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MEDIUM-TERM INDICATIVE PLAN



IICA: THE NEXT FIVE YEARS

**IICA Headquarters
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INTRODUCTION

MEDIUM-TERM INDICATIVE PLAN

INTRODUCTION

Resolution IICA/RAJD/Res.40(15/76) was approved at the Annual Meeting of the Board of Directors of the ~~Inter-American Institute of Agricultural Sciences~~, in May 1976, wherein it was resolved:

“To request the Director General to prepare a Five-year Plan to orient IICA’s action over the next five years, with necessary flexibility, and to submit it to the Board of Directors for due consideration, 60 days before the following Annual Meeting”.

A first draft of a Plan was therefore prepared, in compliance with the above, and after an internal revision at a technical level, it was submitted for consideration to the Special Meeting of the Special Committee of the Board of Directors, which was held in San José, Costa Rica, in October of that same year.

The Special Committee studied the document and made some observations on how to improve the final presentation of the document. These suggestions were incorporated into a new revised and more detailed version. In May 1977, the Special Committee of the Sixteenth Annual Meeting of the Board of Directors reviewed this new document, and submitted it, with suggestions, for due consideration by the Board.

At the Sixteenth Annual Meeting (held in Santo Domingo, Dominican Republic in May 1977), the Board of Directors studied the Special Committee’s report and approved Resolution IICA/RAJD/Res.53(16/77) accepting the Medium-term Indicative Plan; several recommendations were also made as to its application and periodic review.

The Plan is conceived as an instrument to adjust IICA’s activities into a definite operationalization scheme of the General Plan over a period of five years, that is, between the 1977-78 and 1981-82 fiscal periods. This is an indicative Plan for the Member States of IICA, explaining the frame of reference of IICA’s actions, in line with the General Plan, and within which

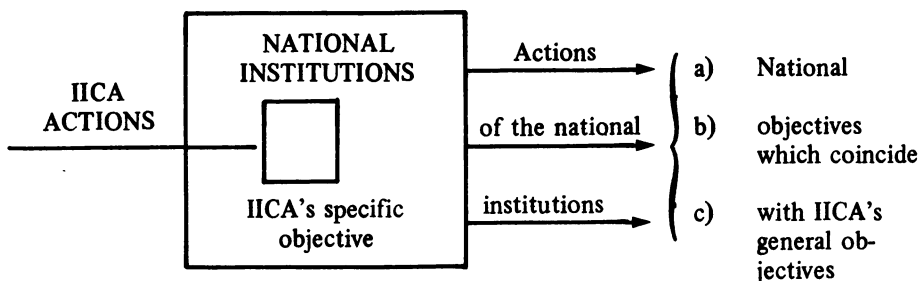
1/ See Appendix 1.

improvements in the material and spiritual aspects of the life of the people. From the point of view of society, that is to say, the relationships between individuals and between groups, development and welfare are evidenced through such matters as the degree of liberty of persons and groups, the degree of cohesion and consensus reached by communities and the degree of cooperation and peace in which members of society live.

“The general objective of IICA, then, covers material as well as spiritual aspects of development and welfare and has an individual as well as a social dimension. Therefore, the Institute strives to support efforts of the American States to:

- a) Increase agricultural production and productivity in line with increases in population and purchasing power, particularly for those products capable of competing on world markets, and for those which contribute to improvements in the diet of the population.
- b) Increase employment opportunities in the rural sector in proportion to the rates of growth of the rural labor force.
- c) Increase the participation of the rural population in development, reducing marginality at a rate which permits a continuous and significant transformation toward a situation providing ample opportunities for all members of the rural community”.¹

STRATEGY



1/ General Plan, pp. 69-70.

By means of Resolution IICA/RAJD/Res.22(14/75), the Board of Directors of IICA which met in Ottawa, resolved "that for now, present objectives of the Plan as well as its basic strategy and the characteristics of IICA functions, remain unchanged", thereby confirming the current validity of our general normative frame of reference. This resolution was based on a document prepared by the Director General, for the Board of Directors². This document analyzed quantitative information concerning the situation and tendencies of the sector, examining the opinion of specialists and international organizations working in development. It was concluded, in synthesis, that despite progress achieved in the different fields, persistent problems in production and productivity, employment and marginality, required the continuous attention of the three development aspects. The need to formulate intermediate objectives was implicit, for actions to have a bearing on the evolution of these three development aspects.

Purposes of the Medium-term Indicative Plan

The Indicative Plan was prepared within a context of ^{IICA's} the General Plan, which represents the general normative orientation of IICA's long-term actions, with the aim of complying with three specific objectives ^{within five years:} _{the Institute's}

- a) To continue, in a systematic manner, the operationalization of the General Plan.
- b) To provide appropriate criteria for the decision-taking process of IICA's authorities and technical personnel, and for the planning and implementation of IICA's technical cooperation actions.
- c) To provide countries with specific information concerning IICA's doctrine and concrete action possibilities.

So as to comply with the purpose of continuing the operationalization of IICA's General Plan, the Indicative Plan includes a brief description of the Lines of Action and respective programs. The seven Lines represent the overall scope of IICA's action, as determined by the Board of Directors "Intermediate" objectives are identified for each policy, which operationalize —within a specific sphere of action— the objectives of the General Plan. These "intermediate" objectives also implicitly define the contribution which each Line can make, in theory, towards complying with the objectives of the General Plan.

With the aim of providing IICA's authorities and technical personnel with appropriate criteria for making decisions, the Indicative Plan presents bases for technical-administrative adjustments (in addition to Line and program policies), to be utilized to reorient institutional policies pertaining to planning, operations, administration, personnel, external affairs, information,

2/ IICA. Implementation of IICA's General Plan (Elements for analysis); Official Documents Series, No. 10, IICA, San José, Costa Rica, 1976.

etc. The adequate adjustment of these policies will permit a concentration of actions at the country level so as to ensure greater impact through the programming and implementation of projects that have been conceived entirely within the new programs, and designed so as to provide significant support to actions undertaken by the countries themselves. These projects will be integral in character, and may include complementary projects in other Lines of Action, designed to reinforce and complement them.

In this Plan, IICA submits proposed changes and adjustments in its Line policies for due consideration by the Member States —through the Board of Directors— and will continue to do so in a systematic manner. In addition, IICA will prepare (together with pertinent national authorities) a country-level Action Plan for each Member State, where these policies will be implemented so as to support national efforts in solving priority development problems of the sector.

Although the implementation of the Indicative Plan will be based on Line and program policies established in this document, these will be permanently adjusted as a result of changes and other needs identified by IICA, as the application of these policies is effected. A first complete revision of the Line and program policies has been set as an initial specific goal, to be concluded by the end of the year the Plan gets underway (1977-78).

Successive goals are also outlined, so as to properly adjust all IICA's projects within the new programs. This adjustment will be accomplished as a part of the strategy to concentrate actions, particularly through the utilization of integral or complementary-type projects. It is expected that this will be achieved at least partially in most of the Member States, except for Canada and the United States, by the beginning of the third year of the Indicative Plan (1979-80).

B. Methodology Aspects

For several years, IICA has been preparing its operative program on the basis of action plans formulated at a national level in each Member State. Each action plan is the result of efforts made to ensure that IICA's resources, programs and possibilities are compatible with national policies and projects directed towards solving main sectorial problems at the national level. In addition, the action plan includes promotional-type actions in fields where IICA is technically competent, in response to specific sectorial problems for which the pertinent national authorities have not as yet, for one reason or another, established specific policies or projects.

~~I. Methodological Restrictions~~

Although this
This modus operandi ^{is to be} has been found adequate, and therefore a decision ^{there are still some} was taken to continue using it. This decision determines some of the methodological restrictions for preparing the Medium-term Indicative Plan:

- 3
- a) The Indicative Plan does not establish specific program goals. This is largely due to the fact that much of the volume of expenditures and level of corresponding activities, are a result of the aggregate actions included into different country-level action plans.
 - b) Plan priorities are tentative, and are established on the basis of:
 - a consideration of the effective demand for IICA services by the countries, in the different areas of action;
 - the advisability of developing promotional-type actions in certain areas; and
 - the availability of financial resources to develop projects of great impact.

The Board of Directors' decision to establish IICA's field of work within the scope of seven Lines of Action, defined as being the most propitious for achieving General Plan objectives, has also determined some additional restrictions to the Medium-term Indicative Plan:

- a) The development of IICA's capacity to program and carry out actions must be established within the area of action of the seven Lines. The decision to work in new areas will therefore require approval at the program level, as well as the allocation of additional resources by the Board of Directors.
- b) The normative frame of reference for planning purposes in IICA, is comprised of General Plan objectives and strategies, and a prior decision concerning the programming instruments to be used.

Based on the above-described characteristics, Chapter I of this document identifies the intermediate or instrumental objectives, at the Line and Program level. These objectives are operational and include, in general terms, the technical approach which IICA will use to provide Member States with support in solving the main development problems of the sector over the next five years. They also represent the contribution which IICA is in a position to make towards obtaining General Plan objectives, within the same period of time.

2. Institutional Policies

The brief presentation of Line and Program policies made in Chapter I, includes an explanation of the intermediate, operational objectives and, in all cases, contains the following elements:

a) **Definition of Line objective**

Efforts have been made to present them in a simple manner. In each case, the objective describes a 'desirable situation' within the Line's sphere of action. IICA will make every effort to attain this situation, providing support on those processes leading up to it.

b) **A brief indication of the institutional sphere of program action**

Includes a mention of the agencies with which IICA will be working in each program.

c) **Definition of program objectives**

As in the case of the Line objective, program objectives define 'desirable situations' within the sphere of action of each program. It is also indicated that in each case, IICA's objective is to work with the pertinent agencies to ensure that these situations occur.

d) **Description of the types of action to be implemented by IICA**

The text indicates the types of actions to be undertaken by IICA at national levels, so as to achieve each objective. The action summary is indicative only, and therefore does not exclude the possibility that the pertinent technicians may select other types of actions, on designing the project, different from those presented in this document. The only condition established, is that the action or actions selected by the technicians, ensure the satisfactory attainment of the objective.

The overall strategy to achieve objectives is implicit in the selection of actions presented in Chapter II. The selection of different types of action at national levels, represents an adjustment of the overall strategy in line with the specific conditions of each Member State. Projects implemented by the IICA Offices, within priority areas identified in each country, should lead to the total or partial attainment of the corresponding program objectives.

As mentioned at the beginning of this introduction, then, the Medium-term Indicative Plan is, in essence, an instrument to adjust IICA's actions into a definite operationalization scheme of the General Plan, over a period of five years.

C. Resources for the Implementation of the Indicative Plan

The gradual reorientation of technical cooperation actions in accordance with Line and program policies, and the increased impact of these actions at national levels, require an increase in and a redistribution of IICA resources, as well as their improved utilization.

1. Growth and redistribution of resources

The increase in the volume of IICA operations is established through a modest increase in regular resources, complemented with a significant increase in extra-quota resources.

The financial projections included into Chapter III allow for a 10 percent increase in IICA's regular (quota) budget for the first fiscal year (1977-78) and an accumulative 8 percent increase for the other four years. The percentages should be modified as needed to compensate for inflationary effects, calculated according to uniform criteria to be submitted as needed, for due consideration by the Board of Directors. These modifications will be made with the aim of maintaining IICA's working capacity, as outlined in this Indicative Plan, and —if necessary— will be justified on an annual basis, and presented together with the proposed Program-Budget.

The budget distribution by object of expenditures will also be modified during the five years of this Plan. The biggest change is noted for operating costs which increase from 19.34 % of the regular budget in 1976-77, to 27.12% of the budget, by 1981-82. This projected increase is planned mainly at the expense of international professional and general services personnel items, which decrease from 53.38% to 46.86% and from 11.78% to 10.70%, respectively, over the same period. Support items (such as General Services, Equipment and Furniture, and General Costs and Previsions) demonstrate modest percentage increases in the same order, of 0.62%, 0.04% and 0.94%, respectively, in their share of the regular budget, stabilizing at those levels by the end of the period.

Detailed projections of expected increases in extra-quota resources in support of IICA programs have not been made, as the criteria —and sources— vary considerably between one or another program. If the current tendency is maintained however, it is probable that this type of resources will have increased each year, surpassing the amounts of regular (quota) resources, by the end of the five-year period of this Indicative Plan.

2. Priorities

Headquarters has as yet made no program priority projections, for reasons given previously. It was understood that the annual presentation of a Program-Budget to the Board of Directors reflected the aggregate national priorities for the development of the sector, as IICA priorities.

At the suggestion of the Special Committee, however, a first approximation in setting Line priorities has been made, taking into account an estimate of the evolution of effective demand for IICA services by countries (~~criteria presented to date~~), as well as the promotional development of some areas which are particularly relevant to IICA's doctrine, and the possibility of obtaining outside resources for some of the programs. ~~The application of these criteria (given in more detail in Chapter I), leads to a tentative projection that regular IICA resources may vary in their distribution by Line of Action, within the five-year period of this Plan.~~

It should be understood that the outlined variations are subject to the changes and adjustments described in greater detail in Chapter I.

3. Personnel Resources

The adjustment of IICA's action (within set priorities) to meet the requirements of the Medium-term Indicative Plan and the Line and program policies, requires a revision of personnel resources, in terms of their quantity and quality, and the generation of economies of scale so as to take the fullest possible advantage of these resources.

As to quantity, a proposal is made to have a basic professional team of 135 technicians in the field, 29 in support units and 16 at the Executive Offices, for a total of 180 technicians. On a percentage basis, there would be 75 technicians in the field for every 16 assigned to the support units and 9 at the Executive Offices. The present percentage, in the same order, is 72.5, 17.5 and 10, respectively. The increase in number of technicians in the field as projected, will be obtained by maintaining the number of people at the Executive Offices constant, increasing the number assigned to support units by only one. Thus, the rest will be concentrated on increasing the number of technicians (19) in the field. A qualitative adjustment is added to this quantitative redistribution, by up-grading the number of technicians within each Line of Action, as per established priorities.

Within this overall total of 180 technicians, the Indicative Plan foresees the employment of 18 man/years of short and medium-term experts, to reinforce program actions outlined in the Plan. This mechanism will permit the use of additional technical resources within a flexible scheme, concentrating on critical areas of moment, for the implementation of country-level projects.

The existence of clearly defined Line and program policies will also allow IICA to systematically tackle the task of qualitatively up-grading its personnel. These policies facilitate the identification of specializations needed to implement the projects in each program. Once identified, qualitative up-grading may be achieved through the reassignment and training of some staff members, and the renovation of the others. Personnel policy modifications, the objectives of which are detailed in Chapter III, are partly directed towards ensuring the continuity of this process.

The creation and functioning of regional and Line of Action technical teams are also outlined in Chapter III. Efforts will be made to have a number of technicians in each of the four Zones, that are specialized in the fields needed—in each Line and as a team—to develop projects within the frame of reference of the established programs. Functioning as teams will permit economies of scale for the preparation and implementation of projects. It will also facilitate internal dialogue and discussion with the countries, so that the permanent up-dating of policies is possible, in order to adapt them to the changing problems in each Member State.

D. Adjustment of Technical-Administrative Policies so as to Implement the Indicative Plan

Some modifications will be needed in the planning, operations, administration, personnel, external affairs and information aspects of IICA, so as to adequately implement the Indicative Plan. At present, these processes are governed by several policies which regulate activities within the respective spheres of action.

It is felt that possible changes should result from an analysis of the function of present policies, to be conducted jointly with the operative and support units. Nonetheless, it has been considered advisable to set specific objectives for these modifications, so as to ensure the implementation of the Plan. These objectives, together with a brief description of the scope of each policy, is briefly summarized in Chapter III of this document, plus the time limits for achieving them.

E. Implementation of the Medium-term Indicative Plan

IICA will up-date its actions in conformity with Line and program policies within the five years of this Indicative Plan. This up-dating implies that the nature of some projects will change, others will be eliminated and that some new ones will be prepared, at the level of each operative unit.

