

IICA-CIDIA

IICA



PROGRAM III
ORGANIZATION AND MANAGEMENT
FOR RURAL DEVELOPMENT

Guidelines for Cooperation

IICA
DD-39

OFFICIAL DOCUMENTS SERIES No. 39

WHAT IS IICA?

The Inter-American Institute for Cooperation on Agriculture (IICA) is the specialized agency for agriculture of the Inter-American system. The Institute was founded on October 7, 1942 when the Council of Directors of the Pan American Union approved the creation of the Inter-American Institute of Agricultural Sciences.

IICA was founded as an institution for agricultural research and graduate training in tropical agriculture. In response to changing needs in the hemisphere, the Institute gradually evolved into an agency for technical cooperation and institutional strengthening in the field of agriculture. These changes were officially recognized through the ratification of a new Convention on December 8, 1980. The Institute's purposes under the new Convention are to encourage, promote and support cooperation among the 31 Member States, to bring about agricultural development and rural well-being.

With its broader and more flexible mandate and a new structure to facilitate direct participation by the Member States in activities of the Inter-American Board of Agriculture and the Executive Committee, the Institute now has a geographic reach that allows it to respond to needs for technical cooperation in all of its Member States.

The contributions provided by the Member States and the ties IICA maintains with its twelve observer countries and numerous international organizations provide the Institute with channels to direct its human and financial resources in support of agricultural development throughout the Americas.

The 1987-1991 Medium Term Plan, the policy document that sets IICA's priorities, stresses the reactivation of the agricultural sector as the key to economic growth. In support of this policy, the Institute is placing special emphasis on the support and promotion of actions to modernize agricultural technology and strengthen the processes of regional and subregional integration.

In order to attain these goals, the Institute is concentrating its actions on the following five programs: Agricultural Policy Analysis and Planning; Technology Generation and Transfer; Organization and Management for Rural Development; Marketing and Agroindustry; and Animal Health and Plant Protection.

These fields of action reflect the needs and priorities established by the Member States and delimit the areas in which IICA concentrates its efforts and technical capacity. They are the focus of IICA's human and financial resource allocations and shape its relationship with other international organizations.

The Member States of IICA are: Antigua and Barbuda, Argentina, Barbados, Bolivia, Brazil, Canada, Chile, Colombia, Costa Rica, Dominica, the Dominican Republic, Ecuador, El Salvador, Grenada, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, St. Lucia, St. Vincent and the Grenadines, Suriname, Trinidad and Tobago, the United States of America, Uruguay and Venezuela.

The Observer Countries of IICA are: Arab Republic of Egypt, Austria, Belgium, Federal Republic of Germany, France, Israel, Italy, Japan, Netherlands, Portugal, Republic of Korea and Spain.



1987

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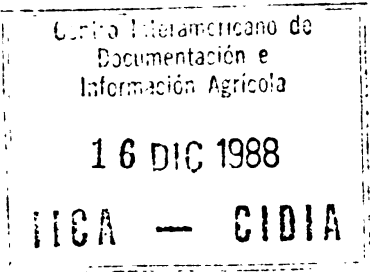
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CONTENTS

	<u>Page</u>
I. GUIDELINES CONTAINED IN THE 1987-1991 MEDIUM TERM PLAN.....	1
II. CURRENT PROBLEMS.....	5
III. OBJECTIVES.....	10
IV. STRATEGY.....	13
V. AVAILABLE RESOURCES AND PROJECTS.....	24

INTRODUCTION

The 1987-1991 Medium Term Plan (MTP), which was approved by IICA's member countries at the Third Special Meeting of the Inter-American Board of Agriculture (IABA), held in Mexico, October 27-29, 1986, assigned programs a leading role in IICA's institutional action. It states that "Programs are the most important mechanism for implementing IICA's policies of concentration of effort and exercise of technical leadership during the 1987-1991 term. They provide a natural framework within which to carve out IICA's area of competence and reach agreement on regional and country level actions."

The Plan also establishes a series of criteria and general principles for the operation of the five approved programs, as well as certain specific guidelines for each one. The programs are:

- Program I: Agricultural Policy Analysis and Planning
- Program II: Technology Generation and Transfer
- Program III: Organization and Management for Rural Development
- Program IV: Marketing and Agroindustry
- Program V: Animal Health and Plant Protection

On the basis of the general principles set forth in the Medium Term Plan, a specific document must now be prepared for each program, containing detailed guidelines and the strategy for action to be developed in each case. This will provide a more complete and concrete understanding of the programs to the member countries, present or prospective donors, institute technical staff, other organizations, and interested parties.

