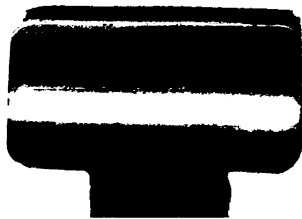


MEDIUM-TERM PLAN
1983-1987





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MEDIUM-TERM PLAN 1983-1987



Central Office of the General Directorate
Inter-American Institute for Cooperation on Agriculture
San Jose, Costa Rica
1982

CONTENTS

CONTENTS

	Page
INTRODUCTION	11
SUMMARY	15
CHAPTER I: OBJECTIVES AND STRATEGIES FOR THE MEDIUM-TERM PLAN	21
A. Introduction	21
1. Origin and purpose of the Medium-Term Plan	21
B. IICA's General Objective and Strategy	22
C. Specific Objectives	22
D. Tools for Action and Nature of Operations	23
1. Tools for action ..	23
2. Nature of operation	24
CHAPTER III: GUIDELINES FOR INSTITUTIONAL ACTION	29
A. Introduction	29
B. Basic Guidelines for Technical Action	29
C. Basic Guidelines for Administrative Action	31
D. Guidelines for External Affairs	32
E. Guidelines for Human Resources	35
CHAPTER III: IICA'S PROGRAMS	39
A. Introduction	39
B. Program Operation	41
C. Program Content	42
I. Formal agricultural education	42
II. Support of national institutions for the generation and transfer of agricultural technology	45
III. Conservation and management of renewable natural resources ..	48
IV. Animal Health	51
V. Plant Protection	53
VI. Stimulus for agricultural and forest production	56
VII. Agricultural Marketing and Agroindustry	59
VIII. Integrated Rural Development	62
IX. Planning and management for agricultural development and rural well-being	65
X. Information for agricultural development and rural well-being ..	68

CHAPTER IV: INSTITUTIONAL ORGANIZATION	73
A. Introduction	73
B. Matrix Organization	73
C. Decentralization	73
D. Components of the Organization	73
1. The Central Office of the General Directorate	74
2. Area Offices	75
3. National Offices	76
E. Specialized Centers	77
F. Associated Entities	78
CHAPTER V: RESOURCE REQUIREMENTS FOR 1983-87	81
A. Introduction	81
B. Basic Guidelines	81
1. General and specific budgetary increases	81
2. General cost distribution	81
3. External resources: Administrative expenditures	82
C. Analysis of the 1983 budget. Implications and Short-Term develop- ment	83
D. Personnel Requirements	84

INTRODUCTION

INTRODUCTION

The Inter-American Board of Agriculture, at its First Regular Meeting (Buenos Aires, Argentina, August 10-13, 1981), approved Resolution IICA/JIA/Res.6(I-O/81), entitled Group of Experts. Numeral 5, section b of the operative part of this resolution states:

“Work to update the Medium-Term Indicative Plan shall be concluded before July 15, 1982, and shall be sent to the members of IICA’s Executive Committee 60 days prior to their annual meeting in October 1982.”

An initial version of the Medium-Term Plan was studied and discussed by the Executive Committee, which met in San Jose, Costa Rica from September 12 to 17, 1982. A revised version was then submitted to the consideration of the Second Special Meeting of the Inter-American Board of Agriculture, held from October 27 to 29 of the same year.

At that time, the members of the Board approved the Medium-Term Plan and issued Resolution No. 14, dated October 28, 1982, which reads as follows:

RESOLUTION No. 14

MEDIUM-TERM PLAN

The INTER-AMERICAN BOARD OF AGRICULTURE, at its Second Special Meeting,

HAVING SEEN:

Document IICA/JIA/Doc.28(82), dated 26 October, on the Medium-Term Plan, and the Report of the Second Regular Meeting of the Executive Committee, held from September 12, to 17 and from October 25 to 26, 1982.

CONSIDERING:

That, according to Article 8, clause a. of the Convention on the Institute: "The Board shall have the following functions: a. To adopt measures related to the policy and action of the Institute . . ." and

That it is advisable and necessary, for the action of the Institute, to have a Medium-Term Plan,

RESOLVES:

1. To adopt the Medium-Term Plan submitted by the Director General, with the additions made by the Executive Committee.
2. To entrust the Director General to put the Medium-Term Plan into effect as of the date of this Resolution.
3. To entrust the Director General to report to the Executive Committee and to the Board on actions taken.

SUMMARY

MEDIUM-TERM PLAN

SUMMARY

The Inter-American Board of Agriculture, at its First Regular Meeting, approved Resolution IICA/JIA/Res.6(I-0/81), which requested that the Medium-Term Plan be updated. The updated version of the document was to be reviewed by the Executive Committee and sent, with the Committee's recommendations, to the Inter-American Board of Agriculture for approval at its next Special Meeting in October 1982.

The general purpose of the Medium-Term Plan is to serve as a framework for orienting IICA's actions during the 1983-1987 period. It is based on the general policy guidelines set forth in the document entitled "General Policies of IICA."

The Medium-Term Plan is viewed as a flexible document open to ongoing adjustment, that should adapt to the changing economic, social and political processes of the Member States.

It will serve IICA as a guide in setting standards for all the Institute's operating units.

Chapter I gives the objectives and strategies of the Medium-Term Plan and sets forth the specific objectives, in line with those given in the document "General Policies of IICA." Six basic tools for action are described: technical support, which is understood as the use of the know-how and experiences of IICA and of other institutions; studies, which include the compilation and organization of existing information and documentation; direct action, which will be provided through the centers specializing in information, project identification and formulation, and post-graduate studies and research; technical-scientific brokerage, which, at the request of the countries, will identify and locate specialists with technical skills and experience who can contribute to solving specific problems; technical reciprocal cooperation, which will make it possible to use the technical skills of some countries in benefit of others, with IICA serving as the instrument of reciprocal transfer; and training at all levels. IICA's actions will be: effective, participatory, multinational, temporary, complementary, flexible and innovative.

Chapter II presents the guidelines for institutional action, which will serve as an orienting framework and the basis on which the Programs are built. They are divided into four areas: technical, administrative, external affairs and personnel.

The guidelines for IICA's technical action include: achieving technical leadership, concentrating action, improving IICA's technical competence, developing mechanisms and processes for anticipating the development trends of the region, and improving IICA's technical-scientific brokerage skills.

The guidelines for IICA's administrative action will lead to: decentralization of operations through geographic areas to which responsibility for implementation is delegated; the organization of administrative and financial procedures; and the improvement of management information systems.

IICA's guidelines for action in external affairs include: seeking internal support, reinforcement and meshing of actions; achieving a permanent and consistent image on the international scene; stepping up inter-agency coordination and cooperation at the public and private levels; and increasing actions to channel external technical and financial resources to benefit the member countries.

The guidelines IICA will follow in the area of human resources provide a framework for giving professional standing to the units responsible for recruiting, hiring, upgrading and creating incentives for personnel, and developing professional careers at IICA, in order to provide the countries with high-quality technical cooperation.

Chapter III describes the programs, seen as tools for identifying, analyzing and setting priorities for problem areas facing agricultural and rural development in the countries. It sets forth strategies for solving these problems and gives a framework for systematic action through projects as part of a continuous process of revision and evaluation. This will make it possible to update actions in accordance with the dynamics of social, political and economic change in the region. Ten programs are proposed: formal agricultural education; support of national institutions for the generation and transfer of agricultural technology; conservation and management of renewable natural resources; animal health; plant protection; stimulus for agricultural and forest production; agricultural marketing and agroindustry; integrated rural development; planning and management for agricultural development and rural well-being; and information for agricultural development and rural well-being.

Chapter IV describes the institutional organization of the General Directorate and places emphasis on decentralization, which includes not only the physical location of the operating units, but also incorporates planning, implementation and decision-making as part of the allocation of responsibilities and the delegation of authority, on the basis of policies, plans, programs and specific projects.

The major units in the proposed organization are: the Office of the Director General, and the Assistant Deputy Directors General for External Affairs, Program Development, and Operations. The technical features of the decentralization are covered through the Program Directors, while the Area Directors, National Offices and Specialized Centers are responsible for operational matters.

Finally, the Medium-Term Plan document sets forth basic guidelines for financial and budgetary policy and describes the budgetary structure for 1983. On the basis of experience with implementation during this transitional period, the necessary adjustments can be made through the process of reaching agreement with the member countries during subsequent periods.

CHAPTER I
OBJECTIVES AND STRATEGIES FOR THE MEDIUM-TERM PLAN

CHAPTER I

OBJECTIVES AND STRATEGIES FOR THE MEDIUM-TERM PLAN

A. INTRODUCTION

1. Origin and purposes of the Medium-Term Plan

The Inter-American Board of Agriculture, at its First Regular Meeting (Buenos Aires, Argentina, August 10-13, 1981), approved Resolution IICA/JIA/Res.6 (I-0/81), entitled Group of Experts. Numeral 5, section b of the operative part of this resolution states:

“Work to update the Medium-Term Indicative Plan shall be concluded before July 15, 1982, and shall be sent to the members of IICA’s Executive Committee 60 days prior to their annual meeting in October 1982.”

This document has been prepared in compliance with Resolution 6, for submission to the consideration of the Executive Committee. It can then be forwarded for approval to the Inter-American Board of Agriculture, together with any observations and recommendations the Committee may deem appropriate.

The general purpose of the Medium-Term Plan (PMP) is to provide a framework for guiding the actions of the Institute from 1983 to 1987, on the basis of the general policy guidelines contained in the basic document “General Policies of IICA.”

Specifically, the Plan will seek to:

- a. Equip IICA authorities and technical personnel with criteria for making decisions on planning and implementation of the Institute’s technical cooperation.
- b. Provide the countries with information on the Institute’s medium-term guidelines and on concrete and potential possibilities for technical cooperation.

The Medium-Term Plan is visualized as a tool for articulating IICA’s medium-term policies (1983-1987). It defines and specifies the objectives, strategies and tools for use over the medium term. It describes programs. It gives basic guidelines for institutional action in the technical and administrative fields and in external affairs and personnel. It establishes the organizational structure for implementing actions, and it analyzes the physical and human resources needed for performing the functions that have been assigned to IICA.

The Medium-Term Plan is a flexible tool subject to continuous modification. It must adapt to changing circumstances in the socioeconomic and political processes of the Member States. The Medium-Term Plan will set internal standards to govern all the units of the Institute.