The Plan defines some instruments to accomplish this task:

- a) Line and program policies formulated in easily understandable and applicable operational terms.**
- b) The utilization of country-level action plans as an instrument to adapt IICA's work to the specific needs of each country, concentrating on areas of priority.**
- c) The tentative formulation of overall priorities, to facilitate the definition of promotional action areas and the orientation —on a medium-term basis— of strategies to obtain additional human and financial resources.**
- d) A new system to categorize projects so as to ensure the integration of different Line approaches and resources, and the concentration of resource investments on the development of actions of considerable impact in priority fields.**
- e) Clearly defined technical and administrative policies that strengthen country-level technical cooperation actions, and make the technical and administrative relationships between the operative and support units more flexible.**
- f) A basic permanent core of professional personnel to be complemented by the employment of additional short or medium-term personnel for which positions will be available..**
- g) Teams or technicians specialized in fields that correspond to Line and program requirements.**
- h) Technical teams organized on a regional basis, capable of handling the development of projects —on a team basis— in the different countries of each Zone.**
- i) Adequate human and financial resources to back-stop the technical teams.**
- j) A policy to obtain outside resources to complement quota or regular resources, for the preparation and implementation of projects.**
- k) A tentative time schedule for the modification of country-level actions.**

It is hoped that the implementation of the Medium-term Indicative Plan, through the utilization of these instruments, will reinforce IICA's work, ensuring its more efficient and effective support of the Member States, while improving upon the process to up-grade and perfect IICA's actions, to be continued in successive Indicative Plans.

Moreover, with the completion of yet another step in the operationalization of the General Plan, a more rational application of the policy for closer working relationships with other similar organizations, will be possible.

CHAPTER I

PRIORITIES AND POLICIES BY LINE OF ACTION

CHAPTER I

PRIORITIES AND POLICIES BY LINE OF ACTION

Introduction

IICA's seven Lines of Action¹ comprise the normative, technical frame of reference for the Institute's work.

As such, they represent one more step in the operationalization of IICA's doctrine, and together, comprise the proposed strategy for attaining the objectives of the General Plan.

The Medium-term Indicative Plan has been formulated on the basis of IICA's main strategy, as established in the General Plan, which is based on the hypothesis that it is possible to foster rural development by strengthening pertinent institutions, assuring their integration or coordination into a real institutional system at the service of the sector.

The approach is of necessity, multidisciplinary in nature. The subdivision into Lines of Action and programs is merely a means to achieve the rational organization of IICA's work, which must again be organized and coordinated at the national level by means of the corresponding country-level Action Plan.

A. Tentative Priorities

Within this normative frame of reference, IICA establishes its priorities in two ways: the allocation of resources by Lines, which establishes maximum expenditures, total and by Zone; and by means of Country-level Action Plans which indicate the distribution of funds by Line and programs for each of the national offices.

The overall allocation of resources by Line and programs is submitted annually for due consideration by the Board of Directors, and is based on the weighted combination of two main criteria: on the one hand, there is the tendency for an 'effective demand' for IICA services by the countries which reflects the priorities being established by the countries themselves for their programs; on the other, the innovative activities which IICA carries out in the countries, of a promotional nature, are also taken into account.

1.. Appendix 2

The Country-level Action Plans establish the action and cost priorities for each office. The plans include those actions where national and IICA priorities coincide, as well as the promotional-type of actions which IICA uses to call attention to the need to tackle specific problems, or to develop some specific programmatic area of work.

The continental aggregation of the Action Plan priority activities constitutes the main part of the effective demand for IICA services by the countries.

Programming actions carried out at the operative unit level determine IICA's overall priorities. Conversely, however, the overall allocation of resources allows the IICA offices to include promotional areas into their Action Plans, the priority of which is determined on the basis of diagnostic studies, and independently of the volume of national resources invested in the respective area, over a given period. The promotional nature of these actions facilitates more or less rapid modifications in the respective priority assigned: if the country is aware of IICA's promotional work, the priority levels may increase rather quickly from one year to another; conversely, the lack of any response by the country of IICA's promotional efforts over a given period of time, could lead to eliminating the level of priority assigned to a given group of promotional actions within IICA's Country-level Action Plan of that country.

The present Indicative Plan has made rather tentative projections of expenditure levels, by Line, over the next five years. These projections reflect the tendencies of effective demand by the Member States, as observed over the past several years, as well as the promotional-type activities which IICA emphasizes, as a part of its humanistic doctrine. In an overall manner, this Medium-term Indicative Plan proposes the following distribution of total resources, allocated by Line, as its target by 1981-82:

	LINE OF ACTION	PRIORITY	% OF RESOURCES IN 1981-1982
IV	Agricultural production, productivity and marketing	1	17.05
II	Education for rural development	2	15.05

	LINE OF ACTION	PRIORITY	% OF RESOURCES IN 1981-1982
III	Agricultural research and technology transfer	3	14.37
VII	Formulation and administration of agricultural policy	4	13.70
V	Regional rural development	5	11.60
VI	Structural change and "campesino" organization	6	10.92
I	Information and documentation for rural development	7	9.58
	IICA-CIDIA	8	7.74

B. Justification

Line IV. The priority assigned this Line is a direct result of the world deficit in food production, of the growing priority given agricultural marketing programs by the governments, and the evident need to reduce the volume of post-harvesting crop losses. In addition, and in promotional terms, this priority results from the need to ensure the participation of small and medium producers in the agricultural production and marketing process, to their increased benefit. And lastly, IICA has given this Line high priority as a result of the capacity demonstrated by some of its programs and projects, to generate outside funds with which a greater impact of IICA's action at national levels is obtained. These outside resources generate the need for counterpart regular resources from IICA.

Line II. High priority is also given this Line, for the following reasons: the new orientation of this Line has increased the effective demand for services; the area covered by this new orientation coincides with programs which receive large public investments in the Member States; problems associated with the quantitative expansion and the qualitative

deficiencies of the education process continue to be one of the more severe restrictions to sectorial development. Moreover over the past decade, the organizations responsible for the educational process in the Member States have demonstrated continued interest in restructuring the basic elements of rural education in general, and agricultural education in particular, at the different levels.

From a promotional point of view, IICA has developed innovative approaches which have been welcomed in many Member States, and which could become an important contribution to the restructuring mentioned above.

And lastly, IICA has noted marked interest by financing agencies, thereby generating substantial outside resources for the Line, with perspectives for considerable increases in the near future.

Line III. The tendency to recuperate its previous level of priority is maintained. This is due to the following factors, amongst others: the priority being given by the countries to the generation and diffusion of technological solutions to the principal problems associated with increased production and productivity; the process to restructure the research systems of the Member States, currently underway; and the increase in effective demand for services.

From a promotional point of view, special emphasis should be given to 1) work underway on production systems; 2) the reorganization of research systems towards the generation of useful technological answers for small and medium-sized producers; and 3) the design and testing of adequate dissemination systems, preferably directed towards the small and medium-sized producer.

At the same time, efforts should be made to foster the coordination of research at a regional level and in a programmatic manner, so as to ensure a more rational and efficient distribution of investments in this field and a fuller utilization of research results in countries with similar conditions. Moreover, there are reasonable expectations that the new orientation of this Line will facilitate the attainment of extra-quota resources to back-stop Line programs.

Line VII. The priority assigned this Line is due to the following reasons, amongst others: 1) there is a considerable effective demand for IICA services by the countries; 2) national technical teams have been formed, which need support to ensure their proper functioning; 3) there is a tendency towards a more rational organization of the public agricultural sector in the Member States.

In promotional terms, IICA feels that it would be useful for the countries to adopt new sectorial planning, agricultural policy administration and reciprocal technical cooperation models in this field. Moreover, experience acquired in this Line has been positive as concerns obtaining extra-quota resources; well-founded expectations exist that this favorable tendency will continue.

Line V. Although some regional rural development aspects have been worked on by IICA in the past, Line V, as such, is quite new. Its future evolution will depend on the effective demand for services as IICA develops innovative approaches in this field.

In general, it would seem that the perspectives to obtain extra-quota resources to strengthen the actions of this Line are also quite favorable.

Line VI. This Line has been stabilized at a lower level of priority than previously, for the period of the present Medium-term Indicative Plan. This is mainly due to: 1) the change in priorities as assigned by the countries; 2) the change in emphasis on programs, thereby leading to a reduction in priority on agrarian reform and an increase in priority for "campesino" associative enterprises; 3) the need to more deeply analyze the evolution of the agrarian reform and "campesino" organization processes in those countries where they have been tried.

However, IICA considers it important to maintain a promotional approach on agrarian reform and "campesino" organization, due to its inherent connection with the humanistic doctrine of the institution.

Line emphasis and priorities may be revised, if the tendencies indicated by some of the new Member States to strongly demand these services is confirmed.

Line I. As in the case with Line V, the current overall orientation of this Line is new within IICA. There is a growing tendency for the increased allocation of resources, which transcends the five year period established by this Plan. A strong demand for services is expected, with good perspectives for outside support on country-level action.

IICA-CIDIA. IICA-CIDIA is largely dependent on outside resources to carry out its programs. Therefore, the position of CIDIA and its resources may undergo significant changes over the next five years, if essential external resources are generated so as to ensure its full operational capacity.

To conclude, emphasis is given to the very tentative nature of the projections established in this Plan, and of the priorities derived thereof, which represent a systematization of IICA's purposes, as perceived by the Institute. As is the case for the rest of the Medium-term Indicative Plan, changes may well occur in the various elements taken into account on establishing the projections and priorities, which would therefore modify the tables presented herein.

C. Synthesis of Line and Program Policies

The technical framework for Line and program policies has been established with the aim of facilitating the design of projects which meet the four following conditions:

- a) to constitute an efficient –direct or indirect– contribution to the attainment of General Plan objectives concerning production and productivity, the generation of employment opportunities, and participation;
- b) in accordance with IICA's basic strategy, to constitute a clear contribution to institution building and the strengthening of institutional systems dedicated to the development of the agricultural sector in Member States;
- c) to constitute relevant contributions to the solution of problems which the Member States have defined as being of priority, within national sectorial development policies;
- d) to constitute programming and implementation units which can be evaluated objectively.

In accordance with the above, then, the Lines of Action and programs are the links between IICA's objectives and its operations in the countries. Moreover, they define the more relevant spheres of action for IICA's work, in accordance with its strategy for institutional development.

The programs divide the sphere of each Line of Action in accordance with the nature of the problems concerned with in each case. This subdivision permits the establishment of operational objectives for IICA's action to help pertinent national agencies to achieve levels of efficiency and effectiveness in the performance of their functions and in providing society with their services. At the same time, the programs define the type of actions to be developed by IICA to foster and support the performance of these functions, and the effective, efficient and opportune provision of these services by the national agencies.

The conceptual and operative adjustment of programs is based on the permanent diagnostic efforts undertaken by IICA. IICA has emphasized the formulation of useful diagnostic studies since the beginning of this decade, with the commencement of our current General Plan. The results have been compiled in a number of IICA working documents, and have been transmitted periodically to the Board of Directors, in summarized fashion, in different ways, including: general and Line diagnostic studies in the Annual Reports; program evaluation studies; the evaluation of the General Plan; specific diagnostic studies of particular problems which in the past, have resulted in the creation of Special Programs by the Board of Directors.

During the period contemplated by this Indicative Plan, IICA will emphasize the analysis of the real impact of each Line and program, as directed towards accomplishing General Plan objectives, without in any way neglecting the overall diagnostic efforts begun at the national level and extended to continental levels, and further enriched by focusing on problems that are multinational in nature. This work has already been initiated in general terms, and is quite advanced on Lines II, III, VI and VII, and within Lines IV, on the Hemispheric Marketing Plan. A goal established for the first year of the Medium-term Indicative Plan (1977-78 fiscal year) will be to have completed a first systematic effort in this sense, for the seven Lines of Action and their respective programs.

D. Line Policies and the Country-level Action Plan

As described in the following chapter, IICA does not intend to apply all its Lines and programs in each of the Member States. Rather, and in accordance with the process to formulate a Country-level Action Plan, the critical problems of the sector will be identified along with the national authorities, in addition to existing objectives to solve these problems and the institutional spheres of action in which these objectives may be attained. Once identified, IICA will formulate specific projects to help the countries on some of them, as per the Line and program objectives and strategies described further on.

Obviously, each Action Plan will have projects in the different Lines. All Lines will not appear in each Plan, however, but only those that are relevant to the specific situation.

Line I – Information and Documentation for Rural Development

The
Line Objective of this Line is

a (To foster and support the maintenance of a permanent flow –production, integration, dissemination and use– of information related to the agricul-

tural sector so as to facilitate the decision making process and to orient the actions of those responsible for programming and implementing activities directed towards fostering rural development.

There are three Programs in this Line:

- **Program I.A - Hemispheric information system**

(The institutional sphere of action for Program I.A is comprised of the National Information Systems (or the key agencies for eventual inclusion) and IICA.

(into national systems)

Program Objective

The objective of IICA's action in Program I.A. *are will be to*

- 1) assure that the institutional systems (in those countries where they exist, or the key organizations that will form a part of such systems in the future) that accumulate, organize and distribute information, integrate their action into an hemispheric network that will enable each one of them to have readily available all the information accumulated by each of the systems or organizations that are a part of the network.

To accomplish this program objective, IICA will:

- 1) Establish and maintain a central mechanism for the exchange of information capable of undertaking the following functions in an effective, efficient and permanent manner:
 - To plan, organize, coordinate and evaluate the operation of the hemispheric information network, allowing for its interconnection with the corresponding existing national, regional or world-wide networks, or those to be created.
 - To establish the standards and technical instruments needed to ensure the proper operation of the network.
 - To keep an up-to-date, centralized catalog, locating available information in each of the participant organizations.
 - To establish cooperation and exchange links with other networks and organizations of a national, regional or worldwide nature, and to serve as an intermediary between the latter and those organizations which form a part of the hemispheric network.

- To provide reference services on the use of this information.*
 - To serve as an agency for the exchange of information.*
 - To serve as a training center for the personnel of key national systems or organizations responsible for keeping their organizations or systems linked with the network.*
- 2) To assure that each of the National Information Systems (or key organizations) of the network, accept and apply technical operational standards.*
 - 3) To negotiate the establishment of bilateral or multilateral agreements as needed, to ensure the smooth, permanent operation of the network.*
 - 4) To prepare a master plan for the operation of the hemispheric network, defining the tasks at each level (of national, regional and hemispheric organization).*
 - 5) To design, program and implement a periodic and systematic updating of the central catalog of locating available information.*
 - 6) To subscribe agreements with other regional or world-wide networks and organizations, which will ensure timely access to available information. To design methodologies as needed, to ensure the consistent compatibility of information accumulated in these networks.*
 - 7) To establish a system for the retrieval of available information as detailed in each individual catalog, and in the other networks with which it is associated.*
 - 8) To establish a reference and information exchange unit, standardize its operations, and make it available to the organizations in the countries, and associated networks.*
 - 9) To identify the requirements for specialized personnel in the organizations participating in the network, by category and functional levels; to determine the operational objectives for training programs for each category and functional level listed; to establish an adequate training program for the identified needs, within reasonable time limits.*

Program I. - National information systems

The institutional sphere of action of this program consists in those institutional systems which accumulate, organize and distribute information (national information systems). In those countries where these systems have not as yet been established, the program's sphere of action will be mainly with the key agency that will eventually form a part of such a system.

