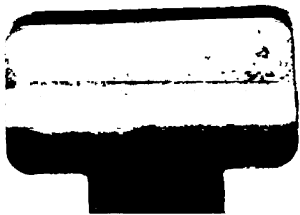


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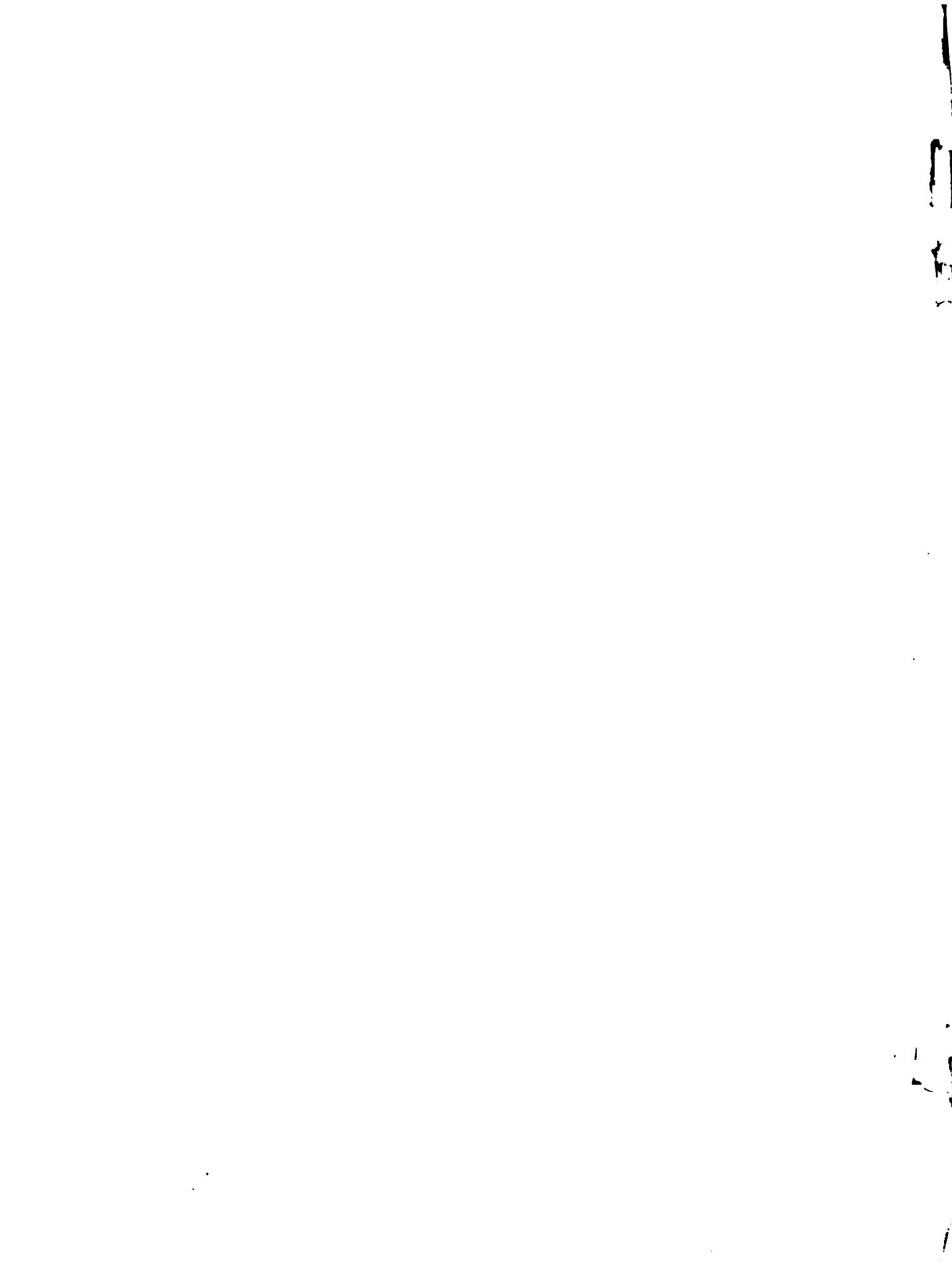


# IICA



*As in previous years, the information contained in this report is based on IICA's programs.*

*Readers are reminded that it is neither desirable nor possible to present extremely detailed information on work accomplished in this type of report. Those interested in receiving more in-depth information on a specific project or activity may request the necessary information from the IICA representative in each country.*



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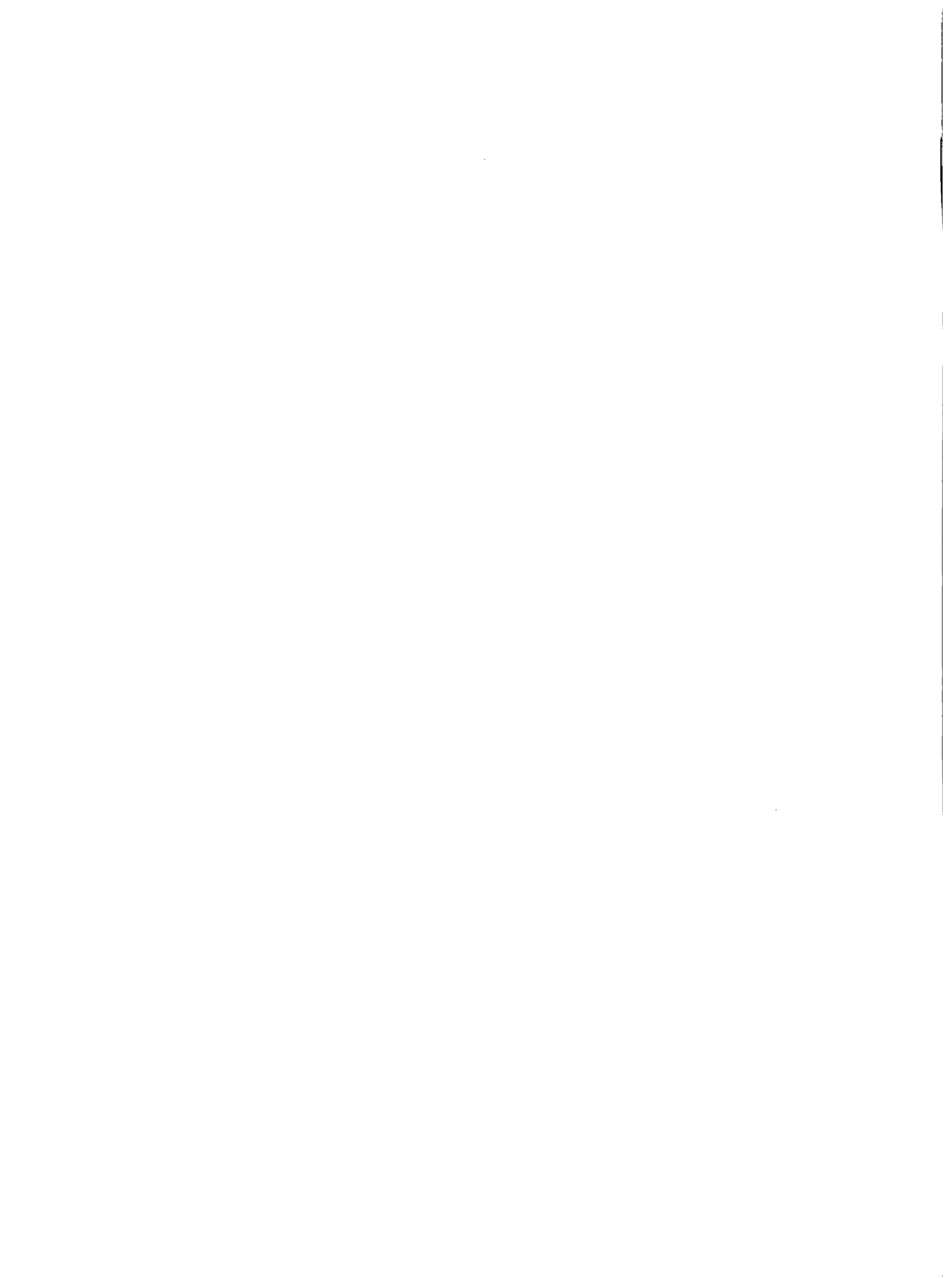
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## INTRODUCTION





## INTRODUCTION

Among my duties and responsibilities as Director General of the Inter-American Institute of Agricultural Sciences is the preparation of the Annual Report on the Institution for the period from January 1, 1980 through December 31, 1980. I hereby submit the corresponding report to the members of the Inter-American Board of Agriculture, which has become the governing organ of the institution since it was converted into the Inter-American Institute for Cooperation on Agriculture on December 8, 1980, when the new Convention went into effect after having been opened to the signature of the Member States on March 9, 1979 and of the General Assembly of the Organization of the American States (OAS).

The previous report covered an eighteen-month period (July 1, 1978 through December 31, 1979), because of a change in the Institute's fiscal year, and therefore this is the first report to cover a complete calendar year under the new arrangement.

For this reason, it is important to reaffirm our heartfelt gratitude to the member countries for their continued support of IICA's programs and for their ongoing interest in its projects and activities, as reflected in the resolutions approved during the Nineteenth Annual Meeting of the Board of Directors, held in Mexico, D.F. from September 22 to 26, 1980. This annual meeting was the last time that the delegates of the member countries would receive instructions from the Permanent Board of Directors, located in Washington D.C., to meet together for approving the institution's Program-Budget and dealing with other important business. Following the ratification of the new Convention, both governing bodies have been replaced by the Inter-American Board of Agriculture, which will meet biennially, and the Executive Committee, to meet annually.

The members of these new organs are officials from the highest level of the Ministries or Secretaries of Agriculture, Livestock and related areas.

The Inter-American Board of Agriculture will be installed in a solemn meeting to be held at IICA Headquarters in San Jose, Costa Rica, in February, 1981.

On December 8, 1980, when Costa Rica deposited its instrument of ratification of the new Convention, the total of ratifying countries reached nineteen. According to the regulations, the Convention of March, 1979 thus went into effect, and the Inter-American Institute for Cooperation on Agriculture came into being.

It should be recalled that the number of ratifying countries has now reached twenty, as the Government of Grenada deposited its ratification on December 22, 1980. Thus, only seven countries of the total membership remain to ratify, and we are expecting this to occur during the course of 1981.

When I began my first term as Director General of IICA, I expressed the need to have a new mandate that would give us more direct contact with the agricultural sector and enable us to enter the complex field of rural development with dedication and skill.

This is why, in my Address to the Tenth Annual Meeting of the Board of Directors, held in Lima, Peru in May, 1971, I stated: "In summary, we have committed ourselves to turn IICA into a tool for creative integral development of the rural population, so that farming can nobly carry out its role in the economy of our countries. We approach this difficult task with humility, but with full confidence in the worthiness of our cause, in the truth of our ideas and in the strength of our Institute and its ability to bring these ideas to fruition.

Thus began the long process of preparing and organizing the ideas that would provide a basis for the new Convention. We sought to involve the representatives of the member countries in this effort. They worked through the Permanent Committee in Washington and received advisory assistance from the OAS Legal Department for the very important task of giving form to our concerns and working them into a document that would reflect the concern of the peoples of the Americas for having a specialized organization in the Inter-American System to work in the field of technical, reciprocal and participatory cooperation for agriculture and rural development.

The process culminated on March 9, 1979, when the new Convention was opened to the signature of the member countries at the General Secretariat of the OAS in Washington, D.C. The twenty-two countries which were present at the time signed immediately. From March 14 to May 2 of that year, the remaining three countries that were IICA members at that time also signed.

On March 9, 1979, therefore, the next step began: the ratification of the signatures, within the system of each member country. This process culminated on December 8, 1980, when the nineteenth member country deposited its instrument of ratification. Thus, the Inter-American Institute for Cooperation on Agriculture formally came into being ten years after we had initiated the process of revision and subsequent change toward a new Convention. The process had first begun with Resolution IICA/JD/730-15, of November, 1970, in which the Permanent Board of Directors requested us to draw up a Draft Protocol to study reforms of the 1944 Convention.

But IICA did not let these ten years slip past without preparing itself to assume the responsibilities inherent in a new, expanded mandate. During the decade of the seventies, we have undergone a number of internal changes. We have grown. We have become stronger. We have increased and trained our personnel. We have defined our ideas on rural development. We have given our action concrete expression in important, sound programs. We have received economic support from our member countries, which have made substantial increases in their quota contributions and their donations for special programs and projects. Development funding agencies have expressed their confidence in us and we are preparing and implementing projects funded with their resources. Considerable growth is taking place in the number of Member States, which now includes almost all the countries of the Americas. We have consolidated our presence in the member countries by establishing Offices in each and every one of them,



*Dr. José Emilio G. Araujo, Director General of IICA.*



and their work is founded on the concept that they are the Institute's major action units. We are increasing the number of observer countries and taking IICA's ideas to other continents, from which significant technical and financial support is beginning to flow. We have strengthened our ties with international, regional and sub-regional organizations which have programs in the sector, and with international research centers. Finally, we are expanding our efforts to support scientific and professional associations of the rural sector of the Americas.

For all these reasons, it seems appropriate in this Annual Report to recall a statement made by the Secretary General of the OAS, Ambassador Alejandro Orfila, noting that the member countries have recognized IICA's activities and, in the new Convention, have given the Institute the responsibility of stimulating, promoting and supporting those who work in the field of rural development, and in Agricultural development in general.

The eighties thus find us with a solid institution which receives broad-based support from the political, technical and financial sectors. We also have a new mandate that will enable

us to expand our services. Above all, we are filled with a special faith in our ability to respond to the demands of the member countries.

For this reason, it is fundamental for us to remember that the central objective of our work to support the development efforts of the countries will continue to be the rural population and its well-being. This is the source of the Humanistic Projection with which IICA entered the seventies, and it has now been reaffirmed as a clear expression of the purposes that are moving us into this new stage in the life of the institution.

In terms of the objectives for well-being, the efforts made to date for rural development have been inadequate. We believe that in this decade we can do a great deal to improve the quality of these efforts, identify and improve certain useful tools for increasing the level of well-being of individuals and of groups, and boost the resources for these efforts.

The following pages will give you a synthesis of the institutional endeavors made in 1980. This information cannot be exhaustive, given the nature of this type of report. Nevertheless, we have sought to give you the most important information on the work that has been done.



*José Emilio G. Araujo*  
*Director General*



*IICA has offices in all the member countries. This picture shows IICA's new Office in the Dominican Republic.*





## Chapter I

# INSTITUTIONAL RELATIONS





# CHAPTER I

## INSTITUTIONAL RELATIONS

### Introduction

In accordance with the instructions of the General Assembly of the Organization of American States regarding the information to be presented by the Specialized Agencies of the Inter-American System (Resolution AG/Res.171(IV-O/74), this Chapter of the Annual Report on the 1980 period contains information on IICA's origin, foundation, governing organs, structure, objectives and form of action in the established format. It also includes points discussed and approved in Resolution 331 (VIII-O/78) of the Eighth Regular Session of the General Assembly of May, 1978.

We will include a brief summary of our relations with other organs and agencies of the Inter-American System; agencies of the World System; development financing institutions; institutions in the United States of America and Canada; new member countries; extracontinental observer countries; and various regional or sub-regional institutions. Actions which have been developed in cooperation with these entities will be discussed in greater detail in later chapters of this report.

It should also be pointed out that some significant changes were made in our institutional structure, with the ratification of the new Convention. This will be discussed below.

### Origin

The Inter-American Institute of Agricultural Sciences (IICA) was founded in 1942 by the American Governments for promoting the economic and social development of their countries, through education, staff training, research, direct consultation, documentation and information in the agricultural and rural sectors of the member countries. This took shape in a Convention which was opened to the signature of the American countries in 1944.

A new Convention was opened for signature and went into effect in December, 1980, changing the name of the institution to the Inter-American Institute for Cooperation on Agriculture, the specialized agency of the Organization of American States (OAS) for the agricultural sector.

### Organization

IICA is an international autonomous inter-governmental agency, guided by the Inter-American Board of Agriculture and an Executive Committee. It is governed by its own Convention and works through a General Directorate which is headquartered in San Jose, Costa Rica and has offices in the 27 member countries.

### The Inter-American Board of Agriculture

The maximum authority of the Inter-American Institute for Cooperation on Agriculture, IICA, rests with the Inter-American Board of Agriculture, IABA. The Governments of all

the Member States are represented by their Ministers of Agriculture or high-level delegates involved in the agricultural and rural development of their countries.

The IABA discusses IICA's policies and actions and considers relevant measures for adoption; approves the biennial program-budget and establishes the quotas of the Member States; serves as a hemisphere-wide forum for exchanging ideas, information and experiences on agriculture and rural life; rules on the admission of Member States; elects the Director General; deliberates on reports submitted by the Executive Committee and the Director General concerning the Institute's performance; promotes cooperation with other agencies that pursue similar purposes; and approves the rules of procedure and the agendas for its meetings and the rules of procedure of the Executive Committee and the General Directorate.

### Executive Committee

Twelve Member States, elected for two-year terms according to the criteria of partial rotation and equitable geographic distribution, make up the Executive Committee, which is directly responsible to the IABA. National representatives involved in agricultural and rural development, who sit on this committee, perform the duties entrusted to them by the IABA; study the biennial program-budget submitted to the Board by the Director General; authorize the use of resources for special purposes; serve as the steering committee of the IABA; study and make recommendations to the IABA or the General Directorate on subjects of particular interest to IICA; prepare recommendations for the IABA on draft rules of procedure for the Board, the Committee itself and the General Directorate; and safeguard compliance with the rules of procedure and the norms governing the General Directorate.

The actions to achieve objectives seek specifically to: a) increase agricultural production and productivity; b) enlarge the capacity for generating employment in the rural sector; and c) expand the participation of the rural population in the development process.

### Functions

IICA seeks to achieve its goals within the Hemispheric and Humanistic Projection that characterized its working policies, and it carries out the following functions: a) to promote the reinforcement of national institutions for training, research and rural development, enabling them to expand their contribution to rural progress; b) to formulate and implement actions in accordance with the dictates of the Governments of the Member States, so as to contribute to the implementation of their policies and programs for agricultural development and rural well-being; c) to establish and maintain relations of cooperation and coordination with organizations, entities or programs that pursue similar objectives; and d) to act as an organism for consultation, technical implementation and administration of programs and projects in the agricultural sector, by means of agreements with national and international organizations.

## General Plan

The General Plan articulates IICA's objectives and the principles of its Convention and sets the administrative structure for implementing these provisions. It defines the functions, lines of action, working strategies and necessary approaches for the Institute's structure, performance, personnel policies and finances. The purpose of IICA's General Plan is to provide direction and uniformity to the Institute's entire operational process, and it is subject to the revisions that become necessary as IICA's basic concepts expand and its experience increases.

## Indicative Plan

The implementation of the General Plan is the responsibility of IICA's Director General. It has taken the form of the Medium-Term Indicative Plan for 1977-1982, which was conceived as an instrument for fitting all of IICA's activities into an overall format for facilitating its operation. The Plan serves as a guide for the Member States, providing a framework within which they can request and receive technical services. It has a policy-setting mechanism for IICA's Units, establishing the objectives, priorities and characteristics to which they must adhere.

Both the General Plan and the Indicative Plan have been published in book form as No. 1 and No. 15 of IICA's Series of Official Documents, available through IICA's Offices in the countries and at Headquarters in Costa Rica.

## Lines of Action

IICA's work is broken down into seven broad working areas known as Lines of Action which, taken together, constitute the technical normative framework of the Institute's operations. They are:

Line of Action I – Information and Documentation for Rural Development.

Line of Action II -- Education for Rural Development.

Line of Action III – Agricultural Research and Technology Transfer.

Line of Action IV – Agricultural Production, Productivity and Marketing.

Line of Action V – Regional Rural Development.

Line of Action VI – Structural Change and Campesino Organization.

Line of Action VII – Formulation and Administration of Agricultural Policy.



*His Excellency the President of Mexico, José López Portillo, receiving IICA's commemorative medals from Director General Araujo at the inauguration of the Nineteenth Annual Meeting of the Board of Directors, which was held in Mexico in September 1980. Looking on are the secretary of Agriculture and Hydraulic Resources of Mexico, Francisco Merino Rábago, and the Under-Secretary of Agriculture and Fisheries in Uruguay, Tydeo Larre Borges.*



*Dr. Gabriela Aranibar, from the Inter-American Commission of Women, and Dr. Jorge Zelaya Coronado, Assistant Secretary General of the OAS, meet with Director General Araujo and other IICA and OAS officials at IICA Headquarters to study the regulations governing the Award for the Participation of Women in Rural Development.*

#### **Characteristics**

All of IICA's activities take place within its Lines of Action. The characteristics which these activities have in common determine the most basic requirements of the Institute's objectives.

All of IICA's actions are: **multinational**, and their work is useful to more than one country; **complementary**, whenever the Member States request technical assistance to train personnel who will subsequently assume responsibility for the activities; **temporary**, and as such, should be reevaluated after objectives and time limits are met and before other actions can begin; **supportive**, reinforcing the national agencies working for agricultural development; **specific**, focusing on concrete programs; **receptive and flexible**, in accordance with the needs of the Member States; and finally, **innovative**, contributing new ideas, methods, models and practices for the development of viable alternatives.

#### **Technical Cooperation**

IICA's technical cooperation focuses on four principal elements:

**Institution building**, or helping the agricultural institutional systems acquire the expertise for planning and implementing development actions consonant with their goals, objectives and capabilities.

**Country-level actions**, establishing each national Office as the Institute's basic operating unit.

**Operational decentralization**, with 85 percent of the Institute's human and material resources assigned to the country Offices.

**Participatory technical cooperation**, a new dimension in international technical cooperation, whereby IICA's efforts are combined with the countries' own skills in a context of mutual collaboration and support.

#### **Instruments**

In pursuance of Line of Action policies, IICA wields the following instruments for technical cooperation:

**Education and Training**, which seek primarily to equip individuals with administrative and technical skills.

**Reciprocal Training**, which brings personnel of national agencies into contact with similar agencies in other countries.

**Research and Study**, which develop new knowledge that can be used for improving the quality of technical cooperation.

**Direct Consultation**, which uses existing methods, models and knowledge to resolve specific problems.

**Permanent Groups or Commissions**, whose primary function is to find joint solutions to specific problems, or to generate and multiply the process of change.

**Supporting Professional Associations** by helping them develop the skills necessary for achieving their objectives.

## Economic Resources

IICA's financial resources include annual quotas paid by member countries; contracts and agreements; contributions and grants that the Institute negotiates with international organizations; special contributions from member country institutions, provided through bilateral contracts or agreements for developing specific projects; and the Simon Bolivar Fund, which was originally established with a grant from the Government of Venezuela and which receives additional contributions from recipient countries.

For 1981, IICA's Board has approved quotas totaling 15 million dollars to be paid by the Member States. This amount represents 43 percent of total resources. The funds known as "extra-quota" resources come from international institutions, which are contributing 10 million dollars. Thus, "extra-quota" funds make up 50 percent of total resources. The Simon Bolivar Fund provides 2.5 million dollars, or 7 percent of the total budget.

## Human Resources

IICA entered the eighties with 200 high-echelon international professionals on staff for implementing its regular programs. This team reflects the technical skill the Institute offers the Member States for immediate cooperative action in developing their agricultural sector.

The increasing demand by national and international agencies for new specific projects, which provide resources above and beyond regular program funds, has obliged IICA to hire a growing number of temporary international technical experts for limited periods of time. This involves between 100 and 200 professionals.

Eighty-five percent of IICA's technical staff works in the Institute's Offices in the member countries. The remaining 15 percent is engaged in administrative and supportive activities at Headquarters in Costa Rica.

## Board of Directors

1. Secretary of the Board of Directors of the Inter-American Institute of Agricultural Sciences

On January 2, 1980, the Director General of IICA informed the President of the Board that Dr. Luis A. Montoya had been appointed Secretary of the Board as of January 1, 1980, and requested the approval of this appointment by the Board, in accordance with Article IV of the 1944 Convention. In a meeting on January 23, the appointment was approved by acclamation by the Board of Directors, to last until the installation of the Inter-American Board of Agriculture, IICA's new governing authority.

The Secretary provided technical assistance and participated in all the meetings of the Board of Directors, the Permanent Committee and the Working Group responsible for reviewing the draft rules and draft standards for regulating the operations of the organs created by the 1979 Convention: the Inter-American Board of Agriculture, the Executive Committee and the General Directorate.

During this report period, IICA's Board of Directors dealt with the following topics:

- a. Special provisions for Nicaragua's payment of quotas to IICA.



*Her Excellency the Ambassador of Grenada to the OAS, Dessina Williams, signed IICA's new Convention and presented her Government's instrument of ratification of the Convention on November 21, 1980. Manuel Rodríguez, Deputy Director General of IICA, and officials from IICA and the Embassy of Grenada observed the ceremony.*



The Board of Directors approved a request submitted in document IICA/JD-1231/80, and authorized the Director General to negotiate the mechanism and terms through which the Government of Nicaragua would pay its quotas.

b. Expansion of IICA Headquarters Building in San Jose, Costa Rica.

The Board of Directors authorized the Director General to accept an advance of US\$ 300,000 from the Kellogg Foundation, for beginning construction of a new wing for IICA's Headquarters in San Jose (IICA/JD/Res.18(40/80)).

c. Transitional process between the Convention on the Inter-American Institute of Agricultural Sciences and the Convention on the Inter-American Institute for Cooperation on Agriculture.

At its meeting on November 5, 1980, the Board of Directors of the Institute approved Resolution IICA/JD/Res.19(42/80) regarding the process for transition between the 1944 Convention and the 1979 Convention.

d. Negotiations with the Government of Suriname on the terms of a Basic Agreement on Privileges and Immunities.

The Board of Directors, at its meeting on November 5, 1980, authorized the Director General of IICA to initiate negotiations with the Government of Suriname on the terms of a Basic Agreement on Privileges and Immunities between the Institute and that Government, in accordance with the request formulated in document IICA/JD-1247/80.

2. Accession of Suriname to the 1944 Convention

On August 28, 1980, the Government of Suriname, through its Permanent Mission to the OAS General Secretariat, deposited the Instrument of Accession to the Convention on the Inter-American Institute of Agricultural Sciences, opened for signature on January 15, 1944, at the Pan American Union.

With Suriname's entrance into IICA, the number of countries signing that Convention rose to 28.

3. Deposit of Instruments of Ratification of the 1979 Convention

During the 1980 calendar year, the following countries deposited their Instruments of Ratification of the Convention on the Inter-American Institute for Cooperation on Agriculture, which was opened for signature on March 6, 1979 at the OAS General Secretariat:

Chile	February 14, 1980
Honduras	February 27, 1980
Mexico	March 6, 1980
Colombia	March 6, 1980
Haiti	March 26, 1980
Paraguay	May 12, 1980
Jamaica	May 13, 1980
Guatemala	May 27, 1980
Guyana	July 1, 1980

El Salvador	July 10, 1980
Peru	July 17, 1980
Panama	August 13, 1980
Brazil	October 2, 1980
United States of America	October 23, 1980
Trinidad and Tobago	December 5, 1980
Costa Rica	December 8, 1980
Grenada	December 22, 1980

With the deposit of the Instrument of Ratification by the Government of Costa Rica, the 1979 Convention went into effect on December 8, 1980. By December 31, 1981, twenty countries had ratified and deposited their instruments of Ratification for the 1979 Convention.

4. Permanent Observer Countries of IICA

a. Federal Republic of Germany

On January 30, 1980, the Secretary General of the OAS informed the Permanent Observer Mission of the Federal Republic of Germany, in Washington D.C., that that country had been accredited as a Permanent Observer of IICA. The Ambassador of the Federal Republic of Germany in Costa Rica will serve as the Permanent Observer, and the Permanent Observer in Washington will serve as Alternate Permanent Observer.

b. Republic of Korea

During this report period, steps were taken with the Embassy of Korea in Washington for strengthening ties between that country and IICA, and for granting the Republic of Korea the status of Permanent Observer to IICA. IICA's Office in Washington undertook the necessary transactions with IICA's General Directorate for granting Korean Representatives permission to participate as Observers at the Nineteenth Annual Meeting of IICA's Board of Directors, which took place in Mexico from September 22 to 26, 1980.

c. Spain

The Institute's General Directorate, through its Office in Washington, invited Ambassador Eduardo de Zuleta, Permanent Observer of Spain to the OAS, to visit IICA Headquarters in Coronado, San Jose, Costa Rica.

5. IICA Member Countries

a. Visit to IICA's Headquarters by Jamaica's Permanent Representative.

Ambassador Alfred A. Rattray, Permanent Representative of Jamaica to the OAS, accepted an invitation by IICA's Director General to visit IICA Headquarters in Costa Rica.

b. Request by the Permanent Mission of Bolivia on Plant Protection.

Through the Secretary General of the OAS, Bolivia's Permanent Mission requested IICA's collaboration for a Plant Protection expert to examine the health of rice imported by that country's Government. IICA cooperated with the Bolivian Government by



*His Excellency the President of Venezuela, Dr. Luis Herrera Campins, is received by Director General Araujo during his visit to IICA Headquarters in June, 1980.*

sending Dr. Federico Dao, Director of the Plant Protection Program, to La Paz, and he prepared a final report for the respective authorities.

#### 6. Meetings of the Special Committee and of IICA's Alternate Board of Directors

The Meeting of the Special Committee of IICA's Board of Directors took place from September 18 to 20, 1980, in Mexico, D. F. The Secretary of the Board prepared Report IICA/RAJD/Doc.276(19/80), which was approved at the Nineteenth Annual Meeting of the Board of Directors, held in Mexico, D. F. from September 22 to 26, 1980. The Secretary of the Board prepared the Summarized Proceedings of this meeting (IICA/RAJD/Doc.(19/80) and document IICA/RAJD/Doc.295(19/80), which contain the proceedings of the Closing Session. Twenty-two resolutions were approved at this Nineteenth Annual Meeting of the Board of Directors, and can be found in Document No. 18 of IICA's Official Series of Documents.

### The Inter-American System

#### 1. General Assembly

The General Assembly of the OAS, at its annual meeting which took place in La Paz, Bolivia, approved Resolution AG/Res.414(IX-0/79) instructing the Secretary General of the OAS, in coordination with IICA, to present the Permanent Council with a study on the advantages of creating an inter-American institute on agrarian reform.

The Permanent Council sent the matter to the Meetings and Agencies Committee for its consideration. On the request of this Committee, the General Secretariat of the OAS and IICA prepared a position paper on the possibility of creating such an institute. It indicated that the Inter-American System had an agency specialized in the agricultural sector and that IICA's new Convention emphasized rural development, of which agrarian reform is an integral part. It also described IICA's actions in Line of Action VI, and the creation of the Task Force on Agrarian Reform. The position paper prepared by IICA/OAS does not support the creation of an agency specializing in agrarian reform. To date, the Meetings and Agencies Committee has not presented the results of its study to the Permanent Committee.

#### 2. Tenth Regular Session of the OAS General Assembly

This took place in Washington, D. C. beginning on November 19, 1980. IICA's General Directorate accredited four Observers to the General Assembly: Manuel Rodríguez, Luis A. Montoya, Michael Moran and Alfredo Platas.

#### 3. Permanent Council

The Secretary of IICA's Board of Directors participated in a series of meetings of the Organization's Permanent Council, which dealt with subjects of special interest to IICA.

#### 4. Inter-American Economic and Social Council, CIES

IICA's Director General accredited two observers to the Fifteenth Annual Meeting of CIES at the Ministerial



*Ambassador Alfred Rattray, Jamaican Representative to the OAS, visited IICA Headquarters to meet with several staff members including Director General Araujo and Enrique Blair.*

Level, held in Washington, D.C. from October 14 to 17, 1980. Participating on behalf of IICA were Luis A. Montoya and Michael Moran.

#### 5. CEPICIES Ad hoc Study Group by country on Guatemala

The group met in Washington, D.C. from June 25 to 27, 1980. IICA's Observers (Luis A. Montoya, Rodolfo Martínez Ferraté and Enrique Vigués) presented a report of IICA's actions in Guatemala, based on information provided by IICA's Office Director in that country, in the session on presentations by technical and financial cooperation agencies.

#### 6. CEPICIES Ad hoc Study Group by country on Paraguay

The Ad hoc Group on Paraguay met from April 28 to 30, 1980, in Washington, D. C. IICA's observer presented a summary report of IICA's Plan of Action and its 1980 Operational Plan for Paraguay.

#### 7. Inter-American Council for Education, Science and Culture, ICESC

The Secretary General of the OAS invited IICA to accredit observers to the Eleventh Regular Meeting of ICESC, which took place in Bogota, Colombia, from July 27 to August 2, 1980.

8. General Secretariat of the OAS

a. Installation of officers of the General Secretariat.

The Director of IICA's Office in Washington attended the inauguration ceremony of the Secretary General and the Assistant Secretary General of the OAS, which took place during a special session of the Organization's Permanent Council.

b. IICA/OAS Agreement on Rural Development.

A number of meetings took place during 1980 between IICA officials and the Secretary General of the OAS, to discuss the activities of both agencies in the field of Rural Development. As a result of these discussions, a decision was made to coordinate the joint implementation of projects during 1980-1981 and 1982-1983.

At this time, a draft agreement or letter of understanding between IICA and the OAS is being studied by the Secretariat for Legal Affairs of the General Secretariat.

c. Construction of a building in Montevideo, Uruguay for the General Secretariat, the Inter-American Children's Institute and IICA.

IICA's Office Director in Washington joined a Working Group organized by the General Secretariat of the OAS for coordinating the different stages of a study on the construction of the OAS/IACI/IICA building in Montevideo, Uruguay. A detailed report on the subject will be presented to the Organization's Permanent Committee.

d. National OAS Offices.

The Secretary General of the OAS invited IICA and PAHO to inspect the OAS National Offices in the countries, for purposes of determining suitable mechanisms for coordinating the needs of the agencies of the Inter-American System.

e. Meetings on Emergencies.

A Working Group was created at the General Secretariat with the participation of IICA's Office Director in Washington, for dealing with topics of mutual interest to both agencies in the case of emergencies.

f. World Conservation Strategy.

The World Conservation Strategy was launched on March 5, 1980, in Washington, D. C., in the Hall of the Americas at the General Secretariat of the OAS, with the presence of high authorities of international agencies interested in the subject. IICA's Director General attended the event.

g. OAS Regional Development Program.

The OAS Regional Development Program requested IICA's cooperation in a course on Regional Development Techniques, organized with the cooperation of CINDER and ICAP in May 1980, in San Jose, Costa Rica. IICA participated in

the event with technical personnel from the Office of the Associate Deputy Director General for Rural Development.

h. OAS International Trade and Exports Development Program.

In cooperation with the OAS Program in Colombia, IICA lent the services of Dr. Ernesto H. Caseres for conducting a study on vegetable exports, which has been received favorably by the General Secretariat.

9. Specialized Conferences

a. Eighth Inter-American Conference on Agriculture

The Eighth Inter-American Conference on Agriculture was convoked by resolution of the OAS General Assembly (AG/Res.388(LX-0/79) during its annual meeting, which took place in La Paz, Bolivia.



*His Excellency the President of Costa Rica, Rodrigo Carazo, and former Costa Rican President José Figueres chat with Director General Araujo on the occasion of the Seminar on "Development Banking and Agricultural Credit", which was sponsored by ALIDE and IICA.*



*Authorities from IICA and the University of Iowa meet at the Seminar on Technical Cooperation in Latin America and the Caribbean.*

The Fifteenth Annual Meeting of CIES at the Ministerial Level (Washington, D. C., October 14-17, 1980) approved the agenda of the Eighth Conference and authorized it to be held in the city of Santiago, Chile from April 6 to 11, 1981.

Upon the instructions of the General Directorate, IICA's Office in Washington sent summons to the governments of Canada and Guyana (IICA countries that do not belong to the OAS). The General Directorate, in consultation with the host country, appointed Carlos J. Molestina as Secretary General of the Eighth Inter-American Conference on Agriculture.

#### 10. Specialized Agencies

##### a. Inter-American Commission of Women, IACW.

- The President of the Inter-American Commission of Women invited IICA to send Observers to the Twentieth Regular Assembly of IACW Delegates, which took place in Santo Domingo, Dominican Republic, from October 26 to November 4, 1980. IICA's General Directorate sent Jan Hurwitch, Head of the Division of Women and Rural Youth, as Observer.
- IICA's Office in Washington held meetings with IACW authorities for considering the possibility of collaborating in aspects of human health, especially for campesino women, in view of the use and effects of agricultural pesticides. Dr. Pedro Acha, Advisor to IICA's Animal Health Program, cooperated in this activity.

##### b. Inter-American Indian Institute (III).

- The General Secretariat of the OAS, on instructions from the General Assembly, organized a Coordinating Meeting with international agencies, to support the activities of the Five-Year Inter-American Indian Action Plan. The meeting took place at the OAS General Secretariat and was attended by agencies of the Inter-American System, the United States of America, Canada, the Inter-American Development Bank and the World Bank.

IICA's Office Director in Washington participated in the meeting, discussing the Institute's activities under its seven Lines of Action and identifying areas of mutual interest with the III. This gave rise to the creation of an IICA/III Working Group for developing joint projects.

- The General Secretariat of the OAS invited IICA to participate as an Observer at the Eighth Inter-American Indian Congress, held in Merida, Yucatan, Mexico from November 17 to 21, 1980.

##### c. Pan American Health Organization, PAHO.

- In early 1980, an IICA/PAHO Letter of Understanding was signed whereby PAHO gave Dr. Pedro Acha permission to work with IICA as an Advisor to IICA's Animal Health Program and for upgrading joint actions between both agencies in the field of Animal Health. According to the terms of the understanding, IICA will reimburse PAHO for the expenses of the technical expert.

- IICA's Director General and members of the technical staff from the Animal Health Program and from the IICA Office in Washington participated from April 14 to 17 1980, in the First Inter-American Meeting on Animal Health at the Ministerial Level, RIMSA.

In recognition of the work performed by Dr. Pedro Acha in the fields of veterinary sciences and animal health, RIMSA I issued Resolution IX, expressing its appreciation for the professional dedication with which he has served PAHO.

- RIMSA I also recommended through Resolution XI that IICA, through its new Animal Health Program, contribute to research into tick control in Central America, Mexico and Panama.

d. **Pan American Health and Education Foundation, PAHEF.**

A series of meeting was held in Washington, D.C. with PAHEF functionaries for analyzing IICA's possibilities of using its Educational Books and Materials Series to establishing a program similar to that of PAHO. PAHEF authorities indicated their willingness to collaborate with the Institute on the project, and later visited IICA's Headquarters in Costa Rica. IICA's Cabinet Director established the contacts and developed the project profile.

e. **Inter-American Statistics Institute, IASI.**

Meetings were held in San Jose and Washington, D. C. with high authorities of the Inter-American Statistics Institute for developing a Statistics and Data Processing Training Project and for enlisting IICA's participation in the First Session of the Subcommittee on Household Surveys, which was held in Washington, D. C. from September 16 to 23, 1980. The Director of IICA's Office in Washington participated in the meeting as an Observer.



*A high-level mission from the Pan American Health Organization visited IICA to consider joint studies on the Pan American centers conducting animal health activities. The photo shows Dr. Martin Kaplan, Dr. Marcolino Candau, Dr. Francisco Dy and Dr. Frank Lostumbo during their visit to IICA Headquarters.*

**Other agencies and institutions**

1. **Irrigation Information Center**

IICA's Office in Washington was visited by functionaries of the International Irrigation Information Center, for considering the possibility of cooperating with IICA in publishing IRRINOTICIAS in Spanish.

2. **Policy Science Center, PSC**

During this report period, negotiations were made with the Policy Science Center for establishing the second stage of the IICA/PSC Letter of Understanding, which will involve studies on the formulation, labelling and use of agricultural pesticides. IICA's Office in Washington, together with the Office of Plant Protection, coordinated the work of three Consultants from the Policy Science Center, so they could visit eight member countries of the Institute, and organized the compilation of bibliographic materials on agricultural pesticides with the National Agricultural Library of the United States of America.

3. **General Accounting Office, GAO, of the United States of America**

Meetings were held with high officials of the GAO for exploring the possibility of obtaining technical cooperation in the methodology of land ownership studies. The Office of the Associate Deputy Director General for Rural Development at IICA Headquarters cooperated with this activity.

**Institutions and Agencies of the United States of America**

1. **Agency for International Development (AID)**

- a. **Strengthen Management Capacity of IICA.** Assistance was provided in the planning and programming of this project for the purpose of analyzing improvements in IICA's managerial capabilities.
- b. **Project on Educational Media for the Integration on Women.** Support was given to the project process including the acquisition of additional support resources and other technical and administrative matters.
- c. **Latin American/Caribbean Network for the Analysis of Planning Policies.** Support continued in the form of technical assistance for ongoing project activities and contract extension for two additional years, for resource allocation and for the acquisition of technical materials.
- d. **Crop Credit Insurance Project.** Support was offered for coordinating financial, administrative and contractual matters.
- e. **General Coordination with AID.** Cooperation on policy and program activities has continued with the Bureau for Latin America and the Caribbean and the Office of Development Resources; contacts were maintained with the International Development Cooperation Agency (IDCA) and the Board for International Food and Agricultural Development (BIFAD), and the title XII Regional Work Group was attended.

f. IICA attended the Conference on "Agricultural Decision-Making and Development" and other technical and policy workshops related to planning, project management, and agricultural research and extension.

## 2. United States Department of Agriculture (USDA)

Continuous contact and cooperation were maintained with the USDA Office of International Cooperation and Development (OICD), particularly related to activities of the Annual Board of Directors and the Special Committee. A working agreement was signed for specific services of the International Training Office of OICD in the field of project management.

Collaboration with APHIS was increased, particularly in the fields of Animal Health and Plant Protection. Assistance was also received from the National Agricultural Library in the fields of animal health, plant protection and agroenergy, including bibliographies, specialized data and selective indices.

## 3. Universities in the United States

Relations with the Land Grant Colleges and State Universities continued to expand. Specific activities were implemented with the following universities with which IICA has general agreements: Michigan State University, Iowa State University, Cornell University, North Carolina State University and Oklahoma State University. Additionally, cooperative relations were maintained with several other universities, including Colorado State University. Areas of specific joint cooperation included: generation, transfer and adoption of technology; sector planning; training for extension programs; and irrigation.

## 4. Foundations

Contacts continued with the Rockefeller Foundation, the Ford Foundation, Kellogg Foundation and the Inter-American Foundation. Emphasis was placed on technology generation and transfer, projects for management in rural institutions, exchange of scientific information, training materials, development and distribution.

## Canada

### 1. Canadian Permanent Mission

Close relations have been maintained with Canada's Permanent Observer Mission to the OAS, through contact at the annual meetings of the Board of Directors and the Special Committee, as well as work groups. Information was exchanged on IICA's policies, programs and projects, and work was done to coordinate a visit to Canada by several officials, and to design programs.

### 2. Ministry of Agriculture of Canada

Contacts have been made regarding official activities and technical support areas, particularly in the field of animal health and information exchange on institutional policy and program matters for administrative and technical considerations.

### 3. Canadian International Development Agency (CIDA)

Contact has been maintained with CIDA, particularly in relation to CIDA/IICA project activities. New areas were explored for project opportunities of mutual interest.



*Ambassador Alejandro Orfila, Secretary General of the OAS, was present when His Excellency, the Venezuelan Ambassador to the OAS, Dr. Hilarion Cardozo delivered a check for US\$ 2,000,000 to IICA's Dr. Luis Montoya. This completed Venezuela's contribution to the Simon Bolivar Fund.*

## 4. International Development Research Centre (IDRC)

Contact with the IDRC has been maintained for supporting IDRC/IICA projects, especially in the area of Agricultural Information Systems, Rural Development Projects and Andean Crop Production Systems.

## 5. Universities

Contacts were made with delegates of National University Association, Councils and Federations through participation in the Inter-American Organization for Higher Education in Quebec. An Agreement for Cooperation between IICA and the International Council for Adult Education was continued, and an Agreement was signed with the Area Studies Development Center of McGill University. Relations were also continued with the University of Guelph.

## World Bank

Contacts with the World Bank have been maintained at the following levels: The Office of the Regional Vice President; the Projects Development Office; the Country Programs Department; the Economic Development Institute; the Department of Agricultural Development; and CGIAR. Particularly, cooperation has continued through the provision of project management support in Brazil and Honduras, and the project for developing regional facilities for Central America. Cooperation was also provided in various activities related to the Third Meeting on Cooperation for Development in the Caribbean, particularly in the area of improving agricultural research.

## Inter-American Development Bank (IDB)

Cooperation was provided in the development of a joint project preparation unit for the agricultural sector, which is now

ready for funding by the Bank. Collaboration was also given to the National Offices in identifying, preparing and executing projects with IDB funding (Jamaica, Brazil, Haiti, Paraguay, Nicaragua and others).

Similarly, cooperation was provided in carrying out special training programs on project preparation. Contacts have been made with the Division of Analysis of Agricultural Development Projects (Agricultural Economics Section), the Department of Operations and the Department of Technical Cooperation.

#### United Nations System

Ongoing contact was maintained for exchanging information and developing project opportunities. A dialogue was facilitated between IICA and such agencies as FAO, UNDP, UNICEF, ECLA and others. The Cabinet Director from IICA Headquarters visited Chile in May, 1980, to attend the First Consultation of International Agencies on Programs and Activities for Agriculture and Food in Latin America, held at the FAO Regional Office. At the time, IICA submitted an important document on its programs and activities. The meeting was also attended by 42 international, regional and sub-regional organizations that maintain activities related to the agricultural sector.

#### Other Organizations and Institutions

Contacts and actions have continued with other organizations and institutions, such as the International Food Policy

Research Institute (IFPRI), the World Watch Institute, the Overseas Development Council and the Bio-energy Council.

#### Permanent Observer Countries

Relations with permanent observer countries have continued to grow ever more productive. Specific actions are described in more detail in the different chapters of this report. At the end of the fiscal year, the request of the Republic of Korea to be accepted as Permanent Observer of IICA was still pending. Its acceptance will raise to twelve the number of extracontinental countries holding this status.

#### Agreements and Contracts

An important part of the Institute's policy to obtain external resources is the signing of agreements and contracts with agencies, Governments, foundations and national or international private and public entities.

IICA, cognizant of the importance of preparing, negotiating, managing and following up on these matters effectively, created the Division of Legal Affairs and Agreement Control at Headquarters. Because of the importance IICA ascribes to these actions, we will again include at the end of this report a complete appendix containing the pertinent information on the Agreements and Contracts signed and published during the report period.



