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03 OCT 1986

IICA



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**PROPOSED PROJECT TO STRENGTHEN THE INTERNAL
MANAGERIAL CAPACITY OF THE INTERAMERICAN
INSTITUTE OF AGRICULTURAL SCIENCES**



IICA



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PROPOSAL FOR IICA's INTERNAL MANAGEMENT IMPROVEMENT PROJECT

Interamericano de
Documentación e
Información Agrícola

03 OCT 1986

IICA — CIBIA

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Submitted to AID on
May 14, 1979.

José Emilio G. Araujo
Director General

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EXECUTIVE SUMMARY.

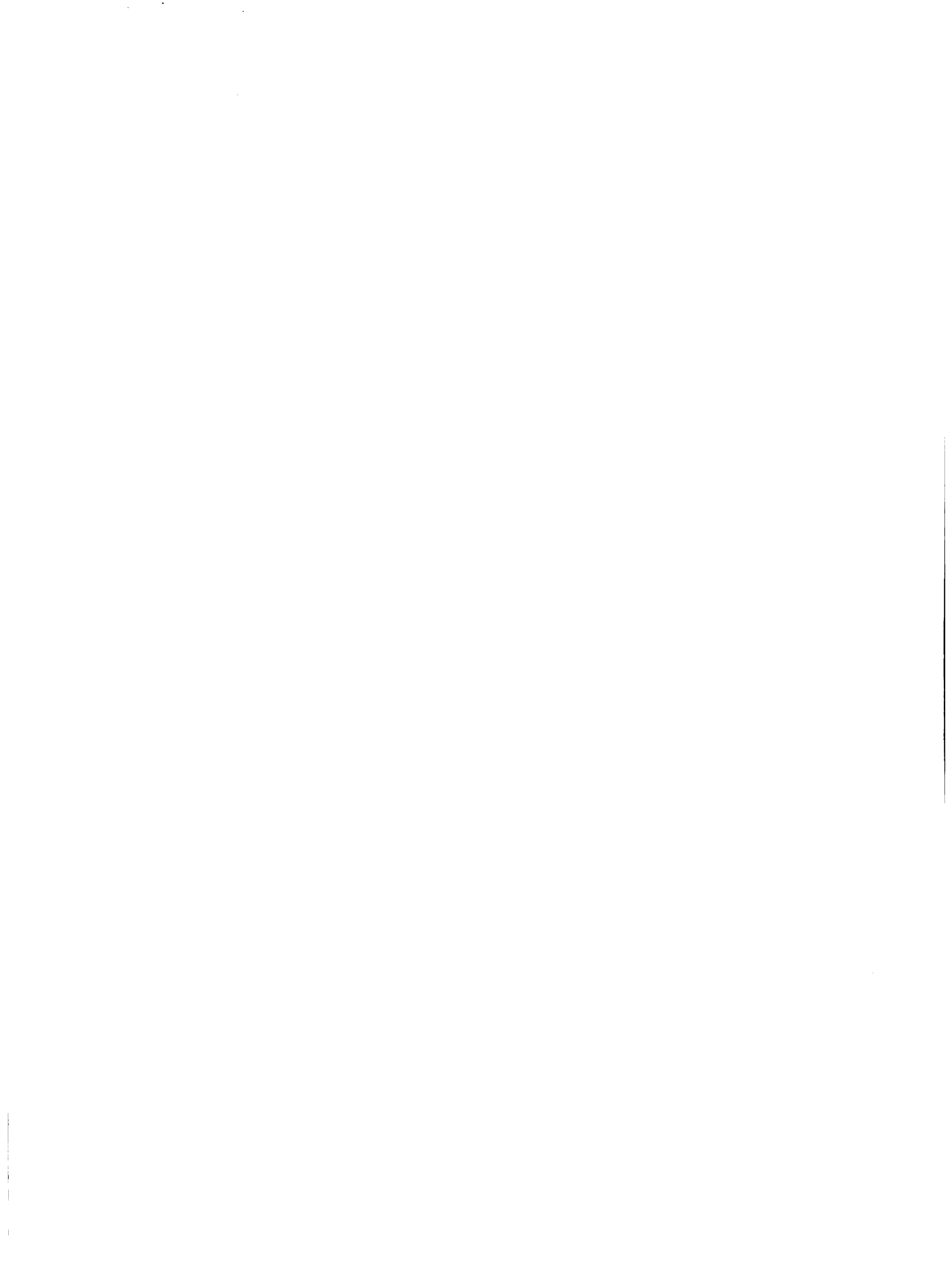
This project is designed to strengthen and institutionalize the process of continuing analysis and identification of structural and managerial improvements to enable the Institute to function more effectively as a hemisphere-wide organization serving the "poorest of the poor" with broad-range humanistic development programs. In the last decade IICA has grown dramatically from a post graduate teaching and research institute based at Turrialba to a development assistance institute administering over 100 contracts in all the countries of Latin America and the Carribean. The Institute believes this pace of growth should and will continue through the 1980's.

This project will prepare the management of the Institute to meet the changing environment of development and the challenge of a much expanded assistance role. The project is designed as a sequential five-year medium-term development plan. The first phase of the project will analyze the strengths and weaknesses of the Institute in seven areas:

1. Organizational Structure.
2. Career Executive Management Development.
3. Internal Control.
4. Personnel System.
5. Financial, Budgetary, and Accounting Systems.
6. Information System.
7. Project Administration System.

The second phase of the five-year plan is to develop a series of integrated alternatives in a decision format for the executive management of the Institute. These decision alternatives will be studied by an executive committee which will select the appropriate alternatives and assign an implementation priority.

The third phase of the project will be the operationalization of the modifications and the training of executive and mid-level staff in the use of new



techniques of management which may be required. In addition, training, seminars, and workshops will assist career executives and field staff to understand and implement new policies and practices as well as develop a feedback loop to apprise the Central Headquarters of the problems and performance.

The fourth phase of the project will be a careful evaluation of the results of the foregoing modifications and training. Case studies in each of the Institute's Member countries will be carried out by evaluators who have been separated from the operational staff to foster impartiality. This evaluation will identify successes as well as problems encountered during the project and will suggest alternative solutions. The evaluation's second analytic focus will be to identify the areas of the Institute's management and administration which should be the subject of the Institute's second five-year management improvement program.

The anticipated overall result of this program is to build and institutionalize the in-house capacity to analyze and identify areas of managerial improvement in all aspects of the Institute's operations; to develop alternative solutions, implementation plans; and carry out the post hoc evaluations. This unit will also be charged with developing and carrying out on-going managerial training programs on a hemisphere-wide basis and will develop subsequent management improvement plans. This augmented managerial capacity will be reflected in the Institute's increased effectiveness and efficiency in managing both its present programs and in an expanded capability to successfully mount and carry out additional assistance programs in the 1980's.

The total budget for this project is \$3,890,000. The Institute has budgeted \$1,760,000 from its own resources and is requesting assistance from AID of \$2,130,000. A line-item break-out of the request is contained in the budget on Charts 1, 2, and 3. This assistance is requested for the forthcoming FY so that IICA may continue with the work already initiated.



I. INTRODUCTION: WHAT IS IICA?

A. Organizational Evolution of the Inter-American Institute of Agricultural Sciences.

The Inter-American Institute of Agricultural Sciences is the specialized agricultural and rural development organization of the Inter-American System. The institute was founded in 1942 by an Accord of the Board of Directors of the Panamerican Union. The Multinational Accord of the Institute has been signed by the 26 member countries of the Organization of American States.

Initially IICA functioned as the Centro de Enseñanza e Investigación in Turrialba, Costa Rica. The Centro specialized in agricultural research and post-graduate teaching.

The member countries increasingly called upon the Center's expertise in program areas outside teaching and research. To meet these program demands in areas such as agricultural credit and agrarian reform, the Institute created a hemisphere-wide structure composed of a central headquarters, three regional headquarters, two Inter-American centers and, in addition, established offices in several countries. The organizational structure in 1970 is presented in Annex 1.

In 1970, the Institute initiated its hemisphere-wide humanistic development strategy and undertook further restructuring to meet the rapidly growing demand for its services. Offices were established in all the member countries. The phasing out of the Regional offices was initiated, with the functions being transferred either to the national offices or to the Central headquarters. Annex 2 presents the Institute's structure after the 1970 reorganization.

The present organization, presented in Annex 3, is composed of the Office of the Director General, three Deputy Directors General for



planning, operations, and external coordination, and staff offices for personnel and administration. Under the present administrative structure, the national offices are the basic operational unit and report directly to the Office of the Director General. Regional activities are coordinated by four regional headquarters for the Northern, Southern, Antillean, and Andean zones. These regional headquarters which provide technical and administrative support, report to the Office of the Deputy Director for Operations. The present structure of IICA is contained in Annex 3.

B. Evolution of the Financial Resources of IICA.

The composition of IICA resources has diversified rapidly as the Institute has grown and taken on new roles in agricultural development. In 1970/71, 80% of total financial resources were derived from the quota contributions of the member states. By 1979, IICA received \$9,9 million of its \$21,4 million budget (46.6% of the total) from the quota contributions of its member states. The majority of the budget resources were derived from about 100 contracts and agreements which IICA has signed with international development organizations and the Member countries, including four with AID. Annex 4 contains a detailed break-down of the development of these resources.

