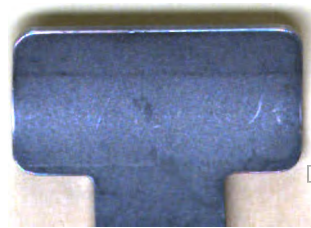


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By the way...

**Inter-American Institute of Agricultural Sciences of the OAS
EXECUTIVE OFFICES
San José, Costa Rica**

(Provisional)

ADVISORY COMMITTEE OF IICA

Minutes of the Third Meeting

WASHINGTON D. C., UNITED STATES OF AMERICA

February 23-27, 1970

Information on the location of the records is available in the
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(1970-1971)

AMERICAN COMMISSION ON THE

STATUS OF THE AMERICAN INDIAN

WASHINGTON, D.C. UNITED STATES OF AMERICA

February 1971-1972

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Minutes of the Third Meeting

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February 23-27, 1970

1. The following members were present:

Dr. Frederick N. Andrews
Dr. Gabriel Baldovinos de la Peña
Mr. Juan Bazo Santa
Mr. Rubens Araujo Dias
Mr. Horacio C. E. Giberti
Mr. Eduardo Lizano Fait
Dr. Rodrigo Llorente Martínez

Dr. Rodrigo Llorente, as Alternate Member, served instead of Dr. Virgilio Barco Vargas, and Mr. Lizano Fait instead of Mr. Francisco de Sola and also in his dual capacity as President of the Committee and Secretary-Coordinator.

2. In behalf of IICA were present Dr. Heraclio Lombardo, Associate Agricultural Economist of the Planning Office, Executive Offices, who handled the simultaneous interpretation for Dr. Andrews; and Mr. Rogelio Coto, Director of Official Relations of the Executive Offices, who was entrusted with preparing the minutes of the Meeting.

3. Present at the first session were Dr. José Emilio G. Araujo, new Director General of IICA and Mr. Jefferson F. Rangel, IICA's Official Representative in the United States. Mr. Rangel welcomed the members of the Advisory Committee, in his capacity as Official Representative of IICA. He spoke of the importance of the Advisory Committee in connection with the new decade for the development of Latin America and with the propitious circumstance that there is, at this time, a new Director of the Institute. He mentioned that a new definition of development from the point of view of mankind has been evolving and that, on the basis of the Viña del Mar Consensus, at the meeting of CIES held in Caracas in February, 1970, new mechanisms had been approved to channel international cooperation and facilitate the integration and coordination of activities. He commented on the fact that the General Secretariat of the OAS, in the reorganization plans it is carrying out, has decreased from 31 to 16 the areas of concentration of activities, and agriculture has been left out on the ground that the Inter-American System has the Inter-American Institute of Agricultural Sciences, which would have to be strengthened so that it can attend to everything connected with agricul-

ture, in its capacity as Specialized Agency of the OAS. In this new capacity, it would have to coordinate the activities carried out with FAO, BID, BIRF and the OAS itself, and in so doing, IICA would begin the third stage of its existence; the first one was completed in Turrialba up to 1960, the second one was covered by the New Dimension and the third one starts at the same time as the decade of the 70's. This background shows that in the continual development of IICA, an Advisory Committee has been appointed, which works like a family council, from which there will emerge the guidelines of a new policy. Lastly, he offered all of the support of the Official Representative's Office to facilitate the important work of the Members of the Committee.

4. Dr. Araujo, IICA's General Director, started his address by greeting the members of the Committee as working companions and telling them that he had gladly postponed his return to Costa Rica in order to have the pleasure of attending the Meeting. He stated that he had been appointed Director General of IICA last January, after having worked for five years at IICA/CIRA in Colombia. This experience, together with the experience he had previously acquired in Brazil, enabled him to appreciate quite readily the position of IICA on the Latin American scene, taking into account, in so doing, the opinion of consultation groups. He stated that the former Director General, Mr. Samper, formed groups for study and revision from which had emerged the programs of the New Dimension. He feels that he is in a more advantageous position than his distinguished predecessor because, in taking office, he found a Committee made up of the Board of Directors, which is a very fortunate circumstance from which he expects there will spring important ideas as to how to act during the coming decade.

He states that he is going to take the liberty of expressing some personal points of view, since he is sorry he did not have the opportunity of consulting the administrative staff of IICA. He feels that the countries are interested in specific assistance. This opinion has become widespread as a result of the fact that international specialists have come to work as national specialists. This has not been a sound move because said specialists were unable to offer any assistance. In this regard, he mentioned the case of an international specialist in Colombia who had been in the country for four months and had not been able to do anything, due to the fact that the request for said professional had been made by the previous Minister of Agriculture; finally, he was requested for some work to be done at IICA/CIRA. He also mentioned the case of a mission in Brazil that had been requested by the next to the last Minister. For this reason, he believes that that is not the way to conduct technical assistance. He mentioned that at the meeting of the Board of Directors in Washington at which he took office he spoke of the idea of increasing and strengthening the national offices, expanding their function as catalytic, innovative, promotive and coordinating agent, and devoting them to activities that will produce an impact in the country. He mentioned the case of the southern part of Brazil, which was declared a priority area for agrarian reform. There, the Brazilian Agrarian Reform Institute (IBRA) asked for assistance to make an inventory of resources. In order to make the

study, IICA contributed the services of two or three specialists and Brazil contributed \$140,000, which made it possible to train 40 Brazilian specialists and make the study; the report, which is about to be turned in, will make it possible to divide agriculture into zones. In Argentina, very special reasons were delaying the possibility of setting up postgraduate studies; IICA, serving as catalytic agent, made it possible for the University of Buenos Aires, the University of La Plata and INTA to join forces, and the School was set up, with a Director who was a member of IICA's staff. It is expected that, after five years, the transfer can be made smoothly and the school will be firmly established. In Chile, IICA is joining the efforts of five Universities in order to set up another postgraduate school, which will be directed by IICA during the first five years. This is the catalyzing, promotive, innovative and coordinating action that will force us to decentralize our efforts to a greater extent. The national offices will be small and for this reason will require strong central support. That is the justification for the Supporting Centers, without too many specialized technicians, serving to give support and carrying their action throughout all of the Americas or to each area, for which reason they will have to spend two thirds of their time at their own headquarters and one third of the time travelling.

He feels that in the light of these new developments, the work of the Advisory Committee is very important and for this reason he believes it would be advisable to have its report as soon as possible. At first it was believed that for the preparation of this report, the Committee could take up to 1972, the year when a new administration would take over; but the resignation of Mr. Samper as Director General and his (Mr. Araujo's) appointment to said post has changed things somewhat because the operation of the Committee over such a long time would mean too much at the beginning of a new incumbency and his opportunities to exercise action as the new Director General of IICA would be limited. For this reason, he requests help to advance the presentation of the final report and thus shorten the effective term of the Committee. It seems to him that it would be excellent if the Committee could render its report in September, 1970, because there would be an opportunity of deciding if some ideas that, it is felt, would not change when the report is submitted to the Board, could be included in the 1971-1972 program budget. As an example, he mentioned the "Declaration on Agricultural Development", which was submitted at the Meeting of CIES in Caracas, held at the beginning of February, on the motion of Mr. Armando Samper as a member of the Colombian Delegation and with the support of 14 countries. In accordance with this Declaration, the Agenda for the forthcoming meeting of CIES will include the subject of agricultural development; at the Ninth Annual Meeting of the Board of Directors of IICA there would be approved a draft of document on agricultural development, in consultation with the General Secretariat of the OAS and other interested bodies, which document would be sent to the next meeting of CIES; the General Secretary of the OAS and the Director General of IICA would include on the Agenda for the Sixth Inter-American Conference on Agriculture, which is planned for

the early part of 1971, the question of deciding the action mechanisms to promote agricultural development at a faster pace, and increase multi-national cooperation in this field; the same Declaration entrusts to the Sixth Inter-American Conference on Agriculture the task of seeking the way to strengthen IICA so that it can effectively fulfill its role of Special Agency of the System, in charge of agricultural affairs. In accordance with the foregoing, IICA has the opportunity of taking care of everything connected with agricultural development, which has always been foremost in the minds of all of us.

Another important event is the Inter-American Conference on Agriculture, which has been called by the Council of the OAS and which has not met since 1960. During the 1960's, the Ministers of Economy, the Ministers of Labor, the Ministers of Education have met, but agriculture has been left out of the field of inter-American politics. From the time of the meeting of CIES at Viña del Mar, it was recommended that the Inter-American Conference on Agriculture be called, but the meeting could not be held; from that time on, IICA has been concerned over this matter and in 1969 it attended the Informal Meeting of Ministers of Agriculture, which was held in Quito, and where important recommendations were made and it was insisted that the meeting be called; from then on the Government of Peru took a more active part in this and the Council called the meeting, which will possibly be held in April, 1971, in Lima; it would then be advisable to take the pertinent decision for the Tenth Annual Meeting of the Board of Directors of IICA to be held also in Lima, which would offer extraordinary advantages. All of the important matters involved in all of this strategy constitute one more reason to justify the request that the report by the Advisory Committee be rendered as soon as possible. He finishes his address by reiterating his greetings to the Members of the Advisory Committee and thanking them for the brilliant cooperation they are giving IICA.

5. Mr. Lizano, as Secretary-Coordinator, and acting as President of the Committee expressed the satisfaction of all of the Members of the Committee for having been given the opportunity to share in this exchange of views with the Director General of IICA and added that it is the decision of the Committee to do all they can to hasten the work and turn in their report at the most opportune time during the course of this year.
6. Mr. Bazo congratulates Dr. Araujo for his appointment and states that it has been gratifying to him to listen to Dr. Araujo's ideas on Latin America's problems, with which he concurs. He is in agreement with the views expressed on the operation of the national offices, which would take on executive responsibilities, and their relationship with the Supporting Centers. He asks Dr. Araujo if he has any ideas on the future of the Turrialba Center and the graduate training program. He also asked what could be done to prevent a change in Ministers and key government officials from interrupting the continuity of national programs and the modification of ideas. He knows that Dr. Araujo will be going to Lima

soon to sign a Basic Agreement on Privileges and Immunities for the Institute and will have the opportunity, on that occasion, to discuss the whole question of the holding of the Inter-American Conference of Ministers of Agriculture.

Dr. Araujo said that, in talking about regional offices he was not forgetting the movements for regional integration which are taking place. To this end it was considered necessary to include Chile in the Andean Zone, excluding it from the Southern Zone, in order to conform IICA's action to the framework of integration advanced by the Andean Pact. He feels there will be no changes in the balance attained so far, because in any event, the Southern Zone has an undue amount of functions because of the extensive geographic area it covers. In the case of the Northern Zone, a great deal of good work has been done within the framework of Central American integration; but he believes that if the countries on the Caribbean, such as Trinidad and Tobago, Jamaica and Barbados, become part of IICA, it would be advisable to form the new Caribbean Zone, adding the Dominican Republic and Haiti, since the movement toward economic integration of the Caribbean islands is already under way. In regard to the Turrialba Center, he believes it is necessary to employ new angles and, in this regard, he believes the Advisory Committee could come up with new ideas. He feels Turrialba is a Supporting Center, but as such it is only another Center and not the only Center in IICA; that would be the political view of the problem, and the other view would concern the budget. With a substantial budget, Turrialba would only be justified if its action were innovating, which it did during its first years. Now it must concentrate on a small amount, in order to do it well. At the Annual Meeting of the Board of Directors held in Rio de Janeiro, a resolution was adopted recommending that Turrialba be converted into the Regional Center for the Northern Zone; this could be another angle if we take into account the advisability for each Zone to have its own Center coordinated by each Regional Office. In connection with the Graduate School, he stated that at first this was an excellent idea and extremely useful to all of the American countries; however, there are now 11 graduate schools in Latin America. While on this point he added that at the Meeting of Deans of Graduate Schools, which took place in Colombia in December, 1969, it was stressed that there was a need for somebody to coordinate them as an Association and in such important aspects as accreditation. In this connection, IICA was asked to take charge of the Executive Secretariat. In this function, the Turrialba Center would have a great job to do. In connection with the national offices, he stated that IICA would assume an executive function, but not permanently, because there are precedents that would indicate that such function is not accepted by nationals; in this connection he mentioned a case where a country was proffered the services of an international specialist to serve in the capacity of head of division and the arrangement did not work because the nationals did not accept him in spite of the fact that he was a native of that country. As regards the frequency of changes in Ministers, which gives rise to changes in policies

and in interests connected with the kind of technical assistance required, he stated that the situation is hard to foresee: but he added that if projects were launched that could be completed in a comparatively short time, the risk of numerous changes in Ministers and policies and emphasis on the kind of technical assistance wanted would be avoided or minimized.

8. Dr. Llorente expressed his satisfaction over the presence of Dr. Araujo at this meeting because he considers this contact will serve for orientation, and over his having been appointed Director General of IICA, which he finds very sound because he is familiar with the long and effective work he did in Colombia, in IICA/CIRA. He stated that he considers fair the request that the report of the Advisory Committee be completed and turned in as soon as possible. He has some questions that he would like to bring out at this time. He finds that increasing responsibilities are being given to IICA with the passage of time, and there is talk of giving it still more; but this happens at a time when a large part of the future is still to be defined. For example, mention is made of the Viña del Mar Consensus and of what was done at the Special Meeting of CIES; however, the problem at this time is one of lack of orientation or definition. He feels that at the inter-American level, action can be approached without great difficulty in connection with raw materials, agrarian reform, financing, training and research; but in the field of development, each country is growing within a framework of protectionism. Thus, in this regard, IICA might explore what is being done in Europe on economic integration in the field of agriculture. He believes that conforming the structure of IICA to the zones of integration is a good idea and he congratulates Dr. Araujo on it; but he considers that it is advisable to become acquainted with the integration mechanisms which the Europeans have adopted as being very useful, under circumstances plagued with greater difficulties than ours. Lastly, he repeats his intention of making efforts to conclude the preparation of the report as soon as possible.
9. Dr. Araujo gave a brief outline of his recent visits to Washington, at which time he found that there is an excellent attitude toward the Institute, which means that there are probably excellent prospects for making changes in IICA. He made reference to his address to IICA's Board of Directors in Washington, when he took office, and to the statement he made at CIES in Caracas at the beginning of this month, where he explained a new view of agrarian reform as part of the development, whereby it is hoped to form new entrepreneurs that will participate in the process competitively. He feels that it is necessary to insist on giving agrarian reform a pattern of development, so that it is not only a social concern.
10. Dr. Baldovinos added his own congratulations to Dr. Araujo for his appointment as Director General of IICA. He stated that he agreed that the report of the Advisory Committee should be turned in as soon as possible, which he considers feasible owing to the help of the Secretariat and the support of the Office of Official Relations. He considers that the preparatory phase of the Committee's work has been intense and the information copious, and for this reason he wants to have on record the excellent service that has been given to them. He apologized for not having attended

the Second Meeting of the Advisory Committee, which was held in Mexico in November, 1969; he had to go to Rome to attend the World Conference of FAO; for thirty days he had to make great efforts to understand all of the information given to him, but the effort was worth while because now he had a clearer picture of agriculture in Latin America. The four words that had been used most often at the Meeting were education, technology, capital and organization: education to make the most of human capital and the large amount of existing technology, capital to keep the balance of payments, organization and coordination to have a fairer society in the course of time. Finally he said that he feels gratified to hear that Dr. Araujo is so well inclined toward the Advisory Committee and for this reason he offers to work with loyalty and interest.

11. Dr. Araujo thanks the Committee for its kindness and takes leave.
12. Mr. Lizano explains that the Presidency of the Committee is revolving, as decided at the First Meeting. According to that resolution, the Presidency would now go to Dr. Andrews; however, Dr. Andrews wrote him advising him that he could not assume the Presidency. In line with this information, Dr. Baldovinos proposed that Mr. Lizano be confirmed as President, and this motion was approved.
13. Mr. Lizano outlines the documents prepared for this Meeting, which are attached to this report as Enclosures, and are the following:
 - a) Memorandum DG/RO-17, of January 13, from Mr. Lizano to the Members of the Advisory Committee, on point 8 of the Minutes of the Second Meeting of the Committee;
 - b) Memorandum DG/RO-33, of January 26, from Mr. Lizano to the Members of the Advisory Committee, on point 15 of the Minutes of the Second Meeting of the Committee;
 - c) Services rendered by the Training and Research Center and the Corresponding Cost;
 - d) IICA in the Institutional Strengthening of Latin America; Main Progress Made and Weak Points - 1960-69 Period;
 - e) Principles for a New Organization and Administration of the Inter-American Institute of Agricultural Sciences; Dr. Gabriel Baldovinos;
 - f) Letter of January 19, from Dr. F. N. Andrews to Mr. Lizano;
 - g) Remarks on Changes in the Activities of IICA; Mr. Rubens Araujo Dias;
 - h) Memorandum of November 20, 1969, from Mr. Francisco de Sola, to the President of the Advisory Committee;
 - i) Ideas on IICA's action; Mr. Horacio Giberti;

- j) Universal Agricultural Phenomena at the End of the Sixties; Dr. Gabriel Baldovinos.
14. The Agenda was submitted to the Committee and it was approved (ATTACHMENT 1). In connection with the visits planned for Wednesday, 25, it was decided that the following members would go to New York: Dr. Andrews, Mr. Giberti and Mr. Bazo, and Dr. Lombardo would accompany them. The rest of the group would take care of the visits in Washington. As to the visits planned for the other days, all of the members present would make them.
 15. It was decided to approve the Minutes of the Second Meeting held in Mexico last November.
 16. President Lizano proposes that a pattern be adopted for the interviews they are going to have with the persons and institutions indicated on the Agenda. In this regard, he feels the interviews ought to be aimed first at finding out what other people think of IICA's role in agriculture and in development in Latin America, and what tasks it ought to undertake. And, in the second place, to find out which programs IICA ought to be closely connected with.
 17. In regard to the question brought up by President Lizano as mentioned under paragraph 16 above, an extensive exchange of views followed, throughout which the following ideas were expressed, among others. The guidelines for the interviews planned could be taken from the document presented by Mr. Rogelio Coto at the Second Meeting of the Committee, on the working relations of IICA with other International Organizations. The fundamental question to be discussed is the role of IICA as Specialized Agency, because its relationship with other organizations could be determined in accordance with such role. Lately there have been certain developments that confirm IICA's role as Specialized Agency: The address by the Secretary General of the OAS, delivered at the OAS Council last December, where he confirmed IICA's role as such and indicated the need for strengthening it so that it could handle all of the aspects of agriculture; what was done at the Special Meeting of CIES held in Caracas at the beginning of the current month of February, both as regards the Declaration made by the Director General of IICA, and as regards the "Declaration on Agricultural Development", which was submitted by the Delegation from Colombia and seconded by 14 countries. The foregoing gives some idea of the fact that there is a strong movement in Latin America for IICA to assume the leadership in agriculture. The need was mentioned of finding out the total amount of resources that the OAS invests in agriculture -- as well as other international institutions -- in order to try to streamline the support given to IICA; in this respect, it was stated that the question was pertinent but that the answer would always be vague, because the important question is to see and decide what IICA's new functions would be, instead of finding out what functions are discharged by other organizations, because it is not easy to eliminate the functions of organizations that are already established. It was also

stated that IICA should not be the Specialized Agency of the Inter-American System but rather of the General Secretariat of the OAS or of CIES itself, because of the power these organizations have; however, it was pointed out that nothing new can be done on this matter because the structure is already established by the OAS Charter, and in line with this and with a decision taken by the OAS Council in 1949, IICA is already the Specialized Agency. It was pointed out that the definition of Specialized Agency is very broad, that it calls for additional resources and a political function that perhaps IICA should not have. Since it is impossible to handle everything connected with agriculture without additional resources, it is necessary to study the possibility of increasing them, and how to do it; perhaps the proper course would be to redistribute resources, without attempting to handle everything, because there are opinions of national officials adverse to increasing resources. On this last point, it was stated that the matter of resources is a problem of the governments and not of this Committee, which must limit itself to studying the question of functions; the question to be decided is whether it is better to keep what already exists, with its inherent complexity, or whether it would be better to have only one organization, and that this organization be IICA, with ample capacity as an advisory body; in regard to this matter, it would seem logical to have only one organization where all or most of the functions connected with agriculture would be concentrated and, as a result of this, such an organization would be the advisory body to the governments, which, in turn, would have the opportunity of concentrating their relationship and the resulting action, thus preventing or limiting the dispersion of efforts that presently exists as a result of the necessary relations with diverse bodies and organizations. It was then asked if there should be, in the Inter-American System, an agency that will concern itself with agricultural development and with the strategy for development, because under the present organization of the System such an organization does not exist and IICA could well assume such functions; on this matter, it was stated that if the strategy were financing, that did not mean that IICA should become a Bank. It was added that if IICA had to handle all of the aspects of agriculture, possibly its stand would be respected as regards education, technology and research, but in matters of prices, for example, it would not be possible to gain such respect because there is no unanimous agreement on this matter; the foregoing would seem to be an indication that the agricultural policy is not acceptable to everyone. It was then pointed out that agricultural policy is not determined by international organizations but by the countries. Therefore, the need to set up the function of studying the agricultural sector continues to exist.

President Lizano pointed out that the matter of the position of IICA under the Inter-American System was discussed at the meeting in Mexico, as set forth on page 8 of the pertinent Minutes; therefore, what would seem to be pertinent today would be a reviewing of the subject. When the exchange of views was started mention was made of the guidelines set up under the Resolution creating the Advisory Committee. It was then mentioned that IICA must be thought of as being the Agency Specialized in Agriculture, of the Inter-American System; however, it would seem that

some governments do not have a well-defined policy on this matter and they do not know what to do, whether to lean toward the world organization or the regional organization. It was also brought out that if IICA is already the Specialized Agency, entrusted with functions of education, research, rural development and agrarian reform, what other functions should it have in order to discharge properly that new role? It was recalled then that under the Resolution creating the Advisory Committee, under the Declaration by the American Presidents and under the Declaration of the Informal Meeting of Ministers of Agriculture, there are indications on specific functions that could be added to IICA for it to properly fulfill its role of Specialized Agency. In any event, it was stated, perhaps what is more urgently needed is for some organization to think of the problems of Latin American agriculture. In spite of the fact that these new functions are important, it would seem that, in regard to such functions, the governments have ignored IICA or have felt that they do not concern the Institute. It was mentioned that as regards science and technology, the governments have taken measures creating programs, while in connection with agriculture, ever since the Alliance for Progress was created, measures have been issued that do not take IICA into account. It was also stated that if the new functions being planned for IICA are based on documents such as the Punta del Este Charter or the Declaration of Presidents care must be exercised because these declarations are already becoming outdated; but in any case, it was stated, such declarations continue to be important because they constitute the policy of the countries. It was felt that care must be taken not to overload IICA with functions, bearing in mind that it cannot handle everything; in this connection, it was believed that IICA could share in the implementation of the new tasks encouraging others to carry them out, but without having to do it itself; the matter of financing would not enter into the picture, but it would help the countries to request it and use it properly. It would thus be accepted that IICA would be the Specialized Agency where all of the functions converge that would pertain to it; but since there would always be functions that it could not fulfill, basic guidelines would be given to it so that it could fulfill those that are considered most urgent. It was added that the Board of Directors, under the Resolution creating the Special Committee, said that the Declaration of American Presidents had to be taken into account; however, they cannot be taken literally because they contain goals at the national level, at the international level and, fundamentally, recommendations for CIAP. The fact is that IICA was born weak and little by little it took on new functions; now its growth has to be strengthened so that it can really fulfill the role of Specialized Agency, as decided in Mexico, when the Committee expressed its agreement with the action being taken by the Director General on the matter. This is nothing more than an evolutionary movement; the OAS evolved from a small office until it became a regional organization; the same thing is happening to IICA and support must be given to its evolution. It was also considered that, in accepting the new role for IICA, it would be necessary to strengthen some activities, redistribute functions, eliminate others, while trying to make the best use of the mystique that inspires the officials of IICA; tasks in education, rural development and agrarian reform should be continued; regional integration groups should

be strengthened and research in the problems of the region should be reduced; it would be advisable to gradually reduce the Turrialba Center until it becomes a regional Supporting Center for Central America; and no attention would be given to the problems of Latin American agriculture unless it could be done in the form of advisory service. It was stated that in accordance with the above, it would be necessary to take one action divided in two: in the first place, the work that is now being done, to which the proper priorities would be assigned, and programs would be revised under new concepts; in the second place, talking about the second phase, it would be necessary to talk of resources, because otherwise this would amount to empty talk; and if it is concluded that there are no resources, it would be necessary to start out modestly, with a service to make studies of the agricultural situation and of the situation of the agricultural sector in Latin America, with the final goal of giving advisory service at the level of the OAS and its agencies and to the countries themselves, it being understood, of course, that IICA would continue to fulfill the functions of education and training it is now fulfilling. It was also stated that in order to analyze the matter, it was advisable to use the terminology of the new decade, getting acquainted with the thinking of the leaders of the Hemisphere; for this purpose, declarations by the Secretary General of the OAS, Mr. Galo Plaza, and by Dr. Raúl Prebisch were read and copies thereof given out, in order to be encouraged to understand the new approaches and not to look backwards.

19. The topic covered by paragraph 16 above was renewed, in order to find the most advisable method for conducting the interviews to be held. During a general exchange of views, an analysis was made of the particular circumstances that might be attached to each interview and the most appropriate guidelines were set forth for each case.
20. President Lizano brought up the subject of the objectives of IICA and the need to redefine them. In this regard, mention was made of their importance and the remark was made that the objectives set forth in the Convention are not realistic and that the interpretation given by IICA is the correct one, but too broad and, therefore, the problem must be looked into, even to the point of proposing amendments to the Convention. The question was raised as to whether new functions could be added and what they would be and if among them it would be possible to include making diagnoses and taking the pulse of the situation in Latin America. It was added that the definition of the objectives of IICA is the same as the one for the land grant colleges, which is very specific and can therefore be taken in a restricted sense and in a broad sense. This problem had already been anticipated in Mexico and the possibility had been mentioned of giving IICA the function of detecting the situation in Latin America so as to be able to give the governments criteria with which to orient their policies; mention had also been made of the need to give attention to secondary education considering how important it is; CEPAL indicates that for each specialist at the higher level there must be five at the intermediate level; therefore, it is not enough to create good institutes at the higher level: attention must also be given to the intermediate level; At the same time, the importance of training leaders must also be recognized,

just like IICA/CIRA has been doing with priests and other groups. It would therefore be advisable, first, to design the objectives and then the strategy; then would come the programs, the projects and the lines of action; under the strategy would be mentioned the programs that would not be carried out by IICA, as in the case of financing; also under strategy would be determined the problems and problem areas, with an indication as to which programs would be handled by IICA and which would not but IICA would see to it that somebody should do something about them; under strategy would also be included the matter of coordination. It was said that it might be considered unadvisable to include under strategy the determination of the problems because this is an aspect that the governments are attending to increasingly. Similarly, it was mentioned again that secondary education is very important, but it was questioned whether this very important area would really pertain to IICA. It was also said in connection with Program III, Rural Development and Agrarian Reform, that it was considered obscure, that there is one field that is not being attended to by anybody, and that field is agricultural marketing. The need was mentioned for specific proposals, including the limitation of programs to see how those remaining can be improved; for example, in connection with the studies for improving agricultural training, it was pointed out that two-day courses do not seem to be useful: it would seem that in the matter of institutional strengthening, the short courses have been extensively used; however, it would be advisable to change the emphasis, giving attention to studies of the situation of training in each country, at all levels, which will serve to orient the policy of education; it seems that the age of seminars is over. Supplementing the above, it was stated that the foregoing approach would include diagnosis, programming and planning of education at all levels, in order to orient the policy of education. Even though this analysis was considered correct, doubts were expressed as to its feasibility, because a plan such as the one outlined requires, on the one hand, a great deal of qualified personnel, and on the other, it would clash with nationalism, in addition to which a great deal of money would be required at each academic department. In this connection, it was pointed out that in a study made at Viçosa the problems mentioned above were encountered, and that there are studies in Chapingo, La Molina and Piracicaba that can serve as orientation for these aspects. It was also remarked that the education program of IICA is a good job even though it looks after a critical area and it was added that an attempt should be made to materialize the foregoing proposal while keeping the flexibility that training instruments ought to have. Furthermore, it was remarked that evaluations should be made at the request of the governments, since IICA cannot impose anything, particularly as regards policy; if this were done, it would be a partial solution to the matter of resources; in this connection, mention was made of the story of an evaluation made of INTA, of Argentina, by a CEPAL-IICA Committee, at the request of the national authorities, which was very useful. It was remarked that the growth of agriculture had been small, almost the same as population growth, which is a vicious circle that could be broken by improving education; as regards the amounts spent by governments in education, nobody knows if it is adequate; it would be advisable, then, to make studies showing the need to increase the education

budget, so that somebody will serve as catalytic agent so that this fact is recognized; other studies required involve anthropology, human conduct, sociology, social discipline; in brief, this is an extensive field for studies leading to the obtaining of better professional people.

