AND PROJECT MANAGEMENT -- PROPLAN

PROPLAN activities continued in the following projects:

- a. **Agricultural Planning and Policy Analysis in Latin America and the Caribbean – PROPLAN/AP.** This project receives partial funding from AID (1977 Agreement). Basic objectives: to improve the institutional skills of agricultural planning, and to facilitate the implementation of the agricultural planning processes in the pertinent institutions of IICA's member countries.

- b. **Planning and Management for Rural Development –PROPLAN/A.** This project receives partial funding from the W. K. Kellogg Foundation (1979 Agreement). Main objectives: to increase the efficiency and effectiveness of the public institutions involved with rural development by equipping them to upgrade their skills in a self-sustained manner, in order to accelerate the *planning-implementation* processes of policies on agricultural development and rural well-being, establish a hemispheric information network for disseminating experiences and information on planning and management for rural development.

Some achievements of the period

In regards to the internal operation of the projects, consultation with the *country-group* specialists, and the collaboration of corresponding national technical experts, revealed that significant progress was made in 1981 in the process of reviewing and adjusting the operational strategies and overall programming, and in coordinating the implementation, follow-up and in-process evaluation of both PROPLAN/A and PROPLAN/AP.

Actions to review the operational strategies and overall programming of PROPLAN/A focused on designing methodologies and providing training and direct technical support.

In regards to PROPLAN/AP, the efforts to coordinate the implementation, follow-up and evaluation of actions focused on conducting studies for generating training materials and providing direct technical support.

Training

During 1981, PROPLAN/AP and other training actions included the meetings of the workshops on *project identification* held with the collaboration of the IICA-Caribbean Development Bank Joint Unit, in Grenada, in February, and in Dominica in June. The seminar on *Ex-post evaluation of rural development projects* held in Dominican Republic in August, was held in cooperation with the Undersecretary of Planning – SEAPLAN, of that country's Secretary of State for Agriculture. Papers were presented on *project identification* at the seminar for officials working at the different agricultural public sector institutions in Central America and Panama, which took place in May in San Jose, Costa Rica. Materials developed on the *Analysis of Planning Systems* were presented at the meeting of the Heads of Agricultural Sectoral Planning of Central America, Panama and the Dominican Republic, which took place in Santo Domingo.

Among other activities developed by PROPLAN/A was the hemisphere-wide seminar workshop which took place in CATIE, Turrialba, Costa Rica, on *Strengthening planning and management for rural development*. Also participating was the Development



The XXVII Meeting of the Central American and Caribbean Cooperative Program for the Improvement of Food Crops, PCCMCA, was held in Santo Domingo, Dominican Republic from March 23 to 27, 1981. The President of the Republic, Antonio Guzmán (fourth from left), presided over the inaugural session.

Project Management Center, DPMC, of the United States Department of Agriculture. A seminar was held on *Organizational development and transactional analysis*, in Colombia, in the DRI districts of Pamplona and Malaga; and a workshop on *Planning and managing agricultural development programs at the local level* took place in the Dominican Republic.

Direct Technical Support

Direct technical support activities play a very important role within the framework of the PROPLAN/AP Project. These activities make it possible to determine the needs of the countries, and they guide the studies and training actions. In addition, they make it possible to test and improve materials that have been developed, and provide a basis for the learn-by-doing and transfer-by-doing approaches, that attempt to put into practice IICA's basic strategy on institutional reinforcement.

PROPLAN/A's operational format is based on developing activities in accordance with a conceptual and methodological unity,

and adjusting the products and processes in benefit of the countries' needs.

Colombia. Within the framework of the agreement signed between the Ministry of Agriculture and IICA to develop a policy and project analysis system, PROPLAN/AP provided support to the efforts to design a conceptual framework for the analysis of the sector's project system, and to review the documents prepared on policy analysis by the staff of the agreement.

The subject areas where PROPLAN/A technical support actions were developed with Colombia's Integrated Rural Development Program, DRI, included the definition and interpretation of the problems, the design of development programs, inter-institutional organization and coordination, operational programming, follow up and in-process evaluation of achievements.

Dominican Republic. PROPLAN/A provided support to the Secretariat of State for Agriculture in an ex-post evaluation of the Small-Scale Farmers' Loan Program, which is financed by AID.

PROPLAN/A cooperated in this country by providing technical support to SEA, especially in the subzones of San Jose de Ocoa and Rancho Arriba in the Peravia Zone, and in the Central Zone, in organizational diagnosis, establishing program and project management systems, follow up and in-process evaluation, in addition to the operational planning process.

Guatemala. PROPLAN/AP cooperated in preparing a method for evaluating the agricultural development plan, which focused on generating the elements that will contribute to the preparation of the forthcoming sectoral plan.

Panama. PROPLAN/A collaborated with the work of the institutional reinforcement program of the Ministry of Agricultural Development.

Other countries

PROPLAN activities in other countries were essentially promotional in nature.

Documents produced

During this report period, the project produced 43 documents. Twenty-four were produced by the hemispheric component, 11 by the Colombia component, 6 by the Dominican Republic component and two documents were produced in other countries.

CROP CREDIT INSURANCE PROJECT

Background

In August 1978, the Agency for International Development (AID) donated US\$ 4 000 000 to IICA for developing a crop credit insurance system targeting small-scale farmers and ranchers. In addition, IICA was to conduct socioeconomic research on the impact of the insurance on different sectors: the farms, the financing system and the agricultural system, and to provide information for facilitating the work of the insurance institutions.

Objectives

IICA's Crop Credit Insurance Project pursues the following objectives: to establish and develop National Insurance Institutes in service to small and medium-scale farmers and ranchers through crop credit insurance; to write and improve policies, systems and procedures for managing and financing agricultural insurance institutes; to use methods of economic analysis developed by the program for measuring the impact of agricultural insurance on the well-being of small and medium-scale farmers, on the adoption of improved technology and on the solvency of the financing system that supports the sector; to determine the technical and economic feasibility of a hemisphere-wide system for agricultural reinsurance that will effectively counter risks, and to study means for integrating it into the international reinsurance systems; to publicize and promote agricultural insurance in the countries of Latin America and the Caribbean, and to cooperate with national agencies in developing new projects.

Achievements in the countries

Panama. Agricultural and livestock insurance coverage is making continuous progress, in terms of the number of crops and

farmers insured. This year, the Agricultural Insurance Institute, ISA, signed its first reinsurance contract with a private international consortium. Considerable progress was also made in implementing the cooperative agreement between IICA and ISA, especially in regards to institutional reinforcement for that Institute in actuarial, statistical, administrative organization, and financial matters and communication.

Bolivia. By the second crop cycle since it was created, the Bolivian Agricultural Insurance Institute (ABBA) had expanded its coverage to over US\$ 200 000, increased the number of insured crops to eight, and extended its area of action to include the entire Cochabamba central valley. It had also signed agreements for serving credit beneficiaries from private institutions, in addition to those from the Bolivian Agricultural Bank.

Ecuador. With IICA's cooperation, the National Agricultural Insurance Company, which was created in September 1980, obtained approval of its policies and regulations by the Bank Examiner. Thus, in June 1981, actions began for offering insurance in two pilot zones (highlands and coast).

Research

Research efforts reflect the project's conceptual framework and have concentrated on evaluating the insurance and the normative aspects of its effectiveness to farmers, analyzing the most appropriate financial procedures and practices to be used in managing the portfolio of the insurance company, and finally, studying the effect of insurance on credit management.

In regard to the collection and organization of information, two surveys were conducted during the year to evaluate the effects of insurance in Cochabamba, Bolivia; a second survey was done of tomato farmers in Panama, and an information survey was also conducted in that country on farmers and ranchers. In addition to these surveys, a considerable amount of historical information was collected and methodically arranged for enriching project data at Headquarters. This computerized file currently contains five surveys; historical data on the financing of agriculture in Latin America; three years of experience of the Crop Credit Insurance Program in Panama; loan recovery records for six years of operation of the National Agri-

cultural Development Bank in Panama; and technical-financial data on insurance companies in the United States (1940-1979), Israel (1967-1979) and Costa Rica (1970-1980).

Training

Seven functionaries of the National Agricultural Insurance Company, CONASA, in Ecuador, visited the Agricultural Insurance Institute in Panama to observe and study its operations.

Promotion

A seminar was offered in Bogota, Colombia on agricultural insurance. It was attended by 40 officials from institutions of the agricultural and financial sectors concerned with this type of insurance.

A basic proposal was prepared for a pilot crop credit insurance program, in response to a request by the Ministry of Agriculture and Livestock and the National Development Bank in Paraguay.

A document was written on project identification, in response to the interest demonstrated by agricultural sector authorities in Honduras, and by the AID office for funding a pilot agricultural insurance program with PL-480 funds.

Documents produced

During this period, the project produced 8 publications.

PRACA OPERATIONAL AGREEMENT

Introduction

The activities of the Division of Associative Enterprises take place through the Operational Agreement with the Training and Study Program on Agrarian Reform and Rural Development for the Central American Isthmus and the Dominican Republic, and the GOBHOL-IICA Project.



"The quality of rural family life in Latin America and the Caribbean" was the topic of a workshop held at IICA Headquarters in San Jose, Costa Rica from November 8 to 13, 1981. It was sponsored by IICA and the University of Guelph, Canada, with the support of the Canadian International Development Agency, CIDA.

Continent-wide actions

The Seventh Inter-American Meeting of Agrarian Reform Executives took place from October 5 to 9, 1981 in Santo Domingo, Dominican Republic. Forty-nine delegates from 18 American countries, three lecturers, 26 observers from international agencies, and 63 observers from national agencies of the Dominican Republic attended the meeting, to discuss operational models of agrarian reform and rural development in Latin America.

In line with the meeting's main objectives, an analysis was made of the operational models of agrarian reform that can be implemented within different sociopolitical contexts of the American countries, for accelerating rural development.

Meeting simultaneously were the Fifteenth Meeting of Agrarian Reform Executives of the Central American Isthmus and the Dominican Republic, and the Regular Annual Meeting of the Board of Directors of the Training and Study Program on Agrarian Reform and Rural Development for the Central American Isthmus and the Dominican Republic – PRACA.

Regional Activities

Area 1 (Northern)

Reciprocal training. Reciprocal training was organized and financed for eleven campesino leaders from the Dominican Republic, to enable them to observe and become familiar with the operation of the campesino settlements and the National Confederation of Campesino Settlements, CONAC, in Panama.

An exchange of technical staff from the agrarian reform agencies of Central America, Panama and the Dominican Republic was also sponsored and organized. This included visits to different countries, including Panama, Peru, Spain, Colombia and the Central American countries.

Symposium on experimental laboratories. This took place at IICA from November 9 to 13, and brought together the theoretical and practical experience developed over the years by highly experienced laboratory specialists. Seventeen specialists from El Salvador, Honduras, Nicaragua, Costa Rica, the Dominican Republic and Haiti participated in the Symposium.

Experimental guidelines for promoting and developing associative campesino agricultural production enterprises. This study was concluded.

Experimental laboratories and enterprise management workshops. Twenty-three were held in Honduras, Guatemala and Panama, and participants totalled 1 174 campesinos and 50 technical staff.

National-level courses, seminars and workshops for technical staff and campesinos. Four courses and one seminar were offered in Guatemala, involving 48 technical staff and 227 campesinos: eight courses were offered in Costa Rica, with 145 campesinos and 25 technical staff; in Panama, 14 courses were offered to 212 campesinos and 78 technical staff; in the Dominican Republic, three courses with 6 campesinos and 150 technical staff.

National-level campesino meetings. In Costa Rica, 4 meetings with 142 campesinos and 10 technical staff; in Honduras 13 meetings with 355 campesinos; in Panama, 9 meetings with 365 campesinos; in the Dominican Republic, 4 meetings with 98 campesinos.

High-level Seminars and Congresses. Agrarian Reform was discussed by executives of the agricultural public sector in El Salvador, with the cooperation of the Ministry of Agriculture and Livestock, and the FAO and PRACA Training Project for Farmers and Agricultural Workers. In addition, a series of conferences was offered for officials of that country's Armed Forces.

National Congress on Twenty Years of Agrarian Legislation and Policy in Costa Rica: Perspectives. This event took place from August 10 to 14, 1981 to commemorate the Centennial of Costa Rica's Bar Association, and the 20 years that its Lands and Settlements Act has been in effect. More than 300 persons attended the event.

Advisory and other services to national agencies. Four activities of this nature took place with the Guatemalan National Agrarian Transformation Institute.

Area 4 (Southern)

Advisory services to the State Government of Amazonas, Brazil. This was provided to the Amazon Integrated Rural Development Project, especially in designing the component on the organization of small-scale farmers.

IICA's participation. IICA participated in the Inter-American Congress on Agriculture and Food Production, organized by the Forum of the Americas and the OAS, in São Paulo, Brazil, from September 8 to 11, 1981. It presented a paper on the participation of small-scale farmers in food production.

Documents produced

The project prepared 5 publications during the year.

INTER--AMERICAN RURAL YOUTH PROGRAM

New approach

During 1981, the Inter-American Secretariat for Rural Youth Programs, SIJR, focused its action on developing the methodology of a new approach, which generates strategies that will encourage rural youth to remain in their own environments.

In addition to having developed an operational format for successfully creating productive, lucrative and permanent projects for rural youth, it has also prepared a method for establishing youth cooperative enterprises. It provided technical support to the Office for the Coordination of IICA's Plan of Action in Costa Rica, where a demonstration model along these lines was implemented.

Support to the countries

Based on the theoretical framework used for developing rural youth programs, the SIJR provided support to the countries in the following activities:



The Inter-American Secretariat for Rural Youth, SIJR, promoted the organization of Self-managed Youth Enterprises as a way to encourage rural youth to remain in the countryside.