The documents describing the "guidelines for program cooperation" include a reference to the general principles set down in the Medium Term Plan; a description of the main problems faced; a presentation of the objectives and operating strategy, which is the crux of the document; and a list of the staff and the financial resources available for developing the proposed actions.

Martin E. Piñeiro
Director General

I. GUIDELINES CONTAINED IN THE 1987-1991 MEDIUM TERM
PLAN 1/

The 1987-1991 Medium Term Plan (MTP) is the document in which the member countries, through the IABA, establish the guidelines for IICA action during the stated period, based on the permanent objectives of the Institute and priorities in the Americas.

Accordingly, "the guidelines for cooperation" of the five programs described in the Plan must use as a frame of reference the objectives, general strategy and specific recommendations for the Programs as outlined in the MTP for the period.

1.1 General Objectives

The general objectives established for IICA action during the period in question include "encouraging, promoting and supporting the efforts of the Member States to propel the development of the agricultural sector as the major source of economic growth, both as a supplier of foodstuffs for domestic consumption and as the major source of foreign exchange; intensify modernization and increase production efficiency in the agricultural sector; and to pursue regional integration."

1/ "Medium Term Plan 1987-1991," IICA, approved by the Inter-American Board of Agriculture at its Third Special Meeting, México, Official Documents Series No. 35, 1986.

The MTP furthermore states that the foregoing requires setting strategies for production, marketing and processing that will increase the value of agricultural production, maximize participation and ensure just distribution; increasing the incorporation of appropriate technology so as to maintain traditional comparative advantages and competitiveness...in a framework of equitable distribution of benefits and conservation of natural resources; and promoting joint actions that facilitate better use of available resources and develop production as well as trade complementarity.

1.2 General Strategy

The MTP prescribes the following four-point strategy for pursuing these objectives:

- a. Concentrating efforts and technical leadership upon a limited number of subject areas of high priority for the member countries,
- b. Setting priorities on certain functions and types of action for which IICA is known to have greater experience and clear operating advantages over other organizations,
- c. Redesigning the operating structure to allow for concentration and technical excellence in the subject areas of the programs; decentralization and increased flexibility and responsiveness; and

- d. Increasing the supply and effectiveness of external resources.

1.3 Operating Principles of the Programs

The Programs, being the main instruments for the concentration of efforts and the achievement of technical leadership, as well as the framework for IICA's actions, shall be subject to the following guidelines established by the 1987-1991 MTP:

- Their efforts will be focused on a limited number of "concentrated program areas" selected according to their importance, the institution's relative comparative advantages, and the possibilities of achieving a significant impact.
- They will provide technical leadership and propose innovative actions by establishing a highly qualified technical group that conducts research and organizes professional meetings; the group will also produce publications based on its work, and will encourage frequent information exchange with member countries.
- They will elicit the involvement of national technical resources, by encouraging local technical personnel to participate in cooperative and reciprocal exchange networks.

- They will emphasize seeking complementarity with other organizations and international centers for greater efficiency and to make themselves more useful to the countries of the region.
- They will give priority to the preparation and implementation of multinational projects, and other cooperative actions involving several member countries, as a mechanism for solving problems common to them.

To implement this strategy, the MTP establishes a number of organizational changes for the programs:

- The number of programs is reduced from ten to five.
- Program directorates with a minimum "critical mass" of technical staff are established at Headquarters. They have greater authority (particularly in the management of multinational projects), and are responsible for providing technical leadership and the quality of program activities.
- Criteria for assigning staff to the Representations are modified in order to provide a stable team of specialists with experience in project identification and preparation, recognizing that specialized technical personnel are only temporary and subject to the duration of specific projects.

II. CURRENT PROBLEMS

The course of economic and social development in Latin America and the Caribbean over the past three decades has created conditions which call for new rural development strategies for the region.

Poverty, non-participation of farmers in the national decision-making process and illiteracy still characterize large segments of the population of rural Latin America and the Caribbean, and in many countries these problems are on the rise.

According to World Bank figures, 60 percent of the rural population of Latin America can be classified as poor. Furthermore, the agricultural growth rate during the first five years of this decade fell to 2.1 percent annually, as compared with 2.4 percent in the seventies. This slowdown is even more dramatic if one considers that the population growth rate is rising at an annual rate of 2.4 percent.