C. Evolution of the Human Resources of IICA.

IICA currently has a permanent staff of almost 700 divided among international professionals, national professionals, and general service categories. In the international professional category IICA has 277 staffers; of these 168 are paid from quota funds and 130 from extra-quota sources. The 23 national professionals are all paid from extra-quota funds, as are 150 of the 433 general service personnel. The development of IICA's human resources has been striking. IICA's 693 staffers, of whom 300 are professionals, is double the 1970 staff of 326 employees, of whom 155 were professionals. (See Annex N° 5)

D. Evolution of the Technical Activities of IICA.

At its founding, IICA worked almost exclusively in the areas of Post-graduate education and research. The areas of agricultural and rural development were tangential. These activities were carried out from the Center in Turrialba and later by the regional headquarters and other centers operated by the Institute.

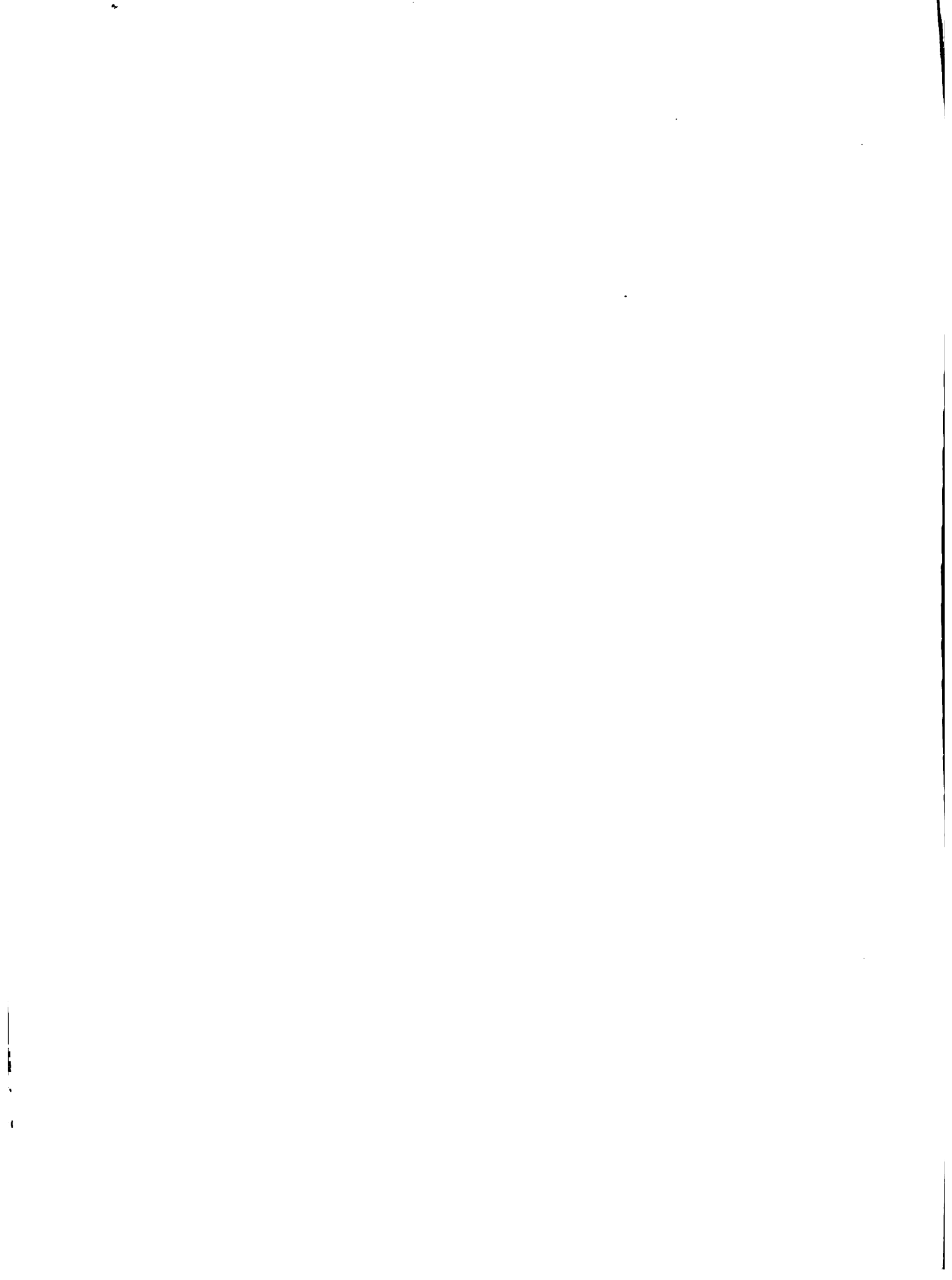
The Institute's expansion into rural sector development began with Projects 206, 201, and 39, of the Organization of American States. Additional projects and contracts have involved the Institute in practically all aspects of agricultural sector development, as well as many areas of rural development.

The current policy of the Board of Directors and the Member countries is that the Institute should develop expertise and offer development assistance in virtually all areas of agricultural sector development and many in rural sector development.

To meet this new and expanded mandate, the current programs and projects of the regular budget are grouped into seven lines:

1. Information and Documentation for Rural Development.
2. Education for Rural Development.
3. Agricultural Research and Transfer of Technology.
4. Agricultural Production, Productivity, and Marketing.
5. Regional Rural Development.
6. Structural Change and Peasant Organization.
7. Formulation and Administration of Agricultural Policy.

There are two programs within each of these "Lines of Action", each with several projects. The Medium Term Indicative Plan (see pages 135-175) contains a break-down of these projects.

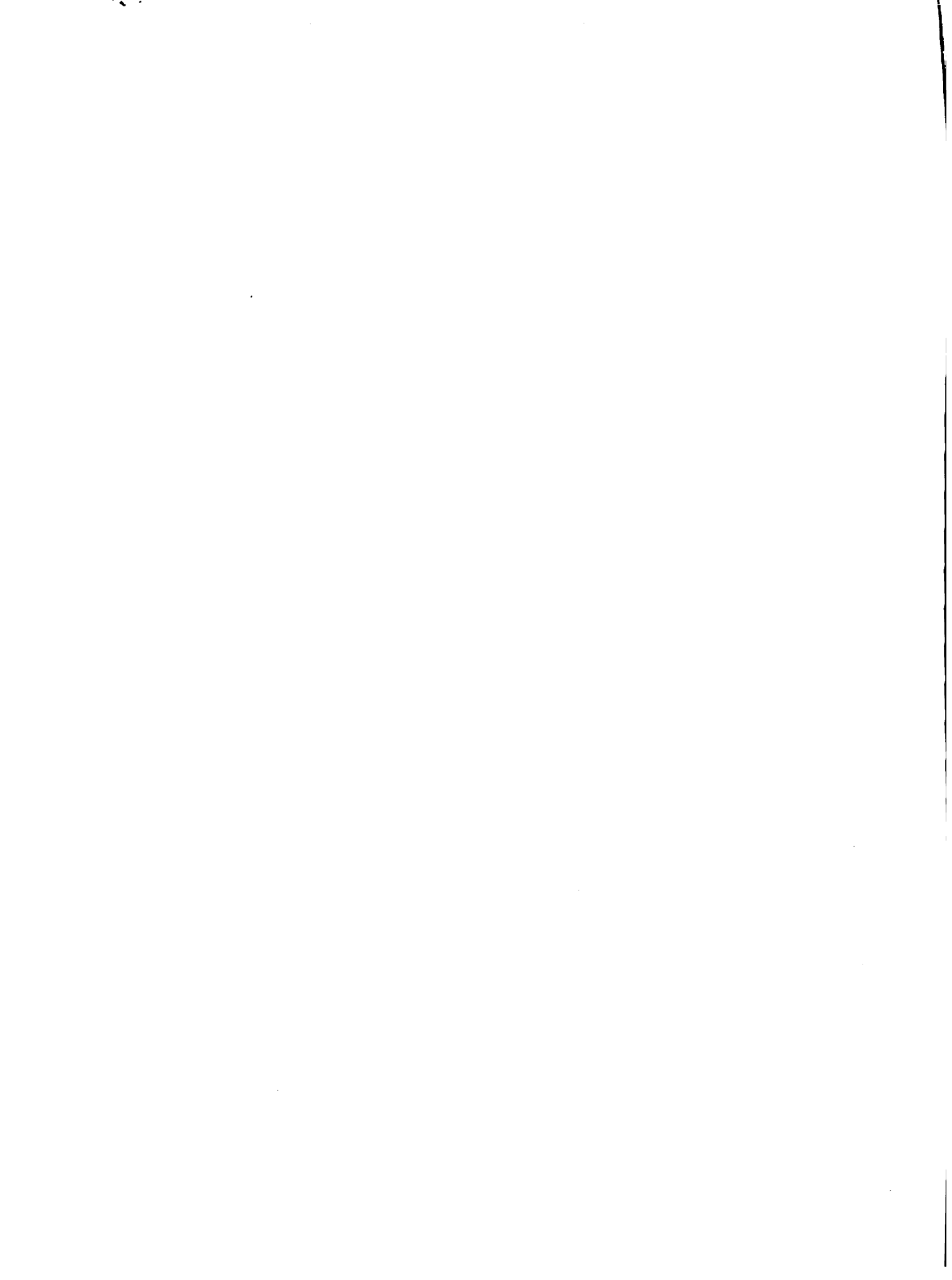


At present, within the regular budget, the Institute operates 15 programs and 173 different projects. Structural changes in the programs over the years make comparative analysis difficult. It is, however, very clear that the Institute is currently involved in a larger number of much more complex projects designed to meet the multiple objectives of the member countries development efforts.