El Salvador and Honduras. A seminar was offered in these two countries on the preparation of strategies for working with rural youth.

Andean Zone. A training seminar was offered to 30 technical staff working with rural youth in agricultural youth enterprises in Venezuela.

Costa Rica. Technical support was provided for developing the technical-administrative and organizational methodology used as the basis for creating a Youth Enterprise in Filadelfia, province of Guanacaste.

Technical support

Based on an agreement signed between IICA and the Ibero-American Rural Youth Advisory Council, CAIJR, support was provided to the Secretariat of this agency; to the Ecuadoran Foundation in support of 5-V Clubs; to the project on preparing a funding proposal to AID for the amount of US\$ 500 000, which was approved; to the Dominican Development Foundation, in preparing a credit proposal to IDB, which was approved; and in preparing a proposal to be submitted by the 4-S Clubs Foundation to the IDB, for US\$ 500 000, which was also approved.;

Documents produced

Five documents were produced by the program during this year.

PARTICIPATION OF THE FAMILY, WOMEN AND YOUTH IN RURAL DEVELOPMENT

Background

IICA's ongoing concern since 1976 in regard to the status of rural women was reaffirmed with the approval of the Program on the Participation of the Family, Women and Youth in Rural Development by the Inter-American Board of Agriculture at its First Regular Meeting, held in Buenos Aires, Argentina, in August 1981.

In 1976, the Director General had been authorized to use all the means at his disposal to increase the participation of women in IICA's technical and professional activities.

In 1978, he had been authorized to use up to US\$ 20 000 from the Working Fund to create a Working Group to formulate program recommendations for developing actions in the American hemisphere, to promote the increased participation of campesino women in the rural development processes.

In 1979, he had been authorized to add the specific sums of US\$ 150 000 for July-December 1979, and US\$ 300 000 for January-December 1980, for funding the implementation of the projects, "Technology Transfer for Women and the Rural Family," and "Promoting the Development of Rural Women's Organizations."

The 1981 Resolution authorized him to implement the above-mentioned program.

Objectives

In general, IICA's actions targeting the campesino family seek to promote integrated well-being for all family members. This can be measured by improvements that take place in the quality of their lives, which is expressed by the increased ability of the members to define their own functions and responsibilities in generating productive and non-productive goods and services.

Strategies

To achieve the objectives of the program on the Participation of the Family, Women and Youth in Rural Development, IICA will

promote the design and implementation of rural development projects that specifically target low-income rural families as the primary beneficiaries, taking into consideration the conditions of each zone or region. In addition, in collaboration with technical staff from national programs, it will promote the development of rural organization systems, technology transfer, and administrative skills for family members who do not have access to training.

In addition, it will design, implement and/or cooperate in research and actions on legal and social issues, in an effort to identify the most serious legal obstacles to updating and expanding the productive potential of rural family members.

A proposal has been made to organize and implement a methodology for strengthening programs aimed at the family, women and youth, which will include field courses, technical advisory services, seminars and the preparation of teaching materials.

Together with local organizations, it will design and implement a participatory methodology, which will be based on the information gathered from a socioeconomic diagnosis identifying diversified areas of production capable of generating non-agricultural employment for the campesino family.

Other actions are being taken to facilitate the analytic and conceptual review and adjustment of the lines of action designed to strengthen the participation of women, youth and the entire family in the rural development process. These include promoting appropriate systems of dissemination, and ongoing research programs.

Country-level actions

The following are some of the most important actions carried out during 1981:

Brazil. Project on technology transfer for production, including the family and women, in Pernambuco. Ongoing training is provided to rural extension agents, based on the needs indicated in the diagnoses of organization, self-management, production and marketing.

Dominican Republic. Project on educational communication media for rural women. Methods are developed for using the media to provide training to women involved in production and marketing. A pilot project is being implemented in El Cercado, where the methods are being applied for planning agricultural production for family consumption, based on the nutritional gap defined through a previous diagnosis.

Ecuador. Same project as in Brazil, targeting the development and implementation of new methods for integrating campesino women into the plans and activities of the integrated rural development projects in Quimiag-Penipe and Salcedo.

Honduras. Project on women's organization for production and campesino development. A method for development and training at the pilot project level is being designed in conjunction with the Secretariat of Natural Resources, SRN, in San Bernardo Choluteca, targeting three main areas of need for developing specific regions: income generation, quality of family life and community development.

Jamaica. Project on technology transfer for women involved in production and marketing. Production projects are conducted in cooperation with the Home Economics Section at the Ministry of Agriculture, and deal with such activities as goat raising, woodcraft, and processing of salt and smoked fish in coastal areas.

Panama. Project to incorporate women into associative enterprises. A study on the role of women in campesino settlements analyzed agricultural activities in order to determine the possible placement of women and youth in new production activities.

Paraguay. Development project for rural women. A study was made of the patterns of agricultural and para-agricultural tasks carried out by women and the family group, in order to determine how they can be transformed into a real source of income suitable for credit support from the Development Bank.

Documents produced

The Rural Women and Family Task Force reports that eight documents were produced in 1980, and four in 1981.

ANIMAL HEALTH PROGRAM

Introduction

IICA's Animal Health Program can be said to have begun its real work in 1981. During the year, all the Program specialists, as indicated in IICA's Operational Program, were hired, and its regional and country-level activities could thus be fully undertaken in Latin America and the Caribbean.

Regional actions

Evaluation of Diagnostic Laboratories. This is one of the Program's main actions in support of the establishment of future programs to control and eradicate animal diseases. In compliance with a recommendation of the Second Meeting of Animal Health Directors, REDISA II, which took place in San Jose, Costa Rica in September 1980, a study was undertaken on this subject by four experts and two IICA officials who visited 53 laboratories in 26 countries, and five of the most important laboratories in the United States and Canada. The study was unanimously approved by REDISA III, in Buenos Aires, Argentina in August 1981.

An effort to unite the countries' efforts to solve common health problems necessarily requires common solutions and international coordination. In 1981, studies were made on the technical and economic feasibility of eradicating cattle screwworm from Central America and Panama, laying the groundwork for a campaign to be coordinated in the near future by IICA's Animal Health Program. It will seek to confine the fly to the El Choco-Darien region of Colombia and Panama, and to prevent damage to existing livestock populations. Support has been obtained from the six governments that will participate in the campaign, and efforts are currently underway to procure funding.

Also underway is the implementation of Resolution 18 of the First Regular Meeting of the Inter-American Board of Agriculture, which called for a study of IICA's Program resources, and the budgets of the international agencies working in the field of animal health. In addition, it requests the presentation of recommendations to the next meeting of the Executive Committee. The study is being coordinated by a consultant, who is preparing a report that will be delivered to the commission of the six countries of the region, when it meets in early 1982.

Country-level actions

The most important actions undertaken in the countries were:

Argentina. The document of the project on technological development in animal health was completed for INTA's Veterinary Sciences Research Center, CICV, in Castelar. An agreement of technical cooperation was signed between the National Animal Health Service, SENASA, and IICA, for planning in animal health. Three consultants have been appointed to the following specific programs: Brucellosis, laboratory development, training for human resources, and administrative restructuring of veterinary services in the field. A prefeasibility report was completed on the installation of a Regional Training Center in Animal Health at the Schools of Veterinary Sciences at the La Plata National University.

Brazil. A cooperative agreement was signed between the National Agricultural Protection Secretariat, SNAD, and IICA-EMBRAPA, for strengthening the Animal Health Program. It will focus on developing a new National Laboratory, LANARA, in Pedro Leopoldo, Belo Horizonte. A Virology Unit was created, and will begin its activities in 1982 with diagnostic services and the training of three professionals at the Laboratories in Alfort, France. Technical cooperation was provided for developing the programs to control classic and African swine fever.

Chile. Assistance was provided to the Agricultural Livestock Service, SAG, in concluding and discussing the National Project to Eradicate Classic Swine Fever, with authorities of the Ministry of Agriculture. A scholarship was obtained for one SAG functionary to study vaccine control for swine cholera in France. The Program worked with SAG's Livestock Protection Office in analyzing the evolution of the programs to eradicate equine infectious anemia, to control bucellosis and bovine tuberculosis, and to develop veterinarian services.

Colombia. At the request of the Colombian Agricultural Institute, ICA, the Program helped review the Animal Health Program which emphasizes programs to control bovine paralytic rabies, brucellosis, hematozoans, classic swine fever, and the development of laboratory and diagnostic services, as well as

staff training. The Program provided its full cooperation to the emergency caused by the outbreak of epizootic bovine rabies, transmitted by vampire bats in the region of Choco, by providing the services of a consultant, biologic reagents and vaccines. In addition, cooperation was provided in designing a new national rabies control plan. The Program also cooperated with the Colombian Veterinary Products Company, VECOL, by providing direct support to the production of viral vaccines, especially for rabies, and in studying, designing and equipping new production units for veterinary vaccines. At the same time, arrangements were made for the Production Head to receive training at the Pasteur Institute in Paris.

Dominican Republic. The program provided support in the control of equine encephalomyelitis which has been assuming epizootic proportions in the southeastern region of the country. Cooperation was provided to the National Diagnostic Laboratory in San Cristobal for providing biologic reagents, and for reviewing the production techniques used for rabies vaccine, strain 19, against bovine brucellosis, and for tuberculin.

Haiti. Work focused on programming, coordinating and implementing the program to improve the hog industry in Haiti. IICA's Animal Health Program announced that the first phase of this effort will focus on eradicating African swine fever from that country, with the financial support of the United States, Canada and Mexico.

Mexico. The Program collaborated in organizing and developing the National Center for Parasitology, CENAPA, and especially in establishing research programs which will provide training to staff from different countries, and which will serve as a reference for other Latin American research and diagnostic centers. A course on animal health planning was organized together with the School of Veterinary Medicine and Animal Husbandry, at the National Autonomous University of Mexico, UNAM, and was attended by veterinary doctors from Central America, Mexico and Panama. A research program on rabies was begun at SARH's National Livestock Research Institute, INIP, with the participation of the Department of Microbiology from the University of Missouri, and the Wistar Institute, in Philadelphia, United States. This program targets the epidemiological aspects

of disease in different animal species, and the immunological correlation of the virus prevalent in Mexico.

Panama. The Program worked on evaluating the Diagnostic Laboratory for vesicular diseases. These activities will begin in 1982 under the auspices of the government of Panama, OIRSA and USDA. A proposal was made to establish close and coordinated action between these agencies and IICA for controlling vesicular stomatitis.

Peru. At the request of the Ministry of Agriculture, a review was made of the chapter on animal health in the new Agricultural Sector Bill, that went into law in early 1981. A review was made of the evaluation of the programs to control bovine paralytic rabies, foot-and-mouth disease, and classic swine fever.

Uruguay. A joint effort between the Director General of Veterinary Services and IICA's Office in Uruguay reviewed the animal health programs in that country. In addition, plans were made for evaluating the prevalence of classic swine fever in that country. The services of two consultants in the areas of babesiosis and bovine leucosis were also provided.

Venezuela. Technical assistance was provided to the National Health and Hygiene Institute and the Veterinary Research Center for improving the production and quality control of rabies vaccines for veterinary use. The National Brucellosis Program was organized and implemented, and two consultants were hired to work with IICA's Program staff in analyzing information collected and issuing a report with recommendations for the authorities of the Ministry of Agriculture and Livestock.

Guatemala, Honduras and Nicaragua. The Program cooperated very actively in updating the differential diagnostic on classic swine fever and African swine fever. The work was carried out with the help of a consultant from Plum Island, New York, USA, who visited these countries and cooperated in training their technical staff to carry out diagnosis.

International coordination

In 1981, a cooperative agreement was signed between IICA and the International Office of Epizootics, OIE, which has its headquar-

ters in Paris. This was the outcome of the active collaboration that has taken place between both institutions. The agreement covers mutual support in matters of information, the organization of meetings and the development of training activities. Work has begun on compiling information on animal health in the American countries, and this will be used for creating the Data Bank that IICA's Animal Health Program has scheduled for the near future.

Cooperative contacts in benefit of the Latin American and Caribbean countries have been fostered with the Alfort Laboratories and the Pasteur Institute, as described earlier (see Colombia).

The Program has also increased its cooperation with other international organizations, especially in regards to the impact of viral diseases on the development of the Latin America and Caribbean countries, which will be discussed at a conference prepared for 1982 in Rio de Janeiro. The Program cooperated with specialists from the IDB and the Latin American Division of the World Bank, especially in regards to their activities in the field of animal health. Contacts have also been established with PAHO/WHO for implementing joint actions. In addition, work was undertaken with FAO in Chile, coordinating information activities on African swine fever in the American countries.

PLANT PROTECTION PROGRAM

Introduction

The following is a summary of the most important activities of IICA's Hemispheric Plant Protection Program during 1981. The information is divided according to IICA's four regional working areas: Andean, Northern, Southern, and Caribbean.

Andean Area

The Regional Technical Committee met in Medellin, Colombia, with the area's Plant Protection Directors. They exchanged methods for implementing biologic control programs, and for integrated pest management. In addition, they defined the lines of cooperation to be used in plant protection campaigns, and operational groups were created for dealing with problems specific to the area.



The International Course on the Recognition and Diagnosis of Plant Pests took place in Cali, Colombia and focused on plant protection problems of current and potential interest to the Andean Area. The photograph shows, from left to right: Federico Dao, IICA; Antonio López, Manager of the ICA; Estéban Rico, Advisor to the Ministry of Agriculture; Juan Pablo Torrealba, of IICA's Office in Colombia; and Ramiro Gómez, Course Coordinator.