Program Objectives

In the countries where such a system has not yet been established, IICA's action in this program will be directed mainly towards assuring that such a system is established, either on the basis of an existing agency or through the creation of a special institutional organization or mechanism for the purpose. In the countries where such a system already exists, or in those where the decision has already been taken to create one, IICA's support will be directed towards ensuring that the system will:

signe pag 4 b

- ✓ a) Use standard working systems

To attain objective a), IICA will:

- 1) *Work together with the technical personnel of the pertinent organization(s), at the appropriate level, on the adoption, adaptation or formulation and dissemination of standards for the classification and organization of information.*
- 2) *Serve as catalytic agency on the establishment of agreements to ensure uniform utilization of these standards.*

- ✓ b) ~~Have policies for acquiring and maintaining basic collections selected on the basis of the specific functions to be accomplished.~~

To attain objective b), IICA will:

- 1) *Prepare a technical guide, together with the national, technical teams, detailing the criteria for selecting the basic collections to be maintained, in accordance with the different specific functions of these organizations.*
- 2) *Complement efforts already underway, so as to ensure ample distribution of this guide to the pertinent organizations, particularly responsible for training their personnel.*

✓ c) ~~Use specialized personnel.~~

To attain objective c), IICA will:

- 1) *Complement local efforts on the design of a guide specifying the operational objectives (know-how, abilities and skills) for training and up-grading different-level personnel responsible for the various functions of these organizations.*
- 2) *Encourage the organizations responsible for this training to adopt these operational objectives. Training programs will be carried out to this end by IICA, depending on the degree to which some of these objectives are not adopted by the organizations, or if they are not able to properly train the necessary personnel.*
- 3) *Develop a strategy to demonstrate the importance of and the need for specially trained personnel, particularly at the decision-making levels.*

✓ d) ~~Maintain complementary linkages with other nearby, similarly oriented organizations.~~

To attain objective d), IICA will:

- 1) *Foster the establishment of complementary relations with nearby, similarly oriented organizations.*

✓ e) ~~Identify or clearly define user needs and interests.~~

To attain objective e), IICA will:

- 1) *Work with training institutions on the specialization of technicians on the organization and functioning of different kinds of user services, and on ensuring the existence of training services for users.*
- 2) *Develop simple, effective methodologies – together with the respective organizations – to identify and quantify the different types of users and their areas of interest.*

✓ f) ~~Have a stable, and insofar as possible growing policy of training and services for the users, based on studies made of interest profiles and other pertinent aspects.~~

To attain objective f), IICA will:

- 1) *Identify (or design) and disseminate alternative models that are applicable under different circumstances, for the provision of user services.*
- 2) *Formulate, together with national technicians, specific policies on the provision of user services, and on training in their fuller utilization.*

~~g) Be organized so as to facilitate their inter-connection with national, regional and world-wide information networks.~~

To attain objective g), IICA will:

- 1) *Inform those responsible in these organizations, of the advantages of joining the national, regional and world-wide information networks.*

In those countries where there is no National Information System, IICA could develop two types of action:

- *It could carry out the group of actions described in the preceding paragraphs together with the "key" organization within the institutional sphere of action. Hence, this organization would then be able to assume leadership in this field, when the pertinent institutional system is established.*
- *Either simultaneously or as a follow-up of the preceding actions, IICA could develop other, similar specific actions with several different organizations. In this manner, several organizations would acquire the capacity to become a part of the System, once it has been created.*

³
- **Program I.4 - Production and distribution of information .**

The institutional sphere of action of this program consists in those national, sectorial agencies which produce the following type of information: research results (physical, biological, socio-economic); ordinary data on the behavior of specific variables (marketing information, price indices, agricultural and other statistics of relevance to sectorial development).

~~Program Objectives~~

Within this program, the provision of IICA's support on this type of agency will be directed towards attaining the following objectives:

- ✓ a) To assure that the information produced (particularly research results, and other ordinary, pertinent data) be published in a timely and technically (editorially) correct manner.

To attain objective a), IICA will:

- 1) *Motivate the pertinent institutions, especially at the directive levels.*
- 2) *If the volume of information justifies it, IICA will work together with the technical personnel of the pertinent organization(s) on the establishment of a specific mechanism for the formulation and application of adequate editorial policies.*
- 3) *Where necessary, collaborate with the authorities of these organizations on the design and implementation of training programs, so as to prepare personnel in the formulation and application of editorial policies.*

- ✓ b) To ensure that this information is sent systematically to predetermined receivers and to pertinent users.

To attain objective b), IICA will:

- 1) *Select –together with the corresponding organizations– the most appropriate methods so as to identify the receivers and users of the different types of information. In exceptional cases help will also be provided on the application of the selected methods.*
- 2) *Once the receivers and users are identified, collaborate with these organizations on the design of information distribution systems and occasionally, on the training of personnel responsible for these tasks.*

And lastly, in support and as a complement to the two objectives of this program, IICA will encourage the directive personnel of these organizations to allocate a reasonable proportion of available resources for the preparation, production and distribution of publications on the information produced.

d ✓
Line II – Education for Rural Development

The
Line objective of this line is)

To foster and support efforts directed towards transforming the education of those who work or will work in the agricultural sector, at all levels and in all ways, into an effective and efficient instrument for the development of the rural population and of the sector.

There are two programs in this line;

- **Program II.1 – Education planning .)**

The institutional sphere of action of this program will differ from country to country, since the existing institutional organization in each country varies, with the pertinent responsibilities allocated in varying degrees and manners, to different sectors (Education, Agriculture, Labor, etc.). Despite this, however, two main elements will be taken into account to determine the institutional sphere of action of this program in each country: 1) the organization(s) responsible for the different levels and types of education; and 2) the relative importance of these types and levels of education.

~~Program Objectives~~

The objectives of IICA's actions within this program *are to* will be:

- a) To assure the establishment in each country of a mechanism (or organization) responsible for ~~rural education~~ *research and planning in rural education.*

To attain objective a), IICA will:

- 1) *Identify the most appropriate institutional sphere of work so as to achieve the functions described above, by means of a specific diagnostic study undertaken for this purpose, taking the educational planning structure of each country into account.*
- 2) *Establish the advisability and need to perform these functions, together with the pertinent authorities within the selected institutional sphere of action.*
- 3) *Identify, together with those authorities, the most appropriate type of institution to carry out these functions, and the organizational and operational model of the institutions (or mechanism) to be responsible for doing so.*

b) Assure the effective operational capacity of this mechanism (or organization), taking the existing national educational planning structure into account, ~~so that it may undertake the following functions:~~

- Conduct research on relevant factors concerning the educational situation of the rural population so as to determine current, potential and theoretical needs.
- Analyze the general agricultural development process of the country and determine its education requirements, particularly concerning the increase of production and productivity, the generation of employment opportunities and the abatement of marginality in the rural sector.
- Plan the action of the organization and systems which comprise the system, so as to effectively and efficiently meet the requirements and needs of the rural population and of the agricultural development process.
- Coordinate —through the above-mentioned organizations and systems— the implementation of the actions contained in the Plan. To this end, each organization and/or system must organize, program and evaluate its work, so as to efficiently accomplish its share of the tasks, and establish necessary links with other sectorial agencies.

To attain objective b), IICA will:

- 1) *Together with the technical staff of this organization; develop the appropriate research methodologies so as to establish in a dynamic way, the demand for educational services.*
- 2) *Provide this organization with the results of similar research efforts in other countries.*
- 3) *Formulate and test —together with the organization involved— methodologies which will permit weighing and evaluating demand, according to human resource needs indicated by national objectives for the development of the sector, and other objectives set forth within the educational system itself.*
- 4) *Up-grade the organization in the use of educational planning methodologies and techniques, making the necessary analytical and planning instruments available to its technical staff, or formulating them if non-existent.*

- 5) ~~Prepare the general guidelines of a first plan, together with the staff of that organization.~~
- 6) ~~Design –together with the organization involved– the necessary coordination mechanism to ensure the correct implementation and follow-up of the Plan.~~

Program II B – Implementation of educational policies

The Program II B's sphere of action *of this program is* will be the different organizations and systems which carry out education actions in the sector, depending on the characteristics of each country.

Program Objectives

IICA's actions within this program *are* will be oriented towards assuring that the different organizations and systems working in rural education improve their capacity to:

- ✓ a) Enrich –from the sphere of action of each– the policies and programs which are formulated at a central level, for the education, of the sector.

To attain objective a) IICA will:

- 1) ~~Examine the viability of the general, overall plans and programs with the above-mentioned organizations, suggesting pertinent adjustments and changes to the authorities, so as to reflect the evolution of demand and the changes in the development situation and tendencies within the sector~~
- 2) ~~Encourage the education organizations and systems to establish information and cooperation linkages with other national and multinational organizations.~~

- ✓ b) Evaluate, analyze and implement teaching, research and educational extension tasks, as required in the sector.

To attain objective b), IICA will:

- 1) ~~Identify and test –together with the organizations involved– one or several analysis and evaluation methodologies.~~

2) ~~Provide one or several models for the organization of teaching, research and educational extension endeavors, or if necessary, will develop specific models with the technicians from the organization, that are compatible with the Plan, if one should exist.~~

✓ c) Organize an efficient system for the administration and management of the educational process.

~~To attain objective c), IICA will:~~

~~1) Formulate, together with the pertinent organizations, the programming methodologies needed to estimate demand for financial and human resources needed to attain established teaching, research and educational extension goals.~~

~~2) Test –together with the technicians of these organizations– the methodology that is adopted, introducing such modifications and adjustments as needed to make it functional.~~

✓ d) Program and implement the educational development plan for the sector, where one exists, in a coordinated, effective and efficient manner, taking into due account existing linkages with other sectorial agencies.

~~To attain objective d) IICA will:~~

~~1) Design, together with the pertinent authorities of the organizations and systems, institutional models of coordination, making available if necessary, information concerning successful experiences in other countries.~~

✓ e) Develop specific programs for the continuous training of technical personnel from the different sectorial organizations involved.

~~To attain objective e), IICA will:~~

~~1) Identify the technical personnel training needs within the sector, together with the pertinent organizations involved.~~

~~2) Design –together with these organizations– the pertinent programs and projects to accomplish this task.~~

Line III - Agricultural research and technology transfer

The Objective of this Line is

To foster and support efforts directed towards converting agricultural research and technology transfer into an effective instrument for agricultural development purposes, through the production and diffusion of technologies and production systems which take the different categories of producers into account, as well as the relative availability of production factors. During the period of this Plan, particular attention should be given to intermediate technology levels and small farmer production systems.

There are two programs to this Line:

- Program III.4 - Research and the transfer of technology - 1

The institutional sphere of action of this program encompasses the agricultural research and technology transfer system (where it exists) or the group of organizations responsible for these functions within the sector.

Program Objectives

Within this sphere of action, IICA will work towards assuring that each country has the necessary organization or institutional system that can carry out the following functions effectively and efficiently:

- a) To generate information and adapt technologies which society in general and the producers in particular have indicated as being of priority, and to develop the appropriate mechanisms to ensure the diffusion and adoption of these technologies.
- b) To periodically adjust their actions in accordance with the needs of society, particularly farmer needs.
- c) To identify priority research areas in the biological, physical and socio-economic fields, and in the transfer of technology, as a function of the above-mentioned needs.

To attain objectives a), b) and c), IICA will:

- 1) Work with the technical teams of the pertinent existing organizations or those to be created, on the formulation and adoption of valid criteria and methodologies to identify and assign priorities to different possible areas of research, indicating their order of priority for the short, medium and long terms.

- 2) *Assist research organizations to orient their action towards identifying, adapting and creating technological innovations to help solve identified problems. These innovations should be compatible with the prevailing and foreseeable physical, biological and socio-economic conditions of production.*
- 3) *Work with the technical personnel of these organizations so as to assure that the process described in 2) be based on a clear identification of the clientele towards which it will be directed; special attention should be paid to the lower income strata of the rural sector.*
- 4) *Identify, together with the organizations which produce and disseminate technology, the channels through which the selected clientele usually receives (or may receive) pertinent information concerning technological innovations, and the socio-economic conditions pertaining to their application.*
- 5) *Support these or other pertinent organizations, on improving, adapting or creating the necessary channels to transfer the innovations indicated in paragraph 1, in a language that is comprehensible to all types of users.*
- 6) *Work on assuring that the research organizations use these channels so that the information they produce reach the farmer in an efficient and effective manner, particularly the specially selected clientele.*

- ✓ d) To prepare or reformulate the national research and technology transfer plan, including the respective programs and projects, so as to include sectorial objectives and strategies.

To attain objective d), IICA will:

- 1) *Work with the organizations which carry out physical, biological and socio-economic research, to assure their joining forces, to clearly define which problems should be solved by means of adopted technological innovations, and which by means of basic research efforts to be carried out in support of such innovations, with the aim of formulating and implementing the national research and technology transfer plan.*

- ✓ e) To adjust the internal structure of the organization so as to be able to implement the national plan for research and the transfer of technology.

- f) To up-grade the human resources working within the research system, by means of appropriate policies for the incorporation and promotion of personnel, and through the creation or strengthening of permanent training mechanisms.
- g) To assure an adequate flow of financial resources for the implementation of the national research and technology transfer plan, up-grading both the efficiency (unit cost) and effectiveness (quality, opportunity accessibility and adjustments to the limitations of the beneficiaries) of the organization's operations or services.
- h) To establish or strengthen the links of this organization with (1) the administrative units which are in positions of power and authority; (2) the administrative units which allocate and control resources; (3) those organizations which permit the full utilization of installed national capacity for plan implementation purposes; (4) the organizations which assure the diffusion and application of technologies; and (5) the beneficiaries of the organization's services.

To attain objectives e), f), g) and h), IICA will:

- 1) *Work together with the pertinent organization on the development of models to regulate internal organization aspects. Care will be taken to ensure that these models are simple in nature, and adequate for the amount and type of available or foreseeable resources, and that they meet the organizational requirements of existing research and transfer plans, and that they be sufficiently flexible and adaptable, as these evolve.*
- 2) *Assist the pertinent organization on testing and adjusting these models, and on establishing adequate links with other sectorial agencies.*

- Program III.2 - Multinational coordination of research and the transfer of technology.

This program covers the multinational dimension of this Line. The institutional sphere of action encompasses all systems responsible for research and technology transfer endeavors at a national level, in the countries of a given region.

Program Objectives

Within the regional approach described above, this program will work towards ensuring that each region have an effective and efficient institutional mechanism to carry out the following functions:

- ✓ a) To identify priority areas for multinational cooperation between national research and agricultural technology transfer organizations, as a function of their relative development level.

To attain objective a), IICA will:

- 1) ~~Work towards ensuring that the countries of each region, through the multinational organization comprised of national institutions, should assign priorities to areas for technical cooperation in research and the transfer of agricultural technology.~~

- ✓ b) To foster and establish the bases for cooperation between national, regional and international research and agricultural technology transfer organizations, and financial assistance institutions.

To attain objective b), IICA will:

- 1) *Develop and disseminate, together with the multinational organization, proposals and models for regional technical cooperation, to function within a coherent scheme of cooperation between national, regional and international organizations in the fields of research and the transfer of agricultural technology, to be integrated with national and regional rural development investment programs.*

*** Line IV – Agricultural Production, Productivity and Marketing**

The Objective of this Line is

To cooperate with national institutions on increasing productivity and the ready availability of products from the agricultural sector, and on their actions directed towards expanding their market, emphasizing products which generate greater returns, and productive employment favoring the lower income strata, while taking the conservation of natural resources and ecological aspects into due account.

There are two programs to this line:

→ **Program IV.4/- Fostering production and productivity.** ↗

The institutional sphere of action of this program encompasses the system which fosters production and productivity (where such a system exists) or the organizations which either jointly or individually, provide technical assistance, credit, marketing services, insurances, specialized services (mechanization, provision of inputs, etc.), health protection; foster rural agroindustries, the reduction of postharvesting crop losses and the conservation of land and waters; particularly the organization responsible for coordinating the provision of these services.

Program Objectives-

IICA's actions within Program IV.4 ¹ ^{are} will be directed towards ensuring that the systems and organizations which provide services to foster agricultural production and rural development, will be able to:

- a) Act on the basis of coherent policies in line with current national development plans and the current situation of their clientele, and the real and potential availability of resources, so as to attain significant, combined increases in the aggregate supply of agricultural products and productivity, and the economic utilization of scanty resources.

To attain objective a), IICA will:

- 1) *Work with the systems or organizations on designing and carrying out a diagnostic study so as to identify obstacles which hinder attaining the objectives to increase production and productivity.*
- 2) *Cooperate with these systems and organizations on the elaboration of plans, programs and projects with the aim of solving the problems identified in the diagnostic study.*

- b) Coordinate and complement actions so as to get these policies underway through the implementation of programs and projects designed to increase production, while solving problems which affect the clientele.

To attain objective b), IICA will:

- 1) *Support the pertinent organizations on the design and establishment of effective linkage mechanisms, at all the necessary levels, particularly those of critical importance for the coordination and complementarity of their actions.*

- ✓
- c) Extend their services to a growing proportion of small farmers and "campesinos", developing or adopting the most appropriate methodologies in each case so as to incorporate this clientele, mainly through their organization, with the aim of obtaining economies of scale for production purposes.