E. The Organizational Mission of IICA.

The General Plan, approved by the Board of Directors of the Institute, contains declared principles and programmatic goals of the organization. The Plan defines our mission as hemisphere-wide, humanistic service and technical assistance. Humanistic service is the basic element of all Institute activities and is understood as a commitment to and full identification with the peasant and the rural poor. Thus, the principal goal of the Institute is to assist the countries of the hemisphere to stimulate and promote rural development and the well-being of this population.

The preoccupation of the Institute with the rural poor is embodied in its programs; a substantial part of total resources are destined to assist the "poorest of the poor". The Institute's financial and personnel development programs over the past seven years have been oriented toward building a staff and directing the Institute's resources to assist the rural poor to improve their lives and their incomes. It is, likewise, these same groups of rural poor that will benefit from a further strengthening of the capacity of the Institute to function as an agent of change by deepening and broadening its base of action.



II. PROJECT ANALYSIS.

A. Major Problems Confronting the Institute.

In the last decade, Latin America has passed through a major epoch. It is now the most developed of the developing world. The absolute volumes of assistance required to sustain this rhythm of development has grown exponentially at the same time that the technological complexity and diversity of assistance reflects the knowledge explosion, especially in new areas such as appropriate technology, fisheries, women in development, population and migration, and agricultural insurance. At the same time, totals and averages regarding Latin American development advances tend to conceal the disturbing fact that the poorest of the rural poor have benefited very little as yet from development efforts. Within this context, rural development assistance in the region assumes an even higher priority than in the past, and in an increasingly complex setting. While fertilizers, improved seed, and irrigation still are the bedrock of available technology, an effective international development assistance institution must be capable of managing a wide spectrum of projects which incorporate increasing sophisticated technology and require considerably larger volumes of capital administered under the guidelines of diverse national, regional, and international institutions and organizations.

Over the last ten years, IICA has grown rapidly and diversified its lines of action to meet these dramatic changes in development and development assistance. While IICA's basic mission has been and remains assistance to the "poorest of the poor" of the hemisphere, the focus of that assistance has changed as the Institute has moved from primarily a teaching and research institution to one fostering an integrated, holistic, and humanistic development designed to meliorate the problems confronted by the rural poor in all areas of life. The basic problem confronted by the Institute is therefore to restructure its administration and management practices to successfully meet the accelerated pace and increased volume of assistance which Latin America requires to sustain development through the

1980's and to strengthen its capacity to address simultaneously the traditional concerns of the Institute and new areas of concern implicit in an integrated humanistic development program designed to serve the rural poor.

As we have noted above, IICA has confronted a dramatic change in the type of assistance requested by the Member countries. Initially, the Institute met demands for service in agricultural education and research. Today, the basic needs are the formulation and execution of rural and agricultural sector development policies. The Institute's staff has likewise changed from highly skilled professionals in the area of agricultural production operating from an experimental station and graduate school to a core of agricultural and rural sector development experts working in the member countries as part of a joint program with the host government.

With the expansion of the volume and diversification of the source of funds and with the increasing number and complexity of the projects, significant changes in the administrative structures and procedures have been required. For example, IICA and the Center at Turrialba have developed separate but coordinated administrative structures to enable each to meet different demands from the same or separate groups for development assistance. These changes will no doubt continue and accelerate as IICA expands its assistance programs financed by extra quota sources. As these programs grow in volume and complexity, the Institute must continue to improve its managerial capabilities to effectively utilize its human and financial resources.



The Institute has managed its programs with a set of norms, procedures, and routines designed for and proven effective with the regular budget resources of IICA. These budgetary resources, subject to the annual approval of the Board of Directors, are directed primarily toward the basic objectives of the organization. The programs financed by these resources are characterized by long periods of planning and implementation. They are implemented by career IICA employees committed to the organizational mission of the Institute. It has been this core of career officials that has enabled IICA to meet high standards of compliance and to carry out its mission notwithstanding the dispersion of its offices all over America.

The expansion of the Institute and in particular the rapid increase in extra quota resources, has presented a series of new administrative challenges. Notwithstanding that these extra quota resources and programs are congruent with IICA's development strategy, they frequently require a different administration. They frequently are experimental and have relatively short periods for implementation. Many require IICA to recruit highly specialized technicians and managers. Most entail substantially different forms of financial management, including subgrants and subcontracts. The goals of these projects are often new and their achievement requires complex administrative practices not traditionally part of the IICA repertoire. The evaluation and research component of these projects add a further requirement for talented, highly specialized personnel contracted for relatively

short periods. Finally, the development of a large number of hemisphere-wide projects in a large number of new areas has brought to the forefront the need to build linkages to integrate these new activities into the core of IICA's traditional development assistance.

At present, IICA has managed both types of project within the regular administrative structures, procedures, and routines. However, for many of the new contracts and accords financed by extra quota funding, the existing structures and procedures have been found to be rather rigid, and have not provided sufficient flexibility for the control managers to enable him to meet the tight timetables contained in the project's implementation plan.

While the extra quota contracts and accords represented a small portion of total IICA resources, the managerial problems could be overcome with relative ease. However, with a continuation of the present trend, by 1982 over 70% of the total resources of the Institute will be derived from contracts and accords. Annex 6 estimates the budgetary resources IICA will manage in 1982. This, in turn, argues for a thorough study of the present administration to determine how to make it more adequate to meet the changing situation in which the contracts are more complex, the product more technical, and the managerial component for their successful implementation more sophisticated.

B. Specific Managerial Concerns About Growth.

For the 1980's, the Institute foresees continued rapid growth of its activities, economic resources, and personnel, and an increase in the volume and complexity of demands from the member countries. The problem areas for management, both at the hemispheric and national levels, which require careful scrutiny are planning, operations, external coordination, and administration. At present, the Central headquarters of the Institute has initiated the process of identifying specific problem areas.

To understand the framework within which this analysis occurs, it should be borne in mind that within the present charter of the Institute, basic decisions related to the doctrine, the objectives and strategies, the lines of action and programs fall within the jurisdiction of the Board of Directors of IICA. The Board has recently approved the General Plan (contained in Annex 10) and the Medium-Term Indicative Plan for 1977-1982. Both documents contain the basic doctrines of the Institute and set forth the framework within which the administration of IICA operates. The administration of the Institute is considering a request to the Board of Directors to establish a Study Commission to begin writing the Medium-Term Indicative Plan for 1982-87. However, until the plan is written and approved the activities of the Institute must continue to be guided by its basic documents.

Returning to the basic purpose of this proposal, we believe, at this time, the areas that should receive priority in our analysis of our managerial systems and capabilities are:

1. Analysis of Organizational Structure.

One of the most important areas of development for IICA in the decade of the 1980's will be to create the permanent capacity to analyze the structure and function of the organization and to create the structural linkages between the analytic process and the procedures and routines of management. The creation of this permanent capacity to "fine tune" the Institute's administration on an on-going basis will make it a more supple and responsive organization. IICA must analyze periodically the role of its country offices, the type and form of assistance that they require, who should provide it and in what form. The Central headquarters - field relations, as well as those between field units, and the staff units of the headquarters and the field also require periodic study and readjustment as part of

the on-going process of refining the administration of the Institute so that it can effectively manage in a rapidly changing environment.