Program support to the countries

Ecuador: The Plant Protection Department was elevated to the rank of a national program, following a presidential decree to that effect, and was given an executive office. Two professionals received training in a course on the recognition and diagnosis of plant pests.

Bolivia: The Department of Plant Protection was upgraded to the Bureau of Plant Protection. Professional staff received training in the recognition and evaluation of losses caused by pests and diseases. Three professionals received training: two in integrated control (Mexico) and one in black Sigatoka of banana.

Venezuela: Five professionals received training: two in the diagnosis and recognition of pests and diseases, and three in black Sigatoka of banana (in Central American countries).

In general, during this period, the Program cooperated with 38 officials from 17 national and international institutions, and 68 beneficiaries received support through technical cooperation in the Andean Area.

Northern Area

The activities of the Plant Protection Program were launched in this area in June 1981. The Regional Technical Committee met in Panama with the Plant Protection Directors of the area.

Two technical experts from the area, specializing in the Mediterranean fruit fly, travelled to Jamaica at that Government's request to cooperate with a project to establish a recognition system for the pest.

The Program cooperated with the Secretariat of Agriculture and Hydraulic Resources in Mexico in preparing an economic study on the use of agrochemicals for controlling black sigatoka disease of banana.

In addition, cooperation was given to the National Banana Growers' Association in Costa Rica, ASBANA, in a similar economic study.

Southern Area

A survey was made of the status of plant protection in the area, in an effort to coordinate work being done to raise the response capability of each country and of the countries as a whole, to levels in line with the policy established by pertinent plant protection institutions, vis a vis the problems caused by economically important pests and diseases.

Actions of coordination: The Regional Technical Committee held its second meeting with the Plant Protection Directors of the countries of the area. Results: activities were analyzed, as were the bases for standardizing the procedures of plant protection legislation currently in effect in the area; staff training was discussed; quarantine pests and procedures were defined; and guidelines designed for project preparation were evaluated.

Regional and hemispheric program coordination: In regards to information and documentation: the first and second meetings of the area's *Ad hoc* Committee on Plant Protection were held; directories were made of associations, private companies, institutions, universities, etc., involved with plant protection; and information on new discoveries on diseases in the region was compiled and disseminated. In the area of training, four country-level courses were offered on information and documentation, attended by 88 professionals.

Caribbean Area

The Second Meeting of this area's Technical Committee took place with the Plant Protection Directors of the countries. Later, the First Meeting of the Plant Protection Society was also held, and was attended by 94 delegates; 30 papers dealing with plant protection problems of the Caribbean were presented.

Training: A seminar was offered on Integrated Pest Control, attended by 21 participants from 13 Caribbean countries.

Program support to the countries:

Haiti: Technical assistance was provided in controlling smut in sugar cane.

Grenada: Assistance was provided in the control of Moko, a disease of banana.

PROMECAFE COOPERATIVE PROGRAM

Introduction

It should be stressed that 1981 was a particularly favorable year for the activities of the Regional Cooperative Program for the Protection and Modernization of Coffee Cultivation in Mexico, Central America and Panama, PROMECAFE. The Program's operational structure was expanded not only in scope, but also in intensity. During the year, an agreement was signed between USAID—ROCAP—IICA—PROMECAFE, for a grant providing additional funds to the Program in order to step up its cooperative efforts. In addition, the Dominican Republic joined the Program for the first time, and all the member countries made significant progress in improving their coffee farms.

Panama: Efforts continued in the coffee farm improvement program.

Honduras: An agreement was signed with USAID for a loan to finance a coffee farm improvement program for small-scale farmers.

Mexico: The work begun in 1980 continued, and involves significant amounts of funding for improving coffee cultivation through rust control.

Costa Rica: A first evaluation was made of the improvement program, with promising results. In general, it was found that proposed goals were not only attained, but in some cases surpassed.

PROMECAFE also participated actively during 1981 in events dealing with coffee issues and problems. In these cases, the Program was able to contribute its experience and knowledge of the status of coffee in the area, and to help in the search for solutions to problems identified.

On the other hand, the countries of the area were hit by increased prices for inputs, and more precisely, by the rising prices of production factors. This was reflected in the cost of labor, transportation, capital, fertilizers, fungicides, and tools and other general materials.



The Regional Cooperative Program for the Protection and Modernization of Coffee Cultivation in Central America, Mexico, Panama and the Dominican Republic, PROMECAFE, continued to strengthen its programs to promote interaction among coffee technicians in member countries.

In addition, the problem of coffee rust worsened in the region, as did the problem of the coffee berry borer.

Another factor having a negative impact on coffee cultivation in 1981 was the price of coffee on the world market. Although prices rose slightly over the previous year, it was not sufficient to offset the increases in production costs.

This further reinforces the view that the only viable alternative for increasing productivity, and consequently, making coffee activities more efficient, is to modernize coffee cultivation.

1. Dissemination of technology

One of PROMECAFE's main concerns is the dissemination of modern technology, and it currently has a wealth of information on modern coffee technology. It is important to note that new information is constantly being produced by research underway in the coffee growing countries of the world. What is needed, then, is for this information to be available to all coffee specialists. They must have access to the strategies for application and, in turn, they must have the methodology that will equip them to suitably transmit the new technology to coffee growers.

PROMECAFE has consistently worked to reach specialists and provide them with the scientific and technological modernizations being developed for coffee cultivation through the following instruments:

- a. *PROMECAFE Bulletin*. Numbers 9, 10, 11 and 12 were published in 1981.
- b. *Coffee bibliography*. Funds from a USAID-ROCAP agreement are being used for a computer update of a coffee bibliography published about 12 years ago.
- c. *Other publications*. A number of papers, research findings and recommendations from technical events and other miscellaneous documents were published in 1981.

2. Training

The following staff training activities took place during 1981, in line with PROMECAFE's educational objectives:

- a. Courses:** A total of 939 technical personnel, officials and farmers participated in 16 courses and seminars held in Guatemala, Honduras, Costa Rica and Panama. These were carried out either directly by the Program, in cooperation with coffee agencies in these countries, or with different sectoral institutions. The main subjects of the courses were: the control of coffee rust; communication and technology transfer for coffee cultivation; management and the microeconomics of coffee farms; and planning research.
- b. In-service training.** Nine technical personnel from agencies in Guatemala, Honduras, El Salvador and Mexico participated in implementing in-service training projects.

3. Advisory services

PROMECAFE specialists completed nine advisory projects in Mexico, Nicaragua, Panama, Haiti and Ecuador.

4. Research

PROMECAFE cooperated with plans and programs for coffee improvement in the countries in the region, and focused, in general, on two areas of importance: a) the introduction and testing of modern varieties; and b) the introduction and testing of rust-resistant varieties. In both cases, the Program acted as an intermediary between the centers conducting the basic research and the countries, as the potential users of the results.

- a. Enrichment of CATIE's germplasm bank.** In 1981, CATIE's germplasm bank was enriched with new coffee genotypes from Brazil, Colombia, Mexico and India, coffee plants from Portugal, and seeds from live collections in Florida, United States.
- b. Distribution of materials.** In turn, CATIE genotypes were sent to PROMECAFE member countries and to other

regions, in response to specific requests. Seeds from the 1981-1982 harvest were sent to New Zealand, Argentina, Peru, France, Australia, Ecuador, Philippines, India, Trinidad and Tobago, and Venezuela. In addition, plants grown from the first seeds of the *catimores*, series T 8600, from Brazil, were distributed to the following countries: Honduras, Guatemala, Costa Rica and Panama.

5. Special Projects

In accordance with the recommendations of the Program's Advisory Council, actions have continued on the following projects:

- a. *French Coffee and Cacao Institute*
- b. *USAID-ROCAP-IICA-PROMECAFE*. This project is of great importance, and its results have been highly satisfactory. On June 5, an agreement was signed in Guatemala for a grant of US\$ 3 500 000, which includes a counterpart contribution by PROMECAFE-OIRSA-CATIE and beneficiary countries, of US\$ 3 649 000 over the next four years. Work conducted in compliance with the agreement is making considerable progress.

6. Other activities

- a. The Fourth Symposium on Latin American Coffee Cultivation was held from December 7 to 8, 1981 in Guatemala, with the cooperation of the National Coffee Association, ANACAFE. The Symposium was attended by 120 technical personnel from nine countries, and 35 research papers were presented at the event.
- b. The Fourth Meeting of the PROMECAFE Advisory Council took place on March 13, 1981.

TROPICAL AGRICULTURE RESEARCH AND TRAINING CENTER

Background

The Tropical Agriculture Research and Training Center —CATIE— is a non-profit scientific and educational civil association, with its own legal standing. It was established in 1973 between IICA and the Government of Costa Rica. Guatemala, Honduras, Nicaragua and Panama later joined the Center. Its institutional origin dates back to 1942, with the founding of the Inter-American Institute for Agricultural Sciences. During its history, it has undergone several phases of transformation and structural change, always adapting its services to the agricultural and rural development needs of the countries of the American tropics.

Functions

CATIE works in the framework of two basic functions: a) research as a chief source of generating the technology needed for development; b) education as a tool for improving the use of scientific and technological know how.

Research is conducted through the operation of three technical departments: a) Plant Production; b) Animal Production; and c) Renewable Natural Resources.

All these departments use the methodological approach of developing production systems on small farms or underproductive farms, and in disadvantaged areas, in which it is necessary to make integrated use of land resources, labor and capital. Similarly, the work is oriented toward developing non-traditional areas of study and crops that have the potential for producing foodstuffs and energy products, making low demands for technical inputs.

As described, the Department of Plant Production sets goals for research and development of technology for production systems in the low humid, semi-arid, and humid-dry tropics. In these areas, it conducts adaptive research, with the fundamental purpose of short-term development of appropriate technology for the production systems typical of each ecological region.

The Department of Animal Production works closely with the development of systems applicable to small and medium-sized farms. It bases its work on producing socioeconomic diagnostic studies of the areas of concern in member countries, generating basic information, and setting up and testing prototypes of systems, as well as providing a liaison between research and technology transfer projects.

The Department of Renewable Natural Resources directs its efforts toward three areas of action: a) timber production; b) agro-forest systems; c) management of forest areas and watershed basins. In all these areas, in one way or another, efforts are made to plan means of extracting forest products from virgin forests.

Personnel Training

CATIE's functions are enhanced by the Department of Resources for the Development of Research and Training. An important role in this department is played by the Personnel Training Program in preparing specialists at the *Magister Scientiae* (Master's of Science) level. The program offers post-graduate studies on tropical crops, animal production and renewable natural resources and works in connection with the University of Costa Rica through a specific Contract. This system also provides and updates know-how and appropriate technology for agricultural, livestock and forest development, through the use of a short-term and specialized training mechanism coordinated by the Training Unit.

Resources for information, the analysis of scientific data, and documentation are under the responsibility of the library, the Computer Center, the Documentation Center and the Laboratories. Their activities provide support for the scientific and cultural work of CATIE.

Conclusion

In summary, it should be noted that all of CATIE's activities are oriented toward the development of the American tropics, especially in the Central American region. These activities have recently been expanded through cooperation from several international, regional and national institutions. Two types of cooperation are used: a) technical-financial; and b) technical reciprocal. Under the former, CATIE channels resources from other institutions for implementing

projects, both in Turrialba and in the countries. Under the latter, efforts are made through joint project implementation by CATIE and the cooperating entity.

In this way, the cooperative ties between CATIE and the national and international institutions have been notably strengthened. In the short term, it is foreseeable that the agreements, contracts and understandings in effect with technical and financial cooperation organizations could be significantly expanded. The purpose would be to provide more intensive support of national efforts for agricultural and forest development in the American tropics.

TASK FORCES FOR TECHNICAL COOPERATION

TASK FORCE FOR LAND AND WATER

Introduction

This summarizes the main achievements of the multinational and national-level activities of the Program on Land and Water Conservation and Management, during 1981:

Multinational level

- a. *General Agreement for Technical Cooperation on the Planning and Management of Hydraulic Resources in Latin America and the Caribbean.* This agreement was signed in 1981 between Colorado State University, CSU, in the United States, and IICA. Actions resulting from this agreement include, among others, technical support to the National Hydraulic Resources Institute, INDRHI, in the Dominican Republic; planning actions for 1982 of the National Institute to Expand the Agricultural Frontier, INAF, in Peru; and support to the Water Use and Management Office, the Soils and Fertilization Office and the Settlement Institute in Uruguay.



Irrigation infrastructure in the Dominican Republic.

- b. *Fourth Latin American Seminar on Drip Irrigation and Localized Irrigation.*** This took place from June 21 to 27, 1981, in Barquisimeto, Venezuela, with official sponsorship and logistic support from the Ministries of Agriculture and Animal Husbandry and Renewable Natural Resources, and other national institutions. Participating in the seminar were 193 specialists and technical personnel from 17 countries in the region, as well as Spain, United States, Israel, Japan, and officials from the IDB and IICA.
- c. *Five study profiles designed.*** These will research important aspects of soil and water conservation problems in the region, for which treatment alternatives and solutions are of general interest to the countries. In addition, efforts have begun to procure funding for their implementation in 1982.
- d. *Seventh Latin American Seminar on Irrigation and Drainage.*** Preliminary agreements are being made with public and private agencies in the Republic of Chile for holding the event in that country in 1983. The Sixth Seminar on the same subject took place in Uruguay in 1971. This activity was recommended by representatives from the 17 countries participating in the Seminar on Drip Irrigation, mentioned above.
- e. *Training courses.*** The Task Force helped coordinate and provide financial support for training courses, exchange actions and reciprocal training in Mexico, Costa Rica, Argentina, and Spain for technical personnel from official agencies in Brazil, Costa Rica, Paraguay and Venezuela.