21. President Lizano made an attempt to summarize the comments included under paragraph 20 above, which recognizes: a) the importance of the Agricultural Education Program; b) the need to emphasize institutional improvement instead of emphasizing the rendering of services; c) the importance of expanding the program by offering services in the field of diagnosis, programming and planning of education. In this connection, it was pointed out that under item b) it is necessary to assign priorities and give enough flexibility; also mentioned was the need to continue giving emphasis to postgraduate training, and that the new outlook should enable IICA to take the lead in agricultural education.

22. President Lizano brought up the subject of the Research Program. The exchange of views was started by mentioning the need for action by IICA in research to be limited to training, particularly at the Turrialba Center; internally, it would not be advisable to increase this activity, and externally, IICA should support research when it is of interest to several countries, carrying out an aggressive coordinating and disseminative action to convey forms of improvement to the other research centers. Internally, research should not be a separate program but should form part of the training program. As regards IICA/CIRA, it was remarked that this Center could be improved if it were possible to bring about a closer identification with the University; this identification exists at present, but it could be deeper, which would give the Center a more solid basis, so that it could be used more in the regional aspect. It was stated that, once closer ties were attained with the University of Colombia it would be advisable and useful to transfer to IICA/CIRA the Rural Development activities presently carried out by IICA under Program III. Comments were offered on the present situation of the agricultural world and in Latin America and, according to the document marked ATTACHMENT II, "Universal Agricultural Phenomena at the End of the Sixties", the serious problems are unemployment, inflation, virtual surpluses, the increase of synthetic products and the outflow of foreign exchange. In the light of the problems mentioned, research done cannot be the simple "furrow" kind or pest control; the report by Mr. Lizano on the Yudelman, Pearson documents and the addresses by Rockefeller and President Nixon, and the report by Dr. Fernández on Agricultural Research in Latin America, will give an idea of the complexity of the situation. In this connection, a few questions are apropos: What is the situation of world agriculture? What is going on in the socialist countries? What is going on in Latin America? In the light of questions like these, it would seem advisable that the institutional strengthening action by IICA as regards research should be directed toward giving the governments the necessary information so that they can orient their own research programs; to summarize, IICA ought to orient the governments regarding what to investigate and how to investigate. It was again emphasized that if research is done from the point of view of education, there should be no departments of research, and this would only be done in special cases where research could be

permitted, but depending on circumstances. Since one stage in IICA has been completed, it is necessary, in the agricultural and forestal field, to move on from declarations to reality, directing research in a new way that will give new instruments to IICA so as to be able to do effective work. It was also mentioned that IICA should abandon research in crops and strengthen education, documentation and communication, furthering expansion only through education. As regards the Turrialba problem, which was considered very specific, it was stated that it would be advisable to reduce its objectives and devote itself, in research, with top-level professional people, to the variety of problems there are with beans, an area that nobody is attending to, and to plant physiology; it should also cooperate with the universities of the Northern Zone and the Caribbean, which it is already doing, using in its work the best technology, such as computers. Regarding research in other areas, it is important to develop research centers and coordinate them. It is noted that, in regard to the above statements, in connection with Turrialba, there is an evident contradiction since, on the one hand it is proposed that research be done with top-level personnel in two specific fields and on the other, it is stated that research should only be done from the point of view of education. It was remarked that if IICA can evaluate universities in fields of excellence, it ought to help them to set up regionalization; thus, training emphasis should be in those areas, where there may be restricted fields for research which should be done.

23. Mr. Lizano summarizes the matters discussed under the preceding paragraph as follows: a) IICA should continue to take interest in research; b) it is important to insist on the institutional approach; c) it should give service to the countries on: I) what to investigate, II) how to investigate, III) information, exchange and communication, IV) preparing researchers V) coordination of regional programs. Commenting on the foregoing summary, it was stated that IICA should, under its set-up, have an Office for Education and an Office for Research and under the latter, it would be fitting to have responsibilities such as: a) make summaries of the state of world agriculture in accordance with available information; b) publish reports on the state of agriculture and research and distribute reports and recommendations; c) prepare statements for each Zone, in each country, to arrive finally at the products. It was also remarked that there was a need to create mechanisms of information on research, as well as information on research under way; the critical analysis of technology, as recommended should be: the problem is how to be able to eat, and not how to use complicated instruments; special care must be exercised as to the kind of technology recommended because conditions in the various countries are quite different. It would also be important to publish catalogs of books and abstracts of books in order to send them to all of the researchers. Mention was made of the importance of conducting studies on the state of agriculture starting from the world scope and working on down to the crops; on this point, it should be kept in mind that these studies should be made by another group of professional people made up of economists and agricultural specialists; this is not an easy task to accomplish and in order to carry it out it would be necessary to have a large staff, otherwise they would not get anywhere. Notwithstanding this, it was considered important

to pose the problem and after a thorough analysis, decide what to do and where it would fit in; it was also stated that if any of the Members present feel that any important topic has been left out of the discussions, he may send it in writing to the Secretary-Coordinator before the end of the Meeting. It was also added that it is advisable to have in mind that in the matter of research, efforts must not be spared; but as already stated, IICA must do research selectively and in a limited manner and must also promote research, without forgetting that there are also problems in broad areas where the effort of the Institute in research will be called for, particularly because there are no other institutions doing that work. A comment is offered on the 1969 Technical Report in connection with research and it is stated that research seems very superficial, but this opinion was not shared by all of those present.

4. In order to find a suitable answer, the following points of view are put forth: a) it seems necessary to define some criterion for the regional distribution of services, since there are countries that are dissatisfied; b) it is advisable to decide whether the final recipient of IICA's function is to be commercial agriculture or subsistence farming; c) it is important to know to what extent IICA must be strengthened with outside help, which limits its freedom of action.
5. President Lizano brought up Program III, Rural Development and Agrarian Reform, for discussion and in summarizing the question he stated that it was the newest program of IICA and that two very important ideas had been expressed regarding its future: first, it had been recommended that everything connected with rural development should be transferred to IICA/CIRA; second, that IICA/CIRA should become a public administration center for agriculture. On this matter it was mentioned that in incorporating into IICA/CIRA the functions of public administration for agriculture and entrusting it with all of the activities of rural development, in actual fact what was sought was to make IICA/CIRA into a real Supporting Center on economic and social affairs; in this manner, use would be made of an institution located in a University, a front would be opened on economic and administrative problems of agriculture, and assistance would be given to the Zones and to the countries. It was explained that on this topic a great effort for speed must be made, because there is no government that is not interested in rural development; in order to open discussion on the matter, one good approach would be to try to determine the factors of backwardness that affect development and then decide what can be done to correct them; the Yudelman study is important but it represents a negative approach that could hardly correct the existing situation; therefore, it is necessary to start a modest but powerful program, because it must be kept in mind that if education, science and technology are important, the program would have greater importance and should have greater impact because of its political implications. It was also stated that if IICA wants to assume a real role of leadership in Latin American agriculture, it must be ready to build up in Bogotá an institution of the kind

mentioned, having a nucleus for study, education and advisory service; the only problem to which thought would have to be given is communication with the Executive Offices, because a program of this kind ought to be close to the Executive Offices. It was also stated that in the field of development there is an international action and a national action; IICA aims to fulfill an international function in the field, but in agrarian reform, for example, action is eminently national and is no longer put forth as a question of inter-American policy; the foregoing indicates that in the matter of development, the action is more complex and tinged with much nationalism, and for this reason it would be wise to do some deep thinking before making a decision; it would be fitting to ask where the problems of storage and surpluses would be left. Even though the ideas are not very clear and not many answers are known, the necessary recommendations must be made in order to seek the desirable transformations; otherwise, it would be necessary to recommend clearly that this action front be closed.

Disagreement was expressed with the name of rural development and agrarian reform, because it decreases the meaning and importance of both terms; it was also believed that the field is too broad for one single organization and the question was asked as to which sector should be the recipient of development: should it be directed toward commercial agriculture or toward self-subsistence? It would then be advisable to separate in the development plans the techniques and concepts of each sector and determine which of the sectors to aim for. It was also stated that in evaluating development plans a lot of resources are wasted, and that in the training of specialists it is advisable to focus action toward the development of a suitable technology instead of adopting more advanced technology, since development plans have been gotten under way with tractors where farmers have nothing else than the strength of their work; to attain success it would be wise to focus the regional concept of development and work in areas such as the San Felipe area in Venezuela. There was expressed some support in connection with the dissatisfaction with the name of rural development and agrarian reform, and for converting IICA/CIRA into a Supporting Center in charge of rural development; however, it was felt that it was not necessary for IICA/CIRA to devote itself to making studies because it must be fundamentally an action and support program on questions of organization of enterprises and of assistance to agriculture, to stimulate associations, to better utilize technical assistance, to set up cooperatives, to handle communication with the farmer; it must also be a center of information to mold public opinion on agricultural development to inform through the newspapers, intended for leaders, Ministers and other public officials that need good information. It was also stated that it cannot be considered that there exists a rural man and an urban man; there is only one kind of man and what is needed to shape a new man, a new leader. In the training of leaders, revolutionary methods should be employed in the first place it would be necessary to ask what qualifications a leader should have; after this has been answered, the subject matter would be decided; but how are we going to carry out the instruction? Shall we take them to Bogotá for one year? No. However, they could be enrolled from a distance; then they would be given a list of the books they must study and

a list of the research work they must do; then would come two weeks in Bogotá for a semi-annual examination and there it would be decided whether they would go on to the next semester. Another way would be to form leaders both in the public and in the private sector, giving in-service training, assigning students to the professional officials; there would be no classroom instruction. In research, it would be necessary to find new methods for old problems; the professors should have lists of topics, prepared by the governments, such as, for example: "Why is marketing poor in each country?" "Why is foreign trade declining in certain products?", etc.; the increasing frustration of youth forces us to find new methods of education; in Mexico, for example, 2500 leaders are needed and it is desired to form 500 a year; a further question was asked regarding the extent to which the failure of agriculture is due to poor leaders. Summarizing, it was stated that it would be advisable then to involve agrarian reform into the concept of development and that IICA/CIRA should be given the functions of development, basically through advisory service; it would be advisable to find out what other institutions are doing in this field, such as ILPES, what IICA/CIRA itself is doing, and contribute additional resources because without the injection of substantial resources it is impossible to achieve what one wants; and if it is not desired to give the Bogotá Center the function of making studies and if such studies are necessary, experts could be engaged for short periods of time to make them. It was also discussed that in regards to rural development, it is necessary to give a philosophy instead of giving techniques; it is necessary to look for something new on agricultural extension and in this connection it was recalled that the Northern Zone is making a study on the effect of extension; it seems that in this field there are problems of inadequate methods; a firm of consultants in Argentina signed a contract with the Government of the Dominican Republic to take to Argentina young farmers to receive in-service training; this kind of training would not have to be done by IICA directly if this Argentinian experience were utilized.

It was stated that the proposal to move over to Bogotá everything connected with development means the gradual decentralization of IICA/CEI and the decision that IICA assume the functions of giving advisory service in the economic aspects of agriculture; it was added that since an institute for many years is being planned, the matter of resources is of secondary importance. It would be advisable to add what refers to agricultural extension, where adequate research on its methods has not been developed yet; add also the function of information center in agriculture. Also included will be the policy on agriculture, research, studies and source of information for the OAS and the governments; and whether this is done in Bogotá or at the Executive Offices is a decision that would have to be taken by the authorities of IICA; however, it is noted that if it is desired to apply a more overall concept, one would come closer to that if the above functions were fulfilled in Bogotá. A more active participation in economic integration groups already formed would also be added, and special attention would be given to research on this subject, which is a function that nobody is looking after, utilizing for the purpose the experience acquired in Europe; on this question, the opinion of the whole group was favorable.

26. Following the Agenda, the topic of the "macroevaluation" of IICA was brought up for discussion and it was considered that the document presented was excellent and meets the purposes of the basic document; therefore, it is put on record for the minutes that a word of enthusiastic congratulation was given for its preparation. However, it is felt that an operative evaluation pertains to IICA; but as to the scope of the objectives and the institutional achievements, the Committee must give its opinion. Therefore, the Secretary-Coordinator hopes that each of the Members of the Committee will send in his remarks in writing on the basis of which the Secretariat will submit a document for consideration by the Members at the next Meeting.
27. Once again mention was made of the need to define an opinion regarding the regional distribution of services. On this point it was mentioned, in particular, that Argentina feels it is not getting back enough in services in proportion to the quota funds. Once more, mention was made of the importance of setting up a proportion between IICA's own funds and the funds of others.
28. Following the Agenda, there was brought up for discussion the subject of the suggestions for IICA to be able to discharge its role. On this point, President Lizano brought out four questions: a) the organization Convention and the need to plan amendments; b) the institutional approach of IICA, taking into account that other action procedures could be proposed; c) the role of the Supporting Centers, considering that they could be eliminated or that more could be created; and d) the organization of national services.
29. In connection with the Convention and the need to plan amendments, it was felt that if IICA were given the necessary facilities to properly discharge its role of Specialized Agency, it would be advisable to plan the use of the Inter-American Conference on Agriculture as part of the structure of IICA; but to do that it would possibly be necessary to plan the amendment of the Convention. It was reported that the Executive Offices had started consultation with the Division of Legal Affairs of the Pan-American Union in order to determine what is going to happen when the OAS Charter, as amended under the Buenos Aires Protocol goes fully into effect; at the Division of Legal Affairs it was considered that, as a natural consequence, the new Permanent Council of OAS will assume the functions of Board of Directors of IICA, that the present Council has; this is what happened when the Board of Directors of the Pan-American Union disappeared and the present Board was set up; it was also informed that the Division of Legal Affairs finds the amendment of the present Convention feasible, and even the submission of an entirely new Convention, and there are precedents that these changes and amendments of organization conventions or charters have been made in other cases; thus, there is a possibility to further a change whereby the Ministers of Agriculture, meeting every two years at the Inter-American Conference on Agriculture, could serve as Board of Directors of IICA; in this manner, the highest level would be

achieved, to adopt decisions of policy. Emphasis was placed on the need to give the Board of Directors of IICA the highest possible level, so that this body is kept slightly away from the pressure of the governments. On the other hand, attention was called toward the grave danger involved in the amendment of a Charter or organization convention, because in submitting the proposed changes again to the governments, for their approval, actually the door will be left open to create doubts about the entire institution and opinions then arise as to its usefulness, its efficiency, as to what it should or should not be, as to the cost and slowness of its services, and as to a great many things, justified or otherwise, and the serious risk is run as to creating doubts regarding whether it is justified to continue with it, or the risk is also run -- and this is also dangerous -- that the proposed changes result in amendments that were not sought, that could be objectionable to the institution. All of the Members shared said misgivings, but it was stated that in order for IICA to effectively assume the role of Specialized Agency, the present Convention will not serve the purpose, and for this reason it was insisted that there was a need to seek the way of making the required amendments without the dangers mentioned above. It was stated that the wisdom of the American people lies in the fact that it can do everything, without touching its Constitution; with this idea in mind, a way could be found for Ministers of Agriculture to take the helm of IICA; that they do not meet every year but every two or three years and during the intervening years, have an Executive Council that will share in the tasks of conducting the institution, as in the case of other international organizations.

30. In regard to the institutional approach of IICA, it was considered that there is a close relationship with the Supporting Centers. The impression prevails that IICA needs to strengthen its own image; when BID and CIAP need strengthening, they think first of FAO and then, to a lesser extent, of IICA; this image can be strengthened by multiplying resources, but up to a point that does not generate the opposite phenomenon. An example of what is under discussion is, that IICA, considered as Turrialba, is not taken into account; however, action by the Graduate School is important and is generally appreciated, so that IICA, with its institutional approach, earns a great deal of prestige. At the same time, the fact that IICA reduces its direct action in Turrialba does not mean that it does not do so elsewhere, such as IICA/CIRA. Summarizing, what actually is being suggested is that direct action in Turrialba is reduced, that it be concentrated only on training and research, and that action at CIRA be increased; the approach is justified because there are already other postgraduate schools, but as regards rural development there is nothing. The above would mean that Turrialba outlays would also have to be transferred, and Turrialba be given another use, which could well be the supporting center for a Zone; some services for Costa Rica and for Central America should be kept, but as regards other aspects, IICA should gradually shed responsibilities; this way, funds would be freed to strengthen direct action in the Zones and in the countries. Thus it could be concluded that Turrialba could become the Supporting Center for the Northern Zone, or it could be returned to the Costa Rican Government. It was then remarked that the strongest criticism for Turrialba has come from the countries in the south and, paradoxically,

they are the ones that have derived the greatest benefits; on the other hand, the countries of Central America, to which it is desired to assign the Center, are the ones that have received the least benefits. It was stated that there is a great deal of emotion behind this approach, that leads to ignoring that it is an honor for Latin America to have a Center such as Turrialba, that has heroically done a wonderful job that appears in books, articles and in professional people that have received training there; therefore, it is worth while, instead, to defend the Turrialba Center and, as a last resort, the Members of the Committee would have two alternatives: either asked to be excused from discussing the subject or decide to strengthen the Center. In the light of the above remark, it was considered that in the past it was fine for the Institute to have Turrialba, but that at the present time the Center absorbs one third of the budget but does not render services in the same proportion to all of the countries; consequently, the Committee must issue an opinion, without asking to be excused from discussing the problem, but locating the Center wherever it really belongs. It was concluded that the merits of Turrialba in the past cannot be denied, but that the problem has to be faced and discussed. At this point it was considered that there is agreement on the institutional approach of IICA, but the matter of Turrialba should be postponed until a forthcoming meeting.

31. It was also stated that the institutional approach and what has been said about the Turrialba Center are connected with the Supporting Centers. Thus, if there is talk of strengthening IICA/CIRA, it is because in the sphere of its functions there does not exist anything similar, which is not the case with Turrialba, because it is evident that it is becoming less necessary with the passing of time. However, it is felt that Turrialba has a very important role to play, but it must be concentrated and limited to fewer fronts. It was then remarked that the technological gap between the developed and the underdeveloped countries is increasing; at the same time, the cost of technology is very high and in order to advance in this field it is necessary to have international cooperation; IICA has a qualified Center, the advisable thing would then be for IICA to draw up a ten-year plan, with a catalog of topics, with the support of a suitable staff in quality and quantity, to convert Turrialba into a very high level Center; at the present time only a million dollars is being spent, with which there is no possibility of doing great things; if work is done on beans, it has to be the best bean program; the thing to do would be to propose something big, if they do not approve that, then something else; but Latin America is under the obligation to make a substantial contribution in science and technology. The question is asked at this point, what would IICA be without Turrialba and without IICA/CIRA?; an ethereal institution would possibly be the result; thus, during the coming years research is going to have to continue being the basis of the institution. Furthermore, it was remarked that nothing has been discussed more than the quota spent in Turrialba and this discussion has been full of emotion; it would be wise not to let emotion enter into the discussion of Turrialba; very large and strong institutions have been faced with deep changes; for example, Harvard University, which has a billion-dollar budget, recently had to make profound changes that many people would not accept; difficulties were encountered but the changes

were made; it would be advisable, then, to plan how to promote a transition where activities must be curtailed, because it is not possible to continue doing everything well. It was also stated that what is lacking in Turrialba is a list of problems of interest to the governments of Latin America, good professors and brilliant students to build a center for superior studies without balking at the cost. It was also stated that Turrialba actually continues to be a research and training center and the group should issue an opinion as to whether the research done is of the best, and an effort should be made to have research done selectively; it would seem that the bureaucracy in Turrialba is trapped in plans that come from way back and it is going to be a bit hard to solve the problem; it would, therefore, be advisable to appoint a group or a highly-qualified specialist to study the problem and report to the Committee; this appointment could be a continuation of the evaluation that must be made by this Committee. It was further stated that it is advisable to divide the Turrialba problem; on the one hand would be operating efficiency, which can be very high; but on the other, it is necessary to know whether what is expected of IICA is being accomplished with efficient action; IICA, before taking direct action, must give institutional support for development purposes; consequently, if there is no economic value to research, it is worthless and consequently, the cost of the work in Turrialba is out of proportion; this does not mean that Turrialba must be dismantled but rather, on the contrary, it does mean that if Turrialba is to increase tenfold, IICA must increase one hundredfold, which is a relative position, not an absolute position. It was added that there is not the slightest doubt that Latin America requires top-level studies and that IICA must cooperate with and take interest in this effort; but there is a question as to whether IICA ought to do it directly or if it must use its resources for promoting the setting up of other top-level study centers.

32. As regards the structure and organization of national services, the discussion started remarking on the importance of Regional Offices as compared with the national offices. On this point, it would be proper to ask if in the light of the strengthening of national cores, the Regional Offices would be justified; there is talk of adapting the structure to integration groups and that framework could be used to organize services by zones, but without any Regional Offices, and with the provision that the Head of national groups meet periodically in order to coordinate. It was stated that this organization is related to the need of defining a criterion for the regional distribution of services. The strengthening of national cores could be an answer to the countries that are increasingly insistent on getting back in services at least the amount of the quota they pay; on this point, it was again mentioned that the government of Argentina feels this way. However, it was considered that the services of IICA must be rendered in proportion to the needs, but that attention must be paid to the fact that it is advisable for the countries to receive services in proportion to the amount of the quotas they pay and from then on attend only to the requests from governments that are interested in expanding programs making contributions over and above the quotas. It was also stated that, as a matter of policy the institution

- should not render services viewed as a reimbursement; for its internal operation, the institute should try to please everyone. It was brought out that in the case of Mexico, in general terms and in inter-American terms, the benefit has been satisfactory, but not in specific terms; in any case, the wisest view would seem to be to give preference to the services in the countries where they are most urgently needed.
33. As to other institutional aspects, it was pointed out again that it is necessary to tie in the Conference of Ministers of Agriculture with the conducting of the affairs of IICA, with the power to meet every two years and to have an intermediate advisory body set up that would have to meet two or three times between said meetings; this would mean that budgets would have to be approved for two year periods and that the functions of the intermediate body would have to be defined. As regards the organization of national services, there would be three alternatives: a) keep what now exists; b) strengthen Regional Offices; and c) strengthen national groups and eliminate the Regional Offices. To the foregoing was added the need of maintaining two Supporting Centers, more or less strong, and not to stress the national groups, except in special cases as required. It was then concluded that it would be advisable to include in the report the above alternatives.
 34. It was decided to hold the next meeting of the Committee in Bogotá, in the latter part of June, not before the 18th, and the President was authorized to fix the definite date.
 35. In view of the amount of attention that has been devoted to Turrialba at this Meeting and complying with the recommendation of Mr. Francisco de Sola, it was agreed to make an effort to become better acquainted with the Training and Research Center. Therefore, it was decided that some of the Members of the Committee, on their way to the Meeting in Bogotá, visit the Turrialba Center for two or three days. The Members that will make this visit are Messrs. Lizano, De Sola, Baldovinos and Andrews, and they would render their report in Bogotá.
 36. President Lizano explained a work plan to hasten the preparation and presentation of the Committee's report. In March, April and part of May the Members of the Committee would send in their comments, in writing, to Mr. Lizano; the first draft would be drawn up by Mr. Lizano in May; a first version would be distributed to the Members of the Committee in June.
 37. It was brought to mind that the President and two or three Members of the Committee are going to attend the Ninth Meeting of the Board of Directors of IICA that will be held in Mar del Plata, Argentina, from April 20 through April 26. They will attend in order to render the pertinent report and to have an exchange of views with Members of the Delegations. The Members that will attend are Messrs. Lizano, Baldovinos and Giberti. On their way down to Mar del Plata they will visit Santiago, Chile, for one or two days, in order to have an interview with Mr. Felipe Yriart, Assistant Director

of FAO and Regional Representative for Latin America. President Lizano was authorized to decide whether Mr. Giberti will wait for them in Santiago.

38. Lastly, the Committee thanked Mr. Jefferson F. Rangel, Official Representative of IICA in the United States, and the two Secretaries of the Office, for the efficient services rendered, whereby the Committee was given very valuable support for the successful discharging of its functions.

The Meeting concluded at 5:10 p. m. on the 27th of February, 1970.

REPORT OF INTERVIEWS

NOTES ON THE INTERVIEW OF THE ADVISORY COMMITTEEWITH MR. GALO PLAZA, GENERAL SECRETARY OF THE OAS ^{1/}

Washington, D. C., February 24, 1970, 11:30 a. m.

1. Present at the meeting were Mr. Galo Plaza, General Secretary of the OAS, Dr. Walter Sedwitz, Assistant Secretary of Economic and Social Affairs, the members of the Advisory Committee participating in the Third Meeting, Dr. Heraclio Lombardo and Mr. Rogelio Coto.
2. President Lizano explained the origin, functions and objects of the Advisory Committee and spoke of the need to talk to different international officials in order to learn the points of view that other institutions have about IICA and to have their opinion on the functions they consider pertain to IICA.
3. Mr. Plaza stated that agriculture is the most important activity, and will continue to be, in spite of all the fuss and novelty of industrialization, due to which agriculture has been left in oblivion. The OAS has curtailed its programs from 31 areas of concentration to 16, and agriculture is not among the latter. If they left agriculture out, it was with the intention of giving it to IICA in the Hemisphere, as an "extraconcentration" area. This new responsibility is going to mean for IICA a drastic reorientation.
4. He added that relations with FAO should not be tripartite; they must be FAO-OAS, the latter being represented by IICA. This might, in the future, result in IICA being the Regional Organization of FAO for Latin America, much like the Pan-American Health Office is the Regional Organization for the World Health Organization.
5. He went on to say that the OAS has political functions and IICA has operational functions. IICA should set up a unit in Washington so that this responsibility can be transferred to it. Thus, a Mixed Committee would be set up in Washington and the Agricultural Economics Unit, which would remain in Washington, would form part of the Committee. The idea of severance must not be encouraged, because the tendency is toward integration and coordination.
6. He mentions the story of what happened in the United Nations, where each organization started to operate on its own. Now they have been brought together and the UNDP keeps them coordinated. There will be a meeting with officials of UNDP to find the way to achieve coordination and avoid duplication and rivalries.
7. In the future he can visualize IICA with closer ties with OAS. However, he sees no possibility for supplying funds, because there is a legal impediment to do so. Responsibilities would not be given only to be forgotten; the Mixed Committee would help to strengthen the relationship.

^{1/} Report prepared by Rogelio Coto.

8. A common responsibility would be the Inter-American Conference on Agriculture. It will not be held the same year as the one of FAO. An effort will be made to stress its importance; from that conference will emerge the orientation of what we want to do in the field of agriculture. It would be combined with the holding of round table discussions.
9. Dr. Baldovinos asked whether it would be wise to explore the possibility of preparing experts in public administration for agriculture and of preparing experts in the management of agricultural enterprises; perhaps for this purpose an activity might be set up under the Science and Technology Program that would tend toward the setting up of postgraduate schools.
10. Mr. Plaza stated that he feels there is a good deal to be done, at least in 100 fields, and to mention just one: there is no extension. The philosophy of education is contrary to extension. Those traditions have to be broken and specialists must be formed that are capable of working with their hands. The matters brought out by Dr. Baldovinos are extremely important, but the question of who is to carry them out is still open. Perhaps this could be done by strengthening some existing college department, but our own funds could not be used for that, but rather funds of the Science and Technology Program, setting up assistance with personnel, fellowships, etc., so that the tasks are done by other institutions.
11. Dr. Baldovinos adds to the explanations given by President Lizano stating that the Members of the Advisory Committee are acting as private individuals who are studying the institution to give ideas and recommend future action including new fields, and not as national representatives.
12. Mr. Plaza explained that he understood the function, which he considered very important and for which considerable independence and broad outlook was required.

NOTES ON THE INTERVIEW OF THE ADVISORY COMMITTEE
WITH OFFICIALS OF THE WORLD BANK (BIRF) 1/

Washington, D.C., February 25, 1970, 9:30 a. m.

1. BIRF considers it necessary to make an analysis of the agricultural sector as a whole, for the various countries, in order to have an overall picture of the problems. In the light of this picture, the specific projects would be examined.

This new policy of BIRF will demand an appreciable increase in personnel and in agricultural services. For this kind of mission, BIRF uses officials of FAO, but could also incorporate IICA personnel without any trouble.

2. BIRF is seriously considering the possibility of helping the international agricultural research centers such as IRI, CIAT and CIMMYT, etc. The help from BIRF would be in the form of grants. BIRF is interested in the development of research projects on specific products (rice, wheat, meat, etc.) and not so much in the financing of institutions.
3. BIRF has, at the present time, approximately 200 officials doing work in connection with agriculture, 40 of them belonging to FAO.
4. BIRF would like to learn of the experience acquired in Latin America in connection with the coordination of the international institutions, the regional and the national institutions devoted to agricultural research.
5. The officers of BIRF feel they know very little about IICA and that it would be very advisable to set up better communication.
6. Present at the meeting were Messrs. Llorente, Bazo, Baldovinos, Araujo Dias and Lizano, of the Advisory Committee, in addition to Mr. Rogelio Coto. Present in behalf of BIRF were Messrs.