2. Development of Career Executive Management Talent.

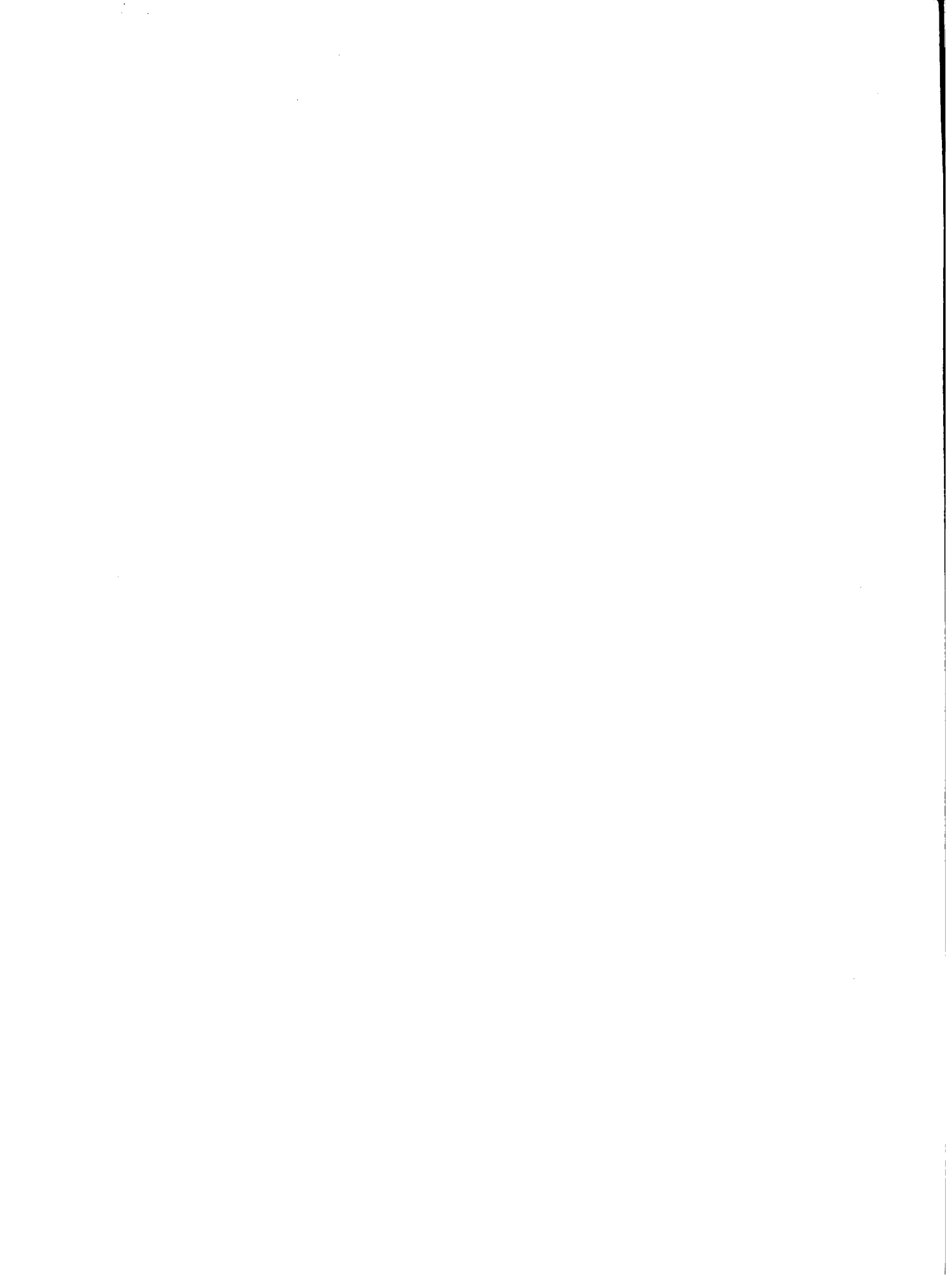
Recruitment, development, and retention of qualified management professionals merits special attention. The country representative, project managers, and troubleshooters will be especially important to the Institute in the 1980's. IICA must recruit, train, and retain highly qualified executive managers in a highly competitive environment. These skills and capabilities are in chronically short supply in Latin America; therefore, internal management development programs as well as recruiting programs must be upgraded and expanded to provide IICA with the skilled executives it requires.

3. Improvement of Internal Control.

The large number of activities managed by IICA in the 80's, their hemisphere-wide dispersion, and their growing complexity present a significant challenge. Under these circumstances, IICA need to re-evaluate the adequacy of its present administrative procedures and to develop additional practices and procedures to facilitate internal control. In addition, the projects have been added sequentially to the existing structure of IICA. Many of these projects are in similar areas and could be either consolidated under a single manager or the project relocated within the Institute.

4. Revision of Personnel System.

The present personnel system of IICA has recruited an efficient and dedicated corps of professionals from most of the countries of the hemisphere and with diverse educational backgrounds. As



IICA undertakes new projects in diverse areas, it will require technical skills in new areas. To meet these needs, the Institute need to analyze current and anticipated projects as well as those likely to enter the pipeline in several years to determine precisely what its personnel needs will be and how its recruiting and training procedures should be revised to meet these needs. In addition, IICA needs to expand its "talent bank" and reorganize it periodically to facilitate the recruitment of the kinds of talent required for the 1980's.

5. Analyze Financial, Budgetary, and Accounting Systems.

IICA's financial, budgetary, and accounting systems have functioned very efficiently, but they are built upon models current ten years ago. These systems continue to be adequate for the regular quota funds and meet the norms for internal control established by the Board of Directors. However, the growth of the number of contracts and accords has brought with it a series of accounting and budgeting systems. IICA therefore need to improve its capability to operate a large number of different systems simultaneously with its quota funds administration.

6. Analyze and Revise Information Systems.

Sustained development has produced and requires the production and distribution of large volumes of information and publications. Each of IICA's projects produce information that must be compiled, published, and distributed within the organization and to the Institute's various publics. Likewise, information produced by other international assistance and lending agencies is highly valuable to the Institute's work. The "knowledge boom" of the 1970's requires IICA to restructure its information systems to collect, process, and make available even larger volumes of information and at the same time, make the fruits of its experiences in all the diverse areas more available.



7. Improve Project Administration.

The administration of projects financed with both quota and non-quota funding merits considerable study. IICA must insure that it has the managerial capability to mount and carry out the numerous projects in the pipeline or anticipated. Development of new techniques and improvement of the Institute's systems analytic capacities are viewed as key to successful project administration. Successful administration, in turn, produces a positive feedback and enables the Institute to build stronger ties with national and international development assistance organizations, including AID, and to meet its organizational mission of assisting the rural poor in both existing and emerging areas of development.

To prevent the above mentioned areas from becoming obstacles to the development of the Institute's programs and projects, IICA has taken the decision to initiate an Internal Institutional Development Program in order to prepare for the forthcoming decade. The construction of a permanent analytic and administrative problem-solving capability within the Institute will enable IICA to adjust its practices and procedures to solve emerging problems. The ability to monitor its own development as an institution has been long an aspiration of the administration of the Institute which, due to ^{various} circumstances, it has been unable to undertake until now. That process is now underway; however, IICA's own resources are ^{presently} inadequate to provide the intense and vigorous action to guarantee its success.

To carry out the five-year Internal Institutional Development Program, IICA is requesting matching funds. IICA will, over the life of the project, commit about \$2 million of its own resources and is seeking additional funding to finance some of the basic inputs of the project as well as to enable IICA to obtain expertise in those areas where IICA does not have in-house capacities.



III. PROJECT DESIGN.

A. Project Goals.

The basic goals of the present project are to improve the living conditions and income of the rural poor by reinforcing the capability of IICA to act more effectively as an agent of change throughout Latin America's rural sector and to augment IICA's capabilities as a program administrator.

B. Specific Project Objectives.

Strengthen and assist in institutionalizing IICA's capacity to:

1. Analyze and periodically modify the organizational structure and functioning of the Institute to incorporate the modifications derived from the analysis.
2. Analyze and modify as required the executive/mid-level patterns of management. Develop executive management recruitment or internal selection, training, and evaluation programs.
3. Analyze and modify administrative procedures of IICA and incorporate new procedures derived from the analysis.
4. Analyze and modify the present personnel administration system and incorporate new procedures derived from the analysis.
5. Analyze and modify the financial, budgetary, and auditing systems and incorporate new techniques derived from the analysis.
6. Analyze and modify the internal and external information systems of IICA and incorporate new procedures to make the systems more effective and efficient.
7. Analyze and modify the managerial capacity of the Institute to improve its project management capabilities for both quota and non-quota funded projects. Incorporate new managerial practices. Identify new areas in which developmental assistance is needed and develop cooperative programs with national and international development agencies, especially AID, to meet these needs.



IV. PROJECT STRATEGY.

The focus of the project will be to strengthen the managerial and operational capacity of the Institute through a continuing internal process of analysis of the present administration and an evaluation of the options derived from the analytic work, followed by implementation of the selected options and the evaluation of their impact upon the management of the Institute.

As the project is oriented toward managerial and management development, it is very important that the Institute's managers understand and accept the project and view it as a useful tool for them. The project will develop alternatives and solutions for their explicit problems both at the Central headquarters and at the field office.

Initially, the Project will program a series of seminars to explain its purpose, objectives, and principal activities, and to modify the project to meet the needs of the personnel. The second stage of the process will be to initiate a series of analytic studies focused upon the seven basic areas set forth above to identify the specific problems in these areas and to set forth alternative solutions. This stage will be carried out by specialized consultants and IICA staff.