B. IICA'S GENERAL OBJECTIVE AND STRATEGY

In accordance with its Convention, the general purpose of the Institute is "to encourage, promote, and support the efforts of the Member States to achieve their agricultural development and rural well-being." For this purpose, IICA must be prepared to:

1. Cooperate with the Member States in developing efficient agriculture, based on the use of technology appropriate to the needs of each country, in order to produce and market agricultural products for domestic consumption and industrial use, import substitution, generating exports, and replacing conventional sources of energy.

2. Cooperate with the Member States to improve the standard of living of low-income rural populations, through actions to incorporate them into the agricultural development process or generate alternative sources of employment, thus raising their incomes and increasing their participation in achieving and enjoying the benefits of integrated development of the countries.

The Institute's strategy will be to reach agreement for cooperation, so that concentrated actions can then be performed with the countries. Implementation will be decentralized, and impact must be meaningful. In terms of the functions established by the Convention, this means that:

- a. IICA will support its member countries in developing the permanent, self-sustained capabilities of national agencies responsible for agricultural development and rural well-being.
- b. IICA will serve the member countries as a multinational tool in those areas which require their joint action.
- c. IICA will become a forum and tool for the exchange of ideas, experiences and cooperation among countries and agencies.

C. SPECIFIC OBJECTIVES

The specific objectives over the medium term have been defined in accordance with the general objectives and overall strategy of IICA, and on the basis of the concepts of agricultural development and rural well-being that are put forth in the guidelines for the Institute's general policies. These specific objectives include cooperating with the Member States through:

- a. Bringing about the growing, effective participation of rural dwellers, especially the low-income strata, in decision-making on projects affecting them, seeking to incorporate them fully into the benefits of economic and social progress.
- b. Developing human resources by promoting formal and non-formal training, to improve productive efficiency and promote the participation of the rural population in processes for achieving rural well-being.
- c. Developing and consolidating national systems for the generation and transfer of technology, in order to help each country fit itself into the regional and world technological framework. This would be done for the purpose of improving both agricultural and forest production and productivity, preventing and reducing losses to pests and diseases in crops and herds, and maximizing the use and conservation of renewable natural resources.
- d. Developing policies, mechanisms and tools for stimulating the efficient production and marketing of inputs and of agricultural, livestock and forest products, domestically and internationally.
- e. Reinforcing regional and integrated rural development institutions for planning and implementing integrated projects, so as to coordinate institutional action and provide for the effective participation of beneficiaries.
- f. Reinforcing public and private institutional systems in the many facets of setting national goals, planning, and implementation at all levels, on the basis of the retrieval and analysis of information for better defining and implementing policies and programs of agricultural development and rural well-being, and for establishing IICA's own priorities for action.

D. TOOLS FOR ACTION AND NATURE OF OPERATIONS

1. Tools for action

In providing technical cooperation, the Institute will use six means of action:

- a. Technical support.
- b. Studies.
- c. Training.
- d. Direct action.
- e. Technical-scientific brokerage.

f. Reciprocal technical cooperation.

Technical Support for the countries encompasses and conditions the other means of action, because technical cooperation is provided as a function of support actions arranged by agreement with the countries. This tool uses the know-how and experiences present in IICA, as well as those generated by other institutions, through consolidation, advisory services and working groups.

Studies include compiling and systematizing present know-how, documenting experiences, and generating any new information needed for identifying problems and defining and implementing solutions. The studies will therefore be oriented toward generating different types of output, such as: conceptual frameworks, methods, basic studies and technical guides.

Training includes the generation and transfer of information and experiences, in conjunction with the direct technical support being provided to the countries in specific areas. Training is also an important means of disseminating and broadly exchanging know-how and experiences, and it employs the following methods: courses, seminars, symposia, technical meetings, reciprocal technical cooperation, etc.

Direct Action will be provided through the IICA system's specialized centers for information, identification and formulation of projects, and post-graduate training and research.

Technical-scientific brokerage is a special type of action that fits in with the purposes and objectives of IICA, but is not being provided directly by the Institute at present. This mechanism allows IICA, at the request of the countries, to identify and locate highly qualified, experienced specialists who can contribute to solving special country problems.

Reciprocal technical cooperation means using the technical skills of some countries to benefit others, through IICA's action as a means of reciprocal transfer of know-how, and the exchange of technical personnel and useful experiences.

2. Nature of operations

In essence, institutional actions during the period of the Medium-Term Plan will be:

a. Effective:

They should facilitate concrete results that demonstrate to the Member States the effective use of resources allocated to IICA.

b. Participatory:

They should be based on actions agreed to with the countries in programs defined by the Member States. Thus, the process of planning and implementation should be worked out and developed jointly with national agencies.

c. Multinational:

They should tackle problems through joint action of all the Member States or of groups of Member States. The results in every country should surpass those that would be possible through individual action.

d. Temporary:

Actions initiated in the countries with IICA support should eventually be taken over by national agencies. However, there are certain functions which, due to their nature and scope, are more suited to permanent action by IICA, as an international organization.

e. Complementary:

They should pursue the objective of reinforcing national agencies, either through indirect support actions, resource supplements, or the pooling of efforts for direct action.

f. Flexible:

They should take into consideration that the problems of agriculture are affected by the diversity of approaches resulting from the socio-economic and political pluralism of the countries.

g. Innovative:

They should be able to promote changes in concepts, organization and procedures, opening the way to original alternatives and exchanging experiences for finding imaginative and realistic solutions to the problems of agriculture in the region.

CHAPTER II
GUIDELINES FOR INSTITUTIONAL ACTION

CHAPTER II

GUIDELINES FOR INSTITUTIONAL ACTION

A. INTRODUCTION

In recent years, the Institute has grown considerably. Nevertheless, the increased growth experienced in the seventies should be followed by a period of consolidation. This means developing the institutional capabilities necessary for managing growth efficiently and effectively, in accordance with the new needs for agricultural and rural development in the Member States.

With institutional consolidation, intense efforts will be needed in four fundamental areas: technical action, administration, external affairs, and personnel. Every undertaking must be based on standards which are clear, consistent and harmonious.

The basic guidelines for institutional action in these four areas are presented below. They provide a framework for guiding institutional action and form a foundation for consolidating the programs and actions established in the Medium-Term Plan.

B. BASIC GUIDELINES FOR TECHNICAL ACTION

One of the fundamental requirements for the Institute to perform its functions is the development of a high level of technical competence in its programs. As an agency of technical cooperation, IICA can work with the Member States in specialized socioeconomic, physical and biological, or institutional areas, only to the extent that its own capabilities allow.

The guidelines for technical action by IICA include:

1. The Institute should achieve technical leadership. For this purpose:
 - a. An attempt should be made to anticipate the future needs of the Member States whenever they request such cooperation, but this should never be made at the expense of short-term action.
 - b. It will procure technical cooperation from other institutions and agencies of the inter-American and world systems, in addition to its own cooperation, channeling it toward the Member States.
 - c. It will publicize the technical findings of its programs.

2. The Institute will concentrate its actions. For this purpose:
 - a. It will focus its program efforts on national and multinational projects, combining resources to achieve significant results as programmed with the concurrence of the countries and oriented toward solving well-defined, specific, high-priority problems.
 - b. It will seek the cooperation and active participation of the Member States in identifying, formulating and implementing projects.
 - c. It will develop mechanisms and procedures for concentration and concurrence that take into consideration the regional and individual diversity of the Member States.
3. The Institute will improve its technical competence. For this purpose:
 - a. It will recruit and maintain highly qualified and experienced technical personnel in its areas of competence.
 - b. In targeted disciplines and technical areas, it will develop broad competence to back its cooperation.
 - c. It will emphasize in-house and joint studies and research for developing technical competence. Using these and any other mechanisms it may judge necessary, it will encourage professional improvement among its specialists.
4. The Institute will work to develop mechanisms and processes by which to anticipate development trends in the region. For this purpose:
 - a. It will develop technical capabilities for compiling and analyzing information at Headquarters and in the countries.
 - b. On a regular basis, it will report to the countries, opening discussion on the findings of its analysis and explaining the implications for the development and planning of sectoral actions.
 - c. It will join forces with other agencies of the inter-American and world systems to coordinate training programs and to exchange statistical information and reference material.
5. The Institute will improve its capabilities for technical and scientific brokerage. For this purpose:
 - a. It will use technical and scientific brokerage to enhance its in-house capabilities in specific areas not covered by its regular program action.

- b. It will emphasize processes and mechanisms to make the best possible use of specialized personnel with language ability, cultural affinity and experience relevant to the development problems of the region.
- c. It will develop contractual procedures appropriate for technical and scientific brokerage when the situation so requires.

C. BASIC GUIDELINES FOR ADMINISTRATIVE ACTION

At present, IICA requires managerial systems and procedures appropriate for its dimensions and geographic scope, operational structure and complexity of functions. These should also make it possible to overcome the inevitable problems stemming from the explosion of budgets, distances, physical and socioeconomic diversity among countries, multiplicity of interests among members, donors, technical personnel and the Institute's client groups. Finally, the managerial systems and procedures should enhance program coordination between the Institution and the countries.

The guidelines for IICA's administrative action include:

1. The Institute will strive to decentralize its operation. For this purpose:
 - a. It will place support, follow-up and supervision activities closer to the site of action.
 - b. It will place the national and international personnel responsible for conducting activities in locations that will maximize their contact with the problems and improve their operating efficiency.
 - c. Administrative skills will be reinforced in the decentralized units.
 - d. Program units will be made consistent, and consonant with administrative decision-making processes.
 - e. Authority and responsibility will be delegated and decentralized for the preparation and management of projects.
2. The Institute will strive to organize its administrative processes effectively. For this purpose:
 - a. The responsibilities and functions of each executor unit will be defined and assigned.
 - b. National operating authority will be delegated according to the different types of area offices and, through them, delegated to the representatives in national offices.

- c. On a regular basis, the administrative organization will be analyzed and revised to increase its flexibility, objectivity and efficiency.
 - d. Procedures and standards will be developed to keep the management and administration of extra-quota projects in line with IICA's procedures, but compatible with those of donors and funding agencies.
3. The Institute will strive to maximize its development of financial management systems. For this purpose:
- a. It will improve budgetary systems that govern quota and extra-quota projects.
 - b. It will develop accounting procedures compatible with the systems of donor institutions and countries, and with those used for managing joint projects.
 - c. Accounting procedures will be decentralized when this appears necessary.
 - d. The system of financial planning and projection will be expanded and improved.
 - e. Projects with external funding will be so budgeted as to cover their own administrative costs.
4. The Institute will improve its systems for managerial and administrative information. For this purpose:
- a. It will maintain a permanent process of identifying and assessing needs for administrative and managerial information flowing to and from decision-making centers.
 - b. The managerial information system will be standardized, incorporating indicators of technical, administrative and financial development.