*Dr. Diogo de Figueiredo, Executive Secretary of the Inter-American Economic and Social Council (CIES) of the OAS, and Dr. Marcelo Elissetche, CIES Advisor, visit IICA Headquarters to meet with Director General Araujo.*

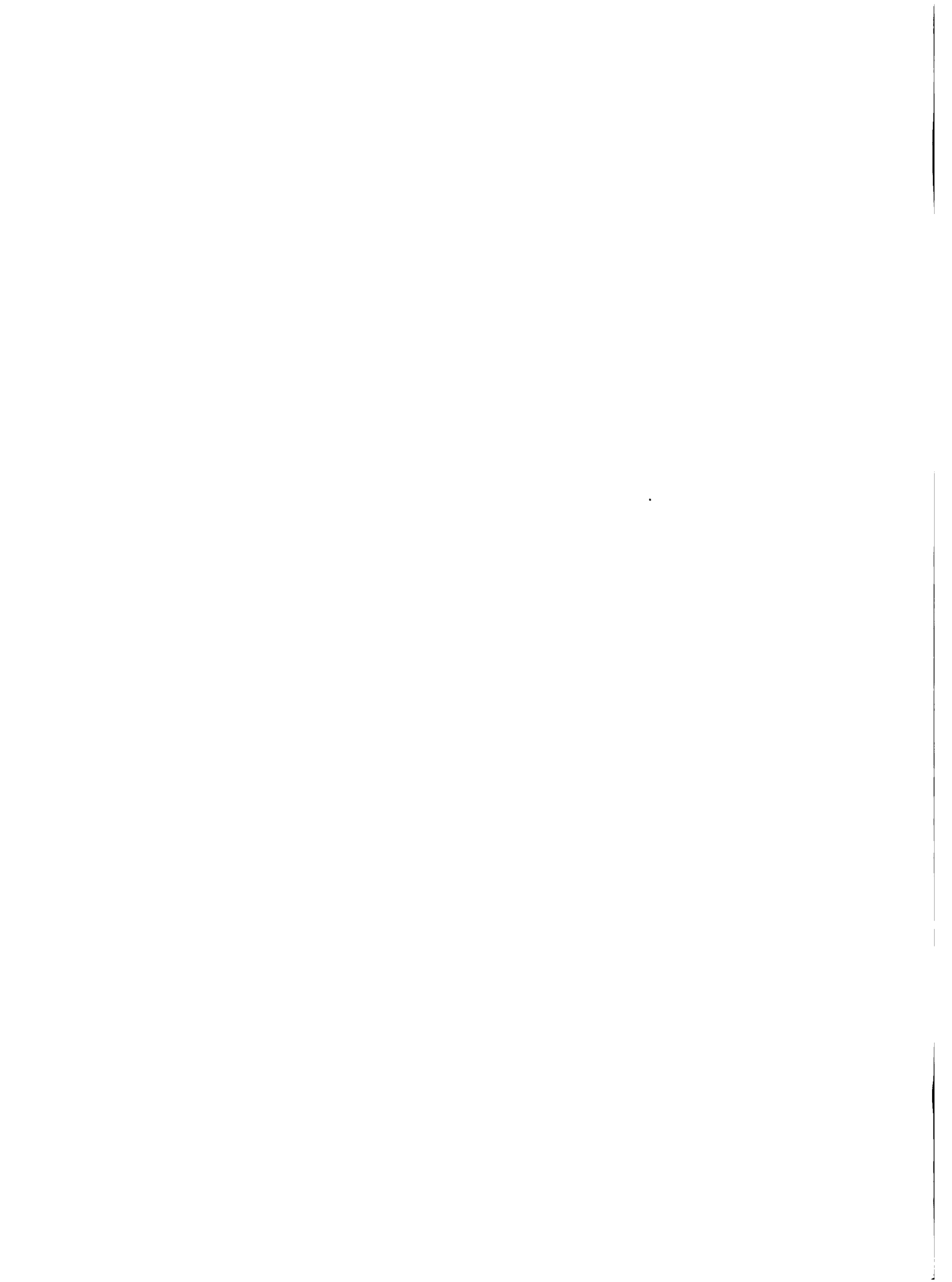




## Chapter II

# RECIPROCAL AND PARTICIPATORY TECHNICAL COOPERATION





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# RECIPROCAL AND PARTICIPATORY TECHNICAL COOPERATION

### Introduction

Improving the general well-being of the bulk of the population of the countries is the basis of development and the main justification for the contribution of international assistance to this process. Nevertheless, despite the relative degree of economic growth achieved in many countries of the continent, the benefits of development have hardly touched the great masses of poor and underprivileged.

Most of the countries of Latin America and the Caribbean have a common ancestry and have developed within a similar socio-cultural framework. Although this accounts for the development of similar institutional, political and social organization, it is evident that regardless of general similarity, notable specific differences exist among the countries, and significant differences appear upon deeper analysis, involving subregions and population groups.

At the same time, certain general indices suggest that Latin America has experienced more positive growth, as a whole, than other regions of the world. Problem areas still exist which merit special emphasis and consideration, in order that appropriate strategies may be designed for effectively tackling the problems of the rural areas of the continent. Following is a brief outline of several general characteristics of the Latin American situation:

- Taking the 1961-1965 period as the base 100, per capita food production indices for 1979 fluctuated between 66 and 134, averaging 112;  
  
Life expectancy at birth varied between 49 and 72 years for the countries, and the mortality rate, between 6 and 17 per 1,000 inhabitants.
- In 1979, the agricultural sector's share in the Gross Domestic Product of Latin America and the Caribbean fluctuated between 5 and 44 percent, with an average of 11.1 percent.
- According to Bouvier and Maturama, in 1970 more than half the population dependent on agriculture had annual per capita incomes between US\$ 50 and US\$ 70, and included mostly small-scale farmers and landless campesinos.

Furthermore, Albert Beinsberger, using ECLA information, states that in 1973 around 85 million rural people lived at a subsistence level in Latin America. This represents 70 percent of the agricultural population of the region, of whom landless workers amount to 45 million. The rest work on small-scale agricultural operations. These people received 35 percent of the region's agricultural income, which corresponds to a per capita income of about US\$ 115 at 1970 prices.

At the same time, Latin American agriculture has not been generating employment effectively, and it is estimated that between 1970 and the year 2000, only 5.7 million workers will be absorbed by agriculture, out of a total 106 million who will join the labor force.

In terms of land use, existing figures indicate that while only 7 percent of the land in Latin America is cultivated, fully 26 percent is devoted to permanent pastures, 50 percent is covered by forest areas and open bush, and 17 percent is land not used for agricultural purposes. Several soil studies indicate that approximately 35 percent of all the lands fall into categories I through IV, which means that about 28 percent of the land which could be cultivated is being partially wasted because it is not used for temporary or permanent crops.

The amount of land has increased with the incorporation of easily worked land, although such surfaces are becoming increasingly scarce. More and more obstacles must be overcome to obtain land, including access, the sizeable investments that must be made, the shortage of appropriate technology and the cultural idiosyncracies of the population to be settled.

A rapid examination of available information indicates that harvested area grew from 1960 to 1965 at an annual rate of 2.6 percent. From 1965 to 1970, it grew at 1.3 percent and during the first three years of the seventies, at only 0.5 percent. Nevertheless, as of 1973 a renewed interest in agriculture caused 10 million hectares of new lands to be incorporated during a period of only three years (1973-1976).

In terms of land ownership, we can quote information through 1976 that indicates that while 70 percent of the agricultural population in Latin America owned 2.5 percent of the land, only 2 percent controlled 47 percent of the land.

Regarding the process of generating and transferring technology, we can see that outlays for funding agricultural research quadrupled in fifteen years, growing from US\$ 39 million in 1959 to US\$ 170 million in 1974, and tripled its percentage of the Gross Domestic Product of the sector, from 0.4 percent to 1.2 percent. This figure doubled again in 1980. The expenditures for extension activities in the region increased almost four-fold, growing from US\$ 32 million in 1959 to US\$ 122 million in 1978, representing from 0.3 to 0.9 percent of the GDP. These figures showed no significant increase in 1980.

Nevertheless, although agricultural extension services expanded in almost all the countries, they still have a limited impact on farm families.

At the same time, the technification process has increased soil productivity and production in a number of countries, but this has essentially benefited medium-sized and large-scale farmers who are more receptive to innovations because they have the necessary capital or the collateral for credit, and they are better prepared economically to take risks. In contrast, small-scale farmers and landless workers in general received scant benefit from the development of new technology.

Thus, a summary analysis of the progress of agricultural production in Latin America for wheat, corn, rice, sugar cane, cassava, beans, cotton and beef cattle demonstrates, in terms of trends indicated by the unit yields of these products, that in

order to maintain 1975 levels of production in 1990, approximately 12 million hectares of new land will have to be incorporated into production.

Another way to maintain per capita production levels would be first to increase unit yields, then to look into increasing areas.

In this respect, it should be observed that, as in the developed countries, Latin American research centers have obtained significant yield increases in their experimental fields. Regardless of this fact, however, the production and productivity of most farmers has not changed markedly.

IICA sees the actions leading to technical change as a continuum of interdependent parts. The process begins with existing knowledge and continues on with the generation of technology, its testing, dissemination, and transfer, and concludes with its adoption and permanent incorporation. For this to be effective, another series of elements must contribute to the process, including credit, the provision of inputs, fertilizers, pesticides, improved seed, fixed prices, etc., which will maintain the entire process in smooth operation, based on a duly identified clientele. Technology should be generated for a potential target (individual or corporate).

We believe that the often spectacular research findings are not reflected in increased production and productivity because of shortcomings in other components of the system, even in the generation of the technology itself, for the design is often inappropriate for the person who must use it.

Regarding rural-urban migration, the urbanization of the Latin American countryside, seen in the development of villages and towns, as well as the traffic of these urban units toward the large cities, has resulted in a reduction in the growth rate of the rural population, which declined from 1.6 percent in 1960 to 1.1 percent in 1976. This phenomenon has caused the rural population in the region to shrink from 51 percent in 1960 to 37 percent in 1976. Other indicators show that rural-urban movement involved more than 30 million people in Latin America during the 1950-1970 period, and that in the sixties alone, around 18 million persons were affected.

The principal cause of this phenomenon appears to be the inability of agriculture to generate the income required by rural populations to achieve an acceptable standard of living. This leads not only to the poverty level of the rural inhabitants, but also to their spontaneous expulsion from the countryside towards the cities. According to Simmons, migrants are characterized as young people who have had access to educational opportunities or specialized work in their employers' houses, and who are familiar with the cities. They are probably not the poorest of the rural population, they do refuse to accept a future of poverty.

Although concrete indices or statistics cannot be gathered on this topic, as was the case in the previous paragraphs, it is evident that the institutional development of the countries has also occurred unequally or with special problems. Complex circumstances beyond the scope of this publication have caused the subsystems of the institutional structure of the agricultural sector to grow irregularly in response to needs whose characteristics, magnitudes and complexity vary. Thus, the countries show different degrees of development in regards to, for example, agricultural education, agricultural research, agricultural marketing and other subsystems.

## International Technical Assistance and Cooperation

We see that the development efforts of the countries should focus on the well-being of the rural family, particularly the least protected and the forgotten. National institutions responsible for this development should be strengthened in order to ensure stable and lasting change.

How to do this is our challenge today. A significant step forward was taken during the last two decades when the politicians, thinkers, scientists, and intellectuals of the Third World countries turned their thinking to the meaning of development and to the implications which accompany the process of overcoming underdevelopment. This has signalled an end to the time when development was identified with economic growth as well as when approaches were developed which touched only one sector of the economy, one of the factors of production or a given redistributive instrument for this purpose.

The tendency of the underdeveloped countries to stress integrated development is becoming more evident every day. Research into the relationships between the urban-industrial and the rural sectors is no longer the exclusive domain of the universities. Now, planners and governors of the third world are also studying this. The external vulnerability of national development models is no longer studied only in treatises of world literature on the subject of dependence; rather, it is now the background information used for designing the goals of national development policies and plans.

In terms of agricultural development and rural progress, the productivist approach prevalent at the end of the fifties has been accommodated and complemented with broader and more humanistic approaches, in which the subjects of equity, work, income, and campesino organization take first place.

The process of deepening and expanding our thoughts on development has not pursued a balanced course in all its fields. Notorious differences exist between the approaches to development in different countries of a same region, as well as between the strategies chosen by each country to achieve its goals. Likewise, similar incongruencies can be observed in the creation and improvement of technical and political instruments that should encourage the development process.

We have been able, for example, to produce significant technological advances that let us believe for a time in the "green revolution." We failed, however, to adapt and organize these advances in such a way as to make them useful to small-scale farmers and those farmer organizations which have abundant human resources, but limited access to capital. The evolution of the concept of technical cooperation shows similar contradictions. For a while, "technical assistance" as it is frequently called sought primarily to provide "underdeveloped" countries with scientific and technological input and even certain institutional models that had proven to be useful in the developed countries. The basic assumption was that their massive adoption in the underdeveloped countries would reproduce the process which had taken place in the developed nations. Technical assistance in this case was the transfer vehicle for achieving this goal.

To these ends, the agencies providing the assistance would need to have a profound understanding of the productive structure and institutional organization of the developed countries, and their technical staff should also be professionals renowned for their ability to understand these aspects and to implement them.

The basic problem of this outlook was that the models being implemented were, for the most part, inoperative

because they were inadequate and, similarly, the science and technology being disseminated was not always the most appropriate and useful. Our experience confirms that this occurred because of the insufficient knowledge, on the part of the agencies and their technical staff, of the different conditions and stages of development in which certain preconceived "prescriptions" were to be applied.

This is really not so surprising if we accept that, as in so many cases, not very much can be transferred directly from one society or culture to another. We might even go on to state that, in terms of the science and technology necessary for maintaining high levels of agricultural development, the possibilities of absolute transfer are nil.

In this vein, we would do well to mention, for example, that the possibility of having a few international research centers replace similar national institutions has been rejected, since it has become evident that they will have tremendous difficulties in transferring the technology they generate to the users in the countries unless national institutional capability is at least capable of carrying out adaptive-type experimentation, and is also organized into a consistent and harmonious system that will facilitate the adoption of the technology being transferred.

For this reason, since we feel the same way about how IICA's action should benefit the countries, we have attempted, we believe successfully, to change this traditional technical assistance. We call our approach "technical cooperation," which implies not only a change in name, but also a fundamental change in tactics, and which we will later discuss in more detail under Participatory Technical Cooperation. Our basic action strategy is to strengthen national institutions, as they are the key to ensuring that the processes to accelerate the development of the countries will take place in a self-sustained fashion, and with better possibilities of success. This proposition suggests that eventually, each country will define its own level of self-sufficiency, taking into consideration its stage of development, size and availability of resources.

This becomes even more important when we consider that in general, the principal functions of the international technical cooperation agencies are frequently affected by the political circumstances and different expectations of the countries.

For this reason, and because the countries have moved from a position of passivity to awareness, and from awareness to reaction in order to carry out effective work in Latin America and the Caribbean, the international agencies will have to adjust their programs of action and their characteristics to the new approaches to problems which have been adopted by our countries.

They must assume functions and develop activities that are effective and timely, and that contribute to satisfying any expectations the countries may have for action from international organizations.

It must also be recognized that for international technical cooperation to be effective, it must stimulate national efforts, because only in this manner will the changes or progress be institutionalized. Cooperation cannot and should not be a "crutch" hindering independence and self-sufficiency of the individual countries.

At IICA we understand technical cooperation to be the set of non-profit activities (not including capital imports), conducted by an organization external to a country, for contributing to developing more productive agriculture, or to increasing the well-being and participation of the majority of

the population engaged in agricultural work, by strengthening national agricultural institutions or those of other sectors that contribute to its development.

This gives an idea of the area of action we define for technical cooperation.

### The Foundations of Technical Cooperation

Technical cooperation is based on the fact that, for various reasons, differences exist between and within the countries and their institutions in relation to the knowledge and experience which have been acquired. This creates the possibility of exchanging or disseminating the knowledge and experience of the countries or institutions with others, and even within each of them.

As a consequence, many different organizations have developed which pursue a similar goal of channeling this exchange, in an effort to reduce the distances that separate the more developed countries or institutions from the less developed ones.

At the same time, the circumstances that generate technical cooperation give rise to different types of action by the countries and institutions, some of which "offer and give" while others "request and receive." A broad program of activities, to a large degree of an international nature, has evolved and has adjusted over time to the conditions prevailing at different times.

### The Functions of Technical Cooperation

International organizations providing technical cooperation provide this service for different reasons and objectives, and have been conditioned, logically, by their own philosophy, framework, resources and specific areas of action.

Changes of emphasis have not occurred without reason. They have been influenced to some degree by prevailing ideas, for example, regarding the factors that limit agricultural development and the nature of development itself.

Thus, when agricultural development is seen as an effort to improve the standards of living and the participation of the most disadvantaged sectors of the agricultural population, necessary changes imply structural changes and include changes in who owns the resources and who receives the benefits of production. These changes are also characterized by their urgency and unleash strong national sentiment.

Under these circumstances, the agencies of technical cooperation have had to change, if not their composition, at least the contents of their instruments, and to greater or lesser degrees have abandoned their practice of direct operation in favor of support activities which increase national operational skills, aligning the contents of their cooperation with the general goals and philosophy of each country.

This is a significant change, since underdevelopment has been associated with an exterior political, economic and cultural dependency, and technical cooperations has been considered at times to be contributing explicitly or implicitly to this dependency. Thus, unless to some degree it accepts national development philosophy and practice, its role and justification will be subject to doubt. Technical cooperation which is aware of its role in social and economic change, which unites positive past efforts and experience and is able to give them new directions, will become an important aspect of the countries' development.

Technical cooperation should also focus on helping the countries carry out those actions they are unable to perform on their own, or whose cost makes them prohibitive. In the long run, if this type of cooperation concentrates on strengthening the national institutions that promote development, it will be more efficient, as much for the country as for the agency of technical cooperation. Agencies of technical cooperation must not select or implement actions for the national institutions; rather, they should enable these institutions to do this for themselves.

In the second place, theoretically, technical cooperation should be understood as a process for distributing services and assistance by the relatively more developed countries to the relatively less developed ones. In practice, this should not be viewed as unilateral action, since the former will receive certain rewards from the experience they acquire through their technical staff and, consequently, their institutions will benefit. They will also acquire information and materials for use in their own action.

Technical cooperation thus has important functions, both for those who offer it and for those who receive it, since it ensures the best orientation of the former and contributes to creating clear and concrete expectations in the latter.

#### **Instruments of Technical Cooperation**

In order to fulfill its functions, IICA's General Plan defines the following instruments, which are easily identifiable aspects of external technical cooperation.

- Education, whose main purpose is to prepare individuals in technical and social matters, for generating greater participation in the development processes, and for raising awareness in order to achieve a better understanding of the obstacles, limitations and possibilities of development.
- Training on project preparation for improving institutional systems and their agencies.
- Research, whose basic purpose is to produce new knowledge or to test the adaptability of knowledge developed in other countries or regions.
- Direct consultation, which attempts to make use of existing knowledge for solving problems.
- Support to the establishment and operation of permanent groups or committees, whose principal function is to coordinate the programming, implementation and evaluation of specific institutional actions.
- Support to help professional associations achieve their objectives.

The effectiveness of these instruments for promoting change in the institutional system increases to the degree that they have the backing of financial assistance made available to the countries through domestic or foreign sources. They must also form part of a coordinated effort between several organizations, among which IICA can be included.

#### **Reciprocal Technical Cooperation**

New forms of cooperation have recently been emerging in the developing countries in response to the need to accelerate development. These are based on a national effort, mutual cooperation and the effective support of the international community.

Measures have been adopted to support collective self-sufficiency. In our opinion this depends to a certain degree on the greater or lesser individual capability of the countries to strengthen their ties with developing countries, and to change their relationships with the more developed countries. The idea of collective self-sufficiency is essentially a reaffirmation of confidence in the human and material potential of each society through which the development process is directed. It appeals to the historical and cultural bases of each country, for sustaining new ways to organize production, or for developing appropriate technology and mobilizing the human and natural resources which have been unused or underused.

On the international plane, collective self-sufficiency will herald a renewed cooperative effort between the developing countries, for generating actions of reciprocal and complementary support for boosting their respective economies and societies. This does not imply that existing bilateral or multilateral mechanisms for cooperation between more and less developed countries will be rejected or replaced. Rather this cooperation represents a natural and necessary complement to such mechanisms.

Reciprocal technical cooperation between developing countries thus seeks to gradually decrease the exclusivity of the relationship between developed and underdeveloped countries and to establish a format of interdependence between countries of similar or equivalent stages of development, for taking advantage of existing experiences and capabilities, expanding new skills, and promoting collective self-sufficiency in economic, scientific and technological matters.

Not all developing countries have achieved the same level of progress, and some notorious differences exist in specific fields among countries. This is precisely where the best possibility exists for reciprocal complementation, which will use these differences to stimulate progress and introduce improvements in institutional systems or individual agencies.

During the last few years, significant efforts have been made to strengthen reciprocal technical cooperation among the developing countries of Latin America and the Caribbean, on both a bilateral and a multilateral basis. Noteworthy examples of the latter are those carried out by regional and subregional groups for economic integration.

No less important are the results of bilateral cooperation and reciprocal cooperation agreements signed between different countries in fields such as professional training; scientific, cultural and technological exchange; for developing frontier areas, exploiting hydraulic resources, etc.; and for creating various regional organizations which promote the exchange of experiences and reciprocal technical assistance.

IICA defines reciprocal technical assistance as the exchange of knowledge and experiences that takes place between member countries, especially through the exchange of scientific information and documentation, employees, and consultation conducted by and for professionals who work for similar agencies in different countries, all for the purpose of putting to use, for institutional improvement, the experiences accumulated in given disciplines or working areas.

Reciprocal technical cooperation follows a methodological orientation which should, like IICA's other instruments, pursue clearly defined goals of institutional strengthening, following a carefully drafted plan, encourage the most active involvement of participants in all its stages, stimulate the application of acquired knowledge to the solution of concrete and specific problems and be planned and developed in consideration of prevailing social and economic situations.

In order for this work effectively, it will be necessary to:

- a. Be certain that it is the most efficient manner of attacking the problem at hand;
- b. Have a sound understanding of participant institutional and agency subsystems of the countries, as well as of their technical staff;
- c. Have the support of the governing authorities of the institutions involved in the action;
- d. Clearly define the obligations of the participant institutions and technical staff; and
- e. Have access to the financial resources necessary for covering the expenses incurred by the implementation of the action.

In line with the above, we believe that the planning and implementation of IICA's reciprocal technical cooperation activities should not begin until it has been determined that the above conditions are present and that the situation promises reasonable success. This means they must fulfill the above-mentioned prerequisites.

Consequently, simple funding of trips for technical staff to visit other countries, for example, is not considered by IICA to be reciprocal technical cooperation within the area of training. Rather, as a general procedure for this type of activity to take place, there must be a precise definition of:

- a. The final objectives and intermediate goals, in terms of the institutional improvements sought during the different stages of the process;
- b. The forms of action that will be adopted and the staff that will be involved in them, both in the national institutions and in the international agencies, whenever relevant;
- c. The estimated volume of operations necessary for achieving the objectives; and
- d. The contribution of each institution, and the forms they will take.

In general, interested national institutions can be expected to cover a good part of the expenses of this type of cooperation, and can seek through cooperative efforts to overcome problems of financing and legal restrictions, or internal regulations of the countries, all of which often make it difficult to implement this type of activity.

Finally, we will insist that the process of implementing reciprocal technical cooperation actions should avoid resorting to improvisations and should avoid deviating from the spirit of the working format; furthermore, periodic evaluations should be made of the projects in order to facilitate this system as a way of making timely corrections and fully benefiting from the experiences.

#### Participatory Technical Cooperation

Following much hard work and sometimes contradictory experiences, the developing countries, including those in Latin America and the Caribbean, have come to recognize that social and economic transformation cannot depend exclusively on models that originated in the so-called developed countries. We have accepted the fact that many of our failures were due to the indiscriminate application of such models. The special and parti-

cular situations of each of our countries, which require solutions specially tailored to their problems, were not taken into consideration.

When a diagnosis was conducted of education in one country in our Region, one of the greatest limitations to development identified in that area was precisely the overabundance of models that had been implemented by technical assistance teams and that were not adjusted to national conditions. This type of assistance was frequently tied to financial aid and resulted in projects totally foreign to the needs and possibilities of the countries.

The above example supports the thesis held by some that international agencies, for the most part, do not have models that are useful to developing countries. This is further complicated by the differences that exist between and within the developing countries, which make it impossible to guarantee that a model introduced with a certain degree of success in one country will meet the same success in another.

Thus, the traditional technical assistance offered by some countries or international organizations has come to represent an element of conflict to development, in the sense that they have sought to transfer experiences to our Latin American and Caribbean countries which do not attempt to bridge the internal gap between the productivity of medium- and large-scale commercial agriculture, and the small and medium-scale agriculture devoted to food production.

This is why IICA sponsors and carries out an alternative form of "technical cooperation" —not assistance— with the Latin American and Caribbean countries.

We call it cooperation because it does not deal exclusively with "selling" and incorporating "models" into a country, when they have been created or tested in another; rather we use them as experiences that should be worked out in each country, working together with the institutions to seek the best solutions to their problems.

During its implementation, this cooperation should contribute to developing an adequate level of "self-sufficiency" in the country and its institutions, enabling them to maintain sustained and effective action and reduce their dependency on international technical cooperation. At the same time, it should create the internal conditions necessary for maximizing their usefulness.

Our experience indicates that education, research, marketing, regional development and others cannot be organized without first taking the concrete conditions of each country into consideration, especially in terms of their existing enterprises, traditional manners of organizing work, social production relations, ecological characteristics, etc.

Perhaps the most essential component of our approach is that the country itself clearly identify the overall objectives of the sector's development, and that these objectives take existing physical-biological, social and economic limitations into consideration. The elimination of these restrictions and the amount of resources allocated to do so, are national decisions that will determine the spectrum of possible actions and the "tailored models" developed for carrying them out.

Another constant in IICA's approach to cooperation is its humanistic component. This has led us to focus our practical activities on those areas which will primarily benefit small and medium-scale farmers, landless workers and associative enterprises of small-scale farmers.

We also stress that Participatory Technical Cooperation will be useful to the countries to the degree that we work together their agencies and their technical staff to develop solutions to concrete problems, and to the degree that national capability is upgraded, enabling the countries progressively to decrease their need to request the repeated presence of foreign technical staff for solving similar problems.

This process, conducted systematically, is what we call **institutional strengthening**, and as we believe that it is essential to successful and effective participatory technical cooperation, it is considered IICA's basic action strategy.

We are convinced that this model of technical cooperation is the best for integrating technical staff from the international agencies into the work. To the extent possible, the great majority of people involved should be nationals of the developing countries of the Region, working with the technical staff from the national institutions of the countries. More important is that they not simply attempt to transfer a foreign model, but rather that they analyze and study national models from the point of view of how and why they will be applied.

We also believe there are comparative advantages for developing Participatory Technical Cooperation in multinational agencies through bilateral mechanisms of cooperation. This approach offers the possibility of providing a vaster range of similar experiences and will thus generate a better definition of models with greater chances of adapting successfully to the individual situations of each country.

This is even more important in the case of technical cooperation that is tied to financial cooperation. This is worth emphasizing, since our experience in this area shows that the latter usually goes to developing physical infrastructure, focusing little or no attention on strengthening the institutions they are probably helping to "build."

If all financial aid were tied to a component of participatory technical cooperation as we have described it (seeking to establish an institution able to administer and renew itself), the impact of the financial resources would be much greater.

Below is an outline of the mechanisms we feel will ensure the participatory nature of technical cooperation:

- Ensure that all Member and Associated States contribute to formulating our institutional policies and the guidelines for organizing our work.
- Ensure that national agencies we work with help define our working priorities and also share responsibility for implementation.
- Obtain the commitment and dedication of national agencies and technical staff in generating or adapting the most appropriate technology to the conditions of the country, and the models of institutional organization which will best be able to put them to use.
- Share, with national agencies and technical staff, the responsibility of horizontal and reciprocal transfer of successful models and experiences in countries with similar problems and approaches, between the countries of the continent.

This is how we envisage Participatory Technical Cooperation at IICA, and we firmly believe that it is consistent with the evolution of the concept of development in our Region. We feel that by working in conjunction with the countries to plan and

implement technical cooperation, we can ensure that our contribution to their transformation will be fundamental, instead of marginal or even retrograde.

We also stress that national agencies and technical staff should carry the bulk of the weight of the "doing," and that our function within Participatory Technical Cooperation is largely and principally involved with "helping" this action to achieve high levels of quality and effectiveness. At the same time, our experience has shown that circumstances, moments or opportunities will arise that require our technical staff to implement certain tasks in which the "doing" will be their responsibility. At such times, they will need to "promote" certain actions which, according to our understanding of national conditions, will enable us to study and analyze possibilities for applying technology or models we consider beneficial to a country or group of countries.

We do not feel that this contradicts our concept of Participatory Technical Cooperation since our occasional "doing" serves to stimulate the interest and participation of national authorities and technical staff, in matters we feel are important to the country. In any case, our goal is to invert the relationship as soon as possible, with nationals assuming the primary responsibility for the "doing."

## CONCLUSION

Traditional technical assistance, in many cases, has not made significant contributions to the countries' development, because it has not taken the particular situations of the countries, and the differences between them, into consideration.

As a result, a nationalism has developed that attempts to attain a minimum level of self-sufficiency for the countries and their institutions. This recently increased awareness has generated new forms of cooperation in the developing countries, in response to the need to accelerate development. These are based on the efforts of the countries themselves, mutual cooperation, and the effective support of the international community.

Two of these forms are what we call reciprocal technical cooperation and participatory technical cooperation. IICA has paid a great deal of attention to both as it views them as useful instruments for contributing to the agricultural and rural development of Latin America and the Caribbean.

### Major Activities during the period

#### 1. Antillean Zone

The example of reciprocal technical cooperation given below is an eloquent illustration of the possibility of original and creative efforts assuming roles in the implementation of reciprocal technical cooperation actions. It fulfills the theoretical objectives of the system by promoting permanent means and channels for exchanging experiences and knowledge on subjects of rural development between international and national development institutions and the countries.

The Simon Bolivar Fund, which has been administered by IICA since 1976, carried out the Allsides pilot project in Jamaica as one of its many technical cooperation projects for accelerating agricultural and rural development.

The technology generated by this project is viewed as a resource that may come to be used in some or most of the countries of the Caribbean region, and in general, in countries having similar topographical and climatic conditions. It is the culmination of important studies, work and experiences derived from a methodology of administrative development which included planning, management, coordination and control,



implemented in a country having extensive hillside farming. This is a mountainous region, with heavy rainfall, small farms, hills with a grade of over 20° (which lose up to 136 tons of soil per hectare per year under present farming practices), low availability of capital, and other factors whose complexity challenges even the most active imaginations for achieving positive and satisfactory results.

Under these difficult conditions, the project attempts concretely to: a) develop techniques for growing crops in mountainous areas; b) develop new multiple-cropping production systems and an efficient use of resources; c) increase the productivity and production of certain basic crops, including cassava, beans, yams, and others; d) prepare economic studies on the production of small-scale farmers in mountainous lands and on the cost of soil conservation.

Social aspects of the project attempt to: a) increase food production and farmer income and improve nutrition and standards of living; b) disseminate the new technology throughout the area; c) develop an institutional framework for implementing similar changes in other parts of the country; d) train professionals and local farmers.

After three years of operation, the project has generated numerous ideas and innovations that are being used in formulating a new project to expand on the first, estimated at US\$ 8 million. Funding is currently being transacted with an international development lending institution.

Within the framework of the alternatives that participatory technical cooperation provides for rural development, especially in terms of reciprocal effects, the Allsides project has evidently proven to be an instrument whose technological advances can be applied in other areas.

Clear evidence of this is that experts have been converging on the project, some coming from extracontinental countries, others representing institutions involved in rural development programs or farmers. The project has also been visited by scientists, among whom the following are the most renowned for their prestige and influence in the activities of agricultural and rural development: Dr. Ted Sheng, FAO; Dr. Jon Wolley, from the International Institute of Tropical Agricultural, IITA, Nigeria; Dr. Bo Myeong Woo, soils expert from the Government of Korea, who was assigned by his government to observe the project; Dr. Volker Ulrich, from the Ugrar-Und Hydrotechnik GmbH, Germany.

The Training and Study Program on Agrarian Reform for the Central American Isthmus (PRACA) is a very important example of the constructive nature of reciprocal technical cooperation and its possibilities for campesino training.

PRACA promoted, organized and funded reciprocal training for forty campesinos in the Dominican Republic and Guatemala, who spent a month visiting the basic and area enterprises in Honduras in order to: employ observation, example and direct participation for obtaining a set of organizational experiences and a better understanding of associative work, as well as of the real and concrete material, cultural and moral achievements arising from community work, autonomous management and the full participation of campesinos in the development process.

## 2. Andean Zone

Following is a sample of some of the most important reciprocal technical cooperation actions which took place both inside and outside the area.

Technical staff from Colombian institutions visited Costa Rica to participate in activities for changing the structure of a rural settlement project. They also reviewed the basic document on initiating a project for organizing farm and ranch management. They supported (also in Honduras) the Colombian Agricultural Institute research into black sigatoka, through reciprocal training. In Washington, D.C., they attended a meeting of experts on technological development. In Honduras, they received training in agricultural communication. In Mexico, together with functionaries of IICA's office in the country, they studied the area of food, which was discussed at the Sixteenth Convention of the Pan American Union of Engineers. In Nicaragua, they supported a wholesale agricultural produce marketing training program (support was given to Nicaraguan functionaries in Colombia). In the Dominican Republic, support was provided to INESPRES functionaries in preparing an agricultural marketing training program, supporting the Project Planning and Management Division in matters dealing with their respective working areas, in-service training for INESPRES training director and a group of functionaries of the Ministry of Agriculture. In Bolivia, in-service training was given at PNCA (Colombia) on the specific organization and performance of this program for functionaries of the Advanced School of Administration, Ministry of Agriculture and Livestock. In Ecuador, support was given for the development of the First National Seminar on Agroindustry organized by that country's Ministry of Agriculture with IICA's sponsorship; in-service training (in Colombia) was given for functionaries of the Technical Assistance and Training Center (CENATEC); the seminar on Institutional Administration (in Quito) was also attended. In Peru, support was given to in-service training on agricultural communication for delegates of the Ministry of Agriculture; in-service training (in Colombia) on marketing was received by a group of Peruvian functionaries working with different institutions in that country. In Venezuela, a study and observation visit was planned for a functionary of that country to the "Agustin Codazzi" Geographical Institute in Colombia; support was provided to the committee of functionaries working on FOAIAP's indicative plan for agricultural research; in-service training on library sciences was given for a functionary of the Central University of Venezuela; reciprocal training on agricultural dissemination and seed certification (in Colombia) was received by the manager and director of the Seed Office. In Argentina, an in-service training program was given for functionaries of the National University of the northeast, Resistencia, Chaco (in Colombia). In Brazil, support was given to visiting functionaries interested in the Caqueza Rural Development Project in Colombia.

## 3. Northern Zone

IICA does not have a scholarship program within its hemispheric operational structure. It does, however, organize, finance and offer total or partial reciprocal training activities abroad, and sponsors participation in international meetings, as a complement to the actions of its institutional strengthening projects in benefit of the agencies of the agricultural sector of the member countries.

Guatemala, for example, received 72 scholarships during the period, for studies abroad and at home, as follows: Training in taking forest inventories in Mexico (1). Masters' level post-graduate studies in natural resources at CATIE, Turrialba, Costa Rica (1). Masters' Level post-graduate studies in animal production at CATIE, Turrialba, Costa Rica (2). Seminar on conducting sampling studies of coffee plantations, in Xalapa, Veracruz, Mexico (2). Symposium on Latin American Coffee Production, Xalapa, Veracruz, Mexico (2). Meeting of PROMECAFE's Advisory Council, San Jose, Costa Rica (2). ANACAFE Technical Programming Meeting, San Jose, Costa Rica (1). In-service training in plant protection, El Salvador (1). Second Symposium on Latin American Coffee Production, Xalapa, Veracruz, Mexico (2). Observation of the performance

of a Campesino Training Center at the David Funes Villatoro Center in Honduras (1). Meeting of Statistics Directors of Central America and Panama (2). Observation trip to Jamaica, Project Management Center, AID (6). Regional Seminar on Agricultural Planning and Policy Analysis in Latin America and the Caribbean, San Jose, Costa Rica (2). Regional Course on Campesino Community Enterprises, Panama (5). Reciprocal Training at the Cooperative Complex in Guanchias and others in Honduras (46). Coffee diseases, University of San Carlos, Guatemala (1). Regional training course on developing educational tests, Universidad del Valle, Guatemala (1). Organization and operation of the Documentation Centers, at the Central American Institute for Industrial Research and Technology (ICAITI), Guatemala (1).

## 2. Southern Zone

The countries of IICA's Southern Zone have had extensive experience in reciprocal technical cooperation. They have made significant progress in formalizing this type of cooperation through their Regional Cooperative Programs, which have been in operation for over 15 years.

The Regional Cooperative Programs began in 1963 with the establishment of the Post-Graduate Education Program. In 1966, the Regional Cooperative Agricultural Research Program was set up and in 1968, the Professional Level Education Program was established. More recent programs of the same nature are the Project for Coordinating Cooperative Action in Training and in Land and Water Management; the Regional Cooperative Program in Agrarian Reform and Settlements; and the IICA/IDB/Southern Cone Research Program.

The advisory committees that run these programs have been very active in encouraging reciprocal technical cooperation in service of rural development in all the countries of the region.

Because of their nature, these committees exercise tremendous influence over this type of cooperation. They are composed of the directors of related agencies that specialize in each of the programs' fields of interest: deans, research directors, presidents of agrarian reform and settlement, and executives of land and water management and conservation agencies.

As a result an active exchange of information and experiences within the area of technical cooperation for rural development has arisen between the technical staff of these regional programs and IICA's programs in the same region, as can be noted in the descriptions that follow.

One of Argentina's INTA employees participating in the CNPT in Passo Fundo, Brazil, in a project for the biological control of wheat lice. A technical staff member from DIEAF, in Paraguay, and one from UNIA, in Chile, attended the Second National Corn Congress, which met in Pergamino, Argentina, from October to November, 1980. Technical staff from EMBRAPA, Brazil sent several weeks in Chile, for a series of professional exchange activities. They visited Santiago, Chillan and Temuco to observe research on the processing and exchange of information on root diseases caused by *Ophiobolus gramineus*, especially in relation to methods of controlling and identifying tolerant varieties and species, and by *Helminthosporium savitum*, as a causal agent of root disintegration.

Another group of technical staff from EMBRAPA, Brazil, visited Pergamino, Castelar and Maros Juárez, in Argentina and Santiago, Chillán and Temuco, in Chile, for the following purposes: to establish contacts with Argentina technical staff for discussions on a biological control program for wheat lice, which is taking place in Pergamino and Castelar in collaboration with CNPT; to visit improvement works in both Argentina

and Chile, for increasing exchange and transmitting information on the progress achieved in Passo Fundo, Brazil, that may be used in programs in Argentina; to maintain contacts with Chilean researchers on crop management and rotation, in order to improve the research conducted by CNPT, especially on the management of rape and lupine ("tremoco") for possible use in rotation systems in southern Brazil; to maintain contacts on the agricultural production systems project taking place in Marcos Juárez, Argentina, principally in reference to field work, topography and the analysis of production systems that involve wheat cultivation; and to visit INTA's Department of Statistics, in Argentina, in order to observe (in Castelar) its research organization and reciprocal exchange of experiences and to establish important contacts for expanding technical exchange in the area of research on crops used in the production systems practiced in different countries.

Technical staff from the Eastern Experimental Station, Brazil, and at La Estanzuela, Colonia, Uruguay, made an observation tour of INIA's production system in Chile. Their visit focused on Osorno, Temuco and Chillán, where they studied work on meat systems.

A veterinary doctor from the National Livestock Research Program in Paraguay visited the experimental stations in Anguil, La Pampa and at Mercedes, Corrientes, Argentina to observe fattening supplements for pasture-fed calves.

An Agricultural engineer of the University of Minas Gerais, Brazil, paid a week-long visit to EERA of INTA in Balcarce, Argentina, in order to provide consultation on evaluating thesis proposals on pastures.

An EERA functionary of INTA in Salta, Argentina, visited CENARGEN in Brasilia and EMBRAPA's National Soy Research Center in Londrina, Parana, Brazil, in order to become familiar with work being conducted by the former on Germplasm Banks and Data Banks, and the information exchange service in operation at the latter.

Renowned EMBRAPA technical staff from Brazil travelled to Uruguay to visit the Economics Studies Office of the Agricultural Economic Research Office, the Eastern Experimental Station and the Northern Experimental Station, to discuss production systems and models in use in that country, and to establish contact with the Uruguayan technical staff, study their work, and thus increase scientific exchange in this area.

Experts from the National Agricultural Research Institute; the Quilamapu Experimental Station in Chile; the National Agricultural Technology Institute, Marcos Juárez, Córdoba, Argentina; the Bolivian Institute of Agricultural Technology, Cochabamba, Bolivia, the National Agronomic Center, Caacupe, Paraguay; and the Alberto Boerger Agricultural Research Center, Montevideo, Uruguay, attended the Eleventh National Wheat Research Meeting, EMBRAPA, held from August 4 to 8, 1980 in Porto Alegre, Brazil.

Three Brazilian technical experts, two from EMBRAPA and one from IBTA, participated in the Ninth Pan American Seed Seminar which took place in Buenos Aires, Argentina from November 17-21, 1980.

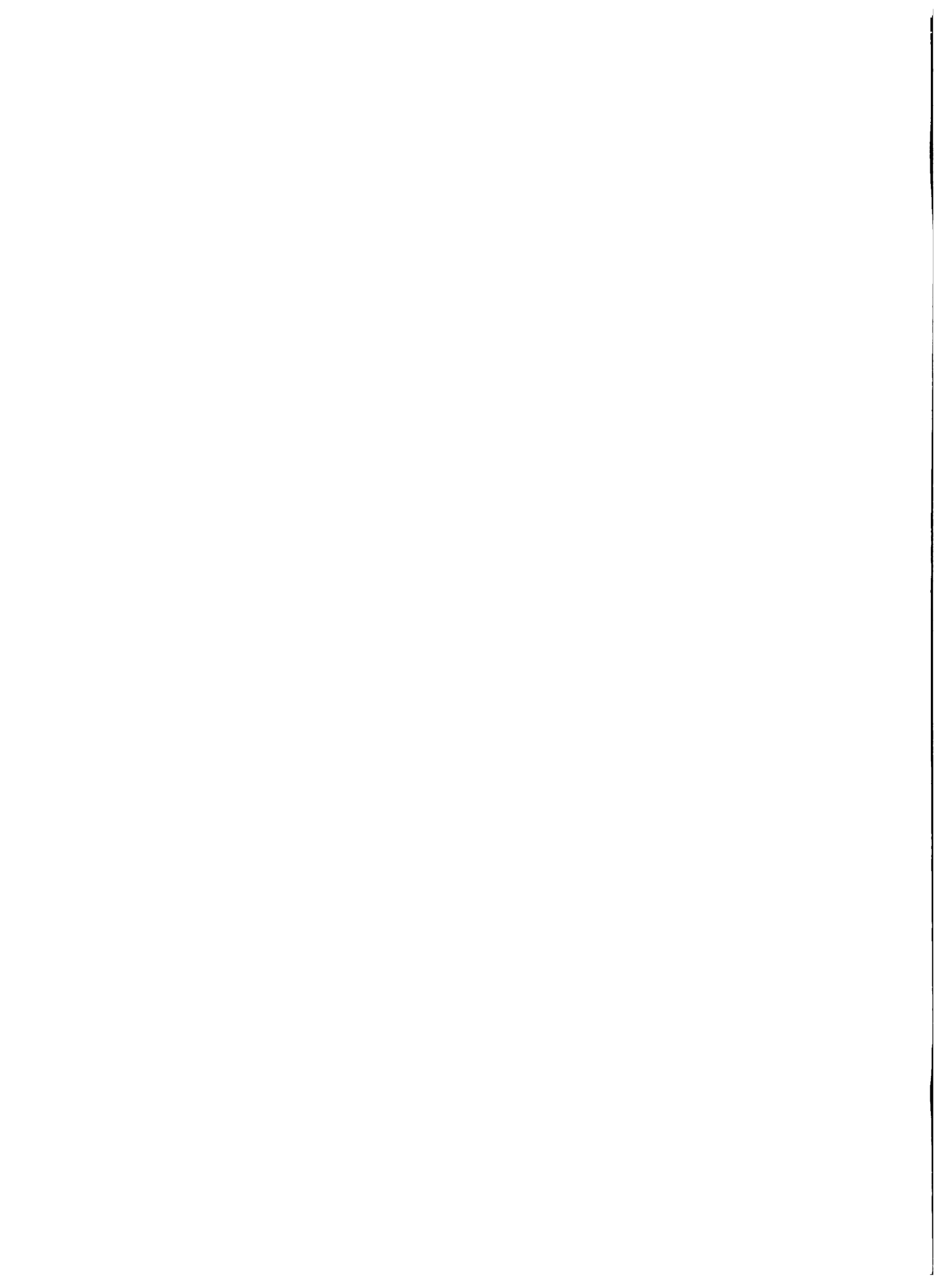
Two agricultural engineers from La Estanzuela, Colonia, Uruguay participated in in-service training. The first was in the Management of a Germplasm Bank, at EERA, INTA in Pergamino, Argentina, and the second, in Immunology and Determination of Rust Strains, in Porto Alegre, Brazil.

Technical staff members from Argentina, Paraguay and Uruguay participated in in-service training on the Economic Analysis of Livestock Systems, in Campo Grande, Brazil.

A technical staff member from IBTA, Bolivia, and another from IAN, Paraguay, attended a course on Soy Production/INTSOY that took place in Cali, Colombia from November to December 1980.

Two technical staff members from DIEAF, Paraguay, received in-service training in field, laboratory and greenhouse practices in Passo Fundo, Brazil.

One INTA technical staff member from Argentina's EERA, Balcarce, received in-service training on Agricultural Economics Systems Analysis, from October to December 1980, at the University of Michigan, East Lansing Michigan, United States.





## Chapter III

# IICA AND AGRICULTURAL INFORMATION, DOCUMENTATION AND COMMUNICATION





## CHAPTER III

# IICA AND AGRICULTURAL INFORMATION, DOCUMENTATION AND COMMUNICATION

### Introduction

Full access to information, documentation and communication is an indispensable condition for the implementation of appropriate national policies to make use of the resources and efforts that have been committed to the development of the rural sector in the countries of Latin America and the Caribbean. Such policies must cover the promotion and execution of programs for research, education, marketing, planning and agricultural organization.

Nevertheless, these essential tools continue to be inadequate, both qualitatively and quantitatively, as a result of the region's sharp imbalance between the supply of information and the demand. This has a serious effect on the formulation of policy decisions and, above all, on how these policies should be enforced.

Specifically, efforts to make wise use of available information have been forced into a showdown with such problems as: a) the shortage of properly trained specialized personnel; b) inadequate technological development, which has not been taking place at a level compatible with the institutional context of the countries; c) the lack of means for initiating the action that must take place; d) a misunderstanding of the importance of information and its essential contribution to catalyzing development; e) the burgeoning volumes of informative material which, because of a lack of effective processing, become nearly inaccessible to potential users; f) skyrocketing costs of materials needed for producing written, audiovisual and verbal information; g) the absence of policies and technical expertise for accurately selecting the most substantive bits from the mass of informative and documental material that is being produced today throughout the Americas.

As an example of the complexity of the problem, on the overall level, it is worth recalling a fact that has received much attention in recent years: the rural sector in Latin America and the Caribbean, not including releases from the United States and Canada, is now producing around 80,000 informational and technical documents. This material contains an abundance of information for the different fields of study, at the primary and secondary levels, covering the sector.

IICA's technical organization in the field, especially the AGRINTER System of the Agricultural Documentation, Information and Communication Center, reviews this type of material. It has been processing approximately 20,000 documents per year, which are retrieved, analyzed and included in the *Indice Agrícola de América Latina y el Caribe* ("Agricultural index for Latin America and the Caribbean"), a publication issued on a quarterly basis.

If it is assumed that fifty percent of the total production (of the 80,000 documents noted above) is judged irrelevant to this field, the remaining fifty percent would still be of interest. However, this fifty percent of useful material is not available, and even when partial availability is achieved, only small sectors of the national milieu have access to it in most of the countries of Latin America and the Caribbean.

One of IICA's major concerns is the need and, even more, the urgency of seeking solutions to this type of problem, or at least reducing its impact. This is a task in which the Institute's interest is growing steadily. In compliance with the principles of Line of Action I, **Information and Documentation for Rural Development**, and in accordance with the findings of Line evaluations, IICA has adopted a number of measures with the following purposes:

- a. To help the structures of national organizations acquire the capability for designing adequate information systems.
- b. To design methods and procedures for the retrieval and sorting of statistical and documental information.
- c. To establish study programs in information processing, thus facilitating the distribution of information oriented toward rational consumption by users.