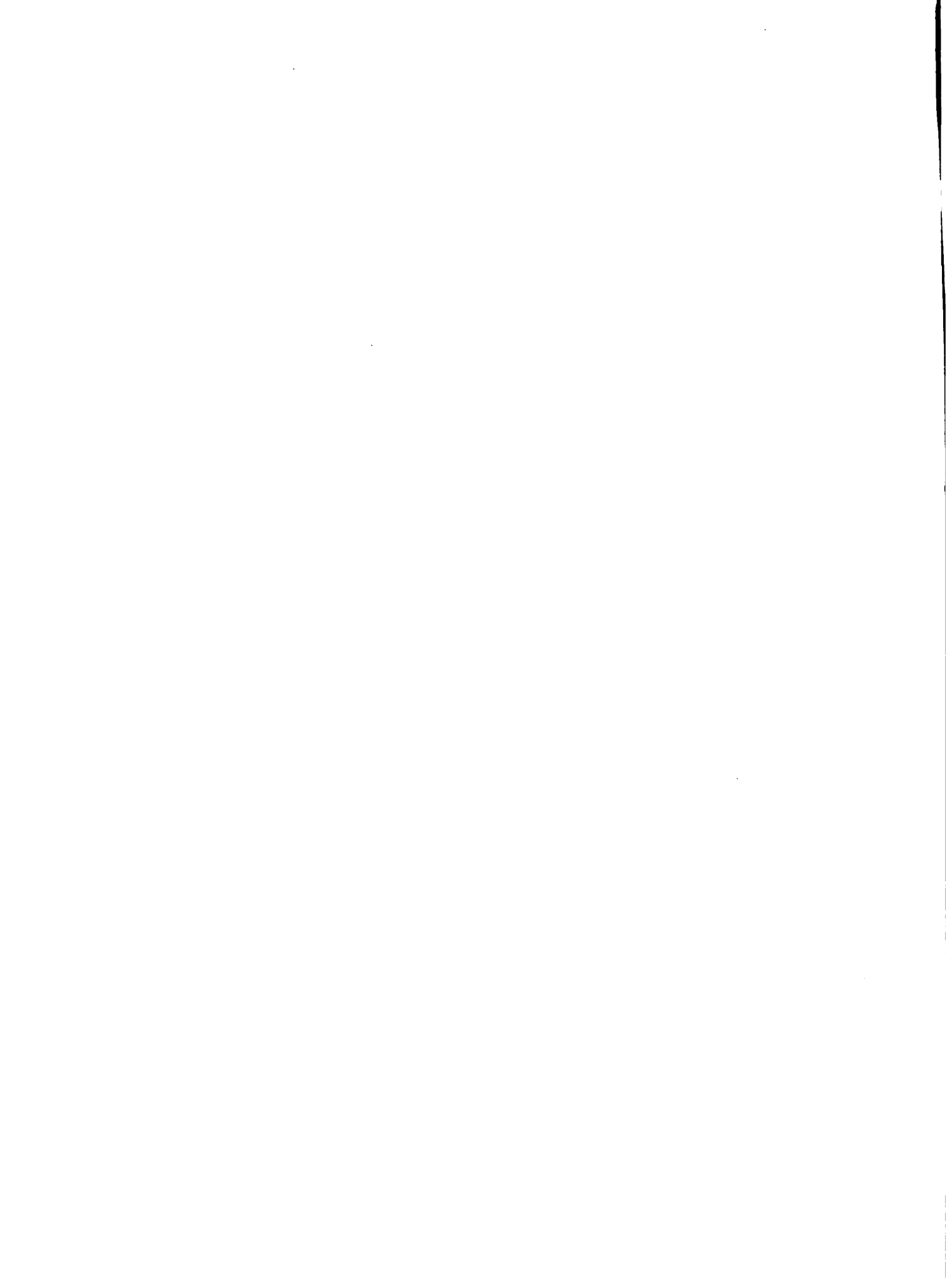
The third stage of the project will be initiated by the Director General's appointment of ad hoc working committees. These ad hoc committees, which will report directly to the Director General, will study the proposals developed by the consultants and the staff and modify them as required. The approved proposals of the committee will be reviewed by the Central administration and included in the manuals, Executive Orders, and other operational guides of IICA. These changes will then be the subject of a series of workshops and seminars to assist the Institute's personnel in their implementation.

The fourth stage of the project will focus upon insuring implementation and evaluation/^{of}the effectiveness of the modifications. Periodic evaluations by outside consultants will produce the "feedback" required by the central administration monitor and control project implementation. As the



implementation stage progresses, the studies will enable the Institute to identify new problem areas and suggest management strategies to confront these problems. The heuristic methodology will produce a constant interaction between problems and the problem-solving capabilities which IICA is creating.

The fifth and final stage of the project is the transformation of stages one through four into an institutionalized, recurring cycle-process fully integrated into IICA's structure, budget, and operational style.



V. SPECIFIC PROJECT OBJECTIVES.

A. Necessary Activities for the Attainment of Objective N° 1.

1. Analysis of the present organization and functioning of the Institute's Central Administration and country offices to identify specific areas for improvement and those where expanded capacity will be required in the 1980's.
2. Presentation of results, alternatives, and implications to the senior management of the Institute in a decision format containing the viable alternatives for executive action.
3. Incorporation of these adjustments in the Organization Manual of the Institute.
4. Workshops and seminars to inform the officials of the analysis and adjustments approved and to assist mid-level management in operationalization.
5. Strengthening of the Office of Managerial Analysis of the Institute so that it can analyze and evaluate the managerial problems on an on-going basis, develop and execute the pertinent remedial activities.
6. Periodic regional workshops to bring field staff together with central administrators to evaluate the progress of the organization and functioning of the Institute.

B. Necessary Activities for the Attainment of Objective N° 2.

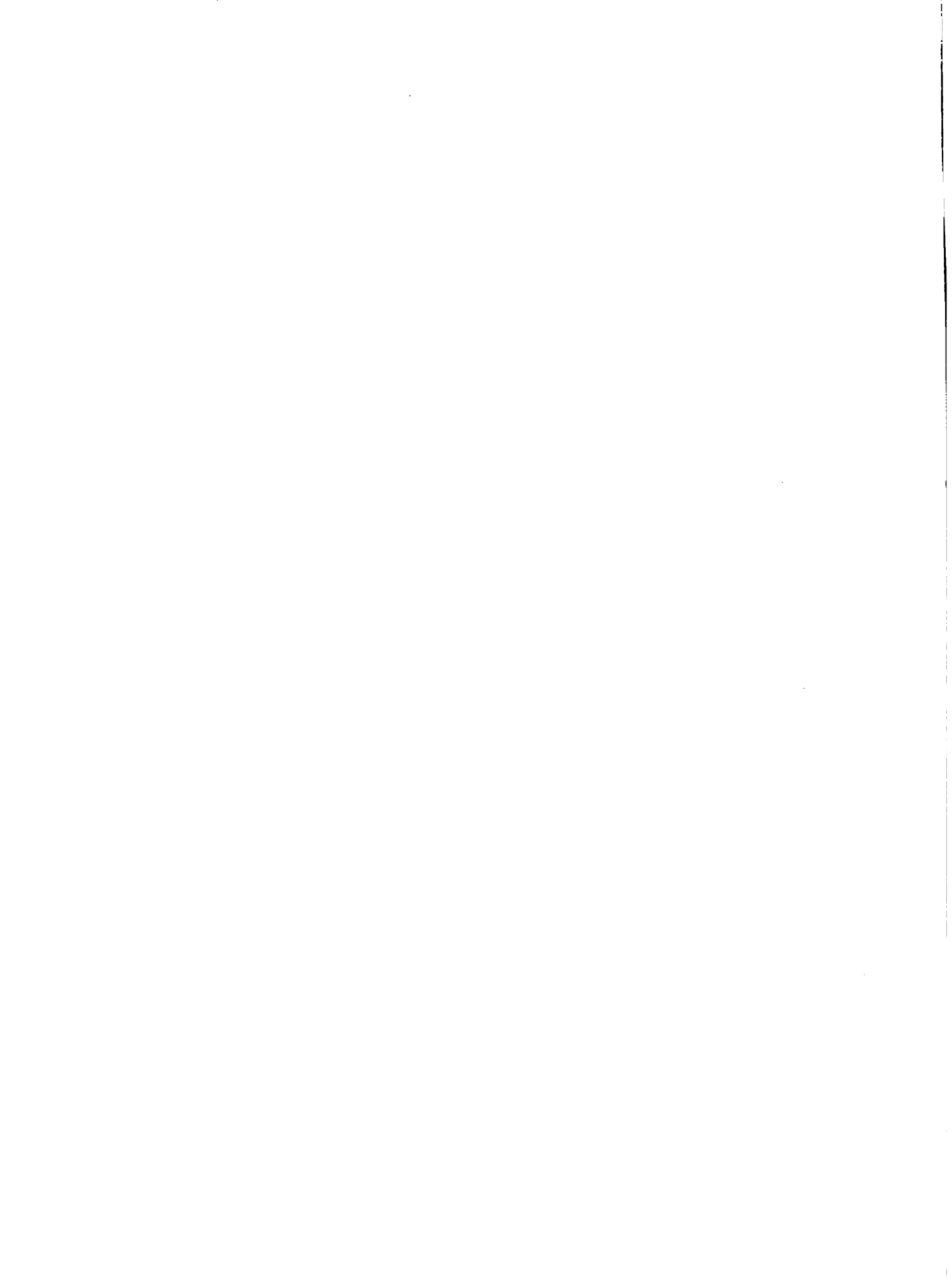
1. Analysis of the present managerial capacity of the central administration of the Institute and estimation of the necessary capacities for the 1980's.
2. Presentation of results, alternatives, and implications to the central administration of the Institute.
3. Presentation of the proposed changes by the central administration in a seminar for officials of the Institute in order to obtain suggestions and comments.



4. Definition by the central administration of the necessary adjustments and formulation of a Managerial Development Program for the senior officials of the Institute.
5. Strengthening of the Managerial Analysis Office and Human Resources Offices /so that they can implement the Program and evaluate the results on an on-going basis.
6. Organization of courses, seminars, workshops, and other training activities to implement the activities of the Program.
7. Specialized evaluation of the managerial strengthening activities carried out by the leadership of the Institute and development of new activities.

C. Necessary Activities for the Attainment of Objective N° 3.

1. Analyze the different procedures by means of which the Institute operates in order to adjust them to the operative requirements foreseen for the 1980's.
2. Submit the results and alternatives found to the consideration of the central administration.
3. Meeting of officials of the Institute to compile suggestions and comments.
4. Definition by the Central Administration of the necessary adjustments to be made in the procedures and operative manuals of the Institute and incorporate them in the pertinent manuals and orders.
5. Workshops to assist field management to operationalize the adjustments.
6. Strengthening of the Administration Office of IICA to build in permanent analytic and evaluative capabilities and to develop the capacity to operationalize the necessary remedial actions.