D. GUIDELINES FOR EXTERNAL AFFAIRS

During this decade, IICA will be operating in an extraordinarily complex international context. It must maintain a network of relationships that can be effectively translated into benefits for the member countries, and it must be constantly visible in regional and international gatherings and organizations.

The guidelines for institutional action in external affairs include the following:

1. The Institute will strive to support, reinforce and enhance its own actions. For this purpose:

- a. All activities in external affairs will fit into a framework of the Institute's program priorities.
- b. Any actions in external affairs must be coordinated with the development of the institution's programs and operations.
- c. The operational units will receive support and technical reinforcement in identifying and managing external affairs.
- d. Integrated follow-up systems will be developed for negotiations on projects for external funding. This will include legal, technical, institutional, administrative and financial considerations.

2. The Institute will maintain permanent, organized visibility on the international scene. For this purpose, it will develop:

- a. Regular inventories and studies of the different institutions which are active in its area of concern.
- b. Strategies for coordination and cooperation with those institutions which it deems relevant for developing programs and operations.
- c. Systematic processes and mechanisms for selecting and participating in those international gatherings of interest to it.
- d. Processes and mechanisms for promoting and publicizing the Institute's technical and political image to the international community and the general public.
- e. A system of information on seminars, meetings and gatherings in its area of competence, at the international level.

3. The Institute will intensify coordination and cooperation among public and private agencies. For this purpose, it will explore mechanisms to:

- a. Develop, expand and strengthen technical, political and contractual ties with political and economic groupings on the continent that are involved in agricultural development and rural well-being.

- b. Back and support international and regional centers, obtaining their cooperation in technical support for agricultural development and rural well-being.
- c. Identify, cooperate with and support relevant national institutions which may contribute technical support to Institute program and project actions.
- d. Encourage the endorsement and improvement of the present agreement for coordination with the Organization of American States, and enter into complementary operational agreements as needed for ensuring unity of purpose, in accordance with the Charter of the Organization and within the broad policy guidelines that may be adopted by the Governments of the Member States or by the entities of the system.
- e. Enter into agreement with the other specialized agencies of the inter-American system for obtaining a better definition of their various areas of competence and responsibility, and for working together to provide better and more effective specialized services to the Member States.
- f. Enter into agreements with agencies of the United Nations System, especially with FAO, to establish mechanisms for coordination, cooperation and technical and financial support for performing actions to benefit the member countries.
- g. Obtain financial assistance and forge reciprocal cooperative ties with the various organizations working for the development of the countries of the region, so that funding and technical cooperation for agricultural development and rural well-being can be reinforced in the benefit of the Member States.
- h. Enter into agreements with specialized inter-governmental technical cooperation organizations, in order to help make maximum use of available resources, foster joint actions and prevent duplication of effort.
- i. Maintain relationships with agencies and entities for bilateral cooperation, to facilitate the channeling of resources toward identified agricultural projects and activities, designed in accordance with the institutions themselves.
- j. Enter into agreements for cooperation with governments and institutions in IICA's Permanent Observer States, in order to foster mutually agreeable actions for joint or individual participation on programs and projects of significance and concern to the Member States.

k. Promote general and specific agreements for cooperation with philanthropic foundations or other non-profit organizations whose objectives are similar to those of the Institute.

l. Maintain contacts as necessary with the Ministries of Foreign Relations and Agriculture in the Member States, for up-dating and improving the Basic Agreements and general operational accords, in compliance with the terms of the new Convention and in line with the instructions of the Inter-American Board of Agriculture.

4. The Institute will intensify its actions for channeling external, technical and financial resources for agricultural development and rural well-being. For this purpose:

a. IICA's operational units will improve their systems for the identification, promotion, negotiation and preparation of projects, with backing from the Central Office and the area offices, in support of national institutions.

b. Mechanisms for cooperation will be developed with different sectors of private enterprise at the international and national levels, in order to channel technical and financial resources toward development efforts in the Member States.

E. GUIDELINES FOR HUMAN RESOURCES

The new Rules of Procedure for the General Directorate acknowledge the importance of human resources and lay the groundwork for personnel management. Any action to strengthen relations between the Institute and its personnel will further consolidate the quality of technical cooperation, and this alone justifies all such efforts.

The guidelines for action in the area of IICA's human resources include:

1. Placing personnel in functions consonant with their qualifications.
2. Improving the systems of recruitment and selection.
3. Reviewing and implementing modern systems of personnel evaluation.
4. Providing incentives for refresher courses and professional development training for all personnel.
5. Improving the system of job classification and compensation.

6. Offering permanent personnel the opportunity for professional career development in IICA.

7. Sustaining an on-going dialogue with the personnel.

8. Professionalizing the units directly involved in human resources.

The guidelines for action in technical and administrative areas, external affairs and human resources, as outlined above, seek the establishment of an institutional environment favorable to the Member States, executives and personnel. This will guarantee them all the possibility of achieving institutional success as a result of teamwork and commitment to agricultural development and rural well-being in the Member States.

CHAPTER III
IICA'S PROGRAMS





CHAPTER III

IICA'S PROGRAMS

A. INTRODUCTION

A program is the instrument used for identifying, analyzing and giving priority to those problem areas affecting the agricultural development and rural well-being of the countries. It proposes strategies for their solution and includes project management in a continuous process of revision and evaluation. It regularly modifies project actions in accordance with the dynamics of social, political and economic change in the region.

The programs included in this Medium Term Plan stem from the Convention and from the different resolutions adopted by the Inter-American Board of Agriculture (JIA) and the Inter-American Conferences on Agriculture. They are based on a synthesis of the historical processes in the region, and the trends, perspectives and problems now affecting the development of the hemisphere or which could emerge during the eighties.

The list of problem areas that confront the region's development and that will receive attention is in no way exhaustive. Rather, it reflects priorities for the present and the future, as revealed in studies performed by the Institute. The programs seek to:

- a. Provide a general outline within which to concentrate IICA's concerted regional and country-level actions.
- b. Define, within each specific problem area, a frame of reference for use in implementing actions agreed upon.
- c. Guide and direct the implementation of actions that have been arranged with the countries, in order to ensure the attainment of anticipated results.
- d. Maximize resource allocations to the development of actions at the regional and country levels in order to make better use of resulting benefits and integrate them more effectively.

In order to facilitate analysis for establishing new programs and setting priorities, proposals taken to the consideration of the Board should contain information needed for applying criteria established in advance by the Board itself for this purpose. The nature of these criteria will be such that, through applying and analyzing them, it will be possible to estimate the probable impact of program implementation and judge the comparative merits of the programs over other proposals competing for the use of available resources.

The Institute will equip its subregional operations with permanent, decentralized processes for follow-up and for evaluating the results of their action. In order to perform this task, it will give maximum participation to national technical organizations. This will make it possible to comply with the stated purpose of objectively gauging the effectiveness of actions. It will facilitate reciprocal exchange of experiences and increase the interest of the countries in Institute action. The task is viewed as a continuous, decentralized, participatory process, and will provide a foundation for adapting programs to social, economic and political changes in the Member States.

The Lines of Action will now be viewed as a specific conceptualization of IICA's purposes: agricultural development and rural well-being. By contrast, the new Rules of Procedure of the General Directorate identify the programs as the basic units for defining IICA's activities. For this reason, the programs outline the areas in which IICA will operate.

Accordingly, the following programs are submitted for consideration:

1. Programs to develop the human resources needed for agricultural and rural development:

—Program I: Formal agricultural education.

2. Programs to provide scientific and technological support to the productive processes:

—Program II: Support of national institutions for the generation and transfer of agricultural technology.

—Program III: Conservation and management of renewable natural resources.

—Program IV: Animal Health.

—Program V: Plant Protection.

3. Programs to solve problems of production and marketing in the public and private sectors:

—Program VI: Stimulus for agricultural and forest production.

—Program VII: Agricultural marketing and agroindustry.

4. Programs to strengthen efforts for rural development, allowing for the promotion and participation of the human being as the subject and object of development:

–Program VIII: Integrated rural development.

5. Programs designed to guide the policies, programs and plans of the governments and institutions, giving them a more solid foundation through information services and through systematizing the process of making and implementing decisions:

–Program IX: Planning and management for agricultural development and rural well-being.

–Program X: Information for agricultural development and rural well-being.

B. PROGRAM OPERATION

The proposed programs acknowledge the persistence of unsolved problems that will probably take a long time to solve, or the impact of which will be difficult to minimize; however, they also acknowledge that national efforts have been totally or partially successful in dealing with one or more of the problems to be covered by IICA's proposed action. The Institute has participated in these efforts in past years, and continues to be active in them.

The dynamics of the total or partial solutions in each case depends on the conditions in the country and its policies, actions, institutions and decisions. This context will undoubtedly define and ultimately shape the interest expressed by each Member State, at any given moment, in the technical cooperation services of the different programs.

Programs take shape through multinational or national projects. These represent concrete efforts planned with the countries for solving problems jointly identified and prioritized.

A project is defined as an ensemble of actions or activities of technical cooperation. It produces significant foreseeable results during a specified period, solving a problem by applying certain resources with a given methodology and under the management and responsibility of a competent professional.

The projects for technical cooperation that will be developed within the programs should:

- a. Be relevant to the country's development objectives.
- b. Emphasize the transfer of information and experience.
- c. Enhance local technical capabilities.

- d. Create local capabilities to absorb technical cooperation actions.
- e. Take place under a formal arrangement.
- f. Attract supplemental resources (financial or other).
- g. Be temporary in nature, with definite terms for implementation.
- h. Be clearly related to the activities of the beneficiary institution.
- i. Be subject to evaluation to measure output and determine the advisability of continuation or termination.

Projects agreed to and planned with the countries fit into the program guidelines. They are an integral part of the program, but the sum of the projects does not necessarily represent the program as a whole. This is because the nature and dynamics of the program generate a continuous process of identification and anticipation of new factors that may surface as a result of social, technical, political, economic and institutional change.

Because of these characteristics, the projects represent the degree to which IICA's program action is concentrated during a specified period of time. This can vary according to the degree to which the problem has changed.

C. PROGRAM CONTENT

I. Formal Agricultural Education

a. Problem

The graduates of institutions of formal agricultural education are generally insufficient, in terms of both quantity and quality, for meeting the needs of agricultural development and rural well-being in the countries.

b. Causes of the problem

- i. There are no on-going diagnoses or studies of the needs for people with different levels of training, or of the different disciplines required.
- ii. There are no clearly defined national or institutional policies on the development of agricultural education.