In order to put these measures into effect, Line of Action I orients its operational strategies toward: a) strengthening or creating specific organs or information centers in the countries, which would have the capability to organize and control the functions inherent in retrieving, receiving and processing documentation; b) streamlining the operation of transfer and dissemination of processed information; c) training human resources; d) promoting operations related to reciprocal cooperation among institutions for agricultural information, documentation and communication.

In accordance with the objectives pursued by Line of Action I, work is being done to: a) promote, support and cooperate with actions for maintaining a steady flow in the production, integration, dissemination and use of information directly related to the rural sector of the member countries; b) facilitate decision-making and help orient the work of institutions in the countries of the region that seek to program and execute promotional activities for rural development.

This view of Line of Action I clearly shows how the objectives transcend national borders, and the strategy must adopt a hemispheric scope to seek solutions to the problems currently plaguing information and documentation. Thus, the reinforcement of national centers and organizations becomes a necessary condition, although admittedly it is not yet sufficient for establishing and implementing an information system with inter-American coverage.

At the present time, IICA operates three basic programs for agricultural information, documentation and communications:

- I.1 Hemispheric Information System.
- I.2 National Information Systems.
- I.3 Production and Distribution of Information.



*Dr. A. A. Winters, from UNESCO's General Information Program, addresses the First Inter-Agency Advisory Meeting on Scientific and Technological Information Activities in Latin America and the Caribbean, which took place in San Jose, Costa Rica in April 1980, under the sponsorship of IICA and UNESCO.*

#### **The Inter-American Agricultural Documentation, Information and Communication Center (CIDIA)**

CIDIA is IICA's specialized center to provide technical support for programs on agricultural documentation, information and communication. Its operational structure includes three Divisions and one Unit:

- Division of Systems Development.
- Division of User Services.
- Division of Agricultural Information.
- Data Processing Unit.

In general, its functions are: a) to plan, implement and evaluate the basic activities of Line of Action I, **Information and Documentation for Rural Development**; b) to take part in the work of IICA's Operational Units in the member countries and to help them with the planning and implementation of national projects on agricultural documentation, information and communication; c) to pursue activities for improving human resources and thus ensure the continued operation of the information centers that have been established or are in the process of being established in the member countries; d) to conduct studies in cooperation with the various specialized units of IICA, on the status and trends of the supply and demand of information in the various countries of the region;

e) to manage IICA's libraries and documentation units; f) to handle IICA's own administrative and technical information in the Data Processing Unit.

CIDIA's structure also contains the Agricultural Information Project of the Central America Isthmus (PIADIC) which originally operated as a branch of the Office for Regional Coordination of the Northern Zone. The Data Processing Unit was first assigned to the Institute's Office of Administration. Mention should also be made of the automated process for basic generation of bibliographic data, the AGRINTER System, which conducts activities of an ever-widening scope.

#### **Actions of IICA's Hemisphere-Wide Information Program**

##### **Summary**

During the period covered by this Annual Report, the Hemisphere-Wide Information Program based its activities on planning work in the countries. This operational strategy has made it possible to concentrate efforts further and, at the same time, to coordinate them more effectively, thus reinforcing national information systems.

During the work year of 1980, alterations were made in the technical and administrative organization for program planning, and they have evidently had a favorable impact on upgrading services so as to meet the needs of information agencies in the countries of Latin America and the Caribbean. This has made it possible to ensure continuing participation by the IICA Offices in the countries in the implementation of development activities under Line of Action I, Information and Documentation for Rural Development.

Actions for ongoing technical cooperation to develop national information systems have grown more intensive. This is doubtless due to the application of the planning factors noted above, in coordination with National Offices.

As these activities have become more intense, the volume of services provided by the program has grown. This is due largely to the fact that during this period, measures were adopted for the execution of program actions for coordination with the IICA Offices in each of the countries of the region.

Below is a description of some of the principal actions of the Hemisphere-Wide Information Program, in very general terms, for the 1980 period.

#### **Agricultural Information Project of the Central American Isthmus**

First, mention should be made of the regional, national and administrative integration of the Agricultural Information Project of the Central American Isthmus (PIADIC). Its activities, since it joined CIDIA, have been taking place in the context of national programs in the countries of Central America and Panama, with a regional projection.

1. At the regional level, PIADIC took part in two meetings organized by the Secretariat of Central American Economic Integration (SIECA), to analyze problems of export and import quotas for basic grains. These meetings were extremely helpful for all the countries of the region.
2. The terms of cooperation were set down between PIADIC and OIRSA (the Regional International Organization of Plant Protection and Animal Health Care), for establishing a data base on the animal inventory of the region.



3. Efforts were made for reinforcing systematic cooperation with CATIE in its programs for agricultural development in the Central American region.
4. Support was given so that national specialists from the countries of the area, who work in the documentation centers, could attend the AGRINTER Information System Meeting held in La Paz, Bolivia. The cost of this cooperation was covered in equal parts by PIADIC and the IICA offices in the region.
5. A meeting of project specialists was held in San Jose, Costa Rica, to re-evaluate, reprogram and revise the Project methods, for the purpose of facilitating the preparation of manuals as basic documents for project progress.
6. A seminar was given for directors of the Departments of Natural Resources and for specialists from all the countries of the region, covering techniques for handling agricultural information.
7. Information was completed as needed for drawing up maps with the use of the CRIES system on area profiles.
8. A regional seminar was held on data management with the SAS System. This seminar was attended by Planning Directors and Directors of Statistics Departments in the region.

9. A seminar was held on how to operate data management surveys for Area Agricultural Frames, attended by representatives from all the countries of the Central American Isthmus. Emphasis was placed on methods for introducing national sampling frames and on efforts to acquire technical resources and high-level professionals to develop this research tool, which is so essential in formulating effective agricultural policies.

Below is a summary of some of the project's country-level activities:

#### Costa Rica

1. In accordance with negotiations with SEPSA and CAR on the MAG Southern Pacific project, conditions were agreed upon for drawing up a regional development plan in that region of the Southern Pacific.
2. A course was given on basic sampling and sample design. The information was intended for the national survey that was geared toward selecting segments. Other advisory assistance was given for planning the first national survey with the use of the area sampling frame.
3. Eight natural resource maps were drawn, with the use of the CRIES system.
4. Eight specialists received technical assistance in social indicators to be used in the socioeconomic diagnosis of area profiles in the Southern Pacific area of the country.



*Director General Araujo and Mario Franca, IICA's Office Director in Grenada, view the bulletin board displaying clippings from IICA's Boletín Interno and the quarterly publication IICA in the Americas, at IICA's Office in that country.*

5. In response to a request from SEPSA, technical assistance was provided for setting up and running the Socioeconomic Data Bank of the country's national agricultural information system.
6. IICA and FAO reached an agreement whereby FAO will teach a course in Paris, France to train two computer technicians in the OS-ISIS systems. They will then set up the corresponding software in IICA's computer at Headquarters in San Jose, Costa Rica.

#### Guatemala

1. The First National Course on Agricultural Documentation was organized by SNIAG and DIGESA with support from PIADIC. Training was given to 25 technicians of the country.
2. USPA received technical assistance in preparing a survey of the country's Region One.
3. Technical assistance was provided in preparing a course on the socioeconomic macro-describer for the National Agricultural Information System.
4. A seminar-workshop was held to train fourteen technicians who would be involved in the activities of USPA and DGE for the socioeconomic macro-describer.

#### Honduras

1. CEDIA received technical assistance in writing the Operational Plan by which IDRC joined AID and PIADIC in financing activities.
2. A course was given on agricultural "Indianization," attended by twelve national technicians.
3. Technical assistance was provided the Secretariat of Natural Resources for stratification of the country's regions two and three.

#### Nicaragua

1. An exploratory meeting was held with the CENIT office for planning PIADIC's technical assistance.
2. An agreement was reached whereby PIADIC's plan on using the area sampling frame, to be introduced by the PROCAMPO specialists, would be carried out by INEC personnel.
3. A course was given in October on the objective processes of corn growing. It was attended by twenty technicians who received basic training.
4. The basic phase of data for area profiles was prepared for implementation. The technical tools and manuals were placed under the control of PROCAMPO, and it is expected that the records will be returned to IICA for data analysis.
5. A seminar was held on the use and management of soil science information. The activity took place in the School of Agriculture and was promoted by the Nicaraguan Institute for Natural Resources and the Environment (IRENA), with cooperation from PIADIC.
6. The First National Course on Agricultural Documental Information was held. It was attended by twenty docu-



*Venezuela's National Agricultural Information Network uses closed-circuit television to show a film on AGRINTER. Maria Dolores Malugani, from CIDIA, discusses the program with participants.*

mentalists and librarians from various of the country's institutions. This activity was sponsored by the Nicaraguan Technological Information Center (CENIT), the School of Agricultural Sciences of the National Autonomous University (UNAM) and IICA, through CIDIA-PIADIC. The central topic in the course was the Inter-American Agricultural Information System, AGRINTER.

#### Panama

1. A final agreement was reached for the implementation of a project with IDIAP, DGE and the Ministry of Agriculture, for constructing rural area profiles for the Chiriqui zone, in order to generate at least two production alternatives for the region.

#### AGRINTER Round Table

The Eleventh Round Table of the Inter-American Agricultural Information System (AGRINTER) was held in 1980 in La Paz, Bolivia, under the auspices of the Ministry of Campesino and Agricultural Affairs (MACA) and the Ministry of Planning of that country. It was coordinated by the IICA Office in Bolivia.

The AGRINTER System has been operating since 1975 with the basic purpose of meeting the demand for agricultural information and documentation in IICA's member countries.

AGRINTER is in charge of coordinating the flow of agricultural information in the institutional, national, regional and world contexts.

The objective of the System's Annual Round Tables is to evaluate progress achieved by AGRINTER in the countries and CIDIA, which is the central coordinating body of the System.

#### Public Information at IICA

IICA's Public Information Program fits into the general structure of operational strategies for Lines of Action I, Information and Documentation for Rural Development. By the very nature of its organization and its objectives for rural development, the program has consistently responded to the

interest of the institution for providing the kind of reliable, timely and accurate information needed by the readers (official and opinion-generating) who demand this service.

Nonetheless, in 1980 the program's actions expanded, particularly in the area of presenting the Institution's endeavors in ways that would be qualitatively and quantitatively more effective. The activities it presents are channeled toward the broad inter-American field of action for technical cooperation and development.

#### The Division of Technical Editing

This Division is one of the results of efforts to improve the human resources and administrative and technical assets of the information system. During 1980, ten educational, scientific and technical works were published. Five pertain to the Educational Books and Materials series and five cover various topics related to the agricultural sciences.

The achievements of this Unit bespeak the serious concern that IICA sustain its leadership role in the field of organizing and systematizing information and documentation in Latin America and the Caribbean. It has also become clear that IICA should be at the forefront in the ongoing modernization of tools for action.

"The sciences that have contributed to the progress of communication and teaching methods," states a paper on this subject, "have developed technologies whose processes and use are essential. Their primary characteristics are levels of precision, speed, scope and convenience which exceed those of traditional processes used since the sixties. As a result, IICA must continue working to modernize its internal and external communication technologies for boosting its effectiveness in

institutional and educational communications, maintain its inter-American leadership in this field, and expand its hemispheric potential for training specialists in agricultural communication, information and dissemination." This is the viewpoint currently governing the tasks that have been assigned to the technical Information Unit and to the entire organization of the system.

Two specialized journals are currently being released on a periodic basis: *Turrialba*, which enjoys high prestige at the national, regional, continental and world levels and in European scientific and professional centers for socioeconomics, physics and biology; and *Desarrollo Rural en las Américas*, which has achieved great prestige in the brief time since it began publication.

In the official series of IICA publications, it should be noted that, while the regular series that had been established during the last decade are being continued, several more have been added, in step with the expansion of IICA's activities in its hemispheric projection. These include *Research and Development*, of which three works are currently being printed on the subject of Production Systems and Technology Transfer. The Institutional Development series recently published a book on technology transfer for small-scale farmers.

#### Transfer to users

In the area of implementation of information systems, during the final months of the period, 4,214 documents were selected and analyzed, and the corresponding bibliographic data were recorded. Six programs were brought up to date, of which four covered the validation cycle and two, programs for producing the *Índice Agrícola de América Latina y el Caribe*. Data were processed on 2,862 new documents for the AGRINTER data base. Data were codified for 3,331 transcribed documents.



*Librarians from Panama received training on library management at CIDIA. The photo shows Efigenia de Ulloa with Roxana Araya.*



Lionel Ibarra, IICA's Office Director in Nicaragua, addresses the First National Course on Agricultural Information and Documentation, which was held in Managua, Nicaragua.

As for transferring information services to users, the liaison mechanisms were revitalized. The AGRINTER coupon service was intensified, and distribution was handled through the IICA Offices in the countries. The AGRINTER coupon system is a service provided on the American Continent by which coupons can be acquired in national currency in every country of the Americas. During the period, fully 81,691 photocopies were provided. The training of personnel was a particularly important contribution.

#### **Institutional Promotion**

Important improvements have also been made in the work of the Public Information Unit, which is a branch of the Office of the Cabinet and Public Information of the IICA General Directorate.

This Unit produced the following materials during the year, for official and technical readership: a) IICA in the Americas, a quarterly bulletin on rural development, released in Spanish and English (the Spanish title is *El IICA en América*); b) "What is IICA and What Does it do?" (which was also released in Spanish as "¿Qué es y qué hace el IICA?"); c) an institutional audiovisual presentation (for 1981), which included a series of slides with narration in Spanish and English.

For internal circulation, the *Boletín Interno* is issued biweekly in Spanish, with sections in English, Portuguese and French.

The quarterly bulletin, published in separate Spanish and English editions, released Volume VI, numbers 1, 2, 3 and 4, covering all four quarters of the year. This publication is distributed to official and technical employees of the ministries of agriculture and official agencies, ministries of foreign rela-

tions of the member countries, professionals from organizations interested in agricultural development on the American Continent, observer countries and any others who request it.

From the point of view of specialized journalism, it frequently published stories on IICA's progress and its programs and projects underway in the countries of Latin America and the Caribbean, as well as the major achievements of the offices in these countries.

It includes several regular columns, such as "Agronews," which reprints stories and information about the activities of institutions and organizations involved in agricultural development.

Finally, it should be noted that, in accordance with the logistical restructuring that has taken place throughout the projection of IICA's Hemispheric Information Program, significant improvements have been made in the distribution of publications, in close collaboration with National Offices. In turn, these offices have sustained and strengthened the ties of cooperation with development institutions and agencies, such as FAO, the OAS, UNESCO, the IDB, CIMPEC and others, with which it exchanges information and publications to describe activities.

#### **Hemisphere-Wide Organization of Information**

In accordance with the objectives of IICA's Line of Action I, the effort to solve, or at least reduce, the problems confronting information in the countries of Latin America and the Caribbean will require: a) reinforcing or instituting information centers with sufficient capability to discipline the retrieval, reception and processing of information; b) streamlining the transfer and dissemination of information; c) training human

resources; d) promoting reciprocal cooperation among institutions for agricultural information, documentation and communication.

In this context, IICA is fulfilling a function of fundamental importance, and its work has a broad scope. The results, although far from complete, have begun tackling critical aspects of the problems that hinder the achievement of needed solutions.

Below is a list of examples of the warm reception that has been given to IICA's efforts in this field.

It should be noted that it is not just a question of awakening interest in information. Rather, it is a matter of how to organize information and put it to work by means of mechanisms or organizations that will make it possible to apply information and put it to work in the service of rural development.

#### **Antillean Zone**

**Barbados.** Discussions are underway on a project to establish an information and documentation agency.

**Haiti.** Talks have begun for defining a project on information and documentation in the Ministry of Agriculture.

**Jamaica.** A support project is underway to make improvements in the national information system.

**Dominican Republic.** A project has been established to support improvements in the national agricultural information system.

**Trinidad and Tobago.** A project has been founded entitled "The Establishment of a National Agricultural Network."

#### **Andean Zone**

**Colombia.** Project for Reinforcing and Coordinating Agricultural Documentation and Information Services. During this period in Colombia, the following achievements have been made: reinforcing the central coordination core of SNICA and the specialized groups of which it is composed, by developing activities such as the Collective Content Page Service, a specialized bibliography on sciences of forestry, sugar cane, agriculture and agroindustry. A project is underway to lend services to three thousand users. Work was completed on compiling and editing the selective bibliography on rural development in Bolivia, with 1,067 references, as a part of the official IICA-CIDIA series, No. DIA-92. Work has also begun on compiling the bibliography on rural development in Peru. In Colombia, IICA is conducting a project for automating library and bibliographic processes and for documentation and information services for rural development in Latin America and the Caribbean. The operations of this service have made it possible to prepare the bibliographies mentioned above. At the present time, bibliographies are being prepared on rural development in Venezuela.

**Bolivia.** Library training was supported. Also, Bolivia served as Headquarters for the 1980 AGRINTER Round Table.

**Ecuador.** Support was provided in training personnel for agricultural libraries.

**Peru.** Basic participation was provided in the AGRINTER System, in execution of the project for reinforcing

the national sub-system of agricultural information. CENCIRA, the UNA and the Ministry of Food and Agriculture have expressed interest in maximizing their direct participation in AGRINTER.

**Venezuela.** The Planning Office of the Ministry of Farming and Livestock was reinforced, and the effectiveness of the National Agricultural Information Network (REDIAGRO) was improved. This was done through activities to support the Executive Committee in the general coordination of the REDIAGRO functions, the RED Agricultural Libraries and the signatories of the IICA agreement.

The Executive Committee was set up, and members of general and scientific coordination were appointed. Personnel training has continued, and the national RED meeting provided an opportunity to evaluate the network's action and to reformulate its administrative functions.

A number of volumes from the Venezuelan Agricultural Library have been reprinted. Work began on a campaign to publicize the RED in the agricultural sector. The country has begun to appreciate the agricultural expertise acquired from CIDIA, by increasing its support of IICA actions, and especially of CIDIA work, in the country.

#### **Northern Zone**

Information on the Zone includes only Mexico, as action in the other countries of the zone is described above in the discussion of PIADIC activities.

**Mexico.** Five projects are currently underway to support agricultural information, with financing from CONACYT. The most important work of the IICA Office in the country in the area of information was the advisory assistance provided to AMEAS for acquiring CONACYT funding. With this funding, work was done to train three AMEAS officials to write information projects. This has provided a means for channeling considerable federal funding into information for the agricultural sector, funding which would not have become available without such assistance.

In this connection, and in SNIA's framework of action, support was provided for the CREFAL library. A specialist from the unit paid two visits to this library in order to retrieve information from its excellent collection on rural development, which will be offered to AGRINTER. This will also be useful information for the IICA-OAS project on rural development and adult education in Latin America.

In summary, during this period, support was provided for setting up a national agricultural information system and training system employees. The project has reached 90 percent of its goals. Fifteen employees have been trained in library management, and four library directors have received training in use of the AGRINTER System, for which they traveled to Bolivia to attend the AGRINTER Round Table.

Basic work was done with personnel from the INIP, INIF, INIA and CREFAL libraries.

#### **Southern Zone**

**Argentina.** The project for strengthening SNICA made noteworthy progress. Efforts are well underway to lay the foundation for administering the system, and this will make it possible to expand resources. IICA, CIDIA, and the National Office in this country are also cooperating in organization for use of the data base, in accordance with AGRINTER information processing.

**Brazil.** In this country, major progress has been made in the development of projects to reinforce the information systems and the libraries. Cooperation is still being received from EMBRAPA (the Brazilian Agricultural Research Institute).

The IICA Office in Brazil is making great strides to organize an information unit with the capability of transmitting information on the outcome of the many projects (approximately 30) that IICA is conducting in this country in cooperation with national institutions for agricultural and rural development.

**Chile.** Progress is being made with IICA cooperation for a project to develop the National Agricultural Information System. INIA is still receiving support in updating the third volume of the agricultural bibliography for the country. Advisory services have been provided the Library of the Catholic University, and working meetings have been held with authorities from the libraries of the National System for Agricultural and Forest Information.

The government of Chile has recently provided considerable support for UNDAF, as the official service of the Ministry of Agriculture for rural development and agricultural credit for small-scale farmers.

The Farming and Livestock Service of the Ministry of Agriculture has received IICA support in the form of advisory services for specialists in the animal health program.

**Paraguay.** In this country, IICA's technical cooperation is concentrated in the field of library sciences. The most important cooperation seeks the establishment of the National Agricultural Library (BINA).

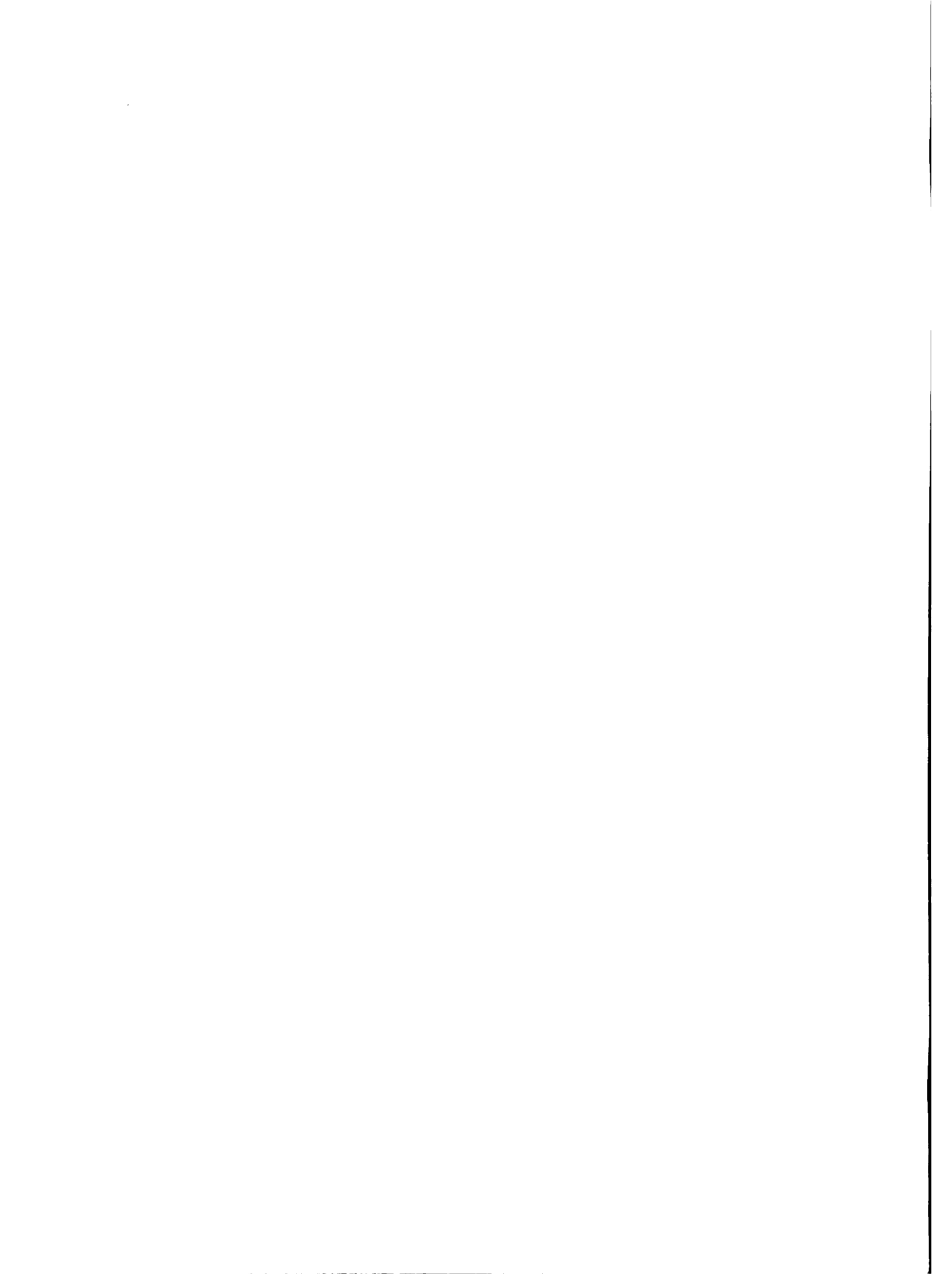
**Uruguay.** Institutional cooperation in this country is taking place through the National System for Agricultural and Forest Information, established through legislation enacted by government decree.



## Chapter IV

# IICA AND AGRICULTURAL EDUCATION







## CHAPTER IV

# IICA AND AGRICULTURAL EDUCATION

### Introduction

The incompatibility between the economic and social development priorities of the Latin American and Caribbean countries and their educational systems continued to be the most important reason that education has failed to fulfill its important role.

A deep chasm exists between the demands of rural development and the training of the people who are called upon to promote it. At the same time, the paucity of financial resources continues to create problems making it difficult to increase production and improve the standards of living of the rural population.

For this reason it is IICA's opinion that the problem should be solved, in part, by planning education in such a manner as to maximize the use of resources at all levels of its structure; and on the other hand, by ensuring that training for human resources is consonant with national priorities for the educational process.

According to the frame of reference of Line of Action II – Education for Rural Development – which was reviewed and updated in accordance with the Medium-Term Indicative Plan now in effect, IICA's programs, projects and activities in the Latin American and Caribbean countries are conducted along the administrative and technical lines of two basic programs:

#### II.1 Planning Education

#### II.2 Implementing Educational Policy.

Through the first of these, IICA proposes to:

- a. Ensure that a mechanism or agency responsible for educational research and planning for the rural sector be established in each member country.
- b. Ensure that this mechanism or agency acquire effective operational skills, taking the existing national planning structure of the respective countries into account, to assume the following tasks:
  - i. conduct research into key elements of the educational situation of the rural population so as to determine current, potential and theoretical needs;
  - ii. identify educational requirements generated by the general agricultural development process of the countries, particularly for increasing production and productivity, generating employment and reducing the marginal social conditions of the rural sector;
  - iii. plan the work of educational organizations so they may effectively and efficiently meet the requirements and needs of the rural population and of rural development processes; and

- iv. coordinate, through the above-mentioned organizations and systems, the implementation of the actions contained in the respective national development plans. To this end, each must organize, program and evaluate its work, so as to accomplish its share of the tasks efficiently, and establish necessary ties with other sectoral agencies.

In order to attain these objectives, IICA uses the following strategies:

- a. Identify the most appropriate institutional framework for accomplishing the functions described above, by conducting a specific diagnostic study which takes the educational planning structure of each country into consideration.
- b. Determine the need for performing these functions, in consultation with the pertinent authorities of the selected institutional framework.
- c. Identify, together with these authorities, the most appropriate institutional structure for carrying out such functions, and the organizational and operational model of the institution or mechanism responsible for doing so.
- d. Together with the technical staff of this organization, develop appropriate research methodologies for creating a dynamic demand for educational services.
- e. Provide this organization with the results of similar research efforts developed or initiated in other countries of the region.
- f. Together with the organization involved, formulate and test methodologies for weighing and evaluating the demand, according to the human resource needs indicated by national objectives for developing the sector, and other objectives generated by the educational system itself.
- g. Prepare the organization to use educational planning methods and techniques, providing the necessary analytical and planning instruments; when such instruments are not available, working in conjunction with the technical staff to create them.
- h. Prepare the general instruments of a plan, working with the staff of the organization.
- i. Together with the organization involved, design the coordination mechanisms necessary for ensuring the correct implementation and follow-up of the plan.

IICA's actions in the second basic program –implementing educational policy– operate within the framework of the educational system of each country, and its respective agencies, and seeks to ensure that the following objectives be attained:

- a. Within the scope of each subsystem, enrich the central overall policies and programs formulated for sectoral education.
- b. Evaluate, analyze and implement teaching, research and educational extension tasks, as required by the sector.
- c. Organize an efficient system for administering and managing rural education.
- d. If the country has an educational development plan for the sector, program it and implement it in a coordinated, effective and efficient manner, taking into due account existing ties with other sectoral agencies.
- e. Develop specific on-going training programs for technical staff from the different sectoral organizations and systems.

#### Some Significant Actions

Before describing specific actions in the area, we would like to indicate that IICA's activities during the seventies evolved in a fertile environment in which the basic concepts and objectives of Line of Action II were subjected to testing and confirmation. Successive changes in the Line, resulting from the experiences obtained and from the need to maximize consistency with social, scientific and technological changes of the time, enabled IICA to achieve satisfactory results in some fundamental matters, despite the persistence of the complex problems education presents in the rural sector of most of the Latin American and Caribbean countries.

Although IICA has never sought to give ultimate, final solutions for these problems, nor to serve all the requests for technical assistance submitted by the countries in the area of rural educational development, the Institute's treatment of the problem has made positive contributions through its programs and participation, especially in strengthening the institutional organization and capability of the countries in finding solutions to their own problems, and in adopting practical policies for integrating their educational endeavors into overall sectoral development efforts.

The most important actions that took place under the first basic program will be discussed in more detail later on in this chapter. They include:

- Supporting the organization and planning of agricultural education subsystems.
- Introducing integrated rural education systems.
- Organizing and planning agricultural education.
- Supporting the training of human resources involved in agricultural education.
- Coordinating the programming of projects funded with external resources.
- Preparing basic studies of technical support for agricultural training and education projects.

The most noteworthy project of the second basic program –implementing education policy– sought to:



*A meeting of the Sixth Advisory Committee of Ecuador's National Council for Schools of Agricultural Sciences (CONFECA) was held in Guayaquil, Ecuador.*



*A course on Agricultural Information was offered in Panama, and Víctor Quiroga spoke on the subject of data systems.*

- Upgrade higher agricultural education, adapting it to the needs of agricultural development; provide training in support of priority areas set by the agencies of the agricultural sector; offer technical cooperation for implementing human resource programs; cooperate with the higher agricultural education sector; create mechanisms for planning and coordinating academic agricultural education; supporting educational institutions at different levels and, in general, support national agencies in charge of education in the rural sector.

#### Major Activities during the Period

##### 1. Antillean Zone

- Project CEIDER, the Project for introducing an integrated rural education system (IICA/DARNDR Technical Cooperation Agreement), financed with IDB and Government funds, began a new stage of development in Haiti. Assistance was provided to the Agricultural Educational Center for the internal organization of the establishments under their responsibility; and in holding a qualification course for workers from the CEIDER construction in Lafond. The objectives and basic contents of a course on irrigation, targeted for CEIDER campesino groups in Ponce, were prepared, and assistance was provided to the follow-up and evaluation of a scholarship plan for training rural outreach workers; in-service training was provided for technical staff of the Audiovisual Communications Center in Damien, on the use of the printout reader, and an information seminar was offered for directors of CEIDER.

##### 2. Andean Zone

- The National Agricultural Training Program (PNCA), Colombia, will continue to operate another four years, according to the agreement signed on July 16, 1980 between the government of that country and IICA. The first Agreement was signed on May 22, 1969, and since that time, the PNCA has conducted 245 courses and seminars attended by 5,649 functionaries (agricultural engineers, veterinarians, economists, planners, agricultural economists, sociologists, etc.).

The PNCA entered a new stage of action during this report period, which has had very satisfactory results, specifically in terms of implementing the Training Program in support of the priority areas of the agencies of the Colombian agricultural sector.

With the sustained support of the Advisory Board and the agencies of the sector, the PNCA trained 438 functionaries through 25 activities (courses on social communications techniques, silo plant laboratories, financial administration, marketing agricultural products, administration and agricultural extension) for the following institutions: Banco de la República, Agricultural Fund, Federation of Coffee Producers, ICA, HIMAT, INDEMA, INCORA, INDERENA, National University, SENA, CECORA, the Livestock and Coffee Growers' Bank, and others.

Foreign functionaries and technical staff also attended these activities, especially from the Dominican Republic, Hon-

duras, Ecuador, Costa Rica, Venezuela, Panama, El Salvador and Nicaragua.

The program also received the support of 66 professionals who served as instructors and consultants.

- A letter of understanding was signed between the Tomas Frías Autonomous University (UATF) of Bolivia and IICA, through IICA's office in La Paz, by which the two institutions agreed to carry out a joint program of technical cooperation for fitting higher agricultural education to regional rural development.

IICA's Office in Bolivia developed a curriculum proposal to meet the needs expressed by UATF, and it was approved by the university.

The program is currently being implemented and is showing highly satisfactory results.

- Support provided to the MAC in Ecuador in a campesino training laboratory produced a satisfactory impact not only on MAC itself, but also on the Tungurahua development project and CEDEGE's training staff. This has provided a new instrument for continuing activities in that country.

IICA is the only organization providing technical assistance to the Agricultural Education Committee in Ecuador. This has proven to be extremely important, both for the country, and for IICA itself.

- In Peru, work continues steadily on the project to strengthen the higher agricultural education subsystem, in accordance with the recommendations made at the Programming Meeting held a few months ago.

At the beginning of the program, work focussed on generating a methodology for analyzing the agricultural sector, and the necessary research is now being carried out.

- In Venezuela, activities have continued for creating academic planning and coordination mechanisms for rural, higher and post-graduate education.

### 3. Northern Zone

- The project for organizing and planning agricultural education in Costa Rica, carried out through cooperation between IICA, the Ministry of Public Education, and the universities of the country (National Autonomous University; UNA; Technological Institute of Costa Rica, ITCR; University of Costa Rica, UCR; National Extension University, UNED), made progress in the following areas:

- a. The first draft of the Diagnosis of Higher Agricultural Education was prepared in a joint effort among the parties to the agreement. Progress was made in implementing middle-level planning, in line with the diagnosis which was completed in 1979.
- b. Twenty-nine functionaries were trained in areas of planning and organizing higher agricultural education.
- c. As of 1980, 250 technical functionaries of this country had participated in human resource training activities.
- d. Efforts were developed for integrated planning on the farms belonging to 15 Agricultural Schools (in-depth plans) and 37 others (initial plans), in accordance with the agreement signed between MEP and IICA, and fi-

nanced with resources from OFIPLAN's Preinvestment Fund. The work began formally in February 1980, and receives cooperation from the IICA-UNICEF project for training human resources for rural development.

- e. The first meeting of Deans of the Schools of Agronomy of the Central American countries was held with the cooperation of IICA's Office in Costa Rica and the headquarters of the Higher Council of Central American Universities (CSUCA). This meeting established the foundation for better coordination of regional educational efforts.
- f. IICA collaborated with the Ministry of Public Education in reviewing curricula and programs in the specific fields of technical agricultural education, as a complement to current integrated technical cooperation. The IICA-UNICEF project also contributed to the project, as it focuses on training human resources for rural development.
- g. In Guatemala, IICA continued cooperating with activities to prepare specific projects for improving formal intermediate agricultural education and for establishing Technical Agricultural Institutes.
- h. In Mexico, the project to support the structure of the schools of higher agricultural education and to increase their educational effectiveness has expanded into new areas not envisaged in the original plans. It now foresees the gradual inclusion of other levels and subsystems of formal and informal agricultural education, such as training actions for technical staff and campesinos. Work progressed as proposed in formulating a series of documents and projects which will later serve as the basic documents for planning and programming the project's activities. Other institutions and forms of cooperation have been identified. In this case, action goals have included the gradual revision of technical assistance in education for rural development, including aspects of the subsystem for formal education. At the same time, efforts were made to provide in-service training to staff of the public agricultural sector and to train campesinos (emphasizing education for technology transfer and for organizing). The interpretation of the agricultural policy described in the Comprehensive Development Plan and the Mexican Food System (SAM) suggested a need to analyze the possibility of using the educational process as a catalyst for generating, transferring and adopting technology. As a result, the document "Professional Training of the Rural Labor Force (Campesino Training)" was written and discussed at the Second National Agrarian Congress, which was attended by more than 2,000 campesinos and agricultural technical staff. Technical staff from IICA's Office in Mexico spoke at the event. Technical staff from IICA's Office in Mexico also participated in the lecture series on "Theory and Practice in Adult Education," which was sponsored by the Mexican Association for Adult Education and Mexico's National Productivity Center (CENAPRO). It was attended by approximately 50 technical staff. In addition, IICA's Office in Mexico: a) participated in the "Multinational Seminar on Alternatives for Non-formal Vocational Education" organized by the OAS (Regional Educational Development Program Special Project on Vocational Education), and co-sponsored by the Secretariat of Public Education (SEP), and Mexico's Council of the National Technological Education System (COSNET). It was attended by representatives from 14 countries; and b) participated in the national meeting on "Adult Edu-

cation and Training for Rural Development," organized by AMEDA and CENAPRO, and at which IICA's Office Director served as a speaker, group coordinator and rapporteur in plenary sessions.

In follow-up of the support project, working meetings continued with SARH's Associate Office of Training for establishing strategies, mechanisms and methodologies for training human resources. A document was completed, entitled "Initial elements for setting priorities in agricultural education and technology transfer."

- i. The education project in Panama seeks to identify the training needs of the SPA and more especially, the MIDA; to establish an ongoing training program for the sector; and to strengthen CIMIDACE by identifying and preparing teaching materials. Finally, it seeks to disseminate the training experiences which were obtained during project implementation.

#### 4. Southern Zone

- The activities of IICA's Line of Action II in Argentina have systematically contributed to the preparation of a national educational program for graduates in the agricultural sciences. The project has progressed very little because of a lack of sufficient funding for its integrated operations. External resources have made it possible to carry out certain specific activities.

- In Chile, project in support of agricultural education activities have continued for modernizing intermediate training by revising, applying and adapting the curricula.

- a. Contributions were made to achieving project objectives through support given to a short course on irrigation and drainage, taught at the level of intermediate agricultural education. New teaching materials were generated by this activity. IICA's Office contributed to attaining these objectives through its active participation in the work of the National Coordinating Committee for Agricultural Education.
- b. A seminar was prepared on educational methodologies, and took place in October.
- c. Support was received from the General Director of Education, for pursuing a draft project to define the intermediate education subsystem.
- d. An external evaluation was conducted of IICA's project with the PPG, which concluded that the objectives had been reached. In accordance with evaluation findings and with recommendations issued by the Programming Meeting and the auditing office, support for the PPG-INIAP-Ecuador Agreement was concluded.
- e. Regarding the above point, it should be noted that, as recommended in the evaluation for the purpose of linking this project effectively with other countries, the new action proposed by IICA is pending in the cooperative plan with the PPG Project.
- f. IICA's Office also cooperated in the following activities: offering consultation to the School of Agronomy of the



*As part of a strategy to integrate school and community, a Simon Bolivar Fund project is being developed in Chile, where students are doing field work.*

University of Chile on studies into the needs and feasibility of creating a post-graduate degree in Agribusiness; promoting interaction between University and intermediate-level agricultural education by planning a revision of the programs of three different schools in the areas of animal health and production; collaborating with the INIAP-Ecuador-PPG Agreement, in awarding scholarships; collaborating with the directors of the PPG's Higher Council in efforts for coordinating the administration of scholarships; promoting the definition of areas of cooperation between professors of the Catholic

University of Valparaiso and state functionaries of the region.

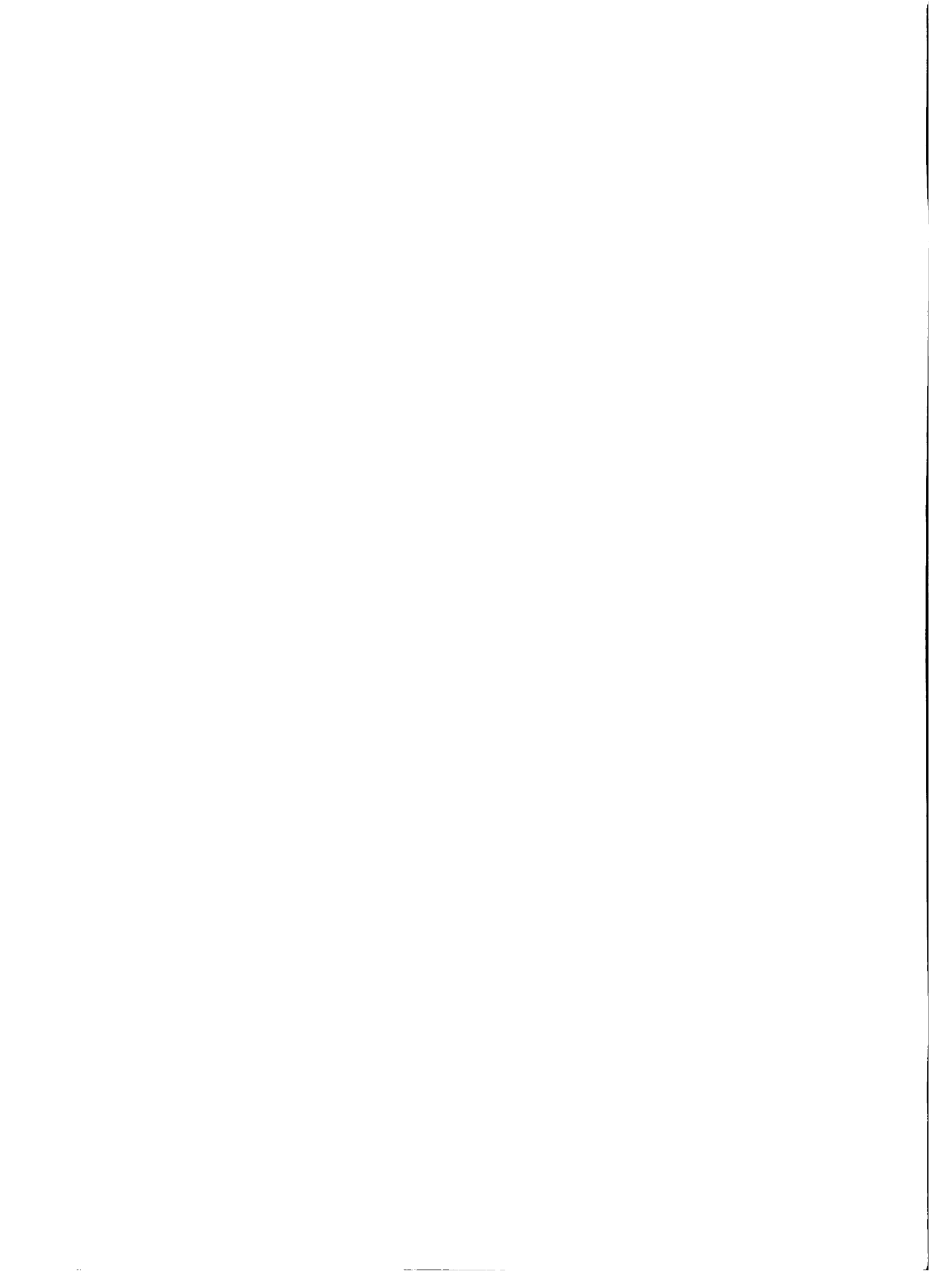
- g. Finally, IICA's Office also cooperated in publishing and acquiring materials on different subjects for updating programs, enriching educational materials, and improving the level of intermediate agricultural education in Regions V and VI of the country. It gave a seminar on methodologies for intermediate agricultural education and supported the international dissemination of information on Chile's Post-graduate Training Program.



## Chapter V

# IICA AND AGRICULTURAL RESEARCH AND TECHNOLOGY TRANSFER







## CHAPTER V

# IICA AND AGRICULTURAL RESEARCH AND TECHNOLOGY TRANSFER

### Introduction

The most important objective of IICA's Line of Action III – Research and Technology Transfer – is to promote and support actions in Latin America and the Caribbean for making agricultural research and technology transfer effective instruments of rural development, through the generation and dissemination of appropriate technologies. This is done through the use of production systems, which take into account different types of farmers, the availability of production factors and the possibility of opting for intermediate technology, all with emphasis on small-scale farmers.

The Latin American and Caribbean countries, as a whole, must increase their food production because of their urgent need to meet the demands of a spiralling population growth rate. Many countries of the region cannot meet their immediate needs, let alone produce an exportable surplus.

All these countries have adopted development policies in response to the increasing food shortage which is evident in the region and throughout the entire world. In general, they assign high priority to increasing agricultural production, and particularly to increasing food production.

Most of the economies of the Latin American and Caribbean countries are characterized by the fact that approximately 60 percent of their production comes from agriculture, making the region a prime exporter of raw materials.

According to recent statistics, agricultural production has been growing at an average of 3.4 percent, and contributes to the overall economic growth rate, which has been calculated conservatively at 5.8 percent.

The slight increase that agricultural production has experienced over the last three decades (estimated at 67 percent, see last year's Annual Report) has been due in large part to the expansion of the agricultural frontier and the incorporation of new areas into cultivation, rather than to the introduction of improved production techniques. This is one of the most serious problems of the region's agriculture. It is still possible to expand the agricultural frontier by increasing the amount of irrigated cropland (at this time, approximately 14 million hectares are irrigated, which would be increased to a maximum total of 50 million hectares). However, this would require extremely large capital investments, which are still unavailable to the Latin American and Caribbean countries.

With the exception of the countries that have territory in the Amazon basin, the possibility of substantially increasing cropland area is quite limited. Furthermore, increasing agricultural areas in the humid tropics can take place only after enormous amounts of research have been done for preventing and averting irreversible damages to that ecosystem.

However, the countries' reaction to the necessity of increasing production, especially food production, clashes with other very complicated problems.

The Latin American and Caribbean countries have made significant efforts to create, expand and consolidate agricul-

tural institutions for research and technology transfer, and have attempted to gear their work toward the needs and operations of farmers and to the objectives of rural development in general.

Very serious problems persist, however, and the need to solve them is clear justification for IICA's efforts to help the countries of the region in their efforts to increase production and productivity.

### The Problems

IICA has identified the following as the most important problems generally shared by the Latin American and Caribbean countries in the areas of research and technology transfer:

- a. Unclear definition of their approach and strategies for implementing their objectives.
- b. Poor coordination with sectoral development plans.
- c. Problems of organization and technical management.
- d. Weaknesses in human resource policies, particularly in terms of training and maintaining scientific and technical staff.
- e. Serious shortcomings in the relationships between research agencies and the mechanisms for the dissemination and adoption of technology. This is reflected in poor credit marketing services, the inadequate provision of inputs, and other factors, all of which are essential for these relationships to achieve the expected coverage and impact.

One of the fundamental purposes of the research agencies, and consequently of the agencies responsible for transferring their findings (extension, technical assistance), is to contribute to increasing the productive efficiency of agricultural enterprises, particularly small and medium-scale farmers, with the immediate goal of increasing their income and helping to improve the well-being of the rural population.

The expectations must be qualified and quantified, so as not to remain dormant as dreams of the legal and political bodies that created them. Efforts should move towards defining and channeling production systems at the unit or enterprise level and casting light on their real problems. In addition, they should contribute to the adoption of useful technology, in line with the needs, levels and possibilities of farmers, especially small-scale farmers.

This suggests that the research and technology transfer agencies and their approaches and fundamental guidelines should all be adjusted to national policy and objectives regarding production, productivity, generating employment and improving the standards of living of rural society, focusing especially on the lower-income population.

This approach needs systematic and realistic action, and there is a need for dynamic, innovative and highly sensitive



*Peruvian campesino leaders from Cuzco, Puno and Ayacucho participated in the First Campesino Training Meeting on Agriculture, as part of the Research Project on Andean Farming Systems, sponsored by IICA and the IDRC.*

research and technology transfer institutions, capable of confronting the real problems that curtail productivity, incomes and the well-being of the farmers.

#### **IICA's Programs in Agricultural Research and Technology Transfer**

IICA's Line of Action III visualizes research as a mechanism for generating, adapting and disseminating knowledge and technologies, increasingly committed to improving the socioeconomic conditions of farmers and moving toward the rural development and overall social development of the countries.

Line of Action III consists of two basic programs. The first has to do with strengthening national agricultural research and technology transfer systems. Its strategies are implemented with financial resources from international institutions interested in contributing to development through support to agricultural research projects. They are further reinforced by the acceptance of the countries themselves of the need and potential benefits of conducting concentrated efforts in the field of research and technology transfer in line with their economic and social development objectives.