This situation has resulted from more than three decades of rural development strategies which have been unable to eradicate deep-rooted structural problems.

Increased agricultural production and productivity will be unattainable as long as the greater part of the rural population lacks access to land, credit, appropriate technology, infrastructure, public services, fair wages and salaries, fair prices for its products and inputs, and the skills needed for participating in the definition of its own projects.

A factor contributing to rural poverty today is the land tenure structure, that is, the concentration of resources in a small number of medium-sized and large farms, coupled with a rapid process of subdivision of small holdings. Landless peasants, squatters and small farmers characterize this situation and reflect the many faces of rural poverty in Latin America and the Caribbean. Malnutrition, limited access to education and other basic social services, lack of technological and capital resources, and the inability to make ends meet from farming are the result.

Latin America and the Caribbean must devise new rural development strategies with the participation of the target population and which address the problems and interests of the rural poor.

Development will only be attained if farmers and other rural workers enjoy access to the means of production, improve their organizational skills and raise their level of education. Only then will they be able to organize their own projects and develop negotiating skills that until now have been sorely lacking.

Organization, access to ownership of the means of production, training, participation and self-management skills for the rural poor are vital components of any new rural development strategy for the region. Without them, policies to increase agricultural production, adopt new technology, raise the standard of living of the rural population, develop more versatile marketing networks and provide new lines of credit for small farmers are bound to reproduce the endemic limitations

of previous rural development experiences. They have led to paternalism, the increased dependency of the rural poor, the abandonment or rejection of costly projects, and the promotion of technological packages which disregard the needs and logic of small-scale farming.

This region is characterized by a modern, technologically advanced sector operating alongside a traditional, backward and resourceless sector with dramatically different possibilities of access to the factors of production required for agricultural development and rural well-being. For this reason, the countries must undertake specific actions to encourage organization among the poorest sectors, so that they too might attain a higher level of development and enjoy a better standard of living by benefitting from credit incentives, technological innovation, and government and private programs.

By implementing specific strategies targeting the poorest and least advanced of the rural sectors, it will be possible to distribute the benefits of economic growth generated by new technology equitably and without social distortions.

The struggle against poverty cannot continue to rely on development strategies which only seek to increase production and productivity. Other basic criteria must also be borne in mind, such as ensuring just and equitable distribution of economic power and increasing civic and political participation to enhance the role of the rural poor at the bargaining table and in the decision-making process.

While it is true that the countries in the region are making efforts to identify, formulate, implement and evaluate policies, programs and projects designed to combat rural poverty, serious constraints still keep them from having the expected impact. The most serious problems in the public sector occur at the following levels:

- a. Formulation of development strategies and policies for overcoming rural poverty

The use of traditional methods of analysis which have not been adapted to prevailing conditions, coupled with analytical approaches that focus on the effects rather than on the causes of the problems at hand create a distorted picture of the problem. Accordingly, the target population must participate in the formulation and implementation of appropriate solutions and adequate instruments to define and implement, in a coordinated fashion, actions aimed at promoting and strengthening small farmer organizations.

- b. Identification, preparation and management of rural development programs and projects

The likelihood of attaining success with projects is reduced by the tendency to select project areas according to short-term or political criteria, without due regard for indicators which would be useful in establishing priorities and justifying the investment of dwindling resources, and to propose strictly academic solutions which do not provide for the participation of the beneficiaries. This has contributed to the high cost per beneficiary of programs and projects

implemented in countries with models providing individual services to a geographically scattered population that has a limited capacity for expenditure, and this has brought up both financial and implementation costs.

- c. Integrated and timely delivery of services needed by the rural population through the institutional system

There is a distinct lack of effective mechanisms for institutional coordination to overcome conflicts over spheres of action, priorities, clientele, modes of operation and responsibilities. A paternalistic attitude is frequently adopted and, consequently, rural populations grow increasingly dependent on the institutions responsible for promoting their development.

- d. Lack of trained personnel in the public agricultural sector who understand and are able to address the problems of rural poverty

Weaknesses in academic training, due to a lack of documentation and the consequent use of concepts and models developed under different circumstances, are reflected in a limited capacity for systematic analysis of technical, administrative, management and service-related matters. This is exacerbated by the tendency in institutions to assign personnel with the lowest academic qualifications to field work.

- e. Limited capacity of the public sector to adopt alternative management models for supplying services and for small-farm enterprises

Little emphasis is placed on research into alternative models for organizing small farmers and managing associative forms of production. There is also a serious need for systematization and dissemination of experiences. In addition technical and financial cooperation have had limited coverage and little impact on promoting and strengthening associative forms of production, their efforts at organization, and the effective participation of their members in the decision-making process.