Activities in the countries

Bolivia. The work planned in the terms of reference of the agreement signed between IICA and the IDB for *identifying specific irrigation projects* was completed, in support of that country's development programs.

Brazil. IICA's Program activities in this country have complied with the agreements for technical cooperation signed with the following Federal and State institutions: Ministry of the Interior; Superintendency for Northeastern Development, SUDENE; Special Secretariat for the Southeastern Region, SERSE; San Francisco River Valley Development Corporation. CODEVASF; Ministry of Agricul-

ture; Government of the State of Rio Grande do Sul; National Drought Works Department, DNOCS; and the Government of the Federal District. These activities have included, among others, matters regarding institutional organization; the formulation and introduction of irrigation policies; agricultural development in irrigated areas; the preparation, implementation and operation of small and medium-scale irrigation projects; the administration, operation and maintenance of irrigation districts or areas; training for human resources working in irrigation areas; physical development of parcels in irrigated areas; farmer organization in these areas; research and technology transfer.

Summary of main achievements: preparation of a first version of the National Irrigation Plan and Regional Irrigation Plans; preparation of draft bills with regulations for the Irrigation Law and for the operation of the Center for Advanced Studies on Human Resources Training for Irrigated Agriculture; proposal for the creation of the National Irrigation and Drainage Council; demonstration projects for commercial irrigated sugar cane cultivation in North Fluminense (which resulted in production increases from 67 percent to 280 percent); regulations, manuals and technical standards for improving organization, administration, operation and maintenance of irrigation districts or areas; training for human resources, etc.

All in all, the activities to implement the agreements in Brazil have involved 15 international technical personnel hired by IICA, and approximately US\$ 1 500 000, most of which was provided by the Brazilian institutions involved.

Costa Rica. The agreement signed between IICA and SNAA (National Water and Sewage Service) led to the design of a new draft bill for a General Water Act.

Chile. The Task Force collaborated with the Ministry of Agriculture in drawing up the new Waters Code.

Dominican Republic. Within the framework of the IICA/National Hydraulic Resources Institute agreement, work was done on: preparing the draft regulations to update the establishment and collection of tariffs for administrative, operational and maintenance services provided in irrigation districts; designing guidelines and methodology for a computerized model of optimum distribution plans for irrigation waters; designing guidelines and laying the foun-

dition for the national hydraulic resources plan and related natural resources (hydrological simulation model of a watershed basin); preparing the technical proposal for studying the operation and security of the Valdesia Dam, and designing the hydraulic model for the Moncion dams, and the windmill calibrator tank. Specialists from Colorado State University, USA, external consultants, and specialists from the Dominican Republic and from IICA Headquarters participated in providing this technical collaboration.

Ecuador. Technical support was provided through the IICA-CEDEGE agreement for designing an ex-post evaluation methodology for the IDB-financed Daule-Peripa irrigation district, which involves 17 000 hectares in its first stage.

Haiti. Technical cooperation was provided in compliance with the terms of reference of the IICA/ODVA agreements for the development of the Artibonite Valley. Specifically, this focused on tariff policies or rates for administrative, operational and maintenance services of the irrigation infrastructure, and on recovering investments made with IDB funding for rehabilitating and complementing this infrastructure in a given part of the valley.



Drip irrigation in coffee plantations.

Uruguay. Based on the Reciprocal Cooperation Plan signed in 1980 between IICA and Uruguay's Water Use and Management Office, Soils and Fertilizers Office, and Settlement Institute, on the national problem of land and water conservation and management, a series of activities took place in 1981 to coordinate the establishment of demonstration areas on soil conservation and management practices and experimental watershed basin conservation and management.

In addition, a number of proposals have been prepared, through which IICA, in a multinational project designed in the framework of the La Plata Basin Treaty, will provide technical collaboration in studying and solving serious soil conservation problems identified in important areas of that Basin.

Documents produced

During 1981, the Land and Water Conservation and Management Program produced six publications.

TASK FORCE FOR THE AMERICAN TROPICS

Introduction

The basic objectives of the Task Force for the American Tropics is to provide technical support to IICA's General Directorate and to IICA's Offices in the countries, as requested in regards to the development of the Latin American and Caribbean tropics.

The following summary reflects the Task Force's activities and achievements during 1981:

1. Support to the General Directorate and to Headquarters Units

- a. Evaluation of the Agreement for the Creation of CATIE.* This evaluation was carried out in compliance with a mandate from IICA's Board of Directors, which met in Mexico in 1980. An Evaluating Committee composed of international experts (from Colombia, Costa Rica and the United States) and IICA and CATIE officials was set up for this purpose. The evaluation will have an important impact on the future operations of the Tropical Agriculture Research and Training Center.
- b. Diagnosis of the Current Status of Involvement with Renewable Natural Resources in Latin America and the Caribbean.* This study was authorized by the General Directorate as a preliminary action in preparation of a hemisphere-wide program on the conservation and management of renewable natural resources in Latin America and the Caribbean. In completing this study, the Task Force for the Tropics anticipated the action of the Inter-American Board of Agriculture which, at its First Regular Meeting in Buenos Aires (August 1981), approved Resolution 16, calling on the Director General to prepare a program of that scope. A working group composed of IICA technical staff and coordinated by the Task Force for the Tropics was entrusted with conducting the diagnosis. Its members visited 19 countries, approximately 71 agencies and more than 170 officials, and identified pertinent national agencies; the human and financial resources available; existing and future projects; the countries' problems and needs; and what role IICA is being called upon to play in the effort to make use of renewable natural resources.

- c. IICA-ICRAF Agreement for Cooperation.* Terms were established for an agreement of cooperation between IICA and the International Council for Research in Agroforestry of Nairobi, Kenya.
- d. Project profiles.* The Task Force has been very active in preparing the following projects for external funding:
- Food production, based on crops of the humid and semi-humid tropics.
 - Information Network for Remote Sensing for Latin America and the Caribbean, prepared by IICA-CIDIA and presented to IDRC, Canada.
 - Development of alternative sources of energy from agriculture.
 - Groundwork for the use and management of renewable natural resources in Central America.
- e. Preparation of other basic documents.* The document on technical cooperation for the agricultural development of the Amazon was reviewed, and its final version will be presented to the Andean Pact's Amazon Cooperation Treaty for consideration at its next meeting in Lima, Peru, in 1982. A document supported by the directors of IICA's Offices in the Amazon countries, on *strengthening the IICA-Tropics Program*, was presented to the General Directorate.
- f. IICA representation.* IICA participated in the Third Meeting of the Amazon Research Network, REDINAA, which took place in Iquitos, Peru in June 1981.

2. Support to IICA's Offices in the countries.

Suriname. A workshop on the management of low fertility acid soils of the American humid tropics was held in November 1981, and was attended by approximately 40 national specialists, lecturers and representatives from countries of the Amazon region.

Guyana. In November 1981, an evaluation was made of the conditions for agricultural development in the intermediate savannahs.

Barbados. In November 1981, an evaluation was made of the outlook for diversifying agricultural production.

Bolivia. The Chimore-Chapare Rural Development Project was redesigned. It involves approximately 60 000 hectares of Bolivia's humid tropics, located in the Department of Cochabamba, and its potential for development is very high. The project targets production systems, and its most notable actions last year were: a) identification of the soils in the area; b) zoning of the current and potential crops; c) identification of the most appropriate production systems and recommendations for their management; d) preparation of maps of soil, crops and production systems.

3. Support to CATIE

- a. *Short course on Cacao production and management.* This was organized by the Perennial Crops Program for cacao technicians from the Central American countries.
- b. *Preparation of an intensive course on soil fertility and conservation.* This course will be offered in 1982.

4. Cooperation with National and International Agencies

- a. *Inter-American Center of Air Photogrammetry (CIAF, Bogota, Colombia).* IICA participated in the First National Conference on Remote Sensing, which took place in Bogota in July 1981, and presented two technical papers: one on the *Current status of remote sensing in Latin America*, written by the Coordinator of the Task Force for the Tropics, Dr. Rufo Bazán; and the second on the *Need for regional integration in remote sensing programs*, by the Coordinator and the Specialist in Project Design and Evaluation.

This activity took place within the Task Force's activities in the area of *remote sensing*, and as part of IICA's interest in maintaining ties with national and international agencies involved in this issue.

- b. *Windward Islands Banana Growers Association (WINBAN, Saint Lucia).*** IICA participated in the Banana Intercropping Workshop which was organized by WINBAN for presenting the results of the first stage of the *Project on Banana Intercropping with Food Crops*, initiated in 1978 with funding from IDRC/Canada. The Head of IICA's Division on American Tropics participated in designing this project and setting it up in the field. In addition, he worked as an IDRC consultant, providing technical supervision to the project in periodic visits to the island of Saint Lucia.
- c. *FAO-UNEP.*** The Task Force participated in the *Expert Group Meeting on World Soils Policy*, which took place in Rome in 1981.
- d. *Costa Rica.*** IICA's actions of cooperation continued with a diagnosis of agroenergy in Costa Rica.

Documents produced

During the 1981 period, the Task Force for the Tropics produced eight technical documents.

TECHNOLOGY GENERATION AND TRANSFER

Introduction

The following is a summary of the activities undertaken during 1981 by the Task Forces for the Generation of Agricultural Technology, CIGTA, and for the Transfer of Agricultural Technology, CITATA, which together are in charge of conducting research and technical support activities, and of developing the technical guidelines for institutional policy in this area. In addition, an important part of their work includes maintaining technical ties with other institutions working in the area of technology.

On this basis, the bulk of the work of these Task Forces can be divided into three types of activities:

- research and studies
- technical support for IICA's actions
- coordination with international agencies and dissemination of results in international fora.

Principal actions undertaken in each of these working areas are:

1. Research and studies

The most important activities took place through the Cooperative Research Project on Agricultural Technology in Latin America, PROTAAL. They include:

- a. A first phase, almost completed, which aims at analyzing technical change in the agricultural sector and the role of the public sector, and especially research agencies, in this process.
- b. A second phase, which analyzes technical change in campesino economies.

During 1981, the following progress was made in the first phase: summaries were made of the case studies; the project framework was developed and two documents were written which provide a comparative analysis and interpretation of overall results.

In addition, two books were completed: The first deals with the organization of agricultural research in Latin America*, and the second studies technical change in the sugar sector in Colombia**

One of the last activities of the first phase was to organize a seminar for disseminating the project's research findings. This took place from September 1 to 3, at IICA Headquarters. It was entitled *Technical Change in Latin American Agriculture: Situation and Perspectives for the 1980's*, and was organized in cooperation with the United Nations. It was attended by staff from national agricultural research systems, international centers, and international agencies, as well as from the academic world. Papers were presented on technical change and the modernization processes in agriculture, contrasting these with similar processes in the developed world.

These subjects were further studied in papers on agricultural perspectives for the 1980's; energy and agriculture; national-level agricultural research in Latin America; international technology through International Agricultural Research Centers; and the role of the private sector in agricultural research. In addition, a panel discussion was held on *Organization and Priorities for Agricultural Research in Latin America during the 80's*.

In 1981, the Government of Holland agreed to fund the second stage of a project entitled: *Technical Change in the Small Farm Sector*. As a result, the coordinating team, and the teams in each of the countries where case studies were to be conducted, began their actions in March. Countries targeted for the studies were Costa Rica, Ecuador, Brazil and Colombia, and associated studies were developed in Uruguay and Paraguay.

In late June, PROTAAL's second working seminar was held in Chorravi, Ecuador and attended by national teams and representatives from national institutions of the participating countries and CATIE.

2. Institutional Technical Support

Three types of activities exemplify the work that has taken place in this area. The first has to do with the preparation and presenta-

* By Trigo, E.; Pifeiro, M. and Ardila, J.

** By Pifeiro, M.; Fiorentino, R.; Trigo, E.; Balcázar, A. and Martínez, A.

tion of a paper on institutional policy for technology, which was presented to the Meeting of Directors that took place in October 1981 at Headquarters.

The second involves the program's participation in preliminary efforts to design future regional projects for the Andean and Central American areas, with possible financial support from the IDB.

The third type consists of the assistance provided to IICA's Office in Colombia for a seminar on agricultural research, organized by several State entities and CENICAÑA. It will take place in April 1982. In addition, support was given to the Area 2 Office (Caribbean) in developing a seminar on the organization and management of research in the Caribbean.

3. Coordination and cooperation with other agencies, and dissemination of results at the international level

Throughout the world, the generation and transfer of agricultural technology is increasingly becoming an activity of international agencies. For this reason, special emphasis has been given to coordinating activities with these institutions and promoting their coordination with the programs.

- a. In this regard, special attention has been given to the institutions of the System of International Centers. Noteworthy was the participation of the Coordinator of the Task Force for the Generation of Technology on CIAT's Board of Directors, as president of the Programs Committee, and on the working team responsible for evaluating the System of International Centers, Second CGIAR Review. These types of contacts were further promoted by the work that the Coordinator of the Task Force for the Transfer and Adoption of Technology did with IFARD.
- b. Cooperation was provided in preparing a seminar on the organization and management of research in the Caribbean region. It took place from February 23 to 26, 1981, and IICA presented documents entitled: *Institutional aspects of agricultural research organization in Latin America: problems, perspectives and policy issues* (available in English).

- c. Similarly, in early 1981 the Task Forces helped organize a meeting of the directors of National Agricultural Research Centers in Latin America and the Caribbean, which took place at IICA Headquarters from March 16 to 18, 1981. The Latin American and Caribbean Chapter of IFARD was installed at that meeting, and its Board of Directors elected.

Within the framework of these activities, the Task Forces also cooperated with different agencies in carrying out specific projects, for example: the IDB-Iowa State University project for analyzing the relationship of the International Centers with National Agricultural Research Systems. Progress is also being made in improving cooperation with ISNAR and IFPRI.