The second program was designed to improve the coordination existing between research and technology transfer projects taking place within the countries, through their research and technology transfer institutions.

To attain these objectives, IICA has adopted the following strategies:

- a. Work with technical teams of existing or planned agricultural research and technology transfer organizations in the countries in formulating and adopting valid criteria and methodologies for identifying and assigning priorities to different areas of possible research, indicating their short, medium and long-term priorities.
- b. Assist research organizations in orienting their action towards identifying, adapting and creating technological innovations to help solve identified problems, making sure they are compatible with current and foreseeable physical, biological and socioeconomic conditions of production.
- c. Work with the technical staff of these organizations in ensuring that the process described in b) above is based on a clear identification of a target clientele, paying special attention to the lowest income strata of the rural sector.
- d. Work with the organizations which produce and disseminate technology, to identify the channels through the target clientele usually receive (or will receive) pertinent information concerning technological innovation, and the socioeconomic conditions pertaining to their application.
- e. Support these or other pertinent organizations in improving, adapting or creating the necessary channels for transferring the innovations indicated in paragraph a) above, in language comprehensible to all types of users.

- f. Encourage research organizations to use these channels so that the information they produce reaches farmers effectively, particularly the target clientele.
- g. Work with the organizations which conduct physical, biological and socioeconomic research to ensure that they pool their efforts and clearly define which problems should be solved by means of the adoption of technological innovations, and identify the basic research that is needed to support such innovations, with the aim of formulating and implementing a national research and technology transfer plan.
- h. Work together with pertinent sectoral organizations in developing models to govern internal organization. These should be simple in nature and consistent with the amount and type of available or potential resources; they should fulfill the organizational requirements of existing research and transfer plans and be flexible and adaptable.
- i. Assist the pertinent organizations in testing and adjusting these models and in establishing adequate ties with other sectoral agencies.

#### Major Activities of the Period

##### 1. Antillean Zone

It should be kept in mind that the items noted below, like all the activities summarized in this report, are only a few which have been selected to represent IICA's most characteristic actions in the different regions where it develops national-level operational plans.

During this report period, the program to strengthen the system which generates and transfers agricultural technology in the Dominican Republic made the progress described below:

a) Research programming meetings were held as part of IICA's consultation activities with national institutions, as follows: meeting to program and prepare the rice plan; meeting to program projects on roots and tubers; meeting to program and prepare the edible legume program; pre-programming meeting for the coffee, cacao and musaceae program; b) participation in the IICA-INRA international seminar on production systems, which took place in Guatemala, in May 1980; c) participation in providing training on production systems in a seminar for national technical staff at IICA's Office in the Dominican Republic; d) coordination of actions with different agencies for evaluating work conducted in cooperation with the Office for the Development of the Southeast (ODEASIA); analysis of support actions to the CAMPROMER project in the El Cercado zone; support to the Undersecretary of Planning (SEAPLAN) for their documents on rice, green beans, corn, plantains, meat and milk production; support to SEAPLAN and the Undersecretary of Research, Extension and Training (SEIECA) in the final drafting of the report on Extension in the Dominican Republic, which will be presented at FAO's International Seminar on Extension in that country; e) IICA's proposal to reorganize the Research Department resulted in: the creation of a Livestock Research Center (CENIP), which will operate next to the DUQUESA sugar cane experimental station; the approval of regulations for technical research personnel, by the Department of Human Resources and the Secretariat of Agriculture; support to DIA in its activities on: preparing two projects with the University of Puerto Rico, the University of North Carolina and the University of Nebraska, all in the United States, which will receive around US\$ 200,000 from AID, and will initiate operations in 1981 with possible IICA coordination; preparation



*The Workshop on the Development of Traditional and Potential Fruit Tree Crops of the Caribbean, sponsored by IICA, was held in Grenada. Fifteen countries or territories of the Caribbean and eight national and international agencies participated in the event.*



*Courses on Communication and Technology Transfer, like this one offered in Panama, are important to researchers in the countries.*

of a training and research pre-project in Production Systems, which will be financed by IDRC-Canada, for US\$ 250,000; meeting with FAO personnel to develop an international project on legumes; meeting to program and prepare research projects on corn and sorghum, for channeling CIMMYT's action; developing ties between DIA and INTA (Argentina) experimental stations, for obtaining genetic materials and information on sunflowers, peanuts, tea and cotton.

- In Haiti, cooperative activities continued with the Ministry of Agriculture in designing, testing and operating a model for agricultural coordination, systematizing the process for identifying agricultural production systems used in that country, and preparing a human resources training plan in the field of agricultural research. Cooperation was also provided in preparing a coffee research program and in promoting coffee production.

- In Jamaica, cooperation continued in strengthening the Ministry of Agriculture's capability to transfer technology.

## **2. Andean Zone**

- In Colombia, support continued to CENICAÑA's agricultural research project on sugar cane, producing significant results, particularly in regards to fertilization, irrigation and transferring research findings.

CENICAÑA conducted a review of the actions performed, by means of a consultant contracted by IICA, which determined results to be completely satisfactory. IICA's Office in that country was requested to expand the services of the consultant.

- In Bolivia, program activities focused on identifying production systems and seeking solutions to technical assistance and training needs.

- In Peru, as a result of INIA's restructuring, the program's actions were expanded to give support to the new structure, especially for implementing Extension duties. More recently, the area of technical communication has begun to receive attention, and research into Andean agricultural systems has begun. An evaluation was made of the cropping patterns of the seven small-scale farm communities in the mountains where the project operates. Sixteen case studies on technology in use were conducted; a meeting on plant genetic resources was promoted and training was provided to numerous professionals working in the sector.

- In Venezuela, since 1976, the program has been helping to design the instrumentation of the planning systems and has provided consultation to the Economic Analysis Section of the National Agricultural Research Fund. Since then, progress has been made in implementing the goals and objectives set for 1981. Teamwork with consultation from IICA achieved the following goals: a) an agricultural research planning system was designed and formulated; and b) the following mechanisms were prepared for implementing the system: program-budget, technical information, new projects and the diagnostic study. The first draft of general guidelines was prepared for a mechanism to evaluate operational management and the technology generated. The following activities took place for preparing the medium-term orientation mechanisms (Indicative Plan): a) design of a methodology for setting priorities between national and regional-level products; b) application of this methodology, at the national level, to the economic regions; c) adjustment of priorities for complex production problems in line with the country's new regionalization, and preliminary evaluation of the goals formulated in the 1976/1977 operating plans; d) preparation of the terms of reference for formulating the indicative plan; and e) preparation of a methodology for identifying and analyzing production systems in order to program and evaluate research (later redesigned by FONAIAP technical staff).

### 3. Northern Zone

Following is a brief summary of the results of the consultation project with research institutions in Guatemala (ICTA and DIGESA): a) ICTA and DIGESA (agencies responsible for generating and transferring technology through dependent regional agencies) developed an interdependent relationship by coordinating actions more effectively with BANDESA, DIGESEPE, INAFOR, INDECA and the cooperatives. This multi-institutional cooperation resulted in the establishment of operational bases for programming region VI (Jutiapa); b) similar efforts were undertaken for regions IV (Mazatenango); c) participation focused on case discussions at working meetings.

- In El Salvador, the project to strengthen technology generation and transfer is underway. Major activities of the period involve the cooperation provided to the General Livestock Division in coordinating and developing its activities, determining the location for a course on pastures, and preparing an instrument for studying and analyzing livestock production in Central America.

Activities focused on the following: a seminar to develop a new approach to facilitating the participation of rural youth in national development; a course on a new working approach to rural youth; a seminar for defining technical training for agrarian reform extension workers, with the participation of CENTA, CENCAP, OSPA, and the Office of Irrigation and Drainage (DGRD).

- A project to strengthen the key agency of the technology transfer subsystem took place in Mexico. The activities of the period centered mostly on: a) training; b) studying the systems; c) preparing research projects and conducting research on the generation-transfer-adoption system.

In regards to training, and in coordination with INIA's Technical Dissemination Unit, a course was programmed and conducted for technical communications, which was also attended by technical staff from the National Forest Research Institute (INIF) and the National Livestock Research Institute (INIP). The participants are noted technical functionaries (veterinarians, engineers, agronomists, educators, etc.) with University or graduate training from different regions of the country (experimental stations, centers and federal organs). Fully 56 communicators were trained.

IICA's Office in Mexico is currently preparing a working document for stimulating future discussions and analysis of the national agricultural extension system by national and international technical functionaries, and encouraging initial thought into the effectiveness of the technology transfer processes (generation-transfer-adoption and the consequent feed-back process). If considered necessary and appropriate, the introduction of alternative models and or the implementation of methods, techniques, use of measures, etc., which contribute to increasing the effectiveness of the activities, will also be included. To achieve this end, the first stage of the work focuses on: a) a historical synthesis and the trends of the Mexican agricultural extension system, including the policies and strategies that predominated during different periods, current shortcomings, the evolution of resources (of all kinds), methods and techniques used, etc.; b) a sketch of the current situation, indicating the structure, modus operandi, methods (for programming, preparing projects, transferring technology and implementing field services for agricultural extension and technology transfer); c) general diagnosis of the difficulties (operational bottlenecks, obstacles, human resources and training problems, technical-agricultural-methodological training, the group of technical staff, etc.); d) complementing phase I, and in the medium term, the work shall conduct an in-depth

analysis into the problems or areas resulting from phases 1 and 3, including the methodological unit, the area of human resources, alternative organizational models, operational flows, preparation of research projects and conducting activities.

INIA Project. The most notable activities in the development of this project included the preparation of a draft proposal which was presented by INIA to the National Council for Science and Technology (CONACYT) in request for funds from the IDB loan. The project seeks to study the methods developed in that country for disseminating rural technology indicating the most efficient manner of making use of available resources and taking the values, customs and habits of the rural population into account.

INIA and the institutions that pre-dated it have been conducting agricultural research for some 37 years and have disseminated technology to farmers in the areas of influence of their experimental fields. To date, however, no systematic documentation has been made capitalizing on the experience of so many years of institutional life.

The objectives and goals of this "retrieval" project are to prepare a document describing the research findings of series of phases. This information will assist in planning and conducting actions rationally, and making use of the available resources for disseminating the technology among campesinos of Mexico's heavy rainfall area.

Agricultural Communicators, extensionists and technical personnel of the Rainfall District Units will be trained on the basis of this research.

SARH-Nuevo Leon Technical Assistance Project. This study seeks to establish the technology generation and transfer system in the State of Nuevo Leon, in order to determine the effectiveness of national and state services in the areas of research, technical assistance, agricultural extension, rural training, campesino organization, etc.

### 4. Southern Zone

- In Argentina the activities of the project to strengthen research and technology transfer agencies have expanded, especially in terms of their ties with national and provincial agricultural research agencies.

IICA's team collaborated actively in developing the following courses: First Course on Production and Central Management Systems, which was attended by 17 technical staff of the EERA-INTA Pergamino units and carried out within the framework of the plan for diagnosing the Real Production Systems and Preparing Improved Systems, which are part of the project on Production Systems and Technology Incorporation in livestock areas (SPIAG); Second Course (same program) for 22 participants from the same institutions; the Training Program for extension supervisors in the area of production systems and management for agricultural enterprises. The type of cooperation described is included within the activities of the ongoing cooperation provided to the INTA Project on Production systems and technology incorporation in livestock areas (SPITAG).

Ongoing cooperation is also provided to INTA for improving the operational capability of the technology transfer system.

The following activities were carried out in support of this project: a) organization and implementation of a seminar on the analysis and programming of agricultural enterprises for INTA-Trenque Lauquen extensionists; b) preparation and pre-

sentation of an INTA-IICA project for improving technology transfer to dairy production systems in an area of Entre Rios province; c) coordination and implementation of this project; d) preparation and presentation of a study on the systems approach applied to technology transfer (given at the First Agronomic Seminars in Chaco); e) design, organization and implementation of a system for registering and analyzing intensive crop production units (IICA-AACREA collaboration).

- In Brazil, IICA's actions in Line of Action III continued making progress, especially in the cooperative projects with the Brazilian Agricultural Research Institute (EMBRAPA) in the specific fields of quantitative methods, programming and information.

Specific projects were developed with EMBRAPA for strengthening research into cassava, cotton, beans, sorghum, rice, rubber and beef and dairy cattle. In addition a technical cooperation project was developed with that institute for strengthening the national sheep and goat research program by providing training, evaluation and the coordination of research into appropriate production systems. Northeastern Brazil has a goat population of 6,094,586 animals, and sheep number 5,289,935; they constitute one of the region's most important activities, providing a source of protein for human nutrition and raw materials for the tanning industry. Current production techniques are very extensive and barely profitable, making little or no use of technological innovations. This is therefore a subsistence product. The introduction and adoption of new practices could introduce substantial changes into this area.

- The activities underway in the research center in Paraguay focus on the high-priority cash and consumption crops specified in the National Economic and Social Development Plan and include, in decreasing order of social and

economic importance, cotton, wheat, tobacco, soy beans, rice and sugar cane; among the fruits: the citrus, pineapples, bananas; and among horticultural crops: strawberries, peppers, garlic, onions and tomatoes.

One of the most significant accomplishments of MAG's agricultural research is REBA-P-279 cotton, which surpasses previously used varieties in its capacity for production, the quality of its fiber and its ginning yield.

The development of this superior variety of cotton is particularly important in this country because about 100,000 small-scale farmers grow cotton as their main source of income. At the same time, cotton fiber exports in 1978 and 1979 accounted for some US\$ 100 million, making it Paraguay's most important income generator, bringing in over one third of the country's export earnings.

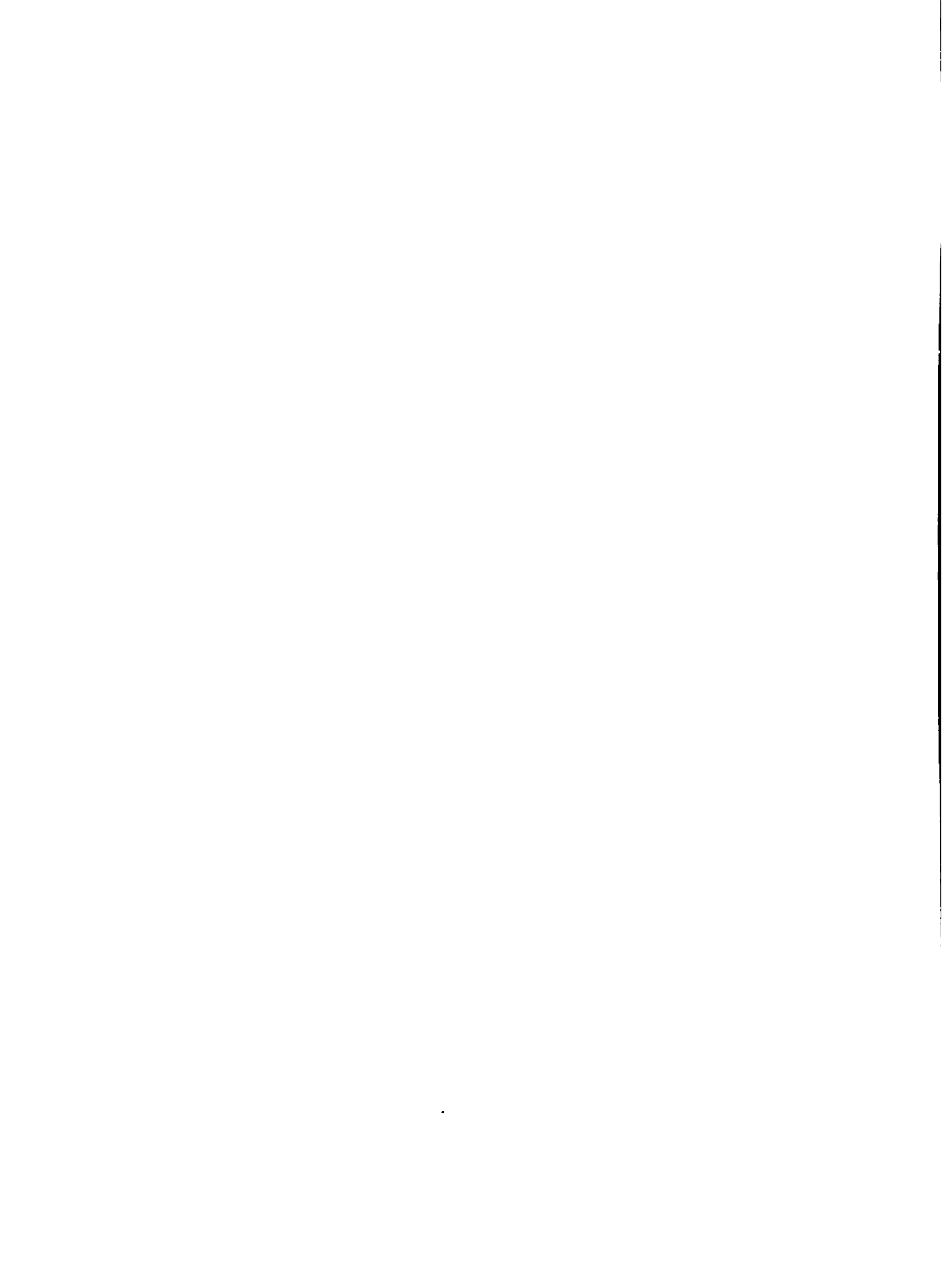
- In Uruguay, IICA's actions to implement the economic analysis project in support of technological transformation focussed on: a) improving the objectives that govern farm records; b) adjusting basic information for filling out record forms on farms (updating the Capital Goods Assessment Manual); c) collecting and analyzing valuable experimental information on production systems for rice and meat and for dairy and sheep production; d) production and presentation of an informative agricultural poster display for the Rocha Livestock Show (November 1980); e) producing and distributing of an informative agricultural poster display in the Regional Agronomic Services, in Melo; f) preparation of a working plan for agricultural dissemination which will go into effect jointly with MAP's General Office for Veterinary Services; g) conducting surveys of 25 rice farmers in the Rocha Department for obtaining information on a rice dissemination plan; h) working with MAP, DIEA and CIAAB to hold a seminar on registering



*Technical experts and farmers visit pastures at the Cerro Largo Experimental Station in Uruguay, where an agricultural production system especially designed for the zone is to be introduced.*

agricultural product information, which took place in La Estanzuela, Colonia, Uruguay, in November 1980. Nine major subjects were dealt with at the seminar, which was attended by 52 functionaries from national agencies (CIAAB, DIEA, FUCREA, Agricultural Plan, Conaprole, farmers' plan, etc.) Also participating were the Schools of Agronomy of the University of Buenos Aires, AACREA and INTA.

Finally the development of agricultural research in the Southern Zone and Bolivia, through the Cooperative Agricultural Research Project (IICA-Southern Cone/IDB Agreement), was of key importance, and the progress of this work has been recognized by all the countries. The Research Directors of the project's countries all participated very actively in its implementation.



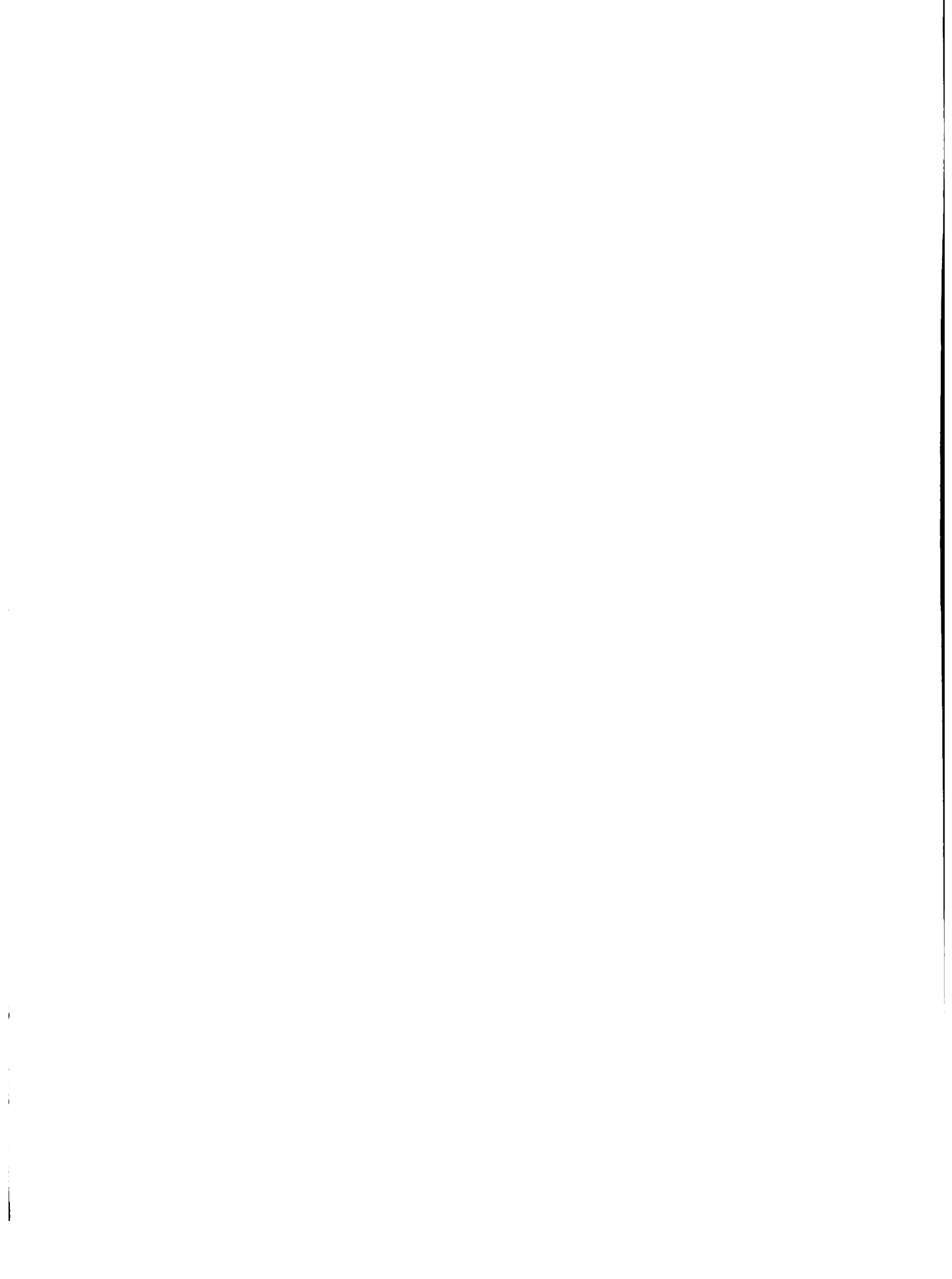




## Chapter VI

# IICA AND THE PROMOTION OF PRODUCTION AND PRODUCTIVITY





## CHAPTER VI

# IICA AND THE PROMOTION OF PRODUCTION AND PRODUCTIVITY

### Introduction

IICA's Line of Action IV – Agricultural Production, Productivity and Marketing – covers a very broad area for program execution. Line objectives state that its function is to cooperate with national institutions in the countries of Latin America and the Caribbean, in their work to increase productivity and the real availability of produce from the agricultural sector. It also works to achieve effective control of plant and animal pests and diseases, to implement actions for expanding markets, with special emphasis on products that can generate higher incomes, and to create gainful employment for the lower-income social strata, all with a view to environmental quality and natural resources.

IICA views the problem of agricultural production as a function of three essential needs: a) human and animal sustenance; b) raw materials for industry; c) a means of acquiring foreign exchange in outside markets.

In the first area, the governments must guarantee their people sufficient nutritional goods, in terms of quality, variety, steady supply and reasonable prices. These products must also be adaptable to the patterns of national traditions and nutritional needs. The close ties between plant and animal production also make it necessary to view these two areas as complementary.

The second major need is the transformation of agricultural products into industrial raw materials, thus generating more employment, and in this area there is a need for steady flows of production, in both quantitative and qualitative terms.

In the third area, we must be able to guarantee the continuity and timeliness of production to meet commitments and thus ensure our foreign markets. Nevertheless, a heavy emphasis on exporting often creates conflicts with domestic supply, thus demanding delicate political decisions.

All these elements must, in turn, fit in with the need to create special conditions for the development of the agricultural enterprise or unit for small and medium-scale producers, the major targets of IICA actions.

### Objectives

Accordingly, IICA's Line IV programs seek to work with the systems and agencies providing services that foster agricultural production, equipping them to:

- a. Function on the basis of policies consistent with national development plans, compatible with the actual status of their clientele, and consistent with the current and potential availability of resources, in order to achieve significant overall increases in the aggregate supply of agricultural products and in the productivity and economic use of scarce resources.
  - b. Coordinate and complement their activities in order to put these policies into practice by implementing programs and projects for increasing production, at the same time solving the problems that affect the rural sector.
  - c. Make their services available to a growing proportion of small-scale farmers and campesinos by developing or adopting more appropriate methods for incorporating these beneficiaries. Particular emphasis would be placed on organizational methods, with an eye to achieving more economic scales of production.
  - d. Increase their efficiency and thus extend service coverage and reduce unit costs.
  - e. Provide timely and appropriate services by consulting with users and incorporating them into the decision-making process.
  - f. Adopt internal structures, and develop links with other complementary systems and organizations, based on efficient forms of organization, administration and management.
- Line of Action IV maintains a broad range of strategies and operations, including four basic programs for:
- Production and productivity
  - Marketing
  - Animal Health
  - Plant Protection.
- In order to reach the objectives of the first of these programs, production and productivity, IICA pursues the following strategies:
- a. Working with the systems and organizations in designing and conducting diagnoses for the identification of obstacles that hinder the achievement of goals for increasing production and productivity.
  - b. Cooperating with these systems and organizations in drawing up plans, programs and progress reports that will lead to the solution of problems identified in the diagnosis.
  - c. Supporting relevant agencies in the countries in the design and implementation of effective cooperative ties at all levels, especially in circles which are critical for coordinating and supplementing activities.
  - d. Identifying existing methods and, whenever necessary, designing new methods for providing services to campesinos and to small-scale farmers and for submitting proposals to the pertinent agencies of each country.



*Ernani Fiori, IICA's Office Director in Paraguay, addresses the First National Course on Research Methods for Agricultural Marketing, held in that country under the auspices of IICA and the IDB.*

- e. Supporting these agencies in conducting operational-scale tests of those methods for providing services which have been identified as the most promising, and suggesting procedures for evaluation.
  - f. Proposing that these agencies adopt methods that will provide the most effective results in serving the needs of the clientele—small-scale farmers and campesinos.
  - g. Supporting the agencies in analyzing their administrative structures and procedures, for the purpose of introducing necessary improvements that will facilitate decision-making and reduce operating costs.
  - h. Working together with the agencies in the country, to evaluate the effectiveness of the services provided, in both qualitative and quantitative terms, and in identifying means of making them more effective.
  - i. Working together with the agencies to design and implement efficient systems for organization and management.
- IICA's strategies for reaching the objectives of the second program, marketing, are:
- a. Working together with organizations for marketing, technical assistance and rural extension, to design a market information system easily understood by small-scale farmers and their organizations, and to design a training system for providing training on the analysis and use of market information by sectoral authorities and small-scale farmers.
  - b. Working together with national agencies to solve the marketing problems affecting small-scale farmer and campesino organizations.
  - c. Cooperating with national agencies to spotlight the advantages of organizing small-scale farmers and campesinos, on the basis of economic incentives, and determining how to overcome the obstacles inherent in the process.
  - d. Cooperating with pertinent national agencies in the countries for planning and implementing the development of physical marketing infrastructure and facilities for primary transformation of agricultural produce, so as to facilitate market access for small-scale farmers and to provide them with services whereby they can compete on a equal basis with larger commercial producers.
  - e. Working together with technical teams in the countries to generate and adapt technology for reducing post-harvest losses of quantity, quality or price, in accordance with the economic, trade and organizational conditions in each country; priority is given to achieving economies to benefit the producers, particularly the small-scale farmers.
  - f. Cooperating with national organizations to establish mechanisms for regulating markets and stabilizing the prices of agricultural products and by-products and to provide small-scale farmers with fair access to these markets.
  - g. Working together with national technical teams to design discriminated marketing channels that will gener-

ate market opportunities for the potential production of small-scale farmers and campesinos.

- h. Cooperating with national organizations in the analysis of produce market structures and the calculation of costs and benefits of any reforms that would facilitate equal market access for small-scale farmers. The strategies of the animal health program are to work through the operational units in each of the four zones into which IICA is technically and administratively divided.

The plant protection program seeks to strengthen plant protection institutions active in the countries of the region. (See the chapter on Multizonal Projects in this Annual Report.)

#### Major Activities during the Period

##### 1. Antillean Zone

— The project for strengthening the National Service for Produce Marketing in Haiti (SENACA) was extremely productive during the period: a) the project for marketing perishable produce was completed, with the publication of four documents that comprise the functional structure of the program in this area of farm marketing; b) a request was submitted to DARNDR for funding the completion of the five District Centers and for building ten local centers and fruit and vegetable storage centers; the DARNDR has given initial approval for granting the needed funds, and this national agency has signed an agreement with FAO providing SENACA with funds for building five local marketing centers; c) as a part of the project

for institution building in the National Improved Seed Service, cooperation was given in writing a draft bill which, if approved, will provide a legal basis for regulating seed production and distribution; the DARNDR has set up a special committee for evaluating the draft bill; d) the program promoted a reciprocal technical cooperation project whereby Haitian specialists traveled to Puerto Rico and Venezuela to observe the operation of storage centers; and e) a course was held to train ten staff members in methods of surveying agricultural marketing intermediaries.

— In Barbados, more work is being done in basic aspects of agricultural marketing, as a part of the Simon Bolivar Fund Project (see Chapter X of this Annual Report). The same is true for IICA's activities in Guyana and Jamaica, where the Simon Bolivar Fund has also moved into the area of marketing.

— The agricultural marketing programs in the Dominican Republic continue to progress with very satisfactory results. According to an informational summary on the major activities during the period, important progress has been made on the seed project funded directly by the Secretariat of State for Agriculture. Support was continued in designing the various facilities of the Seed Office and in designing the components of a seed quality control system. At the same time, personnel training activities continued. With the implementation of the Rural Women's Training Project (CAMPROMER), cooperation was provided for drawing up a plan of action, especially to provide personnel training.



*An agreement on project management and administration was signed in Ecuador with the Study Commission for Developing the Guayas River Basin (CEDEGE). The photo shows Carlos Manzur, Director of CEDEGE and Augusto Donoso, IICA's Office Director in Ecuador, welcoming Director General Araujo.*

In the area of marketing, the most important action was writing a marketing training program for joint funding by IICA and the IDB-funded INESPRES, in the context of PIDAGRO III. Also, an agreement was written and negotiated for the consolidation of the CENSERI's, also with outside financial support.

## 2. Andean Zone

In the framework of the Simon Bolivar project in Colombia, satisfactory results were obtained in developing a produce marketing system managed by campesino organizations of CECORA. Strides were also made in needed activities to support training, research and identification of agribusiness programs and projects.

IICA's technical team in this country has been reinforced, and this made it possible to support specific tasks of various institutions as the need arose. Such efforts included: the National Training Service (SENA), in agribusiness training programs; the National Federation of Coffee Growers of Colombia, plan of action for agribusiness promotion; and Tunja University, a course on agribusiness projects. Working relationships have been strengthened with a number of entities with which IICA could eventually cooperate in agribusiness. These include: COLCIENCIAS, the University of the Andes, ANDI, the Ministry of Agriculture (OPSA), the National University of Colombia, INCORA and the DMP.

Agribusiness activities in Colombia have been fully incorporated into the National Integration Plan (PLN). The Ministry of Agriculture is now studying the agribusiness structure to govern future development actions in this sector.

In the framework of the Simon Bolivar Fund project, planned actions have been carried out in line with structural modifications. At the present time, the efforts of this project have concentrated on activities in the Department of Boyaca, where work is being done to formulate and run a marketing enterprise for products, production supplies and agricultural consumption goods.

The following documents have been prepared through the study of problems affecting the program implementation: Methodological Considerations for the Evaluation of Post-Harvest Losses; Institutional Diagnosis of CECORA; Accounting Handbook for FAS; and Diagnosis of CECORA's SIMP.

In Peru, the sector is currently undergoing full reorganization, a circumstance which provided an excellent opportunity for implementing a broad spectrum of plant protection activities. In accordance with the regional structure of the program, cooperation has been provided in the following efforts: a) a draft was written for reorganizing and structuring the Plant Protection Office, specifying the functions of the various departments and programs; b) 92 professionals were trained in the zone of Chanchamayo, Huancayo, Satipo, Cuzco and Quillabamba, in chemical control of coffee rust; c) quarantine standards and regulations were established for restoring and streamlining trade between Ecuador and Peru; d) the foundation was laid for specific projects on biological control and epidemiology; e) a draft was prepared for a proposal to the Government of Ecuador for structuring the plant protection program in that country; f) technical assistance and institutional support were given to the MAG Plant Protection Office in Ecuador; g) ongoing relations have been sustained with the Agricultural Health Office, and support was provided for a course on coffee rust in Jaen, in which 58 specialists received technical training on the disease; h) observation visits were paid to the Research Project on Andean Cropping Systems for Small-Scale Farmers in the High Andes, in Cuzco, for the

purpose of defining working projects for inspection, diagnosis and evaluation of losses. These projects will be implemented with support from project specialists and personnel from the San Antonio Abad University in Cuzco; i) two meetings have been held with JUNAC and FAO, with the purpose of cooperating in providing training on quarantine and chemical control; j) a plant health inspection of Andean crops was held, in coordination with the project funded by IDRC.

- The project on the feasibility, industrialization and marketing of cassava in Venezuela produced highly significant results. In spite of the availability of State-provided resources, the implementation of the project has been affected by a number of unsolved technical and economic problems which have paralyzed further progress.

## 3. Northern Zone

- In Costa Rica, IICA's program to foster production and productivity has concentrated on the following projects: a) signing the IICA-INFOCOOP agreement to develop a fruit and vegetable marketing program for small-scale farmers; b) writing the document "Proposal for Creating a Fruit and Vegetable Marketing Program for Small-Scale Farmers;" c) publicizing the project among SPA institutions and acquiring recognition and acceptance of IICA's rural development marketing strategies; d) writing the document "Funding Application for a Feasibility Study on a Fruit and Vegetable Marketing Program for Small-Scale Farmers;" e) submitting this document to the OFIPLAN and IDB Pre-investment Fund; f) writing the document "Marketing as an Element of Agricultural Sector Planning;" g) promoting this conceptual framework among SPA entities; h) writing the document "Pilot Plan for Implementation of the Marketing Program;" i) researching various managerial arrangements for storage centers in the marketing program and writing a first draft of managerial instructions for storage centers; j) testing models for forecasting with price data from the central market in San Jose.

- In Honduras, two projects are underway in the basic program of IICA's Line of Action IV: Fostering Agricultural Production and Productivity at the Regional Level and Technical Cooperation for Improving Vegetable Production Systems (IICA-SRN-Pan American Agricultural School agreement under the Simon Bolivar Fund).

The First project is being implemented in cooperation with the North Region Agricultural Office (DAR-San Pedro Sula). This DAR has programs on business management, the management and use of land and water resources, systematic training methods, identifying marketing systems, compiling technology packets and putting them to use, and fostering small projects for irrigation. The major activities conducted in cooperation with this Office can be summarized as follows: a) detailed soil studies have been made of the Sulaco and Victoria valleys; b) information has been processed on the physical, social, economic, scientific and technological characteristics of these two valleys; c) low-capital methods have become available for managing and using land and water resources, both for potential irrigation lands and for dry cropping areas; d) criteria which have adopted include likelihood of acceptance by farmers, low cost, probability of visible, tangible success which will spur dissemination, cooperation from the Government, and appropriateness for the ecological medium, social milieu and technological and economic horizons of the farmers; e) hydraulic studies have been completed for the irrigation of areas identified in Sulaco and Victoria, totalling 1,460 hectares; f) the Sulaco and Victoria valleys of the Department of Yoro have been selected as high-priority agricultural development zones for use of dry-cropping and irrigation farming, which would be implemented in selected areas; g) the DAR has completed studies that will facilitate agricultural



*Howard Murray, Manager of the Allsides Experimental Station in Jamaica, explains the project on hillside farming to visitors from FAO and CARDI.*

development in these two valleys and that also cover financing for implementation, to be provided by international lending institutions; h) the Government of Honduras has begun agricultural development projects that justify the construction of second-grade access roads for the areas of Yorito, Desmonte, Sulaco, etc.; i) the DAR has personnel trained for conducting similar studies; j) the DAR has a clearer understanding of the urgent need to conserve and manage land and water resources rationally, for permanent use; k) policies, strategies and methods have been adopted that are appropriate for conserving and managing lands interrelated with production systems, technical assistance, credit, farmer training, etc.; l) the DAR has basic information from the diagnosis that will be necessary in standardizing training programs; m) information has been acquired from the diagnosis to facilitate the identification of existing marketing systems in Sulaco and Victoria; n) the DAR has been strengthened in areas related to agricultural development projects, including irrigation, which is a limiting factor; o) the DAR has identified projects for irrigation and has completed the pertinent hydraulic studies; o) the DAR has technically upgraded its professional staff on the subjects of farming under irrigation and the design of hydraulic projects for irrigation.

The project also trained personnel from DAR-North, INA-North, BANADESA in Yoro, COHDEFOR in Yoro, and CONSUPLANE in methods of compiling raw data on the Sulaco, Victoria and Yoro valleys. It has provided training in science, technology, natural determining factors, and the compilation and standardization of information for the objectives of the study (IICA Office in Honduras and PIADIC).

Training was received by 25 technicians from regional agricultural organizations in methods of drawing area profiles. The methods used in Yoro were institutionalized in DAR-North for use in other areas of the region. Information has been analyzed and standardized concerning socioeconomic factors, existing technology by stratum and by activity, hydrology, and information from all the points of influence in the area, meteorology and semi-detailed soil studies.

- In Panama, IICA's program concentrated on two projects. The first, for supporting the Crop Credit Insurance Program of the Crop Credit Insurance Institute, made important progress in developing models and methods which were eventually adopted and put into use by the Institute. In the second, Technical Cooperation for the Agricultural Marketing

Institute, plans are now underway for formulating five marketing programs and defining them for implementation by this Panamanian Institute.

#### 4. Southern Zone

In Argentina, IICA's Line of Action IV program has continued to receive cooperation, especially in the area of coordinating market and marketing studies and participating directly in conducting them, as well as coordinating and preparing methods for planning farms and for incorporating the various components of the process. In addition, cooperation has been provided in conducting economic studies on agribusiness, costs of machinery use and planning agribusiness enterprises.

In the project for developing production, marketing and agribusiness in irrigated areas of Argentina, a feasibility study was completed on an enterprise known as the "Prignot Farm," which covers 560 hectares. The study took place as part of the diagnosis and planning of typical enterprises of the CORFO-Rio Colorado zone. The current status of the enterprise was studied with the use of the in-depth diagnosis, including studies of administration, future planning, new management and applied technology being used in the project and the resulting profitability, as well as channels of funding, conclusions and recommendations.

In the study of typical irrigated ranches, a livestock model was planned, covering 252 hectares of workable, irrigated land. The idea was to establish a flexible, adaptable planning process that could benefit some 40 percent of the establishments in the zone, and that could be easily accepted by the farmers. These beneficiaries would receive assistance from CORFO to make any adjustments necessary for putting the systems to use. This study is a first approximation of an irrigated ranch in the CORFO zone.

As a final outcome, it is hoped that gradual changes can be made in the traditional means of administration, which would be replaced with a more technical system. It could be adopted little by little as the producer began using the model. In addition, it would be backed by technical assistance from the INTA, with possible funding from the Banco de la Provincia de Buenos Aires.

Cooperation was also provided for analyzing the seed plant and for setting up new agribusinesses. In response to the



*A national Course on Planning and Programming Agricultural Marketing was offered in Bogota, Colombia.*

demand from agribusiness, raw material production was planned, and cooperation was given in training technical personnel and producers.

- In Brazil, progress has been made with technical cooperation for projects that support the Brazilian Agricultural Supply System (IICA-SNAB). Considerable financial backing was received from the Ministry of Agriculture, and this has made it possible to make real increases in the operation and, consequently, to receive greater strengthening from the SNAB. In addition, support was provided for increasing the production and productivity of sugar cane in the "Norte Fluminense." This project has continued to work side by side with the controlling demonstration projects (Fazendas Conceição, Tai, Oirizes and Barra do Sul). A proposal was made to take advantage of the sugar cane harvest on two of the "fazendas" by offering a Field Day, which would provide an opportunity for demonstrating the project outcome to national, regional and local authorities, as well as to the farmers.

Work has progressed on introducing the fifth project (Fazenda Grande). At the present time, work is nearly complete on preparing the ground, liming, and constructing the water collection system and the major canals.

The implementation of these projects has made a major contribution of technology to the COOPERPLAN technical team and to the farmers of the region.

- Marketing has been included as a new objective for the rural development project of the Sixth Region in Chile. The farmer committees provide members with a tool for consolidating their marketable products, thereby enhancing their negotiating power.

The marketing project seeks to create an information service on prices and markets for member farmers. A study will also be conducted of marketing channels and margins for

five products raised by the project users: corn, lentils, chick-peas, potatoes and beans.

SERNATUR opened a sales channel for handicrafts in Rancagua. Production of these goods is on the rise among project beneficiaries.

For the first time, producers participating in the project are marketing their production jointly. Member producers have reached agreements with industrial concerns or exporters, thus receiving prices higher than those available in the market. Project extensionists are acquiring experience through a course they received on supporting handicrafts marketing, which was given in the framework of the San Fernando School-Community Relations project.

- In the area of agroenergy training, cooperation has been provided to various activities in Uruguay. Two Uruguayan professionals were able to visit Brazil in order to attend the Inter-American Congress on "Free Initiative in Mobilizing Alternative Sources of Energy." They also toured the Brazilian research centers. Cooperation was received by the Agricultural Planning and Policy Office (OPYTA) in coordinating tests of sugar sorghum for agroenergy, and IICA was a member of the Agroenergy panel discussion at the Congress of the Association of Agronomy Engineers of Uruguay.

Others forms of cooperation include the following: a) a document was revised containing the first approximation on a study of marketing channels for fruit and vegetable products, and was discussed with national authorities; b) studies continued on the situation of farms in Uruguay; c) an analysis was drawn up of the competitiveness of Uruguayan fruits on international markets; d) a document was completed on the role of model markets in domestic sales of fruit and vegetable products; and e) the MAP Farm Plan received assistance in coordinating and holding a Seminar on Domestic Marketing of Fruits and Vegetables, in Montevideo, that was organized by the National Commission on Rural Development and the Uruguayan Institute for Economic and Social Promotion.

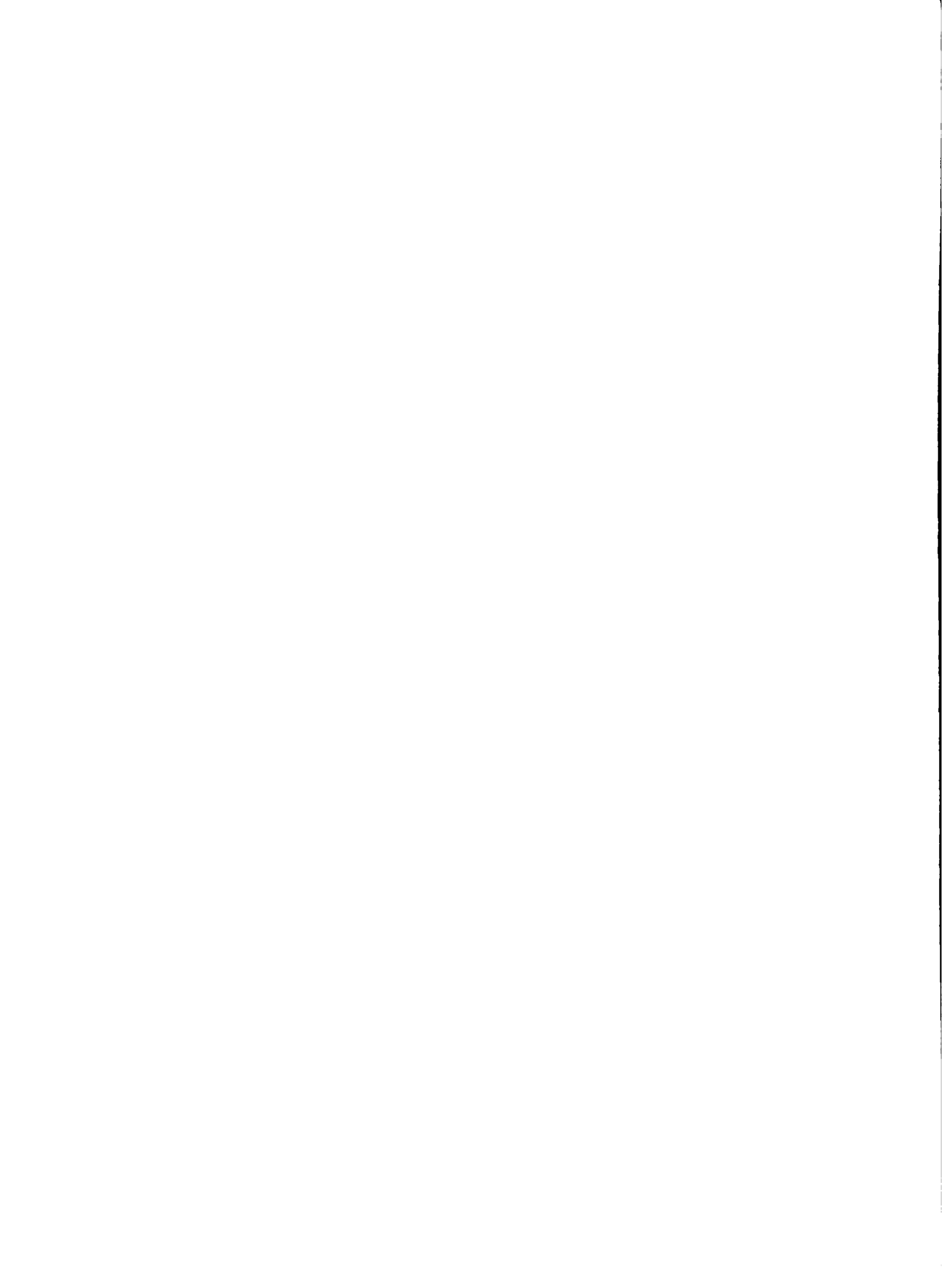




## Chapter VII

# IICA AND REGIONAL RURAL DEVELOPMENT





## CHAPTER VII

### IICA AND REGIONAL RURAL DEVELOPMENT

#### Introduction

Under Line of Action V – Regional Rural Development – IICA's major objective is to promote and support the efforts made by the Latin American and the Caribbean countries for regional rural development, and to contribute to improving the methods and technical criteria necessary for identifying, selecting and developing their geographical areas.

On the basis of these objectives, IICA has established two basic working programs:

- Planning regional development.
- Implementation of regional rural development policies.

The strategies for implementing these two important programs are:

- a. Working at the appropriate levels of authority to promote institutional policies for regional development, in order to reach the decisions necessary for assigning leadership and managerial functions to existing organizations, or to institutions created specifically for this purpose.
- b. Working together with technical groups from the organizations in question to develop central policy guidelines for regional development.
- c. Providing the organization with the elements it needs to select, from among existing methods, the most appropriate techniques for designing a regionalization system, or alternatively, for developing new methods geared to their own circumstances.
- d. Cooperating with these organizations to develop institutional models compatible with the existing institutional system, and supporting the organizations in testing and evaluating their functions.
- e. Providing the organization with models for planning, administration, and evaluation, or helping it to design its own.
- f. Cooperating in the definition of operational goals for training programs, and helping the organization train its teachers.
- g. Working together with the organization to design appropriate managerial systems for the various types of regional development projects, before actual implementation begins.
- h. Cooperating with the organization involved to establish effective ties with national and international organizations capable of helping develop this type of project.
- i. Cooperating with the country in conducting pre-investment studies on financially projects.