1/ Report prepared by Eduardo Lizano

The following table shows the results of the experiment conducted on the 10th of August 1900. The results are given in the form of a table, and the data is as follows:

Time	Temperature	Humidity	Wind	Clouds
8.00 AM	22.0	75%	Light	10%
9.00 AM	23.5	78%	Light	15%
10.00 AM	25.0	80%	Light	20%
11.00 AM	26.5	82%	Light	25%
12.00 PM	28.0	85%	Light	30%
1.00 PM	29.5	88%	Light	35%
2.00 PM	31.0	90%	Light	40%
3.00 PM	32.5	92%	Light	45%
4.00 PM	34.0	95%	Light	50%
5.00 PM	35.5	98%	Light	55%
6.00 PM	37.0	100%	Light	60%
7.00 PM	38.5	100%	Light	65%
8.00 PM	40.0	100%	Light	70%
9.00 PM	41.5	100%	Light	75%
10.00 PM	43.0	100%	Light	80%
11.00 PM	44.5	100%	Light	85%
12.00 AM	46.0	100%	Light	90%

The results of the experiment show that the temperature and humidity increase steadily throughout the day, and the wind remains light. The clouds increase in amount as the day progresses, and the temperature and humidity reach their maximum values at 12.00 AM.

NOTES ON INTERVIEW OF THE ADVISORY COMMITTEE WITH REPRESENTATIVES
OF THE FORD AND ROCKEFELLER FOUNDATIONS L/

New York, February 25, 1970, 12:30 p.m.

Present as representatives of the Foundations were Messrs. Lowell S. Hardin, Lewis Roberts and John Pino. In behalf of the Committee were present Messrs. Frederick N. Andrews, Juan Bazo and Horacio Giberti. Also present was Mr. Heraclio Lombardo, IICA officer.

Andrews: On the basis of the document of evaluation, offered a description of IICA as a hemispheric organization, its structure, its evolution and dissemination from Turrialba toward the entire American continent; the increase in funds. The Foundations were also informed of the appointing of the Advisory Committee, how it originated, who make it up, its purpose, etc.

The Foundations asked questions on the center in Bogotá, on funds and their distribution, and concentrated their opinions and points of view on Turrialba. A great deal was spoken of Turrialba. 95% of the comments of the Foundations centered on Turrialba: the Atomic Energy Program; the CEI-Foundation cooperative effort in beans; the Turrialba Library and its publications; the limited use made of the library because it is located in Turrialba and the excellent opinion they have both of the library and of its personnel, particularly the Directress. There was also repeated talk of Turrialba as a supporting center for Central America; of the importance of the high percentage of Ph. D. in Turrialba; and of the substantial physical plant; that efforts should be concentrated on a few fields and superexcellence sought in them.

The thinking of the Foundations is considerably influenced by the success achieved with concentrated efforts in corn, wheat and rice. This same formula will be used in CIAT; a description of CIAT was given: how it is financed, the ecological area it hopes to cover and its field of action: cattle and pasture management (40-50%), leguminosae, rice and tubers (yucca).

It is evident that the identifying of IICA with Turrialba and what they consider Turrialba ought to do is based on what they (the foundations) have accomplished with organizations they control and can direct without any political meddling and with a very specific field of action.

Practically all of the discussion referred to Basic Program I, Higher Agricultural Education. Cooperative Programs; Schlottfeldt and Becerra.

Roberts was of the opinion that as the institutions of higher agricultural education continue to develop and become stronger, Turrialba will fall into oblivion, if it continues to operate under the present system.

2/ Report prepared by Heraclio Lombardo.

The following table shows the results of the experiment. The first column lists the different conditions, and the second column shows the corresponding values. The data indicates that the system performs best under certain conditions, while showing a decline in performance under others.

Condition	Value
Condition 1	0.85
Condition 2	0.72
Condition 3	0.91
Condition 4	0.68
Condition 5	0.89
Condition 6	0.75
Condition 7	0.82
Condition 8	0.78
Condition 9	0.87
Condition 10	0.73
Condition 11	0.84
Condition 12	0.76
Condition 13	0.81
Condition 14	0.79
Condition 15	0.86
Condition 16	0.74
Condition 17	0.83
Condition 18	0.77
Condition 19	0.88
Condition 20	0.71

The results suggest that the system is most effective when the conditions are optimized. Further research is needed to understand the underlying factors that influence the system's performance.

Two questions were posed to the Foundations: duplication of efforts and functions - possible areas of cooperation.

Hardin: He cannot properly speak for them because CIAT and CIMMYT are autonomous international institutions. Accessible institutions. They are institutions that seek solutions to problems, train, help national institutions to become stronger and become centers of excellence.

They are not (IICA and Foundations) competitive institutions but rather sister institutions. IICA can collaborate or cooperate:

1. Keeping in touch with these institutions. The Advisory Committee has Mr. F. de Sola, who is President of the Board of Directors of CIAT. There is already a CIAT-CEI relationship that can be strengthened.

2. Through its specialists and contacts throughout Latin America, IICA can identify promising people and guide them into CIAT for training in the work done by the latter.

3. CIAT can serve as the place for CEI students and students of other postgraduate schools prepare their graduation thesis.

4. Serving as a center for the dissemination and exchange of information on what CIAT does and what national institutions do.

5. A technical relationship between CIAT-IICA through the use of facilities and the invitation of specialists of both institutions to technical meetings, seminars, etc. This would make possible direct personal contact between the specialists.

NOTES ON THE INTERVIEW OF THE ADVISORY COMMITTEE
WITH MR. JUAN RAFAEL LLERENA, PRESIDENT OF CECIC^{1/}

Washington, D. C., February 25, 1970, 3:30 p. m.

1. Present at the meeting were Mr. Juan Rafael Llerena, President of CECIC, the members of the Committee, Messrs. Lizano, Llorente and Baldovinos, and Mr. Rogelio Coto.
2. After the initial outline made by President Lizano, Mr. Llerena stated his great interest in agriculture. At the present time, in the Multinational Science and Technology Program there are projects in education and there are fine prospects for research.
3. He stated that at the present time IICA handles the Multinational Project for Agricultural Sciences, which has only limited resources. They submitted projects for over one million dollars and only two hundred thousand were allocated to them.
4. He added that there is a limitation with Turrialba, because the Government of Costa Rica has not contributed to the Fund.
5. He indicated that there are talks with the Government of the United States in order to obtain one million dollars in funds from outside the regular contribution, in order to give at least five hundred thousand dollars to the agricultural program, which is being carried out in Colombia, Peru, Argentina, Brazil and Costa Rica.
6. In the financing of the Fund, the Latin American countries contribute one dollar and the United States contribute two.
7. If the governments submit some project connected with agriculture, it would gladly be processed; also, if it were submitted by IICA itself through the General Secretariat.
8. They consider that IICA is the appropriate agency for their agricultural projects.

^{1/} Report prepared by Rogelio Coto.

NOTES ON THE INTERVIEW OF THE ADVISORY COMMITTEE WITH
DR CARLOS SANZ DE SANTAMARIA, PRESIDENT OF CIAP 1/

Washington, D. C., February 25, 1970, 5:00 p.m.

1. Present at the meeting were Dr. Carlos Sanz de Santamaría, President of CIAP, the Members of the Committee, Messrs. Lizano, Llorente and Baldivinos, and Mr. Rogelio Coto.
2. After the introduction of the subject, made by President Lizano, Dr. Sanz stated he views with interest the function of the Committee and offers his cooperation.
3. He stated that the American countries want the first years of the seventies to show emphasis on agriculture.
4. In the Studies by countries, agriculture has priority.
5. In the Studies of Argentina and Ecuador, a FAO Committee has taken part. They are establishing closer ties with this Committee because it is the world organization having the most resources and personnel.
6. In the case of Argentina, prospects for agriculture this year are very valuable.
7. CIAP this year has the obligation of placing considerable emphasis on the studies by countries and the obligation of guiding investment by countries.
8. He believes IICA has to concentrate on those fields for which it has money and personnel, possibly in the field of education.
9. FAO has 700 or 800 officials in Latin America; it would be advisable to have them join forces with IICA to start work connected with studies by countries in the countries themselves and then they would come to Washington to prepare the reports.
10. The Special Development Fund is a transitory fund and funds could not be allocated to IICA from it, because the countries make contributions for the programs they want to direct.
11. CIAP can offer support to IICA in studies by countries and in follow-up work.
12. What CIAP recommends is what international institutions must do. Both AID and BID have done so and are doing so increasingly.

1/ Report prepared by Rogelio Coto.

THE HISTORY OF THE
CITY OF BOSTON

From the first settlement in 1630 to the present time.

By SAMUEL JOHNSON, Esq.

Author of the "Dictionary of the English Language."

Published by G. B. LITTLE, 15 NASSAU ST. N. Y.

1854.

13. CIAP has some programs where FAO cooperates because it has a great deal of personnel.
14. It is advisable to take advantage of the Declaration on Agricultural Development, presented at the beginning of this month in Caracas, insofar as it refers to supporting IICA.
15. Dr. Baldovinos stated that there are no national development plans and studies by countries are modest and incipient; it would be worth while to try to improve the studies by countries. It is a mistake to think that FAO can help CIAP, because it is a monster controlled by five countries. Because of Latin American nationalism, we ought to resort to the modesty of IICA.
16. Dr. Sanz indicated that legislation is beginning to take shape between poor countries and rich countries, aimed at achieving a fair distribution of the resources of the area. This amounts to discussion between poor and rich within a country, to achieve a fairer distribution of the national income.
17. He added that the studies by countries are being made increasingly better, in accordance with what each country wants, because there is no supranational institution. In the case of Mexico they have recommended, instead of making a complete study, to do the work by sectors; one in the agricultural sector and another one of employment opportunities.
18. He confirms that assistance from FAO does not cost them anything.
19. Tells the story of CIDA, that is now acting as advisory body to CIAP and that FAO and IICA, among others, cooperate with CIDA in this.
20. He points out that stress has to be laid on the technique of agriculture within the context of the general economy, which is not always easy. A case of an increase in production without a market can do more harm than even a shortage.
21. He mentions that he has proposed to FAO the creation of a center for grain storage for groups of countries. One such center could be built for Central America at the Golfo de Fonseca. This could be combined with an agency to fix prices. Soy beans could easily be sold in the Orient. There is no marketing in the world for certain international products; this would have to be accomplished with international funds, because there are no national funds for that. Meat and other products could be included.
22. He mentioned that the studies by countries constitute an analysis of realities of each country; therefore, they seek the cooperation of groups that know in each sector.
23. Agriculture is something that must be given priority. It would be a good idea to plan an objective and daring action, trying to inject into it the financial aspect with guaranteed prices and markets. This was done in the United States and it is being done in Argentina with grain. International financial elements

must be incorporated into these plans, for five-year periods. It is not possible to continue telling them to produce without harming the currency and causing inflation.

24. Priority for agriculture is based on mandate from CIES.

25. Advises taking the necessary steps to have IICA obtain additional funds from the countries through the regular channels, in order to obtain greater support. It will not be possible to get funds from the Special Development Fund.

NOTES ON THE INTERVIEW OF THE ADVISORY COMMITTEE WITH
OFFICIALS OF THE DEPARTMENT OF STATE, OF THE
DEPARTMENT OF AGRICULTURE AND OF AID 1/

Washington, D. C., February 27, 1970, 9:30 a.m.

1. Acting as representatives of the above institutions were: the Ambassador, Mr. John Jova, and Messrs. Walter Landry, Dan Daniels, Kenneth Haines, Ralph Phillips, Edward Betzig, Don Fiester. In behalf of the Advisory Committee there were present Messrs. Lizano, Andrews, Baldovinos, Giberti, Dias. Also present were Messrs. Heraclio Lombardo, Jefferson F. Rangel and Rogelio Coto, IICA officers.
2. After the words of welcome from the Ambassador, Mr. Jova, Eduardo Lizano gave an outline on the Advisory Committee, its origin, guidelines, organization, purposes and objectives.
3. Mr. Dan Daniels spoke about the funds and contributions of the United States to the different international organizations. He stated that the policy of the United States government at present is to control the absolute level of such contributions. He recognized that there were valuable and important projects that could not be implemented due to limitation of funds, which made it necessary to set up priorities. He stated that it would not be possible to support an increase of 16% in IICA's budget for 1971-72, perhaps 8% or 10% as a maximum.
4. Dr. Haines also referred to the need to set up priorities and of the immediate concern for the needs of the countries. He referred to what he called the deterioration of the Turrialba Center, a problem that caused him concern. He also pointed out the desire of each country to have a small part of IICA's budget. This made it necessary to choose the activities in such a way that they would be of interest to more than one country and could have greater impact. He went on to say that placing a little bit of IICA into each country dilutes the usefulness and effectiveness of what is done. He is in favor of having comparatively few activities where the funds are concentrated, and not having a little bit in each and every place. He stated that if, in the matter of research and education, things were to be found that could benefit the countries, it was necessary to identify the needs that were not been satisfied, and these would be the most important functions to carry out. For example, he

1/ Report prepared by Heraclio Lombardo.

he brought up the question of being able to determine how many specialists are needed to be trained in Latin America during the coming 30 years, how many could be trained by postgraduate institutions, how many and what kind could be trained by CEI. He also pointed out that one of the reasons why the Board of Directors created the Advisory Committee was there has always been the concern over, and the lack of criteria on, how and where to use IICA's funds. Also, he mentioned that each country should feel that it is getting benefits from its investment. How can this be accomplished? is a question that is asked.

With respect to the regional offices, he also referred to the fact that it was not clear what the connection and interrelationship between the regional offices, CEI and the San José office was. For example, what does CEI give the Zones, and vice versa. He also mentioned that it is necessary to keep in mind that IICA cannot do everything. That there can be a working relationship between the foundations, such as the Rockefeller Foundation, and also of FAO with IICA. He feels there can be closer working relationships between FAO and IICA and that the idea of contacting IICA has been mentioned. He also said it was important to avoid duplication. He expressed his dissatisfaction over the way the Turrialba matter is being handled, and put forth the question as to what the impact would be if Turrialba were cut down to 50%.

5. Landry. He referred to the need to concentrate efforts and to obtain assistance in those efforts. Also the advisability of limiting the areas of work. He mentioned that the cost of Turrialba is too high and that it would probably be less expensive to do things at other Latin American universities because of the facilities they have available.

6. Baldovinos. Was in agreement with Daniels as regards the setting up of priorities. Due to the substantial sums of money supplied by the United States, it would be necessary to be selective. He referred to the case of Mexico and to the existence of pressure groups, and mentioned nine of them. In his opinion, the group needing the greatest attention is the large mass of poor farmers and he asked how much of the foreign aid has been passed on to these groups. In connection with priorities, he stated that agriculture is not first on the list. He also posed the question as to what percentage of what the world has spent had been used to develop Latin American agriculture and how effective the use of those funds has been. He mentioned that the Yudelman reports and others (Lizano summary) show a pessimistic picture of the agricultural sector. He pointed out that the important thing was how to solve the problems, to discover the mechanics of the solution.

Regarding Turrialba he said that in 28 years, CEI had only receive approximately 20,000,000 of all of the funds employed by the United States for foreign aid. He said he did not refer so much to the funds themselves but to the need to help an institution such as this one. He referred to the attitude that should prevail regarding Turrialba. He also mentioned that the members of the Advisory Committee are acting freely and as individuals and with no official connection or personal interest. Consequently, he appreciated the ideas and suggestions of those present. Once more he referred to Turrialba and pointed to it as one of the most influential instruments in the agricultural development of

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Latin America, considering that it was even more important that the Rockefeller or Ford foundations, because of the philosophy on which the work done at the center is founded.

He mentioned that there are two priorities; one, the attention that has to be paid to farmers, their improvement; and the other one regarding the funds that had been received he expressed his satisfaction, but felt that they were too meager considering the magnitude of the job to be done. Lastly, he said that the future of agriculture was fundamental for the stability of our countries.

7. Haines. Said that he wanted to express some very personal ideas of his. Although he admitted that he was not a Latin American he could state, on the basis of his experience, that one of the things that have to be done or faced is the lack of follow-up in research and training work. He said that very good training in communication was given, but that there was nothing to communicate. He also mentioned that education is something that everybody needs. We cannot talk about research without doing research. These things he considered urgent.

Baldovinos: He referred to the connection between IICA and the departments of agriculture in Latin America. Apparently, the relationship that must exist between IICA and the universities has its merits, but we must keep in mind that when the students are out on a strike, everything stops. Furthermore, he pointed out that the professors work very independently, they dislike to be supervised and they are not given a definite length of time for their research assignments. Their work, he said, may or may not be of any real significance to the country.

At Turrialba, he pointed out, work is done on clear-cut, important problems, contact is established or maintained with the rest of Latin America because of the personnel studying or working there. It has a highly-qualified faculty that could work in few areas and could guide, orient, and advise other universities. He does not concur with the idea of doing research work with the universities.

8. Landry: Is in agreement that emphasis must be placed on developing the farmer fully. He said that IICA could cooperate in this and is in agreement. Regarding student problems, he considers it is something IICA will have to contend with.

9. Baldovinos. He referred to the fact that there is a great deal of technical information available, but very little in social matters. How to reach the farmer.

10. Haines. He asked what good the research done in Turrialba does to Argentina. This is one of the most important aspects and of the most disturbing questions which the Advisory Committee must tackle. What can or should Turrialba do in order to earn the support of the country?

11. Giberti. Indicated he was in agreement with the fact that agricultural development must be oriented toward the full development of the person. He said that in fulfilling its mission, the Advisory Committee should point out goals, objectives, point out what the general objectives are and not go into specific things. In his opinion, IICA would discharge its role well if it would use its funds in helping the countries develop a technology all of its own, the one best suited to the needs of the countries.

12. Lizano. Gave a brief outline of what the Committee had done so far. He explained that the Committee does not have specific solutions but that it has considered and discussed certain areas that deserve attention.

Regarding IICA's field of action, he pointed out education, research, and rural development and agrarian reform, on which he considers IICA should continue to work. The Committee also has tackled the problem of determining new aspects, areas or fields of action where IICA could operate. He also pointed out that the Committee had discussed how IICA could more effectively discharge its objectives. In this regard, there are two approaches, the direct approach with centers of its own and the indirect or institutional approach, oriented toward strengthening and developing the institutions. Another problem to which the Advisory Committee has referred is the institutional organization of IICA. There has been talk about regional offices, of cores in each country and of supporting centers. The Committee expects to have a Final Report by September or October of the current year.

13. Landry. Expressed interest in learning about the procedure to arrive at the Final Report and if priorities would be set up in the use of funds.

14. Lizano. Explained that the Committee has, as yet, no definite ideas on this point; that no conclusions have been reached on whether the benefit received by each country must be equal to its contribution or if the regional outlook is to prevail instead.

15. Fiester. As a resident at the Turrialba Center for years, in his capacity as student and as specialist, he stated that he has always felt concern over IICA's work and usefulness. He expressed his satisfaction over the function assigned to the Advisory Committee. He stated that the 70's are very important for the future of Latin America and that the continent's population growth will require more dynamic answers. He also pointed out that Latin America has great resources that must be utilized but more efficiently than at present, and that the conservation of such resources must be given attention. He said the discussion on training and research was an old thing. Certainly, the question as to how it gets to the people and how much goes beyond what CEI teaches, is valid. He also pointed out that the contribution of the countries to the development of their own agriculture is very low, which indicates the priority assigned to agriculture. A more substantial contribution for this sector is one of the changes that must be carried out. He indicated that under this thinking, the efforts of IICA must be oriented toward the following points, keeping in mind that it is a hemispheric organization and that it is the responsibility of the countries:

- a. **Primary emphasis on policy development.** Also that it is necessary to develop an economic policy for agriculture; analyze the sector; make feasibility studies; marketing analysis and manage to use credit so it will be an effective instrument that will help farmers to develop agriculture. He also pointed out that a top-quality and flexible institution is required. He mentioned that the institutional approach is one through which these things could be accomplished.
- b. **Agricultural Administration.** He said it is much more than public administration in agriculture. He said that a trained person, a specialist, does not know how to organize, direct or handle the unit or department under him.
- c. **Teach people to do research work.** In this connection, he mentioned his experience in Turrialba had been more fruitful than in Cornell and mentioned three fields in which research can be done: proteins, leguminosae and livestock. He also indicated that research could be done in timber. He pointed out that there is no institution doing research in timber in Latin America. He added that research does not necessarily have to be done in Turrialba.
- d. **Communications.** He stated he went much farther than extension. That it was necessary to translate national policy into action.
- e. He referred to the library as something extraordinary in IICA and that IICA could well work on this in order to improve the technological aspect of similar institutions in Latin America.
- f. **Technical assistance.** He pointed out that the increases in imports and in production would cause secondary problems. That it was necessary to improve infrastructure for agricultural export trade between the countries of Latin America.

16. Haines. Explained that when he has been talking about research and education he was talking more in terms of Latin America and not exclusively about Turrialba. He asked Dr. Andrews a direct question in connection with the livestock program being developed in Turrialba.

17. Andrews. He answered that there should not be a livestock program in Turrialba. He explained that Turrialba is not representative, that it is too small and that research is of little or no significance. He believed that the work being done in Mexico in livestock could be applied in Central America and other places. That CIAT will invest from 40% to 50% of its funds in livestock and that it will set up in different places in Colombia a number of experimental centers that will be representative of Latin America.

Regarding leguminosae for human consumption he was of the opinion that Turrialba could become a center of excellence. That there does not seem to be any interest in this elsewhere and that leguminosae is one of the fields on

which Turrialba ought to concentrate. He stated that there is no agreement among the members of the Committee regarding research. They have been discussing as to whether research ought to be oriented toward the solution of problems. Turrialba is not doing this kind of research, it is all being done from the point of view of training. He also mentioned that it is necessary to limit the areas of activities. On this point it has been suggested within the Committee that the Department of Rural Development could be moved over to the IICA-CIRA Center in Bogotá.

18. Phillips. Remarked that research in livestock done in Turrialba has been disappointing. He visualizes Turrialba discharging a better role as coordinator of research work. Perhaps in livestock and in beans. Perhaps in connection with beans it would be better to do research in Turrialba, concentrating efforts on this kind of research.

NOTES ON THE INTERVIEW OF THE ADVISORY COMMITTEE WITH
OFFICERS OF THE INTER-AMERICAN DEVELOPMENT BANK 1/

Washington, D.C., February 27, 1970, 12:00 noon

1. Present at the meeting were the following officers of BID: Cecilio Morales, Irineu Cabral, Tom Carrol, Carlos Pratto, Guillermo del Real, Lauro Paiva,; also present was Mr. Orbaneja, coordinator of FAO and BID. In behalf of the Advisory Committee were present all of the participating members and, in addition, Dr. Heraclio Lombardo and Mr. Rogelio Coto.
2. President Lizano made the pertinent introduction advising on the purpose of the Committee.
3. Mr. Cecilio Morales started his conversation mentioning that BID and IICA have engaged in quite a number of joint activities in the past, which will be expanded in the future.
4. He offered comments on the Pearson and Jackson reports, in connection with international cooperation; he indicated that they have asked Dr. Raúl Prebisch for a report on the same topic.
5. He mentioned that in this jungle of organizations and bilateral programs there is a certain amount of discussion on the way to orient cooperation, and there would seem to be a general agreement on placing the center of gravity of cooperation in each country. The place where the greatest contribution can be made is national coordination, and the Bank is orienting its activities in that direction.
6. To this meeting were invited officers of the Bank who are connected with agriculture, so they could explain their experience with IICA and could answer questions.
7. Mr. Irineu Cabral explained how BID shares in the agricultural sector, to which it assigns great priority. At the present time, BID continues to be the leader in agricultural financing, more than BIRF and AID. As of December 31, it had approved 130 projects amounting to US\$ 830,000,000, which is 24% of the bank's portfolio; it mobilizes resources from national sources amounting to 2 billion; 2,600,000 hectares will benefit thereby, and in addition, it has 700 subloans. Up to 1966, loans were made only to banks, to be passed along to farmers with meager financial resources, particularly for settlement and irrigation. In 1966 the policy was revised and, with the help of a consultant, new measures were adopted. At the present time they are taking considerable interest in achieving the objective of having loans serve to convey technology and increase productivity. The loans must include technical assistance and they are given by zones or sectors. Presently, said loans are being analyzed more

1/ Report prepared by Rogelio Coto.

[The text in this section is extremely faint and illegible. It appears to be a list or a series of entries, possibly containing names and dates.]

critically. New prospects have been opened up for other areas: marketing, extension services and research, fishing, forests, animal health, agricultural industry, etc.

8. Mr. Cabral also mentioned that BID has in force a cooperation agreement with FAO and IICA. He believes that with their cooperation, agricultural projects can be intensified, channelling their cooperation into the preparation of projects. In order to assure the quality of the projects, the best thing to do is for the countries to have cores of preparers; they thought of IICA to help them in this training.

9. Mr. Cabral added that, in those fields where they are working and plan to work, IICA can be of considerable help, particularly in research and extension. It is necessary to help in the creation of methodologies in order to transmit technological know-how.

10. Mr. Cabral said that IICA can also help in the Agrarian Reform program of Bogotá, because BID is going to need cooperation for forming personnel.

11. Mr. Cabral summed up that IICA's help is important in forming personnel for programming and preparing projects; in extension and research; and in agrarian reform. It could also help BID in future projects such as livestock, forests and agricultural education.

12. Mr. Paiva stated that the cooperation between BID and IICA started eight years ago. During the first 6 years, stress was placed on credit, agrarian reform and rural development. Beginning in 1968, the emphasis was changed to preparing projects. The present agreement is for the sum of US\$ 50,000 and under this agreement there have been offered practical courses in the three Zones of IICA; at the present time, a course is being offered in Nicaragua covering an extension project. IICA has a great feeling for the quality of training. So far, 350 persons have benefited from its training.

13. Mr. Pratto indicated that under the agreement, the effectiveness of cooperation has been proven.

14. Mr. Carrol, in his comments, attached considerable importance to the methodology for preparing projects, to sectorial studies and to priorities. As a rule, the projects are academic and oriented toward macroeconomics, and they do not have any methodology for sectorial studies. This experience shows the weak points of national planning bodies. There can be two interesting fields here: preparing top-level and also lower-level planners in base organizations. IICA has helped at the intermediate level and help is needed at the upper and at the lower level: at individual property level and at project level.

15. Mr. Carrol went on to say that BID cooperates with FAO in preinvestment and feasibility projects. IICA could enter into this process in the planning offices.

16. Mr. Carrol mentioned the problem of the green revolution that has had its impact in Asia, but has not had it in Latin America, because of land tenure problems. The challenge lies in that each country has different conditions and it would be necessary to know how to try to transmit these packages of technical know-how, in accordance with the specific conditions prevailing in each country. Therefore, the green revolution might involve the risk of making matters worse.

17. Mr. Carrol mentioned IICA-CIRA cooperation in drawing up the BID-Sant Sede project, which attempts to transmit a package of new technology to people who had not, so far, been benefited.

18. Mr. Carrol mentioned the need to make a concerted effort to help the research organizations so that they fit into development plans. Strong, independent organizations in research and particularly in the social sciences, are needed. The agrarian areas of the agrarian reform program of Peru are disjointed and there exist there, centers that are under other organizations, but they do not cooperate nor are tied in together.

19. Mr. Morales mentioned that the problem projects forward into the coming decade on three or four lines, such as the green revolution, rural margination policies taking into account sectorial activities. Latin American countries operate in an entirely opposite manner than the United States. In this country they subsidize agriculture, in Latin America, agriculture subsidizes other sectors of the economy. This creates a problem with students who come to the United States, and therefore it is essential to encourage the doctorate in Social Sciences in Latin America, within the context of the necessary economic theory. He added that the field of higher agricultural economics continues to be very important.

20. Mr. Morales made the comment that one of the existing problems is the number of international organizations. At a recent meeting in Ottawa it was established that no international cooperation is important if it is not done at the level of each country.

21. Mr. Cabral stated that he concurs, and indicated that nothing is accomplished if economic projects applicable at the level of the country are not approved. As to the green revolution, he stated that he is concerned over the concentration of resources that CIAT is attaining; CIAT has a budget twice as large as IICA. Consequently, IICA must seek close ties with CIAT. Finally, he indicated two fundamental things that must inspire the Committee: whatever IICA does must reach national institutions; any action must be tied in with government investment and decisions.

ATTACHMENTS

Inter-American Institute of Agricultural Sciences of the OAS
Executive Offices

A G E N D A :

THIRD MEETING IICA'S ADVISORY COMMITTEE
OFFICIAL REPRESENTATIVE IN THE UNITED STATES

February 23-27, 1970

Monday, February 23

- 9:00 a. m. - 10:00 a. m. Welcome by the Official Representative of IICA in the United States, Mr. Jefferson F. Rangel and discussion with the Director General of IICA, Dr. José Emilio G. Araujo
- 10:00 a. m. - 12:30 p. m. Topic: Position of IICA in the Inter-American System
- 1:00 p. m. - 2:45 p. m. Luncheon with the Director General of IICA
- 3:00 p. m. - 6:00 p. m. Topic: Objectives of IICA

Tuesday, February 24

- 9:00 a. m. - 11:00 a. m. Continuation of the above topic
- 11:30 a. m. Meeting with the Secretary General of the OAS, Mr. Galo Plaza
- 2:30 p. m. - 6:00 p. m. Topic: Macroevaluation (Reference document: "IICA in the institutional strengthening of Latin America - Main progress made and weak points - 1960-69 period")

Wednesday, February 25

- 12:30 p. m. In New York
Joint meeting and luncheon with officers of the Ford and Rockefeller Foundations (Address: Ford Foundation building, 320 E. 43rd St.)
- 9:30 a. m. In Washington
Meeting with officers of BIRF
- 3:30 p. m. Meeting with the President of CECIC, Mr. Juan Rafael LLerena
- 5:00 p. m. Meeting with the President of CIAP, Dr. Carlos Sanz de Santamaría

Thursday, February 26

9:00 a. m. - 12:30 p. m. Topic: Suggestions as to how IICA can fulfill its role.