4. Dissemination of Results

- a. The program coordinators gave a conference in Washington to officials of USDA, AID and BIFAD, in order to present some results of PROTAAL's work.
- b. A paper was presented at the Seminar on the Allocation of Resources for Agricultural Research which was offered by IDRC in Singapore, on June 7 to 10, 1981.
- c. Information was presented at the Forum of the Americas, which was held in Brazil under the sponsorship of the private sector of Sao Paulo and the OAS. It took place on October 6 to 11.
- d. In addition, results were disseminated at the meeting of the Working Group on Science and Technology, which was organized by CLACSO and the Government of Venezuela and held in Caracas on October 25 to 28, 1981.
- e. Finally, information was presented at a Seminar on the Conceptualization of Rural Employment in Latin America for purposes of measurement, organized by the UNDP, ILO, PREALC and the Government of Mexico. The Seminar was held on October 26 to 30, in Ixtapan de la Sal, Mexico State.

Documents produced

The Task Force for the Generation and Transfer of Agricultural Technology produced 21 publications in the PROTAAL series during 1981.

TASK FORCE FOR AGRICULTURAL PRODUCTION

Introduction

Following is a summary of the principal achievements of the Task Force for Agricultural Production during the 1981 fiscal period. Its objectives are to conduct studies and provide technical assistance for implementing rural development programs and projects, in line with IICA's programs in the countries and its lines of action.

Technical Support to the Countries

Haiti. The Coordinator of the Task Force provided advisory services to IICA's Office in Haiti for preparing the second stage of the *Agricultural development project for the Artibonite Valley*. The first stage was funded with an IDB loan for US\$ 5 million and resources of the Haitian government.

In addition, the IDB signed an agreement with IICA for over US\$ 1 million to finance technical cooperation for the Artibonite Valley Development Agency, ODVA, which is responsible for project implementation.

Within the framework of the interdisciplinary professional working group, the Coordinator was in charge of analyzing the agricultural production systems that have been used in the Artibonite Valley, and proposing technologically improved options.

Activities undertaken

The most important crop being grown in the project area is irrigated rice, although other grains like irrigated and non-irrigated corn and sorghum are also grown throughout the Valley. The following activities were undertaken during the period of consultation:

- a. Comparative and evaluative biophysical and socioeconomic study of the rice production systems in the country as a whole.
- b. Study on the ecology of the main crops of the Artibonite Valley.
- c. ODVA technical personnel from the Department of Agriculture, Natural Resources and Rural Development (DARNDR), and the

Chinese Agricultural Mission, MAC, designed a plan and program for generating and transferring technology for ODVA, in direct support of agricultural and livestock production in the Valley.

- d. ODVA and DARNDR technical personnel received training in the organization and management of research and agricultural production systems.**
- e. Several different production systems were designed, based on the biophysical and socioeconomic analyses, and proved to be the most efficient and effective for improving the levels of income and well-being of farmers in the Artibonite Valley.**
- f. Six documents were produced and broadly distributed throughout the country.**
- g. Noteworthy was ODVA's positive acceptance of the final report on these advisory services, and the technical recommendations included for implementing the second stage of the agricultural development project for the entire Artibonite Valley.**

***Grenada.* Advisory services were provided to IICA's Office in Grenada in May 1981, for preparing a project profile for a community enterprise devoted to fruit cultivation. Information was gathered in that country, and several field trips and interviews were made with technical staff of the Ministry of Agriculture and other pertinent institutions. This resulted in a better definition of the objectives and main components of an *Agroindustrial development project* designed for Perseverance State Farm, which will focus on developing hog production and fruit cultivation.**

Activities undertaken

- a. Preparation of a profile that can serve as a technical framework for formulating the project.**
- b. Advisory services were also provided in order to cooperate in guiding the action of the Ministry of Agriculture and the State Farm Corporation, SFC, for encouraging fruit cultivation.**

Bolivia.* From November to December 1981, the Coordinator of the Task Force worked with the technical staff of the *Yungas

Development Project, Chapare, PRODES, in Cochabamba, to design an agricultural development project in tropical Chapare. The advisory services adhered to the terms of reference of an agreement signed between IICA and the Bolivian government for preparing rural development projects in different regions of the country.

Based on a study of soils and climate, crops were identified and options designed for technically feasible agriculture-forestry-livestock systems. An effort was made to select the systems most adaptable to the ecological conditions of the microregions in the area of influence of the Chapare development projects, which is located in the humid tropics of that country.

When a selection of options was made, special attention was given to stimulating sustained improvement of income levels for farmers, rational use of the local labor force, conservation of the environment, and diversification of agricultural production in the country.

Technical support to Headquarters Units

a. *Project review.* Concrete recommendations were analyzed and presented for improving the technical content of IICA's projects for 1982, as described below.

—Support to research, technology transfer and seed production programs, at the Secretariat for Natural Resources in Honduras.

—Design and follow-up on productive projects for campesino enterprises and organizations in Honduras.

The suggestions seek to improve the attainment of the specific objectives of both projects, by establishing stronger technical bases and a clearer and more effective strategy of implementation.

b. *Updating IICA's agricultural development policies.* Within the framework of an interdisciplinary effort of the Office of the Associate Deputy Director General for Rural Development, work was done to define and prepare a project to guide IICA's institutional action in support of national rural development plans of the member countries. Some aspects of the proposal were considered and discussed by an in-house group working in the General Directorate to review IICA's future action.

- c. *Program for renewable natural resources.* Collaboration was provided to the professional staff at Headquarters entrusted with laying the technical foundation necessary for preparing and implementing the *Hemispheric Program on Renewable Natural Resources*.
- d. *Research on agricultural production.* Specialists from IICA's Office for Rural Development and IICA's Office in Costa Rica worked together on a field study for designing a methodology for technical verification of IICA's operational procedures in support of agricultural development. The effort targeted grass-roots level groups of beneficiaries identified in specific microregions. By late 1981, five countries in Costa Rica had been visited, selected according to a preliminary list of criteria prepared by the multidisciplinary group.
- e. *Horticultural development project.* In collaboration with the Office of the Associate Deputy Director General for External Coordination, a regional project profile was prepared for developing horticultural production in Central America and the Caribbean. The project proposal was submitted to the consideration of the Government of the Republic of China for eventual funding. IICA would be responsible for technical assistance to the countries of the region, which would cost approximately US\$ 300 000.

Documents produced

During this year, the Task Force on Agricultural Production produced eight publications. Of special interest among these is the book on the agricultural and socioeconomic development of traditional and potential fruit tree crops of the Caribbean*, which was distributed to the Ministers of Agriculture of that region and is considered an important contribution of IICA's to fruit tree crop development policies and plans in that region.

* PINCHINAT, A.M.; MCLAREN, L.; BAZAN, R.; TAI, E., ed. Caribbean Workshop on traditional and potential fruit tree crop development. Proc. IICA, Serie Ponencias, Resultados y Recomendaciones de Eventos Técnicos. 236. San José, Costa Rica. 1981. 294 p.

TASK FORCE ON MANAGEMENT FOR RURAL DEVELOPMENT

Introduction

IICA defines the concept of *management* as all the processes, disciplines, arts, sciences, functions or practices used to ensure the attainment of preestablished results while carrying out agricultural and rural development programs and projects. In most cases where management is applied, the results are predefined in terms of objectives.

In IICA's technical-administrative set-up, this activity is handled by the Task Force for Management, which is composed of a group of specialists at the institution specializing in management for rural development. Some have also had extensive experience in implementing IICA projects in the member countries.

It is therefore the work of this Task Force to *review and update the Institute's technical policy on management*.

Achievements of the Task Force for Management during 1981

1. Task Force Meeting in Quito, Ecuador

The Program Coordinator called this seminar so that the Task Force could provide consultation and recommend the factors needed for beginning the review work indicated above. Since this was considered an in-service training activity, the Training Office at Headquarters also participated.

In accordance with these objectives, the topic studied by the Task Force at the meeting was: *Status and problems of management for rural and agricultural development in Latin America*. The organizers of the seminar presented a questionnaire which dealt with a number of aspects of IICA's management model. The participants worked on part of the questionnaire and gave an overview of the status and problems of management in 11 countries of the Continent, and of the management experiences gained in four of IICA's multizonal programs.

The seminar concluded that, in effect, the area of management is one of the problems faced by the countries in their efforts towards

development. As presented, the cases backed up the idea that the problems involved in the entrepreneurial management of the agricultural sector are very complex, partly because of the complexity of the sector itself. This causes management problems to be reflected similarly in both small and large countries. This is also why different models are used for achieving social and economic development, and why different stages of development have been attained.

As a consequence, IICA's cooperative efforts with the countries can help them overcome their management problems, especially by placing a greater emphasis on getting results.

To achieve this, the Institute should carry out a series of studies that will clearly define the role the governments give to the agricultural sector. On the basis of the results of these studies, it will determine the role the Ministries of Agriculture give to the mechanisms through which the government program, direct, coordinate, propose and evaluate their actions; and above all, how actions are actually implemented.

IICA also cooperates with the countries in conducting their programs to improve the management of their actions in favor of agricultural development and rural well-being.

The Task Force agreed that the process of analyzing and updating the Institute's management policy requires current and reviewed information on the formats and strategies used by the countries for dealing with management problems in their search for agricultural development and rural well-being. They also need to keep abreast of technical literature being written on this subject. For this reason, the Task Force requested that the Coordinator keep permanently in touch for any changes that might develop in this area.

The seminar concluded with a series of recommendations, especially on training actions for IICA employees. These are discussed in the proceedings of the event, which will be published once they have been reviewed and commented upon by the organizers.

2. Study of the impact of the Executive Committee for the Recuperation of Cacao Cultivation in Brazil, CEPLAC

This study was made in order to document a successful case of agricultural and institutional development in which IICA participated.

a. Aspects of the study

The technological, economic, social and managerial impact was studied for the region as a whole, and for other areas of CEPLAC activities. Technical personnel from IICA who participated in the study were able to test different methods for analyzing similar institutions. In addition, through the analysis, they became thoroughly acquainted with the management problems and strategies developed by its leading authorities.

Once CEPLAC's impact had been determined in several of its areas of influence based on significant efforts to achieve its present level of development, an effort was made to establish *how* the institution had achieved these results and *which* interactions with different social groups, either external or internal, contributed to achieving its ends.

In conclusion, the study acknowledges that CEPLAC is a successful institution, which can be given credit for a good part of the spectacular progress made by Brazil and cacao growers in that country during the past 25 years.

As a matter of fact, CEPLAC was the determining factor for the increase in foreign exchange generated by cacao production in Brazil, from US\$ 100 million per annum in the late 1950's to US\$ 1 billion per annum during the 1980's. Production climbed from 347 kg/ha in 1960 to 726 kg/ha in 1980. The area devoted to cacao cultivation rose from 400 000 hectares in 1960 to more than 650 000 in 1980. The country now faces an optimistic future in cacao cultivation, with a solid institutional and technical base.

An important part of the study analyzes how CEPLAC grew and expanded its field of action. In other words, it shows how it changed from an entity created to deal with a financial crisis among cacao producers (which worked basically to consolidate the debts of the cacao growers), to the main regional development agency in south Bahia, and the agency responsible for developing cacao cultivation throughout Brazil.

CEPLAC grew steadily, beginning with useful, practical and timely actions which earned it a strong reputation in the eyes of the cacao producers. While the institution's researchers were at work developing and testing the technology that would transform the

industry, CEPLAC's Extension Service continued to work on practical and useful matters that enabled it to gain time and prestige, and to prepare the farmers for the time when new techniques would be ready for application.

To obtain the necessary technology, CEPLAC brought in the most renowned cacao experts in America. They worked alongside young professionals who, being well motivated, quickly learned their trade. At the same time, active training programs were offered for personnel and farmers, in order to equip them with the skills necessary for handling the new technology.

In addition, CEPLAC developed marketing actions for Brazilian cacao. Marketing improved notably, without CEPLAC getting directly involved in it. CEPLAC also exercised a similar role promoting regional infrastructure, credit, university education and other related matters.

b. IICA's cooperation

In the fifties, IICA was the most prestigious entity with the greatest impact on cacao cultivation. It is now working intensely with cacao-related agencies in Bahia tied to CEPLAC, and directly with CEPLAC itself. For some 20 years, IICA has worked with CEPLAC, transferring information and experiences, and assisting in training its staff and in orienting its programs. As a result of this relationship, CEPLAC has assumed leadership in cacao cultivation in America, and it is also cooperating with IICA in supporting the improvement of cacao technology in other countries of the Continent.

This interesting case of institutional development has enabled IICA to identify the past and present role of many people, and CEPLAC leadership itself, in managing the internal and external relationships of the organization; how the leadership has managed the problems of the entity to ensure its development and reinforcement; the different management styles of CEPLAC executives; the different programming methods; the strategy developed for procuring and managing resources; the participation of farmers in orienting and developing the entity; the interests (State, local and federal) at play; and the participation of different political groups, which is partially described in this case. It is worth reiterating that this is one of the most interesting cases of a successful institution or program in the development of the Continent.

Cooperation with the countries

During the fiscal year, the Task Force for Management cooperated with several of IICA's units in studying and providing support to different national agencies. Following is a very brief summary of noteworthy actions.

Panama. The Task Force cooperated with IICA's Office in that country to design the research and the instruments for implementing the project for strengthening the Ministry of Agricultural Development, which is being carried out with IDB funding.

Argentina. Cooperation was provided to IICA's Office in this country, for preparing a project to upgrade the National Animal Health Service.