To attain objective c), IICA will:

- 1) *Identify existing methods and if necessary, formulate new ones so as to ensure the provision of services to "campesinos" and small farmers, and propose their use to the pertinent organizations in each country.*
- 2) *Assist these organizations to test some of these methods in large scale experiments, particularly those identified as being most promising for the provision of services, suggesting ways to evaluate their effectiveness.*
- 3) *Propose the adoption of those methods which most effectively and efficiently serve the small farmer and "campesino" clientele, to the pertinent organizations.*

- ✓
- d) Increase their efficiency so as to extend the coverage of these services, reducing the unit cost of services provided.

To attain objective d), IICA will:

- 1) *Assist the organizations to analyze their administrative structure and procedures in order to introduce necessary improvements so as to facilitate the taking of decision and reduce operating costs.*

- ✓
- e) Provide services in a more timely and appropriate manner, consulting the users and incorporating them into the decision-making process.

To attain objective e), IICA will:

- 1) *Work with the organizations on evaluating the effectiveness of their services, in qualitative as well as quantitative terms, identifying the ways and means to increase their efficiency.*

- ✓
- f) Adopt a structure based on efficient organization, administration and management, both on an internal basis as well as in connection with other complementary systems and organizations.

To attain objective f), IICA will:

- 1) *Design, together with these organizations, efficient administrative organization and management systems, and help put them into practice.*

Program IV² - Agricultural Marketing

The institutional sphere of action of this program is comprised of those organizations responsible for facilitating commercial transactions and the taking of economic decisions, improving the efficiency of agricultural product and input distribution, reducing or eliminating postharvesting crop losses and participating in processes oriented towards attaining specific development goals.

Program Objectives

IICA's action in this program ^{is} will be oriented towards assuring that the organizations which comprise the institutional marketing system will be able to:

- a) Establish an effective marketing information system, which will facilitate the taking of decisions and setting of marketing policies by sectoral authorities, which will be easily comprehensible and usable by small producers.

To attain objective a), IICA will:

- 1) *Work with the marketing, technical assistance and rural extension organizations on a marketing information system, which may be easily understood by the small farmers and their associations, and on a training system on the analysis and use of marketing information by sectoral authorities as well as small farmers.*

- b) Cooperate with other agencies of the institutional system working in the agricultural sector, so as to facilitate the grouping together of small farmers and "campesinos", through the provision of proper economic incentives, for the sale of their produce.

To attain objective b), IICA will:

- 1) *Work with national organizations on solving the marketing problems of small farmer and "campesino" organizations.*

2) ~~Cooperate with national agencies on identifying the advantages of fostering the organization of small farmers and "campesinos" on the basis of economic incentives, and on determining the means to overcome the obstacles that hinder the process.~~

✓ c) Provide the necessary services to expand and improve the marketing and rural agroindustry infrastructure for the benefit of small farmers.

To attain objective c), IICA will:

1) ~~Cooperate with the pertinent national organizations on planning and developing the physical infrastructure for marketing and the primary processing of agricultural production, so as to ensure access to small farmers, providing them with services that will allow them to compete equitably with larger, commercial producers.~~

2) ~~Work with national technical teams on the generation or adaptation of technologies so as to reduce post-harvesting crop losses—quantity, quality or price-wise—in accordance with the economic, marketing and organizational conditions in each country, emphasizing economies which benefit the producer sector, particularly small farmers.~~

✓ d) Provide equal opportunities for access to markets for all producers, either through marketing regulations or normative mechanisms, or by promoting differentiated marketing systems, which permit the access of small farmers to agricultural markets on equal terms.

To attain objective d), IICA will:

1) ~~Cooperate with the national agencies to establish marketing regulation mechanisms so as to stabilize prices for agricultural products and their derivatives, thereby permitting equal access to these markets by the small farmers.~~

2) ~~Work together with national technical teams on the design of differentiated marketing channels, thereby generating marketing opportunities for the potential production of small farmers and "campesinos".~~

✓ e) Foster structural changes in traditional markets so as to assure equitable conditions and access to the agricultural products on domestic and foreign markets, for the small farmer sector.

To attain objective e), IICA will:

- 1) Cooperate with the national agencies on a study of the structure of agricultural markets, and of the cost and benefits of reforms aimed at facilitating equal access opportunities, under equitable conditions, for agricultural supply from the small farmer sector.

~~S~~ Line V – Regional Rural Development

The
Line Objective of this Line is:

To foster and support national regional rural development efforts, and contribute to perfecting methodologies and technical criteria applicable for the integral development of preselected geographic areas.

there are two programs to this line:

– Program V.A – Regional development planning

The institutional sphere of action of this program is comprised of the organization(s) of the sector endowed with current or potential leadership to carry out rural development regionalization efforts.

~~Program objectives~~

Within this context, IICA's actions in Program V.A will be directed towards assuring that the leading organization in the agricultural sector establish a regional approach to the planning and implementation of the rural development process, by means of the following functions:

- a) To define a national regional rural development policy, taking the general development scheme for the sector and the country into particular account.

To attain objective a), IICA will:

- 1) Propose an institutional policy for regional development to the pertinent levels of authority, so as to obtain from them the decisions needed to assign a role of leadership and the corresponding functions to an existing institution or to one created for this purpose.
- 2) To elaborate policy guidelines for regional development, together with the technicians of that institution.

b) To develop, where none exists, a regionalization system that encompasses all the characteristics of the country, based on definite physical, biological and socio-economic criteria.

To attain objective b), IICA will:

- 1) Provide the institution mentioned in a) with the means to select appropriate methodologies, from amongst existing ones, for the design of a regionalization system, or to develop new ones.

c) To establish agencies, or institutional mechanisms, capable of managing specific regional development projects in preselected geographic areas.

To attain objective c), IICA will:

- 1) Develop institutional models that are compatible with the existing institutional system, together with these agencies, to back-stop the organization to test and evaluate these models.

d) To provide these agencies (or mechanisms) with models for the planning, administration and evaluation of regional development programs and projects, and facilitate the training of personnel responsible for these regional-level tasks.

To attain objective d), IICA will:

- 1) Provide —or develop together with the agency— planning, administration and evaluation models.
- 2) Collaborate on the definition of operational objectives for the training programs, assisting the organization in training the instructors.
- 3) Design appropriate management schemes for the different types of regional development projects, together with that institution, before getting projects underway.

e) To foresee the need for, and assure, timely and adequate resource support of all types, as needed for the planning, administration, implementation and evaluation of each regional development project.

To attain objective e), IICA will:

- 1) ~~Cooperate with the leading organization on the establishment of effective linkage mechanisms with national and international institutions that can contribute to the development of this type of project.~~
- 2) ~~Collaborate with the country on conducting pre-investment studies which could lead to the preparation of projects for possible financing.~~

Program V²B – Implementation of regional rural development policies

The institutional sphere of action of Program V.B is comprised of all those agencies responsible for implementing regional rural development projects in specific geographic areas. These include regional-type organizations established specifically for the purpose, as well as those of more ample coverage whose actions imply the utilization of regional development approaches. Amongst the latter, are those responsible for land settlement, forestry development, the conservation and management of lands and waters, the development of tropical areas, agroundustrial development and other similar pursuits.

Program Objectives

IICA's action in this program will be oriented towards assuring that the agencies responsible for the implementation of regional rural development policies, will be able to:

- a) Develop pertinent operational policies, that are applicable for a regional rural development approach.

To attain objective a), IICA will:

- 1) ~~Work together with the technical teams of agencies working on this program, so as to assure that they adopt or develop criteria for establishing priorities among the different possible actions.~~
- b) Compile and generate information needed to maintain useful, up-to-date inventories of the different, current as well as potential resources in development regions, to be taken into due account before undertaking specific actions. This information could also be used to identify obstacles and problems which hinder their rational utilization.

To attain objective b), IICA will:

1) *Develop, together with these institutions, methodologies that will allow them to have, and analyze, the information needed to orient their actions. The methodologies used may be those designed and tested in other countries or regions.*

c) *Plan the rational use of resources so as to ensure the settlement of new areas, the intensive exploitation of areas already in use, to increase and diversify job opportunities, to increase production and to assure that the primary processing of products be conducted increasingly in rural areas.*

To attain objective c), IICA will:

1) *Up-grade the technical competence of each institution – or group of institutions – in the general area of planning, particularly those aspects pertaining to the elaboration and carrying out of specific projects.*

d) *In each case, up-grade their administrative and management organizational aspects, and coordinate their actions amongst themselves and with other pertinent institutions, to such a degree as to assure their joint contribution of all elements needed to produce the integrated development or preselected regions or sub-regions.*

To attain objective d), IICA will:

1) *Collaborate with these organizations on the analysis and improvement of their administrative and management systems.*

2) *Propose the establishment or up-grading of the necessary functional linkages between the institutions involved in each project, both at the planning and the implementation stages.*

e) *Provide preferential opportunities to those in the lower income strata, to participate in the implementation of projects.*

To attain objective e), IICA will:

1) *Provide the institutions with tested models for the creation of mechanisms to ensure the participation of their beneficiaries, and cooperate with them to assure that they adopt or develop those most appropriate for each circumstance.*

~~For those organizations which have very specific action characteristics (such as colonization, irrigation, etc.), IICA will also work towards the following objectives, as well as those described above, so as to ensure that these organizations will be able to:~~

- ✓
- f) Organize their actions on the basis of regional development approaches, participating in regional projects underway, complementing already existing regional projects, or initiating regional projects in the areas of their specific, individual competence.

To attain objective f), IICA will:

- 1) Apply the type of action described for the above objectives, depending on the particular circumstances of each case.

4 Line VI – Structural Change and “Campesino” Organization

~~The~~
Line Objective

of this (line is to)

to foster a more adequate distribution of income, increased job opportunities, and the increased participation of landless “campesinos”, salaried agricultural workers and small landowners, in the taking of decisions and the formulation of policies that affect them, through: 1) the adoption of measures to change agrarian structures; and 2) the reinforcement of “campesino” organizations.

– Program VI.A – Agrarian Reform

encompasses

The institutional sphere of IICA's action in this program will be those institutions responsible for defining and carrying out agrarian reform programs.

Program Objectives

IICA's action in this program will be directed towards ensuring that these organizations will regularly be able to:

- a) Assure that priority is assigned to the agrarian reform process, through the development, diffusion and general acceptance of a set of rational arguments demonstrating, on the basis of ethical, economic and social considerations, the coincidence of this process with rural development needs in general.

To attain objective a), IICA will:

- 1) *Encourage the agrarian reform organizations, and work with their technical teams, to assure that these organizations formulate and adopt a coherent doctrine which agrees, in general terms, with the FAO-IICA conceptual framework on agrarian reform.*
- 2) *With these teams, design and implement institutional models so as to establish mechanisms for the promotion and massive, generalized diffusion of this doctrine.*

b) Adequately plan the process –with the participation of “campesino” levels –from a sound administrative point of view, particularly for the benefit of landless “campesinos”, salaried agricultural workers and small landowners.

To attain objective b), IICA will:

- 1) *Provide the pertinent organizations, or develop with them if necessary, the design of strong planning mechanisms or units of an ascending order, organized on the basis of ample participation, and duly connected and coordinated with other pertinent planning agencies at a central or sectoral level; foster the institutionalization of these at the different levels.*
- 2) *Work with agrarian reform organizations on the development and adoption of appropriate institutional models to assure that these organizations are reorganized or strengthened in an adequate and coherent manner, to comply effectively and efficiently with the functions of acquiring and allocating lands, and of “campesino” organization.*

c) Acquire and allocate lands on a significant scale, and in a timely and opportune manner for national rural development purposes.

To attain objective c), IICA will:

- 1) *Work at the institutional system level, to assure that the agrarian reform organizations have access to, and adequate influence at pertinent decision-making levels, so as to obtain the necessary approval for the juridical and financial measures needed to carry out their functions on a significant scale, and in a timely and opportune manner for national rural development purposes.*

- d) Train the beneficiaries of the process on a massive, participant scale, in organizational as well as technical, business, civic and cultural aspects, or ensure that other institutions that are specifically or generically responsible for this task, do so in an adequate manner.

To attain objective d), IICA will:

- 1) *Together with the institutions responsible for agrarian reform, define the specific training needs for the beneficiaries of the process with respect to the managerial, technological, civic, and cultural aspects of rural development in general, and production in particular, in operational, qualitative and quantitative terms.*
- 2) *To advise these organizations or other pertinent ones, on the establishment of specific training mechanisms, in a coordinated manner, which are capable of encompassing a significant percentage of each of the different training needs.*

- e) Effectively and efficiently organize and provide the services that must of necessity accompany the land allocation process, or ensure the provision of these services on an adequate basis, by those institutions generically responsible for them.

To attain objective e), IICA will:

- 1) *Foster and collaborate on the design of institutional models so as to ensure that the agrarian reform organizations coordinate their actions with other institutions of the sector that provide services to farmers, with the aim of jointly defining –quantitatively and qualitatively– the services needed for the adequate functioning of the reform process, and sharing the task of providing them in a more rational manner, to assure their effectiveness and efficiency.*

- f) Implement research and training programs on agrarian structural problems, and those which result from the transformation process itself.

To attain objective f), IICA will:

- 1) *Foster the development of integrated research and training methodologies so as to permit the implementation of agrarian transformation processes and pertinent adjustments.*

Program VI.7 - "Campesino" organization

The institutional sphere of action of this program will be those organization(s) in the sector directly or indirectly responsible for the establishment of "campesino" associative enterprises in general, and community enterprises in particular and the provision of services to these enterprises. By preference, this program will be undertaken together with the organization specifically responsible for the development or coordination of these functions.

Program Objectives

IICA's action within this program, will be directed towards ensuring that each country have and operate some type of institutional mechanism for the promotion and support of "campesino" organization, that will undertake or coordinate the following functions in an effective and efficient manner:

- a) To plan, with "campesino" participation, the development of their organization, particularly that of community and other associative types of enterprises, including the role definition of the different types of organizations and enterprises involved in the development of the sector, the rational programming of their expansion and the identification of minimum operational criteria for each type of organization.

To attain objective a), IICA will:

- 1) *Provide the pertinent organization(s) with the capability to adopt and use effective participatory methodologies in planning the development of "campesino" organizations in general, and the associative forms in particular.*

- b) To propose and attain the adoption of juridical norms which ensure a proper legal basis for the operation of "campesino" organizations and enterprises, so as to foster their joining more highly organized associations, and allow for the establishment of differentiated mechanisms to provide them with more equal opportunities when faced with the more powerful sectors of commercial agriculture.

To attain objective b), IICA will:

- 1) *Identify the specific means to equalize opportunities for these "campesino" organizations and enterprises, when competing with other types of enterprises. This should be done, by preference, together with the pertinent organizations involved.*

2) *Provide these organizations with the elements needed to prepare the appropriate juridical and normative instruments in favor of "campesino" organizations and enterprises and their associations.*

c) To up-grade the existing "campesino" organizations and enterprises and those to be created, in matters pertaining to administrative organization, technology, production economics, marketing, primary processing and the social organization of labor.

To attain objective c), IICA will:

1) *Determine, together with the pertinent organization involved, including the "campesino" organizations themselves, the different needs in the above-mentioned fields.*

2) *Together with these organizations, develop the necessary research and training methodologies to satisfy these needs.*

3) *Design the appropriate means for transferring these methodologies in a practical manner, to be used by the "campesino" organizations and enterprises.*

d) To assure and coordinate the timely and effective provision of social services to the "campesino" organizations, particularly those of education, health, housing and social security.

To attain objective d), IICA will:

1) *Determine, together with the pertinent organizations, the different needs in the above-mentioned fields.*

2) *Encourage these institutions and the "campesino" organizations to develop the necessary set of actions to satisfy these needs.*

3) *Establish adequate coordination links between the different service organizations and those responsible for fostering and supporting the "campesino" organizations and enterprises.*

4) *Establish self-help programs to be developed and coordinated by the "campesino" organizations.*

e) To train the members of these organizations, particularly those of the enterprises, in their organizational, technical, managerial, civic and cultural aspects.