- iii. There are few sound mechanisms for planning and managing formal agricultural education, for coordinating a single integrated subsystem to combine training at the secondary, technical, professional, university or post-graduate levels, or for keeping the number of trained personnel consonant with sectoral needs.
- iv. In general, curricula for the different levels and disciplines of agricultural education are not consistent with the real needs and features of the sector.
- v. There is shortage of funds and of appropriate human resources for planning and managing formal agricultural education.
- vi. There is a general proliferation of agricultural education centers which are poorly organized and structured. This effects the quality of teaching and often produces too many professionals for a limited job market.
- vii. Research, extension and agricultural education have little connection with farmers.
- viii. The eventual employers of students of agronomic disciplines have little say in program analysis and content.

c. Objectives

—General objective

To cooperate with the national institutions in planning, developing and evaluating intermediate, higher, and post-graduate agricultural education, in order to satisfy specific requirements for sectoral development.

—Specific objectives

To cooperate with the countries in:

- i. Identifying needs for human resources at different levels and in different specializations.
- ii. Defining national and institutional educational policies consistent with sectoral development.
- iii. Identifying methods or procedures for the administration (planning, organization, management, coordination and evaluation) of agricultural education.

- iv. Procuring and managing human, technical and financial resources for agricultural education.
 - v. Designing and improving the curriculum at all levels and in all specializations of agricultural education.
 - vi. Encouraging the use of teaching methods, at all levels of agricultural education, that require the active participation of students and that maintain close ties with the surrounding rural environment.
 - vii. Designing and implementing training programs for professors, researchers and extension agents.
 - viii. Coordinating systems for teaching, research and extension.
 - ix. Training personnel at the intermediate, professional and post-graduate levels to help meet the human resource needs of the sector.
- d. Program strategy
- i. To prepare diagnostic studies that pinpoint the problems and needs of agricultural education at all three levels and in the different specializations.
 - ii. To provide advisory services to the governing bodies of the various formal agricultural education institutions, either within the Ministries of Agriculture and Education, or autonomous, for developing measures consistent with the needs of the countries and the purpose of each.
 - iii. To support the efforts of institutions for secondary, university and post-graduate agricultural education in the area of administration (planning, organization, management, coordination and evaluation), through direct advisory services, contributions from other advisors, promotion of events for exchange, and other training methods.
 - iv. To promote opportunities or to support actions taken by agricultural education institutions at all three levels, to improve their curricula, integrate theory and practice into teaching, conduct research, and perform extension tasks, so they may serve as tools for linking science teaching to the application of science and to the farmers.
 - v. To generate teacher training programs (technical and methodological) for educators, researchers, extension agents and graduates of agricultural education institutions.

- vi. To encourage, plan or support teacher-sponsored events and organizations that provide opportunities for the exchange of ideas, experiences, research and information related to agricultural education.
- vii. To procure resources and opportunities for personnel training at different levels, and to support the donor countries and organizations in managing these resources.

II. Support of National Institutions for the Generation and Transfer of Agricultural Technology

a. Problem

The levels of modernization and technical adoption achieved by the agricultural sector in Latin America and the Caribbean during past decades has varied, depending on product line and country. Some of this technological change has been brought about by national research and technology transfer systems, and by the increasing participation of the private sector.

Despite the action of these institutions, many countries have made insufficient progress in agricultural production and productivity to meet their growing demands for foodstuffs and export products. This is caused partly by the fact that appropriate production technology and systems, especially for small-scale farmers, have been neither generated nor adopted.

Another partial but significant cause of the limited generation and transfer of technology is the lack of recognition and political and economic support for this area.

b. Causes of the problem

- i. Organizational and operational models are ineffective in terms of the environment in which these institutions must function.
- ii. There is a lack of diagnoses and studies to describe conditions and production systems and to pinpoint accurately the problems faced by the various types of producers and consumers, and that can serve as a framework for designing meaningful processes for the generation and transfer of technology.
- iii. Appropriate technology has not been developed for many native products of great economic and nutritional potential.

- iv. The different public and private institutions (research centers, universities, extension agencies, development agencies, producer organizations, etc.) are operating disjointly.
- v. The national and international institutions for the generation and transfer of technology are not using technology to the fullest, or coordinating and transferring it among themselves.
- vi. There is little understanding of why the generated technology is being neither accepted nor transferred, especially by small-scale producers.
- vii. Little attention has been given to testing the technology generated by experimental stations and adapting it or modifying it according to the different ecological and socioeconomic conditions of production areas.

c. Objectives

—General objectives

To support the countries in designing technology policies; in setting priorities and conducting research consistent with the real problems of development; in setting up an institutional system that will ensure continuity from the generation of appropriate technology, through promotion and adoption by producers; in assigning functional responsibilities to the different institutions of the technology systems; and in improving their organizational structure for carrying out these functions.

—Specific objectives

- i. To cooperate with the countries in defining national policies for the generation and transfer of technology, consistent with the problems and priorities of national development.
- ii. To support the countries in developing methodologies and institutional mechanisms by which organizational and operational structures can be analyzed (through self-analysis) and continuously updated, and that will facilitate the generation and transfer of technologies, with the participation of the farmers, on the basis of their own socioeconomic and ecological conditions.
- iii. To support the countries in developing mechanisms to facilitate the use of technological information at the national and international levels, and of collaboration and reciprocal cooperation for technology generation and transfer.

- iv. To support the development and use of methods of study and analysis that will encourage the participation of small-scale farmers in describing their own production systems, so that the development and transfer of technologies can be channeled toward optimizing the use of resources and services available to this group of producers.
 - v. To cooperate with the countries in developing ways to disseminate the technology generated, so as to raise substantially the possibilities of adoption by farmers.
 - vi. To promote and support experimentation on adapting and modifying technology for specific and ecological areas.
 - vii. To support the development and dissemination of technology for native products with high nutritional and economic potential.
- d. Program strategy

To promote and support:

- i. Mechanisms and processes for defining policies and priorities for more effective action by the institutions that generate and transfer technology.
- ii. The continuous organizational and operational upgrading of technological institutions according to the needs of the countries.
- iii. Reciprocal cooperation and coordination between national institutions in the different countries, and the international institutions, especially international research centers.
- iv. Staff training in technology, administration and management.
- v. The coordination of public and private institutional efforts, including those of farmers and farmer organizations, in directing and implementing the technological process, from the identification of problems to the adoption of technology.
- vi. The development and dissemination of technology for specific areas and for native products with high nutritional and economic potential.

III. Conservation and Management of Renewable Natural Resources

a. Problem

The renewable natural resources of Latin America and the Caribbean are the foundation for development, as they are the primary source of foods, foreign exchange and, more recently, energy products.

The growing demand for food, foreign exchange and energy has increased the use of renewable natural resources to such a degree as to threaten their availability (in terms of both quality and quantity) for use by future generations.

Increased agricultural activity has furthered the degradation of resources. The most elemental practices for resource use, management and conservation have been ignored, hastening erosion, desertification, loss of organic matter and leaching of nutrients.

The region has a vast, largely underused potential for deriving benefits from the development of water, land and irrigation and drainage infrastructure. Many areas also pose problems for drainage and flood control efforts, and their use is therefore limited.

The breakdown of soil, water, forest and wildlife resources affects agricultural production, the environment, and consequently, human welfare.

Present efforts are not well coordinated for the use, management, administration and conservation of natural land, water, forest and wildlife resources. This means that the resources of technical cooperation and know-how available at the international level are not being fully used, which curtails the efficiency and effectiveness of actions taken.

b. Causes of the problem

- i. In many cases, development plans for the agricultural and rural sector are prepared and implemented without taking into consideration the conservation and sound use of renewable natural resources, especially the region's land and water resources included in irrigation and drainage projects.**
- ii. There is a shortage of inventories, research and technical information that could serve as a guide for the rational use and management of land and water resources in the region.**

- iii. Both the urban and the rural populations are unaware of the implications of inappropriate use and management of natural resources, due to their effect on the living environment and on agricultural production and productivity.
- iv. The countries have little or no resources or institutional organization for promoting, planning, organizing, administering and protecting renewable natural resources.
- v. There is a shortage of duly trained staff for directing the institutions and technical programs related to the administration, operation, improvement, rehabilitation and integrated development of agricultural areas included in irrigation and drainage projects.
- vi. Farmers and national and international organizations involved in the use and management of water and soils have limited skills in managing, operating, conserving and developing important agricultural areas currently under irrigation and drainage or potentially suited to such projects.

Objectives

–General objectives

To cooperate with the countries in improving their institutional organization and upgrading the technical skills of national and regional agencies responsible for the conservation and management of renewable natural resources, especially soils, water (irrigation and drainage), forests and wildlife, for orienting their action and making it more effective.

–Specific objectives

- i. To cooperate with the institutions responsible for the conservation and management of soils, water (irrigation and drainage), forests and wildlife, as follows:

- Updating and broadening legal provisions and regulations to facilitate the use, conservation and development of renewable natural resources.

- Improving administrative and technical skills in national institutions responsible for the use, conservation and development of renewable natural resources.

–Improving or creating mechanisms for intersectoral and inter-institutional coordination among agencies working in this area.

–Performing agroecological zoning and inventories of natural resources, analyzing and processing the information generated, and preparing the diagnosis.

- ii. To cooperate with national and regional study and research centers in developing techniques and methods for the conservation and management of soils, irrigation, drainage, flood control, reforestation, erosion, environmental pollution, use and conservation of watershed basins, and production systems suited to each ecosystem.
- iii. To cooperate in the training of professionals and technical personnel who work in the planning and implementation of programs, projects and activities related to the use and conservation of land, water (irrigation and drainage), forests, and wildlife.
- iv. To support the adaptation and expansion of curricula on renewable natural resources in universities and technical training centers, in the area of soil, water (irrigation and drainage), forests, and wildlife.

d. Program strategy

- i. To design, implement and evaluate integrated plans and multinational and national projects that cover ecologically similar areas or regions with common problems of soil, water (irrigation and drainage), forest and wildlife resources, which all the countries involved are interested in studying and solving.
- ii. To promote close ties and coordination between the program and the operational bodies of existing treaties or agreements in major ecological regions. Examples include: the Amazon Cooperation Agreement, the Andean Pact, the Caribbean Common Market, the Central American Common Market, the La Plata Basin Treaty, etc.
- iii. To provide support to institutions responsible for the conservation and management of renewable natural resources, including soil, water (irrigation and drainage), forests, and wildlife, in:
 - Defining policies and updating legal provisions and regulations on the subject.
 - Making institutional adjustments to improve the systems and mechanisms for planning, implementation and organization in

the agencies responsible for the conservation and management of renewable natural resources.

–Improving or creating mechanisms of institutional, inter-institutional, and intersectoral coordination among agencies working in this field, particularly in matters related to irrigation and drainage.