Costa Rica. At IICA Headquarters, cooperation was provided to the Office of the Deputy Director General for analyzing and discussing the report of the external consultants on the project to upgrade IICA's management skills.

AGROENERGY PROGRAM

Introduction

In March 1981, the Division of Agroenergy was created at IICA Headquarters, financed with resources from the Simon Bolivar Fund.

Its most important work during its initial stage consisted of laying the groundwork for preparing the *Hemispheric Program for Cooperation in Agroenergy*, which received the full support of IICA's Office in Brazil.

The document was written in response to Recommendation 17 of the Eighth Inter-American Conference on Agriculture, Santiago, Chile, from April 6 to 11, 1981, which was entitled: "Development of Alternative Energy Sources of Agricultural Origin;" and Resolution 17 of the First Regular Meeting of the Inter-American Board of Agriculture, which met in Buenos Aires, Argentina, from August 7 to 13, 1981. The latter entrusted the Director General to "prepare a Hemispheric program for Cooperation in Agroenergy, detailing the policy, strategy and instruments to be used by IICA in contributing toward the increasing efforts its member countries are making in the field of agroenergy." This document will be presented at the next meeting of IICA's Executive Committee.

Actions undertaken to design the new Program

An effort was made through inter-agency contacts and the collection of information for designing this new IICA Program within the context of the sector, sub-region, region and world. This effort included: negotiations with the Latin American Energy Organization, OLADE, for coordinating actions of technical cooperation in the Hemisphere; active participation in the creation of the *Integrated System for Information on Energy for Latin America*, SIIE, in May 1981; participation in the creation of the *Research Program on Energy from Sugar Cane*, which was promoted by the Group of Sugar Exporting Countries of Latin America and the Caribbean, GEPLACEA; and full participation in the United Nations Conference on Sources of New and Renewable Energy, which took place in Nairobi, Kenya, in August 1981.

Outreach

A series of documents was prepared for promoting the Program, including project profiles on: *Strengthening IICA's Division of Agroenergy*, which was presented to the Canadian International Development Agency, CIDA, and to the Government of the Republic of China; *Study of the Energy Problem*, presented to the United States Agency for International Development, USAID, through the Regional Council for Agricultural Cooperation in Central America, Panama and the Dominican Republic, CORECA; *Integrated Agroenergy System: Bases for the Implementation of a Demonstration Area in CATIE*, which was presented to several funding agencies. In addition, with the cooperation of the Inter-American Agricultural Documentation and Information Center, CIDIA, a prefeasibility study entitled *Creation and operation of an Inter-American network of documentation services on agroenergy* was submitted for funding to the International Development Research Centre, IDRC/Canada.

Technical Cooperation

In this area, efforts continued through IICA's Office in Brazil in support of two agreements for cooperation in agroenergy with the Ministry of Agriculture of Brazil, and with the Government of the State of Rio Grande do Sul.

At Headquarters, the Division of Project Preparation, the Task Force for the Tropics and the Division of Agroenergy continued in their work to develop agroenergy methods based on case studies. The most important were: methods for analyzing the status of energy at the national level, in order to develop agroenergy solutions, Costa Rica; developing agroecological zoning methods for agroenergy crops: the case of sugar cane in Costa Rica; and methods for identifying energy balances for specific product lines: the case of the agricultural and industrial phases of coffee in Costa Rica.

Information

In the area of information and documentation on agroenergy, a document entitled *Biogas: a World Bibliography* was written and published by CIDIA, in cooperation with OLADE. It contains more than 2 800 bibliographic references and is currently the most complete and up-to-date bibliography on the subject in the world.

In regards to international events, the Division of Agroenergy participated actively in developing the Second Latin American Seminar on Bioenergy, which took place in Curitiba, Brazil in September 1981. It also co-sponsored the First Latin American Seminar on Biogas, which took place in João Pessoa, Paraíba, Brazil, in November, 1981.

TASK FORCE FOR EDUCATION AND TRAINING

Introduction

The following is a description of the five most important achievements of the Training Project during the 1981 fiscal year, in the area of personnel training:

- a. *General Services Personnel.* In compliance with the norms established by IICA, economic assistance was provided for upgrading 12 general service employees during the year: eight received assistance in English language training, two in accounting and one in earning high school equivalency. Three Administrative Assistants from IICA's Offices in Chile, Ecuador and Nicaragua participated in a management training course at Headquarters.
- b. *Orientation for new professional personnel.* A document (in Spanish) on IICA's foundation and evolution from Turrialba to the Inter-American Institute for Cooperation on Agriculture was published as reference material for in-house training. Four additional documents were designed for similar purposes, and are currently under study by IICA's new administration.
- c. *Technical refresher courses for professional personnel.* Financial support was provided to seven professionals to enable them to attend training events in different parts of the world.
- d. *Training for directors and technical staff of rural development projects.* The proceedings were published on the seminar entitled *Institutional management for rural and agricultural development in Latin America*, which took place in Guatemala from November 24 to 29, 1981.

The publication consists of three volumes, and documents the excellent reports written by the participants on the subject of management projects for integrated rural development, bringing together valuable information on the current status of management projects for development in a number of countries. This information has contributed greatly towards the preparation of the technical policy of the Task Force on Management, and serves as an important training reference as well.

- e. *Seminars at Headquarters.* Twenty-two seminars were held at Headquarters, seven of which were offered by guest lecturers from programs in different countries.

Documents produced

The Task Force for Education and Training produced four publications on education during 1981. The most important of these is referenced in the footnote below.

* ANSORENA, I. Aproximación a un marco conceptual de trabajo en educación no formal con juventudes rurales. In Primer Seminario Regional sobre Empresas Juveniles de Autogestión. La Providencia, Turnero, Estado de Aragua, Venezuela, May 25-30, 1981.

SUMMARY OF IICA ACTIVITIES, BY LINES OF ACTION AND BY COUNTRY

LINES OF ACTION

	I	II	III	IV	V	VI	VII	Sup- port Activ- ties	Total
Argentina	5	3	9	3	10	1	3	—	34
Barbados	—	—	—	7	6	—	—	—	13
Bolivia	1	2	4	8	14	—	—	—	29
Brazil	3	18	29	29	72	—	3	—	154
Chile	1	6	—	2	8	—	2	—	19
Colombia	3	22	1	13	—	—	6	—	45
Costa Rica	1	6	—	1	2	11	9	—	30
Dom. Republic	1	—	4	18	3	5	10	—	41
Ecuador	—	11	2	3	16	4	3	—	39
El Salvador	1	—	7	3	—	2	3	—	16
Grenada	—	—	—	5	—	—	3	—	8
Guatemala	5	5	8	—	12	6	2	—	38
Guyana	—	—	3	5	—	—	—	—	8
Haiti	—	1	—	8	4	2	—	—	15
Honduras	3	—	2	4	1	6	1	—	17
Jamaica	—	—	9	8	—	—	—	—	17
Mexico	3	9	3	7	—	2	11	—	35
Nicaragua	1	4	1	6	—	2	—	—	14
Panama	10	5	5	3	—	5	3	—	31
Paraguay	4	11	9	5	3	6	—	—	38
Peru	4	—	11	22	9	—	—	—	46
Trinidad and Tobago	3	—	7	13	—	—	2	—	25
Uruguay	1	5	14	10	8	3	1	—	42
Venezuela	5	3	7	11	14	23	8	—	71
Multinational Actions	—	—	14	25	5	5	—	—	49
Gen. Directorate	—	—	—	—	—	—	—	25	25
Dep. Dir. General	—	—	—	—	—	—	—	29	29
Multizonal Actions	—	—	—	—	—	—	—	40	40
Dep. Dir. Planning	—	—	—	—	—	—	—	21	21
Dep. Dir. Ext. Coord.	—	—	—	—	—	—	—	27	27
Dep. Dir. Rural Devt.	—	—	—	—	—	—	—	25	25
Dep. Dir. Admin. & Budget	—	—	—	—	—	—	—	9	9
CIDIA	—	—	—	—	—	—	—	123	123
TOTALS	55	111	149	219	187	83	70	299	1 173

**AGREEMENTS AND CONTRACTS SIGNED
DURING 1981***

Countries and institutions	Number
Argentina	1
Bolivia	7
Brazil	24
Canada	7
Chile	1
China	1
Colombia	10
Costa Rica	6
Dominican Republic	7
Ecuador	1
El Salvador	2
France	1
Guatemala	1
Haiti	1
Holland	2
Honduras	2
Inter-American System	2
International Centers	1
Jamaica	1
Kenya	1
Mexico	3
Nicaragua	6
Panama	4
Paraguay	3
Peru	1
Scientific and Professional Associations	1
Special Entities	5
Suriname	1
Switzerland	1
Turrialba	1
United States	18
Uruguay	2
Venezuela	1
TOTAL	126**

* The financial resources included in these figures correspond to external contributions, as specified in the pertinent legal documents.

** This includes seven from previous periods, not previously published.

CHAPTER 11.

FINANCIAL SUMMARY AND ANALYSIS OF THE FINANCIAL STATEMENTS FOR FISCAL YEAR 1981



The quest for external resources to expand Institute activities.

CHAPTER 11

FINANCIAL SUMMARY AND ANALYSIS OF THE FINANCIAL STATEMENTS FOR FISCAL YEAR 1981

Total Resources

Fiscal year 1981

Total resources, including the Simon Bolivar Fund and various contracts, agreements and donations that were expended during fiscal year 1981, reached a total of US\$ 32 788 777. This was an additional increase over 1980 of US\$ 6 670 376.

Of the total amount mentioned, quota funds represented 43.9 percent of the total (US\$ 14 380 925). The Simon Bolivar Fund represented 6.9 percent (US\$ 2 272 142) and all other funds from contracts and agreements represented 49.2 percent (US\$ 16 135 710) of the total amount expended during the year (see Figure 1 and Table 1).

Regular funds

General information

Quota collections during 1981 amounted to 95.2 percent of the corresponding budget approved. Actual collections did not quite cover total expenditures which were held to 97.8 percent of the budget approved. Even though quota collections reached the percentage mentioned, large payments were not received until the latter part of the year, and in one case, until the last few days of December, forcing the Institute to borrow money for operations during the year at high interest rates. Also, additional payments anticipated were not received.

Another factor which affected the cash-flow and the cash situation in general, was the very high amount of accounts receivable from national activities, financed through agreements, as well as international activities, also financed through contracts and agreements. Failure to collect these accounts before December 31, for which IICA had advanced its own funds, made it necessary to borrow from an established Line of Credit with the Bank, US\$ 2 500 000 and from other funds, an additional US\$ 500 000 leaving a seriously low cash situation to begin the new fiscal year. This situation has become even more critical, because of the deferment of payments of a large quota amount, which normally entered in January or February and again in April of the new fiscal year.

Working Capital Fund

As explained above, this sub-fund was left without liquidity. In addition to the outstanding accounts receivable, unpaid quotas amounted to US\$ 2 327 445. Every effort is being made to collect these outstanding balances.

Accounts and contributions receivable (Reference – Table 2)

It is important to point out that the External Auditor's report includes in the balance sheet not only the quota fund situation, but also the situation of the many contracts and agreements. The larger part of the funds managed by IICA are restricted funds, which require separate bank accounts and are not available for general use. Of the total amount shown as cash on hand and investments, all but US\$ 275 566 were of the restricted type or had been advanced to various offices to cover immediate obligations for operations, contracts and agreements, during 1981, shown as payables for IICA.

Accounts receivable almost entirely are funds owed to IICA by countries for agreements carried out for them by IICA, advances to CATIE, and payments due from Technical Supervision and Institutional Support Costs.

The amount of funds due from contracts and agreements, reflects the total amount unpaid on that date of the various contracts administered by IICA. In the accounts payable, the corresponding advances of funds for these various contracts are shown, and analyzed in that part. These contract debts in great part were recovered during the first part of the new fiscal year.

Accounts payable

It has already been mentioned that, because of delinquent payments of quotas as well as contracts and agreements, it was necessary to use our Line of Credit up to US\$ 2 500 000 and borrow from other funds an additional amount of US\$ 500 000. These funds will have to be re-paid during the fiscal year 1982, at high interest costs.

The amount shown as contracts and agreements payable represent advances of funds in total against the amount shown as receivable. This amount in total, includes funds advanced for contracts and agreements which are considered to be restricted. Therefore, the net amount advanced for contracts and agreements that are not considered to be restricted is approximately US\$ 1 500 000. This means that the net amount owed, and to be collected as of that date only for contracts and agreements was approximately US\$ 1 500 000. The balance of the amount shown, or approximately US\$ 1 900 000 had been advanced for restricted accounts; other accounts payable of US\$ 1 071 032 represented obligations in the General Directorate and various countries, principally legal, in terms of social benefits and payrolls to be paid that had not been registered in the different bank accounts as of December 31. Funds, as explained above under cash on hand, had been advanced for those obligations and were not available, therefore, for initiating the new fiscal year.

Summary

During the first part of the new fiscal year 1982, much progress has been made in collecting delinquent accounts, and many countries have helped by paying back and current quotas. However, the delay in payment by countries owing large quotas has made the cash situation very critical, and operations have been reduced to a bare minimum, until the problem can be resolved.

SIMON BOLIVAR FUND

Fiscal year 1981

During the fiscal year, contributions to this fund were received from the governments of Chile, Costa Rica, Ecuador, Honduras, Jamaica, Panama and Uruguay in the amount of US\$ 86 708 plus approximately US\$ 550 000 in interest on deposits.

Authorized expenditures for this same period were US\$ 2 500 000. Actual expenditures incurred for the period amount to US\$ 2 272 142 or 90.9 percent of the approved budget. This was possible by applying unexpended funds from previous years to the amount received during the year.