Strategies for the second program are:

- a. Working together with technical teams from the organizations involved in programs to help them develop and adopt criteria on which to set priorities from among the various available alternatives for action.
- b. Cooperating with these organizations to develop methods for obtaining and analyzing the information needed for orienting their work, using methods developed and proven in other countries or regions, whenever appropriate.
- c. Developing the technical competence of each organization or group of organizations, in the areas of overall planning and, in particular, planning for the design and implementation of specific projects.
- d. Cooperating with the organizations in analyzing and improving managerial and administrative systems.
- e. Proposing methods to establish or upgrade the necessary functional ties between the organizations involved on the project level, both at the planning stage and in implementation.
- f. Providing organizations with approved models of mechanisms for ensuring the participation of beneficiaries, and cooperating with them to help them adopt or develop the methods most appropriate to their needs.
- g. Taking the types of action most suited to the goals, in accordance with each case and set of circumstances.

These action strategies were submitted to the Annual Meeting of IICA's Board of Directors (Eighteenth Meeting, La Paz, Bolivia, May, 1979) and approved within the Program Budget of the institution.

#### Major Activities During the Period

##### 1. Antillean Zone

– The program's actions in Barbados focused primarily on a project for formulating a program to incorporate lands into the production system, together with the land and water use unit and the planning division. Efforts progressed according to plan. An analysis of irrigation on selected farms was completed for land and water conservation and management. The "Manual for Irrigation in Barbados" was completed, and is scheduled for distribution in 1981. Cooperation was provided on a project for restructuring the Rural Development Corporation, in which that country's government is very interested.

– In Haiti, work in Line of Action V focused on the project to strengthen the support system to community rural development projects (Development Islets).

Cooperation was also provided in training activities for rural youth from the Development Islets; in crafts activities; and in a course supporting DARNDR. The second stage of the



*Director General Araujo signs a letter of understanding for joint actions in the Caribbean countries. Co-signing is Joe Bergasse, Executive Director of the Caribbean Agricultural Research and Development Institute (CARDI).*

training program for technical staff of the Development Islets was completed. Progress was made in the study of the natural resources of five new Islets. A first document of STID's work on medium and long-term planning for Islets is in circulation. Finally, the document produced at the Workshop for Evaluating the Application of Research-Action on the Islets was published. Conversations have begun between the Government of Haiti and IICA's General Directorate regarding continuing the Simon Bolivar Fund Project for Strengthening the National Improved Seed Service (SENASA).

- In the Dominican Republic, cooperative efforts continued with ODESIA, which is the office in charge of the integrated agricultural development of Valle de Azua. A tentative program was developed for 1981. The planning project made significant progress, making it possible for ODESIA to begin operating this year, and its role as the leadership agency in the Valle de Azua has clearly emerged. A special effort funded by the Dominican Electricity Corporation (CDE) was carried out, establishing the terms of reference and project profile for managing the Rio Blanco Basin.

With the support of IICA's Land and Water Resources Program, a proposal on the organization of INDRHI was presented, with general recommendations for a possible agreement to implement joint INDRHI-IICA activities. The necessary formalities were completed for coordinating this agreement and for the future financing of a pilot project on water management.

"The role of the National Soil Conservation Service in the Dominican Republic" is the subject of a report which

received the program's support and which was presented at the Seminar on Basin Management, organized by the Department of Land and Water.

This is a summary of the achievements of the Project to strengthen the natural resources management system in the agricultural sector of the Dominican Republic.

## 2. Andean Zone

- In Colombia, the actions of Line of Action V concentrated on the following projects: a) design a methodology for analyzing the production-distribution process by product (diagnosis); b) design methods for structuring marketing programs for groups of farmers; c) hold a seminar for discussing the project's progress (marketing component); d) analyze the background of the Integrated Rural Development Program (DRI), in Colombia; e) prepare a methodology for evaluating the ICA's Technological Development Subprogram; f) hold a seminar on systems for evaluating DRI Districts; g) consult with the Pamplona Technology Transfer District in developing market research on potatoes and semi-processed cane sugar; h) provide consultation and training in the entire research process through the preparation of final results; i) provide consultation for the Technology Transfer System of Sur del Mulla in developing marketing research into semi-processed cane sugar, beans, corn and cassava; j) provide consultation for the Guajira Technology Transfer District in marketing research on cassava; k) design a methodology for analyzing the production-distribution process by product (diagnosis); l) prepare a methodology for market diagnosis, to be published by the ICA; m) design methods for structuring marketing programs for farmers; n) give a marketing course

emphasizing research methods; o) provide consultation for the Socioeconomic Studies Division (DESE), and the Technology Transfer Districts in marketing programming, implementation, follow-up and evaluation activities; finally, seminars and other activities were conducted, and most of the goals set for this report period (Annual project progress report) were reached.

- In Peru, active cooperation was provided to the project supporting tropical development agencies through ORDELORETO's Regional Research Council, the National Agricultural Research Institute and the National University of the Peruvian Amazon, in preparing the schedule for applying research procedures. The implementation of integrated production systems began at the Porvenir (Tarapoto) and San Roque (Iquitos) Experimental Stations. Training was provided to 61 researchers and university professors in applying models for formulating priorities, implementing research and evaluating the impact. Another 25 technical staff were trained in agricultural and forest projects.

The Government's interest in developing the jungle region has been evident in many ways. This shows that IICA's work to strengthen ORDELORETO's programs has given broader coverage to IICA's actions, and is already reflecting improved integration between the units operating in the agricultural sector and their ability to implement recommendations and agreements made in the established cooperation system.

- In Bolivia, progress was made in identifying typical production units within the scope of rural development activities. Production plans were developed, as were the project feasibility study and the design of the infrastructure for irrigation, drainage and roads for the redesigned Challopata-Tacagua Rural Development Project. The Government of Bolivia has indicated that, in principle, it is interested in this type of rural development project, in light of the increased possibilities of obtaining international funding.

- In Ecuador, within the framework of the support project to develop that country's tropical areas, a general draft forest law was prepared and presented to the Ministry of Agriculture. It is currently being considered by the presidency of the Republic (National Agricultural Committee).

This committee recommended that a working group be created for reviewing the draft bill which is once again being considered by the presidency of the Republic for presentation



*IICA's projects in Guyana are designing special equipment, such as that shown here, to be available at low cost and simple to operate.*

to the National Chamber of Representatives. In addition, initial efforts were developed for the Carchi-Imbabura plantations project, and basic documentation is already available.

- In Venezuela, considerable support was given to the project to upgrade planning and management in the National Office of Land and Water Cadastral Works, and in the project to improve agricultural development through irrigation. The latter has made progress in its basic studies on available resources, production, irrigation infrastructure, drainage and upgrading, and other pertinent goals. At present, certain progress has been made on collecting information on indicators, and contributions have been made to improving irrigation services and training human resources.



*Regional rural development is multi-faceted. This field day was held in Jamaica, and mini-libraries were thus made available to the farmers.*

### 3. Northern Zone

- In Costa Rica, cooperative relations were strengthened within the scope of IICA's regional rural development program, through an agreement signed with the National Electricity Service (SNE) for implementing an integrated development project for the Rio Tempisque basin. In accordance with the definition of the bases for technical cooperation with SNE, the project includes irrigation and drainage activities as well as legal, regulatory and institutional questions and training on technical aspects of irrigation. During this report period, two short courses were provided on problems of irrigation; sediment carrying in the design of ditch gates and sand traps; and design of channel and gauging structures. The courses were considered very satisfactory, having reached twenty-five professionals working in different areas of the public agricultural sector and enterprises tied to the irrigation projects conducted in that country.

Regarding legal and regulatory activities, a first draft of the Waters Law was prepared, which is being pursued by SNE. IICA participated actively in the technical work (training, direct technical cooperation, etc.)

- In Honduras, El Salvador and Nicaragua (Central American Isthmus), activities in the field of regional rural development concentrated on Simon Bolivar Fund projects, which were completed in two of these countries.

- In Panama, work progressed on the project to strengthen the land and water conservation agency. The project made valuable contributions during this period, especially in



*IICA's Director General meets with His Excellency the Prime Minister of Grenada, Hon. Maurice Bishop, to discuss aspects of the country's rural development.*

strengthening the Office of Renewable Natural Resources (RENARE) and in preparing several studies on Panama's natural resources, especially in the Canal Zone.

The program concluded its activities when its four-year agreement expired, having achieved most of its objectives and goals.

#### 4. Southern Zone

- In Argentina, work in the area of regional rural development focused on cooperation provided to the project for developing the Impenetrable Region, in Chaco Province. In Buenos Aires, work was coordinated on agricultural settlements. IICA technical staff traveled to Salta to observe the forest livestock model and clearing methods. A final report was delivered on Settling the Impenetrable Region. At this time transactions, are underway for signing an agreement with the agency for Water and Energy for the Middle Parana Project. Cooperation was provided to Formosa Province in designing and implementing a livestock program evaluation system.

- In Brazil, renewed efforts were made to cooperate with the basic programs which plan and implement integrated rural development policies. Support activities continued to CEPLAC for preparing the program to develop the cacao region of Bahia; support was provided to the National Agricultural Planning Committee for Rio Grande do Sul (CEPA-RS) for implementing the Investment Program, which was created to benefit the agricultural sector; support was given to CODEVASF for preparing and implementing integrated regional development projects; consultation was given to

SUDENE for implementing a cooperative training program for human resources and technical assistance for irrigated agriculture; consultation and cooperation were provided in training, adjusting and improving the Area Support Program to the semi-arid regions of Northeastern Brazil (the Sertanejo Project).

- In Chile, progress was made in the activities supporting the implementation of the Rural Development Program for that country's Region VI, and to the San Fernando Intermediate Agricultural School, for making it a rural development center in benefit of small-scale farmers.

The Rural Development Project for Region VI is being implemented by the Simon Bolivar Fund, and has entered the consolidation state, making significant progress towards its final goals. In 1980, all the goals established in the areas of training, implementing an information system and follow-up were accomplished. Two important areas were fully incorporated into the development program: a) the area of social development, under the responsibility of technical staff of the Regional Intendency, which seeks to stimulate the initiative and participation of rural communities in the program's zones to develop physical and social infrastructure; b) in the area of marketing, several activities were promoted for improving price and market information and improving the sales conditions of the farmers' products.

During the 1980 report period, the program served 984 beneficiaries organized into 22 Committees; for 1981, plans include increasing the number of committees and beneficiaries, given the marked increase in interest in the program.

The Project to Develop School-Community Ties, which takes place in the Region VI San Fernando Intermediate Agricultural School, was scheduled to conclude in December 1980.

The country has been highly receptive to the new ideas introduced by IICA's project, and has given them its support.

This project was recently evaluated following one year of activity, by a committee from IICA Headquarters which established that it had accomplished its objectives and goals very favorably. During the forthcoming period, the project will continue with national trust funds for institutionalizing the school's new role. Results of project accomplishments in the surrounding environment will also be evaluated during three productive cycles.

IICA's Office in Chile pursued its contacts with agricultural public sector authorities in the metropolitan area after

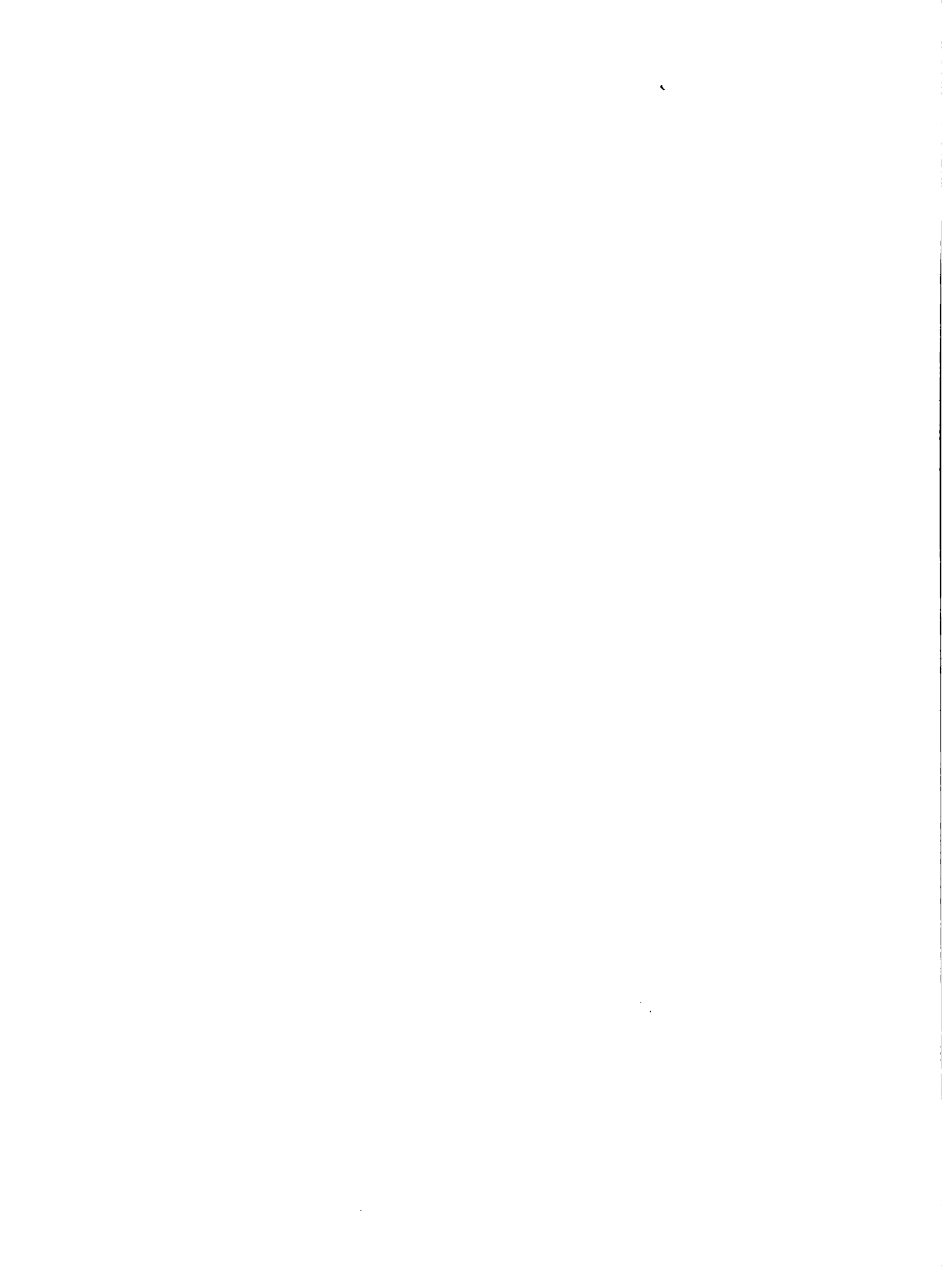
preparing a draft project for developing the reorganized sector in four communities of the region. Several subprojects were also identified. Internal administrative problems, however, made it impossible to establish a project to be developed in 1981.

In Region V, contacts increased with the Regional Ministerial Secretariat and the School of Agronomy of the Catholic University of Valparaiso.

An understanding was reached for two joint actions which will take place with the office in that Region during the next period. An exploratory visit was also made to Region VI, which has 17,000 goat-herding families, especially in Limarí Province, who have serious problems in terms of their production, income and general well-being. Contacts will continue in early 1981 with regional authorities for considering the possibilities of expanding IICA's actions into new regions.



*Campeños from the Croix-Fer Development Islet in Haiti participated in training meetings on techniques for using draught animals.*



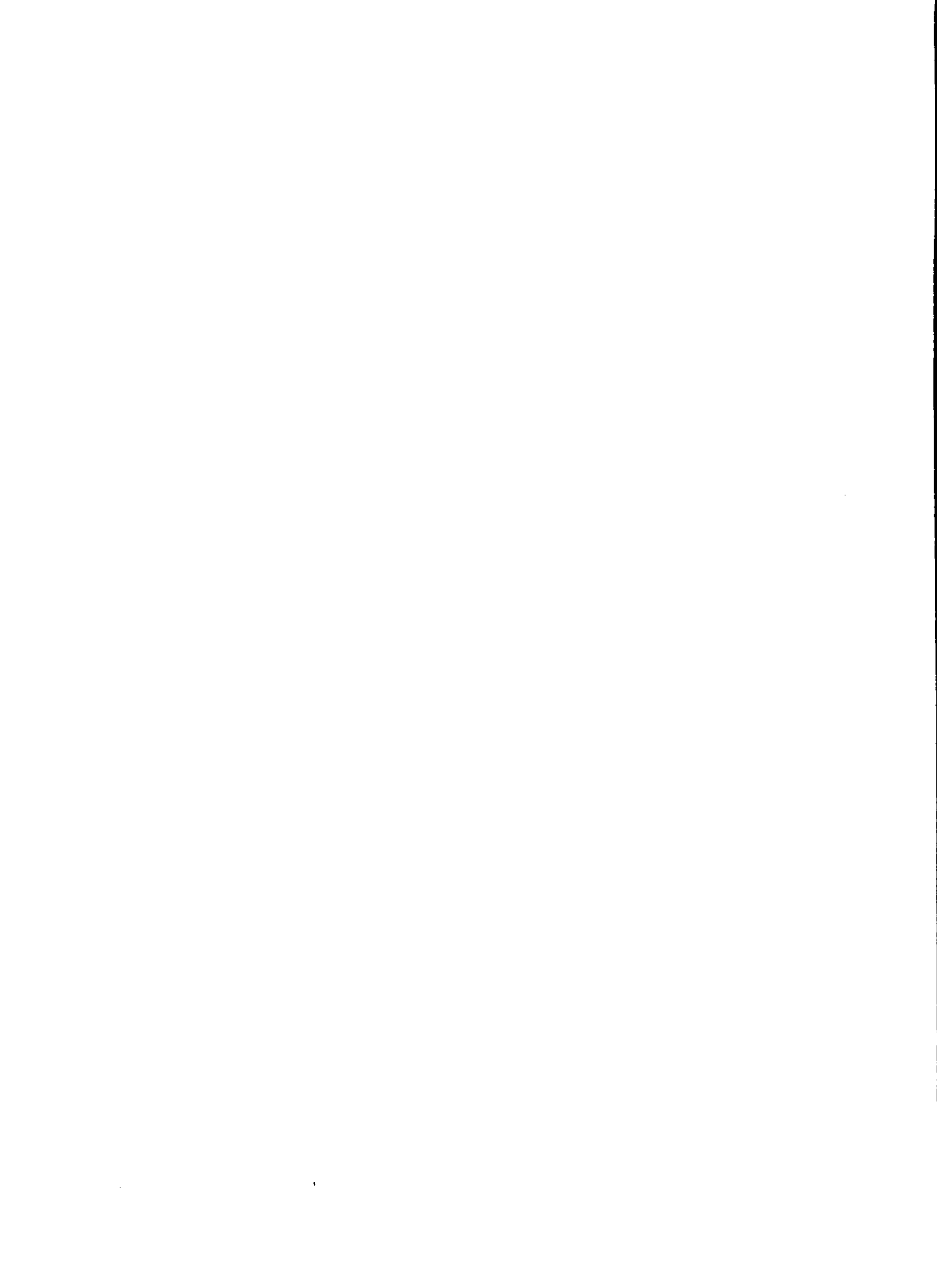




## Chapter VIII

# IICA AND STRUCTURAL CHANGE





## CHAPTER VIII

### IICA AND STRUCTURAL CHANGE

#### Introduction

Theoretically, agrarian reform has been viewed as a prerequisite to our Continent's development. Nevertheless, it has been impossible to establish clearly and coherently the need to develop different strategies for each historical and geographical situation, making it possible to implement agrarian reform, make the necessary structural changes, and organize the rural population into associative forms of production.

Within its Line of Action VI: "Structural Change and Campesino Organization," IICA encourages the adoption of measures for changing the agrarian structure and reinforcing campesino organization, in order to promote an adequate distribution of resources, an increase in employment, and participation in the decisions and policies that affect landless campesinos, agricultural wage earners and the owners of small landholdings.

IICA promotes two important programs within this frame of reference: agrarian reform and campesino organization.

In the first, IICA's actions focus on the institutions responsible for defining and executing programs on agrarian reform. They seek to:

- a. Increase the priority of agrarian reform in development plans, by promoting and disseminating rational arguments to demonstrate the consistency of that process with the needs of rural development of the countries, based on ethical, economic and social considerations.
- b. Plan the participation process for the campesinos, particularly for the benefit of landless campesinos, agricultural wage earners and small-scale land-owners.
- c. Effectuate the acquisition and allocation of lands on a significant scale and at a rate that is consonant with the country's rural development needs.
- d. Provide massive and participatory training to beneficiaries of the process, in technical, business, civic and cultural matters; or ensure that other institutions, specifically or generically responsible for this task, develop these objectives adequately.
- e. Effectively organize and provide the services necessary for land allocation, or ensure that these services be provided adequately by the institutions generically responsible for them.
- f. Implement coordinated research and training programs on problems of the agrarian structure and the difficulties that emerge when it is transformed.

In the field of campesino organization, the primary objective of IICA's actions is to ensure that institutional mechanisms exist and perform adequately in each country, promoting and supporting campesino organization, and efficiently and effectively performing or coordinating the following duties:

- a. To plan, with campesino participation, the development of their organization, particularly community and other associative enterprises. The role that different types of organizations and enterprises play in the sector's development will be defined, expansion will be planned rationally and minimum performance standards will be identified for each type of organization.
- b. To promote and attain the adoption of legal norms which establish a legal base for the performance of campesino organizations and enterprises, that encourage broader and more far-reaching forms of organization and that support the establishment of differentiated mechanisms that place them on an equal standing with the more powerful sectors of commercial agriculture.
- c. To reinforce existing campesino organizations and enterprises in the areas of administrative organization, technology, production economy, marketing, primary transformation of products and the social organization of work.
- d. To assure the timely, coordinated and effective presentation of social services, particularly education, health, housing and social security for the campesino organizations.
- e. To train organization members, particularly those participating in enterprises, in the organizational, technical, Business and cultural aspects of their community.

#### Major Activities During the Period

##### 1. Antillean Zone

Although programs, projects and activities of IICA's Line of Action VI are taking place in most of the countries of the Caribbean region, special reference will be made to the Dominican Republic, which is particularly characteristic of the operational strategies applied through this Line of Action for achieving its objectives and goals.

A project was implemented to support the Dominican Agrarian Institute (IAD) and the Secretary of State for Agriculture in training for creating self-managed rural organizations.

Campesino and technical groups were selected for receiving reciprocal training. For example a first group of six campesinos and four technical staff travelled to Central America to participate in the Second Self-Management Conference in Honduras, and to visit campesino enterprises in that country and others of the Central American Isthmus where similar work is being conducted.

The SEA (Secretariat of State for Agriculture) was involved in this action and consultation was given to the Department of Land and Water for reviewing the socioeconomic study made of La Clavellina, and the corresponding document was completed and ready for publication. Consultation was also



*One of the most important Agrarian Reform activities was the Continental Dialogue on Agrarian Reform and Integrated Rural Development, which took place in Venezuela. In the photo, Luciano Valera, Minister of Agriculture and Livestock in Venezuela, speaks to participants in the event.*

provided for developing training in methods of analyzing and constructing scales for organizing rural youth enterprises with funding from the Inter-American Development Bank (IDB), and the activities would be coordinated by FUNDEJUR.

In terms of research, a wide-reaching inventory was made of rural organizations, corrections were made of the computerized program for recording information and field questionnaires, field work was supervised in the regions where the program is underway, and the accomplishment of objectives was studied.

As a result, Outreach workers for campesino organization were trained and seminars were given for reviewing methods used by the TGE, with the participation of advisors from Central American universities.

In terms of consultation, cooperation was provided to the Government of El Salvador in preparing the General Agrarian Reform Law for that country.

Achievements obtained to date can be summarized as follows: a) preparation of a computer program to make print-outs of membership lists by region; b) identification of regional problems and needs; c) writing a draft law on agrarian reform campesino enterprises; d) writing a draft law for redistributing lands acquired through the application of the "Cuota-parte" law; e) preparation of a format for developing a draft Agrarian Code; f) organizational training of more than 800 beneficiary settlers; g) selection of beneficiaries for creating agricultural enterprises (a considerable number of which already exist).

Also noteworthy is the fact that the Government of the Dominican Republic has evidenced great interest in passing agricultural laws and in preparing an Agrarian Code.

An evaluation committee from IICA made an in-depth analysis of IICA's activities in this country. Its recommendations will be known shortly, and will serve to orient future actions.

#### **IICA-PRACA Program in the Dominican Republic**

The Training and Studies Program on Agrarian Reform and Rural Development in the Central American Isthmus and the Dominican Republic, IICA-PRACA, conducted the following activities with the support of the Dominican Agrarian Institute:

- a. Thirteenth Meeting of Agrarian Reform Executives of the Central American Isthmus and the Dominican Republic, which offered conferences on:
  - Policy analysis and achievements of agrarian reform in the Central American Isthmus and the Dominican Republic during the seventies; Analysis of the agrarian situation and the rural environment in Central America and the Dominican Republic and projections for the year 2000; Reform goals for 1980; and Policy and Strategies for the eighties.
- b. Seminar on agrarian reform for journalists, organized and sponsored by the IAD, PRACA and SNPP (National Journalists Union), with the main purpose of informing and explaining to public opinion the nature, scope and characteristics of the agrarian reform process taking place in that country, according to the legislation in effect in that field.

- c. Seminar for training regional teams to support agrarian reform campesino organizations, attended by functionaries and technical staff from the Social Development Division.
- d. Seminar at the Agrarian Reform Training Center, CECORA, to provide an instrument for organizing the different matters covered in the courses.

## 2. Andean Zone

- In Colombia, activities continued in support of INCORA for developing community enterprises in selected regions. Relative progress was made in establishing an agro-industry enterprise for rice.

- In Ecuador, IICA's Office promoted a meeting of IICA's Office Directors in Venezuela, Colombia and Peru, for developing a concrete interpretation of the project for transferring technology to rural women and families (for the Andean Zone). Discussions centered on the possibilities of coordinating a national office for women with the office of the President of the Republic in Quito. Other matters discussed included: a) obtaining information on research on women conducted in Peru and Venezuela; b) identifying the areas where MAG's national project for rural women and families will take place; c) creating the national team (30 women) that will contribute to developing the project; d) defining two subproject profiles to complement the national project; e) making the first contact and motivating participatory planning with campesino women.

Also noteworthy was that, in line with the MAG-IICA Agreement, a Seminar was conducted on self-management, which gave rise to a project for developing a specific methodology and which has compiled 240 publications on this subject to date.

- In Peru, 30 managers and administrators of cooperative and campesino enterprise centers were trained in a course on the Administration of Campesino Enterprises, and in formulating and evaluating agricultural projects. The course formed part of the IICA-CENCIRA-IDB Program which took place in Lima.

It has been evident that interest is growing among Cooperatives and Centers from the northern zone of the country, in having their managers and middle-level functionaries take part in the courses offered by the above-mentioned program.

Courses have also been offered on agricultural credit in Lima; on enterprise administration in Trujillo; and on formulating agricultural projects in Arequipa, in coordination with ORDEAREQUIPA and CENCIRA. A seminar on agricultural projects was given in coordination with the Amazon University and ORDELORETO in Iquitos.

Because the projects course offered in Arequipa supports the beginning of the extensive Majes Desert Development Project, the National Arequipa Office and ORDEAREQUIPA have given this activity priority and have requested complementary technical support from IICA for preparing the feasibility study on pilot projects. Likewise, after the completion of a seminar on development projects in Iquitos, technical support and follow-up are expected for projects of the Loretto development program.



*Campeños of the El Carmen Villa Seca national farm in Guatemala attended an experimental laboratory organized by IICA and INTA. When the event was completed, the land was turned over to the associative enterprise.*

At the request of the regional offices in Arequipa and Iquitos, staff training actions will be repeated, since more requests for training were submitted than could be serviced (30 participants each). These will be complemented with technical support through workshops and working meetings for formulating feasibility studies on the projects defined.

Support was given to INIA in its training program through the CENCIRA-IDB Agreement. The organization of a working plan on training methods for formulating and evaluating agricultural projects was discussed in a meeting with the Agrarian Bank.

- The following was obtained through the planning and management project with IAN and the CIARA Foundation in Venezuela: a) institutionalization of the coordination between the National Agrarian Institute (IAN) and the National Cadastral Office, for completing rural cadastres; b) improvement of training for technical staff in collecting and processing information for preparing technical reports and appraising farms that may be affected by the agrarian reform process; c) dissemination of the use of methods for writing technical reports; d) dissemination of the use of methods for evaluating farms; e) improvement of training for professionals from IAN's Legal Advice Office in interpretation of reports on farm appropriation; f) training for technical staff in marketing campesino production.

Late in the year, a new agreement was signed with the National Agrarian Institute. Thus, activities financed with agreement funds were not terminated.

Later, the project was redesigned and IAN was restructured, which will streamline project operations. All in all, satisfactory results were obtained through the cooperation provided during the period.

### 3. Northern Zone

- Project for strengthening the Land and Settlement Institute (ITCO) of Costa Rica. Training was provided for members of this agency in different techniques, as a continuation of the cooperative efforts developed with IICA since 1973.

In the 1980 period, successful activities were conducted, as follows: a) a seminar was offered on Administration of Cooperatives for over fifteen managers of campesino enterprises, taught by five technical specialists in different scientific and technical fields; b) a publication for campesinos was written by IICA's coordinator in Costa Rica together with officials from ITCO and FEDEAGRO, on the administration of campesino enterprises, with an emphasis on cooperative, community and associative production enterprises; c) the publication was tested experimentally, with satisfactory results at two campesino enterprises, and will be used in the future as the basic text for training activities in other enterprises; d) cooperation was provided for the administrative restructuring of ITCO, especially in its administrative decentralization and regionalization programs; e) a delegate of the ITCO cooperatives, as well as delegates from campesino cooperatives, were able to travel to training activities on self-management of enterprises, organized jointly with OFIPLAN; f) ITCO functionaries and campesinos from four cooperatives attended the Second Conference on Self-Management and Participation in Latin America and the Caribbean, sponsored by IICA.

The SBF project on County Agricultural Centers received cooperation in: a) a training trip whereby a delegation of the County Agricultural Centers (CAC) observed similar organizations in Ecuador; b) members of the County Agricultural Centers received training in carrying out their duties, and informational materials were distributed on the organization of Auxiliary

Committees, CAC's and Regional Federations; c) training seminars were given in project preparation for regional CAC coordinators; d) a feasibility study began on establishing credit service for small-scale farmers and campesino organizations; e) project implementation support was obtained from MAG, the National Banking System and other state institutions; f) cooperation was provided for preparing draft regulations for Law No. 4521 and draft by-laws for the regional federation, whose petitions are under consideration; g) technical cooperation was provided to the National Associative Enterprise Program (OFIPLAN); cooperation was given to the FEDEAGRO project (GOBHOL-IICA-PRACA Project, which is described in greater detail in other sections of this Annual Report.

### GOBHOL-IICA-PRACA-in Costa Rica

A seminar-workshop on the administration of cooperatives was held in Costa Rica from April 19 to 26, 1980, with the support of the Department of Beneficiary Selection, Training and Organization of the Land and Settlement Institute. Sixteen representatives of cooperatives participated in the event, whose objectives were to: a) transfer knowledge and experiences in the area of enterprise management; b) apply knowledge for developing self-managed enterprises; c) establish better ties between administrative teams and members; d) establish working relationships between government institutions and the communities.

A training workshop on self-management was held at the Research Center for Improving Technical Education (Akajuela, Costa Rica, October 16-19, 1980), with the attendance of 30 campesino leaders from FEDEAGRO, FECOPA, ANAPROVIECO, PESCADORES and INDEPENDIENTES. It was organized with the collaboration of OFIPLAN's Technical Unit for Associative Enterprises and the Association of the National Self-Management Committee (CONA). Its objectives were: a) to help CONA members learn to defend the self-managed productive model, as well as the draft law on self-managed associative enterprises; b) ensure that CONA members are able to use the basic concepts of self-management.

- In Guatemala, IICA's Line of Action VI offered a First Seminar-Workshop on agricultural self-management, attended by 22 technical staff members of institutions from the public agricultural sector. Prior to the seminar, an observation trip was organized to Honduras, for visiting that country's community enterprises in San Pedro Sula and Tegucigalpa, as well as the INA and PROCCARA offices in the region and in the capital city. Seven technical personnel from the public agricultural sector made the trip, five of them later forming part of the coordinating committee for the seminar-workshop.

In Guatemala, IICA also participated in INTA's Planning and Programming Course on programming and control techniques. A technical training course outline was planned, in conjunction with the GOBHOL-IICA-PRACA project, for technical staff of INTA's Integrated Farm Development Program (PRODIF), and direct field training was given in development, rural administration and programming techniques. The course is a component of the training planned for technical staff who will direct and implement experimental laboratories on campesino organization.

A course on Cooperative Agricultural Administration was also given for technical staff of Guatemala's Federation of Coffee Cooperatives (FEDECOCAGUA).

- In Honduras, the emphasis of the Line of Action VI program focused on the Campesino Women's project. At this time, a conceptual model exists on the parameters of the problems of campesino women in that country. Efforts have also



*Delegates from the Campesino Federations in Honduras discuss their experience with having campesino enterprises and organizations control the agroindustrial processing of their products.*

been made to help national agencies, authorities and technical staff recognize the problem, and demonstration projects are being developed, in line with the general conceptual model of IICA's technical support.

- In Honduras, from March 10 to 30, 1980, an International Course for Outreach Workers of Honduran and Guatemalan Agrarian Reform was offered at the David Funes Villatoro Training Center. It was attended by 32 people. Technical and doctrinal knowledge on agrarian reform and organized associative forms of production were taught during this theoretical-practical course. The course contributed to improving the theoretical-practical training of reform outreach workers and developed a critical-reflexive awareness of the role of agrarian reform in processes of change, and the strategies on which it is based.

- In Mexico, Line VI and Line II activities on campesino organization, education and technology transfer continued in an integrated fashion.

In this context, Training meetings continued with members of the Office of Agriculture and the Office of Agricultural and Forest Producers Organizations. Analyses were completed of methods for selecting technical personnel, training them and evaluating active agents of change.

Contacts were established with SARH's Nuevo Leon technical group for campesino organization, which made it possible to initiate closer collaboration. This should help involve the group in the activities of the state agricultural planning office and in specific areas.

Recently, the functions of the National Agricultural Training Institute, under the Secretariat for Agrarian Reform (equivalent to the work of SARH's INCA-Rural) were redefined. The administrative reform tasks of the Undersecretariat of

Organization of the same entity were also restructured. Contacts were established with these entities at the highest level for purposes of understanding their objectives and determining possibilities for technical assistance.

- In Nicaragua, actions focused on developing a training program for technical staff of PROCAMPO-INRA, and on its request, a first draft was prepared for two training levels: technical personnel and campesinos. Technical staff from this country visited Costa Rica for training in associative enterprises and self-management; they also studied marketing for small-scale farmers in Mexico.

- In Panama, IICA's technical cooperation was oriented toward planning Associative Enterprises for Agricultural Producers through the Simon Bolivar Fund, and focused on consolidating the achievements which had already been obtained.

For example, the PLADES have been implemented by the 41 enterprises of the six selected settlements. Inventories of natural resources will be analyzed and evaluated, and will complement secondary information compiled for drawing up area profiles. Lastly, the project will compile its own experiences and prepare a report to be distributed upon conclusion of the present phase of the project.

#### **The GOBHOL-IICA-PRACA Project in Panama**

This regional project is presently working in Panama to develop methods for promoting the participation of campesinos in the decision-making process of the organized settlements. The project will center in the Chepo area, where it already has the support and participation of staff from the National Social Development Office, the National Agrarian Reform Office and the National Confederation of Campesino Settlements.

The GOBHOL-IICA-PRACA Project conducted two intensive courses in that country for social coordinators of the National Social Development Office of the Ministry of Agricultural Development, for improving their operational skills in the field. Sixty-seven coordinators participated in activities in the area of planning and programming, campesino organization, introduction to the facts of national agriculture and the administration of campesino enterprises.

#### 4. Southern Zone

- In Argentina, progress was made in activities to develop the Cooperative Project for Studies on Associative Enterprises. The report on the Agricultural Associative Enterprise was prepared for that country, and contacts continued to be developed with farmers' groups that are interested in associating their enterprises, especially in the province of Santa Fe. The work centers on identifying models for creating the first examples of agrarian associative enterprises whose organization has aroused much interest. IICA's technical team maintained contact with the SEAG and provincial agencies in this line of activities.

- In Paraguay, the Project on Associative Agricultural Enterprises with Armed Forces Conscripts continued with

satisfactory results. Counterpart efforts during the period resulted in strengthening the Office of Military Settlements (DCM) with approximately 100 million guaranias.

During the last few years the DCM has been interested in providing the physical infrastructure and equipment necessary for supporting the project. In regards to associative enterprises, at this time there is evidently a greater degree of understanding and acceptance of the model, which has certainly had an impact on the progress of the project.

- In Uruguay, project actions focused basically on two different areas: the two groups of Associative Enterprises (the Emiliano Zapata Cooperative and the Anacleto Pereira Club); and developing projects that will require farmers to associate together for making use of certain production factors.

Formal efforts are being made to promote Agricultural Youth Cooperative Enterprises (project profile) and for defining a specific project that the Agricultural Youth Movement and the National Settlement Institute will submit to the IDB for funding.

IICA's project activities in this area (Department of Tacuarembó) were conducted within the framework of the Simon Bolivar Fund.

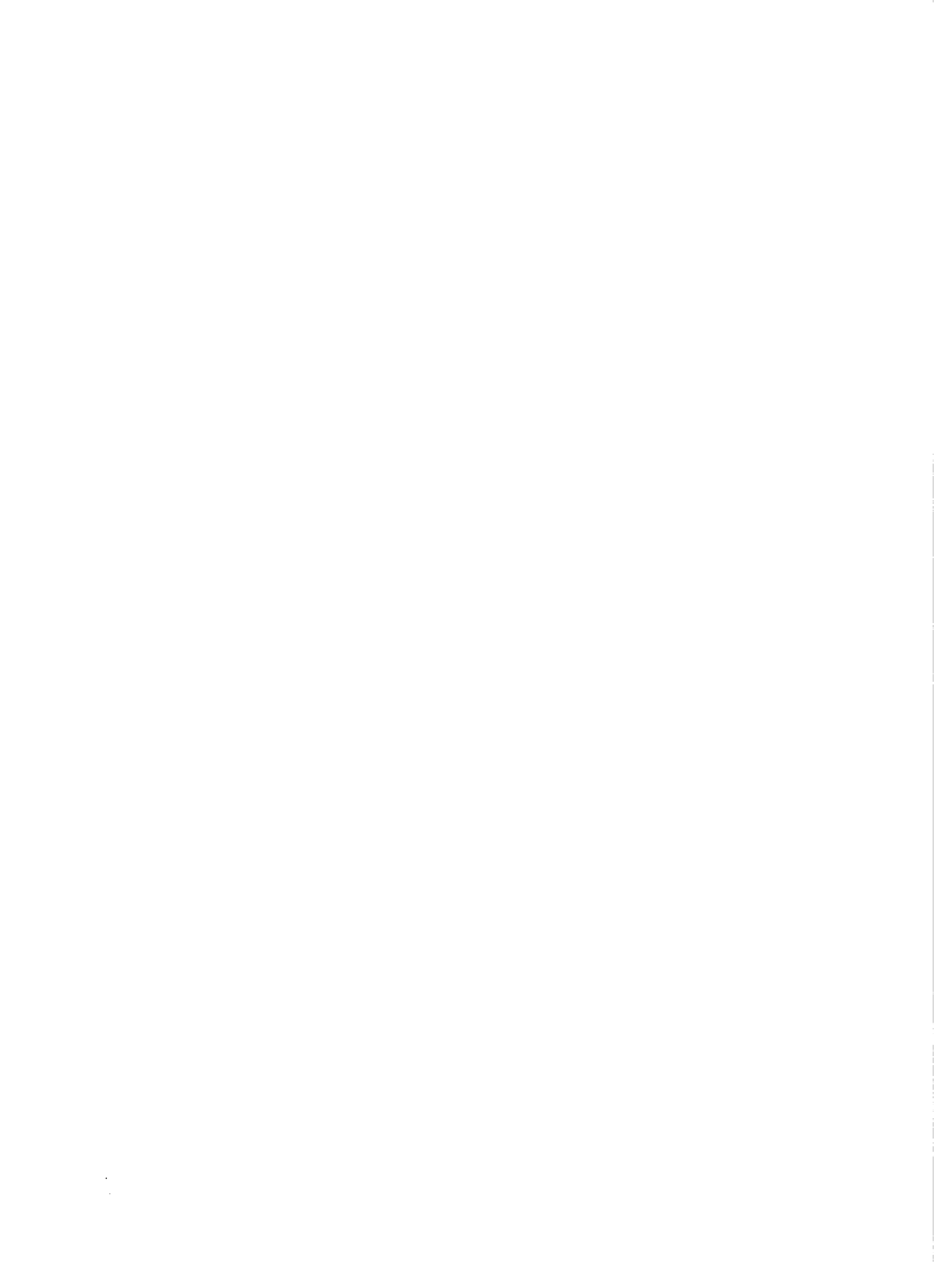




## Chapter IX

# IICA AND AGRICULTURAL POLICY





## CHAPTER IX

### IICA AND AGRICULTURAL POLICY

#### Introduction

The main objective of IICA's Line of Action VI – Formulation and Administration of Agricultural Policy – is to cooperate actively with the member countries in formulating and implementing adjustments in their institutional systems for strengthening sectoral development planning and increasing their effectiveness in carrying out their plans of action.

In order for an effective relationship to exist between the formulation and execution of agricultural policies and sectoral planning, the planning system must participate in writing national development plans and in analyzing and designing strategies for implementation by creating or upgrading suitable mechanisms for execution and evaluation.

A necessary, supplementary action is to provide training for all staff who participate in policy formulation and decision-making processes. It is also important to establish mechanisms for international consultation and the exchange of experiences for enriching policies on common areas of concern in regions or sub-regions.

Thus, the main objectives of this program are to:

- Support the design, institutionalization and operation of permanent planning systems and processes.
- Cooperate in preparing the Sectoral Development Plan.
- Cooperate in preparing sectoral programs and projects.
- Support the preparation of plans for each of the sectoral agencies.
- Cooperate in strengthening the technical and administrative structure of the planning agencies.
- Provide technical assistance for training human resources of the planning agencies.
- Cooperate in expediting transactions for obtaining necessary financial resources for these agencies.
- Assist in establishing ties with leadership levels to ensure that plans faithfully reflect policy decisions.
- Establish or reinforce ties with target populations and with the agencies responsible for implementing rural development plans.

The basic problem facing the rural development management program consists of adapting entities and administrative procedures to the dynamic needs of development. It is very probable that vertical bureaucratic organizations, sectoralized and compartmentalized, block development by dividing efforts and creating problems of coordination.

IICA's technical cooperation in the field of management has proven to be effective, and IICA is well equipped to work in this area. Management deals with essential aspects of institu-

tional reinforcement and consequently is of great use to the development of the Institute's basic strategy. IICA seeks to assist pertinent authorities in attaining the following specific objectives:

- To reinforce the political, administrative and technical leadership of the coordinating mechanisms.
- To create, through the coordinating mechanism, a general awareness and knowledge of objectives, strategies and policies of the sector's development plan.
- To propose modifications in the organization of the institutional system that facilitate the execution of the plan.
- To define or reinforce the structure of the coordinating mechanisms.
- To ensure that financial resources be identified and allocated for the effective completion of the plan.
- To ensure that staff be identified, assigned and technically upgraded for effective plan execution.
- To establish or reinforce connections with those having decision-making power over plan execution and funding.
- To establish or reinforce connections with those having decision-making power over plan execution and funding.
- To generate and adapt methods, analytical designs, and appropriate techniques for resolving any management problems that may appear within the organizations.

#### Major Activities During the Period

##### 1. Antillean Zone

The information given below is only a summary of the progress achieved by different projects underway in terms of formulation and administration of agricultural policy and rural development management.

– In Barbados, activities continued for reviewing the country's rural and institutional situation, and progress was made in preparing documents on projects included in the country-level plan of action, which were discussed with national authorities and parties collaborating in the Caribbean.

Food Corporation Workshop held in Trinidad. Several publications were also distributed, including manuals on specific areas of development, reviewing the background of the national problem and a number of projects currently being negotiated.

– In Grenada, cooperation was provided to the Ministry of Agriculture in preparing, evaluating and reviewing rural development projects.

Important discussions were held with the Minister of Agriculture for discussing problems on the technical cooperation needs of agricultural education. The subject was discussed with educators and students.

- In Guyana, assistance was provided in strengthening the capabilities of the Statistics Division of the Ministry of Agriculture.

- In the Dominican Republic, IICA collaborated with SEAPLAN in implementing the project to strengthen the Agricultural Planning System by making a preliminary identification of 16 projects for reclaiming the southern zone of that country. Seven projects have been tentatively selected for further definition with the agencies that will implement it. IFAD has shown an interest in funding these projects.

## 2. Andean Zone

- In Colombia, work focused on implementing the Agricultural Planning and Administration project, specifically for the sectoral component. Activities are developed through the team work of OPSA and IICA technical personnel. The following significant accomplishments have been attained to date: a) a document was completed on strategies for project development, entitled "The Application of the Projects System to General Diagnoses, Marketing Studies and Methods for Establishing Priorities among Agricultural Sector Projects;" b) OPSA was supported in analyzing and disseminating the PIN, through documents on the PIN and renewable natural resources, elements for policy analysis, management notes, and synthesis of the legalization of fiscal, tax and credit incentives for stimulating forest and fishery activities; c) conceptual and normative frameworks were formulated for the sectoral planning system and for projects.

DRI Component. This refers to establishing the project management system in the IICA District in Pamplona. An evaluation of this project indicated successful improvements in the organization, programming and communication in this district, thus reflecting greatly improved organic and administrative capabilities and operations.

- In Bolivia, the Agricultural Development Administration project underway with PROPLAN (Planning Project) made progress in developing the foundations for a document on the sectoral planning system of that country.

- In Peru, programmed regional development activities (Ayacucho, Cuzco, Arequipa and Huanuco projects) continued as planned.

Members of a technical team made up of personnel from IICA Headquarters and from the IICA Office in that country participated in meetings of the Committee to Reorganize the Ministry of Agriculture, and in a series of marketing seminars. The PANP for the next period incorporated some needed changes, based on the conclusions drawn from their latest analysis of rural development and planning priorities. For example, Project IV.AP.II was formulated to replace the temporary activities of Project VII.AP and some of Project VI.AP.II.

- In Venezuela, efforts to strengthen the Planning Office of the Ministry of Agriculture and Livestock focus on two projects being implemented in the area of agricultural policy and sectoral planning, the latter through Simon Bolivar Fund activities.



*Dr. Gennán Bula Hoyos, Minister of Agriculture of Colombia, signs a contract with the Director General of IICA for creating a technical unit for agricultural planning.*



*Information and data management are very important to the agricultural planning processes. For this reason, IICA's Agricultural Information Project of the Central American Isthmus gave courses on Data Management for strengthening the institutions of the countries of the Isthmus.*

In the first project, actions focused on supporting the General Planning Office, which has suffered setbacks because of the institutional reorganization. This will be settled, however, when the Statistics and Information Office and the newly created Sectoral Planning Office, OPSEC, are integrated into the future Planning Office.

A seminar-workshop was conducted in Nueva España on planning and agricultural policy, which clearly identified the sector's weak points, for example, in terms of the management of methodological instruments and the planning techniques used to date.