1:00 p. m. Luncheon with the President of the Board of Directors of IICA, the Ambassador from Guatemala, Dr. Jorge Luis Zelaya Coronado, and the President of the Permanent Committee, the Ambassador from Costa Rica, Lic. Luis Demetrio Tinoco.

2:30 p. m. - 6:00 p. m. Topic: Suggestions as to how IICA can fulfill its role.

Friday, February 27

9:30 a. m. - 12:30 p. m. Meeting with officials of the State Department and the USDA. Ambassador John Jova

12:00 noon Meeting with officers of BID

1:00 p. m. Work luncheon with officers of BID.

3:00 p. m. - 6:00 p. m. Topic: Next Meeting, work program, FAO Meeting, etc.

**Inter-American Institute of Agricultural Sciences of the OAS
EXECUTIVE OFFICES
San José, Costa Rica**

(Translation)

DG/RO-17

January 13, 1970

MEMORANDUM

TO: Members of the Advisory Committee of IICA

FROM: Eduardo Lizano, Secretary-Cordinator of the Advisory Committee of IICA

SUBJECT: Point 8 of the minutes of the second meeting of the Advisory Committee

1. Under Point 8 of the minutes of the second meeting of the Advisory Committee, the Secretary-Cordinator was asked to gather "in a document to be used by the Committee, the questions recently brought forth on the problems of agriculture and development in Latin America, in documents such as the study by Pearson for BIRF; by Yudelman for BID; and in speeches by Rockefeller and President Nixon".

This memorandum attempts to fulfill the request transcribed above.

2. In the first part of this memorandum (Paragraphs 1-10) an analysis is made of the main documents; in the second part, (Paragraphs 11-19) the most important ideas and hypotheses are analyzed; lastly, in the last part, some remarks are offered about the significance that the first two can have in orienting the work by IICA (Paragraphs 20-25).

First Part - The Agricultural Problem in Latin America as Reflected in Some Recent Documents and Reports

3. The documents that have been examined are the following:
- M. Yudelman: Agricultural Development in Latin America. Present status and Prospects. (Report prepared for BID, published in 1967).
 - BID: Agricultural Development in Latin America in the Coming Decade. (Documents from a Round Table Discussion organized by BID, at the time of the Eighth Annual Meeting of the Board of Governors. Published in 1967).
 - L. B. Pearson: Patterns in Development. Report of the Commission on International Development (Report prepared by a group of experts of BIRF. Published in 1969).
 - N. Rockefeller: Report by a Presidential Mission of the United States to the Western Hemisphere. Published in 1969.
 - R. Prebisch: Remarks on International Cooperation in Latin American Development. (Study made at the request of BID. Published in 1969).

- D. Haggood (editor): **Policies for Promoting Agricultural Development. Report of a Conference on Productivity and Innovation in Agriculture in the Underdeveloped Countries.** Published in Spanish in 1967.

4. However, it has been deemed advisable to devote an initial paragraph to recall some of the fundamental ideas of two well-known documents: the Punta del Este Charter (1961) and the Declaration of the American Presidents (1967).

The Punta del Este Charter (Title II, Chapter II) sets up as one of the conditions required to attain the objectives of the Alliance for Progress "2c. Strengthen the agricultural base by intensifying the granting of the benefits of the land to those who work it; and in those countries with indian populations assuring the integration of this population to the economic, social and cultural process of modern society.

In order to achieve these objectives, steps must be taken to set up or improve as the case may be, the following services, among others: extension, credit, technical assistance, agricultural research and agricultural mechanization; health and education; storage and distribution; farmer cooperatives and associations, and community development programs". The Punta del Este Charter thus covers what had already been expressed in the "Acta de Bogotá".

Six years later, in 1967, the Presidents of America in their Declaration state that "the living conditions of rural workers and of farmers in Latin America will be transformed in order to ensure their full participation in economic and social progress. With this end in view, integral programs of modernist colonization and agrarian reform will be carried out when the countries so require. Also, productivity will be increased and agricultural production will be diversified. Furthermore, recognizing that the capacity of the continent to produce entails a dual responsibility, a special effort will be made to produce the food required to meet the increasing needs of our people and to contribute to the feeding of other regions".

At the same time, under the Plan of Action of the above Declaration, it is stated that "it is necessary to give greater momentum to agriculture in Latin America". The object of this is: (1) adequately supply the Latin American population and (2) take care of increasing world requirements for food. In order to achieve these objectives it is necessary: (1) to increase productivity and (2) to diversify production.

There is also the need to relate the development of agriculture with the overall development of the economy, at least from two points of view: (1) the demand for agricultural products depends, to a great extent, on the overall growth of the economy and (2) the increase in agricultural productivity will release labor which must find work opportunity in other sectors of the economy which expansion is for this reason a concurrent requirement of agricultural development.

Lastly, the Plan of Action proposes nine specific points, namely:

- Improve the formulation and execution of agricultural policy and assure the fulfillment of plans.

- Improve the credit systems.
- Provide adequate incentives for promoting agricultural production.
- Stimulate and finance the purchase and intensive use of agricultural inputs.
- Adapt the tax systems which affect the agricultural sector.
- Expand substantially the specialized agricultural education and research programs and extension.
- Encourage the industrialization of agricultural production.
- Establish international programs so that Latin America provide a greater supply of the world's food needs.
- Stimulate the national community development programs.

Yudelman's report to BID (Agricultural Development in Latin America. Present Situation and Prospects) brought up the following main ideas and hypotheses:

- a. Latin America is an agricultural continent, both from the point of view of the importance of agriculture's share of overall production and from the point of view of the value of exports. Also because it is the most important work source for Latin Americans. As a matter of fact, agricultural expansion has been responsible for the economic growth most of the countries in the area have experienced.
- b. Some of the most salient features of Latin American Agriculture, according to Yudelman, are:
 - Inadequate per capita consumption of agricultural products.
 - Productivity and yield per hectare lower than those obtained in the more developed countries.
 - Approximately 66% of the total number of family units dedicated to agriculture are in the low income groups.
- c. Agricultural production has, in the last 10 or 15 years, grown at a faster rate -3% per year- than the population -2,8% per year. While the levels of per capita consumption cannot be considered adequate, it can be asserted that "until now Latin America has not had to face a Malthusian crisis".
- d. Nevertheless, in order to avoid a Malthusian crisis (caused by the high rate of population growth and urban explosion) and to achieve the goal of the Alliance for Progress of an increase of 2,5% per annum in per capita income (which implies a greater availability of agricultural products to increase per capita consumption, satisfy the demand of the industrial sector and increase exports) it is indispensable for Latin

America to make a vigorous effort aimed to bring about an appreciable increase in agricultural production.

e. Yudelman estimates that agricultural production should increase at the rate of 5% per annum. To achieve this increase in production, it would be necessary to double productivity and increase per hectare yield by 70%. This implies an important change in Latin America agriculture both in the overall rate of growth --which, as was pointed out earlier, was 3% per year-- and in connection with the factors which will provide the desirable increase in agricultural production. In fact, "in the last 10 years almost two thirds of the increase in agricultural production in Latin America has been due to the increase in area cultivated and one third to the increase in yield. Although production can still continue through expansion of land under cultivation, the time is fast approaching when continued increases in production will have to come through raising the yield per hectare, which will then have to depend on a rapid rate of technological change. The supply function in agriculture will have to change: land, labor and capital must be combined in different proportions, in accordance with their costs and rate of input yield". Yudelman feels that increasing productivity and per hectare yield to the point required for an annual growth of 5%, is not "a simple task but is something that can be achieved".

f. Agricultural development, according to this author, depends on a combination of institutional, technical and economic factors. Among them the following stand out for their importance: knowledge, dissemination of knowledge, supply of inputs (fertilizers, improved seeds), credit, infrastructure, institutional changes, incentives and markets.

Now then, to make the institutional changes, develop and apply new technology and design and carry out a national agricultural and agrarian policy an expanded training effort is required. Thus, the number of agronomists in Latin America will have to be quadrupled. And it is estimated that the annual expense for the preparation of necessary personnel for the agricultural sector should fluctuate between 15 and 20 million dollars during the next 20 years.

g. The aspect of training and knowledge occupies a very important place in Yudelman's thinking. Thus he claims that "a greater effort must be put forth than what has been done so far to expand the base upon which agriculture rests: education, scientific research, agricultural extension and credit. To express it differently, these fundamental factors constitute the cornerstone of agricultural growth and the pedestal of technological change. Unfortunately the efforts made in these fields so far have been sporadic. It will be necessary to make vigorous and sustained efforts on a large scale in these areas which are so important to agricultural development".

h. Other points of view of Yudelman which should be kept in mind are:

1) Agricultural development is difficult, slow and complex because it depends on the decisions adopted by millions of farmers from very diverse cultural levels, technical training and financial capacity.

- 2) Agricultural activity does not generate nor create much of its own outside savings. "Consequently the public sector must play a very important role in the promotion of agricultural development".
- 3) Economic policy influences agricultural development as much as the purely technical aspects.
- 4) The growth of the agricultural sector can not be considered independently but as a part of the national economy as a whole. It would be as serious a mistake to forget the agricultural sector as it would be to promote this sector and forget the others. A narrow interrelationship exists between the different sectors of the economy.
- 5) In the process of expanding the agricultural sector conflicts can emerge between different goals which the community may have established.

Such is the case with the conflict between social justice and growth. A typical example can be given in connection with agrarian reform. Yudelman recognizes however, "that the solution to the problem of achieving economic and social development of Latin American agriculture lies in obtaining an adequate rate of growth and in promoting the most equitable pattern of income distribution".

- 6) Agricultural development requires huge investments. An appreciable proportion of these resources will come from international institutions and organizations. Yudelman suggests "the establishment of a high level policy committee to encourage agriculture made up of representatives of these organizations."

The Inter American Development Bank (IDB) held a round table formal meeting in April of 1967 on the agricultural development of Latin America in the next decade "to promote an exchange of ideas among outstanding international specialists, officials and spokesmen from private sectors of the member countries, with the purpose of contributing toward finding the most adequate solutions for the problems of regional development". The documents, conferences and a selection of the opinions expressed and works presented during the sessions were compiled and published by IDB in a work entitled The Agricultural Development of Latin America in the Next Decade.

a. The following are some of the main points which were brought out in the course of the discussions:

- 1) "... intensify the efforts of Latin American countries to bring about an integral agrarian reform..."
- 2) "... increase the financial and technical assistance to farmers, reduce the costs of inputs... and establish adequate marketing methods for agricultural products".
- 3) "... modernize the organizations in charge of directing agricultural development".
- 4) "... promote technical and vocational education to a greater degree..."

by FAO specialists prepared an extensive reference document for the Round Table.

1) The document states that agriculture in Latin American is not properly fulfilling its main role in the development of the region. It has not produced the necessary food to provide a good diet for the people, nor to provide export items indispensable for obtaining the foreign resources which nations need for their development." According to FAO, this cannot be attributed to the lack of natural resources nor to the behavior of the farmers; according to FAO "responsibility lies more with governments, commercial entrepreneurs, public and private banks and landowners of the region."

2) Among the most outstanding characteristics of agriculture in Latin America, according to the FAO document, the following should be mentioned:

- a) Agricultural production in the last 15 years has grown at a slightly higher rate than population.
- b) Unemployment or underemployment are responsible for the waste of from a third to one half of the rural labor force of the region.
- c) Yield (per hectare) increased in recent years by 1% per year, while in Europe and North America it has been 2.8%.
- d) The results of technical research done in the region, "still has not been disseminated among millions of farmers".

3) The main factors responsible for the prevailing situation and which at the same time are the main obstacles for agricultural progress, are:

- Concentration of agrarian property.
- Disadvantage of monoculture.
- Low agricultural yields.
- Lack of sufficient agricultural credit.
- Lack of agricultural extension, and
- Marketing problems.

4) FAO estimates that Latin American agricultural production should grow in the next 10 years at a rate of between 4% and 4.4% per year. The purpose of this is to face up to the population growth and the necessary increment of exports. This growth is based on "an appreciable increase in the secular trend... which has been 3.2% a year". But the proposed growth (4% to 4.4% a year) is neither spectacular nor dramatic. One thing is certain: "to reach those goals, the countries will have to change essentially their strategy of agricultural development".

5) The favorable factors which make growth of the agricultural sector feasible at those annual rates are as follows:

- Proper utilization of labor.
- Increased social expectation.
- Substitution of imports.
- Industrialization of agriculture.
- Foreign financing.
- Technical assistance, and
- Improvement of agricultural policies.

c. Professor T. W. Schultz delivered an interesting lecture at the Round Table, whose subjects was the theory of economic growth and rate of agricultural return in Latin America.

- 1) Schultz reiterates in this lecture his thesis set forth in others of his well-known works, for example "Transforming Traditional Agriculture" (1964) and "Economic crisis in World Agriculture" (1965). Namely: farmers everywhere, including Latin America, generally make optimum use of available resources and consequently they are maximizing their production. From this it follows that these farmers with the technical knowledge and the resources they have available, would not be able to improve their situation. Agricultural development would thus depend upon producing and offering new knowledge to the farmer and at the same time placing within his economic reach new inputs with a high rate of return.
- 2) Schultz claims that "agriculture in Latin America does not offer, in general, a sufficient rate of return to justify the investment it would take to modernize it" and then he adds "the lack of a satisfactory return is in great measure a consequence of the policy put into operation to reach economic development". In synthesis, the following is the thinking of the Chicago professor: "Due to the lack of a good policy, efficiency prices are lost from view. Due to this lack of knowledge about efficiency prices the opportunities to invest are hidden. Given the lack of opportunities to invest, agriculture falls into stagnation".
- 3) Some of the factors which are frequently given to explain the backwardness in Latin American agriculture, are not accepted by Schultz. Among them he specifically mentions: (1) availability of land. (2) problems of transportation and (3) subsistence production. On the other hand, the three aspects to which he gives maximum priority are:
 - a) Make radical changes in economic policy since the policy presently in force in the majority of the countries (Mexico is the exception, according to Schultz), is "detrimental to agriculture".

- b) Make modern inputs available to the farmers, with which they can increase the rate of return of agriculture. Otherwise, the new knowledge will not be applied nor will the additional investments, urgently required to promote agricultural development, be realized.
- c) Invest huge resources in the training of personnel since "insufficient investments in human resources for agriculture is the achilles' heel for the future modernization of agriculture".
- d) Dr. Armando Sampér spoke at the Round Table as Colombian Minister of Agriculture on the subject of Essential Factors for Promoting the Agricultural Development of Latin America.
 - 1) Samper characterized Latin American Agriculture when he said "Low agricultural productivity prevails in a good part of Latin America; low levels of employment, of income and standard of living for the rural population; high costs of production, including the costs of inputs and the costs of capital; and inadequate marketing and distribution of income".
 - 2) The essential factors for the promotion of agriculture are:
 - Adequate land
 - Efficient work
 - Appropriate technology
 - Opportune credit
 - Sure markets
 - 3) From the viewpoint of measures to be taken Samper attaches the greatest importance to:
 - Rational utilization and conservation of renewable resources.
 - Integral agrarian reform.
 - Educational institutions at all levels.
 - Research credit and marketing institutions.
 - Construction of feeder roads and opening up new urban areas.
 - Construction of marketing infrastructure.
 - Economic integration (with neighboring countries, regional and continental).

The BIRF (World Bank) Committee on International Development, presided over by L. B. Pearson and including seven other members, delivered its report -the Pearson Report- in September of 1969. The guidelines for this committee were to study the consequences and effects of international aid in the last 20 years, to determine possible errors, and propose measures for making it more effective in the future. It turned out that the committee had to include in its study the complete field of economic development and some of its main aspects.

- a. In connection with the agricultural sector the Pearson report makes a statement from the beginning, namely: agricultural development had generally been left unheeded and it is not until recently that the countries have given it the importance it now has.
- b. The reason why considerable impulse should be given to the agricultural sector are fundamentally three: (1) because it is essential for raising the living standards of great sections of the population, (2) to create a growing market for industrial goods and (3) to increase work opportunities (this last one is a concern reiterated in the Pearson report since he feels that "the failure to create meaningful employment is the most tragic failure of development").
- c. Until a very few years ago the prospects of economic growth for the underdeveloped countries seemed precarious, in view of the fact that the predominant sector of these economics -agriculture- seemed destined to grow very slowly. Nevertheless, at the present time an appreciable number of developing countries are going through a full-fledge "Green Revolution", obtaining substantial increases in production, especially of food items. This "Green Revolution" has been the result of a proper combination of new technology and new policy measures put into operation. This revolution is showing that farmers, who were believed to be chained by tradition and culture, react to variations of production costs and changes in prices at which they sell their products.
- d. One of the most complicated problems that the Pearson Report anticipates is the distribution of the agricultural production increase between the rural producers, landowners, urban consumers and the government (by means of the tax system). This problem "will present policy issues".
- e. The Pearson Report, referring specifically to Latin America, feels that to modernize and diversify agriculture not only are additional investments in machinery required but also adequate incentives for farmers: fair and positive systems of tenure, more credit, more fertilizers and pesticides, more agricultural research and technical assistance and the construction of the rural infrastructure such as feeder roads, for example.

The report by Governor N. Rockefeller to President Nixon devotes a section to agricultural problems. Among its most important aspects are the following:

- a. Agriculture is a dominant factor in the life of Latin American nations. Almost half of the labor force is in agriculture.

- b. The Latin American agricultural situation is not satisfactory considering that it does not produce sufficient food at a low enough cost to feed its population adequately. Agriculture is falling increasingly short of its potential.
 - c. Nevertheless, Latin America has large reserves of excellent land available for agriculture and pasture. Given modern scientific and technological knowledge, Latin America could become one of the "food baskets of the world".
 - d. What is the reason, then, why Latin American agriculture has not progressed nor is it progressing satisfactorily? The Rockefeller Report mentions the following reasons:
 - Lack of education for the rural population.
 - Inefficient use of the land.
 - Inadequate credit and extension services.
 - Lack of basic and applied research.
 - Very few roads from the farms to the markets and very limited means of transportation for agricultural products.
 - Lack of containers, storage facilities and marketing systems.
 - Lack of nutrition and good health, initiative, imagination and farm management.
 - e. Latin America must increase agricultural production at the rate of at least 4% to 5% a year.
 - f. The most important action recommended in the Rockefeller Report is:
 - 1. Put into practice rural development programs, including an agrarian reform that will properly meet the requirements of each country.
 - 2. Carry out a number of pilot agricultural programs.
 - 3. Create two new agencies: (1) Inter-American Corporation for Rural Development and (2) Inter-American Institute for the Conservation of Natural Resources.
 - 4. The United States should give greater access to Latin American agricultural products.
9. BID asked Dr. R. Prebisch, at the time he left UNCTAD, to prepare a study on International Cooperation in Latin American Development. The document was published in the second half of 1969.
- a. Some of the characteristics of the Latin American economy to which Prebisch gives, in this document, great importance are:

- 1) The inability of the economic system, as it is now operating to absorb the labor force which is leaving the rural areas and provide it with productive employment and to quickly improve the situation, so precarious today, of the people who remain there.
- 2) The existence of a combination of factors that "have favored the creation of a non-competitive climate has caused a very reduced demand for innovation and limited support for its materialization, and
- 3) The limited ability to disseminate innovations, which is reflected in the existence of a few enterprises which can compete efficiently in international markets and the existence of many others which cannot compete even within regional markets.

b. According to Prebisch the Latin American agricultural sector needs to undertake "a really technical revolution if it is to improve substantially the standards of living of the large rural population and open a new local frontier of industrialization".

c. For Prebisch, agricultural development brings up the need to reallocate farm labor in other activities. Hence, "agricultural progress and industrialization are not mutually exclusive but are complementary". In his own words: "Either more people are retained in agriculture to the detriment of productivity, or productivity is increased to the detriment of rural occupation."

But "...it would not be possible to escape the need to increase productivity with the introduction of new technology if one pretends to raise consistently the living standards of the rural population".

The Center of International Studies at MIT had a seminar with the purpose of "studying the agricultural problem in world development". Under the presidency of M. Millikan, 44 professionals of different disciplines --naturalists, economists, social psychologists, etc.-- met for six weeks. The result of this seminar was a report published with the title "No Easy Harvest. Policies for Promoting Agricultural Development", of which there is a Spanish translation: Normas para el Fomento del Desarrollo Agrícola.

a) Three circumstances prompted the seminar to be held:

- 1) The increase in agricultural production has not been enough to meet the requirements of increased industrial income.
- 2) The difference which exists in the per hectare and per capita production between the developed nations and those that are developing is not lessening but is becoming greater.
- 3) Knowledge available is very limited both on very important aspects of agricultural development and on specific conditions of extensive regions, especially the tropics.

b) For the participants in the seminar, the factors which affect agricultural development can be classified into five groups:

- Physical factors.
- Economic factors.
- Administrative factors.
- Socio-cultural factors.
- Technological factors.

It was not determined in the seminar which are the most important factors. Instead, the concept that emerged as an essential message was "that the agricultural problem is not divisible". All the factors, with greater or lesser intensity, in accordance with the circumstances, are indispensable for promoting agricultural development.

c. The conclusion was reached that any program to develop the agricultural sector requires certain prior conditions without which it could not be realized:

- A clear intention and desire to develop agriculture.
- A certain degree of political stability and continuity, in view of the duration of the agricultural programs.
- A certain degree of administrative talent and competence.
- A core of well-trained national specialists.
- Expanding markets for the products whose production it is desired to increase, and
- Availability of financial resources which the program needs for its operation.

d. Upon putting into practice the agricultural programs it is expected to encounter a series of problems and corresponding dilemmas. The main problems are:

- 1) A great number of decision centers, since there are many farmers who would be affected by a program.
- 2) A close interdependence among the different factors determining agricultural growth as well as among the different sectors of the economy. Agriculture is dominated by interactions. This demands viewing agricultural development within the general context of national growth.
- 3) Not much can be accomplished in a short time. Agricultural development is a long-range task calling for a great deal of patience. Among the main dilemmas might be mentioned:

- a) How to counterbalance the increases of productivity with the requirements of equity.
- b) Considering that resources are scarce and the tasks of promoting agriculture many, how are those scarce resources to be assigned?
- c) How to reconcile the urgency for results with the time needed for research and experimentation.
- d) How to get the voluntary participation of the farmers in agricultural programs and thus avoid falling into paternalistic or coercive systems.

4d Part - The Agricultural Problem and Latin America

From the examination of the documents analyzed in the first part some very important points emerge.

It is generally accepted that the economic growth of the Latin American countries depends, to a great extent, on the degree of development which the agricultural production succeeds in achieving. If the agricultural sector is not given proper attention, economic growth would be considerably hampered. This reflects an important change in the viewpoint that, until a short time ago, prevailed throughout Latin America: to place undue emphasis on industrialization. Nowadays, agricultural development and industrialization are considered complementary.

Closely connected with the above point, the interrelationship which exists among the different sectors of the economy has been greatly clarified. Thus the growth of agriculture influences the other sectors. This happens through a greater demand for inputs and capital goods for agriculture and for durable and non-durable consumer goods to fill the needs of consumers in the agricultural sector. At the same time, the growth of the other sectors calls for an increase in available agricultural products to assure the supply of raw materials for the manufacturing sector, food for a growing population, and foreign exchange through a larger volume of exports. Similarly, agriculture will continue to be an important source of employment in the near future.

It has been shown that in order for agriculture to grow, it is necessary for the government and public institutions to lend their cooperation. Farmers can not be expected to share in the expenses of agricultural research and education, infrastructure, etc. These expenses pertain to organizations financed by the entire community. There is, however, a recognized need for governmental intervention in certain policies of major importance to agricultural development, for example, price stabilization policy, crop insurance and credit for the small farmer.

Agriculture, to be a profitable activity, generally needs experimentation and this cannot be done successfully in a short period of time. For this reason agriculture as well as industry, requires a certain protection against imported products in its first stages of economic development. This initial

protection, however, should be neither excessive nor permanent. If it were, this would be detrimental to national consumers because they would be forced to buy expensive food (and of a deficient quality) and also to industrialists because they would be forced to accept raw materials at high prices (and also of a deficient quality). An unlimited and permanent protection does not improve productivity, but instead, leads to inefficiency.

15. A great deal of improvement has been made in determining the most important aspect which help to explain what agricultural growth depends on. These aspects can be divided into four groups, as follows:
- a. Production factors (land, water and natural resources; labor and capital). In some cases it is necessary to increase the quantity of some of the factors, in all cases it is indispensable to improve their quality. In this group are included such aspects as land tenure and agrarian reform, education and training of the agricultural population, the availability of financial resources both for the farmers and for meeting public expenditure.
 - b. Economic policies in connection with price stabilization, crop insurance, credit, marketing, salaries, etc.
 - c. Knowledge. Production and adaptation of new production techniques (research) and bringing them to the farmers for their application and adoption (agricultural extension) are the pillars which support agricultural development. Most of the "Green Revolution" which has taken place in developed countries like that which has been started in developing countries is precisely due to the generation of new knowledge and its application.
 - d. Institutional organization. The process of change in the agricultural sector is complex because of the diversity of factors that enter into play and the large number of people involved. In view of the broad range of functions that the government generally has, it is necessary to set up an efficient institutional organization.
16. This broad range of factors is interwoven. It forms a weave: not much progress can be made in any of them without progress being made in others at the same time. Very little advancement would be achieved if knowledge were accumulated and an agricultural extension service does not exist to take it to the farmers. Little would be gained if production were increased and markets did not exist to absorb the products, etc.
- One of the most difficult aspects of agricultural development is determining which factors are to be given emphasis at a given moment, in view of the fact that the resources (human and financial) are limited, in spite of recognizing that agricultural development depends on all the factors mentioned above.
- The criterion for deciding which factors to give priority to seems to be - and this is a point which had not been given sufficient attention - determining

what would increase the farmers' profits the most; that is, what would make agriculture a more profitable activity. The farmer, it is assumed, will not apply new techniques, nor demand new inputs, nor credit, nor will he benefit from public investments or from economic policy which may be adopted if all this does not mean a greater compensation for his effort and his investments.

17. Some of the main problems which agricultural development poses have been determined,

a. Contrary to what happens in industry, in agriculture innumerable decision centers exist. What may happen in the agricultural sector depends on the decisions of thousands of farmers, many of them small, of a low cultural level and with limited financial resources.

This characteristic of agriculture represents a serious problem since it makes difficult the adoption of new techniques, the use of new inputs, etc.

b. The lack of coordination is another important problem. The lack of coordination works in two directions: between the institutions, and between the latter and the farmers.

c. The effect of increases in productivity on agricultural labor requirements poses a serious problem. It is evident that in the agricultural sector production techniques which increase productivity should be adopted. But, at the same time, many of these techniques imply substituting capital for labor. It is thus that increases in agricultural productivity frequently cause a decrease in the demand for labor. This poses the need of a concomitant expansion in other sectors of the economy with increases in agricultural productivity to absorb the labor that may be released from agriculture.

d. Another problem of great importance to agricultural development is the fluctuation in the demand for agricultural products in the course of economic growth. In fact, the demand for agricultural products grows slowly once certain income level have been reached. This results in an important part of the increases in agricultural productivity benefiting mainly the urban sectors. This transfer occurs by means of a decrease in agricultural prices brought about by an increase in supply (thanks to the improvement in productivity) and a slack demand (due to the elasticity and income coefficients).

Although this problem does not exist in Latin America to an alarming extent, especially as regards agriculture for local consumption, it is a problem that, on account of its social and political complexity and significance, cannot be ignored.

18. Different reports and documents studies concur in that agriculture in Latin America should grow at a rate of from 4.5% to 5% per year. This increase would permit: (1) supplying the food that the population growth and improved living standard demands. (2) increasing the availability of raw

materials required by the process of industrialization and (3) increasing exports to bring in foreign exchange which is needed to pay for imports. This expansion of agricultural production implies a substantial increase in the rate achieved in recent years, which was 3% per year.

19. This increase in agricultural production was probably the result of more area under cultivation than from a market increase in yield. In order to achieve both, technological changes, changes in economic policy and changes in institutional organization must be made.

Specific changes obviously will be different from country to country but in all of them agricultural growth would depend on two elements:

(a) A really spectacular increase in the availability of qualified personnel at all levels. Agricultural development depends on the ability to create a growing and diversified supply of technical personnel in tasks such as agricultural training, technical assistance, credit, evaluation of projects, farm management, etc. Much of this personnel is very scarce in Latin America and a great pedagogical, financial and institutional effort must be made in the preparation and training of such personnel in a relatively short period of time and

(b) A very substantial increase in investments in the agricultural sector. Expenditures on some items like agricultural research, education and extension should eventually be several times what they are at present. The same is true with the effort of capitalization of agricultural operations and of public investments in the rural zones.

