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**An Humanistic
Rural Development
Projection**

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An Humanistic Rural Development Projection

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INTRODUCTION

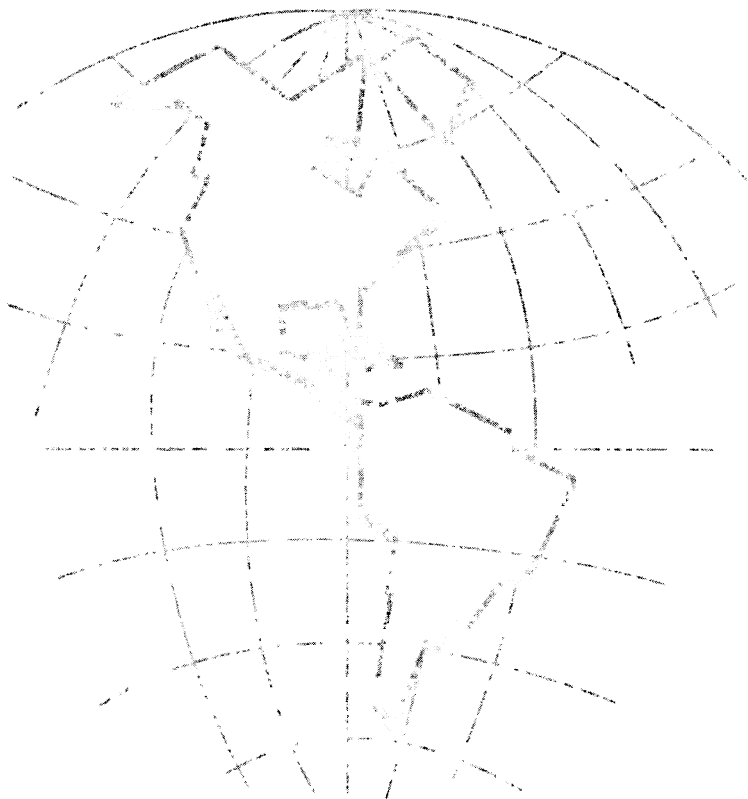
This publication contains the Message from the Director General and the speeches given at the Twenty-first Meeting of the Technical Advisory Council and the Fifteenth Annual Meeting of the Board of Directors, held in Washington, D.C. from May 6 through 12, 1976. High-level delegates of the Ministries or Secretariats of Agriculture of the Member States and Special Representatives from the American Governments participated in these meetings.

The following speeches are reproduced in the document:

- Message from the Director General of IICA, Dr. José Emilio G. Araujo.*
- Opening Address by the Director General of IICA, at the Inaugural Session.*
- Speech by Mr. Frank Shefrin, Representative of Canada, at the Inaugural Session.*
- Speech given by Dr. Jorge Zelaya Coronado, Assistant Secretary General of the Organization of American States, at the Inaugural Session.*
- Official speech of welcome by Dr. Earl L. Butz, Secretary of Agriculture of the United States of America, at the Inaugural Session.*
- Speech by Mr. Enrique Blair, Director of Institutional Relations for IICA, at the Closing Session.*
- Speech given by Mr. Mohamed Kasim, Minister of Agriculture of Guyana and Representative of Guyana to the Board of Directors, at the Closing Session.*

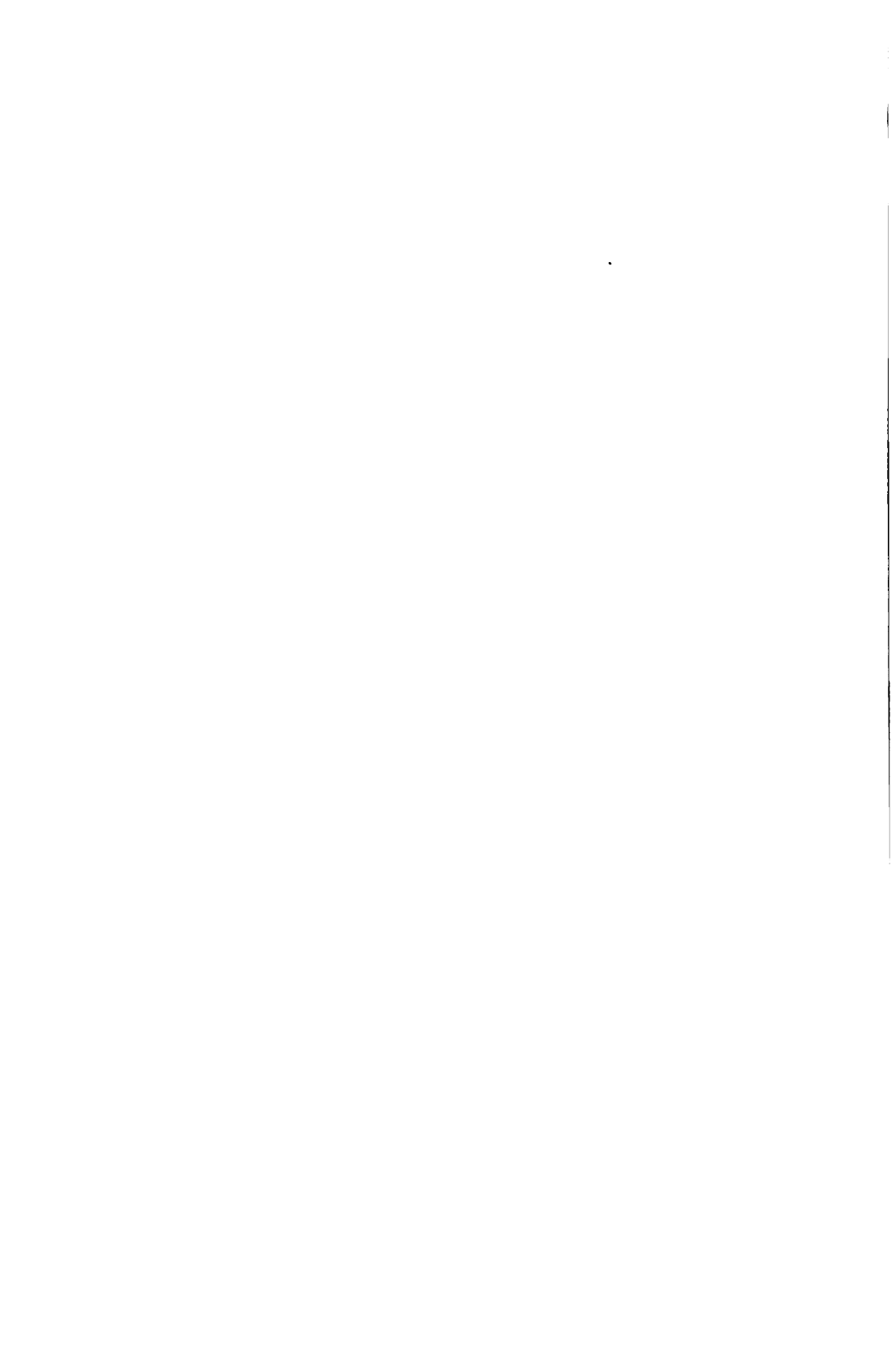
- *Farewell speech by Dr. Earl L. Butz, Secretary of Agriculture of the United States of America, at the Closing Session.*

- *Address by Mr. Armando Samper, Director General Emeritus of IICA.*



**Message from the Director General
to the Board of Directors**







The Director General of IICA, Dr. José Emilio G. Araujo, speaking at the inaugural session of the Fifteenth Annual Meeting of the Board of Directors. To his left, in the usual order are: Mr. Enrique Blair, Director of Institutional Relations of IICA; Dr. Jorge Zelaya Coronado, Assistant Secretary General of the OAS; Dr. Earl L. Butz, Secretary of Agriculture of the United States of America; Ambassador Julio C. Carasales, Chairman of the Permanent Board of Directors of IICA; Ambassador William S. Maillard, Permanent Representative of the United States at the OAS; Mr. Frank Shefrin, Representative of Canada to the Annual Meetings of the Board of Directors of IICA. Behind the Director General, Mr. Carlos J. Molestina, Secretary General of the Technical Advisory Council of IICA. (Photo courtesy Walter J. Booze, Department of State).

**MESSAGE FROM THE DIRECTOR GENERAL OF IICA,
DR. JOSE EMILIO G. AGAUJO TO THE FIFTEENTH ANNUAL
MEETING OF THE BOARD OF DIRECTORS
Washington, D.C. May 1976**

I. INTRODUCTION

A year ago, in the city of Ottawa, Canada, I was singularly pleased to be able to submit to you, as representatives of the Member States of the Inter-American Institute of Agricultural Sciences, a study of IICA's achievements during my first term of office as Director General of this inter-American institution.

Today, it is my pleasure to come before you once again, in this land that is so proudly celebrating its two hundred years of freedom. In the first place, I want to thank you for the confidence you have in me, as clearly demonstrated on my re-election for a new term of office as the head of IICA. In the second place, I should like to present some ideas for the action plan we anticipate getting underway during the next five years. Before this, though, I feel I must first make mention of my sincere appreciation to my colleagues and working companions in IICA who have unstintingly worked to make our institution a veritable agency of our countries. These colleagues have dedicated their time, efforts and knowledge, with exemplary tenacity and capability, toward making IICA what it is today: a solid institution, capable of and committed to working for the agricultural development of our Member States whose continued support increasingly indicates that we are not mistaken in our goals; on the contrary, it would seem that perhaps we have found the means to provide solutions to some of the needs of our people.

We have two battles which we must win in the next few years: the battle to increase agricultural production and the battle to ensure greater equity and justice for the large "campesino" masses of the Americas.

On the one hand infant mortality has been drastically reduced while the average life span of many has been lengthened thanks to spectacular advances in medicine; on the other, we have been inordinately slow in increasing our capacity to improve the quality of life and even to overcome problems of equity and social justice.

Mention is therefore made of some of the problems assailing the agrarian sectors of Latin America, and IICA's hopes of solving them, within this new plan which we are contemplating and preparing.

a. Problems of the Agricultural Sector in Latin America

In Latin America and the Caribbean, we still have a two-edged struggle to overcome: 1) agricultural production – throughout the decade of the '70's, more than half of our countries have had per capita agricultural production indices consistently lower than the mean average obtained during the 1961-65 period; and 2) the constant struggle for greater equity and justice for the mass of marginated "campesinos" in our countries.

Although great progress has been made in increasing agricultural production and productivity, there are still ever more complex problems to solve as a result of the world-wide energy crisis and because of the increasing risk of interfering with ecological balances.

The problem of rural unemployment has become much worse over the past few years, accelerating the migration towards cities that cannot begin to handle the resulting increase in their problems. Employment continues to be a critical and complicated factor, including such aspects as the increased cost of labor linked in part to that of basic foods; population increases, particularly in rural zones; the seasonal nature of rural work; and the lack of definition of the job requirements for development purposes on the one hand; the still insufficiently explored possibilities of agroindustries; integral regional development efforts; and domestic and foreign migrations of the different levels of skilled or unskilled labor to solve the problem, on the other.

The reduction of marginality and a consequent increase in participation continue to be the core of the matter and the most difficult problems to solve within the development process. Some important factors in this respect are the distribution of production goods, income and services such as education, health, credit, family assistance and transportation; the rather uncertain state systems and investments; "campesino" organization, community enterprises and "campesino" participation in the decision-taking process. All of the factors require a coherent definition so as to be applied rationally to development plans that consider the welfare of mankind, as the overall aim.

Land tenure continues to be an unsolved problem in many countries, and in others, only limited progress has been made. Only in a very few countries has considerable progress been achieved, at least with respect to matters pertaining to the redistribution of land. Agrarian Reform, recognized since the decade of the '60's as a necessary technical process of socio-economic scope, has lived up to expectations in practice only in a very few cases due to the lack of a systematic and in-depth process that would facilitate overcoming obstacles and making progress in the techniques and procedures needed for its successful implementation and techniques and consolidation. And finally, the increased participation of the "campesino" and the marginated rural population in development benefits, has not generally been attained.

b. IICA's Response to these Problems

It is readily accepted nowadays that efforts made to accelerate the development process have not had a very significant impact and that a new integral or integrated approach is necessary to face problems of the type described above. Development models must be elaborated and made operational, taking into account and balancing all factors that are conducive to greater equity and distributive justice even if to this end it may be necessary to establish apparently discriminatory mechanisms in favor of the more needy in order to compensate for their obvious disadvantage within the development process.

The social and ethical aspects of development must be openly and positively considered as compared to the more easily measurable and therefore more attractive classical growth indices that have also, unfortunately, frequently led to a forgetting or negligence of the human values involved.

In this sense, the "Humanistic Projection" is still valid, as accepted by the Board of Directors, and with some modifications, will be the guideline we will follow for the next few years, as oriented towards an "Humanistic Rural Development Projection".

IICA commenced this decade with its Hemispheric and Humanistic Projections; the former, with three basic principles: the physical presence of IICA in each Member State, with a permanent office; the administrative and technical reorganization of IICA so as to better meet the needs of each country; and the Institute's increased identification with the needs of the agricultural sector of each country.

With the exception of the very recent new members of IICA, the Institute now has an office in each Member State. The administrative and technical organization of IICA has been adjusted so as to better serve the countries, the last change being reflected in the modifications proposed in the draft Program-Budget for 1976-1977. These changes have been part of a dynamic process and should continue.