To attain objective e), IICA will:

- 1) Identify, together with the responsible organization, and with extensive user participation, the training profiles (content, volume and forms) required by the members of the "campesino" organizations and enterprises, at the different functional levels and categories, including managerial levels.
- 2) Design the appropriate training methodologies, together with the organization responsible for the promotion and support of these enterprises.
- 3) Develop the institutional structure needed to provide this training, together with the pertinent organizations, to include the participation of the beneficiaries of the training programs.

Line VII – Formulation and Administration of Agricultural Policy

Line Objective

To strengthen the technical aspects for formulating agricultural policies, foster and support sectoral development planning (particularly on a medium and long-term basis) and augment the institutional system's overall effectiveness and efficiency for the implementation of the corresponding plans.

Program VII.1 – Formulation of agricultural policy and sectoral planning

The general institutional sphere of action of this program ~~will be~~ ^{encompassed} the higher levels responsible for formulating sectoral policies and taking pertinent decisions. The program will work specifically with the sectoral planning office and the planning units of the different sectoral organizations.

Program Objectives

a) To ensure that the pertinent technical aspects are identified and taken into due account for the formulation of agricultural policies, by means of:

- The institutionalization of the decision-taking and policy formulation process for the agricultural sector, with the appropriate organization.

- The training of personnel responsible for compiling, selecting and analyzing technical data and information needed for the formulation of policies and the taking of decisions.
- The coordination of policies at multinational levels, in specific areas as well as for the general rural and agricultural development process of the region, by means of permanent consultation mechanisms and studies to facilitate the coordination of policies and the identification and elimination of obstacles which hinder the coordination process.

To attain this objective, IICA will:

- 1) Collaborate on the analysis and provide advisory services on the improved structuring of existing organizations, for the formulation of policies and the taking of decisions.
- 2) Foster the institutionalization of mechanisms to facilitate the training of personnel responsible, at different levels, for the formulation of policies; collaborate when necessary, through the provision of courses, in-service training and training-related advisory services, as well as other instruments, on how to select, compile and analyze pertinent data.
- 3) Support the creation of necessary consultation systems and strengthen existing ones, by means of studies to indicate the advantages of adopting coordinated policies, and the provision of solutions to remove obstacles which hinder the coordination process.

6. Assist the national sectoral planning system to accomplish the following functions:

- To design and institutionalize permanent planning systems and processes, so as to ensure: ~~i) the formulation of appropriate normative operational models compatible with the planning carried out by the organizations of the public agricultural sector; and ii) coordination with the other general planning sectors and levels.~~

To attain objective a), IICA will:

- 1) Foster the implementation and institutionalization of permanent planning systems and processes.

- To formulate a sectoral development plan, based on: i) the sectoral policies of the national development plan; ii) a diagnostic study of the agricultural sector, carried out as a function of national plan sectoral policies and of the functions and responsibilities of the leading agricultural policy organization; and iii) the evaluation of results from the sectoral plan for the previous period.

- To formulate: i) sectoral programs on the basis of objectives or priority areas of the sectoral plan, as a separate level of this plan; ii) sectoral projects as a means of dividing up each of the sectoral programs on the basis of objectives or priority areas indicated for each program and which generally involve the participation of several sectoral organizations; and iii) the annual program-budget which includes the actions to be conducted during the fiscal year.

To attain objectives b) and c), IICA will:

- 1) *Cooperate with the leaders of the sectoral planning unit on: i) establishing the content and scope of the sectoral development plan; ii) applying methodologies for the diagnosis and evaluation of the sectoral plan for the previous period; iii) elaborating sectoral programs and projects; and iv) preparing the annual program budget and other short, medium and long-term instruments such as: operative plans, annual production and supply plans, pluri-annual development plans, and studies of agricultural perspectives in the Member States.*

- To formulate the plans of each sectoral agency, based on: i) institutional policies resulting from the sectoral plan, programs and projects; ii) a diagnostic study of the agricultural sector as a function of the sectoral plan policies, and the functions and responsibilities of each organization involved; and iii) the evaluation of results of the plan of each organization during the previous period.

- To formulate the programs to be undertaken by the respective organization, based on the objectives or priority areas indicated in the plan of each organization; the projects to be carried out by each agency, based on the objectives or priority areas indicated for each program; and the annual program-budget which includes the actions to be conducted during the fiscal year.

To attain d) and e), IICA will:

- 1) *Cooperate with the leaders of the planning unit of each of the agricultural sectoral organizations, on: i) establishing the content and scope of the development plan of each organization; ii) applying methodologies for conducting diagnostic and evaluation studies of the organization's plan from the previous period; iii) formulating programs and projects to be carried out by each organization; and iv) preparing the annual program budget.*

- To build up an administrative structure that will: i) facilitate the formulation of plans, programs, projects and program-budgets for each organization and at the sectoral level; ii) facilitate the establishment or improvement of relationships between the different levels or units of the planning system; and iii) ensure the incorporation of beneficiary-participants throughout the whole process.

To attain objective f), IICA will:

- 1) *Provide the leaders of each unit of the planning system with administrative structural alternatives for each unit, so as to ensure the formulation and evaluation of the plan, programs and projects; facilitate the establishment or improvement of the relationships between the different units of the system; and incorporate political decisions and the participation of the executor agencies and beneficiaries.*

- Have specialized personnel resources available, and a personnel training system, so as to adequately accomplish the functions indicated above, at each level.

To attain objective g), IICA will:

- 1) *Support the up-grading of personnel resources and the establishment of a training mechanism, and will propose policies that include recruitment and training aspects.*

- Have the necessary financial resources available to carry out the respective functions:

To attain objective h), IICA will:

- 1) *Propose alternatives on: i) acquiring or increasing financial resources, on the basis of outside resources, or specific,*

~~domestic resources; and ii) allocating resources in accordance with the relative importance of the functions of each unit.~~

- i) To establish connections at leadership level, so as to ensure that the plans reflect political decisions.
- j) To establish or reinforce connections with the beneficiaries and the agencies which implement the plan.

~~To attain objectives i) and j), IICA will:~~

- ~~1) Propose alternatives on mechanisms to the leaders of each unit of the system, so as to improve relationships with financing, national planning, and political leadership agencies at each level of the system, thereby obtaining the necessary technical, financial and administrative attributes to ensure the formulation of the plan, programs and projects of each unit.~~

Program VII.B - Rural Development Management

The institutional sphere of action of this program ~~will be~~ the organization(s) or mechanism responsible for coordinating the actions of the different agencies and systems, so as to ensure the implementation of the sectoral development plan. For the purposes of this program, the generic reference of the sectoral development "plan", encompasses the plans formulated by some countries, or the set of political decisions which orient the process when a plan does not exist, or has been replaced by a set of decisions.

~~Program Objectives~~

IICA's actions within this program, at a national level, ~~will be~~ oriented towards ensuring that the pertinent authorities are able to:

- a) ~~Build up~~ or reinforce the administrative, technical and political leadership aspects of the coordination mechanism.

~~To attain objective a), IICA will:~~

- ~~1) Define and propose alternatives for the legal, financial and administrative attributes of the coordination leadership mechanism to the respective leaders, so as to ensure the achievement of plan objectives.~~

- ✓
- b) Provide an ample diffusion of, and information concerning, the objectives, strategies and policies of the plan, through the coordination mechanism.

To attain objective b), IICA will:

- 1) *Propose "programs" for the diffusion and analysis of the plan so as to ensure its correct interpretation, as concerns its objectives, strategies and policies.*

- c) Propose modifications on the organization of the institutional system so as to ensure the attainment of the plan.

To attain objective c), IICA will:

- 1) *Propose alternatives for the modification of the internal structure of planning and executor agencies, so as to ensure their increased joint capacity – technical, administrative and operative – to achieve the plan.*

- ✓
- d) Define or reinforce the structure of the coordination mechanism.

To attain objective d), IICA will:

- 1) *Propose alternatives for the coordination mechanism, so as to include the participation of leadership aspects, the sectoral planning agencies, the executor agencies and the beneficiaries, and for technical and administrative regulations so as to ensure achieving the plan.*

- ✓
- e) Assure the attainment and allocation of financial resources so as to ensure the achievement of the plan.

To attain objective e), IICA will:

- 1) *Propose alternatives to obtain or increase financial resources on the basis of outside or specific domestic resources, and on budget allocation in accordance with the requirements of the sectoral programs and projects of the plan.*

- f) *Acquire, assign and up-date personnel resources so as to be able to carry out the plan.*

To attain objective f), IICA will:

- 1) Propose policies, mainly to do with the recruitment and training of personnel, and their allocation, in accordance with the needs of the sectoral programs and projects of the plan.*

- g) Establish or reinforce the connections with those that provide the authority and resources to implement the plan.

To attain objective g), IICA will:

- 1) Propose alternatives for the coordination mechanism concerning relationships with the financial, national planning and political leadership organizations of the sector, so as to obtain better technical, financial and administrative attributes for the plan.*

- h) Establish or reinforce the connections with the beneficiaries of the plan, and the agencies which implement it.

To attain objective h), IICA will:

- 1) Propose procedures (formal mechanisms) so as to ensure adequate linkage of the beneficiaries (farmers, etc.) with those that implement the sectoral programs and projects of the plan.*

- i) Generate and adapt methodologies, and analytical and technical designs to help solve the management problems which appear in the organizations.

To attain objective i), IICA will:

- 1) Propose management methodologies, and analytical and technical designs.*

CHAPTER II

IICA ACTION

CHAPTER II

IICA ACTION

A. Characteristics of IICA's Functions

The functions needed to implement IICA's doctrine and to attain its objectives are oriented within a framework of the following general characteristics:

- a) Actions should be multinational in nature. IICA should concentrate on activities of regional scope and value, even though implemented in one specific Member State.
- b) Actions should be complementary. IICA should work exclusively in those areas where Member States are not able to work effectively alone. IICA should not work in sectors where national endeavors are successful without outside assistance.
- c) Actions should be temporary. IICA should not work on any activity for an indefinite period of time, and should discontinue its actions when the institution can carry on, on its own. Hence, all tasks should be temporary. However, discontinuing a specific activity does not mean abandoning the State or institution, particularly if there are other actions which may be undertaken, in accordance with the characteristics outlined herein.
- d) Actions should be supportive. IICA should provide assistance to Member States on their efforts towards agricultural development, so as to contribute to the successful attainment of their objectives. In these types of action, emphasis should be given to the training of human resources and strengthening national institutions. Direct IICA actions are justified only in very specific cases, and should be limited to those activities not undertaken by the Member State or if, because of certain reasons such as economies of scale or others, it is advisable to carry them out at a multinational level.
- e) Actions should be specific. IICA should work on precise, systematic programs. Its actions should be very concrete in nature, with clearly defined objectives. Prom objectives should not be vague.

- f) Actions should be receptive and flexible. IICA should be constantly aware of the need to detect Member State requirements, so as to understand government priorities and to perceive policy tendencies and program characteristics. IICA actions should therefore demonstrate a ready ability to adapt to the changing circumstances and variations from State to State, and within each one.
- g) Actions should be innovative. Without in any way prejudicing the above-described characteristics, IICA should maintain an open attitude so as to be able to suggest changes of concept, organization and procedures to its Member States. IICA's actions should be able to open the way to alternatives, and to suggest the means for their implementation to the Member States.

B. Technical Cooperation Instruments

So as to effectively comply with the policies of the respective Lines and sub-lines of Action, IICA will mainly use the following technical cooperation instruments:

- a) Education and training, with the aim of training individuals in technical as well as administrative aspects.
- b) Reciprocal training, so as to permit individuals from one agency to learn about the functioning aspects of similar agencies in other countries.
- c) Research and studies, the main purpose of which is to produce new knowledge that may be applied as a basis for improving technical cooperation actions.
- d) Direct advisory services, utilizing existing methodologies, models, and knowledge to solve given problems.
- e) The work of permanent groups or committees, whose main function is to solve specific problems through joint efforts, or to serve as receptive and multiplier creators of improved models for change.
- f) Support professional associations, to help them acquire the capacity to attain their objectives.

C. The Multinational Dimension of IICA's Action

Although IICA has emphasized its country-level actions, this in no way eliminates the multinational dimension of its work. However, this multinational-

al dimension, as stated in generic terms in the General Plan, must also be adjusted so as to best attain the objectives as they appear in the Line and program policies.

During the lapse of this Medium-term Indicative Plan, the use of multinational actions will be enforced when:

- a) the result of regional or continental-level diagnostic studies indicate the existence of problems to be solved most adequately through the concerted efforts of several countries;
- b) reciprocal technical cooperation between countries with similar problems is the best solution for these problems;
- c) they would seem to be the best way to make national authorities aware of the promotional areas of IICA's action.

D. Institutional Context for Policy Implementation

A careful consideration of the institutional context within which Line and program policies will be implemented is essential, given the innovative character of IICA's actions and its institution building strategy. IICA's action perspectives, so as to comply with Line and program objectives at a national level, is based on the following:

– The aim of IICA's actions is to induce improvements in the performance of a national institutional system. This may be obtained by working with the system as a whole, or in a more specific manner, on some of its components, selected for this purpose.

– Efforts to improve institutional performance may be initiated through the implementation of projects in any one of the anticipated programs, which, when eventually complemented as needed by specific actions from other programs, will induce overall improved institutional performance.

– The possibility for IICA action, and the probability of its eventual success, depends largely on the degree to which these actions coincide with either implicit or explicit national development policies. Thus, as indicated in the methodology for formulating country-level Action Plans, the selection of areas for IICA action in each country requires a previous matching of IICA's and national policies and objectives. This matching should be established jointly with national authorities at the pertinent levels to ensure its effectiveness.

– The countries accept IICA's cooperation in the solution of important development problems. Frequently, however, due to IICA's ability to respond quickly to such requests, a large percentage of the services requested of IICA by the countries have to do with the solution of transitory problems.

– IICA's regular resources and their future possible increments, are extremely limited in view of the variety and magnitude of rural development problems in the Member States. Thus, if the countries were to increase their demand for transitory-type actions, this would imply an excessive dispersion of the available IICA resources, and would hinder the development of Institute actions of a significant enough scale in support of solving key problems of the sector.

– These key sectorial problems are always linked, in one form or another, to the national rural development policies. Since IICA objectives and strategies have been set by the Member States themselves, in view of their own needs, it may be readily deduced that any national rural development policy will always provide some opening whereby support may be given through the typified sets of actions of one or another of IICA's programs.

Thus, IICA may always encourage additional demand for actions of greater substance than those of a transitory nature, that are more directly and permanently related to national policies, to the functioning of institutional systems, and with the objectives foreseen in IICA's programs.

E. Country-level Dimension of IICA's Action

From the above, it may be deduced that for IICA's action to be effective within the institutional context of the countries, it should incorporate the following additional characteristics:

1. It should be sufficiently flexible so as to respond adequately –within pre-established limits– to the demand for transitory actions from sectoral authorities, without diverting an excessive amount of effort and resources already assigned to the implementation of other actions oriented towards solving main sectoral problems.
2. It should concentrate on projects of impact directed towards solving basic, sectoral development problems, and which can also receive substantial support from outside sources of financing.
3. It should allow for the “horizontal” integration of the different Lines and programs, so as to try and solve problems in somewhat disperse institutional spheres of action.