### 3. Northern Zone

- In Costa Rica, the program cooperates in strengthening SEPSA in developing a broad range of technical actions for: a) preparing the sugar cane industrialization program; b) preparing the document on alternatives to gasoline; c) reviewing the methods used to carry out annual operational plans (PAO); preparing the 1981 annual operational plan; e) establishing the basic guidelines for a national program on alcohol fuel.

IICA also cooperates with SEPSA in designing policies and policy measures through conjunctural analyses of the agricultural sector, principally on the basic grains.

Collaboration is provided to the planning units (UPI) and several entities of the agricultural public sector in planning activities: a) the preparation of a document on the basic guidelines for organizing the planning unit of the National Ground Water Service, SENA; b) actions to support ITCO's planning unit within the framework of the SEPSA-ITCO-IICA agreement; c) structuring the interinstitutional operational

program; d) cooperation in institutionalizing COTECOSA (Agricultural Sectoral Technical Committee); e) technical cooperation to the National Production Council (CNP) planning unit for presenting and justifying funding requests.

Collaboration was provided to SEPSA in reviewing and complementing the 1980 sectoral conjunctural analysis, and in preparing a methodological guide for collecting data and information.

Collaboration was provided to SEPSA and OFIPLAN in designing and establishing an operational mechanism for formulating, administering and evaluating external technical cooperation projects. SEPSA and OFIPLAN will later present the technical cooperation plan for the public agricultural sector.

Cooperation was provided to SEPSA and agencies of the agricultural public sector in implementing projects approved for development in 1978-1982. The most important technical cooperation efforts that took place within this activity were: a) participation in the studies for creating the Agricultural Research Advisory Committee (CONIAGRO) with SEPSA serving as the technical secretariat; b) participation in structuring the draft law for creating the Cacao Office; c) revision of the Contract for the INFOCOOP-BCIE loan for the project on agricultural enterprises; d) drawing up a package of economically feasible diversification projects through five crops; e) structuring the terms of reference for a project to fight cacao monilia in the Atlantic zone; f) diagnosis of swine-raising activities in Costa Rica; g) designing the project to fight monilia; h) consultation in formulating, justifying, and evaluating the economic and financial components of the project to improve the CNP's marketing system.

Collaboration was provided to SEPSA in strengthening the natural resources unit for developing agricultural zoning projects in that country. The following was achieved in that vein; a) revision and final presentation of the agricultural zoning study, emphasizing highest risk areas for cultivating rice in the subregions of Cañas, Liberia and Santa Cruz; b) methods for conducting agricultural zoning studies; c) training of over 20 technical personnel in aspects of agricultural zoning and in managing natural resources.

Cooperation was also provided to strengthen SEPSA's project unit and to establish and organize parallel units in the public agricultural sector. Technical cooperation was provided for sectoral institutions in the area of projects and staff training, which reached over 30 technical personnel.

Collaboration was provided to SEPSA and OFIPLAN for implementing an investment project analysis and evaluation system for the agricultural public sector. Efforts were made in these areas: a) detailed analysis of SPA investment projects; b) methods for managing and evaluating SPA investment projects; c) document on the SPA investment subsystem; d) compilation of studies on SPA investment projects.

Cooperation was provided in training SEPSA personnel in the area of projects, resulting in: a) a theoretical-practical course on basic concepts for constructing and using area sampling frames; b) course on "Basic Econometric Theory and its application to Agricultural Planning;" c) consultation provided to SEPSA functionaries for preparing graduate theses; d) training 24 technical personnel through courses.

Other activities developed by IICA in Costa Rica during 1980 include the collaboration provided to the National

Insurance Institute (INS), in diagnosing the harvest insurance program and proposing a technical cooperation activity for it, which is currently being considered by the institution.

Another interesting development of the period involved the project for establishing an agricultural youth enterprise in Costa Rica, which has been in the making since 1976. An agreement was signed in 1980 between ITCO and IICA to support this project. The national institution will contribute 100 hectares of land and national counterpart cooperation for implementing the project.

- In El Salvador, activities began in a project to strengthen the country's agricultural sector planning system, in collaboration with the Agricultural Sectoral Planning Office. During this report period, the project did not progress in all areas, although activities were maintained in some. With the issuance of the Basic Law on Agrarian Reform, the Government of El Salvador requested IICA's technical assistance for the reform process it is promoting, and which resulted in the formulation of a technical cooperation agreement signed on March 27.

Since then, several studies were conducted on the subject of agrarian reform, one of special interest on the policies plans, strategies and organizational guidelines for communication on agrarian reform.

- In Guatemala, IICA's efforts in this area are channeled through IICA's SBF project to support the implementation of the Master Plan for the Integrated Development of the North Transverse Belt, in cooperation with the Agricultural Sectoral Planning Unit (USPA), the Secretary General of the National Economic Planning Council (SG-CNPE) and the National 4-H Agricultural Youth Clubs Council (CONACAJ).



*Officials from the agricultural sector in Peru received a course given in the city of Arequipa on Formulating and Evaluating Agricultural Projects. In the photo, Hugo Torres, IICA's Office Director in Peru, speaks to the participants.*



*In Barbados, IICA signed a memorandum of understanding with the Caribbean Development Bank. The photo shows Dr. William Demas, Bank President, Director General Araujo, bank officials and IICA personnel.*

An evaluation performed in late 1980 confirmed the favorable impact of the project and its acceptance by the country, especially following PROPLAN's decision to collaborate directly in its implementation.

- In Honduras, IICA's technical cooperation is conducted through two projects: technical support to regional operational planning, and the formulation, implementation and control of the PANP. The Simon Bolivar Fund project to strengthen the institutions of the agricultural development project for frontier rural areas was concluded. Still in operation is the cooperative project for promoting agricultural development in a reclaimed zone, also through the Simon Bolivar Fund.

A general survey of the rural and institutional development process in that country shows that an important aspect of government action lies in promoting and beginning the implementation of integrated development projects in regions or zones considered critical for their agricultural and social development.

Among the most important of these projects are the Eastern Region project (PRODERO), the project to develop the Marcalas-Goascarán subregions, the Guayape valley project, the project for the integrated development of Santa Barbara, the project for the integrated development of the Yoro region, the project to promote the agricultural development of the Choluteca River Basin.

Considerable efforts were also made in the area in terms of institutional coordination. Changes that have already taken place, as well as anticipated changes, ensure more effective agricultural development in that country.

- In Mexico, IICA's actions are taking place through the following projects: compiling and updating basic information on institutional diagnosis (Mexico, D.F.); consolidating and developing SARH's Agricultural Planning in the Yucatan; improving and updating technical programming and cooperation for coordinating sectoral planning.

Following is an outline of activities performed during the period: a) statistical information was organized and systematized, and basic statistics manuals were compiled and prepared for agricultural planning in three states; b) efforts began for regionalizing Campeche, using the method of factorial analysis of key components; c) efforts continued for the revision of state agricultural development plans, and a prognosis for Campeche and Quintana Roo was put forth with preliminary data from the 1980 population census; d) in-service training was provided in Lima and Arequipa, Peru for four planning directors (Campeche, Nuevo León, Quintana Roo and Yucatan) for learning about the Peruvian agricultural planning system and the Majes integrated development project; e) a course was given on agricultural planning, attended by 20 participants from three states and from seven SARH units; f) the following courses were given: microeconomics and macroeconomics in Chetumal, Quintana Roo, attended by 30 participants from 13 SARH units and the Southeastern University; programming of HP-41C calculators in Chetumal, with 10 participants; Information in Merida with 22 participants from three states and 8 SARH units as well as the Data Bank of the Secretariat of Programming and Budget; g) In-service training was given in Mexico City and Puebla for collecting statistical information, with four participants from Campeche and Quintana Roo; h) agricultural planning courses were attended by 20 participants; i) IICA attended an Agricultural Planning Seminar offered by SARH and the International Symposium on Planning for Development, SPP.

#### 4. Southern Zone

- In Argentina, the following projects are underway: Improving the operational capabilities and integrating the National Subsystem for Formulating and Administering Agricultural Policy; Project for strengthening the CIEV of INTA-Castelar; and Project for installing an animal health training center at the School of Veterinary Medicine of the National University of La Plata.

Project activities are developing as planned. Relations with the SEAG have continued to expand and improve, and possibilities now exist for signing new technical cooperation agreements with Water and Energy which will considerably increase resources.

The main activities of the period can be summarized as follows: a) preparation and publication of an annual diagnosis of the status and outlook of the Argentinian Agricultural sector; the 1980 version was completed, and expanded to include the report published the previous year, which includes the 1960-1980 period; this expanded version is expected to be available during the first quarter of 1981; b) contribution to improving the subsystems for formulating and applying agricultural policy: on the request of SEAG's Agricultural Development Sectoral Office, a study was conducted for determining the impact of the supervision process of the land in agricultural production on the humid pampas of Argentina; the first approximation sought to analyze existing relationships between the size of the farm, productivity, production costs and the technology available in order to: i) to determine the characteristics of the process, and ii) to establish the relations between size and efficiency; efforts were conducted with selected groups, and unpublished information was collected for 1890-1980 period, which is being analyzed; c) technical reference studies for formulating and applying agricultural policy: once the study on the levels of pesticide imports was completed, the activity was oriented with technical cooperation to determine conjunctural indicators which could be studied periodically; the results will be published with the basic statistical information included in the document mentioned in point a).

- In Brazil, Line of Action VII activities developed through the following three basic programs: Support for

Strengthening of the National Planning System; Support for the Inter-American School of Public Administration; and Development of Human Resources for the agricultural public sector.

The volume of activities carried out in these programs increased markedly during this period in comparison to the previous period, as can be noted in the Appendix to this Report.

- In Chile, the main activities of IICA's Line of Action VII programs are summarized below: a) working meetings with ODEPA for reviewing the specific agreement on ongoing projects; b) using consultation projects to review the results of the country-level application of INE's new sampling design based on similar areas of the ODEPA-IICA project; c) consultation in analyzing the situation of the production subsectors; d) collaboration in analyzing the markets for supplies and products; e) consultation to the National Advisory Committee in its preparation of a draft bill on Renewable Natural Resources; f) cooperation in preparing and organizing the seminar on the Economics of Using Renewable Natural Resources; g) consultation to the National Research Committee in evaluating projects that seek State funding; h) coordination, follow-up and evaluation of the program; i) application of the study in similar areas; j) implementation of the integrated agricultural statistics system; k) design and application of coordination mechanisms between ODEPA's operative units; l) preparation of methodological instruments for sectoral analysis; m) collaboration in designing a project to generate and transfer technology; n) advisory services for the Committee that is preparing the draft bill for a new Waters Code, etc.

- In Uruguay, conjunctural actions (IICA-Uruguay internal programming) and the analysis of rural and institutional development in the country are fulfilling the functions of planning, institutional projection and the development of the different projects which constitute IICA's Plan of Action in Uruguay.

In addition, a field follow-up visit was made to the Simon Bolivar Fund project on regional agricultural development in Uruguay, and trips were made to the Caliza and Quebrayugo cooperatives in Tacuarembó and to the Regional Agricultural Development program where IICA participates in administration through the Simon Bolivar Fund.

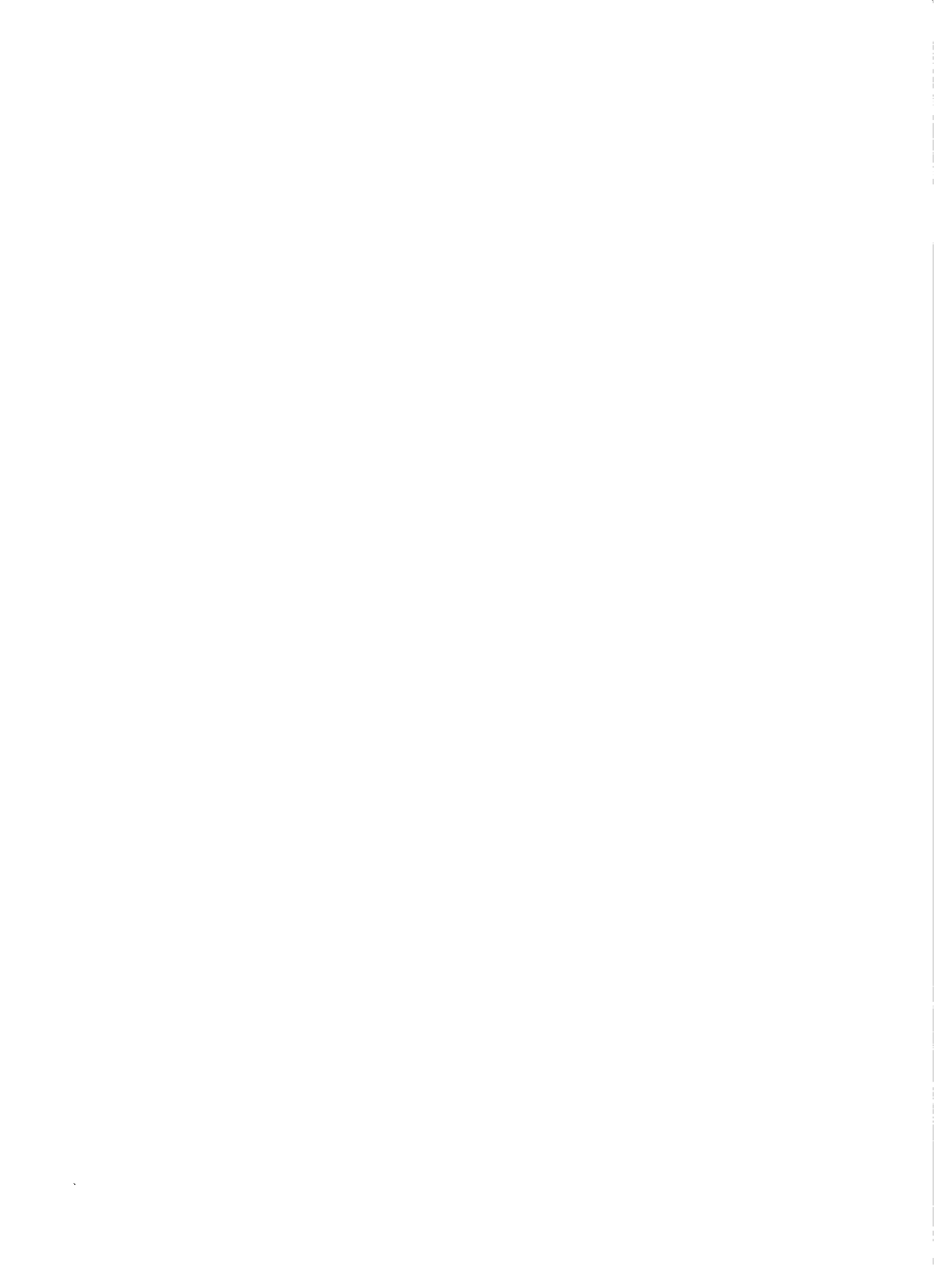




## Chapter X

# THE SIMON BOLIVAR FUND





## CHAPTER X

### THE SIMON BOLIVAR FUND

#### Introduction

IICA's Board of Directors approved Resolution IICA/RAJD/Res.20(13/74) at its Thirteenth Annual Meeting, held in Caracas in May 1974, thus creating the Simon Bolivar Fund for the rural development of Latin America and the Caribbean. Ten million dollars were provided by the Government of Venezuela, which could be complemented by an equal amount from the remaining Member States through voluntary contributions.

The Simon Bolivar Fund is administered by IICA and will last as long as financial resources are available for its operations. Expenses made while implementing its projects are not reimbursed.

Resolution IICA/RAJD/Res.26(14/75) was approved at the Fourteenth Annual Meeting of the Board of Directors, held in Ottawa, Canada, in May 1975, establishing the Simon Bolivar Fund regulations.

The implementation of Fund projects, described as participatory technical cooperation for the agricultural development of the Latin American and Caribbean countries, began in 1976.

Through its projects, the Simon Bolivar Fund seeks to institutionalize positive changes in the capabilities of the countries of the region, their agencies and personnel in creating, planning and implementing their own development processes effectively and efficiently. Simon Bolivar Fund projects are prepared and implemented to support projects being conducted by the countries. They focus on strengthening national efforts and seek to:

- a. Increase production and productivity of basic food and other agricultural products that contribute to the development of the Member States or to solving their nutritional or food problems.
- b. Improve the marketing of agricultural inputs and products.
- c. Support the overall or sectoral managerial and planning mechanisms for formulating and implementing national rural development policies and plans.
- d. Support the efforts towards a regional integration of the Latin American and Caribbean countries.

As of December 31, 1980, 44 projects had been established in 23 countries, of which 13 had been completed and 31 are still in operation.

Projects were completed in the following countries: Chile, Ecuador, Honduras, Mexico, Nicaragua, El Salvador, Peru, Brazil, Bolivia and the Dominican Republic. In addition, a multinational project on basic grain seed was also completed for Central America and Panama.

In addition new projects are scheduled to begin implementation during the first half of 1981 in Ecuador, Peru, Venezuela, Uruguay, El Salvador and a multinational project for Central America, Panama and the Dominican Republic.

The services of 112 professionals, including international and national staff and short-term consultants, were required, amounting to 1,948 person months (Table A).

Ties were established with 170 national agencies and six international technical assistance or funding agencies for implementing the projects.

Most Simon Bolivar Fund projects last an average 3 to 4 years. IICA's Simon Bolivar Fund spent US\$ 6,733,700 dollars, and the countries contributed in a ratio of 1:2 totalling approximately US\$ 12,417,000 as counterpart resources for a grand total of US\$ 19,150,400 (Table B).

#### Program IV.I - Promoting Production and Productivity

This program works with the System that promotes production and productivity (where such a system exists) or the agencies that, as a whole or individually, provide technical assistance, credit, marketing services, insurance, specialized services (mechanization, provision of inputs), health protection, promotion of rural agribusiness, reduction of post-harvest loss, and land and water conservation; and especially those agencies that coordinate these services.

##### - Bolivia

Fostering Milk Production in Tarija (completed).

##### - Brazil

Supporting increased food and fiber production in the Seridó Region, Rio Grande do Norte, through farmers' organizations and the use of small-scale irrigation.

##### - Guyana

Defining and promoting methodologies for producing legumes and cassava in Guyana.

##### - Haiti

Strengthening the National Improved Seed Service (SENASA).

##### - Honduras

Technical cooperation for promoting improved horticultural production in Honduras.

##### - Jamaica

Studying and implementing hillside agriculture (Allsides pilot project).



*Guillermo Guerra, Director of the Simon Bolivar Fund, Angel Vargas, from INTA, and Miguel Angel Araujo, IICA's Office Director in Guatemala, visit a zone suffering the effects of erosion in the community of Sechac.*

- **Mexico**
  - a) Feasibility study for promoting the production, processing and distribution of improved seed in tropical areas of Mexico (completed).
  - b) Research and preparation of a plan fostering the production, marketing and industrialization of cassava in Mexico.
- **Nicaragua**

Introduction and production of raw materials for potential crops for the rural development of the South Atlantic region of Nicaragua.
- **Peru**

Fostering the agroindustrial production of quinoa (*Queno podium quinua*) in Puno (completed).
- **Venezuela**

Feasibility study for developing, producing, marketing, and industrializing cassava and preparing a national cassava plan.
- **Multinational**
  - a) Study on the production of improved basic grain seed in Central America and Panama (completed).
  - b) Hemispheric Agroenergy Program.
  - c) Strengthening the improved seed subsystems in Central American and Panama.

#### **Program IV 2. - Agricultural Marketing**

This program works with the institutions responsible for facilitating commercial transactions and for economic decision-making; improving the efficiency of the distribution of agricultural products and inputs; reducing or eliminating post-harvest loss and intervening in these processes for attaining specific development objectives.

- **Argentina**

Developing production, marketing and agribusiness in irrigated areas of Argentina.
- **Barbados**

Improving the Agricultural Marketing System in Barbados.
- **Colombia**

Developing marketing systems for agricultural products managed by campesino organizations related to CECORA (Agrarian Reform Cooperative Center).
- **Grenada**

Institutional strengthening of the agricultural marketing subsector in Grenada.
- **El Salvador**

Cooperating in the integrated development of the Northern Zone of El Salvador (completed).

#### **Program V. 1 - Planning Regional Development**

This program works with the agency (or agencies) of the sector that have real or potential leadership in conducting efforts to regionalize rural development. Within this context, IICA's actions seek to ensure that the leading agency of the agricultural sector adopt a regional approach for planning and implementing rural development.

- **Brazil**

Supporting increased production and productivity in Northeastern Brazil through the implementation of irrigated areas (completed).
- **Chile**
  - a) Implementing and improving irrigation in Chile (completed).
  - b) Rural Development in Region VI, Chile.
- **Haiti**

Strengthening the national system supporting community rural development projects (Development Islets).
- **Honduras**
  - a) Institutional strengthening of the agricultural development project in frontier areas (completed).
  - b) Cooperating in the promotion of agricultural development in a "Recovered Zone."

- **Uruguay**  
Regional Agricultural Development in Uruguay.
- **Hemispheric**  
Analysis of Simon Bolivar Fund projects.

**Program V.2 – Implementation of Regional Rural Development Projects**

This program works with those agencies responsible for concentrating on specific geographical areas to implement regional rural development projects. These include the agencies working with settlements, forest development, land and water conservation and management, the development of tropical areas, agribusiness and others.

- **Bolivia**  
Supporting the formulation and implementation of integrated pilot projects on agricultural development.
- **Chile**  
Supporting the San Fernando Intermediate Agricultural School to become a rural development center in benefit of small-scale farmers (completed).
- **Ecuador**  
Quimiag-Penipe Integrated Agricultural Development Project (completed).
- **Guatemala**  
Specific IICA/SBF support to implementing the Master Plan for the Integrated Agricultural Development of the North Transverse Belt.

**Program VI. 2 – Campesino Organization**

This Program works with the sectoral agencies either directly or indirectly responsible for establishing campesino associative enterprises in general, and community enterprises in particular, and for providing them services. Preferably this program is carried out with the agency specifically responsible for developing or coordinating these functions.

- **Costa Rica**
  - a) IICA/SBF support for promoting and strengthening County Agricultural Centers.
  - b) Technical cooperation to the Land and Settlement Institute in establishing a youth agricultural production enterprise.
- **Panama**  
Technical cooperation for planning associative enterprises with farmers.
- **Paraguay**  
Associative production enterprises with conscripts of the Paraguayan Armed Forces.
- **Dominican Republic**  
Training on agrarian reform, rural development and agrarian reform campesino enterprises (ECRA) (completed).

- **Uruguay**  
Supporting the creation of cooperatives in the Northeastern Region of Uruguay.

**Program VII.1 – Formulation of Agricultural Policy and Sectoral Planning**

The Program works, in general, with the high levels responsible for formulating sectoral policy and adopting pertinent decisions. In particular, it works with the sectoral planning office and the planning units of the different sectoral agencies.

- **Costa Rica**  
Collaborating with the agricultural sectoral planning system in preparing the National Agricultural Development Plan.
- **Honduras**  
Project for the institutional strengthening of the agricultural planning subsystem (completed).
- **Mexico**  
Consolidating and developing the agricultural planning system of the Secretariat of Agriculture and Hydraulic Resources (SARH).
- **Nicaragua**  
Supporting sectoral planning and management for increasing food production (completed).
- **Dominican Republic**  
Cooperative Project between the Technical Undersecretariat for Planning in the Secretariat of State for Agri-



*The photo shows the first stage in the preparation of "Casabe" (a patty made with ground cassava) in the state of Bolivar, Venezuela. The Simon Bolivar Fund carried out a project on the production, marketing and industrialization of cassava in that country.*



*IICA's Dr. Heraclio Lombardo sat on the evaluating committee of the School-Community Integration project in Chile. The photo shows him speaking with project beneficiaries.*

culture of the Dominican Republic and the Inter-American Institute of Agricultural Sciences, to strengthen the sectoral planning mechanisms.

– **Multinational**

- a) Operation of the joint IICA-Caribbean Development Bank unit.
- b) Supporting assistance to agricultural and rural development projects in Central America and Panama.

**Administration of the Simon Bolivar Fund**

The Simon Bolivar Fund Office receives the support of the specialized technical and administrative units at Headquarters and of IICA's technical personnel in the countries.

The specific duties of the Simon Bolivar Fund Office are to:

- Identify, prepare and present projects in cooperation with IICA's Directors for Regional Coordination.
- Supervise the implementation of Fund projects.
- Cooperate with the planning and administration units in preparing the Simon Bolivar Fund Draft Program-Budget.
- Cooperate with the Director General in the process for selecting and hiring the professional and general services staff necessary for implementing the projects.

**Table A. Professional Staff for Simon Bolivar Fund Projects by Country,  
Specialization, Class, Number and Duration of Service  
up to December 1980**

Country	Specialization	No. and Class			Person/Months			Total
		Intern.	Nation.	Consult.	Intern.	Nation.	Consult.	
Argentina	Agricultural Economist	1	2	—	13	46	—	59
	Marketing	—	—	1	—	—	2	2
	Agribusiness	1	—	—	4	—	—	4
Barbados	Agricultural Marketing	1	—	—	16	—	—	16
Bolivia	Livestock	1	—	—	25	—	—	25
	Projects	—	—	1	—	—	3	3
	Pastures	—	—	1	—	—	6	6
Brazil	Campesino Organization	1	—	—	48	—	—	48
	Small-scale irrigation	1	—	—	36	—	—	36
	Agricultural Marketing	1	—	—	30	—	—	30
	Agricultural Research	1	—	—	3	—	—	3
Chile	Land and Water Management	1	—	—	22	—	—	22
	Project Management	1	—	—	12	—	—	12
	Agricultural Planning	1	—	—	12	—	—	12
	Agricultural Education	1	—	—	18	—	—	18
Colombia	Agricultural Marketing	1	1	—	16	13	—	29
	Conserv. of Agricultural produc.	—	1	—	—	15	—	15
Costa Rica	Institutional Development	1	—	—	36	—	—	36
	Agricultural Planning	1	1	—	24	9	—	33
	Project Formulation	2	—	—	46	—	—	46
	Campesino Organization	1	1	1	9	4	4	17
Dominican Republic	Formulation Agricul. Projects	1	—	—	40	—	—	40
	Agricultural Planning	2	—	—	13	—	—	13
	Regional Planning	—	1	—	12	—	—	12
	Processing Plants	—	—	1	—	—	1	1
Ecuador	Rural Development	2	—	—	35	—	—	35
	Project Preparation	—	—	1	—	—	3	3
	Rural Sociology	1	—	—	29	—	—	29
	Agricultural Research	1	—	—	29	—	—	29
El Salvador	Rural Development	1	—	—	18	—	—	18
	Project Administration	—	1	—	—	12	—	12
	Planning	1	—	—	3	—	—	3
Guatemala	Admin. Agric. Enterprises	—	1	—	—	7	—	7
	Planning and Projects	—	1	—	—	9	—	9
	Sociology	—	—	1	—	—	2	2
Guyana	Tropical Agriculture	1	—	—	36	—	—	36
	Agricultural Engineer	1	—	—	45	—	—	45
	Farm Administration	—	1	—	—	13	—	13
Haiti	Community Enterprises	1	—	—	42	—	—	42
	Plant Sciences	—	1	—	—	43	—	43
Honduras	Rural Development	2	—	—	39	—	—	39
	Agricultural Planning	1	—	—	18	—	—	18
	Livestock	—	2	—	—	25	—	25
	Research	—	3	—	—	69	—	69
	Project Prep.	—	—	2	—	—	5	5
	Physical Planning	—	—	1	—	—	1	1
Maritime fishing	—	—	—	—	—	—	3	3
	—	—	1	—	—	—	—	—
Jamaica	Agric. Economics	1	—	—	27	—	—	27
	Agricultural Research	1	1	—	24	12	—	36

Continuation Table A. - Professional Staff for Simon Bolivar Fund Projects by Country, Specialization, Class, Number and Duration of Service, up to December 1980.

Country	Specialization	No. and Class			Person/Months			Total
		Intern.	Nation.	Consult.	Intern.	Nation.	Consult.	
Mexico	Agricultural Planning	2	-	-	19	-	-	19
	Plant Mgmt. and Oper. Processors	-	-	3	-	-	4	4
	Agricultural Projects	-	-	1	-	-	8	8
Nicaragua	Financial Administration	1	-	-	26	-	-	26
	Institutional Development	1	-	-	26	-	-	26
	Agricultural Projects	1	-	-	21	-	-	21
	Project analysis	-	-	1	-	-	2	2
Panama	Rural Administration	2	1	-	54	16	-	70
	Adm. Livestock Enterp.	-	-	1	-	-	3	3
	Campesino Organiz.	-	-	1	-	-	6	6
	Rural Sociology	-	-	1	-	-	6	6
Paraguay	Associative Enterprises	3	-	-	81	-	-	81
	Agricultural Economics	-	1	-	-	53	-	53
Peru	Andean Crops	1	1	-	27	12	-	39
	Research Andean Crops	-	2	-	-	33	-	33
	Agric. Marketing	-	1	-	-	31	-	31
	Intermediate Technol.	-	1	-	-	30	-	30
	Andean Crop Seeds	-	-	1	-	-	8	8
Uruguay	Regional Planning	-	3	-	-	101	-	101
	Agric. Marketing	-	1	-	-	21	-	21
	Agric. Projects	-	3	-	-	106	-	106
	Campesino Organization	-	2	-	-	24	-	24
Venezuela	Regional Development	-	1	1	-	7	7	14
	Agricultural Projects	1	-	-	11	-	-	11
	Agribusiness	-	-	1	-	-	1	1
Headquarters	Director (Agric. Economics)	1	-	-	60	-	-	60
	Project Supervis. & Follow-up	1	-	-	25	-	-	25
	Project Formulation	1	-	-	24	-	-	24
	Project Evaluation	-	-	4	-	-	8	8
<b>TOTALS</b>		<b>50</b>	<b>35</b>	<b>26</b>	<b>1,154</b>	<b>711</b>	<b>83</b>	<b>1,948</b>



Table No. 2

Table B. Summary of Simon Bolivar Fund Project Expenses and National Counterpart Funds from beginning date to December 1980 (US\$)

PROJECTS	1976-77		1977-78		1978-79		1979 2nd. Semester		1980		TOTALS							
	S.B.F.	COUNTRY'	S.B.F.	COUNTRY'	S.B.F.	COUNTRY'	S.B.F.	COUNTRY'	S.B.F.	COUNTRY'	S.B.F.	COUNTRY'						
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
ARGENTINA	-	-	-	1 800	-	1 800	83 000	129 000	212 000	57 300	54 000	111 300	103 000	80 000	183 000	245 100	263 000	508 100
BARBADOS	-	-	-	-	-	-	18 600	-	18 600	14 100	52 500	66 600	65 900	54 500	120 400	98 600	107 000	205 600
BOLIVIA	-	-	-	33 800	138 500	172 300	54 800	138 500	193 300	30 400	69 200	99 600	19 200	140 000	159 200	138 200	486 200	624 400
BRAZIL																		
(CODEVASF)	94 800	91 300	186 100	105 400	218 200	323 600	110 100	112 800	222 900	46 000	59 700	105 700	21 600	45 000	66 600	377 900	527 000	904 900
(SERIDO)	-	-	-	-	-	-	-	-	-	-	-	-	53 000	81 000	134 000	53 000	81 000	134 000
CHILE	-	-	-	-	-	-	-	43 000	43 000	22 300	43 000	65 300	108 500	100 000	208 500	130 800	186 000	316 800
(VI REGION)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
CHILE (IRRIGATION)	95 200	126 200	221 400	63 300	122 500	185 800	-	-	-	-	-	-	-	-	-	158 500	248 700	407 200
CHILE (SAN FDO.)	-	-	-	-	-	-	18 000	20 000	38 000	8 300	20 000	28 300	20 000	25 000	45 000	46 300	65 000	111 300
COLOMBIA	-	-	-	-	-	-	-	-	-	21 400	106 100	127 500	111 000	109 000	220 000	132 400	215 100	347 500
COSTA RICA (PLAN.)	91 100	87 700	178 800	92 500	281 600	374 100	108 800	305 800	414 600	40 600	183 400	224 000	58 900	50 000	108 900	391 900	908 500	1 300 400
COSTA RICA (CAC's)	-	-	-	-	-	-	-	-	-	20 000	10 000	30 000	40 600	616 000	656 600	60 600	626 000	686 600
COSTA RICA (SEEDS)	-	-	-	12 000	-	12 000	2 000	-	2 000	-	-	-	-	-	-	14 000	-	14 000
COSTA RICA (ECOJPA)	-	-	-	-	-	-	-	-	-	-	-	-	10 000	10 000	20 000	10 000	10 000	20 000
DOM. REP. (PLANN.)	-	-	-	32 100	64 200	96 300	69 800	22 000	91 800	48 700	11 000	59 700	68 700	100 000	168 700	219 300	197 200	416 500
DOM. REP. (AGR. REF.)	-	-	-	-	-	-	14 700	26 000	40 700	15 000	26 000	41 000	30 000	41 700	71 700	59 700	93 700	153 400
ECUADOR	-	-	-	58 400	200 000	258 400	104 800	200 000	304 800	51 600	100 000	151 600	73 400	90 000	163 400	288 200	590 000	878 200
EL SALVADOR	-	-	-	2 400	-	2 400	51 100	1 236 300	1 287 400	31 500	618 000	649 500	30 400	320 000	350 400	115 400	2 174 300	2 289 700
GUATEMALA	-	-	-	-	-	-	9 700	-	9 700	-	-	-	87 700	50 000	137 700	97 400	50 000	147 400
GUYANA	111 600	286 300	397 900	88 300	29 500	117 800	100 800	13 000	113 800	57 400	56 900	114 300	95 100	125 000	220 100	453 200	510 700	963 900
HAITI (ISLETS)	40 900	92 000	132 900	87 600	92 000	179 600	68 200	125 000	193 200	34 500	62 500	97 000	79 900	35 000	114 900	311 100	406 500	717 600
HAITI (SEEDS)	-	-	-	33 000	7 000	40 000	68 200	10 000	78 200	39 500	15 000	54 500	65 300	20 000	85 300	206 000	52 000	258 000
HONDURAS (PLANN.)	-	-	-	35 800	2 400	38 200	23 900	45 600	69 500	6 000	-	6 000	-	-	-	65 700	48 000	113 700
HONDURAS (AG. FRON.)	30 000	-	30 000	83 700	141 800	225 500	123 900	141 800	265 700	63 200	70 900	134 100	-	-	-	300 800	354 500	655 300
HONDURAS (HORTIC.)	-	-	-	-	-	-	-	-	-	-	-	-	40 000	77 000	117 000	40 000	77 000	117 000

Continuation Table B. -- Summary of Simon Bolivar Fund Project Expenses and National Counterpart Funds from beginning date to December 1980 (US\$)

PROJECTS	1976-77		1977-78		1978-79		1979 2nd. Semester				1980		TOTALS					
	S.B.F. COUNTRY <sup>1</sup>	TOTAL	S.B.F. COUNTRY <sup>1</sup>	TOTAL	S.B.F. COUNTRY <sup>1</sup>	TOTAL	S.B.F.	COUNTRY <sup>1</sup>	TOTAL	S.B.F.	COUNTRY <sup>1</sup>	TOTAL	S.B.F.	COUNTRY <sup>1</sup>	TOTAL			
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
HONDURAS (REC. ZON.)	-	-	-	-	-	-	-	-	-	-	-	-	59 700	336 800	396 500	59 700	336 800	396 500
JAMAICA	18 800	114 300	133 100	62 400	114 300	176 700	72 000	114 300	186 300	59 200	57 100	116 300	118 900	114 300	233 200	331 300	514 300	845 600
MEXICO (YUCATAN)	-	-	-	-	-	-	17 100	118 000	135 100	17 600	6 100	23 700	60 600	120 000	180 600	95 300	244 100	339 400
MEXICO (SEEDS)	-	-	-	40 000	20 000	60 000	-	-	-	-	-	-	-	-	-	40 000	20 000	60 000
NICARAGUA	79 000	169 600	248 600	101 700	169 600	271 300	35 900	-	35 900	-	-	-	-	-	-	216 600	339 200	555 800
PANAMA	107 600	185 600	293 200	94 500	185 600	280 100	85 500	185 600	271 100	45 100	92 800	137 900	99 700	190 000	289 700	432 400	839 600	1 272 000
PARAGUAY	72 800	48 700	121 500	116 900	52 000	168 900	106 500	107 800	214 300	72 200	53 900	126 100	118 100	110 000	228 100	486 500	372 400	858 900
PERU	68 200	205 700	273 900	88 800	200 600	289 400	58 200	200 600	258 800	32 200	126 000	158 200	50 700	214 700	265 400	298 100	947 600	1 245 700
URUGUAY (REGIONAL)	81 100	61 800	142 900	88 500	65 000	153 500	118 700	48 000	166 700	60 000	24 000	84 000	98 100	48 000	146 100	446 400	246 800	693 200
URUGUAY (ASSOC. E.)	-	-	-	-	-	-	20 000	20 000	40 000	6 700	20 000	26 700	20 000	10 000	30 000	46 700	50 000	96 700
VENEZUELA	-	-	-	19 300	-	19 300	43 000	43 300	86 300	-	-	-	84 500	39 500	124 000	146 800	82 800	229 600
MULT. C. A. & PANAMA SEEDS	-	-	-	-	-	-	-	-	-	-	-	-	37 900	-	37 900	37 900	-	37 900
MULT. C. A. & PANAMA IICA/IBRD	-	-	-	-	-	-	-	-	-	-	-	-	30 500	120 000	150 500	30 500	120 000	150 500
CARIB. PROJECT IICA/C.D.B.	-	-	-	-	-	-	-	-	-	-	-	-	5 300	26 000	31 300	5 300	26 000	31 300
HEMISPHERIC-AGROEN. BRAZIL	-	-	-	-	-	-	-	-	-	-	-	-	27 600	-	27 600	27 600	-	27 600
HEMISPHERIC-CASE STUDIES	-	-	-	-	-	-	-	-	-	-	-	-	18 200	-	18 200	18 200	-	18 200
TOTALS	891 100	1 469 200	2 360 300	1 342 200	2 104 800	3 447 000	1 587 300	3 406 400	4 993 700	900 900	1 938 100	2 838 900	2 012 000	3 498 500	5 510 500	6 733 400	12 417 000	19 150 400

1/ Estimated data

2/ Provisional data for 1980



**Chapter XI**  
**SPECIAL PROGRAMS**





# CHAPTER XI

## SPECIAL PROGRAMS

### Introduction

This chapter, entitled Special Programs, includes programs that IICA conducts in response to express mandates from the Member States, as articulated in resolutions by the Board of Directors or agreements and contracts. The process of implementing these programs has offered IICA the possibility of extending tools and services of technical cooperation in specific fields. The countries of Latin America and the Caribbean are very interested in these fields for meeting needs that have come to the surface in given areas of the rural development process.

Under these programs IICA must organize, prepare and implement projects, and it generally hires highly qualified personnel for this purpose. At times experts from IICA's own technical corps are assigned to the programs in view of their renowned specialization, which qualifies them to carry out the work effectively.

Some of these special programs originate in agreements signed with other international organizations working at either the regional or the world level, that provide total or partial funding for the work. Others stem from development financing institutions and national or international agencies. Similarly, the special programs are often funded with IICA's own resources or through the Institute's direct actions with the member countries or extra-continental observer countries.

### Office of Multizonal Projects

In terms of geographic coverage, IICA's programs and projects are categorized as follows:

- Country projects
- Zone projects
- Multizonal projects

The Multizonal projects include a number of specific activities which pursue common objectives at various levels. These objectives are quantified in terms of goals with a well-defined operational strategy, based on problems shared by countries in more than one of IICA's zone. These activities seek to strengthen the technical nature of the institution in high-priority areas in which it must assume a position of leadership. Thus, the multizonal projects must possess an innovative, creative structure, and at the same time, be adaptable to concrete situations in the countries.

In order to achieve these objectives, the multizonal project activities are broken down onto two levels; central or hemispheric, and country. At the country level, actions are taken in close cooperation with IICA's national offices. The purpose of the activities is to establish a system for generating and testing methods that have been designed to help the countries solve given problems. This is done with an eye to experiences accumulated in various countries, so that information acquired from numerous sources is carefully channelled, and exchange of this information is promoted among the

countries involved. Thus, great comparative advantages are derived from existing resources for the generation and transfer of technical know-how.

For reasons that will not be analyzed at this time, the number of multizonal projects has increased sharply in the last four years, with particularly striking rises in the number of projects funded with outside resources. For this reason, in 1979 IICA's General Directorate decided to create the Office of Multizonal Projects under the Office of the Deputy Director General. It was instructed to unify the tasks of running and coordinating these projects and to foster relations with the IICA offices in the countries where activities directly related to multizonal projects are underway.

In order to facilitate these operations, the Office of Multizonal Projects has been separated into three Divisions:

- The Division of Planning and Project Management.
- The Division of Agricultural Insurance and Credit.
- The Division of Associative Enterprises.

The office was later expanded with the addition of the Inter-American Rural Youth Program and the Project on Using the Communications Media for Incorporating Women into Rural Development.

### Division of Planning and Project Management (PROPLAN)

This Division was created in January, 1980 in order to document the experiences IICA had gained from its endeavors in these two fields, and to run the multizonal projects for planning and management of agricultural and rural development.

For these purposes, efforts are made to maintain consistency and continuity among projects and to transfer these experiences to the implementation of other IICA projects underway at the country level in similar areas. This is especially true for projects under Lines of Action V and VII on planning for regional development and formulation of agrarian policies and sectoral planning.

Because of the types of fields covered by the multizonal projects, and the nature of the disciplines on which they rest, it should be stressed that in order to transfer experiences to other IICA projects in the countries, activities must be organized in a special way. In addition to technical cooperation and training in the countries, efforts should be made to conduct hemisphere-wide studies for defining conceptual and methodological elements that may serve as standards for IICA's support activities. They may also facilitate efforts to acquire new experiences and give them a systematic form. The experiences, in turn, must be disseminated through the other member countries by means of new actions for training and technical cooperation.



*Colonel Julio Molina, Minister of Campesino and Agricultural Affairs in Bolivia, and Antonio Saravia, IICA's Office Director in Bolivia, sign a technical cooperation agreement for developing Agricultural Insurance Programs in different zones of the country.*

This is known as the feed-back process in the cycle of generation – adaptation – transfer of know-how, and training actions are not taken exclusively at the country level, but also at the hemispheric level.

PROPLAN is currently conducting two multizonal projects:

- Agricultural Planning and Policy Analysis in Latin America and the Caribbean (PROPLAN/AP); and
- Planning and Administration for Rural Development in Latin America and the Caribbean (PROPLAN/A).

As a multizonal project, PROPLAN/AP is conducting hemisphere-wide and country-level actions.

#### 1. In the Hemisphere

During the period covered by this Report, work was done in four areas: a) policy analysis; b) planning systems; c) project formulation and evaluation; d) operational planning.

In these areas, efforts have been made to work up conceptual documents and case studies for illustrating concrete situations.

The material thus generated was used in two regional seminars attended by 44 national technicians. One was held in San Jose, Costa Rica for professionals from Central America, Mexico, Panama and the Dominican Republic. The other was held in Colombia for professionals from the South American countries.

Other hemispheric actions that should be mentioned include the coordination of planning efforts inside IICA and between IICA and the specialized institutions in the countries or other organizations active in this area, such as the Inter-American Development Bank (IDB), the OAS, the United States Department of Agriculture, the Caribbean Development Bank (CDB), AID, the Board of the Cartagena Agreement (JUNAC), the Inter-American Planning Group (SIAP), and the United Nations Food and Agriculture Organization (FAO).

#### 2. In the countries

**Colombia.** The IICA Office in this country received cooperation in performing the sectoral component of the Agricultural and Rural Planning and Management Project, writing a diagnosis of the Sectoral Project System. This will be incorporated into a diagnosis covering the entire Sectoral Planning System. To this end, assistance was provided in writing a conceptual and orientational framework, which will serve as a basis for the diagnosis and eventually the design of a system for identifying, preparing, evaluating and following up on projects and operational tools. The funding of the sectoral component of this project will come primarily from the Government of Colombia, through the Ministry of Agriculture.

**Dominican Republic.** At the request of the IICA Office in the country, technical cooperation was provided for the evaluation of the Small Farmer Loan Program (PP-II), which is in the final stages of implementation. The funding for this activity was provided by the AID Office in the Dominican Republic. PP-II was a rural development program made up of seventeen projects for production, social factors and services.

One component of the advisory services was the design of a follow-up mechanism for the Third Integrated project for Agricultural Development (PIDAGRO III), which consists of

nine projects for production and farm support services. With the participation of PROPLAN technical personnel and consultants for specific activities, designs were completed for performing evaluations of the implementation and impact of several of the PP-II projects. Participation was also given in analyzing the findings.

This cooperation activity also included an in-service training activity for six members of the evaluation team. A seminar was held for all the personnel of the Department for Control and Evaluation of the Performance of the Secretariat of Agriculture. In the area of PIDAGRO-III follow-up, a proposal was made for establishing a general project follow-up mechanism.

**Panama.** IICA has been selected for the execution of a project for institution building in the Ministry of Agricultural Development (MIDA), with IDB funding. Although the project has not yet begun, PROPLAN has cooperated in the preparatory phase, under the responsibility of the IICA Office in Panama.

Cooperation has thus been given to the entity responsible for the project, in conducting a general diagnosis of the situation and in determining a strategy for carrying out the work in operational and project planning.

**Guatemala.** Together with the IICA Office in this country, the Program has cooperated with the General Secretariat of the National Economic Planning Council (SGCNPE) in preparing evaluation methods for the 1979-82 Agricultural Sector Development Plan.

Toward the end of 1980, a work schedule was completed, and estimates were made of the human and financial requirements for the execution of cooperation targeted for 1981.

**Honduras.** In response to a request from the IICA Office in this country, the Program participated in defining an institution building program for the agricultural sector planning system. For this purpose, cooperation was given in drawing up a description of the problem and deciding which model Honduras wishes to adopt for its system.

The selected model will then be used by the group for defining action strategies and writing a work program for the first year of activities, which has already been approved by the Minister of Agriculture.

**Ecuador.** The IICA Office in this country has received cooperation for supporting the special committee to create a sectoral planning unit. The Office participated in designing the structure and components of the new unit and in defining the role it will play.

#### Future Actions

At the hemispheric level, it is expected that the documents begun in 1980 will be completed. Others will be produced on operational planning, project writing and policy analysis, for the purpose of expanding the study of areas included in the basic documents. At the same time, the ties with other organizations involved in planning will be maintained and strengthened, and two country-level seminars are being planned.



*Luis Felipe Escobar, President of INTA in Guatemala, addresses the Seventh Experimental Laboratory on Campesino Organization, sponsored by IICA as part of the GOBHOL/IICA-PRACA Project.*



*Young Costa Ricans and technical staff of IICA's Rural Youth Secretariat discuss the bases for organizing the First Youth Production Enterprise in Filadelfia, Costa Rica.*

Plans are also underway for continuing the technical cooperation that has begun in Colombia (development of a system for policy analysis and project writing), in the Dominican Republic (strengthening to SEAPLAN's follow-up and evaluation system), in Guatemala (preparing evaluation methods for the sectoral development plan), and in Panama (operational planning and projects).

Working together with the CDB, IICA has set up a unit for cooperation with the countries in the Caribbean region in areas of planning, policy analysis, and project identification and preparation. PROPLAN has committed its support to this unit for 1981 through seminars and the preparation of training materials.

#### **Project on Planning and Administration for Rural Development in Latin America and the Caribbean (PROPLAN/A)**

##### **1. Background**

The project on Institution Building for Planning and Administration for Rural Development in Latin America and the Caribbean (PROPLAN/A) is the outgrowth of a cooperation agreement signed between IICA and the W.K. Kellogg Foundation. The purpose is to reinforce the countries' public institutions involved in agricultural and rural development, thus enhancing their efforts to perceive and respond to the needs of the low-income rural population.