Third Part - IICA and its Functions

The points studied above can serve to deduce some ideas in regard to the functions of IICA, as well as in relation to its work and its specific action.

20. The importance which is unanimously given to agricultural education and research for the purpose of increasing agricultural production, strongly supports IICA's position in the field. IICA must stress its already repeated interest in these two activities. This interest should include three features:

a. IICA must continue in its line of institutional development. That is IICA must concern itself fundamentally not with doing the tasks, but with training the member states so that they themselves can do them. This line of action means examining the future evolution of supporting centers of IICA, that is CEI and IICA-CIRA.

b. The work of coordination should be improved. The task is of such magnitude and urgency, that no institution, public or private, national or international, can take it upon itself to do it alone. It would be especially necessary to look for mechanisms and procedures, of coordination with research foundations and with universities of developed countries in the field of education, and

- c. An effort should be made, as far as possible, to contemplate specific education and research programs involving specific sums. It is easier to obtain financial resources for specific programs (even though they may be large) than for proposals of a general character. Why could not IICA elaborate and be the executive agency of a ten year plan to improve agricultural education and research in Latin America with the participation and financial support of international agencies and foundations?
21. There are two aspects very closely related to the one just mentioned which deserve deeper consideration in determining whether or not IICA should dedicate part of its efforts to them. (1) agricultural extension and technical assistance to farmers and (2) technical agricultural education at sub-college levels (vocational agriculture, for example). This personnel is indispensable for agricultural development, since the productivity of university and post-university personnel can decrease drastically because of the scarcity of intermediate level personnel. IICA should study, within its well oriented approach of institutional aid, the possibility of strengthening or extending its scope in those directions.
22. In relation to the present IICA program III (rural development and agrarian reform) the latter needs to be better defined and more specific. Its importance is obvious: The institutions of rural development and agrarian reform will play a mayor role in the agricultural future of Latin America. But the field is so vast and the resources so limited that it will be necessary to define the scope of IICA so that its action may have a real impact.
23. IICA should devote more effort to the tasks of coordination. The work of coordination between IICA and the member states has progressed satisfactorily. There is still, however, a long and important road to be covered in coordinating these two levels:
- a. IICA and other international institutions, including those of the United Nations (FAO-BIRF, etc).
 - b. IICA and private organizations such as foundations and educational centers. This work is not easy and it is full of obstacles but IICA must insist on it, in view of the wonderful benefits which can be obtained from a coordination of efforts.
24. If IICA should really become the specialized agency of the OAS for agriculture it would have to assume new functions. This in turn, would strengthen even more the need for the institutional approach. Among these functions the following seem most important:
- a. The constant reevaluation of the agricultural situation in Latin America in coordination with CEPAL (Economic Commission for Latin America) and FAO.
 - b. Attempt to fill the important existing void in Latin America: the absence of an agricultural strategy and policy.

c. IICA would probably have a follow-up function in connection with CIAP's yearly analysis and recommendations on member countries' agriculture.

26. After having examined the documents and the reports discussed above, ideas and suggestions emerge to strengthen and extend IICA's action in some cases and to change it and make it more specific in others. It is obvious that the definite course to take will depend to a great extent on whether IICA completely assumes the role of a specialized agency of the OAS for agriculture, and on what this may mean and imply from the institutional point of view within the Inter-American system and in financial terms.

Distribution:

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El/naaz

cc: Madrid
MacDonald
Coto
Lizano

Inter-American Institute of Agricultural Sciences of the OAS
EXECUTIVE OFFICES

DG/RO-33
January 26, 1970

MEMORANDUM

To: Members of the Advisory Committee of IICA

From: Eduardo Lizano, Secretary-Coordinator, Advisory Committee of IICA

Subject: Topic 15 of the minutes of the Second Meeting of the Advisory Committee

1. Under Point 15 of the minutes of the Second Meeting of the Advisory Committee it was decided that "the Secretariat make a study of the minutes of the Meetings of IICA's Board of Directors and of other organs of the Institute, and make a summary of the criticism and main arguments put forth in connection with matters that are considered not to be operating well".
2. To make this summary, the most important documents are the minutes of the annual meetings of the Board of Directors. Eight volumes have been published containing the minutes for the period from 1962 through 1969. It must be kept in mind, however, that the analysis based on the minutes is limited for two reasons: first, minutes are necessarily abstracts of the meetings which cannot contain each of the arguments set forth by all of the representatives, and, second, in meetings of this nature no few matters are consulted and discussed privately among the delegates and it is only afterwards that they are submitted formally; this means that many ideas and even criticism in the mind of some country are never submitted because of the lack of support for them among the delegations. Thus, for example, on the basis of a study of the minutes of meetings it is hard to get to know: (1) all of the matters that have worried the Member States, and (2) the opinions of the governments on the different matters connected with IICA.
3. Besides the minutes of meetings, the following reports were consulted:
 - Restructuring of the Institute Programs for the decade 1960-1970 (Report by the Director General, Mr. A. Samper, 1961).
 - Program meetings (Report by the Revision Teams and the work group on IICA programs, 1961).
 - Meeting of the Special Committee (Report, 1963).
 - Study of the future development of Turrialba Center (1965).
 - These documents are internal reports of IICA, and while they were submitted to the Board of Directors, they obviously do not reflect the opinion of the governments but of the officials and experts who drew them up. These reports are, nevertheless, important additional sources of information and were used as such.

4. From the reading of the above information it follows that the various problems which have arisen throughout the years can be classified into three groups: those referring to the amount of IICA resources; second, those concerned with the geographical and administrative allocation of those resources; and, lastly, those referring to the programs which should be developed with the funds available.

5. The resources

a. The Institute's own resources (quotas paid by the governments) were increased considerably in the last few years. In 1960 the quotas were \$380,000.00 while in 1969 they slightly exceeded three million dollars. In recent years, however, there has been a definite opposition from these countries for support of new budget increases. This opposition has been especially apparent among the large countries. The reason given for opposing increased quotas at a rate similar to that of recent years are varied: budget problems of the member countries, preference for bilateral type assistance, some countries feel that they have not benefited sufficiently from IICA, while others feel that the growth has been quite rapid and that there should be time to consolidate.

b. The problem of some countries getting behind in their quota payments has occurred on many occasions. This can cause serious problems with the implementation of the budget and the development of programs. Furthermore, to the extent that the countries may get behind in their quota payments, it may be necessary to increase the quota of all countries with the purpose of covering IICA expenses.

c. Another budget problem which has come up frequently is that regarding the taking of certain programs by IICA when the foreign aid for them has ended. Many countries have insisted that, IICA should not begin programs financed with resources that are not of the quota funds, such as those financed under OAS, FAO, etc. which upon being terminated imply additional budget obligations for the Institute. Except, obviously, in those cases where there is a specific resolution from the Board of Directors. This was the case with the OAS Agrarian Reform Program 206 which largely financed IICA-CIRA in Bogotá.

6. The allocation of resources

While problems in connection with the overall resources (at least what is inferred from the reading of the minutes of the Board of Directors) have not been great (that the budget should not grow too rapidly, that the countries have their quotas up to date and that IICA does not assume any future financial commitments) the problems connected with the allocation of such resources have indeed been complex, permanent and hard to resolve.

The problems created by the allocation of IICA resources are three:

- The allocation of funds between the Training and Research Center (Turrialba) and the Regional Offices.
 - The allocation of funds among the Regional Offices, and
 - The allocation of funds among the member countries within a Regional Office.
- a. CEI, meaning Turrialba, has been the most thoroughly and frequently discussed subject at almost all of the Board of Directors' Meetings. Some countries have felt that Turrialba was taking too much of IICA's resources and for this reason the Regional Offices did not have sufficient funds available to develop their programs in such a way that they would have impact in the member countries. This criticism, repeated for several years, led to the appointment of a committee - called the Special Committee - which suggested a gradual decrease in the percentage of funds received from quotas and are earmarked for CEI. The Board of Directors approved this new allocation of IICA resources at its 1964 meeting and the corresponding percentages are shown in table No. 1

TABLE No. 1

Percentage allocations of quota resources received by IICA

	<u>1963-64</u>	<u>1968-69</u>
Direction and Administration	19%	12%
Inter-American Communication Service	5.2	2
Turrialba (CEI)	52	32
Andean Zone	7.5	18
Northern Zone	5.7	15
Southern Zone	<u>10.6</u>	<u>21</u>
Total	<u>100%</u>	<u>100%</u>

In addition to this proportional reduction of the resources assigned to Turrialba, on different occasions other measures have been suggested such as:

- 1) Decentralize the work done by CEI and channel it into the Regional Offices. Several reasons have been given: (1) Turrialba is a micro-climate and consequently the research carried out at CEI is useful only for a limited number of member countries; (2) it has not been possible to secure the financing needed to accomplish the physical expansion indispensable at Turrialba, therefore, it would be preferable to try to utilize to the utmost the facilities in other countries.
 - 2) Move to San José (Costa Rica) the CEI department devoted to the teaching of Rural Development and Social and Economic Sciences. The main purpose of this is that the CEI students would be near the University of Costa Rica.
 - 3) Transfer to the University of Costa Rica certain aspects of the training which CEI offers. This would involve a program which would be developed over a period of several years during which CEI would (within the philosophy of institutional support) place the University of Costa Rica, in a position to eventually offer this type of training. Once this program were carried out and considering that other Latin American training centers are already offering this type of course, then CEI would not need to continue this training program at Turrialba.
- b. Some countries have, on several occasions, brought up the problem of the proportion in which the available resources are allocated among the Regional Offices.

The two opposing opinions are: first, the needs of the countries in each Regional Office and, second, the amount of the quotas paid by the countries in each Regional Office. One view holds that the most needy Regional Offices are the ones that should receive more. The other view is that it is not considered logical for a Regional Office to receive less money than the total of quotas paid by the countries in that Regional Office. The proportional allocation that was reached after a long discussion is shown in table No. 1.

- c. Finally, problems have come up regarding the way the resources of the Regional Offices are allocated among the countries which make up each of the Regional Offices. Thus for example, the Southern Zone was criticized for concentrating its funds in programs for temperate climate areas without placing the proper emphasis on the subtropical areas embraced within the same zone. At the same time a proposal was presented to have the headquarters of the Regional Offices rotated. The reason claimed for this was that the host country receives greater benefits than the other countries and in order to correct this situation it would be advisable to have the headquarters of the Regional Offices rotated. This proposal was not accepted.

7. The programs

As is to be expected, throughout the years there have been problems and differences of opinion among the countries concerning the programs; that is, as to how to use IICA funds. Some of the most important subjects are mentioned below:

- 1) At times it has been felt that the main problem of IICA has been the large number of programs and the diversity of activities which the Institute has undertaken.
 - 2) Other countries have complained about the excessive emphasis placed on some specific research program (for example the one on cacao) within the IICA budget.
 - 3) The orientation of research projects at Turrialba and La Estanzuela has been the subject of disagreement. It has been said that research should be carried out only in connection with training. Also it has been claimed that IICA should carry out a certain type of research independent of training when the needs of the member countries make it advisable.
 - 4) When IICA's taking over OAS program 206 was discussed, the usefulness and efficiency of IICA-CIRA as an instrument for promotion of agrarian reform in Latin America and for the increase of agricultural productivity in the individual countries was questioned.
 - 5) When the question has been or the possibility has existed of expanding the IICA programs as a consequence of continental programs such as those of the Alliance for Progress, differences of opinion have arisen. Some of them, like IICA's participation in the Multi-national Project on Agricultural Sciences of the OAS Regional Program for scientific and technological development, have not presented serious problems. Nevertheless, when it was pointed out that the Alliance for Progress could imply new responsibilities for IICA, the opinion was expressed by several countries that the Institute should take on new programs only to extent that they would be included within the three basic IICA programs already approved and in operation.
8. In view of the difficulty of gleaning the point of view of the governments of the member states on the most important aspects of IICA from the minutes of meetings, it would seem advisable for the advisory committee study the best way to learn the opinion of the governments. For this purpose several alternatives exist: (1) in writing consult the governments, (2) form a committee to visit the governments and (3) distribute among the members of the advisory committee the task of visiting the different governments.

Inter-American Institute of Agricultural Sciences of the OAS
EXECUTIVE OFFICES
San José, Costa Rica

Restricted Circulation
Final Document
January 24, 1970
Prepared by:
Fernando Suárez de Castro *

SERVICES RENDERED BY THE TRAINING AND RESEARCH
CENTER AND COST OF SUCH SERVICES

(Report prepared at the request of the Advisory
Committee of IICA)

* Director of the Training and Research Center
of IICA, Turrialba, Costa Rica

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CE/D/71

January 24, 1970

MEMORANDUM

To: Carlos Madrid, Acting Director General

From: Fernando Suárez de Castro, Director of the Training and
Research Center

Subject: Report for the Advisory Committee

I am enclosing a table we have prepared to comply with the request from Mr. Eduardo Lizano to you, contained in letter DG/RO-629, which Dr. MacDonald passed along to us under memorandum DG/SD-1735, of December 23, 1969.

We have attempted to break down the activities of IICA-CEI in a way that will reflect as closely as possible the way the regular quota funds are allocated in financing the various services to the member countries.

It was not easy to do this, since our budget controls are designed on a different basis. However, thanks to the wonderful cooperation of Mr. Carlos Ferreiro and the Accounting personnel, we have been able to prepare the attached table, after considerable work.

Needless to say, in some cases we have had to use arbitrary bases for calculations, which we have always attempted to have as close as possible to actual fact. This part of the work was, beyond a doubt, the most difficult and laborious, and the one that required the greatest efforts of interpretation.

We believe the result will permit getting a proper picture of the way IICA-CEI uses the regular funds to render services to the member countries.

[The text in this section is extremely faint and illegible. It appears to be a list or a series of entries, possibly related to a library or archival collection.]

ESTIMATE OF INVESTMENT OF REGULAR QUOTA FUNDS

IN IICA-CRI SERVICES TO THE MEMBER COUNTRIES

YEARS 1966 TO 1969

	<u>1966-67</u>	<u>1967-68</u>	<u>1968-69</u>
	<u>US\$</u>	<u>US\$</u>	<u>US\$</u>
1. TRAINING			
Regular Postgraduate	766,503	834,886	766,302
Fellowships to Regular Students	51,478	96,013	151,069
Seminars for Professors	12,012	15,000	15,000
Fellowships to Professors	4,629	5,700	5,700
2. RESEARCH	72,000	82,000	68,000
3. ADVISORY AND CONSULTATION SERVICE *	33,789	22,102	30,770
4. LIBRARY, DOCUMENTATION AND PUBLICATIONS			
Cost of Training of Librarians of the countries	9,186	9,150	9,330
Scholarships to Librarians	5,126	8,081	8,088
Preparing and Distributing Bibliographies, Photocopies and Publications	<u>31,049</u>	<u>23,068</u>	<u>20,241</u>
Totals	<u>985,772</u>	<u>1,096,000</u>	<u>1,075,000</u>

* Estimated on the basis of the cost of fares for specialists, plus a daily average of US\$ 40 for fees and US\$ 20 for per diems and other expenses.

Inter-American Institute of Agricultural Sciences of the OAS
Executive Offices
San José, Costa Rica

Limited Circulation
Final Document
February, 1970

IICA IN THE INSTITUTIONAL STRENGTHENING OF LATIN AMERICA

MAIN PROGRESS ACHIEVED AND WEAK POINTS - 1960-1969

(Report Prepared at the Request of the Advisory Committee)

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I. BACKGROUND

The Inter-American Institute of Agricultural Sciences of the OAS was founded in October, 1942. This means that in 1970, IICA will be twenty-eight years old. Nevertheless, the outline of the Institute's achievements mentioned in this document covers only the decade of the 60's. There are two fundamental reasons for picking out this latter part of the life of the Institute. The first one involves the purpose of this document --making an evaluation of IICA. Obviously, the most recent trends and achievements in IICA's development have a more direct bearing on this evaluation. In the second place (and this will be shown later) because there is an enormous difference between the magnitude, organization and programs presently being implemented by the Institute, and the magnitude, organization and programs of IICA prior to 1960. It is only natural to suppose that this will also have a bearing on the evaluation just mentioned. This period is known by the name of "The New Dimension", a policy proposed by Mr. Armando Samper when he accepted the position of Director General of IICA in June, 1960, and accepted by the Board of Directors.

A brief description of the resources, programs and organization of IICA at the beginning of 1960 will make it easier to understand the transformation undergone by the Institute during the period under study.

For the 1959-1960 fiscal year, the regular quota budget amounted to US\$ 380,776.00; and overall resources amounted to US\$ 1,429,000. Its operation involved a considerable concentration of activities in Turrialba and for this reason most of the overall budget was invested in that Center. Work was done at the Center in research on plant science, livestock, economics, rural well fare, and renewable resources.

There used to be a Secretariat of Education that handled business in connection with the Graduate School, where regular courses were offered leading to a "Magister Agriculturae" degree; special short courses and in-service training were also offered. From 1946 through 1959, 92 students earned the "Magister" degree. Furthermore, by that time there existed in Turrialba the Orton Memorial Library and there was in operation a Scientific Exchange Service, whose main activities were aimed at giving service and training to special students, and conducting short courses. The activities of Turrialba were further strengthened by contracts signed with the International Cooperation Administration (Predecessor to AID) and with the Atomic Energy Commission, both of them agencies of the United States Government.

The work done by IICA outside of Turrialba was practically limited to managing Project 39 of the Technical Cooperation Program of the OAS, which covered "technical training for the improvement of agriculture and rural life". This Project operated through three zone offices: Andean, Northern and Southern, which later became Regional Offices of IICA. During its 15 years of existence, 9,195 persons were trained in specialties such as forestry and ecology, plant science and soils, extension, agricultural economics, rural sociology and others.

The organization was as follows: the Institute was headed by a Board of Directors made up of the representatives of the American States to the OAS Council; under the Board of Directors was the Director General, who directed and managed the Turrialba Center. Under this Director was the Director of Project 39 under whom, in turn, were the three zone offices that operated Project 39.

The technical personnel was made up of 89 professional people, 65 of whom worked in Turrialba. Of the 89 professional people, 28 held Ph.D. degrees; 5 held Master's degree, 32 had a B.S. in Agriculture and the rest were instructors, home economists, librarians and communicators.

Nine years later, that is, by the 1969-1970 fiscal period, thanks to the support given by the Member States to the policy and programs of the New Dimension, IICA had a regular budget of US\$ 3,624,250 and an overall budget of US\$ 5,786,000. As of January 15, 1970, had 144 professional people, 49 of whom held a Ph.D., 41 a Master's, 22 with a B.S. in Agriculture, and the rest held college degrees in various fields. Of these professional people only 61 worked in Turrialba.

Further, the internal structure had been decentralized. The Executive Offices had been set up in San Jose, Costa Rica, and the three Regional Offices had been organized; the Turrialba Center had been given operating and technical autonomy and an Inter-American Center for Rural Development and Agrarian Reform had been set up in Bogota, which has received support from the Technical Cooperation Program of the OAS (Project 206) and from the Colombian Government.

As will be explained later, the changes mentioned above are only one of the aspects of the profound transformation undergone by IICA's programs and organization during the last decade. The United Nations Development Program, through Project 80 of the FAO and the agencies of the United States Government have played also a fundamental role in this transformation.

Project 80 has strengthened the Graduate School and has enabled it to gain in depth and quality insofar as concentration of efforts in the fields chosen for IICA-CEI. It has also increased the capacity of this Center to support activities developed by the Regional Offices. Furthermore, it has made possible the decentralization of the School, which has enabled it to cooperate with the La Molina Agrarian University in Peru in setting up a post-graduate program in agricultural engineering available to students throughout Latin America. It also enabled the Graduate School to offer a five-year training program at the Magister Scientiae level, in animal nutrition and pastures, at the "Alberto Boerger" Agricultural Research Center in Uruguay.

The contracts signed with the Agency for International Development of the United States Government (AID) and with its predecessor, the International Cooperation Administration (ICA), enabled the School to start an innovative program on resources for development which, together with the agricultural extension and the agricultural economics programs, have become the new Department of Rural Development of IICA-CEI. Also, under the second contract with AID, changes were made in the approach to the communication program in which IICA has been a pioneer in Latin America; the Scientific Exchange Service was decentralized in order to have the direct support of the communicators in the programs developed by the three Regional Offices.

The fact that IICA was entrusted with the administration of Projects 39, 201 and 206 of the Technical Cooperation Program of the OAS had a decisive effect on the expansion of IICA's activities and in the consolidation of its decentralized organizational structure.

II. THE POLICY OF THE NEW DIMENSION

Nature and Content

At the beginning of 1960 Dr. Ralph Allec, the second Director of the Institute, voluntarily resigned from his position. In May of that same year, the Board of Directors elected Mr. Armando Samper as the new Director General and he took office on June 8 of that same year. On accepting the appointment, Mr. Samper proposed a new action policy which has been named the "Policy of the New Dimension" and has received whole-hearted and solid support from the Board of Directors.

The Policy of the New Dimension came as a result of demands by the Member States for a hemispheric instrument that would be more appropriate for supporting their efforts toward the development of the agricultural sector. In essence, the Policy of the New Dimension consists of a more specific description and a clarification of the objectives of the Institute, including the outline of a basic strategy to achieve them.

Article II of the Charter Convention states:

"The purposes of the Institute are to encourage and advance the development of agricultural sciences in the American Republics through research, teaching and extension activities in the theory and practice of agriculture and related arts and sciences".

On the basis of IICA's new policy, the above article and, consequently, the Institute's function, was interpreted in the sense of "stimulating and promoting the expansion, dissemination and the application of theory and practice of agriculture, as well as of the other related arts and sciences, as a fundamental means for supporting the member countries' efforts toward economic and social development".

In order to achieve its goals, IICA had two alternative approaches: a) to channel all of its activities toward direct action using only its own resources; and b), channel them, instead, toward indirect action of supporting and promoting the efforts made by the countries through their own national institutions.

The New Dimension, in deciding on these two possible approaches, emphasized the latter, that is, channelling IICA's activities toward strengthening national institutions while contemplating the possibility of supplementing this action with direct efforts in very special cases where such action would be consistent with the nature of its functions and necessary for a better fulfillment of the objectives of its programs. In arriving at this decision,

it was considered that increasing, disseminating and applying agricultural technology, as means for furthering the economic and social development of the farm population, was the direct responsibility of the countries themselves. IICA would then stimulate and promote these activities acting as a catalytic, innovative, promotive and multiplicative agent. To do so, IICA would employ those instruments that are pertinent to the Institute, such as seminars, courses, technical meetings, advisory service, and other similar ones, with emphasis on training activities.

To implement the new policy, a plan of action was set up embracing three main aspects: a) strengthening the corporate basis of the Institute; b) restructuring the programs; and c) reorganization of the administrative structure.

Corporate Basis

This refers to the ratification of the 1944 Convention by the American States that were still not members of the Institute, and the ratification of a Protocol of Amendment by all of the 21 States that were then member of the OAS. ^{1/} This way, IICA would attain the hemispheric scope and the necessary support for the expansion of its programs.

By the end of 1961 all of the 21 States had signed the Convention and, with the exception of Cuba, had signed the Protocol of Amendment. This latter circumstance, together with the fact that Chile had not deposited the instrument of ratification in the Pan-American Union, prevented the necessary unanimity for the Protocol of Amendment to go into effect.

In the light of this situation, the Board of Directors felt that the positive results of the campaign for ratification were a clear indication that the Member States were in favor of improving the corporate basis of the Institute and the pursuant expansion of its activities. Consequently, in May, 1961 it unanimously approved an executive resolution whereby it accepted as annual quotas for the Institute, the ones contained in the quota schedule of the Pan American Union, and to hold an annual meeting of the Board of Directors with high echelon representatives of the Ministries of Agriculture, in order to discuss and approve the Program-Budget. In this manner, the Institute got the necessary financial and technical support to expand its programs in line with the needs of the Member States.

Restructuring and Regrouping the Programs

Several inter-American conferences had offered important recommendations regarding the programs of the Institute. So had the Technical Advisory Council of the Institute at the different meetings it had held since March, 1956. With

^{1/} Among other aims, the Protocol of Amendments changed the quota system seeking greater flexibility for the countries' contributions; it provided that the Board of Directors would be represented by high echelon officials of the Ministries of Agriculture and that it would meet each year to discuss and approve the programs and budgets of IICA.

this background, the programs were revised in 1961 and 1962. ^{1/} Based on studies made, the Director General designed the restructuring of the programs and the new structure was set forth in a document entitled "RESTRUCTURING THE INSTITUTE'S PROGRAMS FOR THE 1960-70 DECADE", which was completed in November, 1961. The document contains a ratification of the basic objectives, the allocation of priorities and the concentration of activities, as well as setting up the new administrative structure of the Institute.

Subsequently, with the cooperation of the Technical Advisory Council and of the Directors of the various departments of IICA, the Institute's budget was prepared for the first time in the form of a program budget, covering the 1962-1963 period. It was designed under the general lines of a five-year plan aimed at an expanded program financed by means of the increase in income brought about by the change in the above mentioned quota system. This program budget was approved by the Board of Directors for the sum of US\$ 900,000.00 and the Director General was authorized to put the expanded program into effect in accordance with the available resources. When this budget increase was approved, the gradual absorption of Project 39 of the TCP also started. This was completed in June, 1966.

Another step forward in the structuring of the programs of IICA was taken in 1965 as a result of the studies made by a committee set up by the Director General and presided by the Director of the Planning Office (Impact Committee), whose report was examined at the Sixth Internal Meeting of Directors held in Suescún, Colombia, in April, 1966. On the basis of the recommendations made, the 22 existing technical programs were regrouped into the three Basic Programs presently existing:

- Basic Program I - Agricultural Education
- Basic Program II - Agricultural Research
- Basic Program III - Rural Development and Agrarian Reform

This new grouping of activities served as a basis for the preparation of the Alternate Program Budget approved by the Board of Directors in April, 1967. At the present time 32 projects covering about 400 activities in training, research and advisory and consultation services are being developed under these three programs.

Reorganization of the Institutional Structure

In the document entitled "Restructuring of the Programs of the Institute for the 1960-1970 decade" mentioned above, the Director General confirmed the general lines of the new decentralized structure for the Institute. This new

^{1/} A list of the procedures followed and other details appears in: Coto, Rogelio. El IICA y la OEA. In: Instituto Interamericano de Ciencias Agrícolas de la OEA. Las Ciencias Agrícolas en la América Latina. Progreso y futuro. San José, Costa Rica, IICA, 1967. pp. 466-506; and in "La Política y los Programas de la Nueva Dimensión", IICA/JD-640-1 of October 17, 1969, pp. 7.2.12 - 7.2.16.

structure gave the Institute a true nature of an inter-American organization the Institute definitely overcame the concentration of activities in the Turrialba (Costa Rica) Center and took on greater impetus brought about by closer contact with the problems of the member countries.

The internal structure as it stands now includes the following:

- a. The Executive Offices which, under the policy set up by the Board of Directors, takes the basic decisions and acts as the dynamic force of the system, defines, promotes, guides, unites and evaluates the Institute's action programs.
- b. Three Regional Offices, operating as decentralized units in charge of the implementation of the programs. It is believed that the regional headquarters will continue to have a small core of top-level technical officials entrusted with drawing up and articulating projects, supervising activities and making periodic evaluations of them.
- c. Small groups in each country -- its size depending on requirements -- under the Regional Office involved, to work directly with the national institutions, but with a regional scope. Experience has shown that, insofar as possible and within a given country, the officials should all be located in the same headquarters where they can form a hard core having sufficient impact, instead of being scattered throughout a number of institutions. At the present time there are such cores in 14 countries.
- d. Training and research centers to develop their own activities, mostly of an innovative type. These centers are essential for gathering experience, exercise leadership, promote uniformity on technical matters and provide support for the activities of the Zones.

The new structure was further strengthened by a number of measures intended to improve administrative methods and procedures and to consolidate the Institute's finances. New rules and regulations were issued for personnel management, old obligations were liquidated and new accounting procedures were adopted intended to implement the decentralization of activities while keeping centralized control of budget and auditing. In addition, a plan governing expenses was put into effect aimed at gearing disbursements approved under the program budget, to the rate at which quota funds are actually received.

III. PROGRESS MADE DURING THE 1960-1969 PERIOD

Thanks to the gradual increase in the budget, the administrative reorganization, and the restructuring of the programs, since the New Dimension Policy went into effect it has been possible to expand and accelerate the activities of IICA and to make the Institute presence felt in all of the countries

in the continent. During the 1960-1969 period, IICA made fundamental changes in its conventional activities, tested new kinds of action and undertook new activities in order to translate the policy into action in accordance with the strategy adopted to help the Member States to strengthen their own institutions of higher education, of research and of rural development and agrarian reform, to hasten their economic and social development.

The most outstanding results achieved are outlined below. For ease of understanding, the information has been organized under the three Basic Programs presently in force, even though part of the work was done before the new structure was put into effect.

BASIC PROGRAM I - Agricultural Education

Program Objective: Strengthen the institutions of higher agricultural education for the purpose of improving the educational programs in agricultural sciences.