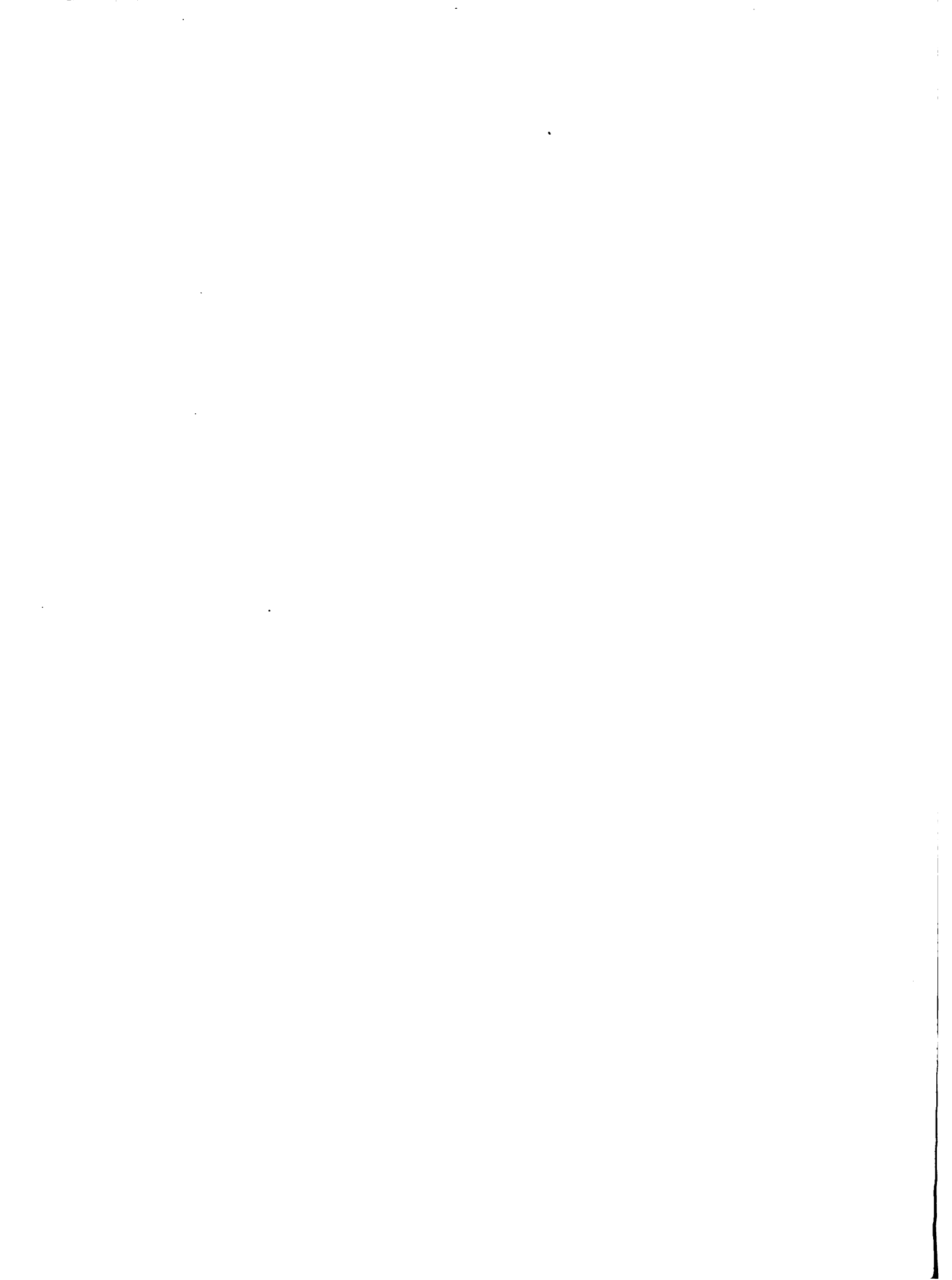


D. Necessary Activities for the Attainment of Objective N° 4.

1. **Revise the present personnel administration policy of the Institute for permanent and supplementary posts, international professionals as well as general services. This revision should include the present recruiting policies, classification, salaries, evaluation, training, and benefit package.**
2. **Review and revise the necessary personnel requirements for the execution of projects financed by quota or non-quota resources.**
3. **Harmonize the present personnel policy of the Institute with the results of activities 1 and 2.**
4. **Study, revise, and approve a personnel policy for the Institute.**
5. **Approve, prepare, and promote these modifications to the manuals that contain IICA's approved personnel policy.**
6. **Formulation of the Human Resources Development Program of the Institute.**
7. **Meetings in the four regions of the Institute to explain and promote the approved personnel policy and its program implementation.**
8. **Periodical evaluation of the approved personnel system and the development of the Human Resources Program.**

E. Necessary Activities for the Attainment of Objective N° 5.

1. **Revision of the present financial system of the Institute and its capacity to manage a wide variety of external resources.**
2. **Study and proposal of a revised financial management system for the Institute.**
3. **Approval of the proposed financial system.**
4. **Cooperation with the executive management of the Institute during the implantation of the proposed system.**



5. Revise the present budgetary system of the Institute for both quota and non-quota resources.
6. Study and propose alternative budgetary systems for the management of the quota and non-quota resources of the Institute.
7. Plan the integration of the proposed budgetary system with the operational programming and management systems of the Institute.
8. Approval of the budgetary system.
9. Study the existing norms related to the preparation of the budget and the operative program of the Institute to identify possible improvements.
10. Meetings with headquarters and field staff to explain and operationalize the approved budgetary system.
11. Meetings in each of the regional offices to discuss the implementation and operationalization problems and concerns.
12. Periodical evaluation of the approved system.
13. Revision of the present accounting system of the Institute for quota and non-quota funds.
14. Development of accounting systems compatible with those of grantor institutions for the management of external resources.
15. Study and propose a unified accounting system for the management of quota and non-quota resources.
16. Discussion and approval of the accounting system modifications to be adopted by the Institute.
17. Meeting of the accounting officials of the central headquarters and the country offices to explain and operationalize the new accounting system.
18. Meetings in the four regions of the Institute to explain and operationalize the new accounting system.
19. Revision, edition, and publication of the Accounting Manual.
20. Periodical evaluation and modification of the approved system.



F. Necessary Activities for the Attainment of Objective N° 6.

1. Revision of the present information system of the Institute and verification of the type of information that is received by each level of the Institute for the decision-making process.
2. Verification of the type of information necessary in each level for the decision-making that falls within the scope of authority of each respective level.
3. Based on 1 and 2, propose an information system for the decision-making process that includes procedures for the reception, processing, analysis, and distribution of information.
4. Revision and writing of the Information Manual.
5. Meetings in each region of the Institute to operationalize the information system modifications adopted.
6. Periodical reevaluation of the information system during the development of its implantation.

G. Necessary Activities for the Attainment of Objective N° 7.

1. Review of the present project management procedures and their applicability to a greater volume of projects and resources.
2. Review of the capacity of the technicians of the Institute to handle a large number of projects.
3. Workshops to discuss and evaluate the results of analyses in (1) and (2).
4. Adjustment of the present project management procedures to meet the requirements of the Institute, the countries, and grantor institutions.
5. Preparation of materials and application of the procedures approved.
6. Workshops in the four regions of the Institute to practice the new project management procedures.



7. Management, follow-up, and in-depth evaluation (at least one project in each country) of the modified management system and to identify areas for further study and improvement.
8. Identification by AID and IICA of the possible areas of cooperation between both organizations.

VI. PROJECT ORGANIZATION.

This project will be supervised by the central administration of the Institute and will report to the Director General. The Director General will name a Project Committee composed of senior officials to advise regarding all project activities and to control the implementation of the reforms arising from the project. The manager of the project will be selected as a career official of the central administration and appointed by the Director General. The responsibilities of this manager are to provide outstanding technical leadership in execution of the project and to coordinate the participation of all the units of the Institute which will be involved in such diverse activities as working with consultants, management training, and all other activities. The implementation of the specific activities will be the responsibility of a representative of the unit. This representative will be designated by the chief of the section.

The project manager will be responsible for the identification of consultants and will prepare the scopes of work to be carried out. The structure and content of training activities and evaluation and implementation of all program components will also be the direct responsibility of the project manager. The Advisory Committee will be responsible for the evaluation of all actions implemented as part of this project from its other components and assign it to the central administration Advisory Committee to insure that it is as impartial as possible and to directly involve key administrators in the management improvement process. The organizational schematic of the project is displayed in Annex 8.

VII. RESOURCES REQUIRED FOR THE PROJECT.

The basic input during the five-year life of the project is technical assistance to analyze present managerial structures, procedures, and capacity, recommend improvements and facilitate their implementation. These studies and the chosen alternatives will become the basis of the management improvement activities such as training and evaluation. The requested external resources will be utilized to defray the cost of the continuing participation of the project manager in project activities, short-term consultants as well as the management courses, seminars, and workshops.

IICA is requesting AID assistance which will be used to defray operational costs, 80 man months of short-term consulting, 60 man months of educational expenses for specialized management studies, in addition to miscellaneous related expenses. IICA has budgeted on a one-to-one matching basis the project manager's assistant's salary and the salaries of all present Institute personnel for the five years of the project. A proposed line item budget is contained in Tables 1, 2, and 3.