In pursuing this general objective, the project seeks to boost the efficiency and effectiveness of the public institutions that generate goods and services for agricultural and rural development. It does so by improving the leadership mechanisms of the process for planning and implementing agricultural and rural development policies.

The project activities are expected to bring about the following results:

- a. Public institutions for rural development, with resources and institutional policies actively committed to improving mechanisms for planning, decision-making and execution as the fundamental means of spurring the rural development process.
- b. Public institutions for rural development that have developed self-sustaining organizational capabilities for leading the planning and implementation of agricultural and rural development policies.
- c. Public institutions for rural development, in the national, regional and local spheres, that have developed, tested and implemented successful managerial models for making organizational improvements to carry out the processes of planning and implementing agricultural and rural development policy.
- d. Appropriate institutional links between organizations of users and those who need public services in the rural sector, and public institutions for developing such services.
- e. A hemisphere-wide network of information and resources for identifying, exchanging and publicizing experiences and know-how in the disciplines of planning and management for rural development.

##### **2. Achievements in 1980**

PROPLAN/A formally went into effect in January, 1980, originally targeted for a five-year duration. Its major achievements in its first year of operation are:

###### **2.1 Hemispheric component**

**Planning for project implementation.** Activities in the first half of 1980 sought primarily to prepare the documents



that will be used in writing guidelines for action, and to set up the teams of technical personnel in charge of carrying them out.

**Inter-institutional cooperation for the project.** Relationships were established with different organizations involved in study and training for rural development. These include the Central American Institute for Business Administration (INCAE) and the United States Department of Agriculture (USDA). PROPLAN personnel and USDA consultants held a seminar to review project strategy for training.

**Project promotion.** In order to motivate country-level actions, a number of promotional activities have been conducted in IICA's member countries, with emphasis on the Dominican Republic and Costa Rica. It is hoped that PROPLAN/A's action in both countries can be broadened in 1981.

## 2.2 Country component

In 1980, the PROPLAN/A country-level actions took place primarily in Colombia, to support the Integrated Rural Development Program (DRI) underway in the National Planning Department.

For implementing the actions that had been scheduled, a technical team was set up of members of the IICA Office in Colombia. This office has assumed responsibility for the country component of the PROPLAN/A project activities.

In order to provide continuity with experiences generated by other IICA work, and to be consistent with them, from the very beginning PROPLAN/A based its work on the findings of the previous Project Management Program. Consequently, the tools that had been developed by that earlier program have now been incorporated as a key element of the technical resources available to the project for improving the leadership mechanisms of the planning and implementation processes.

Thus, the work has included an analysis of the technical and administrative organization of the Pamplona and Sur Huila districts for technology transfer. It has included detailed implementation plans and the design and implementation of an information and follow-up system.

In order to expand the use of the instruments and move into other technology transfer districts, five training events were held. They were attended by a total of 216 persons.

From September 1 to 5, 1980, Bogota was the site of a promotional seminar attended by officials from thirteen national agencies covered by the DRI Program, as well as personnel from the PIDER Program in Mexico and from IICA. The objective of the seminar was to discuss the experiences of Colombia and Mexico in planning and implementing policies for agricultural and rural development.

This event proved to be very valuable for project promotion and for revising and modifying the documents of the Colombian component of the PROPLAN/A project.



*Ricardo Villaluz, from the Ministry of Agricultural Development in Panama, spoke at the Area Meeting on Plant Protection. The photo shows him with Dr. Federico Dao, IICA's Plant Protection Program Director, and Francisco Sylvester, IICA's Office Director in Panama.*

Following the seminar, a plan was launched for visits and meetings to promote the project. During this process, a decision was made to concentrate PROPLAN/A's work in Colombia on supporting the Regional DRI Office of the Norte de Santander Department, which had been selected directly by the Government of Colombia for the second phase of the DRI Program.

Toward the end of December, the program activities were officially opened in the Department of Norte de Santander. Thus, PROPLAN/A cooperation worked to define the areas of work and implement the DRI program in the Pamplona area. This included delimiting the working area in detail and beginning to prepare a micro-regional diagnosis which would expedite future planning.

#### Future Actions

A key element of the expansion of experiences generated by the project was the preparation of basic methods for designing and analyzing the processes of planning and implementing agricultural and rural development policies. These methods will be geared primarily toward establishing a relationship among the national, regional and local elements involved in the processes.

During the initial phase of the project, these methods will concentrate on micro-regional diagnosis, area selection, organization and coordination of the implementation of specific projects, and in general, the whole area of formulating, managing and evaluating area development programs.

#### Crop Credit Insurance Project and the Division of Agricultural Insurance and Credit

##### Background

On August 31, 1978, IICA and the Agency for International Development (AID) signed a five-year Agreement whereby the Agency provided a donation of US\$ 4,000,000. The purpose was to develop a crop credit insurance system in Panama, Ecuador and Bolivia that would cover the needs of small-scale farmers and ranchers. IICA assumed the responsibility of conducting socioeconomic research on the impact of the insurance on different sectors: the farms, the financing system and the agricultural system.

Crop credit insurance is a mechanism made available to agricultural producers to protect them from catastrophic natural disasters that cause harvest losses or the death or crippling of animals. By purchasing a policy, the farmers and ranchers know that if any of these events occurs, their production capacity and creditworthiness will be protected.

From the producer's viewpoint, insurance is essentially a financial tool with the basic purpose of preventing a loss that could endanger the life of the enterprise. Through its indemnity payments, the insurance acts as an income leveling mechanism. It serves beforehand to establish a minimum income which, in case of natural disaster, provides the producer with the possibility of maintaining production and continuing with work and investments.

Insurance is directly related to agricultural credit because it enables farmers affected by disasters to meet obligations with credit-granting entities. By guaranteeing the repayment of loans, agricultural insurance averts the possibility of capital drain on credit sources that serve the sector, and therefore reduces the need of capital replenishment by the government as a result of the loss of payment capacity by farmers affected by natural disasters.

#### Objectives

IICA's Crop Credit Insurance Project pursues the following objectives:

- To establish and develop National Insurance Institutes for crop credit insurance at the service of small and medium-scale farmers and ranchers.
- To write and improve policies, systems and procedures for managing and financing agricultural insurance institutes.
- To use methods of economic analysis developed by the program for measuring the impact of agricultural insurance on the well-being of small and medium-scale producers, on the adoption of improved technology and on the solvency of the financing system that supports the sector.
- To determine the technical and economic feasibility of a hemisphere-wide system of agricultural reinsurance that will effectively disperse risks, and to study means of integrating it into the international reinsurance system.
- To publicize and promote agricultural insurance in the countries of Latin America and the Caribbean and cooperate with national agencies in developing new projects.

#### Achievements in the Countries

**Panama.** On March 16, 1979, IICA and the Panamanian Agricultural Institute (ISA) signed an Agreement to cooperate on expanding farm and ranch insurance. As a result, in 1980 the ISA doubled its portfolio by adding two new crops—beans and industrial tomatoes—to its rice and sorghum, and by expanding its livestock coverage. Most of the insured farmers—around seventy percent—hold fixed assets worth less than ten thousand dollars, and the ranchers, under twenty thousand dollars. As a part of the institutional reinforcement of ISA, cooperation is being provided in actuarial methods, administrative organization, financing and communications. In addition, studies have been completed for providing campesino life insurance as a complement to the crop credit insurance.

**Bolivia.** The project and the IICA Office in Bolivia have been gearing their activities toward cooperating with the government in preparing and obtaining approval for legislation to create the Bolivian Agricultural Insurance Institute (ASBA) as a public enterprise with administrative autonomy and its own assets. Once the Institute had been set up and installed, it signed an Agreement with IICA on January 21, 1980, to obtain technical cooperation for its operations and economic cooperation to meet administrative expenses. The Government of Bolivia, using AID funds from Public Law 480—Title III—contributed to the formation of a technical reserve for the Insurance Institute. Operations began in March, 1980 with the hiring and training of personnel, preparation of regulations, policies and other documents, and approval by the Superintendent of Insurance and Reinsurance. Standards and instructions for operation and financial administration were drawn up, and other tasks were completed. With the cooperation of other organizations, studies were conducted for selecting the zone in which the project was to go into operation. In September, 1980, the ASBA opened operations in the Department of Cochabamba for insuring potato crops. With cooperation from the project and the IICA Office in Bolivia, the 1981 insurance program was designed to expand operations to the Department of Potosi, and to incorporate new crops.



*The highest authorities from the field of agricultural research in the seven countries involved in the IICA/Southern Cone/IDB Agreement met in June in Montevideo, Uruguay, to study the progress of the Agreement and to discuss future actions.*

The Banco Agrícola de Bolivia allocated resources for establishing credit support, and its regional branch offices have offered services to credit users. The Bolivian Agricultural Technology Institute (IBTA) is serving the insured farmers so that the insurance can become an effective tool for the adoption of improved technology.

**Ecuador.** Through the project and the Office in Ecuador, IICA has contributed to legal and financial preliminary studies and, in cooperation with the Ministry of Agriculture and Livestock, has contributed to the selection of possible areas and crops for the insurance. On the basis of these studies, the National Agricultural Insurance Company (CONASA) was set up as an autonomous semi-public enterprise. On October 15, 1980 CONASA signed an agreement with IICA for technical cooperation and financial support to cover administrative expense during the pilot phase of the new institution.

During the early months of operation, personnel were hired and trained. Regulations, policies and other documents were prepared and approved by the General Superintendent of Banks and Insurance. Areas of operation were defined to include the mountains and the coast. Services are expected to become available in May, 1981.

The Monetary Board authorized the Central Bank of Ecuador to grant support for setting up a technical reserve and for helping with the Insurance Institute's administrative expenses. Credit assistance is given primarily by the Banco Nacional de Fomento. Extension services will be provided jointly by CONASA and the Institute of Agricultural Research (INIAP).

#### **Hemispheric Project Activities**

**Research.** Although initial program efforts concentrated on creating the national agencies and providing them with advisory services and financial support, important research activities have also taken place. They seek to measure the effects, costs and benefits of agricultural insurance in the implementation of rural development strategy.

Clearly, the effects of agricultural insurance vary widely, in accordance with the different environments for which they are measured—farm, financial system and agricultural sector. Research would need to be conducted inside the insurance entities in order to help them channel their operations better, providing them with the tools they need for making technical and financial decisions determining premiums and coverage and optimizing their risk portfolio.

In order to achieve the research objectives, working strategies have been divided into four groups of activities: a) developing a conceptual framework; b) generating and managing information; c) conducting an empirical analysis of the effects of insurance; and d) providing extension and dissemination of research conclusions. The conceptual framework was completed in 1980 and, since that time, emphasis has been placed on the generation of data and empirical analysis at different levels.

#### **Training**

Needless to say, well-trained personnel are critical for the success of the insurance institutes. The program has emphasized the need for professionals in agricultural insurance. The technical staff has received intensive training in insurance,

and technicians from the insurance institutes have been recruited from agencies that work with small-scale farmers in the areas of credit, extension services and rural development.

During the period covered by this Report, a training abroad program was held for sixteen technicians from Panama, Bolivia and the Dominican Republic. This program received cooperation from the Federal Crop Insurance Corporation of the United States, the National Farm and Ranch Insurance Institute S. A. (ANAGSA) of Mexico and the Agricultural Insurance Office of Puerto Rico.

Project personnel, with assistance from consultants, have held a number of seminars and provided in-service training for insurance institute personnel.

### Promotion

IICA created the Division of Crop Credit Insurance for managing this project and for filling requests from countries interested in agricultural insurance. It also conducts promotional activities.

As a result of seminars held in cooperation with the Agricultural Credit Fund, the National Agricultural Institute (ANACA) was created in Venezuela as an autonomous institution. It has government funding to finance capital acquisition, operations and technical assistance services. An agreement will soon be signed between ANACA and IICA to provide the insurer with technical support for organizing and implementing its extension mechanisms and its agricultural insurance system.

Preliminary studies have been done in the Dominican Republic on the creation of an insurance institute and the organization of its services. AID would provide cooperation in the form of financial assistance. The government has already committed resources for providing the insurer with capital and for initiating operations.

In response to requests from the member countries, a number of seminars have been held on information and analysis for agricultural insurance and the relationship between insurance and credit, especially in Chile and Peru. In Peru, the topic has aroused considerable interest, and legislation has been passed to create a study for drawing up a proposal for an agricultural insurance system to be created in the country in the near future.

Informational meetings have also been held with spokespersons from the government and financial entities of Trinidad and Tobago, Barbados and Jamaica. These countries have expressed special interest in opening their own agricultural insurance systems.

### Outlook

The project has implemented promotional activities for agricultural insurance, based on the following fundamental guidelines:

1. The only way to make agricultural insurance financially sound and stable is to disperse the risks broadly. This can be done by incorporating the largest possible number of countries into the system, thus facilitating the establishment of risk compensation mechanisms among countries, which will provide a basis for a regional agricultural insurance system.
2. In no event are the financial and human resources contributed by AID and IICA sufficient for

reaching the goal of a continent-wide system of agricultural insurance. For this purpose, abundant resources must flow from the beneficiary countries themselves, from international development agencies, from the cooperation organizations of the countries in the region and from extra-continental agencies.

In accordance with these guidelines, it was not enough for the program to limit itself to the activities described above, seeking progress in Panama, Bolivia and Ecuador. From the very beginning, it moved toward actively promoting agricultural insurance in as many countries as possible. In a relatively brief period of time, it made significant progress, such as the achievements in Venezuela, the Dominican Republic and others, in which the process is currently under discussion.

As for immediate actions, a seminar is currently being planned with several international development agencies, for discussion of the methodological aspects of research and financing alternatives. Negotiations have begun with the State Agricultural Insurance Institute and the Ministry of Foreign Affairs of Spain, for a technical cooperation program for new insurance institutes. Meanwhile, work continues in the countries to promote efforts for planning and initiating new programs.

### Training and Study Program on Agrarian Reform and Rural Development for the Central American Isthmus and the Dominican Republic-PRACA

#### Introduction

The Division of Associative Enterprises is working primarily in the countries of Central America, Panama and the Dominican Republic, through the Training and Study Program on Agrarian Reform and Rural Development for the Central American Isthmus and the Dominican Republic (PRACA). It also maintains the Program to Assist the Development of Campesino Community Enterprises on the Central American Isthmus and in the Dominican Republic: GOBHOL-IICA/PRACA Project.

PRACA was created by an Agreement among the National Agrarian Reform and Settlement Agencies of the Central American Isthmus (National Agrarian Transformation Institute, Guatemala; Rural Settlement Institute, El Salvador; National Agrarian Institute, Honduras; Agrarian Institute, Nicaragua; Land and Settlement Institute, Costa Rica; Agrarian Reform Commission, Panama; and the Inter-American Institute of Agricultural Sciences, as the cooperating entity in charge of Executive Management; in 1979, the Dominican Agrarian Institute entered the Agreement).

The initial Agreement was signed for a two-year period. By express wish of the PRACA member countries, it has been extended for successive five-years periods. The next agreement to be signed is expected to be in effect through December, 1986.

This program is currently the most active section of IICA's Line of Action VI-Structural Change and Campesino Organization.

The objectives of PRACA are:

- a. To provide various levels of training for current and potential personnel of national agencies and entities that work in the planning, implementation, administration and evaluation of the programs.

- b. To cooperate, both individually and collectively, with requesting national agencies by conducting national and regional studies on the preparation and implementation of agrarian reform and rural development projects.
- c. To cooperate with national organizations in training campesino leaders and current and potential beneficiaries of agrarian reform and settlement programs.
- d. To promote informational activities that will disseminate the progress of agrarian reform, using all possible media, so that those national officials and sectors that are most concerned with agrarian reform can achieve a fuller understanding of its philosophy and the historical need for it.
- e. To act as an organ that can coordinate and program the flow of technical assistance being provided, or that could become available in the future, from the various international agencies involved in the program either as advisory and financial bodies, or in some other capacity.

PRACA's frame of reference includes a broad range of functions, such as: a) conducting studies of land tenure problems, in order to prepare agrarian reform and rural development projects; b) providing training at three specific levels: i) technical teams from national agencies, in planning, execution, administration and evaluation of programs for agrarian reform, settlement and rural development, ii) campesino leaders, and iii) current and potential beneficiaries of programs for agrarian reform and settlement; c) coordinating and planning technical assistance provided by international agencies and by the Program's Executive Office, for national agencies of the subregional system; d) fostering actions to guide and promote an understanding of agrarian reform as structural change and as a tool for overall development of the societies in Latin America and the Caribbean, not only among national officials, but also among social forces capable of exerting influence over the decisions, or individuals directly or indirectly interested in the successful implementation of reforms.

One of the most positive achievements of PRACA's operating strategy has been to stabilize or institutionalize the Meetings of Executives of Agrarian Reform of the Central American Isthmus, as an open and critical forum willing to analyze agrarian experiences in the region and identify with decisively reformist positions.

#### The GOBHOL-IICA/PRACA Project

This project first emerged in response to a request that IICA's Director General made to the Office for Technical Cooperation of the Dutch Ministry of Foreign Relations. The plan of operations went into effect in October, 1980.

The Government of the Netherlands contributed 2,350,000 florins (US\$ 1,175,000, approximately) for working toward the project objectives.

The specific goals of the project are:

- a. To provide advisory services for national agrarian reform and settlement agencies, and Federations and Confederations of Campesino Community Enterprises, in the countries of the Central American Isthmus and the Dominican Republic, in the areas of promotion, organization, operation and consolidation of Campesino Community Enterprises.

- b. To train professionals and campesinos from the countries by means of courses, meetings, experimental laboratories and exchanges of experiences that will contribute to the development of the Community Enterprises.
- c. To edit and distribute publications and audio-visual materials for pursuing the general and specific objectives of this project.
- d. To conduct studies and hold action courses to bring about a better understanding of the Campesino Community Enterprises present in the countries.

The project has organized its operating strategy on two levels: a) direct work with the institutions of the sector that are involved in the process of agrarian transformation in the countries; and b) work with the campesinos.

#### Actions during the Period

With public agencies. The following work has been done in and with these institutions: a) advisory services and support for institution building in order to bring their actions closer to the campesinos; b) dissemination and promotion of successful



*Wagner Terrazas, Vice-Minister of Campesino and Agricultural Affairs in Bolivia, visited CATIE to observe progress achieved in the area of production systems, especially forests. He was joined by Pablo Rosero.*

experiences with agrarian reform and campesino settlement, in order to generate the conditions for introducing or expanding such programs.

**At the Campesino Level.** The major actions have been directed toward economic management organizations. Work has covered: a) support for programs and actions to create and strengthen associative forms of production; b) support for efforts to concentrate or integrate grass-roots units into higher-scale organizations.

The project placed one specialist in each country through December, 1979 (Panama, Costa Rica, Guatemala and Honduras). In January, 1980, the Dominican Republic was added. The actions were then broken down for each country and incorporated into IICA's Country-Level Plans of Action (PANP). This new context has made it possible to include the activities in programs underway at the national level in the IICA Offices and to work jointly with the institutions in the countries, as an integral part of Line of Action VI—Structural Change and Campesino Organization.

During 1980, the Division of Associative Enterprises, working through PRACA and the GOBHOL-IICA/PRACA Project, supported national agencies and campesino organizations in promoting and developing associative forms of production. It worked on 73 regional and national activities which received the participation of 3,681 campesinos and technicians. The activities included:

	No. of participants
- Reciprocal training of technicians and campesinos	97
- Courses for technicians and campesinos	793
- Experimental laboratories and management workshops for technicians and campesinos	1,904
- Local, regional and national campesino meetings	887

The following activities were also held:

- Annual meeting of Agrarian Reform Executives of the Central American Isthmus and the Dominican Republic—Regular meeting of the Board of Directors of PRACA.
- Publication of activity reports, and preparation of teaching material for the various training events, such as films, slide-tape shows, and flip charts on associative enterprise management.
- Ongoing advisory services for agrarian reform and settlement agencies, in writing and implementing plans, projects, methods and legislation for agrarian reform and campesino organization.
- Evaluation of the project for assisting the development of campesino community enterprises in the Central American Isthmus and the Dominican Republic (GOBHOL-IICA/PRACA Project).

Special mention should also be made of the cooperation that was provided in 1980 on the preparation of projects for Brazil and Guyana to promote the establishment of associative forms of production for small-scale farmers in those two countries. In addition, the Second International Conference on Self-Management and Participation in Latin America and the Caribbean took place in June at IICA Headquarters in Costa

Rica. It was sponsored by the Latin American Self-Management Council (CLA), the Inter-American Foundation (IAF) of the United States, the Government of the Netherlands and in Costa Rica, the National Office of Economic Planning and Policy, the National Autonomous University, the University of Costa Rica and the Technological Institute.

The Conference was attended by 220 delegates from the countries of Latin America and the Caribbean. They included campesinos, skilled laborers and technicians working under self-management. Forty-three papers were presented on the subject of self-management and participation and were later combined with conference conclusions and recommendations, in a book published under the auspices of the IAF, the CLA and IICA. It was released as Number 229 of the Series entitled "Reports from Conferences, Courses and Meetings."

### Inter-American Rural Youth Program

#### Background

In compliance with a mandate that IICA's Board of Directors issued at the Fourteenth Annual Meeting, held in Ottawa, Canada in 1975 (Resolution 34(14/75), in 1976 IICA's Director General created the Secretariat of the Inter-American Rural Youth Program. It was assigned the following general objectives:

- To serve as a regional mechanism for information on rural youth, in order to support, guide and reinforce national and international rural youth programs.
- To coordinate relations among national and international organizations that serve rural youth.
- To promote the participation of rural youth in IICA's Lines of Action, fostering their participation in the rural development processes.
- To cooperate in the expansion of national and multinational projects for rural youth and to support negotiations for additional resources and technical support in areas of specialization that are needed and that national agencies alone are unable to acquire.

The Secretariat of the Inter-American Rural Youth Program, in consultation with the directors of national rural youth programs in the countries of the Americas, has identified the following working areas and has agreed to give them high-priority attention: a) conducting research on the problems of rural youth, to acquire information and insights that will be useful in the formulation of policies, plans and programs for this sector of the population; b) training personnel who will be working with rural youth, to provide information on new approaches, experiences and methods for strengthening rural youth organizations; c) channelling economic and technical resources for the promotion and organization of youth-run production enterprises, an associative system that can pave the way toward authentic participation of youth in productive processes and the creation of sources of employment in the rural milieu; and d) organizing the Documentation and Information Service on Rural Youth, that will provide access to information and disseminate experiences and new approaches to working with young people in the countries of the Americas.

#### Achievements during 1980

##### 1. In the Hemisphere

IICA's Rural Youth Secretariat and the leaders of the Ibero-American Advisory Council on Rural Youth (CAJUR)



*Dr. Carlos Enrique Fernández speaks at the First Symposium on Coffee Cultivation, held in Tegucigalpa, Honduras in December 1980.*

opened negotiations with officials of the Secretariat of State in the Dominican Republic, to obtain Government sponsorship of the 1981 Rural Youth Conference. This formality was observed in compliance with the mandate issued by the Eighth Conference on Rural Youth in Spain and the Americas, held in 1980 in Valladolid, Spain. Once sponsorship had been promised for the coming year's event, the Organizing Committee received support. The members worked with the Secretariat on a budget study, and the final budget was set for US\$ 60,000. The agenda was also prepared and plans were made for promoting the next conference for the countries of Spain and the Americas.

In compliance with the mandate of the First Regional Meeting of the countries in IICA's Southern Zone, the Program Secretariat supported the promotion, organization and administration of the Second Meeting of Rural Youth Leaders. It was held under the auspices of the rural movement in Uruguay and the IICA Office in that country. During the initial working stage the Second Meeting released reports on the status of the rural youth programs in Argentina, Brazil, Paraguay and Uruguay. In the second stage, reports were given on experiences with implementing associative production projects for rural young people. An analysis was also made of experiences with cooperative enterprises for the agrarian youth movement in Uruguay.

In coordination with leaders from the national rural youth programs, the program secretariat edited and distributed the Quarterly Bibliographic Bulletin, a publication containing synopses of selected publications and a bibliography on rural youth, which currently numbers 1,200 references. Requests for photocopies were received from diverse sources and were duly filled, and an average of 650 titles was retrieved on publications related to the work of rural youth.

In coordination with the IICA Office in Colombia, support was given to the Organizing Committee of the Third World Congress on Rural Youth, to be held in 1982. The program worked jointly with this committee on organization sponsorship, budget and agenda. It was also agreed to set up committees at the national, Inter-American and world levels, to promote the event during 1981.

In accordance with the letter of understanding signed by the Director General of IICA and the president of the CAIJR, the program Secretariat provided secretarial support for the organization's activities, and assisted with editing and distributing the four issues of the quarterly bulletin.

Under the auspices of IICA and the Government of the Dominican Republic, the Ibero-American Advisory Council for Rural Youth held its Eighth Annual Meeting. The program Secretariat assisted in the promotion and organization of the event, and released the invitations and the agenda for the 1981 Rural Youth Conference and the CAIJR's programming for the eighties.

## **2. Country-Level Support**

**Colombia.** In coordination with the IICA Office in this country, the Division of Campesino Organization received support in a study of the foundations for creating a National Rural Youth Secretariat in the Division of Campesino Organization of the Ministry of Agriculture. Support was also provided for the Seminar on Rural Youth, organized by the Division of Campesino Organization, with the purpose of bringing organizations that support rural youth activities up to date on the background and objectives of the secretariat. Cooperation was also given to leaders of the National Rural Youth Association of Colombia, in its negotiations for a loan of one million dollars, requested from the IDB for an educational credit program for rural youth.

**Costa Rica.** In coordination with the IICA Office in this country, support was given to the Land and Settlement Institute (ITCO) for writing a set of working methods for the Youth Enterprise in Filadelfia, in the Province of Guanacaste. It received Simon Bolivar Fund resources. This project will make it possible to incorporate twenty young farmers who are involved in associative agricultural production on a one hundred acre farm that ITCO has allocated. Support was also provided for training activities on working with youth, in accordance with a request received by IICA from the Ministry of Culture, Youth and Sports, and the National Youth Movement.

**El Salvador.** In view of a request from the CENTA office of the Ministry of Agriculture, the program and the IICA Office in this country supported a Seminar on a New Approach for Working with Rural Youth. It was attended by 37 technicians who were leaders of organizations involved in rural development. Support was also provided for a course on rural youth, attended by 42 specialists in agricultural extension.

**Honduras.** In this country, support was given to technical teams from the Rural Youth Program of the Secretariat of Natural Resources, through training on defining a new approach to working with rural youth.

**Mexico.** At the request of the Rural Youth Program of the Extension Service, the program Secretariat and the IICA Office in this country supported the efforts of a special committee to write a base document for the organization of a national association of rural youth in Mexico. The association would serve as a support agency for the rural youth organizations in the country.

**Dominican Republic.** At the request of the Office of Campesino Organization of the Secretariat of State for Agriculture, the rural youth program and the IICA Office in this country supported the activities of the National Rural Youth Development Foundation. The Foundation was writing a draft application for a loan of a half-million dollars from the IDB in order to stimulate an educational credit program. Support was also provided for training activities in associative projects with rural youth.

#### **Project on Educational Media for Incorporating Women into Rural Development**

##### **Background**

For a long time, IICA has been concerned about providing rural women equal and effective standing with men for making their contribution to the economic and social development process in the countries of Latin America and the Caribbean. This concern has now become a responsibility.

In 1975, in Ottawa, the Fourteenth Annual Meeting of the Board of Directors of IICA formally agreed to take part in observing International Women's Year. It recommended to the Director General of the Institute that women be given greater participation in the technical and professional activities of IICA's programs for the development of the rural sector.

At its Seventeenth Annual Meeting, held in Asuncion, Paraguay in 1978, the Board of Directors authorized the Director General to use resources from IICA's General Working Fund for setting up a study group. Its purpose would be to make program recommendations for actions that would have an inter-American impact in promoting the greatest possible participation of campesino women in agricultural and rural development.

The Board of Directors also authorized the Director General to alter the 1979 and 1980 budget by adding specific entries needed for putting into effect projects for technical cooperation on the participation of women in rural development.

In August, 1978, IICA signed a three-and-a-half year agreement with AID for developing Project No. 589-0574, with the following general objectives:

- Developing methods for using educational media to disseminate agricultural and technical information oriented toward women from the rural sector, involved in farming, livestock care, food processing and marketing.
- Testing and evaluating these methods in three countries of Latin America.
- Preparing guidelines on the tested methods, to be used for publicizing the system among planners in the countries of Latin America and officials of AID and IICA.

The activities of this project began in February, 1979 with the hiring of a coordinator of operations and consultants in the various working disciplines. Project specialists visited several countries in Latin America that have training projects for rural women working in farming, livestock, marketing and food processing, and the methods to be used were drawn up. Finally, an area was chosen in the first country selected for testing and adjusting the working methods.

By mutual agreement, IICA and AID, in consultation with the Government of the Dominican Republic, selected that country from among others that were considered, for conducting the methodological testing in a given area.

The selected area was located in the Municipality of El Cercado, in the province of San Juan de la Maguana. In June, 1979, an Agreement was signed between the Secretariat of State for Agriculture of the Dominican Republic and IICA, for developing the project. Operations began immediately.

##### **The El Cercado Project**

This project has been divided into five well-defined stages: a) diagnosis of the situation; b) determination of plans of action; c) intervention; d) evaluation, both formative and quantitative; e) application of findings.

Project development began with two hundred families. Of these, 175 were selected as the initial core group, for testing the methods that would then be extended to other areas of the region. The purpose would be to benefit as many women as possible for the lowest possible cost, and the method plays a very important role because it has been designed for using mass communications media.

##### **Activities during 1980**

In the Dominican Republic project, the bases for beginning work had been established by August, 1979. National personnel were then selected for participation in the project, and a training process began with the use of the methods that had been adopted.

Contacts were established with the community of El Cercado, with San Juan Radio, with the San Juan de la Maguana Regional Office of the Secretariat of State for Agriculture, and with other organizations and persons who would be involved with the project in one way or another.



In late 1979 and early 1980, the area diagnosis was completed. This made it possible to identify the major problems in the area that affect women in their daily interests, the channels of communication, etc. A project plan of action was also designed and needed to be evaluated. Shortly thereafter, training formally began for field production, with the 178 women of El Cercado. The work involves rabbit production, egg production and truck farming, and is used as a means for measuring the impact of the methods being applied, the communications media, and the training mechanisms. It also enabled the participants to use the results of the experiment for improving the quality of their diets, as well as family income.

The impact the project has had so far is undoubtedly very valuable from the viewpoint of its function as a tool for helping to improve the standard of living, in general terms, of the women involved in agricultural production. The work underway has aroused considerable interest and clearly serves as an incentive for incorporating new groups of rural women into the project.

#### Regional Actions

In order to acquire a better understanding of the situation of rural women in the countries of Latin America and the Caribbean and to establish more appropriate methods of technical cooperation, work was done on planning a series of research projects, lectures and seminars such as:

- Preliminary meeting on the quality of family life in the rural zones of the countries of Latin America and the Caribbean, in cooperation with Guelph University of Canada.

- Social research on the status of women in the rural community.
- Feasibility study on a Caribbean marketing mechanism for goods produced by farm families.
- Feasibility study on a Central American credit mechanism for rural families (in design stage).
- Encounter '81: Seminar on planning and self-evaluation for campesino leaders (in preparation for 1981).
- Analysis of technical training required for campesino women and design of appropriate non-formal methods (in preparation).

#### Campesino Organization and Technology Transfer

In the area of project implementation to guarantee the participation of rural women in development processes in the countries of Latin America and the Caribbean, the following efforts should be mentioned:

**Jamaica: Rural Organization.** This project was launched in November, 1979, with the cooperation of the IICA Office in this country. Particular support was provided for a number of preliminary activities. A bibliography has now been completed on rural women in the Caribbean, and specifically in Jamaica. Similarly, a document has been written on the home extension program of the Ministry of Agriculture of this country.



*Carlos Madrid and Dr. Ralph Allee, former Directors General of IICA, meet with Director General Araujo and Deputy Director General Rodríguez during the Nineteenth Annual Meeting of the Board of Directors, which took place in September in Mexico. The meeting was presided over by Francisco Merino Rábago, Secretary of Agriculture and Hydraulic Resources of Mexico.*

In order to establish the basis for a project on rural organization, a socioeconomic study was made of the wives of small-scale farmers from the Allsides Project in Trelawny Province (Simon Bolivar Fund Project on cropping systems and soil conservation). The preliminary analysis currently underway is expected to produce an indicator of the level of technical know-how these women possess, as well as their experience in rural organization and their attitudes concerning potential changes in the use of their time. In addition, it will provide basic information on the standard of living and the division of labor in the family, which are indispensable data for the project on training for rural organization.

In order to coordinate the goals of the project for rural organization with the Ministry of Agriculture, a number of discussions have been held with technicians from the Rural Training Unit. The result is a series of timely recommendations for integrating rural women into the productive process, by means of their organizations.

The priorities sketched by the Government of Jamaica include reducing imports, stimulating self-sufficiency and analyzing the agricultural sector. Accordingly, a number of pilot projects have been defined, to receive the participation of campesino women. The projects currently under consideration are for: a) salt production from cod fish in coastal areas; b) goat raising (for sales of cheese and meat); c) ginger and yam processing in the Allsides project. The feasibility studies for these productive projects are currently in process.

**Honduras: Rural Organization.** This project began in January, 1980. Several regions of the country have now been studied for their potential as sites for the project on training campesino women for rural organization. Once a region has been selected for the initial impact, the lines will be defined for technical cooperation with national institutions that have expressed interest in the rural women's program. These include the Secretariat of Natural Resources (SRN), the National Agrarian Institute (INA) and the Higher Economic Planning Council (CONSUPLANE).

**Ecuador: Technology Transfer.** The project in this country began in 1979. Preliminary documents have been drawn up as part of the needed base information for helping the project grow. The documents include an annotated bibliography on rural families and a collection of case studies on rural women in the high-mountain area where the technical cooperation will begin. In February, 1980, a seminar was organized at the national level and attended by representatives and organizations, from the public and private sectors, that work with women and the family. During the seminar, methods were analyzed for facilitating greater participation by rural women in the country's development process.

On the basis of the information collected throughout the program, a number of technical seminars will be held for intermediate national personnel representing the Ministry of Agriculture and Livestock (MAG), the Ecuadorian Agrarian Reform and Settlement Institute (IERAC) and the Rural Development Fund for the Needy (FODERUMA), of the Central Bank.

**Brazil: Technology Transfer.** The project in this country began in 1979. At the present time, the region of concentration has been defined as the Polo Noreste. Technical support is being given to the public institutions working in the zone, including the Technical Assistance and Rural Extension Institute (EMATER-PE), the Secretariat of Education of the State of Pernambuco, the Development Agency of the Sao Francisco Valley (CODEVASF) and, tentatively, the Superintendency of Development of the Nordeste (SUDENE).

The introduction of the technology transfer project for Brazil has concentrated on production areas in which rural women can use simple technologies to process the agricultural products grown by their husbands. Examples include rice, corn and cassava, which are processed into tortillas and manioc pudding; cotton and peanuts, processed into oil; and vegetables for canning.

Work is currently underway on an annotated bibliography on integrating Brazilian women into development. Socioeconomic data are being processed on women in the State of Pernambuco. The analysis of these data will provide a basis for guidelines for a technology project.

**Future Projects.** In response to requests that IICA has received from its member countries, the Task Force on the Development of Rural Women, which operates out of IICA Headquarters in San Jose, Costa Rica, is currently busy designing projects for five countries where it will begin its work to support rural women in 1981. These countries include Panama in the Northern Zone, Haiti and Barbados in the Antilles, Bolivia in the Andean Zone, and Paraguay in the Southern Zone. The project design emphasizes that efforts to be made must respond to the needs of women, as perceived by women themselves and by the field technicians.

**Panama.** In compliance with a request from the Home Improvement Program of the Ministry of Agricultural Development (MIDA), IICA is currently designing a special component of the Associative Enterprises project that the Simon Bolivar Fund is conducting in this country. The purpose of this component will be to develop methods for incorporating Panamanian women into the productive process of associative enterprises.

**Haiti.** The women's project in this country will seek to design a support system for campesino women. It will take place through the Development Islets project which is part of the country's integrated rural development. The design of the system in this project will be done on the basis of a participatory diagnosis.

**Barbados.** Low-income women in this country commonly own small businesses or receive wages for farmwork, and therefore, campesino women as they are known in other countries of the Americas do not exist on this island. Women involved in small businesses do not have access to credit for maintaining or expanding their enterprises. IICA's work in such cases will be to support a credit system created by and for women. It will also contribute to the development of courses to provide training in small business administration, planning and marketing.

**Bolivia.** The women's project in Bolivia pursues the primary goal of increasing production and facilitating work done in the home by campesino women, by means of appropriate technologies currently under study. The project will take place jointly with the Bolivian Appropriate Technology Institute (IBTA), which will take charge of the generation and transfer of technology for increasing production.

**Paraguay.** The development project for this country consists basically of strategies which, if put into effect, will pave the way to the creation of production alternatives for associative family enterprises, especially in the areas of handicrafts, agribusiness and small business.

## Conclusion

This description of the Project on Educational Media for Incorporating Women into Rural Development concludes the



*IICA indicated its deep concern with agroenergy at the meeting held in Montevideo, Uruguay in December 1980.*

summary of activities of the programs and projects of the Office of Multizonal Projects. The programs and projects whose primary activities are described below complete the information in this chapter on Special Programs.

In addition, the information on Special Events (certain events with special importance), which appeared in previous Annual Reports as sub-titles of chapters, will be discussed in a specific section after the following programs and projects.

#### **Plant Protection Program**

##### **Background**

At the Eighth Inter-American Conference on Agriculture, held in Tegucigalpa, Honduras in 1977, the Ministers of Agriculture of the countries of the Americas expressed their governments' concern about the growing threat of health problems in the crops of their countries. The topic stimulated a very interesting discussion that led to the adoption of two recommendations on measures that should be taken for urgently seeking solutions to these problems.

The Eighteenth Annual Meeting of IICA's Board of Directors, held in La Paz, Bolivia in May, 1979, first received a positive opinion from the Special Committee of the Board and then heard the recommendations of the Seventh Conference on Agriculture. The decision was made at that time to create the Hemispheric Program for Plant Protection, which would be assigned the following objectives:

- Preventing the introduction of pests and diseases of economic importance in those geographic areas which are free of them.
- Fighting and eradicating pests of economic importance in those geographic areas in which they exist and pose a threat to other regions or countries.

- Ensuring appropriate use of pesticides and seeking methods of reducing concomitant risks to human beings, and averting toxic residues in crops, that could be dangerous for wildlife and cause other ecological imbalances.
- Facilitating training for personnel of national and regional plant protection organizations.

In order to complement existing efforts and avoid duplication of activities, the program works in close coordination with international and regional organizations active in plant protection.

IICA's Board of Directors also approved resolution IICA/RAJD/Res.94(18-79) authorizing the Director General to call a meeting of the Directors of Plant Protection and Animal Health of the countries of the Americas. Accordingly, the meeting was held in August, 1979 in San Jose, Costa Rica. It was the First Meeting of Plant Protection Directors of the countries of Latin America and the Caribbean and was attended by 23 delegates from the countries, as well as the United States and Canada.

This first meeting was also attended by representatives from regional and international organizations, such as the United Nations Food and Agriculture Organization (FAO), the Central American Industrial Research and Technology Institute (ICAITI), the Regional International Organization of Plant Protection and Animal Health Care (OIRSA), and the Board of the Cartagena Agreement (JUNAC).

This first meeting produced a set of recommendations on program guidelines, including specific objectives, financing and nature of operations for prevention, control and eradication of pests and diseases.

On the basis of the recommendations of each of the working groups of the First Meeting of Plant Protection Directors, the program Coordination Office wrote a project stipulating initial activities for following up on these recommendations.

This brief explanation will provide a background for the following discussion of major actions with which the program began its hemispheric activities. Together with the launching of organizational and regional actions (Andean Zone, Caribbean Zone, Northern Zone and Southern Zone) and the hiring of specialists in plant protection for implementing the program, the following activities were conducted.

## **Plant Quarantine**

In accordance with recommendations of the First Meeting of Plant Protection Directors, information was retrieved from the countries of the region. It described the duties of the Plant Protection Offices for quarantine, plant health campaigns, organization and fields of work, and this data will help IICA pinpoint areas for institutional support. It was also useful for the countries themselves, insofar as it helped them become aware of plant health activities underway. Information was also compiled on current regulations covering pesticide use, and documentation was collected on plant protection laws approved for the countries of Latin America and the Caribbean.

The publication of this synopsis of legislation and regulations in effect for plant protection in the countries of the region is expected to provide a timely and beneficial mechanism for coming to understand the specific problems that hinder for quarantine efforts. It will discuss technical and institutional limitations or obstacles and will explain how the quarantine provisions in the region are being carried out.

The compilation of material on pesticide regulations applicable in the countries will make it possible to cooperate in updating legislation. Special attention will be paid to the manufacture, sale and use of plant protection products and the need to revise records, labels and other measures, in accordance with the development of new knowledge on agro-chemical products and means of protecting human health and the environment.

## **Program Actions during 1980**

### **1. Institutional**

The program began a diagnosis of the plant protection situation in each of the four geographic areas. A preliminary study was first done in the Southern Zone. The findings comprise a document that was submitted to the first meeting of the Regional Technical Committee. In the other areas, the basic information will soon be available. Once these studies have been completed, they will form the basis for a document on the overall plant protection situation in the countries under study in the American Hemisphere.

Information has also been compiled on plant protection legislation in effect in the countries of Latin America and the Caribbean.

Although program operations have been in effect only a short time, major efforts have been made with the cooperation of the consultants. This is especially true for the development of project profiles to be submitted to international lending agencies. The profiles that have been drawn up to date deal concretely with information, publication, training and an emergency fund.

### **2. Area Activities**

It has been possible to launch these activities only to the extent that circumstances have allowed. This means that the first program actions had to include the selection of regional specialists in plant protection. The task was not easy, due to the limited availability of personnel specialized in the field of plant protection, as well as the problems inherent in the very process of hiring, whenever administrative and human factors intervene.

For these reasons, the area report will indicate only the most concrete activities. The work began in the Andean area in February and in the Southern area, in July. In October, activities were launched in the Antilles. A specialist has not yet been hired for the Northern area.

### **3. Training and Dissemination**

Many of the program operations in the Andean Zone have taken place in Peru and Ecuador. This is particularly true for efforts to train specialists to deal with the problem of coffee rust, in view of the need to seek and find immediate solutions. The disease is having a heavy impact in both countries.

In Peru, three courses on problems of the rust were taught in three different coffee-growing regions. They were attended by ninety technicians. In Ecuador, the First International Course on Coffee Rust was given in cooperation with FAO, and was attended by 35 professionals and technicians in the region.

In Colombia, coordination and financing were provided for two specialists to be sent to Central America for training in the Inspection and Diagnosis of Black Sigatoka of Plantain, a problem arousing considerable concern in the country.

Cooperation has been provided with the Board of the Cartagena Agreement (JUNAC) for writing and producing educational and audiovisual materials on the problem of coffee rust and the technification of coffee growing.

At the meeting of the Regional Technical Committee for Plant Protection in the Andean Area, the plant protection directors of the region expressed a number of suggestions and opinions on the program, primarily on its program content, objectives, and other important matters. This has helped in clarifying, defining and interpreting the objectives and actions of the program. The suggestions and opinions are included in the document "Recommendations of the Regional Technical Committee."

For the Southern Area, program activities began in July. Visits were held and contacts have been made with Directors of Plant Protection of the area, as well as research institutions, universities and regional and international organizations, in order to present the operational objectives and strategies. The first meeting of the Regional Technical Committee of the area was also held. The Program operated with the Policy Science Center on activities for obtaining information at the government level on matters related to agro-chemicals.

### **4. Coordination of Pesticides**

In addition to the follow-up of regular activities and the functional organization of the Plant Protection Program, work is now underway on the technical cooperation project included in the agreement that was recently signed with the Policy Science Center. This agreement will cover an analysis of the problems of pesticides in the countries of Latin America. Three of the program consultants traveled to eight countries in Central and South America, for the purpose of visiting govern-

ment offices and compiling information on plants that develop and manufacture pesticides, particularly in relation to labelling, formulation and use.

These consultants will make recommendations to be forwarded to the countries of the region. A meeting can then be held at which the countries will be able to work together to analyze the report and issue their recommendations and possible lines of action.

**5. Advisory Services for the Countries and Coordination with International Organizations**

**Bolivia.** The Government of this country received technical assistance in plant health problems related to rice pests.

**Venezuela.** The Government of this country received cooperation in formulating regulations on plant health problems in various crops.

The following activities took place in coordination with international organizations:

**Board of the Cartagena Agreement/JUNAC.** A cooperation agreement was signed on Agricultural Development, with emphasis on Agricultural Health. Work is being done with this organization to coordinate a course on Plant Quarantine for the Andean Area.

**Union of Banana Exporting Countries (UPEB).** This organization was contacted for defining joint action in the Northern Area on problems of Black Sigatoka. Cooperation was also provided in organizing the first technical meeting. It was held in San Jose, Costa Rica in January 1980, and a list of bibliographic references was published on the disease, together with summarized notes on the articles.

**Government of Holland.** Discussions have been held with officials from this Government, concerning the possibility that IICA coordinate Post-graduate Courses on Plant Protection and Seed Production.

**Moscamed Commission (Mediterranean Fly).** In Guatemala, this organization received technical assistance for its development programs.

**International Potato Center (CIP), Lima, Peru.** Agreement has been reached to coordinate actions whereby IICA's Plant Protection Program will be the vehicle for distribution of scientific publications produced by the CIP. Activities have begun with the distribution of a publication entitled "Plant Diseases."

**OIRSA, ICAITI, CIAT, NAPPO and CPPC.** Ongoing contacts are sustained, with an eye to establishing future cooperation actions.



*The Prime Minister of the Republic of China, Yun-Suan Sun, during a visit to IICA's Headquarters with the Ambassador of Taiwan in Costa Rica, where they were met by Deputy Director General Rodríguez.*

## **Animal Health Program**

### **Background**

The Hemispheric Animal Health Program, like the Plant Protection Program, is an outgrowth of the concern expressed by the Ministers of Agriculture of the American countries at the Seventh Inter-American Conference on Agriculture, held in Tegucigalpa, Honduras in 1977. They were worried about the grave threat of health problems in the crops and herds of the American Continent.

This concern was further reflected by IICA's Board of Directors when, in 1979, at its Eighteenth Annual Meeting in La Paz, Bolivia, it accepted a proposal of the Director General of the Institute and approved Resolution IICA/RAJD/Res.94(18-79). Thus, this program was established.

In developing its objectives and strategies, it seeks to strengthen the national institutions, either individually or collectively, so the countries of the region may maintain or acquire the capability to control diseases in animals. The program objectives are:

-To prevent the introduction of diseases that affect the economy and public health in those geographic areas which are free of them.

-To control and eventually eradicate diseases that affect the economy and public health in those geographic areas in which they already exist and could come to pose a threat to other regions or countries.

-To ensure the proper use of products for the prevention and control of diseases that affect domestic animals and, in particular, to avoid endangering the population or the environment.

IICA's Animal Health Program began its activities in February, 1980, on the basis of the recommendations of the First Meeting of Animal Health Directors of the countries of the Americas, which was held in San Jose, Costa Rica, in September, 1979.

It should be stressed that, although the program has been in existence for only a short time, it has already been recognized for its work by IICA's member countries. It has provided program support and technical cooperation for the animal health institutions in the countries. This recognition has been clearly expressed by national representatives both at the Second Inter-American Meeting of Animal Health Directors (REDISA-2), held in San Jose, Costa Rica, and at the Annual Meeting of IICA's Board of Directors that took place in September, 1980 in Mexico.