Institutions of Higher Agricultural Education: According to information in the Zones and Centers of IICA, the most important trends and features of the development of the institutions of higher agricultural education in Latin America can be summed up as follows:

1. A sharp increase in the number of institutions offering professional training in the agricultural field. There are 64 academic departments in the Andean Zone and 67 in the Southern Zone; Mexico already has 14 Colleges of Agriculture and each country in the Central American Isthmus has its own College. Close to 50% of these Colleges have been organized during the last ten years.
2. The curriculums and the physical plant for research and training have been considerably improved. The number of full-time professors and their academic level has increased greatly. New fields of training have been offered and methods, concepts and training standards have been substantially changed.
3. The way postgraduate agricultural training has developed is also remarkable. There are three schools operating in the Andean Zone already; close to twelve in the Southern Zone; and two in Mexico.

It is clear that such development in agricultural training reveals the increasing priority the countries have been attaching to the agricultural sector during the last few years. Unfortunately, such proliferation of institutions has not been the result of a clearcut policy for long-range agricultural education, nor of a set of articulated decisions within a properly structured planning process.

The constant contact IICA has had with this institutional development qualifies the Institute to identify from among the most urgent problems facing higher agricultural education at the present time, the following:

- a. The diversity of curricula and training levels between institutions of the various countries, and even within a given country.
- b. The academic capability of the faculties, including cases of limited scientific and technical capability, which results in inadequate teaching methods.
- c. The shortage of full-time professors, particularly in the post-graduate training centers.
- d. Inadequate services and administrative structures, including deficient physical facilities such as experimental fields, laboratories and libraries.
- e. Inadequate connection between the teaching centers and the rural areas, which includes scant utilization of research and extension as teaching tools.
- f. Insufficient financial resources to cover the cost of scholarships for students, and hiring visiting and consulting professors, as well as to pay for buildings, materials and specialized instruments, and other facilities.

It bears mentioning that some of these problems may have no short- or medium-range solution and that most of them would call for additional research and study. Some of them might be tackled by trial and error. In any event, their final solution would depend, to a great extent, on the attitudes and way of thinking of the national authorities themselves, including their active participation in joint activities that will enable them to tackle common problems and share the resources and experience each institution might have been able to accumulate. In this process, the role that IICA has tried to play is the part of a catalytic agent of those efforts, promotor of initiatives and inducer of innovations, in order to multiply the impact of the limited resources available to national institutions and to the Institute itself.

Work done

The work done by IICA in the field of strengthening higher agricultural education, can be summed up as follows:

1. Postgraduate Training

1.1 Graduate School: The Graduate School of the Institute has done pioneering work in the field of postgraduate training in Latin America. It must be stressed that when it was founded in 1946 there was no other school of this kind in Latin America. IICA-CEI has, up to 1969, given specialized training to a total of 1579 professional people, 357 of which have obtained a Master's degree, 46 completed their postgraduate courses and continue to work on their theses, and the remainder have taken various courses, including the ones designed especially for college professors. About 25% of the graduates are teaching, 31% are working in research and extension, 7% are pursuing studies to obtain their doctorate and the rest of them are working in rural development institutions.

Beginning in 1962, the work of the Graduate School has been reoriented in line with the Policy of the New Dimension, to provide more support to the Zones for the strengthening of the national institutions covered by the three Basic Programs of IICA. Research presently being done at IICA-CEI is intended to support teaching which, in turn, is being concentrated in those fields of the greatest importance to the Member States, such as soils, forestry and rural development. Joint planning of activities has been started between the Regional Offices and IICA-CEI. This has made it possible to design training activities for college professors in specialties such as plant physiology, soils and, more recently, on the management of forest areas.

Interest in pursuing specialization studies in Turrialba has definitely continued to grow and has substantially improved the quality of the students, since selection of candidates is becoming increasingly more exacting. Unfortunately, many of the candidates admitted do not manage to get scholarships to finance their studies.

1.2 Regional Cooperative Programs: One of the action mechanisms that have shown greater advantages in supporting the efforts of the countries to increase and improve their postgraduate training centers has been the regional cooperation programs. Through them and with the support and guidance of IICA, the institutions organize themselves to attain common ends, diagnose their problems, draw up programs and supervise their implementation.

The system was started in the Southern Zone under Resolution IICA/JD-371, of May, 1963, which served as a basis for the "Regional Cooperative Program for Graduate Training". Through this program, twenty-two of the best universities, colleges of agriculture and veterinary science and research institutes in the Zone have been grouped into three regions: Southern Andean, Plata and Subtropical. The general coordination of the program is under a Teaching Council for the entire Zone and there is, in addition, a Regional Committee for each of the above regions. The first regular course offered under the program was started in April, 1964 under the sponsorship of the College of Agriculture of the National University of La Plata. As of this writing there have been completed or are under way 35 graduate courses, with over 500 students enrolled. The fact that close to twelve centers in the Zone are offering agricultural training at the M.S. level is considered to be the direct result of the program. Another fact worthy of mention is the creation of the Graduate School in Agricultural Sciences in Argentina, through which IICA articulates the activities of three national institutions: the University of Buenos Aires, the National University of La Plata and the National Institute of Agricultural Technology (INTA). In Chile there is a similar school where four local universities and IICA participate.

In the Andean Zone the same mechanism has been used to establish contact with the colleges of agriculture, veterinary science and forestry in the Zone. Substantial progress has been made in setting up national associations of these colleges in four of the five countries in the Zone, and a Regional Council that encourages and coordinates the activities of these associations. Support has been given for the consolidation of training in agricultural engineering at the postgraduate level at the Agrarian University of La Molina in Peru. Cooperation has been given to this university for organizing a communications program leading to an M.S. in this discipline. The American International Association and the Consortium of Universities of the Midwest of the United States have also given their cooperation.

In the Northern Zone, the "Permanent Commission for Higher Agricultural Education" has been set up. This Commission operates as part of the Higher Council of Central American Universities (CSUCA). It is made up of the deans of the six Colleges of Agriculture in the Isthmus with the Principal Educator of IICA in the Zone serving as executive secretary. As regards postgraduate training, the Commission has made important progress under a well-balanced plan for semi-specialization at the professional level for the entire area through which, in the future, each country will be able to set up post-graduate courses in a specific field for the purpose of meeting their own requirements and those of the other participating countries.

2. Professional Training

Through the national and regional associations that IICA has furthered, contact has been established with most of the institutions of higher agricultural education; with the cooperation of the national authorities themselves, the most important factors hampering their development have been identified, and specific action has been planned and carried out in order to overcome them. Work has mainly been done in the following fields among others:

2.1 Faculty Improvement: As regards improvement in faculty and in teaching techniques, in the Andean Zone for example, 21 short courses in teaching methodology have been conducted. These have been attended by more than 600 professors from the entire Zone. Several technical meetings have also been held in connection with genetics and plant improvement, soils, agricultural economics and others, for the specific purpose of improving the capabilities of the professors. Scholarships have also been given for the same purpose, to pursue postgraduate and special studies, both at IICA-CEI in Turrialba and in other centers.

Special attention has also been given in the Southern Zone to the teaching and scientific training of professors. The "Regional Cooperative Program for the Development of Professional Agricultural Training" was started in 1967 and has already developed courses on teaching techniques. Efforts have also been started to set up units for pedagogical and didactic support at the universities of the Zone. The groundwork has also been laid for a program of exchange of professors.

In the Northern Zone, CSUCA's Permanent Commission for Higher Agricultural Education, with IICA's help has during the past four years increased fourfold the number of full-time professors (from 27 in 1965 to 104 in 1969) and doubled the number of professors with an M.S. or a Ph.D. 107 professors have been trained in short courses or seminars and 22 professors of the Zone have earned their Master's degree at IICA-CEI in Turrialba.

The seat of agricultural extension was established in all of the Colleges of Agriculture with personnel trained by IICA. A number of courses have also been conducted to improve teaching techniques at the six Colleges of Agriculture of the Central American Isthmus, at nine such Colleges in Mexico and two in the Dominican Republic.

Special mention must be made of the "CSUCA/ROCAP/CAAM/IICA Cooperative Program", which was approved recently and which is devoted entirely to improve the faculties of the Colleges of Agriculture of the Central American Isthmus. The program has been designed for a period of five years which may be extended. Through this program, scholarships will be given to 85 professors of the area to get a Master's degree at the University of Puerto Rico at Mayaguez. Professors from the University will come to work in the area, funds having been provided for 282 professors/month. Some consultants will also come for short periods of time. The program also contemplates the exchange of professors between Colleges of Agriculture of the Isthmus.

2.2 Training Level: It has already been stated that one of the most serious problems caused by the proliferation of higher agricultural education centers is the marked differences both in their orientation and in the content of the curricula. While there are a number of institutions that have attained a relatively high degree of development, IICA has felt it advisable to give special attention to the improvement of those that have not yet attained the same level. The national and regional associations that have been established have also been very useful for this purpose.

In the Andean Zone, particular attention has been paid to promoting the adoption of methods of internal analysis and accreditation among the Colleges of Agriculture. Along these lines, a booklet outlining criteria on accreditation was prepared and distributed. These criteria have been accepted, with some changes, by the Colleges of four countries in the Zone.

In the Northern Zone, the accreditation systems and the number of credits for the B.S. in Agriculture have already been standardized. Cooperation has also been given in revising and updating programs on agricultural economics, soils, animal science, plant science, entomology and horticulture. The teaching program at the College of Agriculture "Pedro Henríquez Ureña" of the Dominican Republic, was reorganized in its entirety on the basis of a revision made by IICA.

In the Southern Zone great progress has been made in the teaching of chemistry in the Colleges of Agriculture. Joint action with IICA-CEI has also been planned, for the purpose of strengthening the forestry schools in the Zone. In this connection, a seminar and a short course for professors on the management of forest areas were held.

3. Supplementary Activities

With the same purpose of strengthening institutions, cooperation has been offered to the Latin American Association for Higher Agricultural Education (ALEAS), to the Latin American Plan Science Association (ALAF) and to the Inter-American Association of Agricultural Librarians and Documentalists (AIBDA).

The strengthening of agricultural libraries has continued through the training of librarians and documentation specialists, and by supporting the Inter-American Agricultural Library Program under which two round table discussions have already been held at the inter-American meetings of librarians held in Lima and in Bogotá.

BASIC PROGRAM II - Agricultural Research

Objective of the Program: Promote the development of the national agricultural research institutions with an aim to improve the research programs in agricultural sciences.

Research Institutions: Agricultural research is recognized as one of the fundamental factors for attaining the goals of economic and social development of our countries. One of the main indications of this fact is the existence of a great many national and international institutions that are devoted to this task, and which comprise a complex of units that work under the most diverse circumstances. A good part of agricultural research is done with public funds; other research is done by universities and still other by private institutions.

It is, however, quite evident that there is no clearcut relationship between the research being done in most of the countries and the national development plans. Many of the directors of research and specialists complain that they do not have adequate points of reference to orient their work, nor do they have available the resources and other facilities required; on the contrary, they add, the undue influence of economic and political factors detract from the minimal stability they should have to discharge their functions properly.

Other problems that tend to limit unduly the development of research institutions include: the inadequate technical capabilities of the personnel devoted to research and the almost total lack of incentives for the available researchers to remain steadily at their jobs and seek self-improvement; the inadequate organization and administrative set-ups, which in many cases complicates matters when research institutions are incorporated into others whose functions are not compatible with the former; the lack of proper articulation of research with teaching and even more so with extension services, all of which limits the identification of problems and the utilization of research findings; the lack of

projects capable of attracting local and foreign funds; the lack of financial resources to pay for buildings, equipment, genetic material, laboratories and supplies.

Work Accomplished

In order to make better use of the limited resources it has available and keeping in mind the fact that national research institutions share common interests and have similar interests, IICA has adopted the policy of not concentrating efforts to the exclusive support of some few individual institutions. Instead, the policy has been to work with them through regional groups or combinations of institutions grouped together according to their specific fields of interest. Cooperative efforts have thus been promoted and the exchange of experience and knowledge has been facilitated.

Direct research by IICA has been limited more and more to very special problems, in an effort to devote most of the attention to the functions of strengthening and developing the national institutions.

1. Strengthening of institutions

1.1 Analysis of institutions: One of the aspects in this field that has been given the greatest attention by IICA is increasing and updating available information on agricultural research institutions and on the circumstances under which they carry out their work.

In 1966, the Northern Zone made a study on agricultural research in Central America. In 1968, the Andean Zone completed an inventory of the human and material resources the research institutions in the Zone have, and has issued some publications containing the information gathered. The Southern Zone has been doing similar work, particularly as of 1967, which have served as a basis even to set up a documentation center on agricultural research for the entire Zone, with the cooperation of the College of Agriculture and Veterinary Medicine of the University of Buenos Aires.

Officials and specialists of the institutions themselves have taken part in all of these efforts to analyze the institutions and the work under way. This has made it easier for the specialists of IICA and national specialists to establish closer ties, and has been essential in giving the Institute's projects a better orientation, from the point of view of the needs of the national institutions. It is admitted, however, that this work of institutional analysis will have to be gradually improved and updated in the future so it can continue to be the basis for drawing up IICA's projects for the strengthening of institutions in this field.

1.2 Regional Cooperative Programs: Given the multiplicity of existing agricultural research institutions and the diversity of circumstances under which they operate, IICA's action would be of no consequence if it attempted to give individual attention to them; and even acting in individual countries would mean dispersion of efforts of little value. The strategy followed attempts to group these institutions into regional associations to take advantage of the existing experience and try to enhance it constantly with new contributions; at the same time, an attempt has been made to concentrate the work of these associations on the solving of those problems that the institutional analysis carried out has shown to be of the greatest importance and the most common. Among those problems are such aspects as organization and administration, and the training of technical personnel. Efforts have also been made to take advantage of this multinational structure to carry out and articulate regional research projects of interest to several countries.

Meetings of research directors and several technical meetings for the purpose of setting up regional projects have already been held in the Andean Zone. As a result of a meeting on pastures and forage, efforts have been started toward regional action in this field. A regional project on yucca is also being drawn up. To further this project, IICA distributed clones and gave advisory service for setting up the necessary germplasm banks. The study on the state of coffee growing in the Zone has continued and so has the publication of the journal by that name. The meetings of officials and specialists in research have also allowed a better orientation of the efforts also being made for the training of personnel.

One achievement in the Northern Zone was the setting up of the Permanent Research Committee within the Central American economic integration scheme. The recommendations made by this Committee have been very useful in restructuring the research programs of some countries in the area and in setting up the groundwork for the structure of the regional program. This Zone has also made progress in implementing and coordinating regional projects such as the bean project, where important results have been obtained. The Regional Office for the Northern Zone and IICA-CEI have given active cooperation in this work. National institutions have also cooperated. Attention has also been directed to the training of specialists working in research in the Zone.

Mention must be made of the meetings on research programming in the Central American Isthmus, which have been held recently for the purpose of setting up the groundwork for future research at a national and regional level. Meetings have been held in connection with beef cattle and pastures, beans and, more recently, corn and grain sorghum. Specialists from all of the countries in the Isthmus and consultants from international organizations attended these meetings.

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Meetings of research directors and several technical meetings for the purpose of setting up regional projects have already been held in the Andean Zone. As a result of a meeting on pastures and forage, efforts have been started toward regional action in this field. A regional project on yucca is also being drawn up. To further this project, IICA distributed clones and gave advisory service for setting up the necessary germplasm banks. The study on the state of coffee growing in the Zone has continued, and so has the publication of the journal by that name. The meetings of officials and specialists in research have also allowed a better orientation of the efforts also being made for the training of personnel.

One achievement in the Northern Zone was the setting up of the Permanent Research Committee within the Central American economic integration scheme. The recommendations made by this Committee have been very useful in restructuring the research programs of some countries in the area and in setting up the groundwork for the structure of the regional program. This Zone has also made progress in implementing and coordinating regional projects such as the bean project, where important results have been obtained. The Regional Office for the Northern Zone and IICA-CEI have given active cooperation in this work. National institutions have also cooperated. Attention has also been directed to the training of specialists working in research in the Zone.

Mention must be made of the meetings on research programming in the Central American Isthmus, which have been held recently for the purpose of setting up the groundwork for future research at a national and regional level. Meetings have been held in connection with beef cattle and pastures, beans and, more recently, corn and grain sorghum. Specialists from all of the countries in the Isthmus and consultants from international organizations attended these meetings.

In the Northern Zone, some work in connection with the bean program has been done directly. Part of this work includes the gathering and testing of approximately 1500 varieties of beans, genetic work, fertilization, planting density, etc., and IICA-CEI and the national institutions have worked together in this. Through an agreement with the Pan-American Agricultural School (Honduras), a program for the multiplication of seed is being carried out for the Central American Cooperative Program. Similarly, research work has been done in tomatoes and yucca with the cooperation of INIA, of Mexico.

In the Southern Zone, through the program established at the Research and Training Center for the Temperate Zone, in La Estanzuela, Uruguay, and at the Alberto Boerger Agricultural Research Center, work was continued until recently (when the program was reoriented) on research in pastures, animal nutrition genetic improvement of cattle, improvement of wheat, flax, barley and other crops, as well as the preparation, conservation and reclaiming of soils.

As has already been pointed out, this direct strengthening of research has served as a basis for the development of methodological innovations, the training of specialists and scientific exchange through technical meetings and the preparation and distribution of publications. In many cases these efforts have also served for the distribution of genetic material to national institutions interested in them.

BASIC PROGRAM III - Rural Development and Agrarian Reform

Objective of the Program: Promote the improvement of rural development and agrarian reform institutions of the member States, since they are essential instruments to speed economic and social development in the Americas.

Rural Development and Agrarian Reform Institutions: The strengthening of the institutions included under this program has proved to be a deeply-felt need of the countries, as shown by the acceptance of and the demand for activities carried out by IICA in this field. This has made it necessary to expand permanently the work done under this program.

There are some factors that give IICA's action in this field a very special characteristic, due to the kind of institutions involved. In the first place it must be pointed out that in spite of the fact that a large group of institutions fulfilling a wide diversity of functions is involved, its effectiveness depends in a great measure on the extent they manage to articulate their work within common objectives. This circumstance poses serious obstacles for any attempt to select institutions for the purpose of concentrating efforts, as it is done under the agricultural education and research programs.

In the second place, the fact must be mentioned that since these institutions are charged with the "application" of knowledge in order to achieve the objectives of economic and social development of the countries, this sole fact makes them basic instruments of national policies. Since policies tend to vary from one country to the other, and even during the course of time, the orientation and content of IICA's work in this field must be particularly flexible, so that it will be easier to adapt them to the priorities of each country.

Work Done

In view of the diversity of institutions under Program III, it is reasonable to assume that some selection of institutions has been made, if not with the purpose of entirely excluding some of them, at least to achieve greater impact with the available resources, giving greater attention to those that have a key position and whose problems are more closely related with the services IICA can offer. In most cases, efforts have been made to work with a number of institutions grouped according to their function or according to their geographical location. In either case, an effort has also been made to group them in accordance with certain common problems that are considered of basic importance, to accelerate their growth. Among such problems might be mentioned the availability of specialists with proper training in certain fields of specialization such as agrarian reform, credit, marketing, agricultural planning, etc.; the availability of proper work methods for the Latin American rural environment; and the mechanisms of coordination and articulation of multi-institutional projects.

Among the activities where IICA has achieved the greatest progress in this field, the following might be mentioned:

1. Administrative Organization of the Agricultural Sector

It has already been mentioned that each country has a very large group of institutions working in the field of rural development and agrarian reform. It is possible that one of the most serious difficulties faced in developing these organizations is the lack of a single and clearly-defined policy that will articulate and coordinate all of these efforts, possibly under one single guiding organization that could well be the Ministry of Agriculture, with the assistance of the National Planning Offices.

This restructuring of the agricultural sector seems to be gaining momentum in some countries. However, in most cases the national institutions constitute a dismembered group of organizations that duplicate efforts and in some cases even develop contradictory programs. The problem is not easy to solve if the various interest that some of these institutions represent are taken into account; and also the fact that in their financing and orientation, both the public and the private sector take part.

The work done by IICA in the field of institutional support has necessarily led it to cooperate with the countries in different aspects connected with the organization and administration of the public agricultural sector. This work was started in 1966 through IICA-CIRA, with the diagnosis of the organization of the agricultural sector in Colombia. Subsequently, IICA-CEI, with the support of Project 80, has managed to continue this work and so far has cooperated with several countries in these same studies, including Venezuela, the Dominican Republic, El Salvador, Costa Rica, Guatemala and Honduras. In Venezuela, cooperation has also been offered in organizing a project for setting up, as a decentralized institute, the services of agricultural research and extension.

On the basis of the studies mentioned, and also with the help of FAO, a round table discussion was held in Turrialba in September, 1968, on the organization and administration of the public agricultural sector, which was attended by high-level representatives of the various countries and of other international organizations in addition to IICA. Among the topics discussed were included the function of the Ministries of Agriculture as rectors of the public agricultural sector, agricultural sectorial planning, coordination between organizations, some key services and others. This round table discussion has set down very valuable guidelines to orient the future work of IICA in this field.

The same subject of the organization of the public agricultural sector was included also as part of the work program of the Fourteenth Meeting of the Technical Advisory Council held in Quito, Ecuador, in April, 1969, and this also produced very positive results.

2. Regional Approach to Development

By regional approach to development is meant the strategy that tries to orient national programs in accordance with well-defined geographical areas, for the purpose of attaining a certain development pattern for the entire national territory. It assumes the setting up of a single territorial outlook for all of the national development efforts.

The regional approach has not been used enough in Latin America, not even as regards the development of the rural sector and its institutions; in spite of the very close relationship that exists between this strategy and the problems facing agricultural development. Therefore, it is not strange to find that the rural areas in our countries are characterized by the presence of prosperous areas that contrast with others that are completely abandoned and backward; and that this difference tends to be increasingly greater with the passage of time.

In the light of the situation mentioned above, IICA has pioneered efforts toward the agricultural regionalization of our countries. It has had to face two fundamental obstacles in discharging this function. In the first place, the existing administrative structure, based on institutions with national jurisdiction, that are not used to developing cooperative programs and which are geographically widely dispersed. In the second place, the scarcity of technical, inter-disciplinary groups which can take over the designing and implementation of regionalization policies; this circumstance is worsen because of the lack of simplified techniques and methods, adapted to the Latin American rural environment.

Among the best known projects of IICA in this field are the "rural development areas". These projects are built around geographical units chosen by mutual agreement with the national authorities, where techniques and methods of analysis and regional programming are tested. These activities are also used for training national specialists through in-service training. This work is done as support for the interested national institutions, to whom assistance is also given in the creation and application of mechanisms to articulate their programs in the area. Projects of this type, while with certain variations, have been developed in Uruguay and Paraguay. At the present time, the Maipú project in Chile and the Yaracuy project in Venezuela are in operation.

Another group of activities connected with the regional approach to agricultural development includes research and training work being done at IICA-CIRA in Bogotá and at IICA-CEI in Turrialba. The latter is particularly active in this, through the former Unit of Resources for Development, which at present forms part of the new Rural Development Department. Both centers are trying to make new progress in the creation and application of simplified methodologies for rural diagnosis and programming at the area level. This, in turn, serves as a basis for training students who participate in this work.

A good part of the methodological progress achieved at IICA-CEI has been applied for some time with considerable success under the SIECA-IICA Joint Program for the Regionalization of Agriculture in Central America and Panama. This Program, in addition to the purely regional or area approach, covers the problem of regionalization viewed from a national and even multinational level: sub-national regions taken as a whole, border regions, etc.

In addition to the experience so briefly summarized, about the different work being done in the Zones and Centers of IICA in this field, the regional approach to agricultural development is a fundamental subject that is examined in various activities organized by IICA, such as short courses, seminars and other technical meetings.

3. Agrarian Reform

It can be affirmed that the decade of the 60's has been the decade of agrarian reform in Latin America. What had been an experience limited to a few countries (Mexico, Bolivia, Cuba), became a widespread objective through the hemisphere. During this period, almost all of the countries have enacted agrarian reform laws, agrarian reform organizations have been set up, and agrarian reform projects, with varying degrees of depth, have been carried out.

IICA has made itself felt in this effort. Through Basic Program III it has cooperated with all of the agrarian reform institutions in the hemisphere. Its permanent contact with these institutions has had decisive influence in the gradual shaping of an integral concept of agrarian reform adapted to Latin American circumstances; it has contributed to improvement in methodologies of programming; it has successfully introduced the interdisciplinary approach of the process; and has trained a considerable number of technical and professional personnel. In addition, it has given direct advisory service to countries that have expressly requested it.

The agrarian reform concept held by IICA under its programs is the same concept that has already been accepted by top organizations of the Inter-American system: the Punta del Este Charter (1961), the Declaration of Lima (CIES 1964), the Buenos Aires Recommendation (CIES, 1966) and the Declaration of the Presidents of America (1967). It is therefore understood that, since agrarian reform is essentially a land redistribution process, this transformation of the agrarian structure involves work in human improvement and in agricultural development. This makes it necessary to add to the distribution of land such things as adequate credit, technical assistance, marketing, farmer organization and others that are included in modern agrarian reform program.

Considerations such as those mentioned led the Board of Directors of IICA to decide to absorb Project 206 of the Technical Cooperation Program, practically on the same structural bases and with the same orientation it has had under the administration of the Institute. This resolution of the Board of Directors confirms the policy it has always had in this field. Project 206 itself was created at IICA's initiative. During its first stage it was devoted mainly to agrarian reform. Later on, in 1966, CIES (Inter-American Economic and Social Committee) decided to combine Project 201 on agricultural credit with Project 206, thus seeking to have a more ambitious program that would cover other fields of rural development. It has not been possible to fulfill this because the funds were held at the level for Project 206, instead of increasing them in line with its new responsibilities.

At the present time, Project 206 devotes its efforts almost entirely to agrarian reform, although, because of the integral and integrated concept that inspires this project, other activities are included, such as agricultural credit, technical assistance, marketing, farmer organization and others -- all of them directed toward agrarian reform programs. The Project has a Director under the Director General of IICA; its headquarters are at the Executive Offices and its functions is to orient the Project according to the operating guidelines of the TCP and under the general outline of IICA's Basic Program III. It also has weight specialists distributed throughout the three Regional Offices of the Institute. Lastly, it has an Inter-American Center for Rural Development and Agrarian Reform (IICA-CIRA) located in Bogotá Colombia; the National University, on whose land it operates, and the Colombia Agrarian Reform Institute (INCORA), which pays for local administration expenses, both contribute to its support.

Even before the creation of Project 206, IICA had already offered some short international courses in this field and other work had already been done for Latin American professional groups that were interested in initiating agrarian reform processes. The experience obtained by IICA in setting up and operating its own centers with a hemisphere scope, has enabled it to help some countries in organizing and operating national research and training centers. The Institute's participation in these cases has varied. As regards Peru and, for some time, Ecuador, IICA has taken over the responsibilities of direction and administration, having chosen the director among its own technical personnel. In the case of Brazil, these functions have been entrusted to the national authorities themselves, while IICA has limited its participation to giving technical services. In the case of the Central American Isthmus, the procedure has been different; a study and training program in agrarian reform for the entire region has been organized. The program does not have a Center but it does have an established structure, headed and financed by the agrarian reform organizations of the Isthmus, and has the cooperation of IICA in the direction of the program and in technical services.

Nine international courses, 3 on rural development courses and 6 on agrarian reform, all of them at professional level, have been offered at IICA-CIRA for 188 specialists from 19 countries. In addition, three meetings of agrarian reform executives have been promoted and organized in order to analyze, at inter-American level, the progress made by the different countries. The IICA-CIRA team has also done research of interest to the process of agrarian reform, has given advisory and consultation service to a number of national institutions, and has published over 160 works. The distribution of those publications has required the organization of a system including over 2000 addresses of interested institutions or persons.

IICA-CIRA has also developed a system of high-level seminars to further the concept of agrarian reform, intended for public leaders with influence on decisions affecting this process, including clergymen, bishops and political leaders. It also has a Documentation Center on the various aspects of rural development and agrarian reform; the Center has an automated system to facilitate access to the available documentation.

Achievements by the Regional Offices in strengthening agrarian reform institutions have also been important, and many of them have been supported by IICA-CIRA. The Training and Study Program operating in the Northern Zone has already been mentioned. Under this program a number of activities have been organized, such as advisory and consultation service, training specialists of the area, different kinds of research, seminars and other technical meetings.

As to the Andean Zone, national training centers have been directed and managed in Peru and Ecuador. Interested national institutions have contributed to the support of these centers. This work has been supplemented with a series of national and international courses and seminars, and recently, a National Center for Studies and Training in Agrarian Reform was organized in Bolivia. This center operates as a cultural association and for the interchange of experiences. A very active mutual-training program has been developed for officials of agrarian reform organizations which has facilitated the exchange of experiences between the various countries in the Zone, and even with countries that do not belong to the area.

As regards the Southern Zone, the work done in Chile and Paraguay and the basic studies to support agrarian reform programs in Brazil, deserve special mention. In the latter country, also, IICA encouraged and shared in the creation of a national training center, which continues to receive IICA's technical support. A series of short courses and seminars have also been conducted and advisory service has been offered to interested institutions of a number of countries in the Zone.