Working Capital Fund

This sub-fund remained at its same level of US\$ 837 500 which is considered to be sufficient for the level of operations planned for 1982.

Summary

Operations financed by this fund are nearing an end in 1982, and unless renewed, there will be funds available for a very limited operation in 1983. Nevertheless, the fund for activities planned is financed, and considered to be very sound.

Figure 1

TOTAL RESOURCES USED

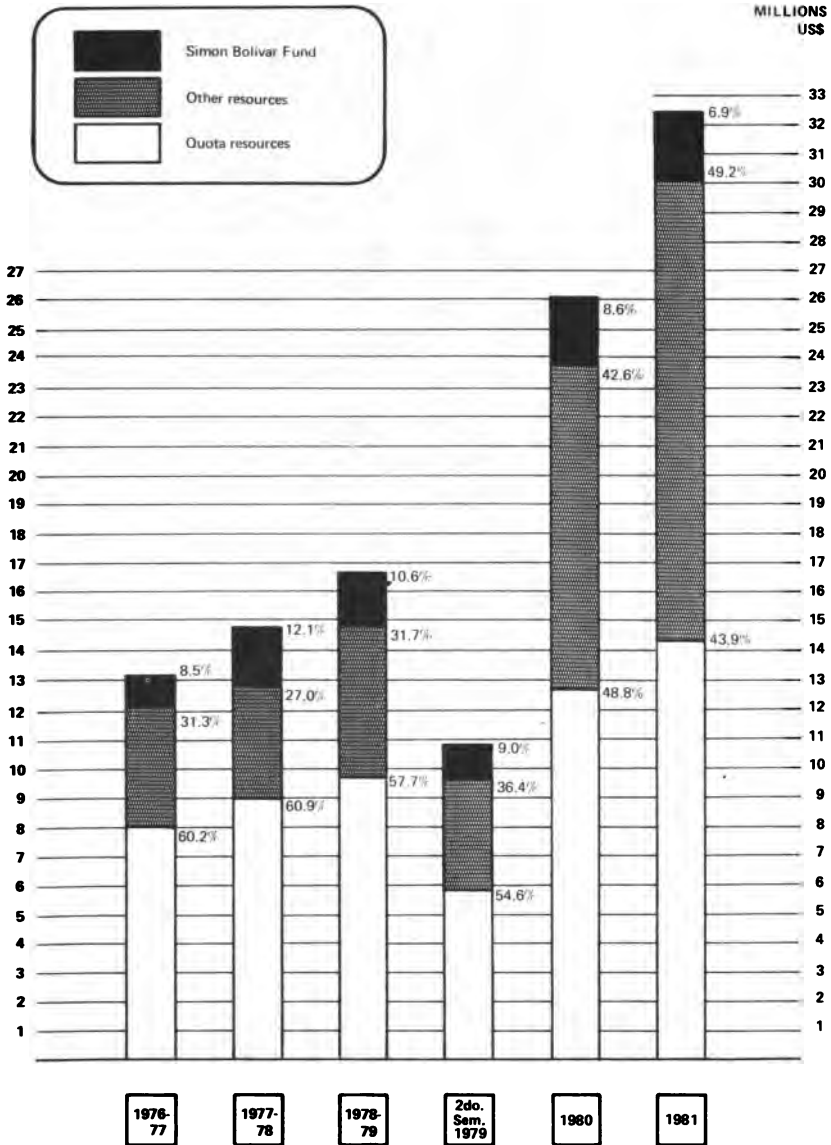


Table 1. Total Resources Used
31 December 1981

	1977/1978	%	1978/1979	%	2nd. Semester 1980	%	1980	%	1981	%
Quotas	9 025 711.00	60.9	9 709 000.00	57.7	5 915 956.00	54.6	12 740 500.00	48.8	14 380 925	43.9
S.B.F.	1 795 395.00	12.1	1 774 219.00	10.6	969 522.00	9.0	2 255 982.00	8.6	2 272 142	6.9
Others	4 003 474.00	27.0	5 330 001.00	31.7	3 940 671.00	36.4	11 121 919.00	48.8	16 135 710	49.2
	14 824 580.00	100	16 813 220.00	100	10 826 149.00	100	26 118 401.00	100	32 788 777	100

Table 2. Statement of Assets and Liabilities as of 31 December 1980 compared with Statement as of 31 December 1981

(UNITED STATES DOLLARS)

ASSETS	31/12/81	31/12/80	LIABILITIES	31/12/81	31/12/80
Cash on hand & in banks	2 958 910	1 907 345	Advance Funds/Operations	338 805	329 635
Quotas Receivable			Accounts Payable	1 071 032	764 613
Contracting States	2 327 445	1 606 754	Rotating Funds	450 421	738 057
Accounts Receivable	1 504 879	1 270 141	Loans payable	3 000 000	1 300 000
			Reserve	-	14 445
Inventories	296 239	226 788	TOTAL LIABILITIES	4 860 258	3 146 750
Prepaid expenses	285 207	470 548			
Short-term Investments	1 197 490	230 339			
			NET ASSETS:		
Agreements and contracts	3 001 377	2 186 979	Funds & Donations Received	3 371 759	1 459 524
			for Specific Purposes	3 354 105	3 308 753
Other Assets	14 575	16 133	General Working Fund	11 586 122	7 915 027
	11 586 122	7 915 027			

Table 3. Quota Movement for Fiscal Year 1981
(UNITED STATES DOLLARS)

Contracting States	Balances Receivable 31.12.80	Quotas for the year 1981	Total Outstanding 1.1.1981	Total Collections 1981	Total Outstanding as of 31.12.81	Increase (Decrease) of funds out- standing between 31.12.80 and 31.12.81
Argentina	476 250	1 037 788	1 514 038	1 514 045	(7)	(476 257)
Barbados	—	11 085	11 085	11 085	—	—
Bolivia	32 402	24 940	57 342	—	57 342	24 940
Brazil	1 035 216	1 299 660	2 334 876	1 035 216	1 299 660	264 444
Canada	—	961 582	961 582	961 582	—	—
Chile	—	113 616	113 616	113 616	—	—
Colombia	—	137 171	137 171	92 500	44 671	44 671
Costa Rica	8 104	24 940	33 044	14 100	18 944	10 840
Dom. Republic	31 636	24 940	56 576	—	56 576	24 940
Ecuador	(19 146)	24 940	5 791	1 574	4 220	23 366
El Salvador	40 071	24 940	65 011	18 534	46 477	6 406
Grenada	5 273	4 157	9 430	—	9 430	4 157
Guatemala	(640)	24 940	24 300	24 300	—	640
Guyana	12 362	19 398	31 760	12 362	19 398	7 036
Haiti	211 990	24 940	236 930	148 401	83 529	(123 461)
Honduras	14 766	24 940	39 706	39 706	—	(14 766)
Jamaica	4 667	24 940	29 607	29 607	—	(4 667)

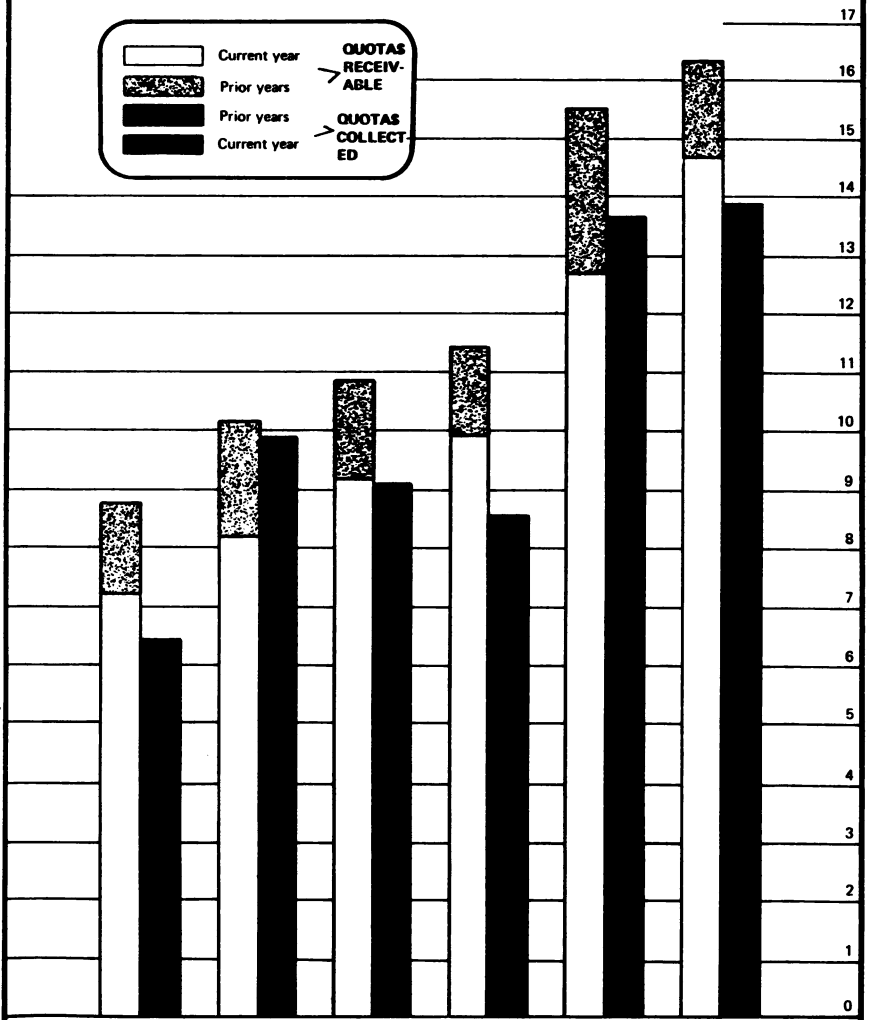
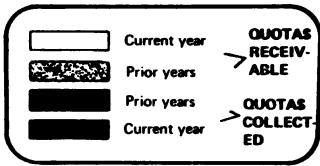
Table 3, continued — Quota Movement for Fiscal Year 1981.

Contracting States	Balances Receivable 31.12.80	Quotas for the Year 1981	Total Outstanding 1.1.1981	Total Collections 1981	Total Outstanding as of 31.12.81	Increase (Decrease) of funds out- standing between 31.12.80 and 31.12.81
Mexico	(422 633)	975 438	552 805	529 845	22 960	445 593
Nicaragua	81 527	24 940	106 467	—	106 467	24 940
Panama	—	24 940	24 940	24 940	—	—
Paraguay	—	24 940	24 940	—	24 940	24 940
Peru	94 909	74 821	169 730	94 909	74 821	(20 088)
Suriname	—	19 400	19 400	19 400	—	—
Trinidad and Tobago	—	24 940	24 940	24 940	—	—
United States	—	9 175 000	9 175 000	8 721 983	453 017	453 017
Uruguay	—	49 880	49 880	49 880	—	—
Venezuela	—	500 189	500 189	500 189	—	—
SUBTOTAL	1 606 754	14 703 405	16 310 159	13 982 714	2 327 445	720 691
Cuba	1 232 080	163 497	1 395 577	—	1 395 577	163 497
TOTAL	2 838 834	14 866 902	17 705 736	13 982 714	3 723 022	884 188

Figure 2

QUOTAS FROM CONTRACTING STATES

MILLIONS
US\$



1975-76 1976-77 1977-78 1978-79 1980 1981

Table 4. Comparative Summary of Member State Quota Collection
(UNITED STATES DOLLARS)

	Fiscal year 1980	Fiscal year 1981
Situation at beginning of period		
Quota balance from previous years	2 755 021 (100%)	1 606 754 (100%)
Quotas assigned for fiscal year	12 756 872 (100%)	14 703 405 (100%)
	<u>16 310 159 (100%)</u>	<u>16 310 159 (100%)</u>
Payments Received during the Year		
For prior years	2 454 959 (85%)	1 370 861 (85%)
For the current year	11 450 180 (90%)	12 611 853 (86%)
	<u>13 905 139 (90%)</u>	<u>13 982 714 (86%)</u>
Situation at end of period		
Due from prior years	321 921 (11%)	235 893 (15%)
Due from the current year	1 284 833 (10%)	2 091 552 (14%)
	<u>1 606 754 (10%)</u>	<u>2 327 445 (14%)</u>

Note: Quotas corresponding to Cuba are not included into the amounts and percentages shown in this table.