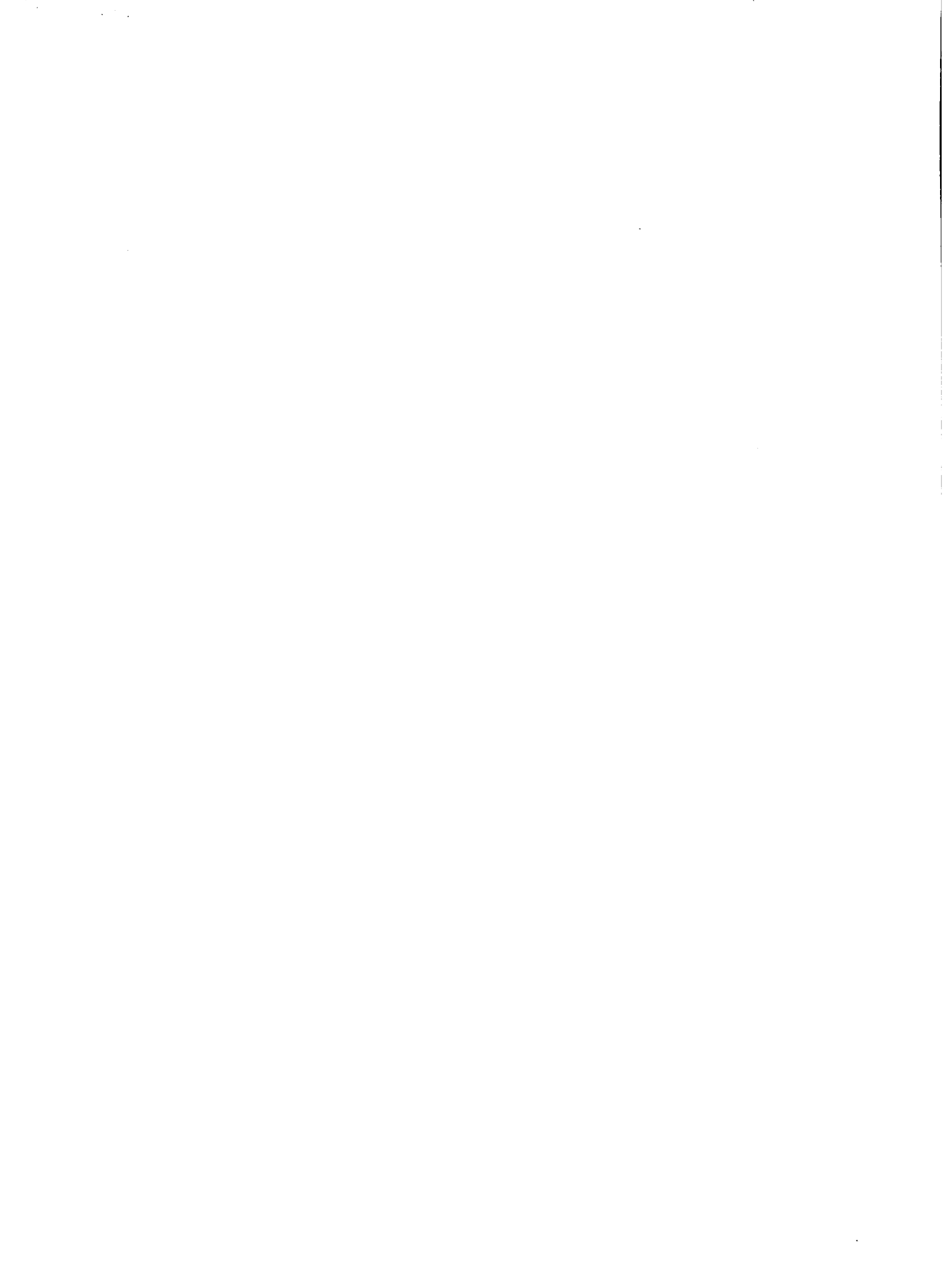
VIII. DESCRIPTION OF PROJECT RESOURCES.

A. The Project Manager will be responsible for:

1. Proposing to the Advisory Committee the program of activities for the following semester.
2. With the approval of the Committee, program the realization of the approved activities with the respective units and support them in their promotion and organization.
3. Participating, according to the terms of the Program, in the execution of programmed activities.
4. Proposing to the Advisory Committee the job descriptions and functions of the different consultants of the Project.
5. Cooperating with the Personnel Office in the identification of the people to carry out the consulting work.
6. Insuring that the consultants have the necessary orientation and administrative and technical support to carry out their work, and communicating to the Advisory Committee any problems that may have been encountered, together with alternative solutions.
7. Receiving the reports from the consultants and insuring that these reports are studied and considered within a reasonable amount of time for the decision-making process.
8. Communicate to the Advisory Committee the results obtained or the problems encountered in the reports of the consultants.

B. Short-term Consultants.

The Project is considering the participation of approximately 80 consultant-month outside of the Institute to study and revise the managerial processes and functions; to formulate recommendations and eventually support the follow-up of these recommendations.



It is foreseen that outside consultants will be necessary in the following areas:

- Managerial principles and techniques.
- Organizational change.
- Organization and Methods.
- Study of the financial system of IICA.
- Systems analysis.
- Motivation and behavior.
- Program budgets.
- Accounting.
- Project management.
- Human Resources Bank.
- Training.
- Evaluation of personnel.
- Filing and registering of correspondence.
- Technical internal information.
- Supplies.
- Computation.
- Publications and printing.

These and other short-term consultants will be contracted either directly by IICA or through AID according to the characteristics of the consultant required.

C. Travel and Per Diem.

It is estimated that the Manager of the Project will make approximately 12 trips per year to participate in and supervise study, training, evaluation, and programming activities of the Project. This means approximately 90 calendar days away from his post. It is estimated that the average cost of transportation and per diem will be \$800 each trip.



Procu

Short

Procu

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Trave

Coord

Consu

Conti

Regio

Short

Evalu

Suppl

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Sub-T

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Contf

TOTAL

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The consultants will travel approximately one trip per consultant-month, which represents a total of one hundred trips. An estimated average cost per trip is \$400.

D. Seminars.

It is expected that 20 persons will participate in each Continental Seminar. The Project will defray the travel costs and per diem of the participants. It is estimated that each seminar will last approximately seven days and will cost about \$12,000. The regional seminars will also last seven days and about 15 persons will participate, depending on the zone in which it is held. It is estimated that each Regional Seminar will cost approximately \$8,000.

E. Short-term Contracts.

This item covers the costs of the use of computers, training material, editing material, translations, secretarial personnel, and others.

F. Evaluation.

A yearly evaluation is programmed and one final evaluation in FY 1982. The estimates cover the costs of travel, professional fees, and per diem of the evaluators.

G. Goods and Equipment.

The Project will require a large quantity of training material, especially of the audio-visual type. Likewise, a vehicle will be acquired to support the Project.

H. Supplies.

This item covers the cost of office equipment and other materials related to the work of the technicians and consultants of the Project.



PROCURED BY AID	
SHORT TERM CONSULTANT	
PROCURED BY IICA	8
LONG TERM CONSULTANT	
DEPUTY COORDINATOR	0.5
SHORT TERM CONSULTANT	2
COUNTER PART SALARIES	14
TRAVELLING AND PER DIAM	
CONTINENTAL WORKSHOPS	45
REGIONAL WORKSHOPS	14
PARTICIPANTS IN WORKSHOPS SAL.	0.5
SHORT TERM CONTRACTS	14
EVALUATION	12
MATERIALS	
EQUIPMENT	
OFFICE FACILITIES	
SCHOLARSHIPS	
FELLOWS SALARIES	
SUB - TOTAL	
INFLATION	
CONTINGENCY	
TOTAL	

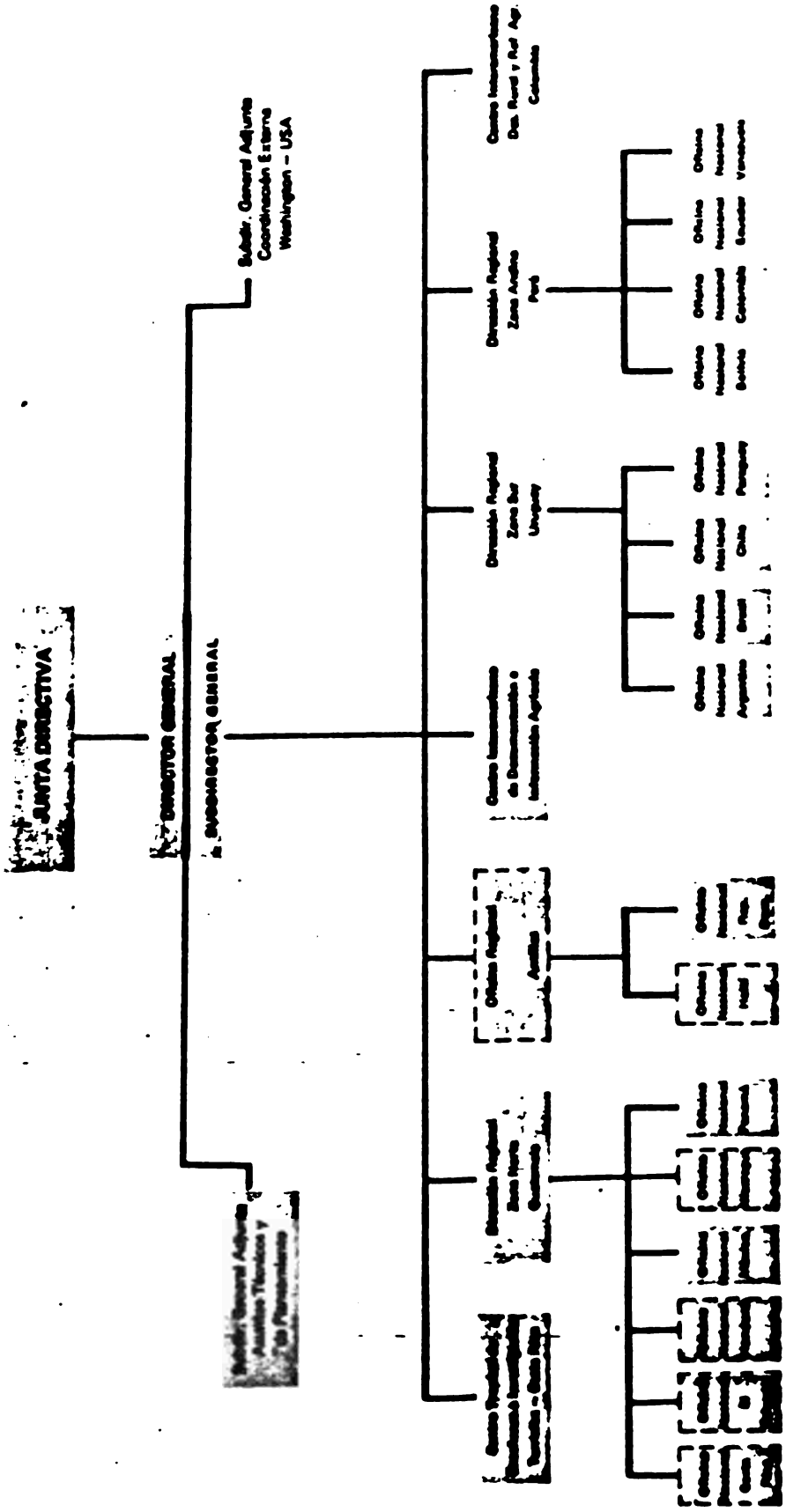
IX. FINAL PRODUCT OF THE PROJECT.