With the aim of adjusting its actions to these requirements, the Medium-term Indicative Plan contemplates typifying Institute actions into one or another of the following four types, over the next five years:

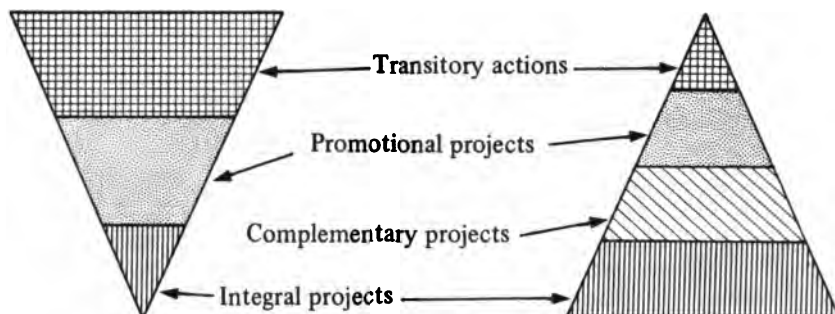
- a) **Transitory Actions.** Are isolated, short-term activities in response to a specific demand for transitory assistance from pertinent national authorities.
- b) **Promotional Projects.** Are those activities or sets of activities which IICA programs with the express purpose of fostering future possible actions of wider scope and significance (integral projects) in new areas of work. These projects are always oriented towards the attainment of the objectives of one or another of IICA's programs.
- c) **Integral Projects.** Are those activities oriented towards attaining all the objectives of an IICA program; the results thereof may be assessed objectively, through the improved situation of the country's producers (or their associations), particularly those in the lower income strata. Moreover, the integral projects should facilitate approaching important development problems of the country, allow room for other complementary projects (thereby concentrating the Institute's work and providing a certain coherence of action), and promote a significant and adequate flow of resources for their implementation.
- d) **Complementary Projects.** Are those activities or sets of activities oriented towards attaining the objectives of Integral Projects, through the achievement of one or more of the objectives of an IICA program, other than the one in which the Integral Project is located.

Based on the above criteria, then, each country-level Action Plan will have one or more integral-type projects directed towards supporting national actions —within the framework of Line and program policies and strategies— to solve main sectoral development problems. These projects will include the contribution of several complementary projects oriented towards tackling these same problems from different angles. Moreover, the Action Plan may also include one or more promotional projects designed to make sectoral authorities aware of other problems, thereby opening up perspectives for the development of new integral projects in the future. And lastly, the IICA Office in a country will have some funds available so as to take care of requests for transitory-type actions. Insofar as possible, these actions will be incorporated into the Action Plan. The following figure clearly describes the process:

A. PROGRAM COMPOSITION

1976-77

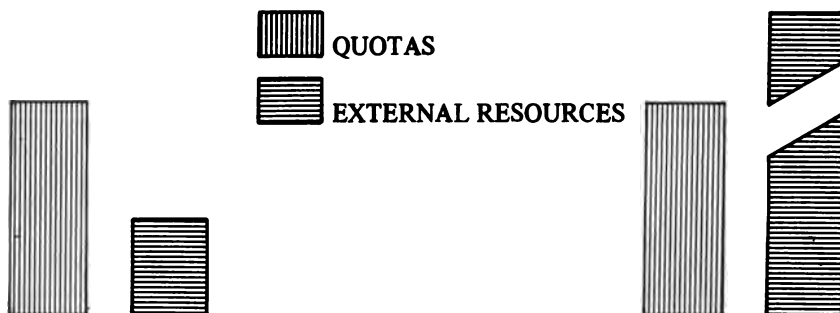
1981-82



B. ORIGIN OF THE TOTAL BUDGET

1976-77

1981-82



F. Policy Implementation and Project Adjustments

The implementation of these policies and the adjustment of projects will be a gradual, progressive process, with the aim of attaining the following targets by the end of the five years established in this Indicative Plan:

1. Each IICA national office will have formulated its Country-level Action Plan (within the methodology developed to this end and based on Line and program policies) which will have been approved. By the beginning of the third year (1979-80), each country should have at least one integral project, several related, complementary projects, and possibly a promotional project.

2. **The Integral and Complementary, as well as the Promotional projects which typically comprise a country's Action Plan, will absorb most of the available regular resources.**
3. **Non-quota, outside resources –several times the amount of IICA's total regular resources budget– will have been obtained to help finance the Integral and Promotional Projects of IICA.**

CHAPTER III

ADJUSTMENTS IN THE TECHNICAL-ADMINISTRATIVE POLICIES AND PERSONNEL AND FINANCIAL RESOURCES PROJECTIONS

CHAPTER III

ADJUSTMENTS IN THE TECHNICAL-ADMINISTRATIVE POLICIES AND PERSONNEL AND FINANCIAL RESOURCES PROJECTIONS

A. Introduction

The implementation of the ideas presented in Chapters I and II of this Medium-term Indicative Plan requires some modifications in IICA's **modus operandi**. These adjustments should ensure the gradual reorientation of IICA's basic actions, towards the attainment of the objectives described in the Line and program policies and strategies within the projections and the priorities which derive from these policies and strategies. At the same time, they must assure the technical effectiveness, flexibility, concentration and integration of the suggested actions.

In order to ensure that the adjustments mentioned above be implemented in a gradual but effective manner, it will be necessary to introduce some changes in the technical-administrative policies of the Institute. These changes are essential, since the planning, operations, administration, external relations, personnel, information and publications policies are the basic instruments whereby IICA will achieve the goals established in this Plan.

The type of policy adjustments to be made are describe in the following paragraphs. In the case of planning policies, greater detail is given, since these will bear the weight of the reorientation of IICA's action in accordance with the guidelines presented in this Medium-term Indicative Plan.

Moreover, the Plan includes some tentative resources projections for future IICA actions.

B. Implications of the Medium-term Indicative Plan as concerns IICA's Planning Process

As has already been indicated, the Line and program objectives included into this Plan are directly linked to the objectives of the General Plan. Therefore, projects formulated so as to achieve these program objectives represent, in all cases, a contribution to the achievement of the General Plan objectives.

Since the concrete actions which IICA undertakes must result from the identification of specific national problems, their programming should also be initiated at this level. IICA's national offices, therefore, will carry out their reprogramming activities within the Line and program policies and strategies together with the Regional Directors and personnel from the Executive Offices, so as to ensure that IICA's technical response to a specific national problem will always be framed within its humanistic doctrine and be in Line with General Plan objectives.

This Medium-term Indicative Plan serves as a guide to reorient IICA's overall actions so as to fit more coherently within the frame of reference of the General Plan. This reorientation will be achieved gradually over the next five years, thereby avoiding such inconveniences as would result from suddenly breaking off actions already underway. To this end, the progressive reprogramming of all of IICA's actions will be undertaken within the limits established in Chapter II, and within the guidelines established for this purpose, as described, below.

1. **Project Formulation and Approval (Quota funds, External resources and Simón Bolívar Fund)**

IICA's possible transitory actions are designed in response to explicit requests and given their special transitory nature, they should be programmed in a simple manner. These actions will be authorized by the respective Regional Directors, as long as they do not interfere with the implementation of other projects.

Integral and promotional projects should correspond to priority areas identified through diagnostic studies undertaken for the preparation of the Country-level Action Plan, and agreed upon with the National Advisory Committee, where it exists, or with the pertinent national authorities.

Once the project area is selected, the problem to be solved must be clearly defined. This will facilitate identifying the Line of Action and program into which the Project will best fit. As of this stage, the policies and strategies by Lines and programs will be used as a framework for designing the project. To this end, help may be obtained from the respective Regional Office and from the Associative Deputy Director Generals' Offices for Planning and Operations.

The methodology for formulating projects (be they integral, promotional or complementary) will be the same in all cases. A project will be classified as one or another type by the Associate Deputy Director General's Office for Planning, which will take into full account all characteristics of the project in question.

Complementary-type projects will also be prepared as described above. The relationship of these projects with the integral projects requires an explanation, in each case, as to how the former will contribute towards accomplishing the objectives of the latter, and how their implementation will be achieved, so as to meet the requirements of the integral project.

It should also be emphasized that all of IICA's actions will be developed within the guidelines already described. For example, the orientation and design of Simon Bolivar Fund projects (and others financed with extra-quota resources) will follow the same procedure, without variation.

The consolidation of projects at regional and hemispheric levels will be done by the respective Regional Office, and the Associate Deputy Director General's Office for Planning and will serve as the basis for preparing the annual program-budget proposal.

2. Program-Budget and Operative Program

The present format for the Program-Budget will still be used, indicating expenditures by Lines, Zones and programs. The descriptive section will include: a) a description of each Line of Action, its objectives and justification; b) Programs will be described within each Line, detailing the objectives, their justification, and the strategy to be used to obtain them. The format of the rest of the document will remain as already approved by the Board of Directors.

The Operative Program will be prepared on the basis of the country-level action plans, indicating in each case, the approved projects and their inter-relationships, and classification. Transitory Actions will be included in the Operative Program if already approved when this document is prepared. Otherwise, they will be subsequently added to it.

3. Evaluation System

IICA will use the evaluation process as an instrument for the permanent up-grading of its action, and to ensure its adjustment to this Medium-term Indicative Plan and the General Plan. In this sense, evaluation will be implemented as a continuous process with the participation of the different levels involved in the planning stage. At the project level, particularly, design and evaluation methods and techniques will be made available to IICA staff in the field so that projects may be adjusted and reprogrammed to ensure their coherence with the general objectives of IICA.

4. Time limit for the overall adjustment of IICA's Planning Policy

The general, overall adjustment of IICA's planning policy will be completed by the beginning of the first year of Plan implementation.

C. Operations Policies

The object of these policies is to ensure that follow-up, supervision and technical support are provided for all of IICA's actions. In this sense, the policies define the functions and attributes of each level of authority within the operational sphere; they establish the means and procedures for verifying progress achieved, in relation to set targets; they regulate the reorientation of actions already underway, and the pertinent re-allocation of resources; and they assure internal coordination as well as the coordination of concrete actions which may be established with other technical and financial assistance agencies.

Upon approval of the Medium-term Indicative Plan, it will be necessary to adjust these policies so as to:

- a) Particularly strengthen the technical support provided to the operative units by the Executive Offices, with the aim of facilitating the progressive application of Line and program policies.
- b) Facilitate the integration and operation of regional technical teams, so that they may properly back-stop and supervise national teams.
- c) Substantially improve internal coordination mechanisms, an essential prerequisite to the concentration of actions and the improved utilization of available resources.

The policies will have been modified by December 1977.

D. External Relations Policy

The object of this policy is to establish and ensure effective links with other agencies with similar aims to those of IICA, and to generate and stimulate a permanent flow of resources to directly or indirectly reinforce the Institute's actions. These policies define specific targets in these aspects; they set criteria for establishing specific cooperative relationships and for the reception and utilization of external resources; and are also a means to ensure a greater degree of complementarity between IICA's programs and those of other agencies.

This policy will be modified with the aim of:

- a) Augmenting the flow of external resources in support of the implementation of Line and program policies and strategies, as established in this Plan.
- b) Regulating cooperation activities with other organizations.

This policy will also be modified before December 1977.

E. Administrative Policies

The object of these policies is to ensure and regulate: a) the reception, custody and expenditure of financial resources and the investment of funds; b) the recruitment of personnel; c) the acquisition of goods and services; d) the management of these goods and services; and e) the control of budgets and their implementation. Throughout, there is a constant interest in simplifying, making more flexible and facilitating the administrative process in order for it to contribute even more to the implementation of programmed actions.

The Medium-term Indicative Plan will require modifications in administration policies, so as to:

- a) Ensure a better utilization of the budget, particularly with respect to the analysis of budget implementation as an element for evaluation and follow-up purposes.
- b) Facilitate the internal management of extra-quota funds.
- c) Adjust the administrative processes so as to make use of the increased number of short and medium-term personnel.

The adjustments in these policies will be completed before the end of the first year of the Medium-term Indicative Plan.

F. Personnel Policy

The aim of this policy is to ensure that the different positions and functions are carried out by duly qualified and capable personnel. Thus, the policy concerns not only the selection and recruitment, but also, very particularly, the permanent up-grading of the capability and quality of personnel at all levels, paying special attention to those characteristics which bear on staff identification with the philosophy, aims, *modus operandi* and specific programs of the organization.

Adjustments in this policy will be directed particularly towards:

- a) Ensuring the availability of a considerable number of candidates for positions within the basic personnel core, and for short and medium term positions.**
- b) Ensuring a more flexible process for the selection and employment of personnel.**
- c) Assuring personnel training, as per the technical action orientations of IICA, as described in this Plan.**

These policies will have been adjusted within the first year of the Medium-term Indicative Plan.

G. Information and Publication Policies

These policies represent the extension of IICA's actions to a much wider public than can be reached through direct action. Thus, considerable attention is given to the identification and characterization of the different publics to be reached; the diffusion of IICA's action philosophy, providing an open forum for its conceptual discussion and for its permanent up-grading; the provision of a continuous and ample dialogue concerning Line and program policies and strategies, taking very much into account the ever-changing situation of their sphere of action; the distribution of information generated by IICA; and the production of ample information concerning the actions of the Institute, amongst the different publics which comprise IICA's clientele.

These policies will be modified so as to:

- a) Facilitate the diffusion of successful experiences in the implementation of Line and program policies and strategies, at national levels.**
- b) Provide national agencies with useful material to help identify problems and design projects to solve them.**
- c) Disseminate training material developed by IICA, and successfully tested in specific situations.**

Adjustments in the information and publications policies will be carried out during the first year of the Plan, in the following manner:

SCHEDULE FOR ADJUSTMENTS IN THE TECHNICAL-ADMINISTRATIVE POLICIES

Policies	Date
Planning	31 December 1977
Operations	31 December 1977
External Relations	31 December 1977
Administration	31 December 1978
Personnel	31 December 1978
Information and Publications	31 December 1978

H. Financial and Staff Requirements

The orientations contained within this Medium-term Indicative Plan imply the need for qualitative and quantitative changes in, and the reallocation of staff members, as well as in the amounts of financial resource requirements.

Although the particular conditions of each country must indicate the appropriate combination of elements for the different Lines, so as to tackle a given problem, it is also evident that at the continental and even Zonal level, each Line should have a minimum core of permanent technical staff members.

This care should be multidisciplinary in nature, and within each Line, have access to reinforcements when needed, in accordance with the volume, importance and variable priority of actions underway in each country.

* Except for Line I, as explained further on.

1. Staff Requirements

Based on the above considerations and current institutional analytical studies, it has therefore been estimated that the minimum core for each Line and Zone is four experts*. The Plan proposes to attain this goal within five years, in the Andean, Northern and Southern Zones. This will not be possible,

within the same time, for the Antilles Zone, which is newer, and has the smallest agricultural area and population. The minimum core for this Zone has therefore been estimated at three experts for each Line.

Thus, considering the priorities of each Line in the different Zones, and that each Zone has a regional director and two advisors, the minimum core per Zone would be as indicated in Table 1.

In the field, therefore, IICA would have a basic and permanent core of 117 experts. Within this number then, each Zone would have an interdisciplinary team coordinated by the Regional Director and comprised of specialists in the seven Lines. At the continental level, each Line of Action would have a basic interdisciplinary team to be coordinated from Headquarters. This would ensure each Line's being able to work effectively, in the conceptual and theoretical in-depth study of the area of action, as well as on concrete actions, in some of the countries.

The expansion of field work to an increased number of countries would require reinforcing these basic teams with short and medium term experts.

The total force of back-up experts will be equivalent to 18 man/years, distributed in the following manner: Andean Zone - 6; Northern Zone - 5; and Southern Zone - 7. Support provided the Antilles Zone will be supplied from Headquarters.

According to these estimates then, by 1981-82 IICA would have 135 experts in the field, distributed by countries as they appear in Table 2.

As may be noted from this Table, the total increase over five years is 19 experts. Of these, 8 (42%) correspond to the Antilles Zone thereby attaining a comparable situation to the others.