We plan to continue moreover, with the more substantial part of the hemispheric projection, that is, the identification of IICA with the needs of the agricultural sector in the Member States. We will fuse the two projections - Hemispheric and Humanistic - joining both aspects which comprise the basic concerns of our countries: the development of mankind.

Thus, the humanistic rural development orientation of my second term of office will be increasingly identified with the needs of the countries, concerned about the wellbeing and dignity of the rural man, objective and "raison d'être" of all rural development processes.

To be more definite, I plan to submit to you a Five Year Plan to guide IICA's actions during my new term of office, always keeping in

mind the essential flexibility needed for a projection comprised of so many unpredictable variables.

Meanwhile, the programs are being restructured in accordance with the recommendations made by the Special Committee of the Annual Meeting of the Board of Directors, as a result of the evaluation of IICA's activities. This will ensure a greater concentration of efforts on crucial aspects within the Institute's sphere of work. The areas being strengthened as a result of these new orientations, concern programs of fundamental importance.

The American Tropics is, without a doubt, mankind's most important ecological reserve at this time. Its rational utilization is essential if man is to make use of his resources without submitting them to uncontrolled pressures that could endanger their renewal. The Cooperative Program for the Development of the American Tropics is therefore being reorganized.

There are also ecological problems with respect to natural resources currently being used to provide food and other agricultural products. Because of this, and in response to the concern expressed by the Board of Directors at its Annual Meeting, the Program for the Conservation and Management of Land and Waters is also being strengthened.

A new Program has been evolved to concentrate the previously somewhat disperse efforts in fostering the production of basic foods. The production of food *per se*, is not enough, if a considerable part of it is lost before getting to the needy consumer. The new Program for the Reduction of Post-harvesting Crop Losses therefore constitutes a bridge between and complements the Basic Foods and Marketing Programs.

Technology, the most important instrument forged by man to augment his power, is today also a principal source of concern. The fear, in essence, is that man could lose control over and be dominated by technology. This is expressed in many ways: technology can widen the gap between development and underdevelopment; generate unemployment; contaminate the environment and exhaust resources; it can also become an instrument for economic or political domination, etc. Recognized possible solutions are also many: low cost implementation technologies using high levels of labor; "clean" (non-contaminating) technologies; national or international regulations on the generation, transfer and marketing of technology, etc. All these options are still open for the agricultural sector of Latin America, only beginning to use technology concentrated in a few countries and areas. The selection of inadequate technologies can start an irreversible chain reaction of negative and perhaps even catastrophic consequences over a medium or long range period. Hence the need to reinforce and reorient our research programs.

And finally, an improved and more fluid system of communications, in the fields of economics and social sciences as well as in the area of technology, can facilitate the adoption of already tested solutions, avoid

costly duplication of efforts and foster the concerted utilization of available information. Because of this, special attention will be given to strengthen the information system working through IICA-CIDIA, in coordination with the AGRIS world system.

The creation of the Simon Bolivar Fund, on the initiative of His Excellency the President of Venezuela, and open to the voluntary participation of all the Member States, is an expression of the confidence the Institute has generated with respect to its capacity of working in such an important field. The many agreements and operating contracts established with different countries and organizations to reinforce IICA's action only serve to confirm this confidence, while at the same time ensuring its being able to take on greater responsibilities.

In search of concrete results, the greatest possible attention will be given to the country-level action plans within the Institute's sphere of work, without in any way prejudicing its regional approach. Considerable weight will be given to the formulation of definitive and specific goals that can be evaluated by means of indicators that measure development within a truly humanistic concept.

Experience indicates that development is strongly conditioned to the existence of dynamic and innovative institutions and agencies, capable amongst other things, of absorbing and adapting international technical cooperation contributions, and continuing the work on their own, when the cooperation ends.

Well aware of the role of national institutions in the development process on the one hand, and the supplementary and temporary nature of its functions on the other, IICA has chosen the strengthening of institutions and institutional systems as its basic strategy, to help those working towards agricultural development and the rural wellbeing of the Member States.

IICA works in and with national agencies in such a manner as to ensure from the very start that the joint efforts are more the national institution's than IICA's, and more of the organization as a whole, than of individual persons working there. Moreover, through its technical cooperation actions in whatever the Line of Action, IICA makes every effort to train and up-grade national institutions so as to increase their capacity to attain their objectives on their own. At the same time, the Institute tries to assure that the national institution or agency it is working with, becomes a dynamic and innovative element so as to facilitate attaining general rural development.

The Associate Deputy Director General's Office for Operations, relieved of all other tasks, will be exclusively responsible for these aspects. The Evaluation Office will be providing the necessary elements to ensure a system of continuous reprogramming, and the Personnel Office will carry out the necessary policies to ensure having the most competent professionals possible available, and that they be located, according to their specialization, where most needed.

Briefly then, we view rural development as the joint result of three fundamental efforts: the first and more important is the responsibility of the interested countries and their institutions, since any cooperation that the Institute may provide will always be subject to the sovereign will of the Member States. Secondly, technical cooperation actions should be directed towards supporting efforts at their most crucial point, in accordance with needs identified and in line with national policies. And finally much needed financial support, properly programmed, channeled and coordinated with technical cooperation actions, reinforces and ensures greater utility on national investments.

II. PROGRESS REPORTS

In the different Messages I have had the honor of presenting over the years to the Annual Meeting of the IICA Board of Directors, I have included a brief summary of the more positive accomplishments in some of the areas we consider to be of importance to the Institute.

At this time, therefore, I am pleased to present a succinct description of the work done in areas such as the conservation and management of lands and waters; the marketing programs; the more important aspects of the new role of research for IICA over the next few years; the evaluation of some programs, such as education; and others.

These brief reports, together with those requested by the Fourteenth Annual Meeting of the Board of Directors which you have already received separately, serve to complement and round out this Message.

1. Program for the Conservation and Management of Land and Waters

Problems linked to the adequate management of renewable natural resources continue to interest IICA. The scope of the old irrigation program was expanded at the behest of the Board of Directors at the Thirteenth Annual Meeting, so as to encompass aspects pertaining to the conservation and management of land/waters. In this manner it is hoped to meet one of the urgent needs felt throughout the continent. In view of the increasing demand for renewable natural resources and the need to intensify their use, it is absolutely essential to provide and apply firm policies to ensure that these resources, particularly water and agricultural and forestry soils, are not wasted or exhausted needlessly.

The diagnostic studies conducted by IICA in a number of countries on this problem have served to identify some critical issues which hinder the rational utilization of soils and waters.

As a result, the old irrigation program has been re-oriented towards strengthening the national institutions responsible for defining and carrying out national policies pertaining to irrigation and the conservation of renewable natural resources and towards the provision of technical cooperation with respect to the planning and management of watersheds and irrigation districts.

Within this new approach, a start has been made to train national functionaries on matters pertaining to the principles and methods of soil conservation, and activities related to the management of water in irrigation zones have been continued.

Efforts are being made to build up the technical team needed to work successfully in such an important field, in addition to those who were already working with the old program. If the budget of this program for the next year is strengthened, as expected, we will then be able to meet the expectations of the Board of Directors, with expanded action on the conservation and management of land and waters.

By means of specific agreements with national organisms, the Program has already been able to expand its action, reinforcing the work being done with training activities which can be carried out in different areas of Latin America. Such is the case of the work in Peru, where the Manual on the Operation of Irrigation Districts was produced, thanks to an agreement with the Ministry of Agriculture in that country. It is planned to reproduce this Manual within our Series of Educational Books and Materials for the benefit of the specialists and farmers in other Member States.

The extension of activities to the Central American and Caribbean areas will lend an hemispheric scope to the program, thereby ensuring that the experience acquired in the more advanced zones with respect to soil conservation techniques and the use of irrigation waters, will be available for those in areas still struggling with the problem of selecting the most suitable methods and technologies.

2. The Hemispheric Agricultural Marketing Program (HAMP)

The policy of the IICA marketing program has been to improve the rural and urban marketing systems as a means to general development and increased benefits for the population. Priority has been given to the problems affecting low income producers and consumers.

The marketing program has analysed the situation, based on diagnostic studies on the development, dualism and structure of the agricultural sector in several Latin American countries, as the well as the studies of public; and semi-public institutional systems and the integrated marketing systems of food products, in addition to the experience acquired through direct cooperation services. As a result, a new strategy is suggested which offers an alternative for the improvement of the marketing systems serving the small farmers. The key points of this strategy are as follows:

- 2.1 From a development point of view, it is essential to foster the grouping together and organization of small farmers as a basic operational objective.

Although the grouping of producers is not an exclusive marketing function, marketing is felt to be an essential element to achieve this end.

- 2.2 Based on the above-mentioned observations, studies and reasoning, the program has felt the need to foster—in several countries and under different situations—the development of discriminatory channels on a transitional basis, directed specifically towards the small farmer, within an institutionalized scheme of grouped farmers.
- 2.3 The development of these discriminatory channels implies the development of marketing services, infrastructures, agroindustries and all the other processes pertaining to marketing such as transportation, storage, information, central markets, etc. It also implies the promotion of, training for and working on planned marketing.
- 2.4 The above means working with the different types of producer groups (small farmers or “campesinos”), with the aim of improving their position at the market and the efficiency with which those processes are implemented, so as to ensure that this sub-sector captures an increased share of growing domestic and foreign demands felt by a country.
- 2.5 It is essential to have clearly defined policies and objectives, oriented towards the small farmers and “campesinos”, with respect to marketing services, infrastructure and the organization of producers, and to strengthen the State organisms or services so as to foster the grouping of producers, motivating this movement through the provision of assistance and resources to ensure a successful outcome.

Whatever the food marketing policy or strategy scheme of a country directed towards small farmers, it will be based on the organization and coordination of the supply and demand aspects. This approach to the restructuring and modernization of marketing systems implies the application of an important principle: the participation of the small farmer and the “campesino” in the organization on the supply side.

Such a strategy contemplates the use of several mechanisms to ensure the organization and effective participation of these groups, such as storage centers, mixed base economies and integrated rural development programs, among others.

The incentive to obtain better prices, improved access to the markets, more services and fewer production risks, is an extremely important element in forming producer groups. In many cases, as has been observed in Mexico, Nicaragua and other countries, the organization of marketing has served to form producer groups which later are consolidated in a more permanent fashion, seeking other objectives within the socio-economic development process.

The Marketing Program is currently applying this strategy in some of the countries, while concurrently conducting basic and applied research work in the form of specific case studies on the more important aspects of the proposed strategy.

A Workshop at the Latin American level is contemplated for November 1976 to discuss and analyze alternative marketing systems to serve small farmers, and the corresponding strategies and policies for planning and carrying out marketing programs for small farmers.

The Workshop results will then be published, summarized into a strategy for a conceptual model, as well as presenting the research results on marketing systems serving small farmers, with respect to State and private enterprise actions.

It is hoped that many aspects pertaining to this complex and important problem will be clarified for nearly all the countries, contributing innovative ideas which could form an important part of the scanty background information on marketing systems serving small farmers.

IICA's work in this field is based on the existence of a large number of small farmers and "campesinos" and the need to seek feasible alternatives that can more directly contribute to their improved wellbeing and their increased participation in the economic development of the countries throughout Latin America and the Antilles.

3. IICA's actions as concern agricultural research and the transfer of technology

I would like to mention only some of the more important accomplishments with respect to IICA's actions in agricultural research and the transfer of technology for the 1975-76 period.

An evaluation of Program III.N.1 (Agricultural Research in the Northern Zone) was conducted, in accordance with recommendations made in Resolution IICA/RAJD/Res.22(14/75) by the Board of Directors.

A team of specialists was appointed by the Director General for this purpose. The team's preliminary report was presented to the Special Committee of the Board of Directors at the meeting held in San Jose, Costa Rica, in October 1975. Moreover, the Executive Offices has just finished an over-all analysis of the situation of Line III, with the aim of revitalizing its action throughout Latin America, in view of the basic importance to be assigned over the next few years to international cooperation in the field of agricultural research and the transfer of technology. The aim is to up-date and modernize the approach of Line III, in accordance with the present and future needs of the national institutions, and their eventual regional and continental articulation within a coherent system of international cooperation.

The recommendations resulting from this study and from the preliminary report of the evaluation team have already been incorporated into the new orientation of Line III, as presented in the Proposed Program-Budget being submitted to the Board of Directors. The actions in this field are being reinforced, thereby modifying the increased tendency over the past few years of reducing the allocation of resources to

programs supporting the institutional strengthening of agricultural research in the Member States. Special attention is also being given to the regional coordination of agricultural research and the need to complement the Institute's actions with those of other international organisms and groups working in this field.

Particularly worthy of note are the accomplishments in the field on institutional strengthening in Brazil, Panama, Nicaragua, Bolivia and Venezuela, with respect to existing economic and social development plans, assisting in the development and implementation of innovative efforts to reorganize, modernize and integrate the national agricultural research sub-systems. Also worth mentioning are the efforts being made to continue similar support actions in the other countries of the Andean, Northern and Southern Zones.