–Developing the skills needed to perform inventories and agro-ecological zoning of natural resources, and to analyze and process the information generated.

–Training and dissemination oriented toward the participation of farmers' organizations in the conservation and management of natural resources.

- iv. To support study and research centers in developing techniques and methods for the conservation and management of soils, water (irrigation and drainage), forests and wildlife, and in designing appropriate production systems for the ecological and socioeconomic conditions of ecologically similar areas.
- v. To provide training for professionals and technical personnel and to support institutions of formal education in updating their natural resources curricula on soil, water (irrigation and drainage), forests, and wildlife.
- vi. To improve and develop mechanisms for exchanging information and personnel, and for providing reciprocal training between countries with common problems.
- vii. To maximize the use of technical resources and expertise from IICA's other programs, CATIE and national, regional and international agencies.

IV. Animal Health

a. Problem

Livestock production and reproduction rates in Latin America and the Caribbean are low in comparison with those of the developed countries. To a large extent, this can be attributed to the effects of the following diseases: African swine fever, hog cholera, equine and bovine piroplasmosis and anaplasmosis and their vectors, blue tongue, equine encephalomyelitis, bovine leucosis, etc.

Modern international shipping facilities have compounded the risks of infection and the spread of disease.

Furthermore, public and private national institutions are ill-equipped to handle the organizational complexities required for reducing the spread of disease.

b. Causes of the problem

- i. Limited ability to identify, detect and estimate the extent of damages caused by the different diseases.**
- ii. Limited ability to design preventive measures for controlling and/or eradicating the different diseases.**
- iii. Limited ability to plan, coordinate and implement programs for detecting the different diseases and keeping them from spreading.**
- iv. Limited ability to plan, coordinate and implement research and scientific exchange programs.**
- v. Inadequate physical, human and financial resources in the national animal health institutions.**

c. Objectives

—General objective

To promote and support the countries in preventing and reducing economic loss caused by animal disease.

—Specific objectives

To cooperate with national institutions in developing capabilities to:

- i. Identify, detect and estimate damage caused by the principal diseases.**
- ii. Prevent, control and/or eradicate these diseases.**
- iii. Plan, coordinate and implement programs for reducing the incidence and preventing the appearance and spread of the principal diseases.**
- iv. Plan, coordinate and implement programs for research and the exchange of personnel and information on animal diseases.**

- v. **Generate mechanisms for upgrading the physical, human and financial resources of plant protection institutions, according to the levels of responsibility that have been assigned them.**

d. Program strategy

To promote and support:

- i. **The updating and standardization of national and international legal provisions and regulations governing animal health.**
- ii. **The formulation, implementation and evaluation of multinational projects that involve economically important diseases of mutual interest to several countries.**
- iii. **The formulation, implementation and evaluation of high-priority projects at the national level.**
- iv. **The use of technical and human resources from other IICA programs, from CATIE, and from national institutions with experience in this field.**
- v. **Coordination with other international, regional and subregional entities of the inter-American and world systems including: PAHO, OIRSA and FAO.**
- vi. **The operational and technical reinforcement of national institutions.**
- vii. **The organization and promotion of gatherings, seminars and other events for consultation and orientation, to establish guidelines for work and for high-priority actions.**
- viii. **The use of scientific associations for animal health, as a forum for studying health problems in the countries, the subregions and the hemisphere.**
- ix. **The participation of farmers' organizations, field workers and the rural population in campaigns to control pests and diseases, as well as in quarantine measures.**

V. Plant Protection

a. Problem

Latin America and the Caribbean must reduce and halt the spread of pests, diseases and weeds that affect food and export crops, in order for the Continent to meet food, foreign exchange and energy needs.

National plant protection institutions are limited in their ability to reduce the incidence and spread of these pests, diseases and weeds. Improved international shipping and trade facilities have made it very difficult for individual countries to exercise effective control, and coordinated international action is increasingly needed.

b. Causes of the problem

- i. Limited technical ability to identify, detect and estimate the damage caused by different crop pests, diseases and weeds.**
- ii. Limited operating ability to apply preventive measures for controlling and/or eradicating the different pests, diseases and weeds.**
- iii. Limited ability to plan, coordinate and implement programs for reducing the incidence and preventing the spread of the different pests, diseases and weeds.**
- iv. Limited ability to plan, coordinate and implement research and scientific exchange programs to cover the principal crop pests, diseases and weeds.**
- v. Inadequate physical, human and financial resources in national plant protection institutions.**

c. Objectives

–General objective

To promote and support the efforts of the countries to prevent and reduce crop losses caused by pests, diseases and weeds.

–Specific objectives

To cooperate with the countries in expanding and improving their institutional capability to:

- i. Update and standardize national and international legal provisions and regulations governing plant protection.**
- ii. Identify, detect and estimate the damage caused by the main crop pests, diseases and weeds.**
- iii. Plan, coordinate and implement programs for reducing the incidence and preventing the spread of the main crop pests, diseases and weeds.**

- iv. Plan, coordinate and implement research and technical exchange programs on crop pests, diseases and weeds.
- v. Generate mechanisms for upgrading the physical, human and financial resources of plant protection institutions, according to the levels of responsibility that have been assigned them.

d. Program strategy

To promote and support:

- i. The updating and standardization of national and international legal provisions and regulations governing plant protection (quarantine and pesticides).
- ii. The formulation, implementation and evaluation of multinational projects that involve economically important pests and diseases of mutual interest to several countries.
- iii. The formulation, implementation and evaluation of high-priority projects at the national level.
- iv. The use of technical and human resources from other IICA programs, from CATIE, and from national and international institutions with experience in this field.
- v. The operational and technical reinforcement of national and international institutions working in this field (OIRSA, FAO, CIP, NAPPO, CIAT, CIMMYT).
- vi. Coordination with other international agencies.
- vii. The organization and promotion of meetings, seminars and other events for consultation and orientation to establish working guidelines and priorities for action.
- viii. The organization of scientific associations for plant protection, that can provide a forum for studying plant health problems in the countries, the subregions and the hemisphere.
- ix. The participation of farmers' organizations, field workers and the rural population in campaigns to control pests and diseases, as well as in quarantine measures.

VI. Stimulus for Agricultural and Forest Production

a. The problem

During the past decade, the agricultural production problems in Latin America and the Caribbean have been exacerbated. The countries are having more trouble satisfying their production needs for food, agro-industry, generating foreign exchange and replacing hydrocarbons with agricultural raw materials.

Agricultural production in the countries of the region is dominated by a biased system of specialization. In general, the large commercial establishments produce export products, while the small and medium-scale farms produce foodstuffs.

In general, programs fostering production have had serious problems defining which components of the productive systems must be made available to farmers, in a coordinated fashion and in adequate quantities, in order to achieve desired production increases.

Even where these requirements have been determined, institutional action has been too cumbersome to ensure the timely delivery of goods and services.

The sector must make contributions to satisfying needs for food, agroindustrial raw materials, foreign exchange and energy. However, its ability to do so will depend to a high degree on the preparation and implementation of projects that define, include and provide coordinated delivery of sufficient goods and services for achieving desired production increases.

b. Causes of the problem

- i. The institutions are ill-equipped to identify and gauge the minimum factors, and combinations thereof, that should be provided to farmers.**
- ii. Sectoral institutions are limited in their capability for designing and preparing interdisciplinary and intersectoral programs and projects.**
- iii. Institutions are unskilled in the organization, implementation and management of multicomponent programs.**
- iv. The institutions have limited access to physical, human and financial resources for molding institutional actions to multicomponent programs.**

- v. There is a need for policies to provide incentives for investment and the adoption of technological change, paying special attention to covering production risks, in line with the socioeconomic conditions of producers.
- vi. Little consideration is given to organizing and coordinating public and private services for prompt, adequate supplies of production inputs.
- vii. The credit system is inadequate in terms of amounts available, terms for payment, and grace periods; there is insufficient supervision and combination of credit with other services, especially insurance and technology transfer.
- viii. There is a lack of appropriate technology for the different production areas, and the processes for disseminating and adopting technology are flawed.

c. Objectives

–General objective

To improve the efficiency and effectiveness of the efforts of national institutions to promote the production of annual and perennial crops, livestock products, forestry products and agroenergy to meet nutritional needs, generate and save foreign exchange, encourage industrialization and replace hydrocarbons as a source of energy.

–Specific objectives

To cooperate with the countries in:

- i. Developing institutional skills for identifying and gauging the minimum factors and/or combinations thereof which should be made available to the producers.
- ii. Developing the skills of sectoral institutions for designing, preparing and implementing interdisciplinary and intersectoral programs and projects.
- iii. Developing the capabilities of the institutions for organizing, implementing and managing multicomponent programs and projects.
- iv. Adapting the physical, human and financial resources of the institutions for implementing multicomponent projects.

- v. Developing effective fiscal incentive and risk management policies for production, to encourage investment in the sector and the adoption of technological change.
- vi. Strengthening the organization and coordination of public and private services which provide inputs for production, so as to ensure adequate quantity and prompt delivery.
- vii. Identifying and developing policies and mechanisms by which the member countries can completely or partially satisfy their hydrocarbon requirements with agroenergy substitutes.
- viii. Developing and strengthening sectoral credit systems, to upgrade the amounts, terms of repayment, and grace periods, through credit supervision; and integrating credit with other services, especially insurance and technology transfer systems.
- ix. Developing the processes and mechanisms for the testing, dissemination and adoption of technology appropriate to the different production areas, and integrating these mechanisms into programs and projects to boost production.

d. Program strategy

With the concurrence of the countries, and in support of national institutions:

- i. To formulate policies for promoting production, and to define priorities among product lines and production areas.
- ii. To design and implement projects with a national, regional or multinational scope, promoting production and paying special attention to the commercial development of traditional and non-traditional product lines and agroenergy.
- iii. To incorporate one or more of the following elements essential to success, depending on the needs of each project: fiscal incentives, capital resources, crop credit insurance, technical assistance, technology appropriate to the working conditions of the farmers, timely credit and inputs at reasonable prices, market guarantees, support infrastructure, and the effective organization and management of farmers.
- iv. To place a special emphasis on actions of inter-institutional coordination, and to facilitate them through joint planning and reciprocal support.

- v. To adapt production promotion projects according to the technical, administrative, financial and staffing possibilities of each country, taking the target group of producers into consideration.
- vi. To use seminars, workshops and other types of meetings for encouraging and facilitating the use of available technological know-how that is transferrable from public and private organizations in other countries and from international research and agricultural development centers.
- vii. To foster the production and use of agroenergy sources for replacing hydrocarbons, and to encourage reciprocal cooperation for promoting and facilitating the exchange of relevant experiences among the member countries.