4. Elaboration and evaluation of projects

One of the greatest difficulties faced by our countries in attaining their social and economic development is the scarcity of funds to finance the necessary investments. The modernization of agriculture and the improvement of living conditions of our farmers would call for substantially increasing investment in the rural sector. There are national and international credit agencies that are devoting an increasing volume of financial resources to investment in agriculture.

However, national rural development and agrarian reform institutions do not have properly prepared projects that will attract such resources in the amount and with the investment security required. Both FAO and BID and the World Bank have taken different steps intended to solve this problem partially. Insofar as IICA is concerned, it has been allocating increased priority to the training of national specialists in the methods of drawing up and evaluating pre-investment projects.

IICA-CIPA has included under the curricula of its regular courses an increasing number of subjects on agricultural planning, with increased emphasis on project and area level. The Zones have also organized national and international courses of short duration, in this field. Probably the method that has been more effective is to organize short national courses where practical training is given to national, interdisciplinary teams, including the drawing up of a project that when finished is practically ready to be submitted for the consideration of international or national credit agencies, as in the case of El Salvador, Panamá and Paraguay.

The need felt by the countries for this kind of national teams has prompted IICA to join forces with BID in order to establish a hemispheric program for the training of national specialists in this field. Under this joint program, the first course was conducted in Peru in November, 1969 and another one, for Nicaragua, will be offered in February, 1970.

5. Training in other Fields of Rural Development

IICA has also been pioneering in the development of other social sciences applied to the rural environment. In this connection, it is worth mentioning the studies done and the training given at IICA-CEI in such subjects as rural sociology, extension, agricultural economics and others. This field of action is to increase in importance at this Center, particularly through the recent creation of the new Rural Development Department at the Graduate School

It has already been stated that because of the integral approach to agrarian reform adopted by the Institute, IICA-CIPA has also given considerable

attention to such subjects as agricultural credit, marketing, farmers' associations and others, particularly in connection with agrarian reform programs.

In all of IICA's Zones, short courses, seminars and other technical meetings have been held in these various fields of specialization which are of interest to rural development. The work done by the Andean Zone beginning in 1960 have made it possible to train more than 1.400 national specialists in agricultural extension and home economics. Through the national centers set up with the cooperation of IICA in Ecuador and Peru, it has been possible to conduct close to 30 courses attended by over 1000 participants trained in farm management, credit, cooperatives and others.

In the Northern Zone, a study on the impact of extension services in the area is being concluded, and six national training teams in agricultural extension have been prepared. Among the activities carried out in other fields, it is worth mentioning the direction and management of Project 201 of the TCP. The Inter-American Center for Agricultural Credit operated under this project, with headquarters in Mexico City, where 347 people were trained while the Project was in force (1961-1966).

The Southern Zone has conducted no less than 45 short courses in credit, extension, marketing and others. Through in-service-training, more than 200 specialists in these same subjects have been trained. The Zone has also held various international seminars on: farm management, agricultural taxation, and on economic research and agricultural experimentation.

In addition, as a result of the studies, meetings and training work developed by IICA in social sciences applied to the rural environment, a considerable number of publications has been produced, which have enriched the agricultural libraries in the various countries.

IV. LIMITING FACTORS TO THE INSTITUTE'S ACTION DURING THE 1960-1969 PERIOD

During the decade of the 60's, as has been explained in the preceding chapters, IICA has achieved considerable expansion of its activities for the benefit of the member countries, as well as the consolidation of a decentralized operating structure that has enabled it to advance appreciably in the fulfillment of its objectives.

However, that expansion and consolidation is far from completed. It is recognized that there is still a long way to travel, but starting out from the awareness that the fundamental core of its present structure and the present basic layout of the organization of its work must not be changed. If the action of the Institute has met with limitations and reveals certain inadequacies in the face of the huge task pertaining to it as a specialized agency of the Inter-American System for Agriculture, this has been due to the presence of certain extraneous limiting factors, which will be outlined and analyzed below.

Objectives and Basic Programs

1. Present situation

According to IICA's Charter, its general objective is to "stimulate and promote the development of the agricultural sciences in the American republics through research, training, and dissemination of the theory and practice of agriculture, as well as of other related arts and sciences" (Art. 2 of the 1944 Convention). The interpretation and scope that has been given to this general postulate has been "to promote the improvement of institutions of higher agricultural education, agricultural research and rural development in the Member States as essential instruments to increase and disseminate knowledge and apply it to hasten the economic and social development of the Americas" (Executive Order No. 29-66 of May 24, 1966).

It is believed that both the interpretation given to the objectives set forth in the Charter and the regrouping of its activities into its three Basic Programs (Agricultural Education, Agricultural Research and Rural Development and Agrarian Reform) have been and continue to be sound. In fact, as has been shown before, thanks to these decisions, IICA has made appreciable contributions to the institutional strengthening of the Latin American agricultural sector, which has brought forth increasing support from the countries for the Institute's action. This has been shown by an increasing demand for services which exceed the present operating capacity of the Institute.

These facts show that the way action has been directed during the 60's is fundamentally correct, since it is geared to the needs arising from the institutional evolution of the countries and the new circumstances or the social, economic and technological order where Latin American agriculture is presently developing. The policy for the decade of the 70's should have as a starting point the confirmation of the present objectives and basic programs of the Institute, emphasizing the emphasis that has already been given to the direction of its action in regard to development.

Stated in other words, what would seem to be most appropriate for greater impact in the Institute's work for the benefit of Latin American agriculture is to recognize the need to continue with vigor the effort already started with the Policy of the New Dimension, of definitely associating the Institute with the dynamics of the agricultural development of the Member States.

2. Limiting factors and their causes

In order to achieve the above, it is believed that the limiting factors are not either the objectives of the Institute as they have been interpreted, nor the content of its Basic Programs.

Instead, the following are limiting factors:

In the first place, the fact that the evolution that has started to come about as of the New Dimension has not ended yet. The coordination that exists between the three Basic Programs and the common denominator that ties them together is precisely the increasing emphasis placed on the needs of development. However, it must be admitted that this approach has not been achieved altogether. It cannot be stated, for example, that all of the actions of Program I show a clear orientation toward development. Consequently, in order for Program I to continue to hold the preponderant position it should have in the modernization of Latin American agriculture, it will be essential to stress this approach considerably during the coming decade. The effort to design and implement an Agricultural Education program adequately geared to the needs of agricultural development of our countries is only just beginning at IICA.

The same thing happens with Program II, under which the approach given to action by the Institute as regards placing much more emphasis on the strengthening of agricultural research institutions is comparatively recent. It is only just reaching the point of supporting the countries in their efforts to gear their research work to the aims of development. Here, too, the evolution started at IICA is far from finished.

As regards Program III, since the type of institution involved brings out more clearly the ties of the Institute with the national efforts for agricultural development, this program is also far from having reached the proper orientation and definition. There is an obvious need to continue working with determination on the clarification of the purposes and content of this Program.

Another circumstance that is no doubt a serious limiting factor for the Institute's action regarding the fulfilling of its objectives and programs is the fact that, in spite of the efforts put forth, there has not been a clear-cut recognition of the Institute as the Specialized Agency for Agriculture under the Inter-American System. This circumstance tends to cause negative argument over the Institute's action, an undue concern over its future, and even superficial views on the apparent need to change everything.

As a result of that lack of recognition there comes a third limiting factor of the greatest gravity in connection with the financial capacity of the Institute. The lack of adequate resources undoubtedly hampers its work.

However, the simple provision of additional financial resources cannot change the situation. To have more funds is necessary; but if the additional funds are not the result of an increasingly explicit and vigorous recognition of the Institute as the specialized agency responsible, under the Inter-American System for Latin American agricultural development, IICA will never have a solid foundation for its expansion and consolidation.

Organization and Structure

1. Present Situation

The internal organization of the Institute is made up of:

- a. The Executive Offices located in San José.
- b. The Regional Offices: Northern Zone (Guatemala), Andean Zone (Lima) and Southern Zone (Montevideo).
- c. Supporting Centers: the Training and Research Center (Turrialba) and the Inter-American Center for Rural Development and Agrarian Reform (Bogota).
- d. Official Representatives and the technical cores in different member countries.

What has been set forth under Chapter I of this document regarding the way the internal organization of IICA has evolved serves to illustrate the historical reasons that have brought about this evolution. It shows that the changes made represent a systematic effort of adaptation to the requirements arising from its own programs. The most outstanding feature of that evolution is, no doubt, the hemispheric scope the Institute has attained and the decentralization of its decision and operating levels. It is felt that the scheme described above is fundamentally adequate, even though it is admitted that new adjustments must be made during the coming decade, as may be indicated by the development of its activities. In other words, IICA's organization is viewed as a continuous adapting to the evolution of its programs, which in turn are determined by dynamics of the requirements of agricultural development of the member countries.

2. Limiting Factors and their causes

Consequently, it is believed that the limiting factors of IICA's activities are not to be found in its internal organization but rather in what might be called the external aspects of its structure.

IICA is associated with the Ministries of Agriculture, the national bodies of the highest level where the agricultural policy of the countries originate. This connection is obtained through its Board of Directors, and consequently, it is indirect. This means that the most important decisions on IICA's action are taken outside of the immediate sphere of national political decisions. It would be an important support for the Board of Directors

itself to have the first level of decisions regarding IICA reside in Specialized Conferences of Ministers of Agriculture.

Another important factor refers to the relationship of the Institute with other institutions. IICA is not an isolated organization of the Inter-American System. It is part of the System and it is through the System that its relationships are generated. However, the lack of specific recognition of its nature as a specialized agency of the Inter-American System for agriculture, besides bringing about a certain duplication of efforts., which is reflected in an unnecessary dispersion of resources, prevents IICA from having clear-cut and direct access to important organization of the System, such as CIES and CIC. This same circumstance also causes a certain amount of interference in the relationship of the Institute with other important international organizations, such as BID and FAO.

The lack of a direct connection between the Institute and the Ministries of Agriculture and the external weakness shown in its relationships with other inter-American and international organizations are reflected in financial weakness of the Institute. As to the first of these conditions, if IICA policy were fixed directly by means of Specialized Conferences of the Ministries of Agriculture, the Institute would have a top-level forum that would constitute a very important support for its action. The lack of immediate access by the Institute to a top-level decision center of this nature prevents it from setting forth at this level the Institute's financial problems.

Regarding the latter, the slightly blurred image projected outward by the Institute through the lack of recognition we are referring to, undoubtedly weakens its position in regard to vital organizations of the Inter-American System directly connected with the allocation of resources, whether they are technical cooperation or credit.

Institutional disbalance and growing pains

What has been set forth above will serve to bring out briefly the peculiar situation the Institute finds itself in.

On the one side, the expansion the Institute has achieved during the decade of the 60's by virtue of the Policy of the New Dimension, the decentralized structure it has adopted, which has placed IICA in direct and immediate contact with the needs and the programs of the countries, the institutional strengthening approach, the emphasis on its innovating, promotive, catalytic and multiplicative action and everything that makes up IICA as it is today, the product of rational evolution that is not yet over, and of a constant creative effort -- all of this has made the Institute into an organization that is increasingly qualified to tend to the needs of the countries through its programs. This is fully recognized by the Member States themselves and has given rise and continues to give rise to tremendous pressure to meet an increasing demand for services that, paradoxically, the Institute cannot handle. The Institute is thus going through a very peculiar situation. Its increasing efficiency generates requirements that it is unable to meet to their full extent.

But that is not as far as the peculiarities of the present situation go. It happens that, through this same historical evolution, IICA has managed to give shape to an institutional body that is, in itself, quite well equipped but which, through the lack of financial resources, it cannot use to capacity. It is undeniable that the resources received from quotas are totally inadequate due to the magnitude of IICA's responsibilities and that the contributions from other sources do not solve the problem because they are conditional contributions and, in almost every case, they are granted for a fixed term which is generally too short.

These two facts are responsible for the institutional disbalance which both constitutes a vicious circle and certainly represents the most serious limiting factor of IICA's present and future action and which must necessarily be overcome or it will lead to a dangerous weakening whose effects are easily foreseen.

If it is desired to discover the cause of this situation, it can be said that it lies in something that is inherent in every living body, whether it is a person or an institution and which is nothing more than the typical "growing pains". The Institute has definitely grown, in every sense. And this growth necessarily brings about new requirements, new perspectives, new needs that must be met if the gradual or violent extinction of this organization is to be avoided.

PRINCIPLES FOR A NEW ORGANIZATION AND ADMINISTRATION OF THE
INTER-AMERICAN INSTITUTE OF AGRICULTURAL SCIENCES.

- 1.- Co-ordinate efforts and activities with other international organizations, whether they are world-wide, regional or sub-regional.
- 2.- Substitute publications and conferences by direct services to the countries in the agricultural and forestal branch.
- 3.- Concentrate resources to obtain the best results carrying out qualitative efforts and getting away from the proliferation of activities, even though the needs of the continent are great in the rural aspect.
- 4.- Adopt a procedure which will permit making a constant evaluation of efforts and results, so the governments can be accurately informed of the work of the Institute.
- 5.- Reduce the number of programs through sectors of concentration of efforts.
- 6.- Orient each program to the rendering of direct technical advisory service and training service for the countries.
- 7.- Install a system of internal administration which will combine short-, medium-, long-range plans.
- 8.- Offer assistance to form advanced study centers for the sciences and the basic technologies of agriculture.
- 9.- Concentrate efforts to improve rural conditions and to create related methods for solving the problems in connection with rural employment and distribution of income.

GABRIEL BALDOVINOS DE LA PEÑA
Ing. Agr. and Dr.

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**GOALS OF TRAINING AND RESEARCH CONDUCTED BY THE INTER-AMERICAN
INSTITUTE OF AGRICULTURAL SCIENCES.**

1. Increase to the utmost the opportunities for education, technical training and steady and gainful work for millions of young people, and improve the capacity of middle-age people to better enjoy retirement in their elder years.
- 2.- Integrate intellectual and service resources in order to reach, in the shortest possible time, the fundamental objective of raising the economic, cultural, and social level of the large rural majorities.
- 3.- Correct what is inadequate in the present economic system, in order to absorb the labor force that emigrates from rural to urban areas, creating enormous social, economic, and political problems.
- 4.- Concentrate efforts on agricultural production and productivity for the national market and for the farmers' own use, fundamentally getting away from the obsession of conquering foreign markets which are promising but elusive.
- 5.- Strengthen rural markets by balanced programs intended to increase productivity, to improve internal marketing methods and increase farmers' purchasing power.

GABRIEL BALDOVINOS DE LA PEÑA
Ing. Agr. and Dr.

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January 19, 1970

DRAFT

Dear Mr. Lizano:

I want you to know that I am fully aware of the requests which you made to members of the Advisory Committee in your letter of December 11, 1969.

Since there are not, to the best of my knowledge, any operating programs of IICA within the continental United States, I have made no attempt to make any type of survey of the relationship of IICA to any of our Federal or state agencies or universities. If there is an official view, it is that there is a need for an organization such as IICA. The enthusiasm of the Secretary of Agriculture, Mr. Henry Wallace, for the creation of an Institute of Tropical Agriculture in the Western Hemisphere was expressed at the Eighth American Scientific Congress in Washington on May 10-18, 1940, and the government of the United States gave full support to the eventual founding of the Inter-American Institute of Agricultural Sciences on October 7, 1942. The appointment of Dr. Earl N. Bressman as Director in 1942, and his replacement by Dr. Ralph H. Allee on May 1, 1946, as well as the support of Mr. Wallace who had become Vice President of the United States, are evidence of the interest and involvement of our country in the affairs of the Institute. Individual U. S. citizens and foundations have contributed to the library, to the graduate school, and in a variety of ways to the teaching, research, and extension programs of the Institute.

If there is an official United States position as to the future of IICA, it can probably be summarized in the form of a question: "How can IICA best serve the present and future needs of the agricultural sciences in the Americas?"

All of us have a reluctance to present personal views regarding changes which substantially alter the organization and purposes of IICA. This results from the fact that the members of the Committee were purposely chosen because of freedom from past involvement with the Institute. As we have become familiar with past accomplishments and future plans, we have begun to ask questions. As answers to the questions are forthcoming, and as we have an opportunity to explore each other's views, it is expected that we will make specific suggestions and recommendations to the Board of Directors of the Institute.

If we are to make progress with our study it is necessary to develop certain hypotheses or models for the organization and scope of IICA. We are all aware of the possibility that our views may change greatly prior to the time we prepare our final report. It is in this spirit that I present my views, for purposes of discussion, of IICA's future.

1. Need

There is a need for the existence of an effective agency which coordinate certain activities in the broad area of the agricultural sciences in the Americas.

2. Scope

There is doubt, at present, as to whether there is one agency with the breadth or scope which is really needed. We have one agency which deals chiefly with academic or scientific aspects of the production of food crops. We have other agencies which deal with trade and economics, others with health, others with nutrition, and still others with demographic or population problems. In many instances, agricultural education is separated from other types of education.

It is my thought that there should be close cooperation between those who produce and distribute food and those who are concerned with nutrition, health, and population problems. We are often unaware of what each group is doing and are sometimes at cross purposes.

3. Political Problems of a Single Chosen Agency

It is often stated that without central direction and coordination, needless duplication results. This claim is widely made with respect to many types of activity, not just to teaching and research, but to economic and social agencies, public health, transportation, communications systems, and many types of industrial activity, including the generation and distribution of electrical energy, the petroleum industry, and many others.

It is unrealistic to think that all duplication can or should be avoided. It is probably unrealistic to believe IICA can displace or absorb all of many separate agencies now involved in agricultural activities in the Americas.

Each nation has its own needs, aspirations, and culture. Each should aspire to produce its food, educate its population, and train its professionals in agriculture, medicine, science, and industry. In the agricultural sciences it is understandable that each nation will, if financially possible, develop both undergraduate and graduate educational programs, experiment stations, and information services.

The need exists for closer cooperation in the study and solution of problems mentioned in No. 2 above, and it is desirable to explore IICA's role in such cooperation.

4. IICA is an organization in transition

IICA's past record in initiating and participating in change is an excellent one. We must recognize that not all of the Americas have changed at the same rate.

When the Graduate Center was established at Turrialba, it was the first in Central and South America. The research and other educational programs carried out at the Center were unique and, in many cases, made direct contributions to all of the Latin American nations.

There are still individual American nations which depend heavily upon both the graduate and research programs carried out at Turrialba or by IICA personnel. One of our problems as a commission is to evaluate these programs and to determine their future direction. It is obvious that the larger nations in the Americas have the need and means to develop their various human and natural resources as part of their national effort. IICA has recognize this need by attempting to provide special services to the various regions of the hemisphere.

It is also obvious that some of the American nations do not have the resources to develop completely independent educational and research organizations at this time. As members of the Commission, we must make suggestions as how IICA can best assist this group of constituents. Should, for example, IICA conduct research with its own personnel on certain problems, or for certain regions of the Americas? Should the Graduate Center be constituted to serve the total graduate needs of certain regions; should it attempt to become a part of a regional higher education system which would be made up of other colleges and universities acting in consort; or should the Center offer graduate programs in only a very few specialties for all the Americas?

It seems fairly clear that whatever immediate course is taken it must be considered as part of continuing change. It is inevitable that some of the individual American nations will develop highly individualized educational and research organizations leading to the Ph.D. degree and special work beyond the doctorate, but many cannot afford to.

5. Possible immediate steps in the IICA transition

I. The Turrialba Research Center

- a. Continue a reasonably broad graduate program at Turrialba to serve those countries which have no graduate opportunities.
- b. Develop a formal relationship between the University of Costa Rica and the Graduate Center.
- c. Develop an academic relationship between the Turrialba Center and other Latin American colleges and universities which do not have self-contained graduate programs, but which could offer graduate courses and research experience which could lead to a master's degree by a coordinated, cooperative effort.
- d. Develop one or two special research areas at Turrialba which might be the best in the hemisphere; for example, a total program

in beans, a highly sophisticated program in plant physiology, or appropriate area in which the objective was to be highly superior. No graduate school has ever had the finances or faculty to be superior in a large number of areas.

II. IICA as a coordinator for all activities in the agricultural sciences

a. It is probably true that no agency dealing with the agricultural sciences in the Americas is adequately financed. The designation of IICA as the main agency of the OAS for agricultural matters, if accompanied by an increase in financial resources, might increase its effectiveness. This would depend, of course, the final allocation of any increase in funds which might result

b. IICA should be used as one of the many sources of information of other international agencies, governments, foundations groups interested in the support of agricultural matters. It is probably unrealistic to think that IICA could be effective in obtaining unrestricted funds for reallocation by IICA for purposes determined solely by IICA. Most agencies with funds for such purposes have their own interests, their own evaluation mechanisms and are not likely to be receptive to an intermediary.

c. There is a clear cut need for some agency to serve as a clearing-house for information as to what is being done, for the encouragement of innovation, and for advice within its competence. As in the past, this should be done through hemisphere or regional meetings, seminars, special courses, publications, exchange of faculty and other personnel. The term, "advice within its competence," is important. In a time when changes in science and technology are occurring very rapidly, no one man or group can remain expert very long. The IICA staff can serve as expert consultants in a limited way. In general, for them to remain expert they must engage in fairly sophisticated research. A soil scientist for example, could not long remain at the top of his profession unless he were part of an active soils research group. It would be possible for IICA to keep informed of the availability of experts in the same way that a consulting firm such as Arthur D. Little keeps in touch with specialists in many fields. Consultants are usually identified for a specific purpose rather than being constantly available for general purposes. Thus, if a member of IICA needed assistance, it could be provided either by a member of the IICA staff or by one of several experts who might be employed for a short term.

c. SUMMARY

There is a need for an effective agency in the coordination of the agricultural sciences in the Americas, including the United States and Canada. It is not enough that we develop our resources in agricultural production alone. If we continue to isolate the means and methods of

agricultural production, without better coordination in distribution, without regard to their use in human nutrition, and, most of all, without regard to the alarming increases in population, we will soon face a serious decline in the quality of our total environment. Whether IICA can effectively participate in this wider responsibility is the question.

We are all aware of the need for cost effectiveness analysis. There are some problems which can probably be more effectively dealt with by individual nations or even regions within nations. There are some problems so complex as to require cooperation for solution, and there are some problems so pressing that they require joint action. How can we, through IICA or through any medium, assist all of the Americas in reaching their potential?

F. N. Andrews
Vice President for
Research, and Dean
Graduate School
Purdue University

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COMMENTS ON CHANGES IN ACTIVITIES OF IICA

Considering existing organizational limitations and also taking into account that the initial phase of IICA's activities was characterized by pioneering action, that have been left behind by the development of a number of national institutions in several Latin American countries, it can be recommended that action by said organization in the near future be characterized by reduction of direct action in implementation and by increase in action in connection with the development of institutions and/or programs in the member countries.

This premise leads us to the following comments:

1. TRAINING

In view of the development that has occurred lately in the postgraduate system of an increasing number of Latin American universities, the interest in intensifying such development and also considering it a disadvantage that CEI is not directly connected with a University, that its location is not convenient and also because it does not offer ideal living conditions for permanent students, we believe it is advisable to:

- 1.1) Avoid opening new sources of work and expanding those that now exist. In this connection, we believe it is not advisable to offer courses aimed at a doctorate (Ph. D.).
- 1.2) Plan postgraduate courses aimed at MS, only in the areas for which CEI offers very favorable conditions and not now properly offered by the other Latin American institutions.
 - the candidates
- 1.3) Continue offering an increasing number of fellowships/to be distributed among the various Latin American universities, in accordance with their degree of excellence in each field, in view of the limitation of activities of CEI.
- 1.4) Give greater emphasis to the offering of advanced courses of short duration and intensive, in areas still inadequately covered by the other institutions, with a right to credits.
- 1.5) Concentrate training in the area of economics and rural development at only one place, utilizing for the purpose the existing facilities of IICA-CIRA in Bogotá, with its privileged location next to the campus of the National University of Colombia.
- 1.6) Intensify projects in technical and financial support of postgraduate programs offered by the various Latin American universities.

2. RESEARCH

Considering investment already made at the Turrialba Center, including the long-range experimental station, and the need that still exists to attend to an extensive area of Latin America, we can set forth the following directives:

- 2.1 Maintain the research activities of CEI within a program of priorities having as an objective:
 - 2.1.1) Concentrate work to be done in priority areas of more general interest, that can be utilized by other research centers, using such work in preparing postgraduate theses.
 - 2.1.2) Compile the results of long-range experiments for periodic evaluation, also taking into account similar work being carried out in other research centers in Latin America.
 - 2.1.3) List the services that CEI is able to give to the other institutions (supplying bibliographic material, radiation sources, analysis of woods, etc.) widely informing under what conditions such service can be utilized.
- 2.2 Intensify technical and financial support to national research institutions, preferably for the development of work of more general interest, including "research management" so as to
 - 2.1.1 Promote an intensive exchange of information on work being carried out in the various countries, trying to articulate those of the same nature.
 - 2.2.2) Promote the exchange of specialists, aiming at the mutual technical assistance between countries.
 - 2.2.3) Provide specialists, equipment and material necessary for the development of research, particularly in the cases of pioneering activities.

3. TECHNICAL ASSISTANCE

Considering that there exists a body of specialists and administrative support both at CEI and at the Executive and Regional Offices and other regular offices, IICA ought to handle specific requests from member countries for specialists for advisory service, implementation and evaluation of agricultural programs or projects.

Rubens Araujo Dias

H. DE SOLA E HIJOS
Sucesores

November 20, 1969

MEMORANDUM

To: Mr. Eduardo Lizano
President, IICA Advisory Committee

At the meeting of the Advisory Committee held in Mexico, which ended yesterday, we discussed several aspects of the Institute, the discussion having centered on the following points:

- 1) Definition of the status of IICA under the inter-American System.
- 2) Its hierarchical position.
- 3) Structure
- 4) Functions

POINT 1)

The status of IICA under the inter-American system was defined quite clearly: The Institute came into being through an international convention held in 1944; it is autonomous and is governed by a Board of Directors composed of the ambassadors of the American Republics to the O. A. S. in Washington.

POINT 2.)

The hierarchical position of IICA is established under Point 1 above.

POINT 3)

As regards its structure, we discussed the advisability of:

- a) Bring into being the Administrative Committee, by appointing a group of seven or more persons of independent mind, with or without any specific affiliation, from either the public or the private sector, having a relatively permanent tenure, the appointment to be made by the signatory countries by a method to be defined.
- b) This Committee would meet four times a year; it would give advisory service to the Executive Offices; it would help to prepare the budget and draft general policies. It would be under the Board of Directors only as regards the approval

of the budget and the appointment of the Director General. The Directors appointed could continue in office for three, four or five years in order to have a certain continuity of tenure.

Under the Executive Offices there could be three departmentalized Offices:

- I) - For research
- II) - For Technical Assistance
- III) - For the postgraduate Study Center.

POINT 4)

The functions of the Institute would be:

- 1) - To coordinate, multiply and catalyze agricultural development policies through national institutions or governments of the signatory countries.
- 2) - Give technical assistance to governments and institutions within the scope of the Americas.
- 3) - Maintain a training and research center for agricultural sciences at the postgraduate level.

GENERAL DISCUSSION:

- 1) It is admitted that Turrialba is possibly not the most appropriate place for a training and research center because of its geographic location and its ecologic situation.
- 2) The Institute's program must be limited in accordance with its financial resources and its human resources, and the pertinent priorities must be set up beforehand.
- 3) Any research done at the Center ought to be done by the teaching staff or by candidates to the postgraduate degree, and it must be related to training activities. However, the Institute could take on certain research programs of a general nature in order to define and locate agricultural programs in different areas in the Americas, so that they can be solved by other institutions.
- 4) The Turrialba Center ought to act more aggressively and dynamically in the coordination of scientific agricultural achievements and advances in order to convey them more promptly to the signatory countries.
- 5) Directors of the Research Centers created by American Foundations should be contacted, such Centers being:

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in order to establish closer ties with those institutions, so as to coordinate research programs, as well as possible sources of economic and human resources.

This is in compliance with the idea of commenting our conversations, and I take advantage of this opportunity to congratulate you once more for your moderating work in our Committee.

Very truly yours,

(signature)

Francisco de Sola

FdeS/elm

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INTER-AMERICAN INSTITUTE OF AGRICULTURAL SCIENCES OF THE OAS

IDEAS ABOUT IICA'S ACTION

Horacio Giberti

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IDEAS ABOUT IICA'S ACTION

Horacio Giberti

1. Object of the report

The Honorary Advisory Committee was asked "to make a full evaluation of the activities of the Institute and draw up a plan regarding how it should be oriented in the future..."

The Committee has already interpreted that the fundamental object of the evaluation was to provide bases for future action. Under that line of thinking, it becomes essential to classify, first of all, the institutional aims that are to guide IICA. In fact, previous activities could well have been very efficient under the established guidelines, but if it is taken into account that guidelines are subject to change, then the efficiency obtained in implementing directives might not have run parallel to efficiency in accomplishing institutional aims.