Special mention should be made of the progress achieved in the Southern Zone on the regional coordination of agricultural research. Thanks to the sustained action of IICA and of the Regional Agricultural Research Advisory Committee, comprised of the directors of national agricultural research institutions, the final version of the Cooperative Program for Agricultural Research in the Southern Zone was completed in October 1975. This Program is to be financed by IDB through a nonreimbursable technical cooperation grant of US\$ 3,500,000 over a three year period. IICA is to be responsible for the coordination and administration of this Program. The basic objective is to attain increased agricultural production through research on food products of economic significance for the countries of the Southern Zone, including Argentina, Brazil, Bolivia, Chile, Paraguay and Uruguay. Speedy approval of the Program by IDB authorities is expected, and it is hoped to get to the Program underway by the middle of 1976.

Also of interest in the area of regional coordination of agricultural research is the progress achieved in the Central American Cooperative Program for the Production of Food Crops (PCCMCA), particularly with respect to the search for feasible mechanisms to finance and institutionalize the Program through the coordination of efforts between IICA, CATIE and ROCAP (USAID/Central America and Panama), on the implementation of complementary actions in the fields of research and transfer of technology concerning systems oriented specifically for the benefit of small farmers.

The work achieved in the area of strengthening socio-economic research activities and their integration with those related to physico-biological research should also be mentioned, especially with respect to progress achieved in programming and evaluating agricultural research in nearly all of the countries, particularly those of the Andean Zone.

Special emphasis should also be given to the work accomplished with respect to the integration of traditional agricultural research and production systems, an area in which IICA is clearly providing innovative leadership in Latin America, and in which future expanded action should be contemplated.

Five years after announcing the basic lines to guide IICA's actions in the field of agricultural research we feel that they are still valid and important results have been obtained, as indicated above. I am fully confident that progress and accomplishments achieved can be multiplied and consolidated in a short time, to the benefit of the Member States, with the new definition of objectives, policy and strategy to be adopted by IICA in this field and in the transfer of technology, in addition to the allocation of increased resources for work in these areas.

4. Program Evaluation (Education)

This year, we have also started evaluating the education programs at the behest of the Board of Directors, as per Resolution IICA/RAJD/Res.22(14/75).

I do not feel it is necessary to go into detail on the subject, as a specific document has been prepared to this effect (IICA/RAJD/Doc.107(15/75) which the Members of the Board have already received and which will be discussed at this Annual Meeting.

However, I feel it to be an opportune moment to reiterate my satisfaction at the usefulness of the evaluation reports for IICA's work in general, and for the progress of the evaluated programs in particular.

The influence of these reports can already be noted in the proposed Program-Budget being submitted for due consideration by the Board at this time.

The Agricultural Education Line, for example, has been completely reformulated, as have the corresponding programs. To this end, we have adopted a new philosophy we have been working on for some time. The timeliness of this change in philosophy has been confirmed by the corresponding evaluation report, which also served to more clearly and precisely define it.

We have abandoned the somewhat naive concept whereby it was generally considered, and still believed by many, that the amount and the academic level of education were necessary elements enough to be considered, so as to make education an efficient instrument for development purposes.

The study of the prevailing situation in Latin America in the field of education and a perusal of the latest literature on the subject, combined with our own experience in this field, has convinced us that other factors should be taken into account, such as the type, quality, up-dating and planning aspects of education, so as to contribute effectively to increased production and productivity, the generation of employment and the reduction of marginality in rural areas.

We have also learned that the dualism which exists between the modern and traditional sectors of our economies and the accompanying

disparity of opportunities are becoming increasingly acute when a comparative study is made of the nature, quality and coverage of educational services provided in urban and rural areas. This type of situation must be corrected if the development process is to be achieved peacefully and with equity.

Thus, the IICA Line and Programs of Educational Action have been formulated so as to better promote and support actions to stimulate the production of skilled labor and the kind of human capital really needed so as to ensure a coherent introduction of educational plans into the general development plans of the countries.

With this new orientation, I am convinced that much in the manner in which we contributed substantially to the establishment of postgraduate education in Latin America, in a few more years we will have been able to ensure that education will increase its coverage in the rural sector, encompassing the least favored groups and thereby their possibilities of improved wellbeing; produce the needed trained elements to hold the different jobs required for production purposes and the adoption of technological innovations; briefly, to assume a new role and increased responsibility with respect to the integrated, humanistic rural development process which the Board has charged us to foster.

These are our ideas, and they place us on a par with the more advanced thoughts on educational matters throughout the world; as mentioned, they have been introduced into the proposed Program-Budget for 1976-77.

Moreover, we have not limited ourselves to up-dating our ideas. We have already initiated concrete actions to newly orient our activities in the field of education in the countries. These actions are not totally reflected in the proposed Program-Budget, due to the time of year in which this document was prepared; nonetheless they are no less real. As of January of this year, we have been working at the Zone and country levels to bring each project in line with this new philosophy. We are currently in the process of providing the Line of Action in this field with a new structure, and we will probably have to move some of our staff.

Definitive actions have been begun in some of the countries such as Haiti where, in cooperation with IDB, we are elaborating a project to modernize the whole agricultural education system of the country. Possibilities for re-allocating our resources so as to open up new fronts without hurting actions underway are being studied; new contacts and links are being made while at the same time we have been promoting our work, so as to ensure our participation in the decision-making plans at the highest levels.

This all takes time of course, and will probably require additional resources in the near future. This will be indicated in the new five-year projections being prepared.

It would be most unfair to the Institute staff members working in this field to state that the changes indicated are due entirely to the influence brought to bear by the evaluation report. I can confirm, however, that this report has provided us with the support and backing needed, and has contributed in a positive manner to my taking these decisions.

5. Progress on the Management Program

The objectives established for the Management Program were to:

- provide technical cooperation to the agricultural institutions and institutional systems in the countries so as to augment the impact from rural programs, through improved institutional management procedures; and
- to strengthen IICA's capacity to provide the technical cooperation needed by the countries on matters pertaining to the management of sectorial institutions.

In compliance with the first objective, the Management Program has provided technical cooperation in eleven countries: Mexico, El Salvador, Honduras, Nicaragua, Costa Rica, Panama, the Dominican Republic, Haiti, Bolivia, Brazil and Argentina. In more detail, the management program has conducted the following technical cooperation activities during the 1975-76 fiscal period:

- The institutional analysis and design of solutions for the Lands and Colonization Institute (ITCO) of Costa Rica.
- An analysis of Salvadorian Community Action, in El Salvador.
- An evaluation study and assistance provided on organizational improvements in the Ministry of Agricultural Development of Panama.
- An analysis of the institutional system of the public agricultural sector of Costa Rica (currently underway).
- The design of a methodology for studying the public agricultural sector of Haiti, as a function of the next national Development Plan.
- An analysis of the planning and operative programming systems at the National Production Council of Costa Rica.
- Advisory services provided on the reorganization of the Salvadorian Institute of Agrarian Transformation (ISTA), in El Salvador.
- Advisory services provided on the reorganization of the National Agrarian Institute of Honduras (INA).

- Advisory services provided on the programming of institutional aspects pertaining to the National Basic Grains and the National Rural Development Programs of Costa Rica.
- Advisory services provided on the identification and programming of institutional aspects of future irrigation projects in Costa Rica.
- Formal education and in-service training provided national functionaries involved in the above-enumerated activities.

As concerns the second objective, the Management Program has held Seminars on Management for Rural Development Purposes and Institutional Strengthening for the IICA technicians in the Member States.

To date, seminars have been in Guatemala for the Northern Zone, Rio de Janeiro and Montevideo for the Southern Zone, Santo Domingo for the Antilles Zone, and in the month of May of this year, a Seminar on these topics will be held in Lima for the countries of the Andean Zone. All together, some 90 IICA technicians have participated in Management Seminars, since December 1974.

It should also be mentioned that the Management Program has been and will continue to prepare documents with the aim of disseminating information concerning the methodologies utilized for their activities in the countries, and to report on the experience acquired and the results obtained during the four years the program has been running.

6. Progress achieved by the different information programs of IICA

One of the main bases for institutional action is constituted by the different information and documentation programs that IICA has underway, at hemispheric, regional and national levels.

Among the hemispheric actions worthy of note are the programs of the Inter-American Centre for Agricultural Documentation and Information (IICA/CIDIA) which have been strengthened through the inter-relationship with AGRINTER on matters pertaining to agricultural documentation and information work at the Latin American level, wherein CIDIA is the main center for compiling, processing and diffusing information, an important link with the world-wide program in the same field, AGRIS.

In addition to the Latin American Agricultural Index, one of the main outputs of AGRINTER which has been widely accepted by the Member States, CIDIA offered an Inter-American Course on the Administration and Organization of National Information Systems, during the month of April 1976, with the attendance of professional participants from fifteen Latin American or Caribbean countries.

It is important to remember that one of the main objectives of AGRINTER is to satisfy the demand for different types of information

and documentation, as needed by planners, researchers, educators and others, through the provision of back-up services on the planning and improvement of different existing agricultural documentation and information services throughout the region. Thus, AGRINTER is at a stage of implementation whereby priority is given to the creation and consolidation of national agricultural information systems, as essential components of the System (AGRINTER).

The commencement of AGRINTER operations in 1975 has almost automatically become one of IICA's important strategies in institutional strengthening since its priority objectives are to: 1) strengthen the national agricultural information systems; 2) support the reciprocal exchange and packaging of information throughout Latin America and the Caribbean; and 3) provide back-up services on the participation of the countries in the world system so as to take full advantage of their products.

Since that time, the AGRINTER planning process has been consolidated. To this end, it was necessary to acquire an interdisciplinary group of specialists in information systems design (systems engineers, specialists in computerization and information, and in systems planning) and to bring groups of high-level experts together to discuss the problems of implementing AGRINTER, ensuring its linkage and compatibility with AGRIS. Meetings were held in Europe and Canada with representatives from IDRC-Canada (international Development Research Center); INS (International Nuclear Information System); the German Nuclear Energy Information Center; FAO (Food and Agriculture Organization of the United Nations); and the European Community Information Policy Committee.

AGRINTER began operations in January 1975 as a co-participation involving the sharing of responsibilities between the countries of Latin America and the Caribbean. The first semi-automated products of the system were the first four number of the Agricultural Index of Latin America and the Caribbean, mentioned above.

IICA's support strategy on the establishment and implementation of agricultural information policies at national and regional levels and their linkage at the world-wide level, forms an integral part of the concept of over-all development of the agricultural sector.

During this same period, IICA-CIDIA, as the Multinational Information Input/Output Center for AGRIS, initiated operations on the participation of Latin America and the Caribbean in the AGRIS system. The first products of the Systems appeared in 1975: the AGRINDEX published by FAO in 24 numbers, identifying the participation of Latin America and the Caribbean on the basis of a systemized collaborative effort between the countries, FAO and IICA.

Hence, throughout this period IICA-CIDIA supported the creation or implementation of 18 national information systems in Latin America

and the Caribbean; the operation of AGRINTER was initiated as Coordinator and at the same time the participation of Latin America and the Caribbean in the AGRIS system was supported and coordinated.

Although well aware that the System is only in the beginning stages, we are proud of our achievements to date, particularly when the limited availability of human and financial resources and the fact that work is being carried out in a developing continent are considered.

IICA-CIDIA has received technical cooperation from IDRC-Canada, FOA-Coordinator Center of AGRIS, and the United States National Agricultural Library in getting these agricultural information systems underway at the national, regional and world-wide levels.

At a regional level, CIDIA has continued to foster the Information Program for the Central American Isthmus (PIADIC) by means of an agreement with the AID Regional Office for Central America and Panama (ROCAP).

In January, the IICA functionaries and the consultants hired by PIADIC met in Costa Rica to discuss the topics considered at the first national meetings of the program. In February, work was conducted throughout the Northern Zone countries on the initial incorporation of PIADIC into the working programs of IICA, for each country of the area. This work was finished in the month of March of this year.

Moreover, the First Regional Technical Meeting on the Preparation of PIADIC Manuals and Guidelines was held in February. The National Coordinator Committees have already been established, and they have at hand the recently prepared manual on organization, planning and operational matters to start work with.

IICA has provided public relations support to these activities in the firm belief that the Institute should always provide its public with more and better information on the institutions accomplishments through its programs, projects and activities.

In line with this thinking, the capacity of the IICA printshop has been up-graded, replacing or fixing obsolete machines and the improved utilization of existing equipment. A new functional and modern unit is being established for printing, galley preparation, binding and photo-mechanics in the new headquarters building for IICA in San Isidro de Coronado, Costa Rica. To this end we have had the advice of specialized professionals in the field.

The volume of information processed and disseminated by IICA is steadily increasing, through the publication of specialized documents. The Latin American Agricultural Index is one. The quarterly bulletin "IICA in the Americas" which reports on Institute activities in the four zones, has been well accepted by the institutions and professionals of the agricultural sector of the Member States. Thought is being given to including information in languages other than Spanish, so that the bulletin will be of

greater use to the English, French and Portuguese speaking countries of the area.

Reference must also be made of the magnificent collaboration received from the Government and development institutions of Canada, the Kellogg Foundation and the United States Agency for International Development, amongst others, in helping IICA to improve and increase its capacity to transmit useful and opportune information to all Latin American professionals and institutions working in agricultural or related fields.

7. Progress made on the analysis of and backing for the Protocol of Amendments to the IICA Convention

The Board of Directors of IICA has presented the report concerning the Protocol of Amendments to the IICA Convention, which had been studied assiduously by the Permanent Committee of the Board.