III. OBJECTIVES

The purpose of this program is to support the Member States in strengthening their capacity to design and implement rural development policies, programs and projects through the pertinent agencies. Emphasis will be placed on technical cooperation aimed at:

- Identifying the problems of the rural poor and designing and implementing policies to overcome rural poverty.
- Improving the performance of institutional systems concerned with rural development and ensure the coordinated delivery of comprehensive services to the population.

- Strengthening capabilities for the preparation and management of rural development programs and projects with the participation of the beneficiaries.
- Carrying out activities designed to promote and strengthen farmer organizations and improve business management skills.

When actions are ranked by priority, the results should be a development process that reflects the interests and concerns of the rural poor and incorporates them into the process of self-sustained development (ownership of the means of production, training, research and technical assistance, marketing, credit and basic infrastructure). Actions should also encourage the active participation of these groups, so that they can assume responsibility for their own projects, channel the support available for their technical and management training, and develop an awareness of the benefits of active participation.

Specific objectives

- a. To provide technical cooperation that will enable member countries to develop suitable rural development policies, programs and projects for tackling the problems of small farmers and their organizations. Efforts will be made to set up intersectoral public administration systems and systematically disseminate the results of experiences gained in the region, in project identification, preparation and administration and in farmer training and participation.

- b. To consolidate specific rural development actions through the Special Fund for Agricultural Development (FEDA), in order to mobilize national funds in support of infrastructure development and implementation of production plan operating through public and private agencies in the member countries.
- c. To develop appropriate methods for transferring technical skills and practical knowledge to rural outreach workers and educators, ensuring that farmer training curricula also include literacy programs, in response to the real needs of the small farmer organizations.
- d. To offer training to specialists at different levels for upgrading skills in the following areas: operating and financial management, interinstitutional coordination, organization, participation, training and follow-up and evaluation for program and project administration.
- e. To keep the public sector abreast of the progress made by non-governmental organizations (NGOs) in farmer participation, organization and training techniques, and help the NGOs upgrade their operating capacity for implementing rural development programs and projects.

IV. STRATEGY

4.1 General guidelines

Program III, "Organization and Management for Rural Development" (PROADER), supports the countries in those areas where serious obstacles prevent national institutions from providing small farmers with timely and systematic support and from using appropriate training methods and participatory mechanisms.

The technical cooperation that IICA provides to its member countries through PROADER focuses on strengthening public and private institutions working with rural development programs and projects and with small farmers, bearing in mind that as small-scale producers, they require the concerted and coordinated support of both government and non-governmental organizations.

PROADER strategy is based on supporting national policy, program and project initiatives which address the problems of small farmers. To that end, special attention is given to:

- Strengthening the capacity of institutions to define public administration policies and systems which contribute to a coordinated institutionalization of rural development programs and projects,
- Developing, adapting and disseminating small farmer training methods,
- Providing training in rural development project management and administration,

- Consolidating rural development actions with support that facilitates the delivery of services, and that serves as a means for coordinating efforts to strengthen small farmer organizations.

4.2 Areas of concentration and action to be undertaken

The experience that has been gained on agrarian reform, settlement, community development, integrated rural development and food security and the understanding of critical poverty have contributed to the identification of technical cooperation needs in the countries and those of their support institutions at the governmental, NGO or small-scale farm level.

From a multinational perspective, the priority areas of program concentration are seen as the needs that the countries have in common vis a vis the definition and implementation of rural development policies, programs and projects. Support will thus be provided in response to concrete requests from the countries to overcome specific problems of this nature.

PROADER will focus its attention on the three areas described below:

4.2.1 Strengthening public development institutions and private development agencies

In this area, PROADER establishes different areas of cooperation for public and private agencies, in order to facilitate the application of rural development policies and programs through intersectoral

public administration systems in support of rural development programs and projects. More specifically, this includes the:

- a. Systematization and dissemination of experiences gained with rural development programs and projects

The systematization of experience gained in the identification, preparation and management of rural development programs and projects will provide technical and teaching materials generated by the results and findings of processes, adjustments and conditions of the subregions themselves (Caribbean, Central, South and Andean). It will also serve as reference material for studying the different models that have been used in implementating specific programs and projects, their success in attaining original objectives and expectations, and their impact on the target population. This material will be analyzed for determining alternative models likely to have a greater impact and to be more cost-effective, with the aim of strengthening the technical and operating capacity of governmental and non-governmental institutions promoting rural development.