Table No. 1. Distribution of Professional Personnel by Zone and Line of Action by 1981-82

ZONE	I	II	III	LINE IV	V	VI	VII	TOTAL
ANDEAN								
Basic Core	3	5	5	5	4	4	5	31
Temporary	1	1	1	1		2		6
Subtotal	4	6	6	6	4	6	5	37
% General Total (135)								27.41
NORTHERN								
Basic Core	3	5	4	5	5	4	5	31
Temporary	1		1	1	1	1		5
Subtotal	4	5	5	6	6	5	5	36
% General Total (135)								26.66
ANTILLES								
Basic Core	2	4	4	5	2	2	5	24
Temporary								
Subtotal	2	4	4	5	2	2	5	24
% General Total (135)								17.78
SOUTHERN								
Basic Core	3	6	5	6	3	3	5	31
Temporary	1	1	1	2	2			7
Subtotal	4	7	6	8	5	3	5	38
% General Total (135)								28.15
TOTAL ZONES								
Basic Core	11	20	18	21	14	13	20	117
Temporary	3	2	3	4	3	3		18
Subtotal	14	22	21	25	17	16	20	135
% Line/TOTAL (135)	10.37	16.30	15.56	18.52	12.59	11.85	14.81	100.00
Coordinator (ADDGO-P)*	1	1	1	1	1	1	1	7
TOTAL LINES	15	23	22	26	18	17	21	142
% LINE/TOTAL (142)	10.56	16.20	15.49	18.31	12.68	11.97	14.79	100.00

* Assoc. Deputy Director General's Office - Planning

TOTAL 2. Distribution of Technical Personnel in the IICA Country Offices, in 1981-82, as compared to the distribution approved in the Program-Budget for 1976-77

Country	1976-77	Difference	1981-82
Bolivia	4	+ 1	5
Colombia	9	-	9
Ecuador	5	+ 1	6
Peru *	9	+ 1	10
Venezuela	7	-	7
Andean Zone	34	+ 3	37
Costa Rica	3	+ 1	4
El Salvador	4	-	4
Guatemala *	8	-	8
Honduras	3	+ 1	4
Mexico	7	+ 1	8
Nicaragua	3	+ 1	4
Panama	3	+ 1	4
Northern Zone	31	+ 5	36
Guyana	2	+ 1	3
Haiti	3	+ 1	4
Jamaica	3	+ 1	4
Dominican Republic *	6	+ 2	8
Trinidad-Tobago	1	+ 2	3
Barbados & Grenada	1	+ 1	2

Continue Table 2

Country	1976-77	Difference	1981-82
Antilles Zone	16	+ 8	24
Argentina	9	-	9
Brazil	9	-	9
Chile	5	+ 1	6
Paraguay	4	+ 1	5
Uruguay *	8	+ 1	9
Southern Zone	35	+ 3	38
TOTAL	116	+19	135

* Location of the Regional Office

Worthy of note is the fact that through this increase of approximately four experts a year, a more reasonable distribution is obtained by countries, without reducing the number in any. In no country will there be only one isolated expert, which, as a result of previous experience, has proved to be of little effect.

IICA-CIDIA has been working intensively to attain the integration of an hemispheric information network, based on the respective national information systems.

The fluid and effective functioning of a network of this type is almost impossible without a central core which can serve at least as a reference center for the rest.

There are a number of reasons to assume that IICA-CIDIA shall take up this role in a decided and integral manner within a short period of time. To date, CIDIA has also had to handle specific country-level actions. The indicated increase in field personnel for Line I will free technical time, at a

central level, to undertake this work. The reduction in personnel registered for 1976-77 is due to the transfer of two PIADIC* (originally CIDIA) technicians to the Northern Zone. Bringing the total number of technical staff members back up to 9 (plus the increase in general services personnel) represents a minimum net increase in comparison with the present number of personnel. It has been estimated that these increases are just barely adequate, and special efforts must therefore be made to obtain outside resources for IICA-CIDIA.

Requirements for the Executive Offices (Headquarters) and the support units (Planning and Operations Offices) have still to be considered.

To this end, it has been estimated that within five years, IICA will be functioning on the basis of a regular budget greater than the current one, as well as with a considerable increase in outside resources, approximately equivalent to the regular budget.

The programming, supervision, support to and administration of considerably expanded programs will mean substantial additional work for the technical units at Headquarters that at the moment just barely have the necessary personnel to take care of the current level of work, because of budgetary restrictions.

Moreover, the new Medium-term Indicative Plan, structured as a conceptual whole, will also require a more coherent implementation, which has to be back-stopped by the interdisciplinary technical team at Headquarters.

Nonetheless, the projections presented herein include only one additional position in the Associate Deputy Director General's Office for Planning. It is felt that if the employment of additional personnel is needed for the volume of work, it can be financed by overhead funds from projects being implemented by IICA with outside resources..

In this way, the proportion of staff members at Headquarters, excluding CIDIA, in relation to the total number throughout IICA, will be slightly lower than at present (20% instead of 22%), and will be responsible for the administration and support of a program and budget more than double the present one. This may be achieved through improved work efficiency and the increased integration of the Regional Offices with Headquarters.

Altogether then, it has been estimated that in five years time IICA will have a permanent staff core of 162 technicians as compared to 160 at present, in addition to the equivalent of 18 man/years of short and medium term

* Agricultural Information Program for the Central American Isthmus - IICA/ROCAP (USAID) Agreement.

experts. The distribution and stages of progression to attain these figures may be observed in Table 3. Worthy of note is the fact that 95% of the estimated increase is distributed amongst the Zones and only 5% for the support units (Associate Deputy Director General's Office for Planning). The original number of staff members in the Executive Offices, the Associate Deputy Director General's Office for Operations and CIDIA, remains unchanged.

Table No. 3. Estimated Projection for Professional Personnel, as of the approved 1976-77 Budget

UNIT	YEAR					
	1976-77	1977-78	1978-79	1979-80	1980-81	1981-82
Executive Offices	16	15	16	16	16	16
ADDGO-Planning *	9	9	10	10	10	10
ADDGO-Operations**	10	10	10	10	10	10
IICA-CIDIA	9	7	8	9	9	9
Andean Zone	34	34	35	36	36	37
Northern Zone	31	32	33	34	35	36
Antilles Zone	16	18	20	22	23	24
Southern Zone	35	35	36	37	37	38
TOTAL	160	160	168	174	176	180***
%	100.00	100.00	105.00	108.75	110.00	112.50

* ADDGO-Planning - Assoc. Deputy Director General's Office for Planning

** ADDGO-Operations - Assoc. Deputy Director General's Office for Operations

*** Includes the equivalent of 18 man/years of short and medium term experts.

The overall percentage increase is of the order of 12.5% or equivalent to 2.5% annually, on the basis of current figures. The percentage distribution per year may be observed in Table 4, and the index of increase per unit, in Table 5.

Table No. 4. Percentage distribution of professional personnel, by units, for the years 1976-77 to 1981-82

UNIT	YEAR					
	1976-77	1977-78	1978-79	1979-80	1980-81	1981-82
Executive Offices	10.00	9.37	9.53	9.20	9.09	8.89
ADDGO-Planning *	5.63	5.63	5.95	5.75	5.68	5.56
ADDGO-Operations**	6.25	6.25	5.95	5.75	5.68	5.56
IICA-CIDIA	5.63	4.38	4.76	5.17	5.11	5.00
Andean Zone	21.25	21.25	20.83	20.69	20.46	20.55
Northern Zone	19.37	20.00	19.64	19.54	19.89	20.00
Antilles Zone	10.00	11.25	11.91	12.64	13.07	13.33
Southern Zone	21.87	21.87	21.43	21.26	21.02	21.11
TOTAL	100.00	100.00	100.00	100.00	100.00	100.00
Exec. Off. + ADDGO's	21.88	21.25	21.43	20.70	20.45	20.01

* ADDGO-Planning = Assoc. Deputy Director General's Office for Planning

** ADDGO-Operations = Assoc. Deputy Director General's Office for Operations

Table No. 5. Index of the Increase in Professional Personnel, by Unit, based on 1976-77 = 100

UNIT	YEAR					
	1976-77	1977-78	1978-79	1979-80	1980-81	1981-82
Executive Offices	100.00	93.75	100.00	100.00	100.00	100.00
ADDGO-Planning *	100.00	100.00	111.11	111.11	111.11	111.11
ADDGO-Operations***	100.00	100.00	100.00	100.00	100.00	100.00
IICA-CIDIA	100.00	77.78	88.89	100.00	100.00	100.00
Andean Zone	100.00	100.00	102.94	105.80	105.88	108.82
Northern Zone	100.00	103.23	106.45	109.68	112.90	116.13
Antilles Zone	100.00	112.50	125.00	137.50	143.75	150.00
Southern Zone	100.00	100.00	102.86	105.71	105.71	108.57
TOTAL	100.00	100.00	105.00	108.75	110.00	112.50

* ADDGO-Planning = Assoc. Deputy Director General's Office for Planning

** ADDGO-Operations = Assoc. Deputy Director General's Office for Operations

Increases in professional personnel necessarily imply the need for additional general services personnel to adequately support their tasks.

The present numerical relationship between general services and professional personnel is 1.34:1, including of course, the personnel from central accounting, auxiliary CIDIA and printshop staff, and janitors and chofers, as well as secretarial staff. The average salary relationship is approximately 6.5:1.

Due note has been taken of the fact that the efficiency of professional personnel will be reduced if, because of lack of adequate support, this personnel must undertake routine tasks which could otherwise be entrusted to general services personnel.

Based on these considerations and past experience, the projections for general services personnel have been made with a slight increase in number, in relation to the professional personnel, raising the value to 1.50:1.

Moreover, as the requirements for the different units vary in this respect, attempts have been made to maintain the proportion of 1976-77, at least on an approximate basis.

The general services personnel projections, on this basis, appear in Table No.6.

Table No. 6. Estimated projection of general services personnel, as of the budget approved for 1976-77

UNIT	YEAR					
	1976-77	1977-78	1978-79	1979-80	1980-81	1981-82
Executive Offices*	43	43	44	45	45	45
ADDGO-Planning	7	9	11	12	12	12
ADDGO-Operations**	25	26	28	30	30	30
IICA-CIDIA	24	24	26	28	30	30
Zones	116	120	128	136	145	153
TOTAL	215	222	237	251	262	270
%	100.00	103.26	110.23	116.74	121.86	125.58

* Includes general accounting and administration, *per se*, and the maintenance of Headquarters in San José.

** Includes 15 from the printshop.

The most important increases are in the field: in the Zones and in IICA-CIDIA. Headquarters, with a total of 34.88% of the organization's general services personnel in 1976-77, will have only 32.22% by 1981-82.

Table No. 7. Percentage distribution of general services personnel, by units, for the years 1976-77 to 1981-82

UNIT	YEAR					
	1976-77	1977-78	1978-79	1979-80	1980-81	1981-82
Executive Offices	20.00	19.37	18.56	17.93	17.18	16.67
ADDGO-Planning	3.26	4.00	4.64	4.78	4.58	4.44
ADDGO-Operations	11.63	11.71	11.82	11.95	11.45	11.11
IICA-CIDIA	11.16	10.81	10.97	11.16	11.45	11.11
Zones	53.95	54.06	54.01	54.18	55.34	56.67
TOTAL	100.00	100.00	100.00	100.00	100.00	100.00
Executive Office + ADDGO's	34.89	35.13	35.02	34.66	33.21	32.22

Table No. 7 demonstrates the evolution of general services personnel on a percentage basis, and the respective distribution by units. Table No. 8 reflects changes in the relationships of general services personnel/professional personnel, for the same units.

Table No. 8. Rate of general services personnel/professional personnel for the different units, for the years 1976-77 to 1981-82

UNIT	YEAR					
	1976-77	1977-78	1978-79	1979-80	1980-81	1981-82
Executive Offices*	2.68	2.86	2.75	2.81	2.81	2.81
ADDGO-Planning	0.78	1.00	1.10	1.20	1.20	1.20
ADDGO-Operations**	2.50	2.60	2.80	3.00	3.00	3.00
IICA-CIDIA ***	2.67	3.43	3.50	3.33	3.33	3.33
Zones	1.00	1.00	1.03	1.05	1.11	1.13
TOTAL	1.34	1.39	1.41	1.44	1.49	1.50

* Includes general accounting and administration per se and the maintenance of Headquarters in San José.

** Includes the printshop.

*** Includes personnel for electronic processing of information.

Table No. 9. Index of the increase in general services personnel, by unit, based on 1976-77 = 100

UNIT	YEAR					
	1976-77	1977-78	1978-79	1979-80	1980-81	1981-82
Executive Offices	100.00	100.00	102.33	104.65	104.65	104.65
ADDGO-Planning	100.00	128.57	157.14	171.43	171.43	171.43
ADDGO-Operations	100.00	104.00	112.00	120.00	120.00	120.00
IICA-CIDIA	100.00	100.00	108.33	116.67	125.00	125.00
Zones	100.00	103.45	110.34	117.24	125.00	131.90
TOTAL	100.00	103.26	110.23	116.74	121.86	125.58

Table No. 9 demonstrates that the average increase in general services personnel is of the order of 25.58% with 31.90% for the Zones. The Executive Offices, the Associate Deputy Director General's Office for Operations and CIDIA are below the average increase, with 4.65%, 10.00% and 25.00%, respectively. Only the Associate Deputy Director General's Office for Planning shows an appreciable percentage increase, but numerically, it is the same as for the Operations Office.

Although a variety of factors may alter these projections slightly, it is estimated that the number of staff members indicated is the minimum needed to successfully operate the Medium-term Indicative Plan. If this number of personnel cannot be supported with regular funds, efforts will have to be made to obtain the necessary funds from external sources, or reduce the aims of the Plan.

2. Financial Requirements

Two basic aspects must be taken into account for the projection of financial requirements: a) the actual requirements for the Medium-term Indicative Plan; and b) foreseeable currency fluctuations or, if preferred, in its purchasing power.

The former may easily be deducted from the previous chapters. The latter includes various factors of uncertainty and may affect the different IICA budget items, in different ways.

It was therefore decided to make projections at constant prices, indicating the adjustment criteria that may be needed, in each case.

Projections have been made by objects of expenditure, as they appear in the draft Program-Budget that IICA submits annually for consideration by the Board of Directors. The "objects of expenditure" considered are as follows: a) Professional personnel; b) General services personnel; c) Operating costs; d) General services; e) Equipment and furniture; f) General costs and provisions; g) Contribution to CATIE.

As is customary with any plan, all these projections must be understood as estimates that have been made on the basis of the best information and criteria available at the moment. They will be revised on an annual basis, in accordance with the requirements resulting from new or different circumstances, and the progress achieved in developing the Plan.

Professional Personnel: The overall amount of this object of expenditure is obtained by multiplying the number of technicians by their average cost. This came to US\$ 27,324.86 per technician/year in the Adjusted Budget

for 1976-77; the figure in the draft Program-Budget actually presented to the Board of Directors in Washington, was US\$ 28,890.33. This last figure was prepared on the basis of more conscientious studies and fewer restrictions, and is therefore considered more in line with reality. Thus, for projection purposes, this figure was rounded off at US\$ 28,900 per technician/year. An annual increase of 2% is added to this figure, to cover advancement increases. Thus, the following average figures are obtained for the following years: US\$ 29,478; 30,068; 30,669; 31,283 and 31,909. This will facilitate maintaining a corps of professional personnel of a similar quality as the one currently working at IICA. If it should be decided that it is essential to raise the quality, these figures could require an increase proportional to the improvement in quality.

Moreover, the figures obtained may need adjusting, if the salary and benefits scale for professional personnel is modified by the Board of Directors to maintain a level of parity with the OAS General Secretariat, a policy already adopted by the Board.

General Services Personnel: Estimates for this category of personnel were based on similar criteria as those for the above, with an average cost figure of US\$ 4,400 per man/year for 1976-77 being used for this purpose. With a 2% increase, this figure would then change to US\$ 4,488; 4,578; 4,670; 4,763 and 4,859 per man/year, for the five successive years.

At this level, personnel is governed by the labor laws in force in each host country; these estimates may therefore need adjusting in accordance with wage modifications in the different countries. Adjustments may be based on the weighted average of the current minimum salary in each country, calculated in dollars, multiplied by the correction factor applied by IICA in that country.

This would include not only possible local, internal inflationary effects, but also the value of local currency in each country as compared to the dollar. This relationship must be considered, as IICA's budget is approved and implemented in U.S. dollars.

Operating Costs. On a per technician basis, these costs have always been low in IICA. In 1976-77 they represented less than 20% of the regular budget. In the projection, this proportion is raised closer to 30%, which is felt to be reasonable. However, this increase cannot be made effective in the first years, without reducing other budget items to levels which would adversely affect current operating capacity. Thus, the more substantial increases are con-

centrated into the last two years so that these costs will represent 27.12% of the regular budget by the end of the period. The improved cost efficiency projected, and the continuation of the current austerity policy will ensure more significant utilization or results from this increase, than would be supposed by the percentage involved.

Several factors may variably influence the adjustments that may be needed concerning operating cost figures. Some are affected by per diem scales, where parity with the OAS General Secretariat is maintained. Similarly, cost estimates for scholarships, consultants and lecturers may need to be adjusted in the same proportion as professional personnel costs. Other costs regarding various supplies, etc., may be adjusted in accordance with a suitable index, as for example the wholesale prices for non-agricultural goods in the United States, or the cost of living in each country.