After the completion of the study by the Permanent Committee, the Board of Directors submitted the Protocol of Amendments to the IICA Convention to the Governments of the Member States of IICA for their comments or pertinent observations. This is the stage we are at, at this moment. To date, only a few isolated comments have been received in support of the document submitted. I will be pleased to provide more definitive information as soon as it is available, through the usual channels.

8. Progress achieved on the headquarters building in Costa Rica

In accordance with a contract signed with the Van der Laet and Jimenez Construction Company, and with the advisory and inspection services of the firm CONSULTECNICA S.A., work of the headquarters building of IICA in Costa Rica is progressing most satisfactorily.

The first stage of the construction was completed in December 1975, within the time limits established in the contract.

Since the time when the building project was presented to the Board of Directors in Washington for approval, up to the time when the building was started, the whole world—including Costa Rica—has been suffering from an extraordinary inflationary period, thereby affecting building costs, surpassing the original estimates. It has therefore been necessary to request permission from the Board of Directors to utilize additional resources from the Working Fund and from miscellaneous income (mainly interest accrued on time deposits) so as to be able to finance the second and last stage. This request was approved on January 28, 1976 and, immediately thereafter, another contract was signed with the same construction firm to finalize the building by September 5, 1976.

The building, going up on two hectares of land donated to IICA by the Government of Costa Rica, will provide space for the Executive

Offices, the Office for the Coordination of the Action Plan in Costa Rica, and the Centre for Agricultural Documentation and Information. The printshop and the Computer Division will also be located in the building, and there is also provision for a large assembly hall and peripheral facilities for holding international conferences and related functions.

Originally, the building was estimated at US\$ 696,000 (including the preliminary studies). Due to the inflation, these cost estimates have gone up to US\$ 1,541,087 (including contingencies).

Financing has been managed without making any loans and, of course, without reduction of services to the countries. This has been possible thanks to the efforts made by the countries to pay quotas in arrears thereby increasing the Working Fund, and other income in the following manner:

8.1	Payment of a previous account by AID, to cover administration costs of IICA/AID contract	US\$ 166,837
8.2	Advance made by the Kellogg Foundation on the Teaching Texts and Materials Program (Educational Texts and Materials Series)	200,000
8.3	Miscellaneous income (mostly interest accrued on time deposits)	363,461
8.4	Working Fund (increased over the past few years, to be reimbursed in annual payments)	<u>810,789</u>
	Total	US\$ 1,541,087

Although the construction costs have doubled, considerable economies have been possible through the exoneration of local and foreign taxes on the purchase of materials, the direct importation of some of the materials and the immediate cancellation of bills presented.

Each government of the Member States has been asked to donate a tree to establish a "Forest of the Americas" in the gardens at the rear of the building.

The work program of the second stage is progressing satisfactorily and we hope to be able to move to the building during the month of October 1976.

9. The Simon Bolivar Fund, during the first stage of its implementation

As of April, IICA has been implementing the first stage of the Simon Bolivar Fund programs and projects, on the basis of the first contribution of two million dollars, of the ten, —or fifty percent of the Fund— which the Government of Venezuela has promised us.

The remaining fifty percent will be comprised of voluntary contributions from the Member States of IICA. To date, contributions have been made by Honduras and Panama, and there are offers from Nicaragua and Haiti.

III. INTERNATIONAL COOPERATION

One of the main incentives during my first six years as Director General of IICA, and still is for my second term of office, has been the need to ensure more efficient international cooperation at both the inter-American system level as well as that of the world-wide organizations of technical and financial cooperation.

Our institutional experience to date would indicate the advisability of differentiating most explicitly between the political and technical functions of the Inter-American System agencies. This will not only ensure a greater degree of specialization of these agencies, but will also guarantee the multilateral neutrality of technical cooperation and the political independence of the Member States. Continuing along this same line of thought, it would also seem advisable to seek a greater decentralization of the Inter-American System, increasing its physical presence in the Member States, and allocating a higher percentage of resources to field activities.

It would therefore be most appropriate if technical cooperation activities in the countries were to be directed towards strengthening national institutions so as to increase their capacity to meet their heavy responsibilities, rather than doing their work for them. In this manner, a more lasting impact from technical cooperation actions would be obtained.

Within this concept then, IICA, in an earnest desire to avoid duplication of efforts and to strengthen ties with all other agencies working either directly or indirectly in the rural sector of the Member States, has made a conscious effort to work ever more closely with other inter-American agencies (such as IDB, OAS, ECLA, and others); national agencies working at an inter-American level (such as the USAID, CIDA of Canada, and others); international organisms working in this hemisphere (such as FAO, World Bank, etc.); and the various other regional organizations throughout the hemisphere.

Outstanding examples of this type of cooperation are the new agreements concerning the Information Program of the Central American Isthmus (with ROCAP/AID); the extension of agreements with IDB on the courses being given for the Formulation and Presentation of Agricultural Projects; contacts with ECLA, through the integration of the OAS/IDB/FAO/ECLA/IICA consultative groups; the agreements with IDB to strengthen agricultural research endeavors in the Southern Zone; the financial assistance agreements with ROCAP/AID and CATIE; the contract with the Kellogg Foundation for the preparation of educational books and material; and many others too numerous to go into in detail,

which are explained in several of the institution's publications such as the Annual Report.

Moreover, required procedures at the CIES level have been complied with, as concern the convening and organization of the VII Inter-American Conference on Agriculture. Ideas have also been exchanged with functionaries of the General Secretariat of the OAS, as to the terms of the draft agenda and rules of procedure for this conference, to be held some time in the first semester of 1977.

IICA has also been cooperating closely with international organizations, participating in consultative meetings on agricultural research with FAO, and on high-level committees to study the production and productivity problems of the American nations.

Another area worthy of mention is the Institute's cooperation with extra-continental countries, many of which have permanent observers designated to IICA. Many of these countries have provided considerable support to our programs, either directly or through the support of associated programs such as CATIE. An example of this cooperation is the Seminar on Integral Regional Rural Development, held in Costa Rica in November 1975, with outstanding Israeli technicians. Representatives from FAO, IDB, OAS and other agencies were invited to attend this seminar.

Also worth stressing is the collaboration provided by the governments of England, Germany and Holland on the development of programs at CATIE; the help from the government of Spain on aspects pertaining to agrarian reform and PRACA; and the visit of the Japanese International Cooperation Agency mission, comprised of highly qualified technicians in the field of agriculture.

Here on our American continent, special note should be made, and thanks given, for the collaboration of the government of Canada. This has been manifest in many different ways, in the programs of the Inter-American Centre of Agricultural Documentation and Information, and in IICA's work in Haiti.

Also of importance is the fact that IICA's resources have been substantially increased, through extra-quota contributions from Member States such as Brazil, Chile, the Dominican Republic and others, who have preferred to make use of the experience of our inter-American organism specialized in the field of agriculture to get national programs underway, rather than to request assistance from private consulting firms. This is yet another indication of the growing confidence in us, which we appreciate. We do our level best to live up to this trust.

IV. CONCLUSIONS

In parting, I am proud to be able to report to you that we have almost completed our aim to establish permanent offices in all our

Member States. We have only to establish our presence in Barbados and Trinidad and Tobago, the two most recent members of the IICA family. It is our hope that the size of our family will increase with the entrance of Grenada, and possibly, within a short time, of Surinam and the Bahamas.

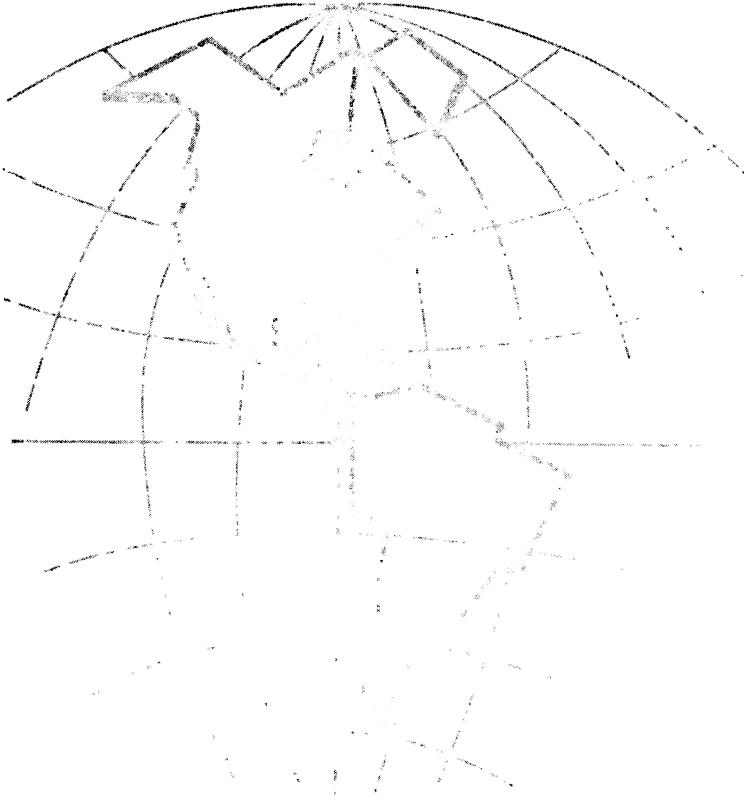
We have opened the Regional Office for the Antilles Zone in Santo Domingo, Dominican Republic. We have recently appointed a highly qualified professional with ample knowledge of the problems of the area as Regional Director for this Zone.

Each of our national offices in the Member States has been strengthened; some of the more important programs of IICA have been expanded to an hemispheric level; a new dimension is being given to the American Tropics Program; we have restructured our information systems, considerably improved our documentation systems, and have reorganized the Executive Offices of IICA so as to be more functional and in tune with the times, during my second term of office as head of this institution; we have also initiated evaluation and institutional austerity programs, up-dating our actions where needed at the behest of the Board of Directors, to ensure the implementation of necessary adjustments to increase our efficiency.

We are confident then, as we enter the era of Humanistic Rural Development as we have called it; we are eager and ready to more precisely identify and help solve the needs of the Member States, concerned for the wellbeing and dignity of rural man, a worthy objective of our institutional action. All this work should be shared with other agencies with development responsibilities. IICA is well aware of its role in making rural development a successful enterprise, and is firm in its belief that to do so is the result of three fundamental actions, as mentioned previously. Of priority and greatest importance is the interest of the Member States themselves and their institutions. The assistance that IICA can provide to help them attain this goal is clearly subject to what they want done. Secondly, all technical cooperation actions should be directed towards supporting endeavors to attain rural development, at their more crucial points, to be identified in accordance with the national development policies. And finally, financial support should be properly programmed, channeled and coordinated with technical cooperation actions, to reinforce and ensure greater utility on national investments.

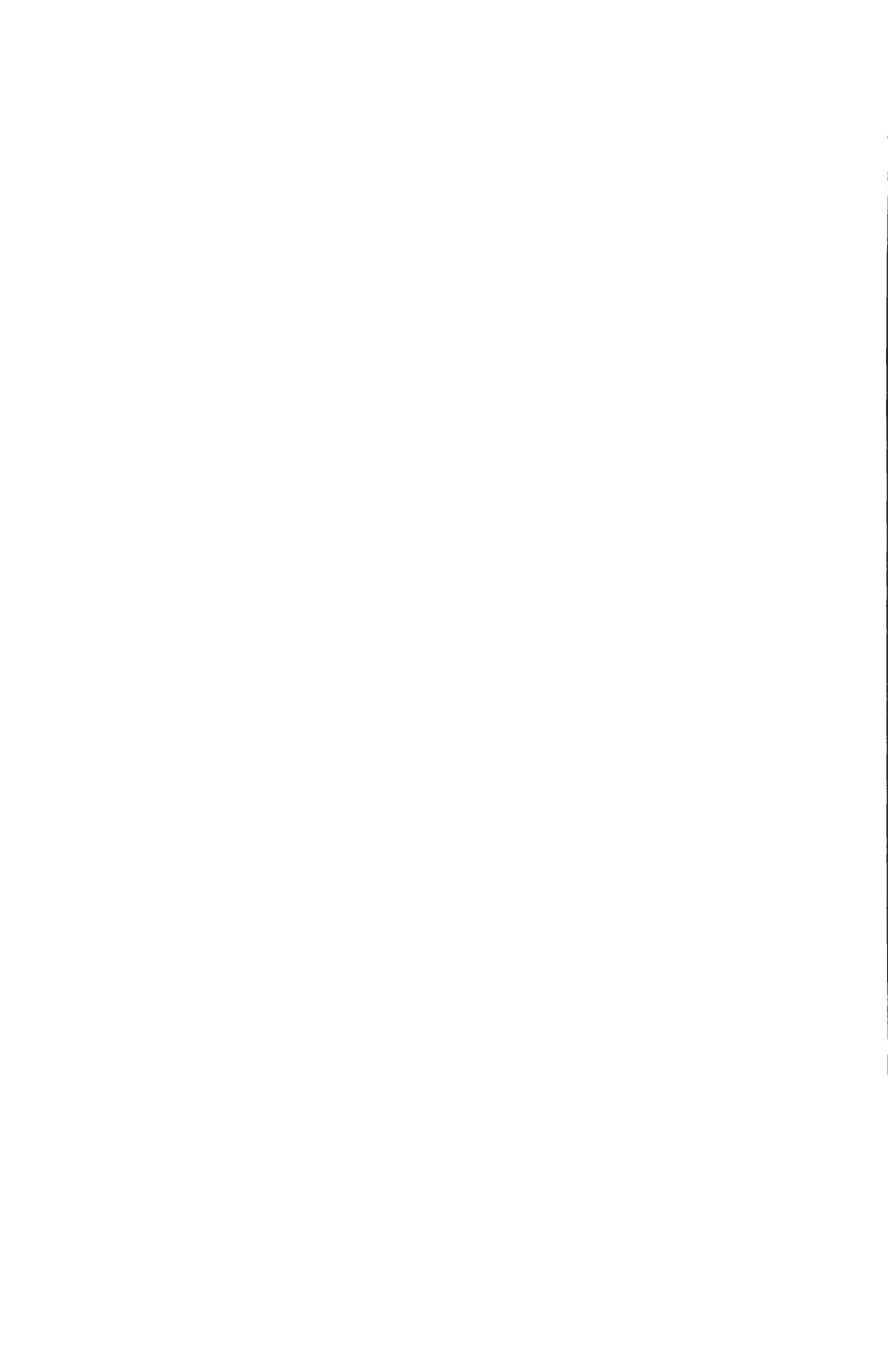
Man wields an increasing amount of power and this fact could well be our salvation if it is used to satisfy the needs of each and everyone of us; however, it could be terrible and devastating if in our egotism it is used to exhaust, misuse and destroy our resources, or to sacrifice some of us for the benefit of others.