VII. Agricultural Marketing and Agroindustry

a. Problem

The countries of Latin America and the Caribbean face serious obstacles to achieving an efficient and sustained food supply. These include imbalances in the supply and demand of products and the fact that agricultural exports are generally limited to a few traditional product lines and occasional surplus. This places serious limitations on efforts to expand markets and diversify exports.

The domestic and international marketing systems are inefficient and often poorly organized. This situation is exacerbated by the growing population of consumers and the diversification of agricultural commodity markets in the region.

The inadequate infrastructure for the storage, preservation and agro-industrial processing of foodstuffs and raw materials has a negative impact on food security and on providing producers with a margin of profit and consumers with acceptable price levels.

It has proven difficult to achieve and sustain price levels that strike a balance between encouraging the production of food and conforming to the purchasing power of consumers.

b. Causes of the problem:

- i. Price and marketing policies are not compatible with the sector's development needs or with the needs of national and international markets.

- ii. The public entities in charge of marketing systems have limited skills for planning and management.
- iii. There is no inter-institutional coordination in the public and private sectors for implementing actions to promote domestic supplies, foster exports and develop agroindustry.
- iv. There are no alert services to signal the current and potential domestic and foreign demand for traditional and non-traditional products, that would guide policies on production and food security and keep them up to date.
- v. The seasonal nature of production and the lack of infrastructure for storage, preservation and industrialization have a negative impact on prices, post-harvest losses, and stable supplies.
- vi. The small- and medium-scale farmers are too isolated and poorly organized to improve their negotiating power in product and input markets.
- vii. It has proven difficult to achieve concurrence among countries on efforts to market agricultural and forest-based products in sub-regions, regions, and at the world level.

c. Objectives

—General objective

To support national, subregional and regional systems for the marketing and industrialization of agricultural and forest products, in order to stabilize supply and demand and sustain acceptable prices for producers and consumers, promote food security, ensure that products will be available to meet domestic and export needs, and develop measures that will prevent discrimination against specific groups of producers and consumers.

—Specific objectives

- i. To design and implement marketing systems able to meet the requirements of quantity, quality and service posed by a rapidly growing urban population.
- ii. To improve planning and implementation skills in public agencies responsible for monitoring the efficient operation of national marketing and agroindustry systems, and in charge of generating and implementing integrated policies for the production, processing and marketing of agricultural products.

- iii. To reinforce the action of regional and subregional systems through concerted efforts by various countries for marketing exportable foodstuffs, produce and raw materials of agricultural origin.
- iv. To design and implement strategies to prevent marketing systems from discriminating against specific groups of producers or consumers.

d. Program strategy

- i. To promote coordination among the public sectors for agriculture, industry and marketing, in order to develop policies for domestic supply and for promoting exports.
- ii. To help improve analytical and methodological design skills in economic and sectoral planning agencies in the areas of price policy, food distribution, market forecasting and penetration, inventory management, storage of perishable items, farmer organization and agroindustrial development.
- iii. To work with public and private entities for rural development, agrarian reform and the development of cooperatives, by designing and promoting marketing strategies for inputs and products so as to improve the terms of trade for small-and medium-scale farmers.
- iv. To support agencies for subregional integration, including SIECA, CARICOM, the Cartagena Agreement, and the La Plata Basin Treaty, in establishing appropriate mechanisms for information and alert services on the current and potential demand for traditional and non-traditional products.
- v. To work with national marketing agencies in designing and implementing price and market information systems.
- vi. To support regional systems, such as SELA/ALADI and FAO, and subregional systems, such as SIECA, CARICOM, the Cartagena Agreement, and the La Plata Basin Treaty, in their efforts to penetrate and develop foreign markets for regional goods.
- vii. To support the promotion of effective mechanisms for coordination between the public and private sectors, to make the marketing and industrialization of agricultural commodities more efficient.
- viii. To establish regional, subregional and national training programs in marketing, for improving the analytical and operating skills of professional staff in national agricultural marketing agencies.

VIII. Integrated Rural Development

a. Problem

In many countries of Latin America and the Caribbean, the institutional structure for the agricultural sector has failed to provide a clear conceptual definition of integrated rural development and does not allow for the multiplicity and complexity of the factors involved. At the same time, certain persistent socio-political situations lead to unsatisfactory income distribution and occupation and a low quality of life, substantially affecting the rural population of the countries.

In particular, rural dwellers and their families are caught in the convergence of all these factors. They have severely limited opportunities for participation, training, organization and access to the means of production. This produces a recurring cycle of discontent.

The complexity and multiplicity of factors involved in the process of integrated rural development have hampered the concrete efforts made by some countries of the region to realign productive and participative agrarian structures. Results have therefore fallen short of expectations.

It is important to recognize the need for an integrated, multi-faceted approach to obtaining and implementing land, population, organizations and human and financial resources and making them compatible. This recognition would provide a framework for producing agreements between institutions and the rural population, leading to concrete projects for effectively incorporating the population into the benefits of economic and social progress in the region.

b. Causes of the problem

- i. Productive resources, especially land, are poorly distributed, and access to them is difficult.**
- ii. A substantial proportion of producers are locked into a minifundia structure of land tenure.**
- iii. Programs for outreach and organization are inconsistent and ineffective in motivating farmers and their families toward change for effective participation in the process of rural development.**
- iv. There are no opportunities for training women and youth or incorporating them into the productive process, as a means of improving the stability and standard of living of rural families.**

- v. Too few trained human resources are available for the administration and implementation of integrated rural development projects, and the structure of rural training programs is not appropriate to the real situations and needs of the sector.
- vi. The institutions of the sector are limited in their capability for planning, coordinating, organizing and implementing projects with the intra— and intersectoral participation of multiple institutions.
- vii. National rural development policies are inconsistent and discontinuous, and no successful conceptual and organizational models are available for orienting this process.
- viii. There are few organizational structures of proven effectiveness and efficiency that include the participation of institutions and beneficiaries of the integrated rural development process.
- ix. Integrated regional rural development projects can be implemented through administrative regionalization and decentralization, but existing processes are weak or non-existent.

c. Objectives

—General objective

To cooperate with the national institutions in defining and implementing policies and programs leading to an efficient and effective process of integrated rural development, in accordance with the characteristics and policies of each Member State expressing interest in this program.

—Specific objectives

To cooperate with the countries in:

- i. Developing policies, models and systems that will streamline agrarian reform, in accordance with the economic, social and political situation in Member States expressing interest.
- ii. Designing projects that possess the physical, technical, social, human, organizational and service components needed for achieving integrated rural development and the participation of beneficiaries.
- iii. Promoting, designing and testing methods for promoting, training and organizing young people, producers, women, and rural families as a whole, for productive and service purposes, in order to increase their income, employment and participation in decision-making

in integrated rural development projects that are appropriate for economic, social, political and institutional conditions in the Member States.

- iv. Training personnel for outreach, training and organization of the rural population.
- v. Developing institutional capabilities for planning, coordinating, organizing and implementing projects with the full, active participation of institutions from inside and outside the agricultural sector and beneficiaries of the rural development process.
- vi. Cooperating with the countries in developing the human resources needed for managing and implementing integrated rural development projects.
- vii. Organizing rural family members into associative forms of production and services, in accordance with their needs.

d. Program strategy

To promote and support national institutions in:

- i. Implementing systems to develop agrarian reform plans and programs in the legal and socio-political framework of each Member State expressing an interest.
- ii. Designing, preparing and implementing projects for integrated rural development, compatible with relevant national guidelines and policies.
- iii. Establishing forms of outreach and organization that induce the effective participation of producers, young people, women, and rural families, in order to increase their income and employment and incorporate them into the process of agricultural development and rural well-being in their countries.
- iv. Training institutional personnel and rural family members in the joint preparation and implementation of rural development plans and projects that allow for associative forms of organizing production and services, appropriate to the economic and social situation of the Member States.
- v. Determining mechanisms for institutional and intersectoral coordination for the implementation of integrated and regional rural development projects compatible with the political and administrative conditions of each country.

- vi. Promoting and organizing institutions responsible for directing non-formal educational programs, extension and community development services, in order to establish specialized units to channel and guide the process of participation by beneficiaries in plans and projects for rural development.
- vii. Selecting and using successful rural development efforts and projects to achieve a demonstration effect of national, inter-regional and international scope.
- viii. The reciprocal exchange of information and experiences among countries, international, regional and subregional organizations, and specific programs in the field of development.

IX. Planning and Management for Agricultural Development and Rural Well-Being

a. Problem

In order for agricultural development and rural well-being to come about, major problems must be identified and interpreted. Policies, plans and projects need to be designed and implemented for consistently and systematically solving problems in accordance with policy priorities in the countries of the region, taking into account the needs of the rural population, and agricultural potential.

Despite past efforts, sectoral planning has been unable to conduct the planning process satisfactorily, or to develop the skills necessary for systematizing the decision-making process. This has been exacerbated by a low level of managerial efforts in public and private institutions to carry out plans and programs as developed. Thus, it has been difficult to transform policies and physical, human and financial resources into more and better operating facilities to provide services for producers and for the population as a whole.

In short, organizational and administrative skills are limited, and the planning process is separate from implementation. These have been pinpointed as two of the greatest barriers to achieving agricultural development and rural well-being in the countries of the region.

b. Causes of the problem

The agricultural sectoral planning system has a low impact and poor credibility. The administrative problems that hinder the ability to implement plans, programs and projects developed by the countries appear to be due to:

- i. A limited ability to identify problems and design policies relevant to the problems of sectoral development.
- ii. Little interaction of the public sector with the private sector in the process of designing and implementing sectoral plans, programs and projects.
- iii. Little interaction between policy decision-making and the planning system as a whole, particularly for the agricultural sector.
- iv. Disjunction between policy definition and policy implementation.
- v. Limited inter-institutional coordination at the sectoral level to facilitate planning and implementing development programs.
- vi. Little interaction among the different decision-making levels: national, regional and local.
- vii. Little connection between regional and local public agencies and the national planning system.
- viii. Inadequate structure, technical skills and physical, human and financial resources for giving a sound basis to the proposals of the planning system.
- ix. Poor skills in sectoral institutions for identifying, designing, preparing, organizing and implementing plans, programs and projects for development of the sector.

c. Objectives

—General objective

To cooperate with national agencies of the public and private sectors in their efforts to improve organizational and administrative skills and to make the design of policies, plans, programs and projects more efficient and effective, translating them into goods and services conducive to agricultural development and rural well-being.