- b. Systematization and dissemination of experiences gained in training, organization and participation for small farmers

The systematization of representative experiences gained in training and participation of organized small farmers will facilitate the identification of training methods which have had considerable

impact, both in terms of quality and coverage, with a view to facilitating access to knowledge, developing skills and promoting self-managed training.

Once these experiences have been systematized, it will be possible to evaluate the different types of training and participation approaches of both small farmer organizations and agents from outside the community, particularly in the program and project planning and implementation stages. The findings will be made available to technical personnel, specialists and farmer organizations, as basic reference material for designing and developing new models for planning and implementing participatory rural development programs and projects within a decentralized institutional format.

c. Identification, formulation and consolidation of rural development policies, programs and projects

The record of institutional performance resulting from the above-mentioned activities, analysis thereof and pertinent conclusions will be made available to the countries requesting information data on policy definition and consolidation as well as on the identification, preparation and management of rural development projects. While the policy-and-program area must necessarily be at the service of government institutions, the programs-and-projects area can cater to both government institutions and private development agencies. IICA's experience at the multinational level enables it to support the governments in the planning and/or implementation of policies,

programs and projects concerned with the decentralization of public administration, management of agricultural services, regional development, agricultural production for domestic consumption and generation of employment, all of which have given rise to the different rural development models we know today.

d. Structuring and institutionalization of program and project management systems

In order to ensure steady progress in carrying out the activities of rural development programs and projects, it is necessary to build and institutionalize systems both for programming and management during the implementation stage, and for conducting follow-up and evaluation. These must go hand-in-hand with qualitative and quantitative information processes and the setting up, at the sectoral and inter-sectoral levels, of basic operating structures which will allow for more efficient project implementation. IICA draws from its own experience to offer cooperation in developing methodologies for this systematic exercise of learning by doing, with a view to gradually raising the technical level of project management.

e. Strengthening of the NOGs' capacity to identify, prepare and implement rural development programs and projects

The countries of Latin America and the Caribbean must devise new rural development strategies which respond to the needs and interests of the rural poor, the target population of rural development

action. These strategies, based on participatory processes, should aim for self-sustained and self-managed development while at the same time improving the farmers' and rural workers' organizational skills and educational levels to the point where they are able to organize their own projects and acquire negotiating skills.

Without farmer organization and participation, policies designed to increase agricultural production, adopt new technology, raise the standard of living of the rural population, generate versatile marketing processes and networks, and provide new credit facilities for small farmers will not be enough to overcome the handicaps which have hindered earlier rural development efforts.

The NGOs which support projects of interest to the small farm community in the countries, have succeeded in interpreting the social, economic and political situation of this sector. Accordingly, they represent an institutional alternative for implementing models which address small farmer training and organized participation in rural development programs and projects. In this connection, IICA, through PROADER, aims to contribute to the institutional strengthening of NGOs, and to work with them in the following areas: i) contribution to and systematization of participatory literacy and training methods for productive and organizational activities; ii) identification and support of local intersectoral planning and coordination efforts undertaken by grass-roots organizations; iii) systematization, dissemination and

application of the rural development concept, and of appropriate methodologies for the identification, administration and evaluation of projects and models designed for mobilizing funds.

4.2.2 Training for rural technicians and outreach workers in the design and application of small farmer training methods and the administration of rural development programs and projects

The purpose of training, as an educational process, is to give individuals the opportunity of acquiring knowledge and developing certain skills and abilities in order to change, in part, the circumstances which surround them.

Training, defined here as a process for generating know-how for the benefit of small farmer and indigenous family production units, is aimed at increasing both their productive capacity and their management skills so as to enable them to retain more of the wealth they generate and increase their pride in their culture and history.

The objectives of training the most vulnerable groups of the rural population are:

- To increase their participation in the national political scene, so that they become directly involved, through their organizations, in the decision-making process.
- To facilitate their access to resources of production.

- To integrate their production units into the technology generation process, not only as consumers, but also as those who request, and even propose, at times, appropriate technology for their given situation.
- To give them increased control over the fruits of their labor.
- To help them join and become actively involved in building alternative and democratic social projects, which means standing by them in their efforts to defend, recover, critically analyze and reassess their culture and the knowledge they have acquired through a systematic socialization process.