**Speeches given at the Inaugural Ceremony
of the Fifteenth Annual Meeting
of the Board of Directors**







The Director General of IICA, Dr. José Emilio G. Araujo, addressing the delegates of the Member States at the inaugural session of the Fifteenth Annual Meeting of the Board of Directors of IICA, in Washington, D.C., (Photo courtesy Walter J. Booze, U.S. Department of State).

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

Ladies and Gentlemen:

As Director General of the Inter-American Institute of Agricultural Sciences, it is particularly satisfying for me to be holding the Annual Meeting of the Board of Directors in the United States of America, not only because we have been especially invited by the government of so great a country to participate in the Bicentennial celebrations, but also because it brings to mind the fact that it was a Secretary of Agriculture of the United States, Dr. Henry Wallace, who contributed so substantially to the creation of IICA.

The country is celebrating two hundred years of independence: two hundred years of interest and concern over the destiny of the hemisphere where the struggle for economic and social independence of our countries has not yet ended.

An historical analysis of the American nations, as autonomous entities, includes a review of progress achieved and frustrations; of conquests and defeats. This is even more evident in the rural areas where, despite a positive balance, we have still not been able to attain a level of independence which frees us from the needs and misery of a "campesino" mass that does not participate fully in development efforts and benefits, or in any of the advantages towards an improved way of life.

The quality of this improved way of life, and an authentic humanistic development process are still rather distant goals, but are not impossible to attain.

We are honored at this meeting with the presence of a number of Ministers of Agriculture of our Member States. Never before in the history of the annual meetings of our Board of Directors have we been so honored, and we interpret their presence here with us as added backing and evidence of the increased confidence in IICA, as an effective instrument to attain vitally important aspects of our independence: increase agricultural production and productivity; greater employment possibilities; and a fuller participation of the "campesino" in building a better society.

IICA is at the service of the countries, and in fact, belongs to the countries which form a part of the institution that throughout its brief

* Given at the Inaugural Session of the Twenty-first Meeting of the Technical Advisory Council and the Fifteenth Annual Meeting of the Board of Directors of IICA, Washington, D.C.; May 6, 1976.

history –this year we celebrate our 34th anniversary– has contributed in a modest but significant manner to the development of the agricultural sector of its Member States.

However, this is not the moment to be looking back, no matter how satisfactory our past, but rather to forge ahead. There is much that IICA wants and should do to adequately respond to the challenges we face in view of the complex current and future situation before us. The population growth throughout our continent and the world as a whole, plus the unsatisfactory food situation of a very large segment of the people, require sustained efforts to attain increased food production.

Our Continent has one of the world's largest agricultural production reserves. We need good judgement and a certain amount of insight in using these reserves and new production forms properly, so as to ensure their compatibility with ecological realities, as well as with the idiosyncrasies of our "campesinos" and the restrictions on the use of costly inputs that could endanger the biological equilibrium.

As you all know, IICA has been working strenuously in this field, and has plans for the future, as detailed in the Message. To this end, we hope to continue having the backing and collaboration of the countries. IICA has been efficient in its use of resources. The institution's capacity to effectively help the countries resolve serious problems as related to the rural sector, has been proved.

IICA's modest resources to face such enormous needs, thanks to the contributions of the countries, are almost ludicrous when compared to the many millions of dollars spent on instruments of destruction and on an ever-increasingly sophisticated way of life for a very few, vis-a-vis the miserable standards of the majority. If we do not make even greater efforts to resolve the rural problems of recognized importance, we may well begin to doubt the sincerity of past declarations to this effect, and our order of priorities.

We are planning to draw up a five-year action plan; we are keen to serve, to collaborate with the governments and to join forces with other international agencies and national organisms throughout this continent and from others. We are more than willing to second any initiatives oriented towards rural development, emphasizing working for the man in the field, particularly the "campesino" of limited resources and opportunities. Our interest then, in essence, is to seek an authentic humanistic rural development.

It is time we placed a value on the sacrifice and efforts made by the men who quietly till the soil with the sweat of their brow, provide us with possibilities of survival, and even of improved wellbeing, while they participate only slightly in the benefits of a civilization which would not be possible without their efforts.

SPEECH BY DR. FRANK SHEFRIN, DELEGATE OF CANADA*

Ladies and Gentlemen:

First, I would like, again, to express the appreciation of Canada's invitation to meet in Ottawa in May 1975 and conclude the session with a seminar in Quebec City. Through this meeting we were able to make many Canadians aware of the role of IICA, its activities and its contribution to agricultural development in the Latin American and Caribbean countries. As you know, Canada has over the past few years expanded its assistance programs in these countries.

On behalf of the Board, I would like to express our thanks to the U.S. Government for inviting IICA to meet in Washington this year. We are thus able to join our United States friends in celebrating their Bicentennial Anniversary.

This is the Fifteenth Annual Meeting of the Board of Directors. We know that the world food situation is still insecure, with the long-run production trend still inadequate in developing countries. In Latin America the increase in production during the past year has been moderate, but per capita food production in 1975 while above 1973 is below 1971.

Each session of our Board has as its objective the acceleration of food production and the improvement in the level of living in the Member States of IICA, especially the many developing countries. We recognize that a solution of a country's food problems, of its social problems is ultimately that country's own responsibility, but international cooperation and aid can contribute to the achievement of quicker and more effective results.

Our organization can give a sense of direction in the international efforts to increase food production. Our Organization can help to identify the food production priorities, to support greater consultation to overcome policy and other restraints to food production, and to encourage the cooperation of international agencies and governments to develop plans and programs to increase food production and improve the level of living of the many poor people in the Western Hemisphere.

* Speech given at the Inaugural Session of the Fifteenth Annual Meeting of the Board of Directors of IICA, Washington, D.C.; May 6, 1976.



Mr. Frank Shefrin, Representative of Canada speaks on behalf of the delegations of the Member States at the inaugural session of the Fifteenth Annual Meeting of the Board of Directors of IICA. (Photo courtesy Walter J. Booze, U.S. Department of State).

**SPEECH BY DR. JORGE LUIS ZELAYA CORONADO,
ASSISTANT SECRETARY GENERAL OF THE
ORGANIZATION OF AMERICAN STATES***

Ladies and Gentlemen:

We have gathered here today to inaugurate the Fifteenth Annual Meeting of the Board of Directors of this institution whose history is closely linked to the development of agriculture in Latin America and the Caribbean in the last thirty years.

Thirty-four years ago, on a spring day like today, the Eighth American Scientific Congress met in this beautiful city of Washington to celebrate the Fiftieth Anniversary of the Pan American Union. On that occasion, men with a broad vision of the future challenge of food production and the needs of a growing population presented before the Congress a plan for the creation of an institute of tropical agriculture.

Henry Wallace, then Secretary of Agriculture of the United States, and Ernesto Molestina, Director General of Agriculture of Ecuador, drew up the Resolution creating the present Inter-American Institute of Agricultural Sciences.

Many years have gone by. The IICA has developed from its inception as a research center, going beyond its initial activity in post-graduate agricultural science education to become the strong, dynamic, and technologically advanced institution it is today. The concept of strengthening institutions, which it applies to all its activities, qualifies it as an international organism with an excellent policy of service to its Member States within the hemispheric and humanistic projection designed and put into effect by its present Director General, Dr. Jose Emilio G. Araujo.

Since 1949, IICA has been recognized as the Specialized Agricultural Organism of the Organization of American States. Since 1951, the field of action of the Institute began to expand when charged to implement Project 39 of the OAS for the Improvement of Agriculture and Rural Life.

In carrying out this project, new areas of specialization were developed and those linked to economic growth and social progress were expanded, among them farm extension services, home economics education programs, rural administration, agricultural scientific information, publications, etc.

These cooperative projects with the OAS were instrumental in demonstrating how rural development could be accelerated, by mobilizing existing local resources through interdisciplinary action.

* Given at the Inaugural Session of the Twenty-first Meeting of the Technical Advisory Council and the Fifteenth Annual Meeting of the Board of Directors of IICA, Washington, D.C.; May 6, 1976.



Dr. Jorge Zelaya Coronado, Assistant Secretary General of the Organization of American States (OAS), welcomes the delegates accredited to the Fifteenth Annual Meeting of the Board of Directors of IICA. (Photo courtesy Walter J. Booze, Department of State).

Later, in the decade of the sixties, the Member States supported a movement to increase IICA's budget, which in turn made it possible to incorporate the Field Units of Project 39 into a network of Regional Offices. In response to new concerns, IICA began to give increasing attention to social challenges, which resulted in the Inter-American Center of Rural Development and Agrarian Reform, located in Colombia. Financing for this center had originally been provided under Project 206 of the General Secretariat of the OAS.

During these thirty-four years of institutional life, IICA has notably broadened and diversified its activities. The volume of funds that it now manages is more than forty times that of its initial budget. It operates in twenty-five of the American States; it has four Regional Offices, two Support Centers, a great many specific agreements with member countries and regional institutions such as the Inter-American Development Bank, and at the present time it can count on the substantial support for Rural Development implied by the "Simon Bolivar" Fund. I had the pleasure of being present on the occasion of the first contribution to that Fund made by the Venezuelan Government in the amount of two million dollars.

We, in the General Secretariat of the OAS, firmly believe in the Institute. We see it as the Specialized Organism of the Organization of American States that deals with two fundamental problems confronting its Member States: food production and rural welfare. These problems will grow in importance as the population increases and will plague all of the countries alike in the years to come, regardless of their level of development.

For this reason, and because of its technical calibre, its dynamic management and the dedication of its staff, IICA deserves the support that it has received and that it will continue to receive—we do not doubt it for a moment—from the governments and their representatives on the Board of Directors, as it faces the problems in its field of competence in the future, which we hope will be as successful as its first thirty-four years of life.

It has been a continuing concern of the General Secretariat that a close relationship and coordination be established with IICA activities, at both the Program level and the level of the Lines of Action that the Board of Directors has been setting up, pursuant to the recommendations of the General Assembly and the other agencies of the Organization.

In this sense, I should like to give voice to the satisfaction of the General Secretariat for the decision made by the Institute to come under the Organization's Administrative Tribunal, as provided in the Agreement recently signed by the Secretary General of the OAS and the Director General of the Institute. That agreement constitutes, without any doubt, an effective protection for the rights of the personnel of this organism. As former secretary of that Tribunal, I am particularly aware of the significance of that decision.

I should like to conclude these few words with my best wishes for the complete success of this Meeting, whose recommendations will receive the support of the General Secretariat in achieving the objectives of the programs of the Inter-American Institute of Agricultural Sciences, one of our most important Specialized Organisms.

SPEECH BY DR. EARL L. BUTZ, SECRETARY OF AGRICULTURE OF THE UNITED STATES*

Ladies and Gentlemen:

It is a pleasure for me to welcome this inter-American agricultural conference. It does my heart a great deal of good always to meet with a group interested in agricultural science and education, because I spent a large part of my life on a college campus in agriculture. I am convinced that in these days it is one of the most important fronts on which human endeavor must concentrate. And we must do everything we can to direct the attention of governments and politicians and thought leaders to the meaning and importance of increased food production.

It is my happy privilege to welcome you here. Henry Wallace was instrumental in founding this organization. He was one of the great Secretaries of Agriculture, the first one I had the privilege to meet.

I was a graduate student in the early days of Henry Wallace's tenure as Secretary of Agriculture, in those exciting days when we were spawning a new governmental organization every Tuesday afternoon at 4 o'clock and trying everything new in agriculture, all the way from the application of science to corn production to the application of birth control to pig production.

Those were exciting days. I am glad that out of it came this institution that does indeed emphasize the continuous application of science, of brain power, and of innovation and investigation to this terribly important business of increasing food production.

I have just finished three weeks abroad that took me around the world. I started in New Zealand and Australia and up to Singapore, through Indonesia, Malaysia, Greece, Bulgaria, and Switzerland and then to Spain and Portugal. I was delighted in every one of these countries to note the increasing emphasis being given to agricultural production at top government levels. I think there has been a very marked change in this attitude during the four years that it has been my privilege to serve as Secretary of Agriculture in the American government.