General Services: These refer in general, to approximately constant costs, and may vary greatly only when new offices are opened or existing ones are expanded. General services costs for 1976-77, were estimated at 5.08% of the regular budget, which was definitely inadequate. Hence, an increase is made in the projection to 6% for the first year, to decrease gradually, as the total budget increases, to stabilize at 5.70% by the last year.

Service costs are affected by rent, public service tariffs, etc. A pertinent adjustment may be made on the basis of estimated real costs.

Equipment and Furniture: This item represents a miniscule fraction (0.26%) of the regular budget. However, unusual expenditures are expected for the first years: in the first year, to equip the new IICA headquarters in San José; and in the second year, to renew computer equipment as needed for the new IICA-CIDIA functions, amongst others. Thereafter, adequate figures for the maintenance and replacement of equipment will be essential (0.30% of the total). Should there be variations in these costs, adjustments will be based on real cost estimates.

General Costs and Previsions: These cost estimates were based on a fixed proportion of the regular budget (5.00%), or slightly higher than the proportion used in 1976-77 (4.06%), which was inadequate.

The adjustment in general costs and previsions will be automatic, if the system of a fixed proportion of the total budget is maintained.

Contribution to CATIE: In accordance with a resolution taken by the Board of Directors, this contribution was set at US\$ 500,000 per year. Thus sum was raised to US\$ 530,000 for the 1977-78 period, and will be kept at this level for the remaining four years of the Indicative Plan.

Any adjustment concerning this contribution, may be based on the inflation index adopted for the IICA budget.

In accordance with the criteria outlined above, the percentage budget distribution by object of expenditure and the corresponding projection, calculated on the basis of constant prices, will be as shown in Table No. 10.

According to this projection, the regular IICA budget, based on constant prices, will increase 10% in the first year and at an annual accumulative rate of 8% in successive years. Each draft Program-Budget will be presented on a dollar basis, and variations will be justified, in each case needed, in the different expenditure items so as to ensure the efficient operation of the Plan.

Table No. 10. Percentage distribution of the regular budget for the years 1976-77 to 1981-82, by object for expenditure

Object of Expenditure	Year					
	1976-77	1977-78	1978-79	1979-80	1980-81	1981-82
Professional Personnel	53.38	52.35	51.91	50.78	48.51	46.86
Gen. Services Personnel	11.78	11.06	11.15	11.15	10.99	10.70
Operating Costs	19.34	18.58	19.26	21.93	24.78	27.12
General Services	5.08	6.00	5.90	5.80	5.75	5.70
Equipment and Furniture	0.26	1.13	1.33	0.30	0.30	0.30
General costs and Previsions	4.06	5.00	5.00	5.00	5.00	5.00
Contribution to CATIE	6.10	5.83	5.45	5.04	4.67	4.32
TOTAL	100.00	100.00	100.00	100.00	100.00	100.00
Index of over-all increase	100.00	110.00	118.80	128.30	138.57	149.65

With some temporary fluctuations, the percentage distribution of the budget, as it appears in Table No. 10, clearly indicates the tendency of the projection to reduce personnel costs proportionally —especially professional personnel— and to increase operating costs. The other items reflect intermediate proportional increases, except in the case of the contribution to CATIE, set by the Board of Directors, and which therefore decreases proportionally, as the total IICA budget increases.

This is also evident in the index of variations for the different objects of expenditure, as shown in Table No. 11.

Table No. 11. Index of variations in the different objects of expenditure during the period 1976-77 to 1981-82

Object of Expenditures	Year					
	1976-77	1977-78	1978-79	1979-80	1980-81	1981-82
Professional Personnel	100.00	107.88	115.54	122.06	125.93	131.37
Gen. Services Personnel	100.00	103.26	112.45	121.49	129.34	135.97
Operating Costs	100.00	105.68	118.33	145.45	177.52	209.84
General Services	100.00	130.03	138.09	146.61	156.98	168.06
Equipment and Furniture	100.00	474.16	600.39	146.51	158.24	170.90
General Costs and Previsions	100.00	135.41	146.24	157.94	170.57	184.22
Contribution to CATIE	100.00	106.00	106.00	106.00	106.00	106.00
TOTAL	100.00	110.00	118.80	128.30	138.57	149.65

The efficiency of an organization such as IICA depends, in the first place, on the capability and dedication of its personnel, and immediately thereafter, on the support it can provide for the implementation of their work. The former depends largely, on adequate personnel policies. The latter is more closely related with the budget structure, without being entirely dependent upon it.

In this sense then, it is of interest to note that the projections tend to increase this support, as measured in operating costs and general services personnel (Table No. 12). Greater conceptual support should also be added, as provided through the Medium-term Indicative Plan, and as a result of the functional strengthening of the support units at the Executive Offices, and of the improved organizational efficiency and of the management system.

Table No. 12. Index of variations for Operating Costs and General Services Personnel distributed per technician, for the 1976-77 to 1981-82 period

Object of expenditure/ technician	Year					
	1976-77	1977-78	1978-79	1979-80	1980-81	1981-82
Operating Costs	100.00	105.68	112.70	133.75	161.38	186.52
General Services Personnel	100.00	103.26	107.10	111.71	117.58	120.87
TOTAL	100.00	104.76	110.52	125.40	144.80	161.67

Compared to the present situation, the average support IICA can provide each technician will increase more than 85% in the case of operating costs, and more than 20% in the case of general services personnel, or slightly more than 60%, if considered jointly.

It may be noted that support for technicians, as measured by these two variables, increases slightly in the first two years, and then markedly in the following three.

In this regard, it should be taken into consideration that the first two years of the Plan implementation will be mainly concerned with up-dating the technical structure of the Institute and in reprogramming IICA's country-level

actions. The more substantial increases will be produced, therefore, at the precise moment when the Plan will be completely underway in most or all of the Member States. This confirms the previous statement, in the sense that the transition will be much faster than the budget projections would lead one to suppose, and certain substantial effects of the Plan will be evident long before the five years are up.

Table No. 12 facilitates the formulation of several considerations concerning the increase in the general services personnel/professional personnel ratio.

It may be noted that this increase implies an additional cost, per technician and year, which averages out at less than 4%. However, part of this increase is due to the vegetative increase for general services personnel salaries, calculated at an annual accumulative rate of 2%. If the ratio between general services and professional personnel is maintained at 1.34:1 (without varying), there would be only 242 general services functionaries (in round numbers) instead of 270, calculated on the basis of a 1.50:1 ratio, by the fifth year. That is, the increase suggested in these projections, as related to the current ratio of 1.34:1, is 28 persons. On multiplying this figure by the average salary estimated for this personnel in 1981-82, the equivalent of 1.11% of the total budget projected for that year would be obtained. Evidently, this greater expense is wholly justifiable, if increased overall productivity is obtained thereby.

Tables No. 13 and 14 summarize the budget by units and Lines of Action, as projected for 1981-82.

Table No. 13. Percentage of the budget by operative units and objects of expenditure, as projected for 1981-82

OPERATIVE UNIT	OBJECT OF EXPENDITURE						TOTAL
	Professional Personnel	General Services Personnel	Operating Costs	General Services	Equipment & Furniture	General Costs & Provisions	
Executive Offices	4.17	1.78	2.80	0.59	0.04	—	9.38
ADDGO-Planning	2.61	0.47	1.45	0.30	0.01	—	4.84
ADDGO-Operations	2.61	1.19	1.78	0.38	0.05	—	6.01
IICA-CIDIA	2.34	1.19	1.66	0.35	0.04	0.26	5.84
Andean Zone	9.63	1.67	5.32	1.12	0.04	1.30	19.08
Northern Zone	9.37	1.63	5.18	1.09	0.04	1.26	18.57

OPERATIVE UNIT	OBJECT OF EXPENDITURE						TOTAL
	Professional Personnel	General Services Personnel	Operating Costs	General Services	Equipment & Furniture	General Costs & Previsions	
Antilles Zone	6.26	1.07	3.45	0.72	0.04	0.83	12.37
Southern Zone	9.87	1.70	5.48	1.15	0.04	1.35	19.59
Contribution to CATIE	-	-	-	-	-	-	4.32
TOTAL	46.86	10.70	27.12	5.70	0.30	5.00	100.00

Table No. 14. Percentage of the budget, by Lines of Action and objects of expenditure, as projected for 1981-82

LINES OF ACTION	OBJECT OF EXPENDITURE						TOTAL PROGRAMS	
	Professional Personnel	General Services Personnel	Operating Costs	General Services	Equipment & Furniture	General Costs & Previsions	TOTAL	PROGRAMS
Line of Action I	3.64	0.64	2.02	0.42	0.02	0.49	7.23	9.58
Line of Action II	5.73	0.99	3.17	0.67	0.02	0.77	11.35	15.04
Line of Action III	5.47	0.95	3.03	0.63	0.02	0.74	10.84	14.37
Line of Action IV	6.51	1.11	3.59	0.74	0.03	0.89	12.87	17.05
Line of Action V	4.42	0.75	2.44	0.52	0.02	0.60	8.75	11.60
Line of Action VI	4.16	0.72	2.30	0.48	0.02	0.56	8.24	10.92
Line of Action VII	5.20	0.91	2.88	0.62	0.03	0.69	10.33	13.70
IICA-CIDIA	2.34	1.19	1.66	0.35	0.04	0.26	5.84	7.74
Program Subtotal	37.47	7.26	21.00	4.43	0.20	5.00	75.45	100.00
Executive Offices	4.17	1.78	2.80	0.59	0.04	-	9.38	-
ADDGO-Planning	2.61	0.47	1.45	0.30	0.01	-	4.84	-
ADDGO-Operations	2.61	1.19	1.78	0.38	0.05	-	6.01	-
Contribution to CATIE	-	-	-	-	-	-	4.32	-
TOTAL	46.86	10.70	27.12	5.70	0.30	5.00	100.00	-

In this section, efforts have been made to demonstrate the need for and coherence of the different projections, with the Medium-term Indicative Plan. Thus, the composition of the minimum technical team in each Zone is an immediate result of the need to operate an action program which encompasses—at least at regional levels—the seven Lines of Action as approved by the Board of Directors. The vertical integration of teams, within each Line, ensures strengthening the interdisciplinary actions implied by the different programs and projects, in all their different aspects. The effective coordination of Lines is assured by the actions undertaken, at Headquarters, and which are the responsibility of the Associate Deputy Director Generals' Offices, and at the regional level, through the newly structured organization and functioning of the Regional Offices.

The incidence of other objects of expenditure and how each should be provided for, so as to assure effective and efficient action, can be determined once the basic personnel core is established and on the basis of IICA's operating experience acquired over a number of years.

Thus, the Plan itself, and the proposed projections, maintain a reciprocal relationship, which, although not extremely rigid, imply that no substantial changes in the projections can be made without modifying the overall Plan, particularly its objectives and goals.

Therefore, although the different parts of the Plan may well be analyzed and evaluated separately, the overall unity must be kept in mind always, so as to determine the collateral effects of any modification which may be introduced.

Worthy of note is the fact that the Medium-term Indicative Plan and its percentage projections do not imply definitive financial commitments for future periods, for the Member States.

At the risk of repeating, it is advisable to emphasize that the Plan as a whole, both the technical part and the projections, has been prepared at the express behest of the Board of Directors, with the aim of maintaining the greatest possible flexibility within given, unvarying general objectives.

Therefore, the Plan will be used as a programmatic basis for preparing draft Program-Budgets in successive years. These future proposals, may well reflect variations (properly justified) as dictated by changing circumstances, and as needed as a result of progress achieved on the implementation of the Plan.

APPENDIX

APPENDIX I

OAS/Ser.L/I
IICA/RAJD/Res.53(16/77)
17 May 1977
Original: Spanish

MEDIUM-TERM INDICATIVE PLAN

The BOARD OF DIRECTORS OF THE INTER-AMERICAN INSTITUTE OF AGRICULTURAL SCIENCES, at its Sixteenth Annual Meeting:

HAVING SEEN AND DISCUSSED:

The Report of the Special Committee (IICA/RAJD/Doc.158(16/77)rev.2 Numeral *2.b) concerning the Medium-term Indicative Plan (IICA/RAJD/Doc.143(16/77), as presented by the Director General; and

WHEREAS:

The Medium-term Indicative Plan represents a useful effort to progressively orient IICA's program activities to attain General Plan objectives, as approved by the Board of Directors;

The guidelines for policies and actions, and the financial provision of the Plan are flexible and do not imply any commitments for Member States;

RESOLVES:

1. To recognize the Medium-term Indicative Plan as an appropriate conceptual frame of reference and general guide to orient the Institute's actions over the next several years, without implying any commitment for the Member States.
2. To recommend that the Director General, in applying the Plan, take into consideration the observations and suggestions made by the Special Committee and the Board of Directors.
3. To recommend the periodic evaluation of the Plan, taking into account the points of view of the Member States, so as to adjust the Plan to their needs and interests. The Director General will inform the Board of Directors at the annual meetings, of the adjustments needed.

**GENERAL STRUCTURE AND CONTENT OF THE
IICA LINES OF ACTION**

Line I – Information and Documentation for Rural Development

Encompasses the technical cooperation actions such as compiling, analyzing, organizing and diffusing the pertinent information and documentation of interest for rural development purposes.

Line II – Education for Rural Development

Includes the technical cooperation actions needed to attain an integrated system of formal and non-formal education, so as to properly serve occupational requirements, to face the real problems of the sector and those in the planning and implementation of agricultural development actions.

Line III – Agricultural Research and the Transfer of Technology

This Line includes the technical cooperational actions needed to attain successive improvements within the process, ranging from the innovation to the adoption of technologies by farmers and other users.

- a) The creation or adaptation of knowledge, with the aim of developing technologies.
- b) The consolidation of these technologies (Production systems at both the product and the producer levels, and technological packages for these systems).
- c) Large-scale testing of consolidated technologies.
- d) The transfer and massive application of tested technologies to farmers and other beneficiaries, by means of extension and organized technical assistance actions and other mechanisms and through the appropriate public and private technology diffusion and adoption organizations.

Line IV – Agricultural Production, Productivity and Marketing

This Line encompasses the technical cooperation actions needed to:

- a) Increase agricultural production and productivity, emphasizing food production for domestic consumption and for foreign markets. This implies both the promotion and support of participation in and formal coordination of (planning and implementation) the organization of the public agricultural sector directly involved in improving agricultural production and productivity.
- b) Improving the distribution of agricultural production. Primary marketing aspects and the reduction of post-harvesting crop losses.
- c) The development of agroindustries that directly favor the small farmer and increase employment levels.

Lines V – Regional Rural Development

Encompasses the technical cooperation actions for the promotion, planning and implementation of pre-selected regional or subregional development actions, including irrigation areas, semiarid areas, tropical areas and the expansion of agricultural frontiers (colonization).

Line VI – Structural Change and “Campesino” Organization

This Line encompasses the technical cooperation actions needed to improve aspects pertaining to the distribution of income and participation: agrarian reform, “campesino” organization, including “campesino” community enterprises, cooperatives and other associative forms, and other State actions aimed at assuring a redistribution of income or of the social product.

Line VII – Formulation and Administration of Agricultural Policy

Includes all cooperation actions related to the technical aspects of formulating agricultural sectoral policies, to the planning of agricultural development and the management and administration of the development process. Line actions include providing support on:

- Clearly defining the agricultural policies of the countries, and making them operational and systematic
- national and regional sectoral planning compatible with policy objectives, goals and strategies

- strengthening and up-dating the directive organization of the public agricultural sector
- management and administration aspects of the institutional system so as to ensure the execution of and results from programmed actions.

In addition, the Line comprehends diagnostic studies of the agricultural development situation and tendencies, particularly with the institutional system of the countries, to be informed on and be able to interpret their behavior so as to adjust Institute doctrines and actions to their problems and needs.

Este documento se terminó de imprimir en los Talleres de la Editorial del Instituto Interamericano de Ciencias Agrícolas, en el mes de enero de 1978, con un tiraje de 1.000 ejemplares.