Table 5. Comparison of Approved Quotas with Collections for 1973-1974 through 1981

(IN THOUSANDS OF U.S. DOLLARS)

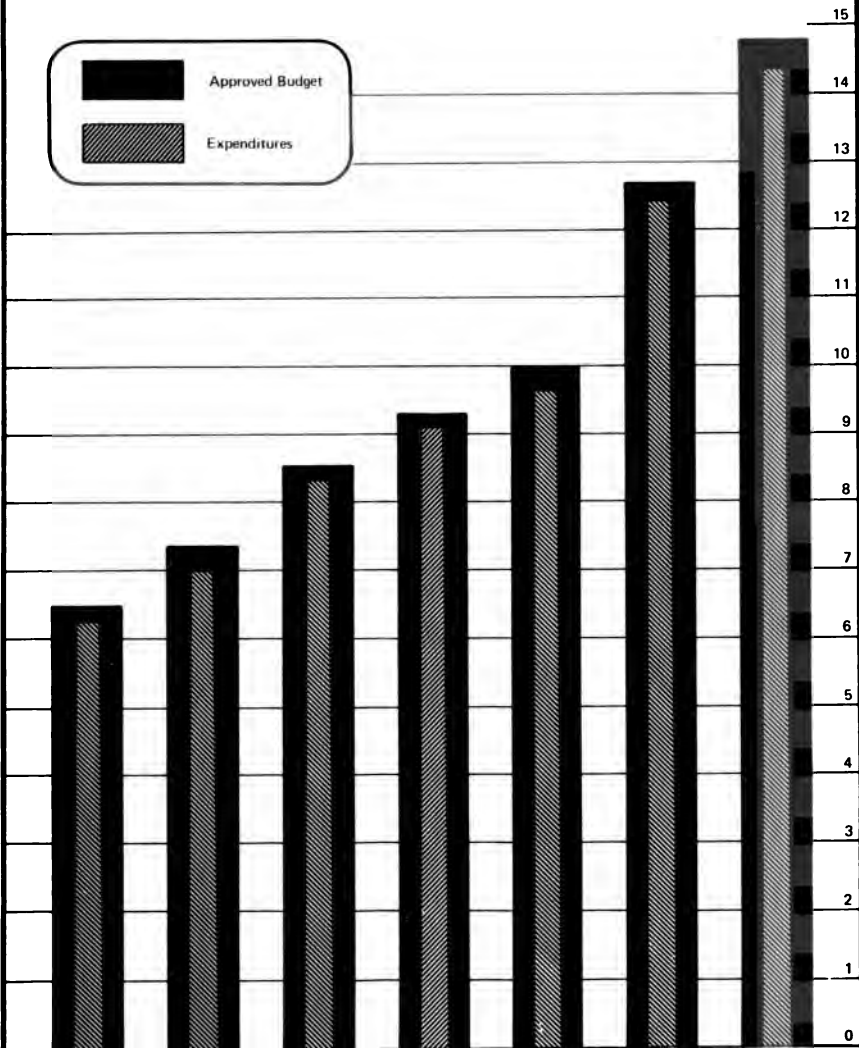
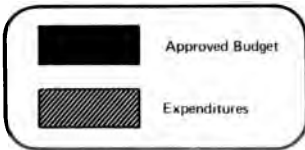
Year	Quotas for the year*	Total collections for the year	Percentage
1973-74	5 550	5 710	102.9
1974-75	6 320	6 691	105.8
1975-76	7 063	6 361	90.0
1976-77	8 190	8 603	105.0
1977-78	9 060	9 115	100.7
1978-79	9 994	8 415	84.2
2nd Semester 1979	5 947	6 360	106.9
1980	12 757	13 894	108.9
1981	14 703	13 983	95.1

* Does not include the quotas corresponding to Cuba.

Figure 3

PROGRAM BUDGET EXECUTION AS COMPARED TO APPROVED BUDGETS

MILLIONS
US\$



1974-75

1975-76

1976-77

1977-78

1978-79

1980

1981

ACTUAL EXPENDITURES OF QUOTA BUDGET AT THE PROGRAM LEVEL

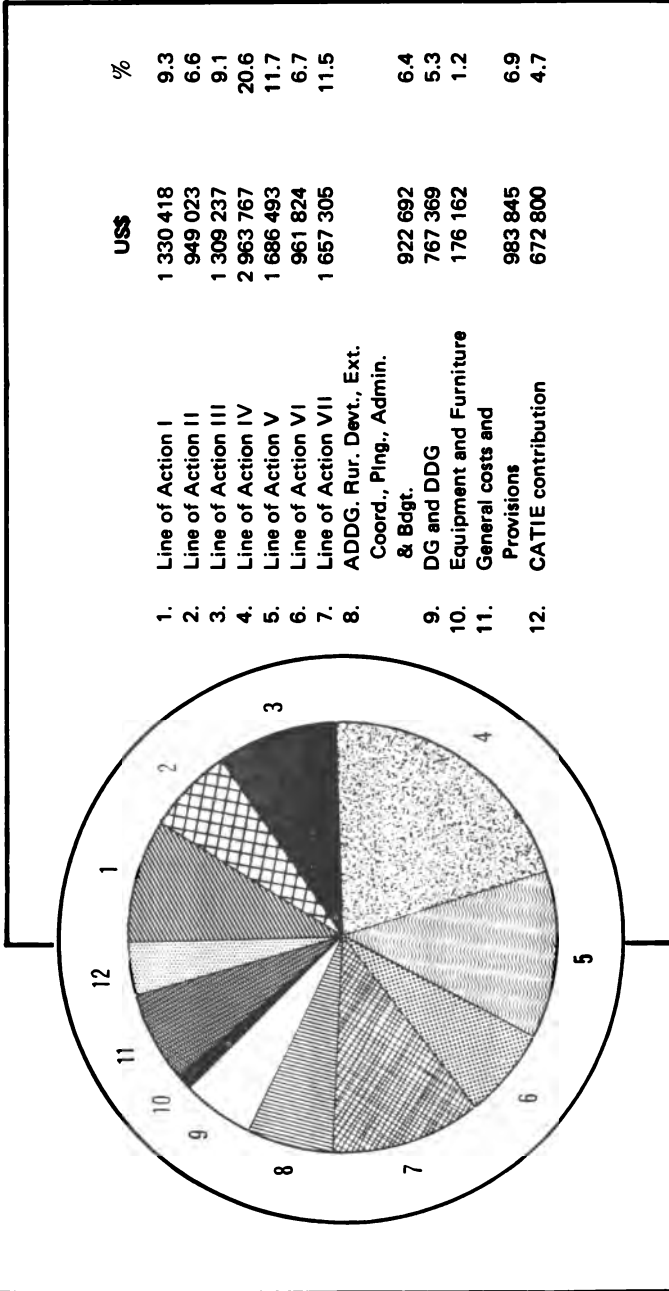


Figure 4

Table 6. Distribution of Expenditures by Program Level and Budgetary Unit

(UNITED STATES DOLLARS)

	Andean Zone		Northern Zone		Antillean Zone		Southern Zone		Rural Dept.		Dep. Dir. Ext. Coord.		Dep. Dir. Planning		Dep. Dir. Adm. & Budget		General Directorate		TOTAL
Line of Action I	58 059	171 033	67 237	232 758	706 757	16 109	45 745	32 720	1 330 418										
Line of Action II	145 036	235 457	16 330	331 570	126 066	16 109	45 745	32 720	949 023										
Line of Action III	334 591	249 623	159 853	357 547	113 249	16 109	45 745	32 720	1 309 237										
Line of Action IV	522 247	821 550	572 808	585 683	112 476	16 109	45 745	287 139	2 983 787										
Line of Action V	471 971	54 925	176 139	706 483	127 807	16 109	45 746	87 303	1 686 483										
Line of Action VI	157 729	334 573	167 070	51 770	103 950	16 109	45 746	84 877	961 824										
Line of Action VII	328 266	398 753	359 871	353 521	49 950	16 109	45 746	108 069	1 857 305										
Dep. Dir. for Rural Devt., Ext. Coord., Planning, Admin. & Budget					90 633	96 558	169 049	566 452											
Gen. Directorate & Dep. Dir. General Equipment and Furniture	22 583	40 390	45 928	25 243					468 872	298 497	178 162								
SUBTOTAL	2 040 482	2 304 304	1 565 036	2 644 585	1 429 878	209 321	489 267	568 452	510 860	964 065									
General Costs and Provisions*	187 254	177 092	118 061	196 769	98 384	19 877	39 354	59 031	39 364	68 869									
CATIE Contribution																			
TOTAL	2 207 736	2 481 396	1 683 097	2 841 354	1 528 262	228 998	528 621	625 483	550 244	1 032 934	672 800								

* Expenses have been distributed according to percent of the sums presented in the 1981 Program-Budget.

Table 7. General Working Fund Statement

December 31, 1981

(UNITED STATES DOLLARS)

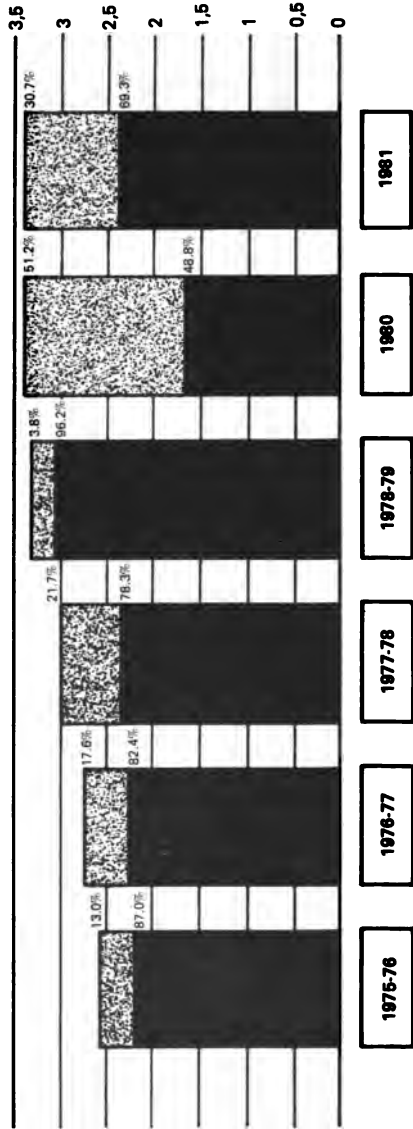
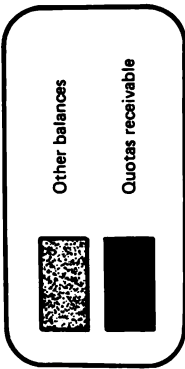
Initial Balance		
Quotas Receivable	1 608 754	
Other	1 701 999	3 308 753
Difference between Income & Disbursements during the year		
Income	14 426 277	
Disbursements	14 380 925	45 352
End of year Balance		
Quotas Receivable	2 327 445	
Other	1 026 660	3 354 105

Table 8. Summary of Income and Disbursements of the General Working Fund – 1 January 1980 – 31 December 1980
(UNITED STATES DOLLARS)

	INCOME	BUDGET	DISBURSEMENTS
Quotas from Member States	14 703 405		
		Line of Action I	1 330 418
		Line of Action II	949 023
		Line of Action III	1 309 237
		Line of Action IV	2 963 767
Reimbursement to the General Working Fund, from Quota Budget	76 000	Line of Action V	1 686 483
		Line of Action VI	961 824
		Line of Action VII	1 657 305
Amort. Contrib. New Bldg. Inst. JD/90	20 000	Dep. Dir. Rural Devt., Ext.	
Amort. CATIE Contrib. Allocated to Building Fund	20 000	Coord., Planning, and Admin. & Budget	922 692
	400 000	Direct. Gen. & Dep. Dir. Gen. Equipment & Furniture	767 369
		General Costs and Provisions	176 162
Other Income	6 872	CATIE contribution	983 845
			672 800
TOTAL INCOME	<u>14 426 277</u>	TOTAL DISBURSEMENTS	<u>14 380 925</u>
		Increase General Working Fund	45 352
	<u>14 426 277</u>		<u>14 426 277</u>

Figure 5

**COMPOSITION OF THE
GENERAL WORKING FUND**



**Table 9. Comparative Statement of Approved Annual Budgets and Actual Expenditures
1970/71 - 1981**

(IN THOUSANDS OF U. S. DOLLARS)

Fiscal Year	Approved Budget*	Actual Expenditures	Percentage
1970-71	4 023	3 849	95.7
1971-72	4 425	4 086	92.3
1972-73	4 982	4 597	92.3
1973-74	5 539	5 436	98.1
1974-75	6 320	6 306	99.8
1975-76	7 063	6 744	95.4
1976-77	8 190	8 063	98.4
1977-78	9 050	9 026	99.7
1978-79	9 994	9 709	97.1
2nd Semester 1979	5 947	5 916	99.5
1980	12 757	12 741	99.8
1981	14 703	14 381	97.8

* Does not include quotas corresponding to Cuba.

**Table 10. Simon Boliver Fund
Statement for the 1981 Fiscal Year**

Item	Partial	Totals
INCOME		
Contribution from: Government of Chile	US\$ 20 000	
Government of Ecuador	1 914	
Government of Panama	12 500	
Government of Costa Rica	3 000	
Government of Jamaica	8 294	
Government of Honduras	5 000	
Government of Uruguay	<u>36 000</u>	<u>US\$ 86 708</u>
Capital Interest:		
1981 Fiscal Year	<u>US\$ 549 487</u>	<u>US\$ 549 487</u>
Total Income		<u>US\$ 636 196</u>
EXPENDITURES		
Budgeted expenditures		
1981 Fiscal Year	US\$ 2 272 142	
Increase in the General Working Fund	<u>—</u>	
Total Expenditures		<u>US\$ 2 272 142</u>
Balance transferred to Account "Budget Surplus from 1981 Fiscal Year"		<u>US\$ 1 635 947</u>

**Table 11. Financial Statement for the Simon Bolivar Fund
Through 31 December 1981
(U. S. DOLLARS)**

CASH ON HAND AND IN BANKS	US\$ 53 344	BUDGET SURPLUS		US\$ 1 813 298
		Fy 1975-1976	US\$ 1 793 136	
		Fy 1976-1977	982 435	
		Fy 1977-1978	439 164	
		Fy 1978-1979	609 621	
		Second Semester 1979	(693 429)	
		Fy 1980	318 318	
		Fy 1981	(1 635 947)	
SHORT-TERM DEPOSITS	US\$ 1 750 000	GENERAL WORKING FUND		US\$ 837 500
		Allocated for 1975-1976	US\$ 200 000	
		Allocated for 1976-1977	200 000	
		Allocated for 1977-1978	320 000	
		Allocated for 1978-1979	80 000	
		Allocated for 2nd Sem. 1979	12 500	
		Allocated for 1980	25 000	
ACCOUNTS RECEIVABLE	US\$ 500 000			
ADVANCES ON OPERATIONAL EXPENSES	US\$ 347 454			
TOTAL	US\$ 2 650 798	TOTAL		US\$ 2 650 798

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