Agriculture used to receive low priority when cabinets sat down to discuss national priorities and when presidents or prime ministers took up their programs of national priorities. But that situation has changed. I think the World Food Conference held in Rome 18 months ago focused attention on the need for new priorities in all of our nations, with respect to this basic business of feeding the world's exploding population.

I do think though that we overplayed the world food crisis 18 months ago, in preparation for the World Food Conference. That "crisis"

* Speech given at the Inaugural Session of the Fifteenth Annual Meeting of the Board of Directors of IICA, Washington, D.C.; May 6, 1976.



Dr. Earl L. Butz, Secretary of Agriculture of the United States of America, official inaugurates the Fifteenth Annual Meeting of the Board of Directors of IICA, held in the International Conference Room at the Department of State, Washington, D.C. (Photo courtesy Walter J. Booze, Department of State).

never really materialized on a global basis. Indeed, the discussion of the so-called food crisis was pushed to the back burner in public discussion even before the 1975 crops were harvested. We had a good crop last year around the world. In the developing nations, there was about a 5 percent increase in crop production.

True, I am using an average figure. If you have one foot in the oven and the other on a cake of ice, on the average, you'll be comfortable! On the average, then, the world food situation is not that bad. There are local situations, of course, where it is bad, and we must address ourselves to them. I think we have taken a good many corrective actions as a body of nations since the World Food Conference. We indicated there that we ought to have a 10-million-ton food availability for relief purposes. I think we are going to make that. Indeed, in our own budget, we have for next year recommended a budget of US\$ 1.3 billion for international food relief. It is evident that the various world bodies, the world food program, FAO, the various bilateral programs of other nations, including our own, will reach the 10-million-ton goal of grain availability for food relief. I think we have the mechanism for doing this.

However, I am concerned that this is a short-term approach to the problem. I was impressed, as some of you were who attended the Rome Conference, that entirely too much attention, was devoted to methods of changing the distribution system of available food supplies among nations and not enough emphasis was given to increasing the food supplies on a longer-run basis. The real problem is not so much how to cut up the pie, but how to enlarge it. I hope you give this matter a great deal of attention at this conference, because this remains as the world's number one problem. I think this is the most important problem to which statesmen must address their attention. We have 4 billion people in the world today. Demographers predict that by the year 2000 there will be 7 billion people. Even though there are already many efforts being made to step up population control and family planning, there is no way we can do that rapidly enough to level off the population growth short of about 7 billion people by the year 2000. People ask me sometimes if we can feed that many. I say of course we can, or they won't be here.

It's really just that simple. The question is not can we feed that 7 billion, but rather can we feed them well? Can we make food available in sufficient quantities and make it a factor in the promotion of international political tranquility? After all, this has got to be the objective of government leaders everywhere. I think we can, but it is a tremendous challenge.

If we feed those 7 billion a little better than we feed people now, it means we must virtually double our food production over the next 25 years. We must learn, somehow, to produce as much more food over the next 25 years as we have learned to produce since the dawn of history. The additional ingredient we have to put into this equation is science, research, capital, technology, and brain power. Our other option of expanding our area of cultivation is rapidly diminishing.

Last year, about three-quarters of international trade in food products by volume was in grain. Yet the entire international trade in grains last year was only about 15 percent of the world production. And that means that the great bulk of grain is consumed in the countries where it is produced. That is where the production advances must take place.

Our challenge, then, is to increase agricultural production in those very nations where the population is increasing rapidly. It will not be easy to do, but it can be done. How? First we have to recognize that this conference will not produce food, although we sometimes talk like it would. I sat in the World Food Conference in Rome. As I listened to some of those speeches, I got the idea that some of those ministers of agriculture or ministers of foreign affairs had the idea that they were actually producing food. I got the impression that they felt the World Food Conference itself would produce food. It didn't. Only farmers can produce food. I think we have to start with that premise. Only the man on the land produces food. How do we maximize it? By giving him tools, science, and technology. But above all, he must have incentive. I am convinced that this is the missing ingredient in many, many parts of the world where cheap food policy destroys the incentive to produce.

Incentive is just as important for a man who farms with a forked stick behind the water buffalo in India, as for a man who drives his US\$ 30,000 tractor in Iowa. I don't think it makes much difference. We have to get this point across to governmental and top civic leaders in all our nations. We must have that incentive in agriculture if we are going to accomplish this task.

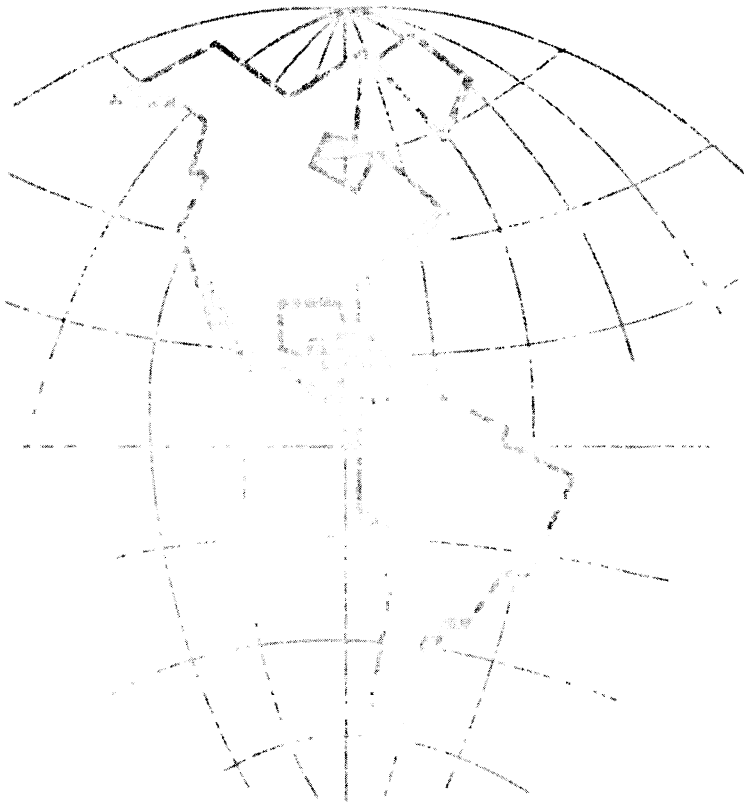
There is a shorter word for incentive in English—a six letter word: profit.

Several times recently we have sent signals back to producers that what we want is less product. We did it first three years ago when the price of beef went pretty high in America. Some housewives got some signs saying "eat less beef; boycott the beef farmers". They got in front of TV cameras that beamed across the nation, and they sent the signal right back to our cattlemen: "don't breed that heifer you were thinking about; don't put that steer in the feedlot — we don't want it." Eight months later, we had the highest beef prices in our country, in the entire history of America. Our farmers reacted precisely in the right way to the wrong signal.

Those of us engaged in the tremendously important task that confronts this organization must always insist that incentives remain strong for the man on the land. He is the one who will apply the science we develop, the one who will put together the technologies we take to him, and he will do it only if he has incentive to do so.

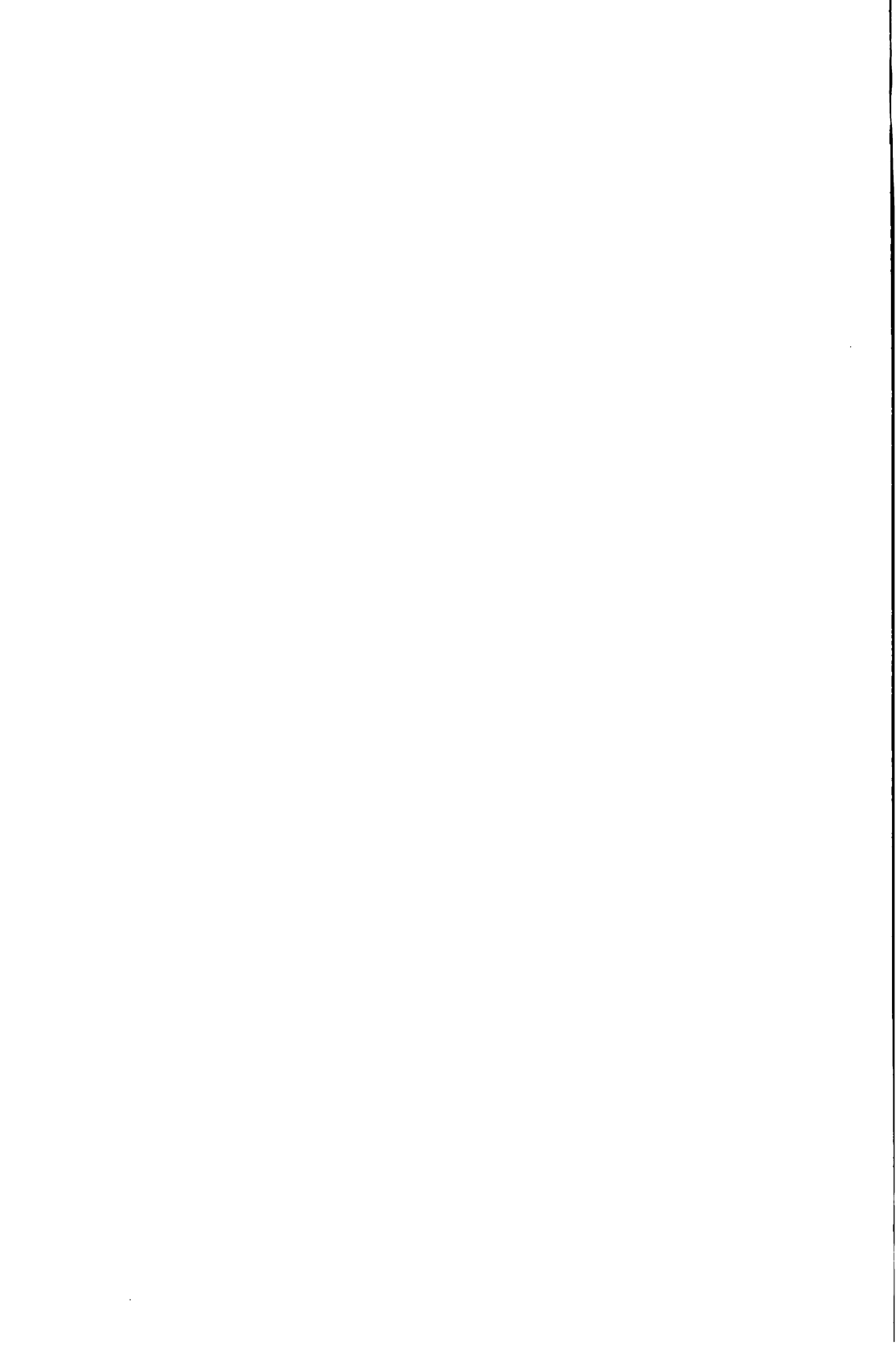
Mahatma Gandhi remarked that even God dare not approach a hungry man, except in the form of bread. Many of you have seen hungry

men on the other side of the earth; you have seen starving men. No use talking to them about democracy; no use talking of human dignity; no use talking about peace. They listen only to a man who has a piece of bread. That's the language we speak in agriculture; the language we must speak with increasing force; a language we must be sure our Heads of State speak and understand. It is to this, that we address ourselves in this Conference.



**Speeches given at the Closing Session
of the Fifteenth Annual Meeting
of the Board of Directors**





SPEECH GIVEN BY MR. MOHAMED KASIM, MINISTER OF GUYANA*

Ladies and Gentlemen:

The distinguished representative of Ecuador has conferred a great honor upon me in asking me to make the closing remarks at this Fifteenth Annual Meeting of IICA which is now ending in your country; an appropriate occasion for such a meeting to be held when the greatest honor is now being displayed in celebrating the Bicentennial of America. On behalf of all the delegates I wish to congratulate the United States on its achievements during the 200 years.

The Delegate of Ecuador has stated that I have attended this Meeting from its inception and have shown a great interest in the deliberations. I would say that every Delegate and Minister who was here from the inception made a great contribution when the Special Committee was in session. As a matter of fact, the keen interest shown on the various debates was very constructive and a great guidance to the Director General and his staff for the coming year ahead of them. I am aware that it entailed very hard work but there is an old adage which says, "Gold shines all the brighter for having passed through the fire". The Special Committee has laid the ground work and has brought it to the Board of Directors for their approval. In this manner, the task became easy for the Ministers and the Representatives, who did not have to go through the tedious ramifications. Nevertheless, as the Special Committee report was laid in front of them for their approval they did not hesitate to check and to see that every T was crossed and every I dotted, because they have a responsibility to their Government and also to the success of IICA. Mr. Chairman, I would also like to say how capably the distinguished Chairman Mr. Frank Shefrin, who headed the Special Committee, guided the members to come to a fruitful deliberation. It was his sagacity that avoided many a serious controversy and a consensus was achieved. Mr. West, Chairman of the Fifteenth Annual Meeting of the Board of Directors, has also displayed the same leadership in bringing this Meeting to its end. I want to thank him on behalf of all Members attending this Meeting and to express our gratitude to the U.S. Government for holding this Meeting in your wonderful country. This is a time of great jubilation for the people of the United States and we also have been accorded the privilege of joining you in your Bicentennial celebrations here.

I would also like to express on behalf of the Delegates our appreciation to the various heads of the many organizations for their valuable contributions during the course of their addresses to the Delegates. We would like to express our sincere thanks to the Director General and his staff who have worked exceedingly hard to prepare our reports and other documents for this Conference.