The problem of training, along with the development of training theories and methodological guidelines, is an important area for Program III action. The idea is to construct a theoretical and methodological framework within which to organize the training of technical instructors in the different projects carried out with IICA cooperation. It should be borne in mind that training is a tool; therefore, while it appears within the context of a project, it is not considered a project per se.

Training activities under Program III may originate at different levels:

- The program directorate may undertake certain actions it deems important to upgrading selected projects underway at the field level, ranging from

the systematization of experiences to provide meaningful solutions to the problems described above.

- Field projects carried out through IICA's country Representations may seek the technical or financial support of the program directorate for providing training to instructors, outreach workers and technicians.

In the first case, the Program directorate's participation consists of coordinating, at the hemispheric level, projects implemented by groups of countries or by a single country, which aim to solve training-related problems. This might include:

- Systematization of innovative experiences in the training of small farmers or indigenous groups.
- Support of networks of institutions concerned with training of rural populations.
- Conducting of methodological research into problems involved in training small farmers, farm laborers and indigenous peoples (methods for teaching literacy, communication systems and media, basic structures, strategy and concepts for analyzing rural cultures).
- Experimental application of qualitative approaches to the evaluation of training programs.

In the IICA Representations, the Program can provide technical and financial support for innovative activities and studies seeking alternative solutions to problems affecting small farmer training programs.

IICA's cooperation activities in the countries, with the support of the Program, will lead to a new interpretation of the role of the small farmer and indigenous populations, where they are conscious of their primary importance in the rural development process of Latin America and the Caribbean. The Program can also throw light on the role of training in self-management for small farmer organizations, which should go beyond the mere transmittal of information.

As for the training of technical staff in the design and management of rural development projects, PROADER will cooperate with public and private organizations in reorienting their training programs for field personnel; in organizing in-service training activities and disseminating and exchanging techniques and tools for identifying objectives; and preparing, implementing, following-up on and evaluating projects.

By means of in-service training techniques, cooperation networks and exchange of experiences, PROADER hopes to contribute to solving the problems of project implementation, especially as concerns coordination of project components, justification of use of resources and disbursements, formulation of operating plans, harmonization of short- and long-term objectives, delegation of responsibilities, fostering of institutional support, establishment of follow-up and evaluation systems, and facilitation of true participation of small farmer organizations and their access to services.

4.2.3 Support to consolidate rural development actions

Here the Program channels its support to facilitating the identification, preparation and implementation of specific demonstration projects within the framework and guidelines for rural development prescribed by the Medium Term Plan for larger-scale actions designed to address pressing needs in such areas as production, marketing and transformation, with an eye to ensuring that the added value also benefits the rural population.

The consolidation of rural development actions requires handling crises which arise in the development process. To this end, the Special Fund for Agricultural Development (FEDA) will be tapped. Its purposes include, among other things, short-term financial support to immediate actions having long-range implications. This will help build flexible and innovative operations in the public and private sectors that will contribute to the development of small farmer organizations and rural development in general. FEDA funds are designed to serve as a mechanism for attracting larger-scale funding to the resources IICA will put forth as seed money.

4.3 Relations with other organizations

The areas of concentration for PROADER action described herein are concerned with public administration policies and systems, systematization of rural development experiences, design of methods for training small farmers, training for specialists in rural development project management, operation of the Special Agricultural Development Fund and support of

non-governmental organizations working with rural communities.

This range of activities requires establishing contacts with other specialized agencies working at the multilateral, bilateral, regional, financial, governmental, private and national levels, to create a forum for analysis and reflection where these problems can be tackled, joint efforts can be coordinated and agreements can be reached in order to step up the countries' efforts to solve problems and improve the participation of the rural population in the development process.

Contact with these agencies will be established and maintained at inter-agency, national and international meetings, where information on problems and progress in rural development will be generated and exchanged on an ongoing basis. Research findings and technical documents will be published to benefit the sector and provide a lasting element of integration; publications will also include studies conducted by experts working in different branches of rural development.

V. AVAILABLE RESOURCES AND PROJECTS

5.1 Financial resources and projects

PROADER has defined five general areas for its projects, and quota resources for 1988 and 1989 have been set at US\$340,000. Program III is already working to obtain external funding to enable it to carry out these projects at the multinational level, and support the governments and the regions in the areas of

institutional strengthening, training and consolidation of rural development actions.