The foregoing does not necessarily mean any assumption that IICA may have strayed from the goals for which it was created. What must necessarily be recognized is that "agricultural development needs", toward which IICA must direct its efforts according to its Board of Directors (Resolution creating the Advisory Committee, IICA/JD 658-30), are now interpreted in a much different way than a few decades ago.

What is urgent and fundamental, therefore, is to define clearly the goals of IICA. Without this, it is impossible to lay the groundwork for future action. As a matter of fact, the evaluation of what has been done so far should be aimed at clarifying those goals and laying that groundwork.

Lizano, in his memorandum of Nov. 1/69 (DG/RO 567) has already accurately delimited the main alternatives as regards objectives, programs and organization, and pointed out the priority that would apply to the objectives. This report attempts to supply an answer to the questions posed therein, for the information of co-members of the Advisory Committee and for ultimate discussion.

2. Purpose of action

Without a doubt, as originally conceived, IICA was scientifically oriented. This is shown by its very name, which sets forth in specific terms the general objective expressed at the Convention for the Organization of IICA (1944): "to stimulate and promote development in the agricultural sciences... through research, training and dissemination of agricultural theory and practice, as well as in other related arts and sciences". (Art. 2).

The writer fully disagrees with the objectives as stated above, which could have been acceptable a quarter of a century before, but do not conform to present views of the problem of development.

In the first place, its failing lies in its scientism, which disregards man as such and places him at the service of science. Note that it talks of promoting the agricultural sciences through the theory and practice of agriculture instead of at least talking of promoting agriculture through science.

Under the up-to-date approach that actual practice has come to confirm, understand that the fundamental objective of IICA must be to contribute to the development of the member countries through increased agricultural production. In other words, that increased production should not be sought as an end in itself but rather as the means to an end. And the latter would not be even agricultural development but national development. It must be stated that national development, a part of which is economic development, should be taken to mean a process of improving mankind. (Myrdal: development is the upward movement of the entire social system).

This is not a mere question of semantics or of academic differentiation. A difference in approach can lead to entirely different conceptions. The objective of promoting science can justify research that is entirely divorced from reality. The objective of promoting production can justify disregarding the fair distribution of income. The objective of promoting agrarian development can justify neglecting about the balance of the different productive sectors. The objective of promoting economic development can justify disregarding the raising of the cultural level of farmers.

Only the objective of promoting authentic development, that is to say, elevating human dignity, will make it necessary to consider all of the above aspects even though it does not necessarily means working at all of them. It will be essential to keep them in mind when choosing alternatives and coordinating overall activities with the corresponding entities.

We have gone into this point at length because it is a basic concept, but IIC authorities have already forestalled any possible excess of scientism, when they interpreted the objective of the convention of 1944, to mean "promote the improvement of institutions of higher agricultural education, agricultural research and rural development... as essential instruments to increase and disseminate knowledge and apply it to hasten economic and social development..." (Executive Order 29/66, of May 24/66). On comparing this text with the text of the convention of organization, there is no doubt a marked difference in the wording of the objectives, and the former expresses more accurately the spirit that should have inspired the foundation of IICA.

In order not to dwell too long on a question that doubtlessly lends itself to extensive analysis, we will merely state our agreement with the policy of the "new dimension for the 1969-1974 five-year period" set forth by Samper (IICA/JD-640-1, of October 17, 1968), stating (page 7-8) that:

"Stating and promoting the development of agricultural sciences cannot be interpreted as an end in itself, but as a means to make available to the member States a more useful and effective instrument to hasten its own agricultural development.

"The development of agricultural sciences as a general objective... becomes more specific in terms of 'stimulating and promoting research,

training and dissemination'..."

This is stressed even more in the part of the same document dated Jan. 31, 1969:

"In the future, IICA... will continue to support the efforts of the member States toward their agricultural development... and will act... in accordance with the postulates of the Bogotá Charter (1960), of the Punta del Este Charter (1961) and of the Declaration of the American Presidents (1967). It will particularly try to contribute to:

"a. Improving the levels of employment and income of the rural population, particularly of the marginal population.

"b. The fair distribution and efficient use of productive resources, particularly land, water and credit..."

Strictly speaking, it might be said that this constitutes a more explicit statement of the two broad objectives set up by the Executive Offices for the 1960-1970 decade: "contribute toward a speedier economic development of the American States and toward greater social well-being for the peoples of America, preserving the dignity of man and his political liberty" (IICA/JD-640-1, pg. 11).

We are not unaware of the fact that the policy mentioned above has not been entrusted specially to IICA in the above documents, and that the Institute is often ignored or left out when reference is made to agricultural policies. On the other hand, this deficiency starts to be corrected under the Quito Declaration (4/20/69). (See footnote 1/). For this reason, it pertains to the Advisory Committee to express its views on this question clearly and definitely.

3. Types of action

In order to fulfill its objectives, IICA could devote itself to pure science, to applied science or to direct promotion of development.

If the objectives set forth above are accepted as the main objectives of IICA, it is obvious that the action that would coincide best with them would be direct promotion of development, because this is much more urgent, necessary and immediate than the indirect promotion that would result from the development of pure or applied science. This would involve directing more action toward

1/ The Special Meeting of CECLA in Viña del Mar (15-17 of March, 1969), in referring to all of the organizations and agencies of cooperation, brought out the need for them to "make their action more flexible and orient it toward the central objectives of development".

the essential elements of agricultural production and the essential elements for agricultural development, according to Mosher's definition. ^{1/} This does not mean forgetting the accelerators of development (to use the terminology of this same author), but rather to adjust the priorities to the needs of the development process.

Science is of fundamental importance to progress, but does not manage to work out when the structure of a country is not appropriate. If, as stated by Previsch, underdevelopment consists in the inability of economic structures to evolve, it is evident that the mere addition of science or techniques without an appropriate socio-economic structure does not solve the problem. It might even be stated that the problem could be made worse, because it contributes to increasing the disbalance between the minority sector, who is able to utilize scientific and technical progress, and the majority sector, who is unable to improve because of structural rigidity.

Therefore, in order to operate more efficiently, IICA should place more emphasis on the essential elements of production and development (those involving economic structure), in other words, give more impetus to the direct promotion of development. Note the words "place more emphasis", which does not mean devote itself exclusively to them. For a number of reasons, and particularly so as not to jeopardize the future by limiting action to the present, those elements that accelerate development, such as science, education, credit, etc. must not be ignored.

In brief, it is a matter of adjusting intensities and assigning priorities, not of concentrating on one unilateral action that, at best, could produce immediate results but would not assure the future.

It would be ideal not to have to limit action by priorities, to be able to undertake all necessary tasks. But the needs are so great that it is impossible to attain this ideal, regardless of how much IICA's budget might be increased. Lizano's remarks about the delicate balance between efficiency obtained through specialization and efficiency derived from supplementation of diverse activities (DG/RO 567, of Nov. 1, 1969) are very appropriate.

4. Forms of action

4.1 Services

IICA's activities aimed at carrying out the type of action that is most advisable, can consist in direct services or in assistance to national institutions so the latter can give such direct services.

Although in the beginning IICA devoted considerable effort to giving direct services, for some time now special efforts have been made to strengthen national institutions so that they will give these services. The aforementioned

^{1/} A. T. Mosher: "How to make agriculture advance".

document by Samper points out, among others, as one of the two general objectives for the 1960-1970 decade: "to strengthen the institutions of the member countries in order to help them solve their agricultural, technical, economic and social problems" (op. cit. 10/17/68, pg. 11).

We believe this line of thinking is fair, both because of its projections and because it conforms to the concept of development. If the objective of development is improving mankind, it is indispensable for man to be the author of his fate, not simply an actor or a spectator. Following that line of thinking, foreign aid, instead of doing things should help to have them done; it must act in such a way that the national services are the authors, not actors nor spectators. For this same reason, IICA's programs must be planned and carried out with the countries, not for the countries, nor against the will of the countries, no matter how unreasonable the arguments supporting such will may seem. IICA must always be an international organization, not a supranational one.

At the same time, IICA should, as far as possible, be oriented toward long-term lines of work because occasional tasks do not fit in well with an organization of this kind. For example, furthering a given activity in a given country could be an interesting objective, but once accomplished, the action should be discontinued; this would be an occasional and not a permanent task, which usually calls for undertakings of little use after the program is completed. On the other hand, programs that give IICA the role of catalytic agent of efforts of the various countries, of cooperation between different specialists that would work more fruitfully than if they worked independently; of facilities that would achieve large-scale economies, etc., are tasks of a much more permanent nature and multiplier of efforts. With this kind of programs, the effort put forth comes more valuable and the facilities and equipment will have a much more useful life.

These guidelines would indicate, for example, that if research were done in Turrialba for the sole purpose of solving non-complex, specific problems, once such problems were solved or once local services in the countries were created for the same purpose, the program would lose significance and its facilities and equipment would be unnecessary. On the other hand, using Turrialba to train specialists or tackle research work whose complexity would demand full technical cooperation or would attach special importance to large-scale economies, would imply projecting CEI toward more permanent goals and to higher levels that would make possible achievements that would not be accessible to the member countries.

Except in very specific cases, then, IICA should not do any research as a final objective but only as it contributes to the objective of training specialists, coordinating efforts, achieve appreciable large-scale economies.

Under this philosophy, it would pertain to IICA to cooperate in detecting and diagnosing great problems, contribute toward setting up action priorities in the countries or regional groups of countries, provide information on research done or under way, give training in research management, etc.

The technical personnel for that kind of action could belong to CEI, but obviously should work out of the most convenient place, whether this is CEI itself or a place in any country.

4.2 Recipients.

The forms of action can vary a great deal depending on the recipients of the action. Schematically, there could be three fundamental types of recipients: leaders, specialists and men in the fields. So far, attention has mainly been given to specialists and to a special kind of specialist: the one at higher levels. On incorporating rural development and agrarian reform programs recently, there has occurred a change toward leaders and men in the fields.

We understand special attention must be given to the problem of recipients, analyzed in the light of the guidelines sketched out in the preceding points.

Working almost exclusively for higher-level specialists might conform to the original conception of IICA, but it fits in very little with the changes that have occurred and with the pressing needs of American development.

Informing leaders of all kinds (from political leaders to union and labor leaders) about the agrarian realities on the continent, of the main agrarian problems and of possible solutions, takes on special importance in a world that is becoming urbanized too rapidly and where the centers of decision form around urban locations whose pressures tend to isolate them from acute rural problems. Examples of this form of action are the seminars on agrarian reform for clergy men and politicians, organized by IICA-CIRA, or the meeting held at the invitation of the Director General in order to explain to Mr. Nelson Rockefeller points of view on priority factors of Latin American agrarian development. While action directed toward this kind of recipients will not be as frequent or regular as others, more attention will have to be paid to them since they can help to facilitate and orient the basic changes that are indispensable for development.

It has already been stated that through training or research training was given specially to higher level specialists. We feel it is essential to plan on forming and training intermediate level specialists, who are very scarce in Latin America in spite of their being badly needed, for which reason a good part of the potential usefulness of the also insufficient higher-level specialists is also wasted.

According to CEPAL (Estudio Económico de América Latina 1966. Editorial Hachetto, pg. 429), there must be, agriculturally speaking, from three to five intermediate-level specialists for each higher-level specialist, but in Latin America, the proportion does not even reach 1-1, both in the overall picture and in most of the individual countries (see attachment 1).

We feel it is very urgent to support intermediate technical training much more than is the case at present, not only in order to correct the deficiencies mentioned but also because we also consider that trying to improve training starting at the upper levels sterilizes a good part of the effort, because there does not exist the necessary training pyramid that will make it possible to select the best, to multiply the action of the specialists and to provide a solid foundation for training,

inasmuch as higher education is, chronologically and conceptually, the end and not the beginning of training.

The almost exclusive orientation toward higher education conforms with the original conception and the name of IICA, but no longer fits in with integral development. This was the opinion of distinguished Latin American persons who met in March, 1969, at the request of the Director General in order to express their views about the most urgent factors in the agricultural development of the lower continent, when they stated: "As regards agricultural education, it is urgent to supplement the present formation of highly-trained professionals with intermediate level professionals, through technical, vocational and administrative training programs".

Schulze, for his part, is no less categorical regarding the need to invert a harmful trend: "As regards education in general, there is a tendency to favor college training, and this favors much more than it is advisable, the minority that is economically and socially stronger". (La crisis económica de la agricultura. Ed. Abanza, pg. 175-76).

Another huge group of possible recipients of IICA's action are the agricultural producers or, more generically speaking, all of the families who live off agricultural production.

Samper and Franco (Panorama de la agricultura latinoamericana. En: Desarrollo Rural en las Américas, Vol. 1, No. 1, January-April 1969 - IICA-CIRA) differentiate three kinds or stages of agricultural development in Latin America: traditional agriculture, commercial agriculture and the transition agriculture from one to the other of the first two, which, in time, can evolve into the second or revert to the first. The three stages coexist throughout almost all of Latin America and they pose entirely different problems that call for different forms of action, even though the goals of such action may be the same.

But as Federwell points out, the agrarian problem does not boil down to the families that work on farms but necessarily includes a large mass of agricultural workers that have no land. From the study by this author we transcribe, under attachment No. 2, a table that refers to ten countries that represent 70% of the Latin American rural population. The table shows that 40% of the families working in agriculture do not have any land and that of the families that operate farms, 53% do so on "minifundiums". Without a doubt, farmers without any land and with minimal land (subsistence and traditional farming) predominate overwhelmingly in the Latin American agrarian picture.

No doubt, Samper refers to that large, impoverished mass of people when he says that in the future, IICA will try to contribute "toward improving the levels of employment and of income of the rural population, especially the marginal population, which must be brought actively into the development process" (IICA/JD-640-1, 1/31/69, page 1).

When underdevelopment prevails, the exclusive interest in commercial farms could conceivably have an unfavorable effect; instead of accelerating development, it could increase the disbalance between that sector and the large mass of farmers that vegetate on subsistence farms and on traditional agriculture, with no possibility of taking advantage of those techniques that are useful in commercial farms.

It would seem logical, therefore, that IICA, as the organization for promoting development, should pay more attention to the problems of the large mass of farmers without land or with farms that cannot reach commercial levels. There is no need for these recipients to receive this action directly; on the contrary, as outlined in other chapters, it would be better for them to receive it through national services. IICA can fulfill a very useful and urgent task by training specialists for this work, diagnosing the main problems of the sector, contributing to the necessary structural changes, etc. Rather than direct recipients, of the action, those groups of farmers are indirect recipients, final recipients, but in any event, they require specific action, different from the action required by the sectors devoted to commercial production.

There is no use trying to hide the fact that, because of the nature of the problem, working for the huge underdeveloped mass of farmers is hard. As pointed out by Mosher, for example, "producers accept innovations in the production of commercial crops more readily than in the production of crops for the farmers' own consumption" (*Cómo hacer avanzar la agricultura*, pg. 72). But the very magnitude of the problem, which is the cause of the supply of food per inhabitant today being as low as it was in 1935-39, makes it necessary to face it with determination.

4.3 Regionalization.

Up to this point the situation has been described as if the conditions outlined were similar in the entire area. Since that is not the case, although they prevail in the overall picture, said situations can offer entirely different aspects in different places, so it might be absurd to deal with them exactly the same.

In addition, while it is convenient to about problems in connection with agricultural structures, with soils, crops, cattle, etc., independently, in actual fact they do not occur that way but as one single complex with marked interactions that would make any attempt at isolated solutions dangerous.

Hence the need and advisability of the regional approach to the problems, as a whole and with an interdisciplinary outlook, with solutions that are also regional and, as far as possible, integrated into national plans. This way, not only are socio-economic problems solved more wisely and quickly but also the legitimate demands of the various member States are better taken care of.

This way, the stand that IICA be oriented especially toward strengthening national institutions is supported. Creating its own research services, for example, would have the objection that they could be used only for certain areas, which cannot meet the needs of all of the member States. The training, in Turrialba, of specialists that have to serve in the southern tip of the continent, will be very limited in all of those fields where ecology is a deciding factor; this problem might not occur in certain cases (such as librarianship) but this would be the exception.

This aspect of the regionalization has already been incorporated with the regional offices. But care must be taken that the approach to the problems follows the same idea.

5. Adapting Structure - Operation

5.1 Evaluation.

Once the aims, kinds and forms of action have been defined, the structure and operation of IICA can be sketched out in order to adjust it to the best manner of carrying out the ideas contemplated. But since this does not involve a new organization, the existing structure and its results must be taken into consideration.

Evaluations that have already been made on IICA's activities can serve as valuable criteria, and so can any other studies it may be deemed proper to have made. It has already been pointed out at the beginning of this report that the Advisory Committee feels said evaluations should be used, rather than to judge past efficiency, to orient future activities.

It would seem proper to point out again that the activities of IICA can be analyzed from different points of view: operating efficiency, efficiency in attaining basic objectives and a fair distribution of profits.

Operating efficiency, which could be measured in terms of the relationship between the cost and the value of the services, must undoubtedly receive special attention, but we feel that this is not as much in the realm of the Advisory Committee but of the Board of Directors and other stable bodies of IICA. As mentioned before, satisfactory operating efficiency does not necessarily mean satisfactory attainment of the institutional goals. But undoubtedly, when the tasks set up satisfy the goals of the institution, only maximum operating efficiency will permit the best use of the resources allocated.

Finding out if IICA's work fulfills the goals of the institution calls for a different kind of evaluation that will take institutional goals as a starting point and measure the extent to which IICA's work has contributed to achieving such goals. This is not an easy problem to solve, but it is fundamental in the orientation of IICA's future. The Advisory Committee will have to concern itself with this kind of evaluation more than with the other one.

To repeat something that has been said already, care must be taken not to fall into anachronisms, and to judge activities always in the light of current orientations. Inefficiency in the attainment of objectives cannot be claimed if past actions are checked on the basis of present objectives, which differ from those in effect at the time such actions were planned. Conversely no action can be called efficient merely because it was efficient at one time, without taking into account if the objectives have changed.

At the same time, action could have been directed efficiently toward the achievement of given goals, but the regional distribution of efforts turns out to be dissatisfactory because it does not adapt to the expectations of the member States. This aspect, which is also important within the scope of the Advisory Committee, is touchy and often creates friction and resentment.

In order to set up guidelines for fairness it will be necessary to take into account the criteria applied by the member States in judging the regional distribution of services. If such criteria do not exist or if they do not satisfy the Advisory Committee, the latter will have to draw up its own criteria.

An organization such as IICA is essentially a redistributor of wealth. Therefore, it cannot be expected that each member State will automatically receive services whose value bears the same proportion in regard to the total services rendered by IICA, as its quota bears to the total quotas. The spirit of mutual help and cooperation that inspires the OAS results in the more developed member States coming to the help of the less developed.

Since one of the member States -- the one that makes the most substantial contribution -- does not expect to receive services from IICA, and further, since the quotas from the member States represent only 60% of IICA's resources, one acceptable basic criterion could be that each of the member States expecting to receive benefits, should receive them, at least, in an amount equivalent to the amount of the quotas paid in. The extent to which such benefits exceed the contributions will depend on the relative degree of development of each country, and of the efforts made by each country.

The same criterion could be applied for the local distribution of services (except the Executive Offices), although in this case there is room for much more flexibility, since the location of the services does not necessarily imply parallel local granting of benefits. CEI, for example, yields more benefits to the rest of the member States than to the country where it is located. However, possibly in the light of the criteria set forth under this chapter and in previous chapters, it does not seem fair that CEI should absorb 33% of the expense budget of IICA. In a few years there occurred a marked change in this regard. In 1964/65 the figure amounted to 43%, but 33% is still too high when its functions are compared with IICA's objectives and when the limitations established by regional differences are contemplated.

Although the need to contemplate the legitimate demands of each member State are closely related to the need to contemplate ecologic, economic and social differences of the different regions in the continent, it is advisable to separate these two concepts in order to weigh them in their true value.

5.2 Relations with other organizations.

Since IICA is part of the OAS and, furthermore, since it does not act independently of and disjointed from other international institutions and organizations its structure is considerably affected by its relations with all those institutions and organizations.

As mentioned at the beginning of this report, IICA has been adapting its objectives to the present needs and conceptions of the development problem, but paradoxically, the OAS and the governments do not seem to have noted this evolution and have left IICA aside in planning actions that particularly pertain to IICA, to the extent that it has sometimes preferred to create or plan new organizations which results in superimposing expenses and services.

It is clear in all of the preceding pages that we understand IICA should project its action far beyond the narrow and unreal initial, predominantly scientific scope. It is also clear that this does not mean recommending that IICA take on tasks that it cannot carry out for lack of funds, or tasks that are already being carried out by other organizations.

We understand IICA is to be the agricultural agency of the OAS, expanding its activities in accordance with its material resources and in increasing coordination with other agencies.

The foregoing conforms to the Director General's recommendation XIII, in his document IICA/JD-640-1, of Jan. 31, 1969. It also conforms to resolution IV of the Special Inter-American Conference (November, 1965), which entrusted the OAS Council to study a method of coordination for the entire system, so that "the new functions and activities intended to promote economic, social and cultural development and inter-American cooperation, be entrusted to those organizations of the system that have the greatest experience in the various areas, in order to avoid the unnecessary proliferation of new services". These ideas must have guided the Secretary General of the OAS in stating, toward the end of 1969, that if the organization has IICA available, there is no need for the General Secretariat to finance its own agricultural program.

5.3 Internal structure.

The guidelines now in force, giving autonomy to IICA, seem to be the most appropriate for its proper operation. The Advisory Committee has had an exchange of views on the suggestion by de Sola on the creation of an intermediate group between the Director General and the Board of Directors, composed of half a dozen highly qualified persons having different specialties who, without any fetters as to representation or origin, etc., would meet 3 or 4 times a year in order to discuss the projects of the Executive Offices and render its report to the Board of Directors to facilitate the Board's work. In order not to delay such important aspects, until a specific entity is created such functions could be fulfilled by the Technical Advisory Committee, which would have to be put into operation.

The Director General could be assisted by a Director of Research, a Director of Training and a Director of Agrarian Affairs, as outlined under section 11 of the minutes of the second meeting of the Advisory Committee. The location of the Executive Offices must be decided on the basis of economy in transportation and of the advisability of not giving in too much to the tendency of concentrating offices in great political centers.

Regional Offices located in line with thinking similar to the one proposed for the Executive Offices would be in charge of the regional approach to the problems. It will be necessary to analyze whether or not the present division is suitable for the Latin American situation and for the adjustment that would be required if the basic criteria explained in other chapters were adopted.

Devoting much more attention to intermediate level training, to the exchange of young farmers between countries in the areas, or to livestock raising -- which have had little or no attention from IICA -- could call for changes in certain internal structures of IICA. It has already been mentioned that the accepting of

AGRICULTURAL SPECIALISTS IN LATIN AMERICA
Year 1965

| Countries | Upper Level | Intermediate Level | Total | Farms per Specialist | Thousand Hectares per specialist |
|---------------------|---------------|--------------------|---------------|----------------------|----------------------------------|
| Argentina | 6,210 | 2,000 | 8,210 | 57 | 17 |
| Bolivia | 330 | 400 | 730 | 117 | 20 |
| Brazil | 7,515 | - | 7,515 | 446 | 21 |
| Central America | 905 | 1,165 | 2,070 | 485 | 5 |
| Colombia | 2,030 | 1,530 | 3,560 | 351 | 6 |
| Chile | 1,840 | - | 1,840 | 12,867 | 49 |
| Dominican Republic | 35 | 3,500 | 3,535 | 28 | 3 |
| Ecuador | 790 | 400 | 1,190 | 301 | 3 |
| Haiti | 305 | - | 305 | - | 3 |
| Mexico | 6,100 | 530 | 6,630 | 217 | 16 |
| Paraguay | 85 | 520 | 605 | 256 | 19 |
| Peru | 1,050 | 1,510 | 3,460 | 255 | 3 |
| Uruguay | 1,100 | 860 | 1,960 | 40 | 9 |
| Venezuela | <u>1,400</u> | <u>2,150</u> | <u>3,550</u> | <u>121</u> | <u>6</u> |
| Total Latin America | <u>30,595</u> | <u>14,565</u> | <u>45,160</u> | <u>224</u> | <u>12</u> |

Source: FAO (taken from: BID. Agricultural Development in Latin America: the next decade).

The first part of the document discusses the importance of maintaining accurate records and the role of the committee in overseeing these processes. It highlights the need for transparency and accountability in all financial transactions.

The second part of the document details the specific responsibilities of the committee members, including the review of budgets, the monitoring of expenditures, and the preparation of annual reports. It also outlines the procedures for handling any discrepancies or irregularities.

The third part of the document provides a comprehensive overview of the financial statements, including the balance sheet, the income statement, and the cash flow statement. It explains how these statements are prepared and how they are used to assess the organization's financial health.

The fourth part of the document discusses the various sources of income and the methods used to allocate these funds. It also addresses the issue of fundraising and the role of the committee in ensuring that all income is properly accounted for.

The fifth and final part of the document provides a summary of the key findings and recommendations. It emphasizes the importance of continued vigilance and the need for regular communication between the committee and the organization's leadership.

**COUNTRY FAMILIES BY KINDS OF WORK
IN 10 COUNTRIES IN LATIN AMERICA(1)**

(Year 1960)

| Kind of work | Thousands
of
Families | Millions
of
Hectares | % of
Farms | % total
country
families |
|--------------------------------------|-----------------------------|----------------------------|---------------|--------------------------------|
| Sub-family farms
("minifundiums") | 3,844 | 14,8 | 53 | 32 |
| Family farms | 2,196 | 110.6 | 30 | 18 |
| Super-family farms
medium | 1,088 | 159,8 | 15 | 9 |
| Super-family farms
large | <u>145</u> | <u>241.0</u> | <u>2</u> | <u>1</u> |
| Total | 7,273 | 526.2 | 100 | 60 |
| Workers without land | <u>4,760</u> | <u>-</u> | <u>-</u> | <u>40</u> |
| GRAND TOTAL | <u>12,033</u> | <u>526.2</u> | <u>100</u> | <u>100</u> |

(1) Argentina, Brazil, Colombia, Chile, Ecuador, El Salvador, Guatemala, Honduras, Nicaragua and Peru. These countries represent 70% of the rural population in Latin America.

Source: E. Feder. *Las perspectivas del campesino en América Latina*. Comercio Exterior, vol. XIX, No. 12, pg. 978, Mexico, December, 1969.

UNIVERSAL AGRICULTURAL PHENOMENA AT THE END OF THE SIXTIES

Gabriel Baldovinos de la Peña
Ing. Agr. and Dr.

1. Unemployment

There is unemployment of the labor force which ranges from 10% in the more industrialized countries to 70 or 80% in the more underdeveloped ones.

The magnitude of this phenomenon is unknown. The different unemployment figures are strongly contradictory.

How could more employment be generated?

What is the minimum amount of investment to give productive work to a person and how can technology be made to use labor?

How can the highest possible work coefficient be attained in agricultural production, reducing costs?

2. Inflation

Revealed in a number of ways, such as: price increases, case of the dollar. In other cases, devaluation, case of the franc; in yet another, increased prices for goods, case of the revaluation of the German mark. It can be said that no country is exempt from this phenomenon.

How could it be arranged to send to send to consumer markets, agricultural products at low prices and at the same time pay agriculturiers more for their crops?

What measures can be taken, other than governmental, to control price increases? It has been proven that official price controls do not work).

3. Virtual surpluses

In every country in the world, there are accumulated surpluses of agricultural products for which there is no demand. For example, former white British colonies have large quantities of wheat and other cereals stored. In Europe, there are large surpluses of milk products (powdered milk and butter); there are large deposits of coffee, of fibers, vegetables and other agricultural raw material.

At the same time, food consumption in the poor countries is relatively low: from 20 to 30 grams of protein a day, as against the minimum requirements of 80 grams a day taken by the inhabitants of the rich countries. Millions of people are half naked because of the lack of suitable clothing.

What can be done about correcting this apparent contradiction between a relative abundance of agricultural products and a deficiency in consumption?

What will happen if these surpluses continue mounting?

4. Synthetic products

In the highly industrialized countries there is an increasing use of synthetic products which compete with raw materials. Such is the case with the fibers of synthetic material, plastic leather, synthetic rubber and, more recently, synthetic proteins made from petroleum. These products are competing strongly with plant products because of their quality and lower cost, and are pushing their natural counterparts off world markets.

If this trend continues, what will its impact be on the structure of agricultural production?

How will farmer income be affected?

How heavy will tax loads be to compensate, through subsidies, goods produced and not sold, which will necessarily have to continue piling up?

5. Outflow of foreign exchange

There is a substantial shortage of foreign exchange for countries to meet their mutual international obligations. The disbalance in balances of trade and payment is chronic. There is a fierce competition between countries to be absolute exporters and zero importers.

Highly industrialized countries are self-supporting in their agricultural requirements, which they obtain either by natural means or by synthetic products which they manufacture to cover their needs.

The tourist trade, which used to be one of the most important aids for balancing the balance of payments, will possibly offer less prospects for the future as producer of foreign exchange.

What can we do to face this phenomenon so that the main lines to produce foreign exchange will be the sale of crops for export?

Could we produce wheat at 50 dollars a ton or corn at \$600.00 a ton, while farmers made a reasonable profit?

How could research be organized to improve the quality of agricultural products and compete in prices?





IICA