—Specific objectives

To support the countries in:

- i. Identifying socioeconomic and political problems that confront agricultural development and rural well-being, for designing policies and operational strategies appropriate for these problems.

- ii. Integrating and coordinating the public and private sectors in planning and implementing sectoral activities.
- iii. Improving management skills to make public and private institutions more efficient, so that policies, programs and projects can be translated into goods and services necessary for agricultural development and rural well-being.
- iv. Bringing about inter-institutional cooperation and coordination to facilitate the framing and implementation of plans, programs and projects for agricultural development and rural well-being.
- v. Improving the system and processes of planning and decision-making, for effectively planning the process of agricultural development and rural well-being.
- vi. Improving organizational structures and managerial and technical skills to make better use of physical, human and financial resources for giving a sound basis to the sectoral planning system and to the implementation of plans.

d. Program strategy

Program actions will be directed toward supporting and advising national institutions in charge of planning, organizing and coordinating agricultural sector organizations, in the following areas:

- i. The redefinition of the planning and implementation process, to coordinate the actions of the institutional systems.
- ii. Providing management teams in agricultural sector institutions at the local, regional and national levels, with training in administration and management.
- iii. The development and application of mechanisms for describing and interpreting the problems of the rural areas, and for proposing, defining and implementing solutions.

In addition, the program will operate at the multinational level to conduct comparative studies of institutional models and methods for planning and implementation, to be evaluated and considered for use.

X. Information for Agricultural Development and Rural Well-Being

a. Problem

The policies, programs and projects underway in the countries of Latin America and the Caribbean for agricultural and rural development should be firmly grounded in the real conditions of each country and of the international situation.

The identification and assessment of national and international conditions depend to a large extent on whether the countries have access to up-to-date analyses of the regional and national picture.

Analytical and current diagnoses can be produced only if systematic information is regularly available on the characteristics and trends of sectoral development.

Development of the sector is seriously obstructed because data are not available in the type, quantity, quality and frequency required. These data, together with improved analytical skills, are required for the sectoral decision-making process.

The decision-making process in the sector is influenced by the degree of availability of statistical bibliographic information with which to determine what systematized material is available on the development problems of the sector.

These problems are compounded by the lack of infrastructure and personnel for documentation, and the subsequent shortage of statistical data to provide a basis for analyses, policies and decisions on agricultural development and rural well-being.

b. Causes of the problem

i. The institutions are limited in their capability for designing, organizing and implementing information systems to be used in proposing and justifying sectoral decisions.

ii. Not enough systematically collected, sectoral information is available; it must be broad-reaching in scope, trustworthy, and available immediately upon publication.

iii. Sectoral institutions have poor analytical skills for identifying which data they need and which analysis procedures are most relevant to the planning and decision-making processes.

- iv. Technical, physical, human and financial resources available are inadequate and poorly suited to the magnitude and complexity of modern information and data analysis systems for planning and decision-making.
- v. Information systems and services are poorly coordinated, which leads to a duplication of efforts and of resource use.
- vi. Physical, human and financial resources are limited in their ability to provide an informational and bibliographic basis for the sector.

c. Objectives

–General objective

To support the national institutions in establishing, developing and consolidating national agricultural information and documentation systems, and integrating them into an inter-American agricultural information and analysis system.

–Specific objectives

To cooperate with national institutions in:

- i. Improving the availability of systematic sectoral information that is sufficiently broad in scope, trustworthy, timely and accessible.
- ii. Developing the analytical skills of sectoral institutions for identifying those data and analytical procedures which are most relevant for making decisions on planning.
- iii. Developing technical, physical, human and financial resources consonant with the magnitude and complexity of modern information and data analysis systems for planning and decision-making.
- iv. Improving the quantity and quality of available physical, human and financial resources for generating and maintaining and up-to-date reference and bibliographic base on agricultural development and rural well-being.
- v. Including systematized information and documentation in agricultural and rural development plans.

d. Program strategy

- i. The Program will reach agreement on direct technical cooperation with the information offices of the Ministries of Agriculture, sectoral planning offices, statistics and census bureaus, university departments of agricultural and forest sciences, and research institutes on agriculture and renewable natural resources in the member countries of IICA.**
- ii. Technical cooperation in the countries will focus on planning, establishing, coordinating and developing national systems for agricultural information; training human resources (technical personnel and users); and promotion, dissemination and use of information.**
- iii. Reciprocal technical cooperation will be promoted among national, international, regional and subregional information centers.**
- iv. In 1972, the Inter-American Agricultural Information System, AGRINTER, was introduced as a federation of national agricultural information systems in the region. It provides a basis on which to develop projects for documental information, and it will also stand as a model for establishing the numerical inter-American information system.**
- v. A that time, CIDIA was designated as a nucleus of AGRINTER. This facilitates various activities for coordinating and setting standards for the operation of the inter-American system.**
- vi. The Inter-American Association of Agricultural Librarians and Documentalists, AIBDA, has received IICA support since 1953. It is the entity that unites human resources involved in the field of agricultural information.**
- vii. IICA's efforts in this program dovetail and are coordinated with the resources of other international organizations, such as ECLA, FAO, UNESCO, CEPIS, etc., for developing the skills of information offices in the countries of Latin America and the Caribbean.**
- viii. In view of its technical nature, the program will be developed through the Inter-American Agricultural Documentation and Information Center, a unit specialized in the subject matter of the program and with appropriate technical capabilities, experience and organization.**

CHAPTER IV
INSTITUTIONAL ORGANIZATION

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A. INTRODUCTION

In a region as diversified as the American Continent, technical cooperation must provide a dynamic, flexible response to continuously changing needs and policies for agricultural development and rural well-being in the various countries. IICA, as an inter-American organization, must equip itself with a new structure with which to do this, in compliance with the mandates of its Convention.

B. MATRIX ORGANIZATION

The foremost feature of the new structure is the matrix organization, which is based on two clearly differentiated but interrelated hierarchies: one, technical and the other, administrative. It implies a new structure and pertinent support mechanisms.

The administrators in a matrix organization work under a twin hierarchy and a detailed working plan. One branch of authority feeds them objectives, orientations and goals for technical performance; the other provides and monitors resources for the work.

The matrix organization systematizes the relationship between support units and line units. It establishes a clear interface between the functions of program administration and the responsibilities of direction and supervision by geographical area, and between area offices and project leaders.

The action units of this structure are projects, the leaders of which exercise both technical and operational responsibility.

C. DECENTRALIZATION

The geographic breakup of IICA's actions requires the Institute to establish decentralized operating units located in those areas of the Member States where the actions take place. Decentralization as such is not limited to physical location, but also incorporates planning, implementation and decision-making in an appropriate framework of allocation of responsibilities and delegation of authority, on the basis of clearly defined policies, plans, programs and projects.

D. COMPONENTS OF THE ORGANIZATION

The decentralized matrix organization operates as a system comprised of certain components that fall directly under the General Directorate, and some

that have other kinds of budgetary and contractual ties with IICA.

These components are:

- The Central Office of the General Directorate.
- Area Offices.
- National Offices.
- Specialized Centers.
- Associated Entities.

1. The Central Office of the General Directorate

The hemispheric Central Office for IICA's General Directorate will be in San Jose, Costa Rica. It will house the directive, supervisory and support units for the decentralized offices. It will also headquarter external relations activities and resource monitoring.

a. The Office of the Director General

The Director General and the Deputy Director General have been combined into a single office, which also includes the Director of the Cabinet, the Director General's Special Advisors on technical, financial and legal matters, the units responsible for finances, personnel, physical resources and services, and in-house auditing. This arrangement will allow for close and on-going ties at the highest executive levels, for the process of guiding the Institute.

b. Office of the Assistant Deputy Director General for Operations

The main function of the Office of the Assistant Deputy Director General for Operations will be to see that IICA's programs and projects are implemented efficiently, and to coordinate all operations, regardless of source of funding. This Office is the line of command to which authority is delegated for representing the Director General in making decisions on the operation of the Institute.

The Office of the Assistant Deputy Director General for Operations has a geographically decentralized structure. Its components include: the National Offices; the Area Offices; and at headquarters in San Jose, the Center for Investment Projects (CEPI) and the Inter-American Agricultural Documentation and Information Center (CIDIA), which provide direct services to the countries. This Office contains additional

units for supervising and monitoring operations and directing special funds and special projects.

c. Office of the Assistant Deputy Director General for Program Development

The Office of the Assistant Deputy Director General for Program Development is responsible for the type and quality of IICA's technical work. It conducts the entire participatory process, including the identification of priority problems; the design, review and revision of the Institute's programs and projects; allocation of budgetary resources for programs and projects; the development of technical strategies to be followed; and evaluation of the technical quality and results of the implementation of the biennial program-budget.

d. Office of the Assistant Deputy Director General for External Affairs

This Office is in charge of official relations with IICA's Inter-American Board of Agriculture and Executive Committee, with the Member States and Permanent Observer States. It also maintains relations with other countries and with international public and private agricultural organizations, of a technical and financial nature, that cooperate with IICA.

It handles official, public and in-house information on the Institute. It is currently in charge of the National Office IICA maintains in the United States of America, a decentralized unit which represents the Institute in that country and conducts relations with international organizations headquartered there.

During the time that this Medium-Term Plan is in force, a National Office is expected to open in Canada, as part of the Office of the Assistant Deputy Director General for External Affairs.

2. Area Offices

The Area Offices are expected to help keep the administrative, technical and operational performance of the Institute efficient and effective. They function through delegation of authority and responsibility, a more flexible process of decision making, the assignment of a higher percentage of personnel in the field, and better use of personnel at the area level and from one area to another.

The Area Offices included in this Medium-Term Plan have been determined on the basis of the present geographic extent of development in the member

countries; the political, cultural and economic ties that exist among them, both bilaterally and multilaterally; the volume and nature of IICA's activities in each country and region; and finally, administrative convenience. These Area Offices are:

Area 1 – Central: Costa Rica, the Dominican Republic, El Salvador, Guatemala, Honduras, Mexico, Nicaragua and Panama.

Area 2 – Caribbean: Barbados, Dominica, Grenada, Guyana, Haiti, Jamaica, Saint Lucia, Suriname and Trinidad and Tobago.

Area 3 – Andean: Bolivia, Colombia, Ecuador, Peru and Venezuela.

Area 4 – Southern: Argentina, Brazil, Chile, Paraguay and Uruguay.

The presence of Offices at this hierarchical level will allow for smoother and more functional relations among the various countries of each Area, among different Areas, and between the Areas and the Central Office of the General Directorate. These Offices will establish more direct channels of communication and lines of authority.