Two multinational projects involving IICA participation were assigned to PROADER, the Secretariat for Rural Youth and the Training and Study Program on Agrarian Reform and Rural Development (PRACA). The Coordination Secretariat is located in the IICA Representation in Honduras. It is envisaged that these projects will be strengthened as a result of the new orientation the governments of the countries involved may agree to in response to new regional and hemispheric problems. Approximately US\$292,000 have been allocated for 1988 and 1989, 75 percent of which is earmarked for PRACA; however, 64 percent of these funds are from extra-quota sources which are "slow-flowing" and, as such, do not facilitate sustained programming. Even so, they could serve as the counterpart to external resources which PROADER will request specifically for training technical personnel and instructors of small farmer organizations.

A total of 27 projects will be carried out in the countries, and this figure is likely to increase thanks to incentives which the Institute receives from member country governments to continue formulating cooperation agreements and projects. A total of US\$11.6 million is planned for 1988-1989, with external resources accounting for 68.3 percent thereof and quota resources accounting for the remainder. Resources have been allocated to the different areas based on the magnitude of the problems at hand. Accordingly, the Southern Area leads the regions, followed by the Andean, Central and Caribbean areas, in that order.

5.2 Human Resources

Table 1 shows the roster of international professional personnel hired with quota resources. Several specialists hired with external resources for a fixed term also collaborate on national projects. In addition, national experts are hired on a temporary basis to form part of specific technical cooperation teams.

TABLE 1. INTERNATIONAL PROFESSIONAL PERSONNEL
RURAL DEVELOPMENT SPECIALISTS

LAST NAME	GIVEN NAME	DUTY STATION
Araniva	Marco T.	Guatemala
Argumedo	Manuel	Brazil
Barea	Francisco	Dominican Republic
Bareiro	Jose Luis	Peru
Beckley	Dora	Honduras
Flores	Luis	Honduras
Gallegos	Benjamin	El Salvador
Gil de Muro	Julio	Paraguay
Gonzalez	Roberto	Ecuador
Jordan	Fausto	Headquarters
Miranda	Carlos	Headquarters
Mulleady	Tomas	Jamaica
Ojeda	Victor	Bolivia
Ortiz Egas	Jaime	El Salvador
Samanez	Benjamin	Venezuela
Solis	Clara	Dominican Republic

Table 2
Program III Project List

<u>PROJECT TITLE</u>	<u>COST (US\$ x 000)</u>					
	<u>1988</u>			<u>1989</u>		
	<u>REGULAR</u>	<u>EXTERNAL</u>	<u>TOTAL</u>	<u>REGULAR</u>	<u>EXTERNAL</u>	<u>TOTAL</u>
1. <u>Projects of the Program Directorate</u>						
-Conducting and promoting Program III projects	304.2	-	304.2	340.1	-	340.1
-Technician training in designing and using farmer training methods	100.1	-	100.1	112.3	-	112.3
-Technician training in project management	53.6	-	53.6	60.0	-	60.0
-Strengthening governmental institutions and private development organizations	30.0	-	30.0	31.9	-	31.9
-Support for consolidating rural development actions	92.5	-	92.5	101.9	-	101.9
2. <u>Multinational projects assigned to the Program Directorate</u>	28.0	-	28.0	34.0	-	34.0
-Inter-American Secretariat for Rural Youth (SIJR) - Dominican Republic	150.8	140.0	290.8	151.9	140.0	291.9
-Training and studies for agrarian reform and rural development in the Central American Isthmus and the Dominican Republic (IRACA) - Honduras	72.6	-	72.6	73.5	-	73.5
3. <u>Country projects</u>	1 828.9	5 008.5	6 837.4	1 875.8	2 912.4	4 788.2

Program III Project List

<u>PROJECT TITLE</u>	<u>COST (US\$ x 000)</u>					
	<u>1988</u>		<u>1989</u>			
	<u>REGULAR</u>	<u>EXTERNAL</u>	<u>REGULAR</u>	<u>EXTERNAL</u>		
		<u>TOTAL</u>		<u>TOTAL</u>		
AREA 1 CENTRAL						
Costa Rica	103.6	-	103.6	106.5	-	106.5
El Salvador	64.8	12.6	77.4	66.1	13.0	79.1
El Salvador	72.8	-	72.8	72.7	-	72.7
Guatemala	74.6	-	74.6	76.9	-	76.9
Honduras	68.0	-	68.0	69.9	-	69.9
Dominican Republic	75.2	-	75.2	77.4	-	77.4