In general, it is expected that upon the termination of the Project, the Institute will have notably augmented its managerial capacity and will be managing effectively and efficiently the growing quantity of resources which are foreseen, from Regular Budget and other national and international sources. The improvement of the managerial capacity of the Institute can be measured by means of the following intermediate products:

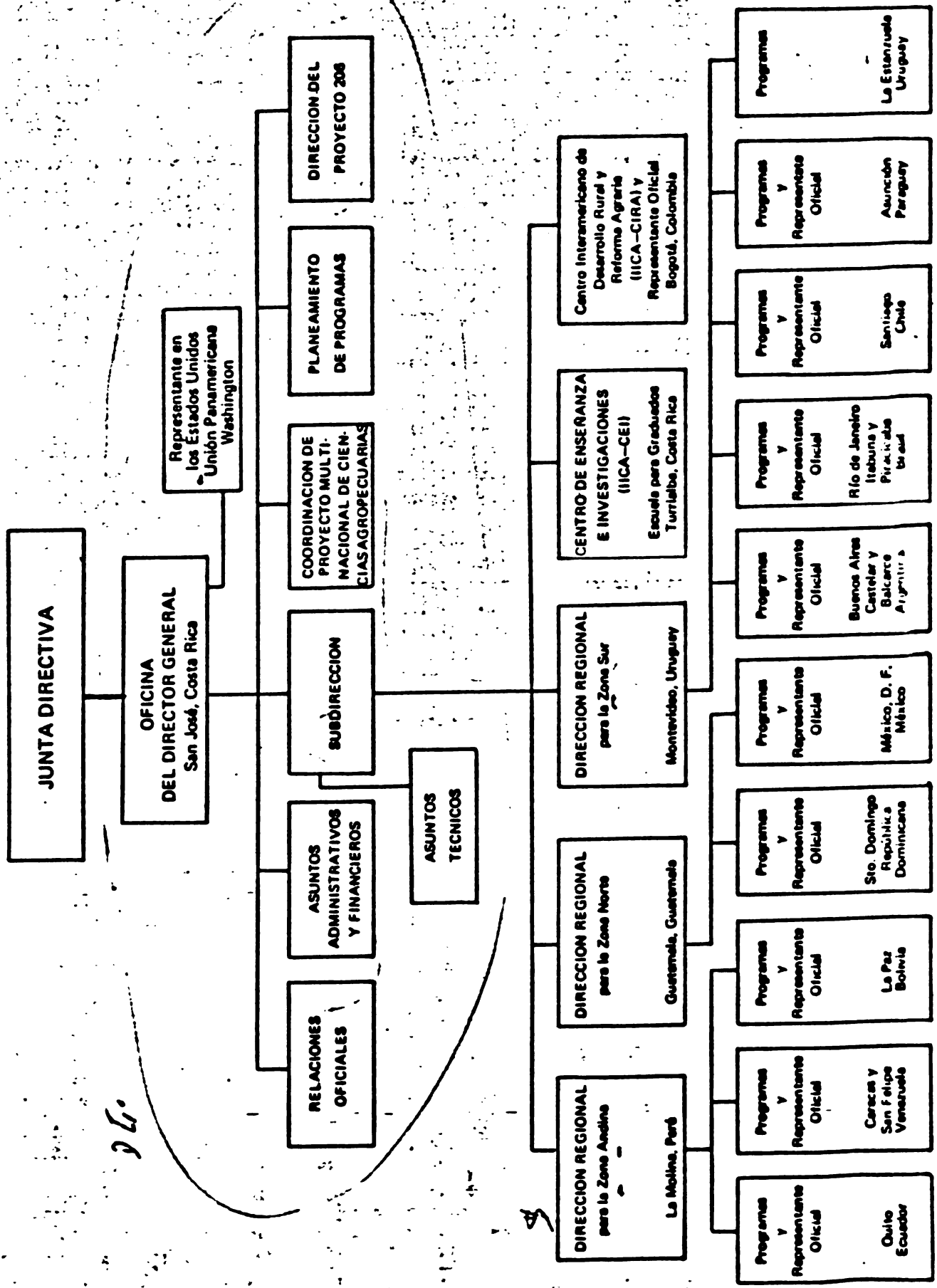
- A. Model and methodology of approved technical cooperation project management used by the Institute in at least one project per country.
- B. Approximately 40 technicians of the Institute trained to use the instrumental model of project management.
- C. Manuals for formulation, evaluation, administration, and management of technical cooperation projects.
- D. At least eight new areas of joint projects with AID were identified and the projects correspondent to four areas are in the formulation process.
- E. Organization Manual which defines the relations, functions, and attributions of the different units of the Institute and are known and accepted by the members of the organization.
- F. Manual dealing with the main operations and procedures by means of which the Institute operates. This Manual must be known and accepted by the members of the organization.
- G. Permanent mechanism or unit in charge of the periodic follow-up and evaluation of the managerial development process of the organization.
- H. Establishment of a financial mechanism that permits IICA to secure and manage quota and non-quota resources to guarantee the accomplishment of the goals established by the Board of Directors and the contractors of IICA.



- I. Budgetary Manual.
- J. Accounting Manual.
- K. Sixty officials of IICA trained in the management of financial, budgetary, and accounting aspects of the Institute who use this training in their daily activities.
- L. Mechanism or unit qualified to follow-up and evaluate periodically the functioning of the financial, budgetary, and accounting systems of the Institute.
- M. Personnel Management Manual.
- N. Training program on managerial aspects for officials of the Institute.
- O. Human Resources Bank in the diverse specializations that are needed by the various projects managed by the Institute.
- P. Satisfaction of the personnel when they participate in the activities of the Institute.
- Q. Periodical procedures evaluation.
- R. Information manual.
- S. Forty persons trained in the information system of the Institute.



ORGANIZACION FUNCIONAL DEL INSTITUTO INTERAMERICANO DE CIENCIAS AGRICOLAS DE LA OEA (1970)



ANEXO #4

Evolution of budgetary resources of IICA. Quota and nonquota funds

	Quota Funds	%	Non Quota Funds	%	TOTAL
1971-1972	4.425	81	1.041	19	5.466
1972-1973	4.719	78	1.437	22	6.156
1973-1974	5.519	80	1.363	20	6.882
1974-1975	5.997	62	3.707	38	9.604
1975-1976	6.833	73	2.496	27	9.329
1976-1977	8.599	64	4.903	36	13.502
1977-1978	9.009	60	6.053	40	15.062
1978-1979	9.993	46	11.432	54	21.425
1979 (1)	5.396	43	7.095	57	12.491
1980 (2)	11.656	51	10.970	49	22.626

(1) Second Semester 1979. Requested.

(2) Calendar Year 1980. Requested.

International positions financed by quota and non-quota funds

1972-1978

1972

1978

	Quota	Nonquota	Total	Quota	Nonquota	Total
Andean Zone	16	3	19	32	8	40
Northern Zone	18	3	21	33	7	40
Caribbean Zone	2	1	3	20	21	41
Southern Zone	26	7	33	36	28	64
CIDIA	9	-	9	8	6	14
CIRA	5	3	8	2	-	2
External Coord.	5	-	5	5	-	5
Planning	8	5	13	9	3	12
Operations	-	-	-	5	4	9
Inst. Com.	-	-	-	6	2	8
Public Inform.	3	-	-	6	2	8
Dir. Gral.	3	1	4	4	-	4
Deputy Dir.	4	-	4	8	-	8
Adm. y Fin.	4	-	4	-	-	-
CATIE- CIAT	19	9	28	-	47	47
Other	1	4	5	-	2	2
TOTAL	120	35	155	168	130	298

Source: 1- Budget 78-79 and 71-72
 2- Official list of personnel 1972-1978