The Area Directors must obtain maximum performance from the personnel assigned to their countries by transferring them from one country to another, within or among Areas, in accordance with needs for technical support in programmed activities for the countries and the Areas. They must also promote, seek agreement for, supervise, and coordinate the multinational projects underway in the countries of their Areas, in coordination with Project Leaders and National and Program Directors involved, depending on the sphere and subject of action for each project.

The Area Directors exercise authority over the Representatives in the countries in the form of supervision, support and consultation. The delegation of administrative authority and responsibility and of the implementation of projects and activities at the country level remains at the discretion of the Director General.

The Area Offices will be located in: Costa Rica (Central), Jamaica (Caribbean), Peru (Andean), and Uruguay (Southern). These will also be the National Offices for those countries, with the Area Director serving as National Office Director and Representative to the country.

3. National Offices

The composition of each office will depend on at least the following factors:

- a. Conditions in the country and its agriculture.

- b. The projects and activities accorded between IICA and the country.
- c. The number and magnitude of the projects funded with external resources.

The main functions of IICA's Offices and Directors in the Member States are to:

- a. Administer the human and financial resources for the different projects and activities of the office.
- b. Supervise, coordinate and support the different projects and activities underway in the country or related to it.
- c. Represent the Director General in the country.
- d. Provide administrative support to Program Directors headquartered in the country.
- e. Obtain, assess and release information on the most notable problems of agricultural development and rural well-being in the country, as well as the action of the Office.
- f. The Office Directors should provide technical expertise in their speciality fields, whenever necessary.

E. SPECIALIZED CENTERS

The specialized centers are: the Inter-American Agricultural Information and Documentation Center (CIDIA); the Center for Investment Projects (CEPI); and the Tropical Agriculture Research and Training Center (CATIE). The first two are part of IICA and fall under the Assistant Deputy Director General for Operations; CATIE operates as an autonomous associated organization.

Within the system, CIDIA is the unit that focuses on the concerns of the system offering services to the member countries in the areas of information and documentation for agricultural development and rural well-being. These services are covered by Program Ten of the Medium-Term Plan, and the need for them is reiterated in Recommendations 1, 2 and 19 of the Eighth Inter-American Conference on Agriculture.

CEPI was established as a unit in the system, in response to the need for implementing paragraph b, Article 14 of the new Convention, and Recommendation 13 of the Eighth Inter-American Conference on Agriculture, on the identification, formulation and management of projects for agricultural development and rural well-being. Its general objective is to advise, provide brokerage, study,

prepare and cooperate with the member countries and with the Institute, in identifying and formulating projects to be funded with external and quota resources.

CATIE is an associated center of the system, with organizational features that give it the operational independence it needs. At the same time, its ties with IICA ensure sound technical, administrative and financial operations. Its general objectives are post-graduate research and training in agricultural, forest, and related sciences.

Under the Institute's new general policy and the guidelines of its Medium-Term Plan, these centers will provide support and technical reinforcement to the programs in matters related to their fields of competence.

F. ASSOCIATED ENTITIES

In addition to these programs and centers, IICA takes action through agreements and contracts signed with other entities in areas of mutual technical or scientific concern. At this time, agreements or contracts are in effect with the following entities: International Center for Tropical Agriculture (CIAT), International Institute of Tropical Agriculture (IITA), North Carolina State University, and the Council of American Development Foundations (SOLIDARIOS).

CHAPTER V
RESOURCE REQUIREMENTS FOR 1983-1987

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RESOURCE REQUIREMENTS FOR 1983—1987

A. INTRODUCTION

The Medium-Term Plan is a framework to guide the Institute's actions, and as such, is a tool for projecting resource needs. Its financial and budgetary features lay the groundwork for inter-institutional action during the term of the Plan.

In the past, efforts were made to estimate and project the growth of financial and personnel resources. However, experience has shown that this system was hampered by certain limitations under real-world inflationary and recessionary conditions.

Thus, a more realistic view must be taken of changing conditions in the institutional framework and their effect on resource availability.

For this reason, basic policy guidelines are needed for finance and budget so that an initial structural proposal can be made in 1983. This, together with experiences gained under the proposal, will serve as a basis for making revisions as needed during the process of reaching agreements with the member countries in subsequent two-year periods.

B. BASIC GUIDELINES

1. General and specific budgetary increases

As is well known, during the last decade, the region experienced a chain of inflationary pressures that have affected the budget of the Institution.

Accordingly, in order to maintain real service capabilities during the term of the plan, proposed budgetary increases will be based on the estimated average rate of inflation expected for the countries of the region.

This means that any increase above and beyond the general rate of inflation must be based specifically on new programs and projects or on expansion of work underway, in response to concrete, specific proposals. In all cases, this will be subject to the approval of the Inter-American Board of Agriculture.

2. General cost distribution

In accordance with the new Convention, institutional costs should fall into three broad categories:

a. Direct Technical Cooperation Services.

b. General Directorate.

c. General Costs and Provisions.

IICA's technical cooperation services consist of the ten Programs described in Chapter III above, as well as the specialized centers: CIDIA, CATIE and the Center for Investment Projects (CEPI). The budget allocated to this category covers salaries for technical personnel and for Directors of Programs and Centers, and expenses for operations, general services, equipment and furniture. The budgets for Programs during this term may vary in line with priorities set by the Inter-American Board of Agriculture and the agreements with the countries, and in response to any additional contributions the countries may make for given programs.

The budget for the Central Office of the General Directorate includes costs of technical personnel and expenses for operations and general services for the executive, technical and administrative teams working for the General Directorate and the Office of the Deputy Director General, the Assistant Deputy Director General for Operations, the Assistant Deputy Director General for Program Development and the Assistant Deputy Director General for External Affairs. The budget for the Office of the Assistant Deputy Director General for Operations includes costs of Area Offices and of National Office Directors.

It is assumed that the costs of the Central Office of the General Directorate will be gradually reduced to approximately 25 percent of the basic budget. This reduction will be financed by the overhead costs charged to projects with extra-quota funding.

The budget for general costs and provisions covers expenses that cannot be assigned to any geographic area or operational unit in particular, as well as obligations assumed and allowances for contingencies that may occur during the execution of the overall budget.

3. External resources: administrative expenditures

During the expansion that took place in the nineteen-seventies, external resources assumed a dominant role in IICA's general operations.

In order to ensure that external resources are handled efficiently, the Institute will insist that all agreements or contracts with funding agencies, extra-continental or member countries, or others contain the following points:

- a. Charges for administrative supervision and technical support costs (overhead).

- b. The establishment of a rotating fund by the contracting institution so that the Institute will not have to make advances on outlays, resort to third-party loans, or absorb losses due to swings in the exchange rate that take place between the time the work is initiated and the time that accounts are rendered and reimbursements are made.

C. ANALYSIS OF THE 1983 BUDGET. IMPLICATIONS AND SHORT-TERM DEVELOPMENT

The 1983 budget should be analyzed in the framework of three fundamental principles:

1. The 1983 budget is a transitional budget and, as such, is subject to modification during the processes of reconciling it with plans and obtaining the approval of the Inter-American Board of Agriculture.
2. During the term of the Plan, the Institute intends to maintain a ratio of around 70 percent for personnel costs, and 30 percent for operations and general services costs.
3. During the term of the Plan, the Institute intends for direct technical cooperation services (Programs and Centers) to absorb 75 percent of IICA's total costs.

Tables 1 and 2 reflect these principles. They show the percentage distribution of personnel costs and operational and general services costs at the Central Office and in the units directly responsible to it, and in terms of geographic distribution.

Both tables show that, in the area of direction and supervision, the units requiring most operating fund support are the Office of the Assistant Deputy Director General for Operations and the Office of the Assistant Deputy Director General for Program Development.

As Tables 1 and 2 show, the immediate problem is to restructure in such a way as to enhance the amount allocated to operating and general services costs, and reduce personnel costs. Necessary adjustments will be introduced into the program budgets for the 1984-85 and 1986-87 biennia.

Another important point for analyzing the 1983 budget is that, despite efforts made in this transitional budget, only 55.4 percent is allotted to direct technical cooperation service, while 30.8 percent corresponds to the General Directorate, and 13.8 percent is for general costs and provisions (Table 3). This last bracket, however, is not directly related to technical cooperation or support activities. Rather, the figures are viewed as contingency costs. Therefore, if it is separated from the other two categories, the proportion used for direct technical cooperation would be 64.3 percent.

D. PERSONNEL REQUIREMENTS

For 1983, the international professional personnel is targeted to include 186 members instead of the 219 originally included in the program-budget presented in 1981. This is in tune with the policy of not increasing personnel if necessary operating funds are not available for more people to work at maximum efficiency. This principle will be sustained in future years.

The needs for personnel – technical professional, regular, temporary, consultant, associate, local or general services – will bear a direct relationship to the needs of programs and projects arranged with the countries.

A basic team of technical professional personnel will be maintained, as needed for the effective development of the programs and projects approved by the Inter-American Board of Agriculture in its biennial meetings. Consequently, any increase in the professional personnel will be subject to the approval of new programs and projects (with either quota funding or external resources) by the Inter-American Board of Agriculture. All personnel increases must take into account the need to have sufficient operating funds.

In order to reduce personnel costs, efforts will be made to use national personnel for certain administrative posts. As a means of promoting and supporting personnel training in the countries and to improve and strengthen ties with national agencies, efforts will be made to maximize the use of national technical personnel for specific projects in the countries.

TABLE 1

MEDIUM-TERM PLAN: COST STRUCTURE FOR UNITS OF DIRECTION, FOLLOW-UP AND SUPERVISION. 1983.

Unit	Cost Structure (%)			Total
	Personnel	Operations	General Services	
General Directorate	79	15	6	100
ADDG Operations	75	13	2	100
ADDG External Affairs	71	26	3	100
ADDG Program Development	80	16	4	100

TABLE 2
MEDIUM-TERM PLAN: GEOGRAPHIC COST STRUCTURE
FOR UNITS
1983

Area	Cost Structure (%)			
	Personnel	Operations	General Services	Total
Central - 1	77	17	6	100
Caribbean - 2	71	21	8	100
Andean - 3	75	20	5	100
Southern - 4	74	17	9	100
1983 TOTAL	75	18	7	100
1982 TOTAL	76	15	9	100

TABLE 3
MEDIUM-TERM PLAN: PERCENT DISTRIBUTION OF TOTAL INSTITUTE
RESOURCES BY TYPE OF ACTIVITY. 1983.

Type of Activity	%
Direct Technical Cooperation Services (Programs and Centers)	55.4
Programs	46.2
Centers	9.2
General Directorate (Direction, Supervision and Support)	30.8
General Costs and Provisions	13.8
TOTAL	100

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