Program III Project List

<u>PROJECT TITLE</u>	<u>COST (US\$ x 000)</u>					
	1988			1989		
	<u>REGULAR</u>	<u>EXTERNAL</u>	<u>TOTAL</u>	<u>REGULAR</u>	<u>EXTERNAL</u>	<u>TOTAL</u>
AREA 2 CARIBBEAN						
Guyana	89.7	-	89.7	90.5	-	90.5
Improving dairy production systems for small- and medium-scale producers						
Haiti	75.4	-	75.4	77.1	-	77.1
Organization of water users for rural development in Leogane Plain						
Windward Islands						
	37.2	-	37.2	38.2	-	38.2
	32.6	-	32.6	33.0	-	33.0
	40.1	-	40.1	40.9	-	40.9
Support for rural development through farmer organization						
- Dominica						
- Grenada						
- Saint Lucia						
Jamaica	112.3	-	112.3	113.7	-	113.7
Support for management of the rural development process in Jamaica and the Caribbean						
AREA 3 ANDEAN						
Bolivia	155.3	-	155.3	165.3	-	165.3
Strengthening the management of integrated agricultural development programs						

Program III Project List

PROJECT TITLE	COST (US\$ x 000)					
	1988			1989		
	REGULAR	EXTERNAL	TOTAL	REGULAR	EXTERNAL	TOTAL
Colombia	158.1	164.9	323.0	166.4	164.9	331.3
Technical cooperation with the Ministry of Agriculture and INCORA in formulation and management of rural development projects						
Ecuador	54.2	503.5	557.7	55.1	519.9	575.0
Technical cooperation for integrated rural development						
Ecuador	-	40.0	40.0	-	40.0	40.0
Support for the Yunquilla Valley development project						
Peru	76.7	-	76.7	80.5	-	80.5
Support for guidance of micro-regional development in the department of Puno						
Venezuela	73.7	-	73.7	74.3	-	74.3
Support of the plan for development and diversification of production in coffee producing areas						
AREA 4 SOUTHERN						
Argentina	63.5	73.6	137.1	66.9	81.9	148.8
Support for the Secretariat of Agriculture, Livestock and Fisheries in formulation and implementation of rural development projects						
Brazil	198.1	1 624.1	1 822.2	205.0	1 031.9	1 236.9
Support for SUDENE rural development programs						
Brazil	-	364.5	364.5	-	380.2	380.2
Technical cooperation with PROVARZEAS of the Ministry of Agriculture in programs for irrigated agriculture						

Program III Project List

PROJECT TITLE	COST (US\$ x 000)					
	1988			1989		
	REGULAR	EXTERNAL	TOTAL	REGULAR	EXTERNAL	TOTAL
Brazil						
Technical cooperation with the National Irrigation Program (PRONI)	-	840.2	840.2	-	143.6	143.6
Brazil						
Technical cooperation with the National Department of Drought Control (DNOCS) in operation and maintenance of irrigation districts	-	117.1	117.1	-	20.0	20.0
Brazil						
Technical cooperation with CODEVASF for developing irrigated agriculture	-	408.1	408.1	-	70.4	70.4
Brazil						
Technical cooperation for the preparation, implementation, supervision and evaluation of regional rural development programs and projects	-	551.4	551.4	-	283.6	283.6
Brazil						
Cooperation with the Ministry of Education in framing strategies and implementing policies for formal and nonformal education in rural areas of the country	-	145.5	145.5	-	-	-
Paraguay						
Strengthening the National Office for the Coordination of Rural Development Projects	99.6	-	99.6	97.3	-	97.3

Program III Project List

<u>PROJECT TITLE</u>	<u>COST (US\$ x 000)</u>					
	1988		1989			
	<u>REGULAR</u>	<u>EXTERNAL</u>	<u>TOTAL</u>	<u>TOTAL</u>		
Uruguay Regional agricultural development	58.3	163.0	221.3	56.3	163.0	219.3
Uruguay Strengthening the institutional support system for the <u>granja</u> farm sector	45.1	-	45.1	45.8	-	45.8
TOTAL	2 283.9	5 148.5	7 432.4	2 367.8	3 052.4	5 420.2

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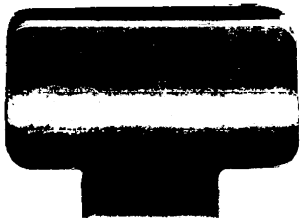
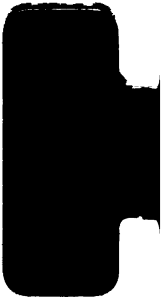
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