* Given at the Closing Session of the Fifteenth Annual Meeting of the Board of Directors of IICA, Washington, D.C.; May 12, 1976.

To the interpreters, we appreciate how much they did to make the interpretation so easy for us in the various languages. If it were not for their interpretation, many of us would not have been able to contribute to the success of this Meeting. Their task was an arduous one and they have performed it with flying colors.

Mr. Chairman, I would also like our thanks to go on record to the President of the Inter-American Development Bank for the sumptuous lunch he provided us and also to the charming lady who faithfully served us during the meetings with coffee.

And last but not least, we would like to say thanks to Mr. West for the tolerance he has displayed as chairman during the course of this Meeting and to wish IICA continued success for the good work they are doing to bring a good and better life to the "campesinos".

If I have inadvertently omitted any individual who has contributed to the success of this Conference, I wish to express our gratitude for his untiring efforts.

I am sure that when the next IICA Annual Meeting is held, the programs planned and approved will have been fulfilled by IICA to the satisfaction of the Ministers and Delegates attending this Conference.

SPEECH BY MR. ENRIQUE BLAIR, DIRECTOR OF INSTITUTIONAL RELATIONS OF IICA

Ladies and Gentlemen:

It is indeed an honor and privilege, as IICA representative before the government of the United States—as it was also in Canada, last year—to be a speaker at this closing session of the Fifteenth Annual Meeting of the Board of Directors of the Institute.

This meeting of the Board of Directors has been a very special one for the Director General and the personnel of IICA, on several counts. In the first place because we are meeting here in the United States as a result of the interest of our Institute to accept the generous offer made by this country, to help celebrate its two hundred years as an independent nation: two hundred years of continuous progress in every aspect of human life—in economics, in the sciences, in culture and in its institutions, —all under the banner of the right to live, of liberty, and to seek happiness, following the example set by their ancestors.

Another important factor, and of great satisfaction to us, is the evident support accorded us through the participation of the distinguished delegations from the Member States, chaired by the Ministers and Vice-Ministers of Agriculture and top leaders from the agricultural sector of the continent. Their approval of IICA's programs and budgets, and the orientations given on the Simom Bolívar Fund and on holding the forthcoming Seventh Inter-American Conference on Agriculture are of particular value to us.

It has also been a great pleasure for us to hold the Annual Meeting of the Board of Directors here in Washington, close to the headquarters of the Organization of American States, and near our Permanent Board of Directors whose guidance, support and orientation has been ever present at the debates and discussions throughout these meetings. The Permanent Board of Directors has been carefully studying the Protocol of Amendments to the IICA Convention, as submitted for due consideration by the Director General five years ago, at the behest of the Board itself. The opinions given and concepts expressed by the Ministers and Vice-Ministers of Agriculture with respect to the second revised text they have been studying, makes us hopeful that the Protocol with the approved in the near future.

At these meetings, we have also been very close to the General Secretariat of the OAS, the main artery of our Inter-American System. The speech given by the Assistant Secretary General, Mr. Jorge Zelaya Coronado, at the inaugural session, was most encouraging, indicating the support and high priority given to Agriculture by the General Secretariat, and opening up even greater perspectives for more intensive and continued cooperative relations and joint action in our field of work.

* Given at the Closing Session of the Fifteenth Annual Meeting of the Board of Directors of IICA, Washington, D.C.; May 12, 1976.

At this time, special mention must also be made of the growing relationship between our Institute and the Inter-American Development Bank actions of technical cooperation and financial assistance in the field of agriculture and rural development throughout Latin America and the Caribbean. We are most pleased at the backing provided us in these areas by the President of IDB, Mr. Antonio Ortiz Mena, which has enabled us to attend to the requests and suggestions received from the Member States, members of both these sister institutions of the Inter-American System.

I should also like to remark on the fruitful cooperative relationships, already a tradition with us, with FAO and AID, and those being established with the UNDP and the World Bank, all organizations interested in joining forces with us so as to better serve the Member States of our institution.

We have taken note of the suggestions and ideas generated at the Round Table discussion which I was proud to chair, and we will be studying them with special care and attention as many of them will be a great help to us in setting up our general work plan for the next five years. The Board of Directors has asked the Director General to submit this plan for due consideration of the Special Committee Meeting to be held in October next. With the same purpose in mind, we will also be analyzing the ideas contained in the inspiring speech given at the inaugural session by Dr. Earl L. Butz, Secretary of Agriculture of the United States.

In closing, I should like to express our heartfelt thanks to the Departments of State and Agriculture of the United States, for the exceptional facilities provided for our meetings. Our apologies if in anyway we have disrupted their routine functions. We are also most grateful to the coverage given us by the press.

A warm thanks from us all to the secretariat and documentation personnel who have worked so quietly and efficiently behind the scenes to facilitate our tasks; and to the simultaneous interpretation staff who with great wisdom corrected our mistakes and amended our errors in so timely a manner.

And finally, on behalf of the Director General and all the Institute personnel who have participated in this meeting, I would like to wish you all a safe and happy trip home; rest assured that we will do everything possible to faithfully comply with the programs and budgets you have approved for our actions during the 1976-1977 fiscal year.

**SPEECH GIVEN BY DR. EARL L. BUTZ,
SECRETARY OF AGRICULTURE OF
UNITED STATES OF AMERICA***

Ladies and Gentlemen:

This week-long meeting of the Inter-American Institute of Agricultural Sciences closes today. You have once more demonstrated the ability to work together to achieve our common objectives. Your deliberations have been marked by a healthy respect among individuals and among nations.

This respect is rooted deeply in our histories. This year, the 200th. of my Nation's independence, remind us of your own struggles for freedom. We know the leaders of your efforts to achieve independence, like Bolivar and San Martin, cited the inspiration and ideals of the Independence of the United States. It was by the 1820s, only about 40 years after our own Revolutionary War ended, that most of the countries of South America became independent and sovereign American nations. We citizens of the United States are looking forward to celebrating your Bicentennials as you are helping us celebrate ours.

Perhaps as never before in our historical relationship, people of the United States respect the global significance of the Latin American nations. There are obvious reasons for this:

- The Latin American role in the world energy market grows.
- The vast potential of Latin American agriculture stands at ready reserve in the world war against the forces of hunger.
- The political strength of Latin America has grown as it works together with Asian and African nations to find solutions to mutual development problems.

Your meetings over the past week have been fruitful. There hasn't been the need for fancy words, empty phrases, or ringing slogans that fill the ear but not the mind. The respect we feel for one another manifests itself in solid cooperation and in solid action. That's more our style. The results are evident.

- You have approved the largest program budget in IICA's history.

To some, this will appear to be an achievement in itself. I suggest that the question of whether or not it is an achievement will depend on how well it is used. If it is used to support worthwhile projects that have been carefully screened, it will be an achievement. If it improves the efficiency of your agriculture, it will be an achievement. I learned long ago to measure the effectiveness of an undertaking not just by what goes

* Speech given at the Closing Session of the Fifteenth Annual Meeting of the Board of Directors of IICA, Washington, D.C.; May 12, 1976.

into it but also what comes out of it. I trust you will make good use of these new resources.

- You have given the Director General solid guidance for administering the expanding programs of the Institute.
- And you have conducted an important seminar on technical cooperation in Latin America in which new ideas were exchanged among international assistance agencies and countries throughout the hemisphere.

Of course we are proud of the accomplishments here. But the work of IICA is not in Washington, D.C. It's not in an Annual Board of Directors Meeting. The real work and the real accomplishments are where they have always been—in the field, by the farmer making his own decisions.

We need to give farmers, large and small, the incentive to adopt higher yield technologies and to produce more for the market.

I sometimes think that word "incentive" is my favorite of all in the agricultural vocabulary. Incentive is as good as fertilizer, in my book. Without it, farmers produce less and less because they see no need to produce more and more. I'm reminded of the farmer being urged to take an agricultural course. He said, "No, for I don't farm half as good as I know how to now." He needed more incentive! We must abandon national programs built on a cheap food policy and assure farmers a chance to make a reasonable profit. Then they will respond with increased production. More production will mean better prices for consumers.

We must convince our governments at the very highest level that agriculture must receive the high priority it merits.

If our agricultural performance is less than we would have it, it is not because of perverse nature or some other force beyond our control. We are the limiting factors. The food situation can be changed only to the extent that we and our governments see the need for change and are willing to commit the resources and modify the policies that influence the production and consumption of food.

We need to develop the economic institutions and the physical infrastructure to assure that increased production means improved consumption in all sectors of our societies.

And here we must be careful. It has been suggested that increasing incomes and an accompanying higher demand for livestock products are draining away the grain supplies needed by the hungry. Some want to divert that grain from livestock and poultry feeding. This would be an unproductive, short-term, emergency solution. In fact, such a solution would eliminate incentive for cereal production over the long-run. We

need programs to assure adequate basic foods for all sectors of our societies, but we have the potential to produce the grains and the protein foods that our people need and demand.

The United States whole-heartedly supports IICA's emphasis on increasing food production. That's good for us all. More production means more trade and better diets throughout the Western Hemisphere.

The United States and Latin America have long been valuable to each other as trading partners in agricultural products.

For decades, Latin America has been the United States' major supplier of imported farm goods. For the past 20 years, we have imported more agricultural goods from Brazil than any other nation in the world except in 1973 when Mexico took the top spot. Since 1960, your exports to us have more than doubled and your total farm exports to the world have tripled. Four of the seven leading suppliers of agricultural goods to the United States last year were Latin American — Brazil, the Dominican Republic, Mexico, and Colombia.

Increased agricultural production in Latin America has a beneficial effect on our trade with you. Our experience over the years has shown that as your economies grow and as your incomes rise along with the added output of your farmers, our trade with you expands. We import more and we export more.

U.S. agricultural exports to Latin America have risen even more substantially than our imports —from less than one-half billion dollars in 1960 to more than US\$ 2.3 billion last year. And it's a growing cash market. During the first half of the 1960s, commercial —cash— sales made up only about 65 percent of the U.S. export to Latin America. Recently, nearly 89 percent of our farm exports to Latin America was on a cash basis. That's a good market for us and it's a good sign that Latin America is achieving economic growth and rising incomes. It is able to meet additional food needs with cash purchases rather than food aid.

While recognizing the vital importance of Latin American agricultural trade to us all, we must also recognize some challenging problems.

While agricultural exports have historically been a major source of foreign exchange earnings in Latin America, since the 1950s, they have represented a declining share of total export earnings. In 1950, agricultural exports were 63 percent of total Latin American exports; by 1975, they were only 37 percent. Of course, a portion of that precipitous decline is the result of a conscious effort to diversify exports. Latin American farm exports have increased 3.2 percent a year while world farm exports grew 4.5 percent. As a result, Latin America's share of world agricultural trade declined from 21 percent in 1950 to 12.6 percent in 1975. This slow growth in agricultural exports is basically a reflection of the fact that agricultural production has barely kept pace with population growth.

The United States seeks to foster more trade and to facilitate the exports of developing nations. We have taken positive steps in this direction in our negotiations in GATT and in our own trade legislation. For your part, you must renew your efforts to develop the great Latin American agricultural potential. You must do this in order to meet the needs of your burgeoning populations and those of other nations less well endowed with agricultural resources.

Major opportunities for agricultural improvement will help you increase food production:

Greater application of science and technology to your local conditions is one of these opportunities.

There is today a "yield gap" between developed and less developed countries. Most of the production increases in developed countries come from higher yields. Most of the increase in the developing nations has come from expanding area. As nations in Latin America transform their agriculture from traditional to modern, that yield gap will begin to close. Whatever level of technology is appropriate in your country, in the long-run, the significant food gains will come from yield-increasing techniques —more fertilizer, improved seeds, better cultural practices, and the use of other advances of modern agricultural science.

Programs to train agriculturists, especially in agricultural planning and farm management, need to be expanded.

Trained manpower is so valuable because it's both scarce and vital. Thousands of Latin Americans have received agricultural training in the United States —at our universities, in our federal Department of Agriculture, with our private corporations, and on our farms. This has not been a donation program. It has been a sharing program. I agree with my colleague Don Paarberg —that we cannot donate agricultural productivity. As he says, we do not always confront the same problems and we certainly don't have all the answers, but we can share the experience we have had. You can learn from our mistakes and our successes.

Another opportunity, as I noted before, is a matter of incentives. Latin American farmers, like all farmers, need more incentive to invest in technology and apply their knowledge.

I appreciate being asked to speak twice to this important gathering. This has really been double jeopardy for you.

I have seen the program of work in which IICA is engaged and I have listened to accounts of what you have done here this week. I am confident that you are taking bold steps to overcome agricultural obstacles in Latin America. We have met together as the representatives of sovereign nations; each of us wants productive, rewarding lives for our people. The mature relationship of respect and cooperation, that characterizes these meetings, puts us well on the way to achieving that goal.

In the current mood of national anniversaries, we should also recall that this year is the 150th anniversary of the first inter-American conference, called by Simon Bolivar. Let us hope that the spirit that led to that conference will continue to inspire us to work together toward a rewarding future for the Americas.

SPEECH BY MR. ARMANDO SAMPER, DIRECTOR GENERAL EMERITUS OF IICA*

Ladies and Gentlemen:

As Director General Emeritus of the Inter-American Institute of Agricultural Sciences, invited by my successor as Director General, Dr. José Emilio G. Araujo, I am pleased to attend this annual meeting of the Board of Directors, held for the first time in the United States, to help celebrate this Bicentennial Year of Independence of this great country.

It is highly significant that the Board of Directors which meets regularly in Washington, is having its first annual meeting in the United States. As mentioned by Dr. Earl L. Butz, Secretary of Agriculture of the United States, and by the Director General of IICA, Dr. José Emilio G. Araujo, it was here in Washington, in May 1940, that Henry A. Wallace, then Secretary of Agriculture of the United States during the administration of President Franklin D. Roosevelt, presented the idea of creating an inter-American institute of tropical agriculture, at the Eighth American Scientific Congress. On October 7, 1942, the Director's Committee of the Pan-American Union here in Washington, approved the creation of the Inter-American Institute of Agricultural Sciences. In March 1943, Henry Wallace, then Vice-President of the United States, and the President of Costa Rica, Dr. Rafael Angel Calderón Guardia, laid the corner stone of the Institute near the city of Turrialba.

The visionary imagination of idealists with a will for work, had come into being. This is not the moment to analyze the evolution of the Inter-American Institute of Agricultural Sciences since its legal birth on the approval of the Constitutive Convention in 1944, to the present. Suffice it to say that under the direction of Earl N. Bressman, Ralph Allee and now José Emilio G. Araujo, IICA has become an effective instrument for institutional and agricultural development in Latin America.

Since 1970, the Director General, Mr. Araujo, has given the institution a tremendous thrust within his humanistic concept of the development process. Today, IICA is an institution of continental scope, with 25 Member States. It has offices in each of the countries, and a staff of 195 professional from 26 countries. Currently, the Institute counts on contributions from Member States, of US\$ 6,902,914 to develop its regular programs.

At these meetings, the Institute's programs, its achievements and future activities have been analyzed by the Special Committee, the Technical Advisory Council and the Board of Directors. I am quite sure that the results have been positive, as evidenced by the increased backing provided by the Member States over the years.

* Speech given at the Fifteenth Annual Meeting of the Board of Directors of IICA. Washington, D.C.; May 10-12, 1976.

IICA is one of the international institutions within which the United States has been able to participate over the years, in an environment of consistently constructive cooperation with the developing nations. The contribution of the United States to IICA has always been positive, without political interference of any kind, even at this time, when unfortunately the actions of the international technical organizations are increasingly being hindered by antagonistic, political blocks.

With the Chairman's permission, I should like now to refer briefly to some of the international efforts being made to decisively foster agricultural research in the developing countries.

As you all know, the present Tropical Agricultural Center for Research and Training (CATIE), in Turrialba, was the original nucleus of IICA's field programs. During the first few years, all activities and personnel of the Institute were located at Turrialba. From Turrialba, there was a move which began in 1950, to extend the direct action of IICA to the other countries of the Americas, on the approval of the Technical Cooperation Program of the OAS by the Inter-American Economic and Social Council, charging the Institute with the implementation of Project 39. In 1960, this was strengthened with the New Dimension policy of the Institute, as approved by the Board of Directors.

Of interest is the fact that it was through Project 39 that the Chairman of this Annual Meeting of the Board of Directors came into direct contact with Latin America: Dr. Quentin M. West, currently Administrator of the Economic Research Services of the Department of Agriculture of the United States. As the first economist of Project 39 in the Andean Zone, in Lima, Peru, Dr. West was one of the agricultural economics pioneers of IICA. His assistant was a young Peruvian economist, Mr. Luis J. Paz Silva, who has had an outstanding career in Peru and throughout the inter-American area. This is the man who has just been awarded the Inter-American Agricultural Development Award, for the first time, by the Technical Advisory Council.

When José Emilio G. Araujo was first elected as Director General in 1970, the Special Committee constituted by the Board of Directors at the Eighth Annual Meeting (Quito, April 1969) to study the development of IICA during the decade of the '70's, had largely echoed the interest of a sizeable number of the Member State governments whereby the Institute should no longer be directly involved in research activities and graduate education at the Turrialba Center.

Previously, the Government of the United States had been one of the greatest promoters and defenders of the Turrialba Center, on the specific initiative of the Department of Agriculture. However, in 1969, the representative of the United States on that Special Committee agreed that the Turrialba Center should no longer be directly dependent on IICA. This change in policy occurred precisely at the time when the Ford, Rockefeller and Kellogg Foundations and several developed countries, including the United States, were providing strong financial support to the

network of international agricultural research centers, such as the International Research Center for Corn –CIMMYT– in Mexico, and the International Tropical Agricultural Center –CIAT– in Cali, Colombia.

With good reason then, the Director General, Mr. Araujo together with the Government of Costa Rica, studied various ways to comply with the wishes of the Board of Directors, without losing the efforts and investments of the IICA Member States over more than 25 years at the Turrialba Center. The solution decided upon had the backing of the Board of Directors: to establish the Tropical Agricultural Center for Research and Training –CATIE– as an autonomous institution, with its own Council of Directors; a Director appointed by the Board of Directors; a geographic area of action limited to the tropical zones of Latin America in general, and the Central American area in particular, to be financed initially by IICA and the Government of Costa Rica, yet open to additional financial contributions from other governments and institutions.

The Director General asked me to serve on the first Council of Directors of CATIE, on a personal basis, so as to contribute to this transitional period of the Turrialba Center, from depending directly upon IICA, to becoming a new center and autonomous institution, associated to IICA. I was very happy to provide this help to the countries of the tropical areas of Latin America, particularly those of Central America, with which I have been closely associated for many years.

The Council of Directors has collaborated actively with the Director General of IICA and the Director of CATIE, Mr. Manuel Elgueta, in trying to obtain additional financing through the Consultative Group for International Agricultural Research, the Inter-American Development Bank, the Agency for International Development of the United States (AID), and other governments and interested agencies, such as the Government of Panama, which is now also contributing to the financing of CATIE. The Agency for International Development has also signed an agreement with CATIE and cooperative work is underway with the other Central American countries on an outreach program involving agricultural systems. Other agencies are also providing support.

The Council of Directors is studying CATIE's future programs, in light of the requirements of the tropical countries, particularly those of Central America. At the 1975 Annual Meeting, the Council appointed a committee headed by one of the Council members, Dr. Edwin Wellhausen, a researcher of vast executive experience who knows Latin America very well, since for many years he was the Director of the Office of Special Studies for the Government of Mexico and the Rockefeller Foundation, and was the first Director General of CIMMYT.

The other members of this committee are two outstanding Central American researchers, Dr. Alfredo Carballo of Costa Rica, and Dr. Astolfo Fumagalli, Deputy Director of the Science and Technology Institute (ICTA) of Guatemala. The report of this committee will be discussed at

the next Annual Meeting of the Council, to be held in Turrialba from May 31 through June 2, and a plan of action for the next few years will be decided upon, so as to ensure CATIE's greater effectiveness with respect to the programs in the countries served by the Center.

The Turrialba Center has never had the necessary physical facilities nor resources to properly ensure the quality and continuity of its programs. Once again, it is going through a critical financial situation. Nonetheless, it has had a vigorous and accumulative impact on the development of the research and training institutions in the fields of agriculture, animal husbandry and forestry, principally through the approximately 600 graduates from its Graduate School. This impact will be even greater now that the Center has operative autonomy and a more clearly defined geographic sphere of action.

As Director General Emeritus of IICA and as member of the Council of Directors of CATIE, I should like to express my grateful acknowledgement to the American nations that have given CATIE—through the Board of Directors of IICA—the basic support needed to survive during this transitional period, ensuring adequate and stable financing for the future. I am confident that CATIE will increasingly contribute to the strengthening of the research, graduate education and agricultural development programs of tropical Latin America. I am most pleased that the Special Committee has recommended that certain basic tasks in the research programs of the Northern Zone of IICA could be centered at CATIE.

Since 1965, when I was still Director General of IICA, I have been participating actively in the efforts to strongly foster agricultural research, as sponsored by the Consultative Group on International Agricultural Research. Specifically, I have been closely associated with the creation and development of the International Tropical Agricultural Center—CIAT—at Cali, Colombia, which has been concentrating efforts, most successfully, on research into production systems in cattle, cassava and beans, and to a lesser extent, in rice, corn and swine. IICA is the only non-contributing organization which attends the meetings of the Board of Directors of CIAT, as a result of the mutual interests of both institutions.

At the moment, and in a personal capacity, I am a member of a committee established by the Consultative Group to analyze the experience acquired over the past few years in the functioning of the network of 11 centers and international programs concerning international agricultural research, currently involving an investment of around 70 million dollars; and to propose the guidelines for their development in the next decade. A consensus has been reached by the Review Committee with respect to the significant progress achieved by the international centers; the operative feasibility of the informal system adopted by the Consultative Group; the need to continue investing in these centers in the future; the need to strengthen the national research and agricultural development institutions; and the importance of seeking even more effective systems so

as to ensure that the international centers directly support or backstop the national agricultural research and development programs.

The International Development Research Centre of Canada –IDRC– with headquarters in Ottawa, is currently studying the manner to provide international support in the fields of silviculture, agro-silviculture and arboriculture.

Some of the international centers, particularly CIAT, the International Institute of Tropical Agriculture –IITA– in Ibadan, Nigeria, and the International Rice Research Institute –IRRI– in the Philippines, have been emphasizing their research work on the development of agricultural systems in the tropics. Nonetheless, their efforts have been concentrated mainly on the development of production systems for given crops, so as to later integrate them into agricultural systems. CATIE, however, is working in the opposite direction, having temporarily shelved research work on individual crops so as to concentrate its research efforts on tropical agricultural systems. Results to date have been most promising.

IDRC feels, as do CATIE and other institutions, that the adequate utilization of tropical lands, requires a combination of agricultural, animal husbandry and forestry activities, today, the so-called agro-silvo-pastoral activities. In common accord with the Consultative Group, IDRC is preparing a proposal to provide international support for research in these fields. I am presently serving as Consultant to prepare the part referring to Latin America of the proposal, at the request of IDRC and of Dr. John Bene, who is in charge of elaborating this proposal of world-wide scope. The experience acquired at CATIE and in the Cooperative Program for the Development of the American Tropics of IICA (IICA/TROPICOS) will provide valuable background information for these new efforts, as will the important work being conducted in Latin America by FAO and the Latin American Forestry Institute, in Merida, Venezuela.

I was happy to accept this responsibility, since I have always felt that an adequate utilization of tropical lands requires this type of approach, and because it is closely related to my present work as President of the National Corporation of Forest Research and Promotion (CONIF), with headquarters in Bogotá, Colombia.

At the end of 1974, I resigned as FAO Deputy Director General and Regional Representative for Latin America, to return to my country to help get CONIF started and underway. I have dedicated practically all of my professional life to institutional development in support of agricultural development, that is, to institutional architectural pursuits. My work with FAO for two years was interesting, but the challenge of CONIF was extraordinarily attractive, although it involves a very different institutional model to those I am familiar with, at least in the field of forestry. There are other similar models, but they are not the same. CONIF is a non-profit civil corporation, 80 percent of it financed by the forestry and lumber industries that use the raw material of our national tropical forests, and 20 percent of it by the government of Colombia,

through the National Institute of Natural Renewable Resources and Environment (INDERENA) which I helped to found in 1968.

Although CONIF is not an official agency, it functions within the policies of the government, and with government support. Neither is it a corporative guild type of agency, although it is supported by the Colombian Lumbermen's Association —ADEMACOL. Moreover, it has the flexibility and operative efficiency of private enterprise.

The forest and lumber industries that make use of the national forests through concessions or government permits, are obliged, through contracts, to research and reforest their grants so as to ensure the renewability and permanence of this resource. As it is difficult to comply with these obligations on an individual basis —at least in the case of Colombia, where we know little of forest management in the humid tropics and have much to learn— the industrial enterprises proposed to the government, in 1974, that CONIF be created to collectively comply with their obligations. CONIF therefore, is directly working on reforestation and reforestation research programs on behalf of the industries and the government to ensure the proper management and permanence of this renewable resource. At this time, both the UNDP and FAO are contributing to the forestry research efforts of INDERENA and CONIF, and both the World Bank and the Inter-American Development Bank are studying the means of contributing to the financing of the reforestation programs of Colombia.

In addition, CONIF is promoting the economic and social development of the humid tropical regions of the country, which are the most difficult, most isolated, most abandoned and most backward areas of the country, where almost everything has yet to be done.

I am firmly convinced, as I have been for many years, that research is the fundamental basis for agricultural development; we must double our efforts so as to develop our own technology, our own institutions, and to learn to intelligently utilize the natural resources of the tropics, without destroying them.

The tropics have many advantages when compared to temperate zones, with respect to crops, animal husbandry and the utilization of forests. But we must learn how to use them properly. Hence, institutions and international centers such as CATIE and IICA hold the future in their hands, if they are able to properly serve, intelligently strengthen and effectively complement the efforts being made by national institutions. Fortunately, in the American nations, the national institutions have made great progress over the past few years in accelerating the agricultural development of our countries and improving the standard of living of our people. I am therefore fully confident of the capacity of our people and have great faith in the future of our Americas.

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The following were chiefly responsible for the work:

Mrs. Marigold Genis
Mr. Victor Ramiro Acosta von Kommert
Miss. Giselle Madrigal

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