### **Program Actions in the Countries**

Some of the major activities in the period were:

#### **Argentina**

-In conjunction with technical personnel from the IICA Office in this country, cooperation was provided for writing a project entitled "Program for Technological Development in Animal Health for the Veterinary Science Research Center (CICV) of INTA-Castelar."

The objective of this project is to program the development of the CICV as quickly as possible. It must become highly operational in the fields of research, specialized diagnosis and reference, epizootic research, personnel training, dissemination of scientific information and technology transfer.

If these objectives are reached, Argentina and other countries of the Americas will have the technical infrastructure to guarantee the efficiency and effectiveness of the methods used for protecting their livestock. At the same time, support will be forthcoming to the organizations responsible for animal health in the region.

The project document mentioned above was completed in December and is now ready to be submitted to external funding agencies.

-In accordance with the objectives of the program for training human resources, cooperation was provided in the study and preparation of a project to create the "Animal Health Training Center" at the La Plata University.

This project has been planned for regional coverage in the countries of the Southern Area. It received broad support from the Second Inter-American Meeting of Animal Health Directors (REDISA-2), and its activities are receiving support from the National Animal Health Service (SENASA). It is expected to be in full operation by March, 1981.

SENASA received cooperation in drawing up plans and budgets for programs to control animal diseases that have emerged in recent years in the Republic of Argentina. As a result, a technical cooperation agreement will soon be signed between SENASA and IICA on animal health planning.

#### **Chile**

At the request of the Livestock Service (SAC) of the Ministry of Agriculture, the program cooperated with the Livestock Planning Division in writing the National Project for the Eradication of classic swine fever.

This cooperation was provided by technical personnel of the IICA Office in the country, together with special advisors hired for the purpose. The project was completed in December and is currently under consideration by the Ministry of the Economy for funding and implementation next year.

A training program has also been scheduled for national personnel on the use of epidemiology laboratories for swine fever. IICA's program will soon be providing an advisor for the laboratories.

At the initiative of the IICA Office in Chile (Santiago), a project is currently being written for the development of the goat industry. It will include animal health, genetic improvement, nutrition and marketing.

In response to a request from the Director General of the SAC and the Agricultural Research Council, cooperation has been provided in conducting feasibility studies for the development of a central laboratory for animal health diagnosis and reference. In addition, cooperation has included consultation on technical matters related to possible sources of funding for such a project.

#### **Brazil**

In response to a request from the General Secretariat for Agricultural Protection, technical cooperation was provided for reviewing and writing the Control Program for Classic African Swine Fever. This disease has been taking hold in the country, especially in the States of Rio Grande do Sul, Parana and Santa Catarina. In 1980, the program had received seven hundred million cruzeiros in financing. It mainly covers systematic inoculation of swine, which must achieve total coverage in the area. It also provides for a serum and epidemiology study on the presence or absence of African swine fever.

The program provided follow-up on the evaluation of EMBRAPA's animal health activities. In accordance with a proposal from this agency, submitted to the World Bank for a second-phase loan, technical cooperation was provided on capital acquisition for animal health research. The proposal for this second phase took into consideration the interpretation and application of recommendations included in the evaluation report.

Thus, IICA is acting as a coordinator between the Agricultural Protection Secretariat (SNAD), the National Research Council (CNP) and EMBRAPA. At a meeting held last December, it was agreed to set up an integrated animal health service of the three organizations, to receive technical assistance and support from IICA.

One of the first actions of this group of organizations was to write a project for the development and implementation of a Central Laboratory for Diagnosis and Reference (LANARA), which would be located in Belo Horizonte, Minas Gerais.

#### Paraguay

A request was received from the Ministry of Agriculture for the program to cooperate with the Animal Health Office. Thus, the National Health Campaigns were studied and formulated for the control of classic swine fever and infectious horse anemia.

#### Peru

In accordance with a request from the Office of Animal Health of the Ministry of Agriculture, a technical evaluation was performed of a draft prepared by the office for a project to control classic swine fever and prevent African swine fever. The project is now being rewritten, and cooperation has been requested from IICA for studying sources of financing.

#### Mexico

At the request of the Director of the School of Veterinary Medicine of the National Autonomous University of this country, cooperation was provided for planning and organizing a Communications Unit for animal health programs, which has now been set up at the University. At the same time, a draft agreement was written for establishing a joint UNAM-IICA program to train personnel at the post-graduate level, with specializations in different disciplines of animal health. In accordance with a request from the Director of the National Office of Veterinary Biological Products (PRONABIVE), cooperation was provided in writing a regional program for Mexico, Central America and Panama, that would provide and control biological agents for veterinary use.

One of the first actions of the group of organizations will be to write a project for the development and implementation of the Central Laboratory.

Discussions began with the Secretariat of Agriculture and Hydraulic Resources, and a working program has been established with its General Office of Animal Health for the use of the different diagnostic laboratories under its control. They will be providing services in reference and training for IICA's activities, especially in Central America. These laboratories are: The Central Diagnostic Laboratory and Exotic Disease Laboratory, located in Santa Ana; the Tick Control and Parasitology Laboratory, located in Cuernavaca; and the Production Plant for Sterile Males, part of the Screwworm Program, located in Tuxtla, Gutiérrez.

#### Costa Rica

At the request of the Director of Livestock of the Ministry of Agriculture and Livestock (MAG), direct cooperation was provided for the development and evaluation of the Program for the Study and Control of Ticks and Epidemiology of Babesiosis and Anaplasmosis. IICA made a donation for the acquisition of equipment and materials, and specialized employees of the Institute provided technical assistance.

#### Haiti

Cooperation was provided the Agricultural Veterinary Services in preparing feasibility studies and formulating a plan for the eradication of African swine fever. This disease is currently a serious economic and health problem. The program Director has assumed the responsibility for running the project directly, and strong financial and technical cooperation is being received from the Governments of the United States, Canada, and Mexico.

#### Venezuela

In August, technical support was provided the offices of Livestock and Animal Health of this country's Ministry of Agriculture and Livestock. It covered systems for organization, information, and evaluation of health campaigns for the control of animal diseases.

#### Cooperative Program for Agricultural Research IICA-Southern Cone-IDB

In January, 1981, this Program began its activities. They are technically and administratively based on the cooperation agreement signed last year by IICA and the Inter-American Development Bank (IDB).

The fundamental objective of this agreement is to establish a system for cooperation among the national agricultural research institutions in the participating countries: Argentina, the National Agricultural Technology Institute (INTA); Bolivia, the Bolivian Technology Institute (IBTA); Brazil, the Brazilian Agricultural Research Institute (EMBRAPA); Chile, the Agricultural Research Institute (INIA); Paraguay, the Office of Agricultural and Forest Research and Extension (DIEAF); and Uruguay, the Alberto Boerger Agricultural Research Center (CIAAB).

The IICA-Southern Cone-IDB Program pursues the following specific objectives: strengthen research efforts in corn, wheat, soy, and beef cattle, in order to make better use of available know-how and resources; and promote effective mechanisms for technology transfer from international agricultural research centers to the member countries, for the benefit of their rural and socioeconomic development.

The IICA-Southern Cone-IDB Program operates out of the IICA Office in Uruguay, in Montevideo. Its development policies are directed by a Directors' Committee, made up of representatives from the government of the member countries.

The program fosters scientific and technical exchange, and its action normally takes place in the framework of reciprocal technical cooperation, which is described in Chapter II of this Annual Report—Reciprocal and Participatory Technical Cooperation.

## Cooperative Project on Agricultural Technology Research—PROTAAL

The purpose of this project is to develop a series of research efforts on the nature of the agricultural technology process in Latin America.

It is taking place by means of a process of institutional cooperation in which IICA serves as the executor agency. Other participants are the Ford Foundation, the United Nations Development Program (UNDP) and Canada's International Development Research Centre (IDRC).

The objectives of PROTAAL are to analyze the technological process from an integrative viewpoint, which sees the process as an endogenous phenomenon in the operation of the societies in which it is active.

The analysis seeks to provide information for achieving a better understanding of the technological problem, and consequently, for defining policies, organizational models and actions that will contribute to the development of the agricultural sector.

From the standpoint of administrative organization, the PROTAAL project operates out of San Jose, Costa Rica (IICA Headquarters). Most of its work takes place through research teams from various official and private institutions in the countries of the Americas.

One of this major accomplishments has been a series of international meetings of research directors and the production of a substantial number of scientific and technical documents on the problems of research and technology transfer in Latin America and the Caribbean.

## IICA-Tropics Program

The support activities of the IICA-Tropics Program have depended on the intensity of national endeavors. Advisory services were provided in Ecuador on the project for the development of the Guayas river, and in Colombia, on the CONIF forest project.

One important action has been the organization and participation in the First Meeting on Research of the Amazon Region, held in Manaus, Brazil. It was attended by delegates from the Amazon countries, as well as representatives from such international organizations as Rockefeller, CIAT, and FAO. At the meeting, high-priority problems were defined for research in the region. The resulting projects will depend on available funding. In this regard, the Committee leaders will continue to negotiate and process contacts with leading agencies. The Second Meeting will be held in Iquitos, Peru, in the near future.

Another important action was participation in the preparation of two important proposals. One is the Amazon Pact, which was recently signed as a Treaty by the eight Amazon countries (Bolivia, Brazil, Colombia, Ecuador, Guyana, Peru, Suriname, and Venezuela). The proposal underscores the special characteristics of the region and the priorities for study, on the basis of experiences acquired by the Program.

Another proposal has been prepared for restructuring the IICA-Tropics Program with an eye to providing technical and economic reinforcement, thus enabling it to give more active support to the national programs, in accordance with the new priorities of the countries.

## Tropical Agriculture Research and Training Center—CATIE

The Tropical Agriculture and Research and Training Center (CATIE-Turrialba, Costa Rica) is one of IICA's associated programs. Its activities are conducted in a framework of full institutional autonomy, in accordance with the legal structure under which it operates. It is a civil association for scientific and educational purposes and a non-profit organization governed by the standards of Costa Rican law (IICA-Government of Costa Rica Contract, ratified in Law 5201 dated June 1, 1973).

Its activities take place primarily in the field of research and experimentation with multiple crops native to the tropics, and its objectives are to provide basic information to small-scale farmers on the Central American Isthmus and in the Caribbean. It concentrates on combinations and sequences of these crops and offers training in the use of appropriate methods for maximizing production on small crop areas.

CATIE is fully responsible for the execution of its programs and for the results, and it is answerable to a Directors' Council. This Council is made up of high-level delegates from the member countries of this regional organization for agricultural and rural development.

## Cooperative Program for the Protection and Modernization of Coffee Production in Mexico, Central America and Panama—PROMECAFE

### Introduction

PROMECAFE is a program of key importance for the countries whose national economy rests to a high degree on the production, industrialization and marketing of coffee.

The region covered by this program is the second largest productive coffee-growing area of the world. Its combined production totals 16.2 million hundred-weight sacks of coffee, or 18.8 percent of world production. It is exceeded only by Brazil, which produces 26.8 percent of the world's coffee.

PROMECAFE was set up for a five-year period. It began with the appearance of coffee rust in 1979 on plantations in El Salvador. Shortly thereafter, the disease had spread to Nicaragua.

During the two and a half years that the program has been in existence, its operating structure has become sound. In general terms, its major achievements have been: a) it is currently cooperating with institutions of renowned international prestige in the regional sphere, such as IBC, ROCAP, and OIRSA; b) it has coordinated its functions with IICA, CATIE, and OIRSA in the development of the rural sector; c) it has received moral and financial support from coffee organizations in the member countries of this technical organization; d) it has fostered the flow of dissemination, information and technical communication on coffee growing, and the demand for its publications has been growing, not only among member countries, but beyond the borders of its area of activities; e) it has established a frame of reference on what technology transfer should really be, by contrast with traditional extension programs (this frame of reference has been accepted by the countries and they have requested it for their workshops or courses); f) PROMECAFE has proven its competence in solving some of the problems of coffee growing, by providing consultation at the express request of the countries; g) its training endeavors cover such areas as modern coffee growing, technology transfer, rust control, use of spray equipment, micro-economics, communication, coffee processing, technical writing and other topics; h) it has provided a forum for the presentation of studies and works on research in problems of coffee



that are of interest to the countries of the area; i) has established a system of regional testing for coffee strains; j) it has expanded and strengthened work on genetic improvement, with an emphasis on rust resistance; k) it has influenced the working philosophy of coffee programs in the member countries by incorporating certain important concepts, such as technification as a response to plant health problems or price falls, and training of technical personnel as an ongoing process, rather than a one-time effort; l) it has made concrete contributions to an understanding of the elements of modern technology for coffee growing, by means of in-service training, seminars, workshops, and meetings on various topics, as well as publications on coffee developments, and this information has now been imparted to the majority of the technicians working for the national programs; m) in short, PROMECAFE has enabled the national institutions to enhance their traditional research programs with economic and social topics, and the resulting findings will help improve available information and will facilitate the technology transfer processes.

### Summary of Major Activities During the Period

#### 1. Status of Coffee Production

In view of the problem of the rust invasion, the program decided that the countries must learn to coexist with the disease, taking only those measures necessary to keep it from spreading.

**Nicaragua.** This country decided to replant the coffee farms in the Carazo area where the rust made its first appearance. Although this would be a drastic approach—the destruction of traditional coffee plants and shade trees—its chances of eradicating the disease are considered remote. This is particularly true in view of the fact that the new plant seedlings, while modernized, would still be susceptible strains. It can only be hoped that the result will be a unique modernization project, especially because of its magnitude.

**Mexico.** A large-scale plan has been proposed in this country for improving coffee plantations and protecting them from the dangers of rust. The purpose is to concentrate on 139,000 hectares, thus benefiting 32,000 producers. This would require considerable financing, which clearly would have repercussions in sharp production growth.

**Panama.** A program for improving small-scale coffee production is underway and has shown marked success. It has received credit and technical assistance, which are necessary for this type of program.

**Honduras.** The IHCAFE programs are still receiving support, and expectations are high for the establishment of a Coffee Bank.

**Guatemala.** Technical growth on large farms is still continuing in this country, and programs are being designed to give better technical assistance to small-scale producers.

In broad strokes, this is the framework within which PROMECAFE has unfolded its activities during the year.

#### Events of Special Importance during the Period

During the IICA's period of activities covered by this Annual Report, a number of events took place which were particularly important and meaningful, including:

#### 1. The New Convention of the Inter-American Institute for Cooperation on Agriculture

On December 9, 1980, the Director General called the First Meeting on the Inter-American Board of Agriculture. In the exercise of its authority as IICA's governing body, the Board thus formally declared the installation of the Inter-American Institute for Cooperation of Agriculture. The event took place in compliance with the transitional provisions of article 39 of the Convention signed in 1979, by which the 1944 Convention would cease to hold, and the new document would go into effect as soon as two-thirds of the Member States had deposited their instruments of ratification of the new Convention.

The first meeting, according to the call that was issued, will take place in San Jose, Costa Rica, at IICA Headquarters, from February 17 to 18, 1981. At that time, this new historical and institutional stage of the organization will begin, and the humanistic projections of development will open new opportunities for establishing closer ties with the programs in the rural sector, especially in the countries of Latin America and the Caribbean.

#### 2. Nineteenth Meeting of the Board of Directors in Mexico

From September 22 to 26, 1980, Mexico City, Mexico hosted the Nineteenth Annual Meeting of IICA's Board of Directors and the Twenty-Fifth Meeting of the Technical Advisory Council. The opening ceremony was addressed by the President of Mexico, Mr. José López Portillo.

At this meeting, the Director General discussed the operations already underway and explained IICA's ten major areas of action for eighties. These areas are a function of the fundamental problems of the countries of Latin America and the Caribbean in their rural development and, in the overall sense, in their economic and social development. They include: a) native food products; b) production systems for small-scale farmers and associative enterprises; c) strengthening planning systems; d) developing systems for the discovery, dissemination and adoption of technology; e) agribusiness; f) campesino organization; g) rural education; h) training human resources; i) use of innovative farming methods; and j) development of information technology.

He also mentioned several regions of the American Continent which deserve special attention. Examples include: the humid tropics, the semi-arid tropics and the High Andes. Because of their specific characteristics, these areas have the potential for diversified agricultural production and the capability of generating basic foodstuffs, energy supplies and raw materials for agribusiness.

#### 3. Twenty-Fourth Meeting of the Directors' Council

From November 3 to 7, 1980, IICA Headquarters was the site of the Twenty-Fourth Meeting of the Council of Directors of the organization. Its objectives were: a) to analyze IICA's possible projections for future action, taking into consideration the ratification of the new Convention; b) to study the institution's progress in light of the 1980 Operational Program and its actions for the immediate future, in accordance with the 1981 Program Budget; and c) to learn about various administrative and budgetary matters that are of general interest.

Thirteen specific topics were presented. Those of major interest were: IICA's new programs (in view of the outlook for a new Convention and directions for the eighties); the Tropics; and Agribusiness.

#### 4. Special Meeting of the Special Committee of the Board of Directors

The Special Committee of the Nineteenth Annual Meeting of the Board of Directors held a special meeting at IICA Headquarters from April 9 to 11, 1980. Its major objective was to discuss progress reports on IICA's new activities, as indicated by the Board of Directors at its Annual Meeting in La Paz, Bolivia. The analysis covered information on the evaluation processes of the General Plan, the Medium-Term Indicative Plan and the programs contained therein and progress reports on the Animal Health and Plant Protection programs. In this connection, a study was done of the report on the establishment of the Inter-American Fund for Animal Health and Plant Protection and the program on publications and the use of other informational media. Finally, a presentation was given on IICA's financial situation and on plans for the expansion of the physical plant at Headquarters in San Isidro de Coronado, San Jose, Costa Rica.

#### 5. Development Banking and Agricultural Credit

In pursuance of IICA's policy to support the work of the Scientific and Professional Associations in Latin America and the Caribbean, from February 18 to 22, 1980, IICA Headquarters hosted the Meeting of the Latin American Association of Development Financing Institutions (ALIDE). The meeting took the form of a seminar, and under the general title of "Development Banking and Agricultural credit," discussion was held of: "Agrarian Production and the Function of Credit;" "Operational Policies;" "Internal Organization of Credit Institutions;" and "Sources of Funding for the Eighties."

#### 6. Award of International Recognition in Rural Development

IICA grants special awards for the purpose of the publicly and internationally stimulating scientific, professional

and technical work in the service of the development of the rural sector. In accordance with the regulations governing these awards, the Technical Advisory Council decided, at its twenty-fifth meeting, held in Mexico on September 22, 1980, to award:

6.1. The Inter-American Agricultural Medal, the highest award granted in the Americas to those who devote their work to the benefit of agricultural development, to Mr. Ernesto José Doreste Sevillano, of Venezuela.

6.2. The Inter-American Agricultural Award to Mr. Donald Reid Fiester, of the United States of America.

6.3. The Inter-American Agricultural Award for Young Professionals (Northern Zone) to Mr. José Héctor Mayorga Cerón, of El Salvador (no award was made for the Andean Zone, the Antillean Zone or the Southern Zone).

6.4. The Inter-American Award for the Participation of Women in Rural Development was created by Resolution 4 of the Technical Advisory Council, approving the regulations written by the General Directorate. The award will be granted beginning in 1981.

#### 7. Scientific and Professional Associations

IICA has continued to support scientific and professional associations with which it holds agreements and letters of understanding. These include ALCA, AIBDA, ALPA, ALEAS, ALEAP and the CFCS. Discussions began with the American Horticultural Sciences Society-Tropical Region, and with the International Adult Education Council.



*IICA has begun moving into the field of preparation and implementation of agroenergy programs.*



## Chapter XII

# FINANCIAL SUMMARY AND ANALYSIS OF THE FINANCIAL STATEMENTS

Fiscal Year 1980  
January-April, 1981





## CHAPTER XII

# FINANCIAL SUMMARY AND ANALYSIS OF THE FINANCIAL STATEMENTS FISCAL YEAR 1980 JANUARY–APRIL, 1981

### TOTAL RESOURCES

#### Fiscal Year 1980

In accordance with the instructions of the Board of Directors of the Inter-American Institute of Agricultural Sciences to seek outside funding for project activity, instead of requesting continued and extraordinary quota increases, every effort has been made to increase financing from extra-quota funds. These efforts have resulted in an increase of extra-quota funds, including the Simon Bolivar Fund, from approximately US\$ 2,000,000 expended in fiscal year 1974–1975, to more than US\$ 26,000,000 expended in fiscal year 1980.

This increase reveals very clearly the additional support being given IICA by Member and Observer Countries, as well as international institutions. Of the total resources received and expended during fiscal year 1974–1975, for example, quota funds represented 76.4 percent of the total, while in fiscal year 1980, quota funds represented 48.8 percent of the total, Simon Bolivar Fund 8.6 percent and other extra-quota funds accounted for 42.6 percent of the total funds expended during that year.

### REGULAR FUNDS

#### General Information

During the fiscal year 1978–1979, quota collection was quite low. During the second semester of 1979, collections improved, and during the fiscal year 1980, the collection of 108.9 percent permitted us to recover and come into balance with expenditures, which were 99.8 percent of the net budget approved. Nevertheless, it was not possible to reestablish a strong Working Capital Fund, which is required, principally, because of two outstanding quota balances which were not received.

#### Working Capital Fund

As explained, this sub-fund is weak at this time, principally because of two outstanding quota balances not received, which total approximately US\$ 1,500,000.

Because of this, it was necessary to use our line of credit with the bank, and borrow US\$ 1,300,000 in order to finance year-end expenses and finance operations during the first part of 1981.

This credit, however, was cancelled in large part within 30 days, and the balance was cancelled within 90 days. (The terms of our line of credit allow cancellation up to 120 days).

#### Quotas

With the exception of the two outstanding balances already mentioned, the amount of quotas outstanding was

reduced during this last year, and of the US\$ 1,606,574 receivable, the two outstanding balances mentioned represent approximately US\$ 1,500,000.

It is hoped that these balances will be cancelled during 1981.

#### Accounts and Contributions Receivable

Of the increase shown for this item, a very large part of the amount is represented by funds approved as IICA's contributions for 1981, that were advanced to CATIE, because of its very weak financial position. Other smaller amounts represented financing of increased activities financed by contracts and agreements, reimbursement for which does not always coincide with our fiscal year; however, these accounts are not considered doubtful.

#### Accounts Payable

As mentioned, it was necessary to use our line of credit in the amount of US\$ 1,300,000, which was cancelled well within the time limit stipulated. This is the principal item shown as payable on December 31, 1980.

#### Summary

The financial position of the Institute is considered to be sound. The liquidity situation is, of course, considerably less than desired, because of the two large balances of outstanding quotas not yet received. It is hoped that these amounts will be received, and that the Member States will keep quota payments up-to-date for the fiscal year 1981.

### SIMON BOLIVAR FUND

#### Fiscal Year 1980

During this period, contributions were received from the Governments of Costa Rica, Ecuador, Honduras, Jamaica, Panama and Venezuela, for a total of US\$ 2,050,129.

Authorized expenditures for this period were US\$ 2,662,638. Of this amount, expenditures amounted to US\$ 2,255,982 or 84.7 percent of the budget approved by the Director General.

#### Working Capital Fund

This fund was increased only by US\$ 25,000, during this fiscal year, because the Fund is considered to have sufficient liquidity to assure continuity of activities during periods when no contributions are received.

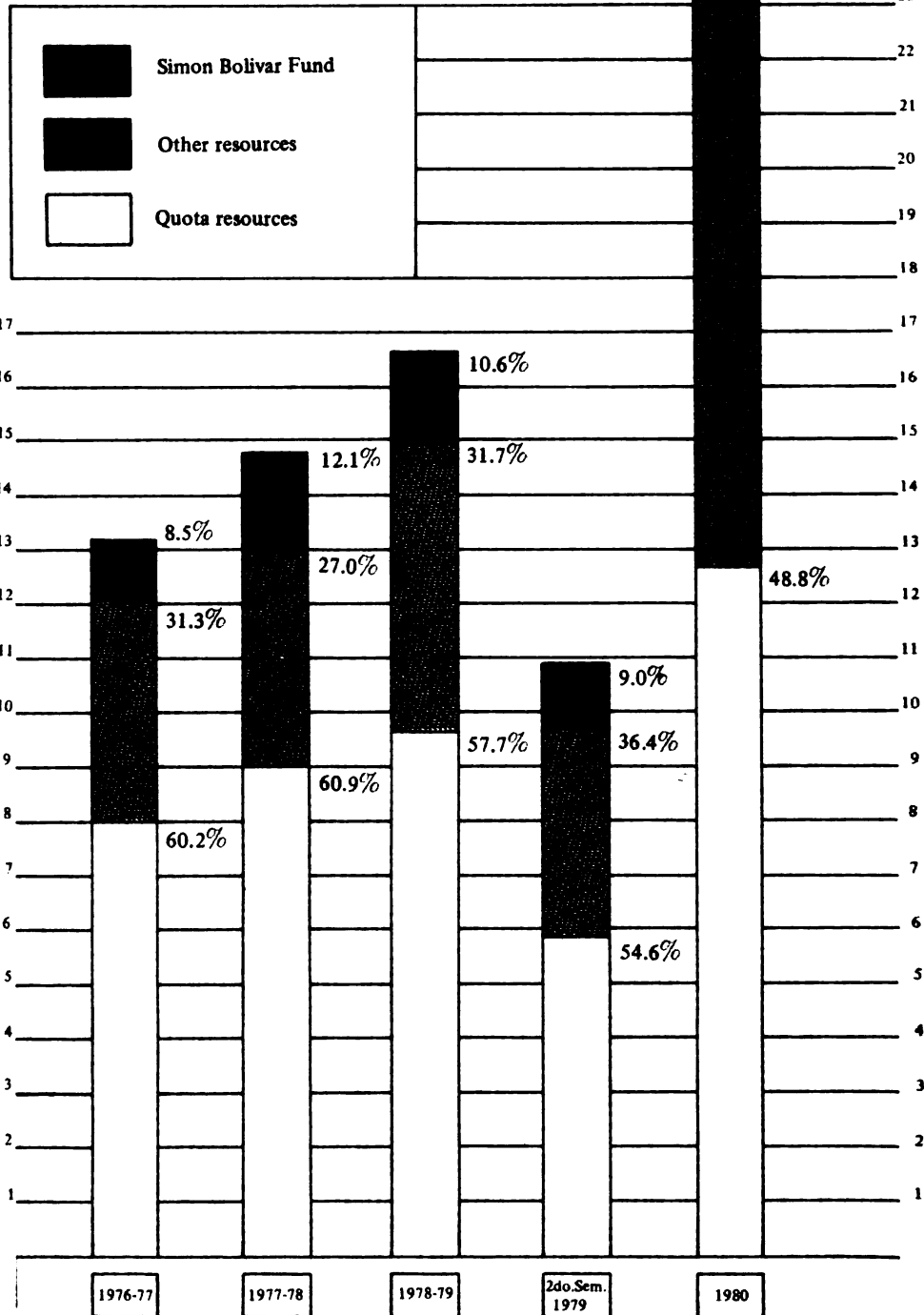
#### Summary

The Fund itself, as well as the Working Capital Sub-Fund, are considered to be sound enough to support on-going activities for a safe time horizon.

MILLIONS  
US\$

FIGURE 1

TOTAL RESOURCES USED



**Table 1. Total Resources Used**

30 June, 1979

	1976/1977	%	1977/1978	%	1978/1979	%	2nd. Semester	%	1980	%
Quotas	8,063,954.00	60.2	9,025,711.00	60.9	9,709,000.00	57.7	5,915,956.00	54.6	12,740,500.00	48.8
S.B.F.	1,137,519.00	8.5	1,795,395.00	12.1	1,774,219.00	10.6	969,522.00	9.0	2,255,982.00	8.6
Others	4,195,027.00	31.3	4,003,474.00	27.0	5,330,001.00	31.7	3,940,671.00	36.4	11,121,919.00	48.8
	13,396,500.00		14,824,580.00		16,813,220.00		10,826,149.00		26,118,401.00	100

**Table 2. Statement of Assets and Liabilities as of 31 December 1979 compared with Statement as of 31 December 1980**

(UNITED STATES DOLLARS)

ASSETS	31/12/79	31/12/80	LIABILITIES	31/12/79	31/12/80
Cash on hand & in banks	551,506	1,896,170	Advance Funds/Operations	68,214	361,486
Quotas Receivable			Accounts Payable	502,917	921,544
Contracting States	2,755,020	1,617,929	Third Party Funds	105,612	4,246
Accounts Receivable	1,348,628	1,412,627	Rotating Funds	975,550	738,057
			Loans Payable		1,300,000
Inventories	202,743	226,788			
Prepaid expenses	330,106	502,399	<b>TOTAL LIABILITIES</b>	<b>1,652,293</b>	<b>3,325,333</b>
Short-term Investments		66,339			
Grants	5,708		<b>NET ASSETS:</b>		
Agreements and contracts		731,701	Funds & Donations Received		
			for Specific Purposes	454,895	-
Other Assets	100,091	180,133	General Working Fund	3,186,614	3,308,753
	<u>5,293,802</u>	<u>6,634,086</u>		<u>3,641,509</u>	<u>6,634,086</u>

**Table 3. Quota Movement for Fiscal Year 1980  
(UNITED STATES DOLLARS)**

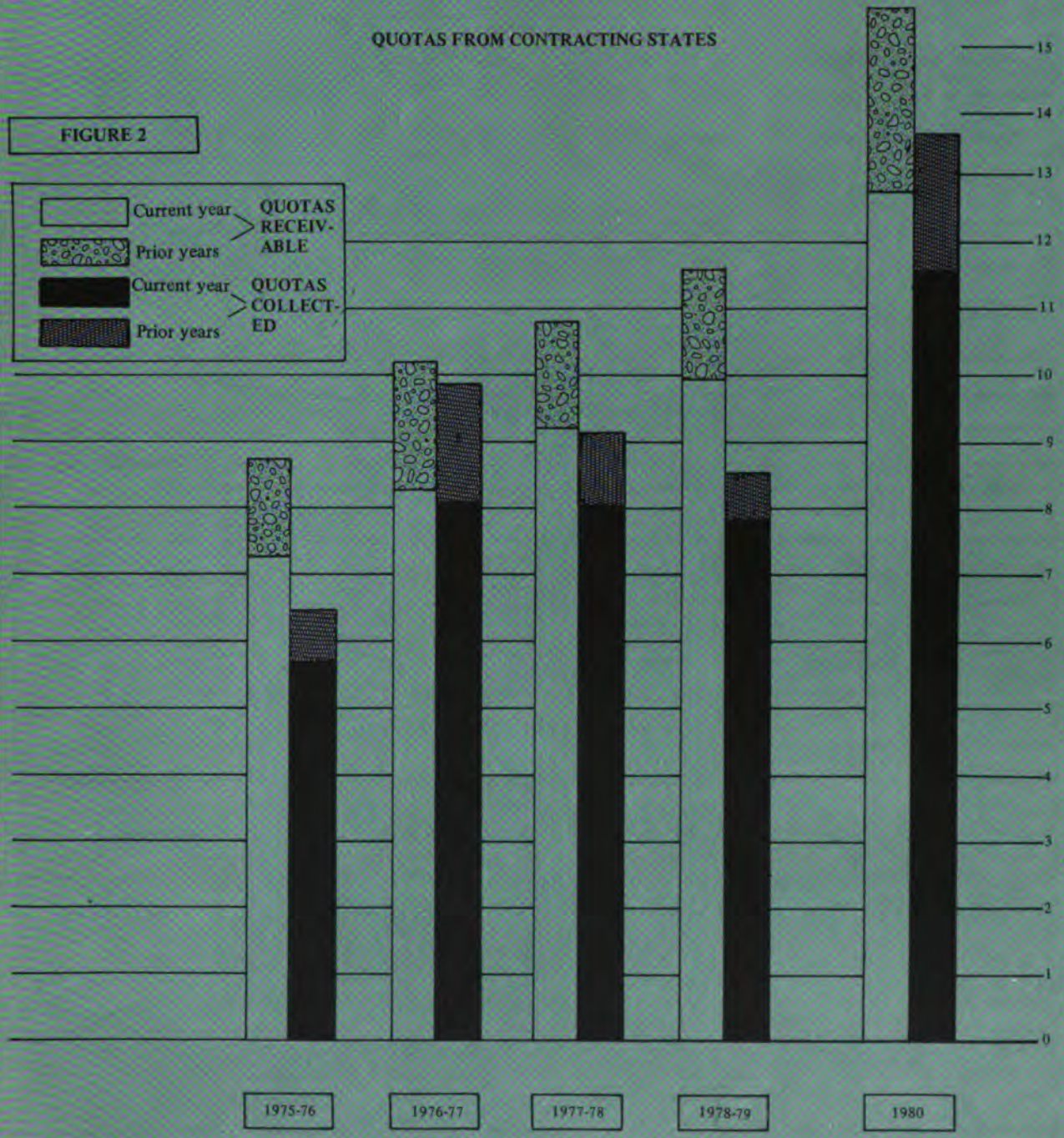
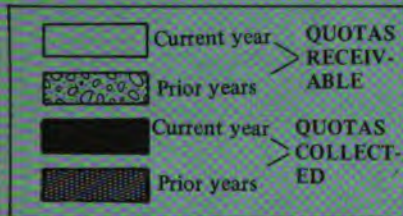
Contracting States	Balances Receivable 31.12.79	Quotas for the year 1980	Total Outstanding 1.1.1981	Total Collections 1980	Total Outstanding as of 31.12.80	Increase (Decrease) of funds outstanding between 31.12.79 and 31.12.80
Argentina	422,480	900,977	1,323,457	847,207	476,250	53,770
Barbados	( 9,572)	9,572	-	-	-	9,572
Bolivia	10,865	21,537	32,402	-	32,402	21,537
Brazil	1,412,908	1,128,314	2,541,222	1,506,006	1,035,216	( 377,692)
Canada	-	836,365	836,365	836,365	-	-
Colombia	-	118,456	118,456	118,456	-	-
Costa Rica	26,162	21,537	47,699	28,421	19,278	( 6,884)
Chile	-	98,114	98,114	98,114	-	-
Dominican Republic	10,099	21,537	31,636	-	31,636	21,537
Ecuador	( 4,887)	21,537	16,650	35,792	( 19,142)	( 14,255)
El Salvador	18,534	21,537	40,071	-	40,071	21,537
Grenada	1,683	3,590	5,273	-	5,273	3,590
Guatemala	2,396	21,537	23,933	24,573	( 640)	( 3,036)
Guyana	10,099	21,537	31,636	19,273	12,363	2,264
Haiti	216,817	21,537	238,354	26,364	211,990	( 4,827)
Honduras	10,099	21,537	31,636	16,870	14,766	4,667
Jamaica	10,099	21,537	31,636	26,969	4,667	( 5,432)
Mexico	396,671	845,937	1,242,608	1,665,240	( 422,632)	( 819,303)
Nicaragua	59,990	21,537	81,527	-	81,527	21,537
Panama	10,099	21,537	31,636	31,636	-	( 10,099)
Paraguay	-	21,537	21,537	21,537	-	-
Peru	137,681	64,612	202,293	107,384	94,909	( 42,772)
Trinidad & Tobago	( 7,401)	21,537	14,136	14,136	-	7,401
United States	-	7,972,006	7,972,006	7,972,006	-	-
Uruguay	20,198	43,075	63,273	63,273	-	( 20,198)
Venezuela	-	434,336	434,336	434,336	-	-
<b>SUBTOTAL</b>	<b>2,755,020</b>	<b>12,756,872</b>	<b>15,511,892</b>	<b>13,893,958</b>	<b>1,617,934</b>	<b>(1,137,086)</b>
Cuba	1,090,891	141,189	1,232,080	-	1,232,080	141,189
<b>TOTAL</b>	<b>3,845,911</b>	<b>12,898,061</b>	<b>16,743,972</b>	<b>13,893,958</b>	<b>2,850,014</b>	<b>( 995,897)</b>



QUOTAS FROM CONTRACTING STATES

MILLIONS  
US\$

FIGURE 2



**Table 4. Comparative Summary of Member State Quota Collection**  
(UNITED STATES DOLLARS)

	2nd Semester 1979	Fiscal year 1980
<b>Situation at beginning of period</b>		
Quota balance from previous years	3,167,967 (100%)	2,755,021 (100%)
Quotas assigned for fiscal year	<u>5,946,700 (100%)</u>	<u>12,756,872 (100%)</u>
	<u>9,114,667 (100%)</u>	<u>15,511,893 (100%)</u>
<b>Payments Received during the Year</b>		
For prior years	1,894,885 ( 60%)	2,457,218 ( 89%)
For the current year	<u>4,464,761 ( 75%)</u>	<u>11,436,740 ( 90%)</u>
	<u>6,359,646 ( 70%)</u>	<u>13,893,958 ( 90%)</u>
<b>Situation at end of period</b>		
Due from prior years	1,273,082 ( 40%)	321,921 ( 11%)
Due from the current year	<u>1,481,939 ( 25%)</u>	<u>1,296,013 ( 10%)</u>
	<u>2,755,021 ( 30%)</u>	<u>1,617,934 ( 10%)</u>

Note: Quotas corresponding to Cuba are not included into the amounts and percentages shown in this table.

**Table 5. Comparison of Approved Quotas with Collections for 1973-1974 through 1980**  
(IN THOUSANDS OF U.S. DOLLARS)

Year	Quotas for the year*	Total collections for the year	Percentage
1972-73	4,982	5,151	103.4
1973-74	5,550	5,710	102.9
1974-75	6,320	6,691	105.8
1975-76	7,063	6,361	90.0
1976-77	8,190	8,603	105.0
1977-78	9,050	9,115	100.7
1978-79	9,994	8,415	84.2
2nd Semester 1979	5,947	6,360	106.9
1980	12,757	13,894	108.9

\* Does not include the quotas corresponding to Cuba.

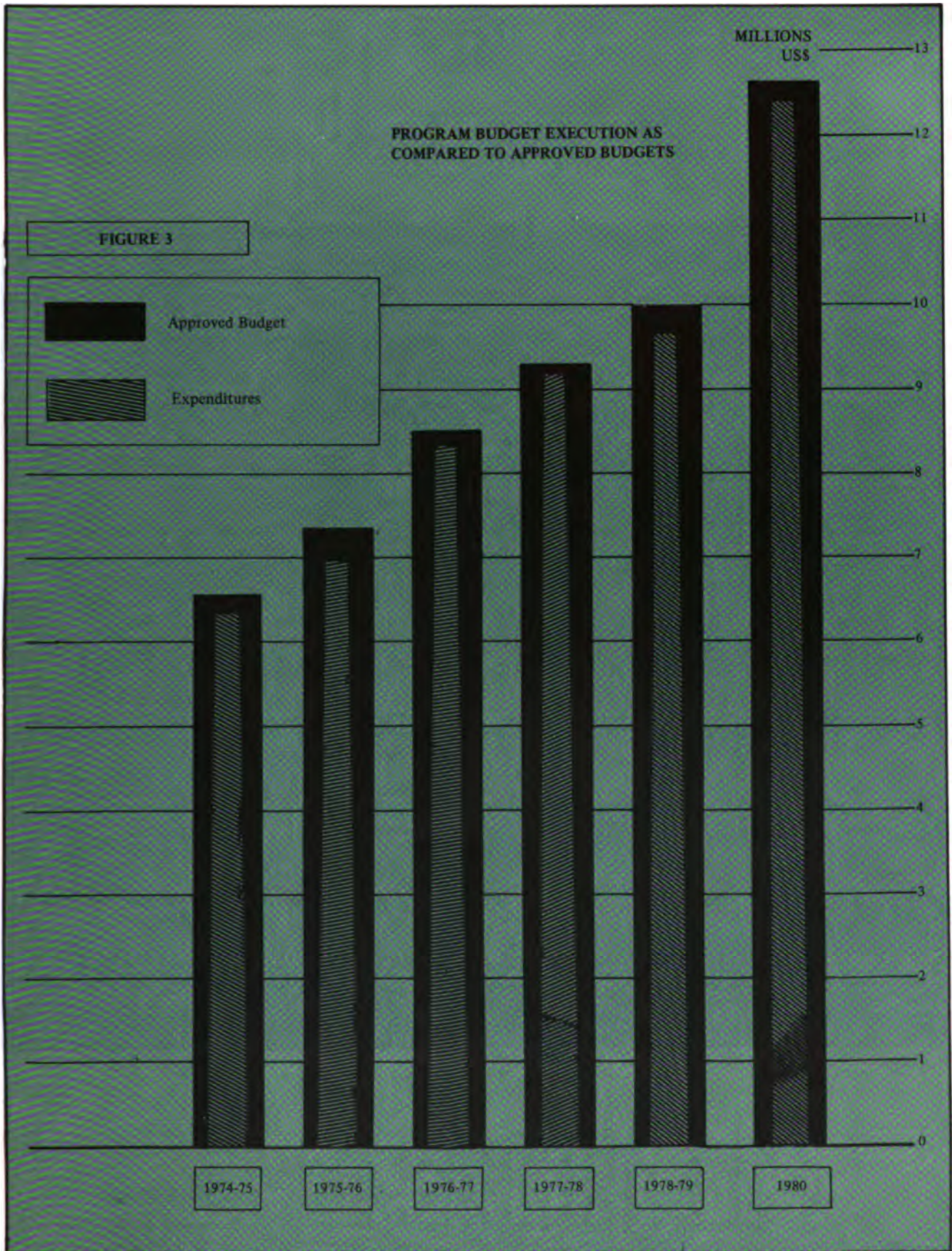
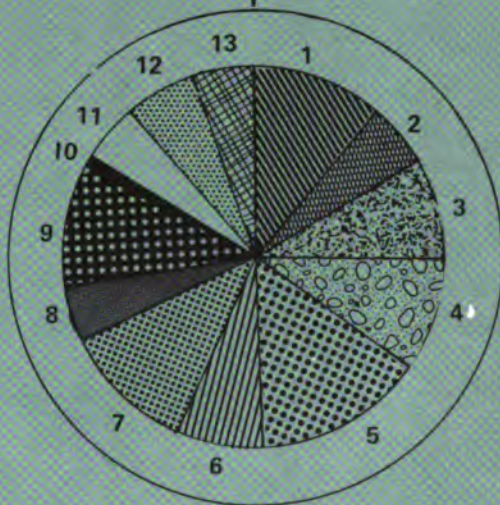


FIGURE 4

ACTUAL EXPENDITURES OF QUOTA BUDGET AT THE PROGRAM LEVEL



	US\$	%
1. Line of Action I	1,425,692	11.2
2. Line of Action II	765,434	6.0
3. Line of Action III	1,089,425	8.6
4. Line of Action IV	1,247,082	9.8
5. Line of Action V	1,872,911	14.7
6. Line of Action VI	905,043	7.1
7. Line of Action VII	1,515,299	11.9
8. Planning, Operations, and External Coordination	602,967	4.7
9. Management and Administration	1,168,075	9.2
10. Equipment and Furniture	123,894	1.0
11. General Costs and Provisions	634,053	5.0
12. Special Programs and Projects	797,396	6.2
13. CATIE Contribution	593,229	4.6

**Table 6. Distribution of Expenditures by Program Level and Budgetary Unit**  
(UNITED STATES DOLLARS)

	Azdean Zone	Northern Zone	Antillean Zone	Southern Zone	IICA CIDMA	Dep. Dir. Operat.	Dep. Dir. Planning	Dep. Dir. Ext. Coord.	Dir. Public Infor.	Manag. & Admin.	Task Forces	CATIE	Special Programs and Projects	TOTAL
Line of Action I	75,835	153,308	79,857	139,370	607,505	55,986	47,726	36,257	229,848	-	-	-	-	1,425,692
Line of Action II	133,021	170,500	13,231	308,713	-	55,986	47,726	36,257	-	-	-	-	-	765,434
Line of Action III	108,574	300,537	140,598	280,137	-	55,986	47,726	36,257	-	-	119,610	-	-	1,089,425
Line of Action IV	298,143	266,107	212,904	251,156	-	55,986	47,726	36,257	-	-	78,803	-	-	1,247,082
Line of Action V	470,502	184,973	246,230	768,223	-	55,986	47,726	36,257	-	-	63,014	-	-	1,872,911
Line of Action VI	181,120	203,782	160,714	115,154	-	55,986	47,726	36,257	-	-	104,304	-	-	905,043
Line of Action VII	334,152	421,767	225,732	344,525	-	55,986	47,726	36,257	-	-	49,154	-	-	1,515,299
Planning, Operations and External Coordination	-	-	-	-	-	195,499	167,424	240,044	-	-	-	-	-	602,967
Management and Administration	-	-	-	-	-	-	-	-	-	1,168,075	-	-	-	1,168,075
Special Programs and Projects	-	-	-	-	-	-	-	-	-	-	-	-	797,396	797,396
Equipment	12,317	35,325	31,382	7,277	2,986	-	-	-	-	34,607	-	-	-	123,894
<b>SUBTOTAL</b>	<b>1,613,664</b>	<b>1,736,299</b>	<b>1,110,648</b>	<b>2,214,555</b>	<b>610,491</b>	<b>587,401</b>	<b>501,506</b>	<b>493,843</b>	<b>229,848</b>	<b>1,202,682</b>	<b>414,885</b>	<b>-</b>	<b>797,396</b>	<b>11,513,218</b>
General Costs and Provisions*	139,492	145,832	95,108	164,854	38,043	-	-	-	25,362	-	25,362	-	-	634,053
CATIE Contribution	-	-	-	-	-	-	-	-	-	-	-	593,229	-	593,229
<b>TOTAL</b>	<b>1,753,156</b>	<b>1,882,131</b>	<b>1,205,756</b>	<b>2,379,409</b>	<b>648,534</b>	<b>587,401</b>	<b>501,506</b>	<b>493,843</b>	<b>255,210</b>	<b>1,202,682</b>	<b>440,247</b>	<b>593,229</b>	<b>797,396</b>	<b>12,740,500</b>

\* Expenses have been distributed according to the percentages presented in the 1980 Program-Budget.

**Table 7. General Working Fund Statement  
(UNITED STATES DOLLARS)**

<b>Initial Balance</b>		
Quotas Receivable	2,755,021	
Other	<u>431,593</u>	<u>3,186,614</u>
<b>Difference between Income &amp; Disbursements during the year</b>		
Income	12,862,639	
Disbursements	<u>12,740,500</u>	<u>122,139</u>
<b>End of year Balance</b>		
Quotas Receivable	1,617,929	
Other	<u>1,690,824</u>	<u>3,308,753</u>

**Table 8. Summary of Income and Disbursements of the General Working Fund – 1 January 1980 – 31 December 1980  
(UNITED STATES DOLLARS)**

	INCOME		DISBURSEMENTS
Quotas from Member States	12,756,872	<b>BUDGET</b>	
		Line of Action I	1,425,692
		Line of Action II	765,434
		Line of Action III	1,089,425
Reimbursement to the General Working Fund, from Quota Budget	65,632	Line of Action IV	1,247,082
		Line of Action V	1,872,911
		Line of Action VI	905,043
		Line of Action VII	1,515,299
Amort. Contrib. New Bldg. Inst. JD/90	20,000	Planning, Operations and External Coordination	602,967
Amort. CATIE Contrib.	20,000	Management and Administration	1,168,075
		General Costs & Provisions	634,053
		Equipment (Investments)	123,894
		Contribution (CATIE)	593,229
Other Income	135	Special Programs and Projects	797,396
<b>TOTAL INCOME</b>	<u>12,862,639</u>	<b>TOTAL DISBURSEMENTS</b>	<u>12,740,500</u>
		Increase General Working Fund	<u>122,139</u>
	<u>12,862,639</u>		<u>12,862,639</u>

FIGURE 5

COMPOSITION OF THE GENERAL WORKING FUND

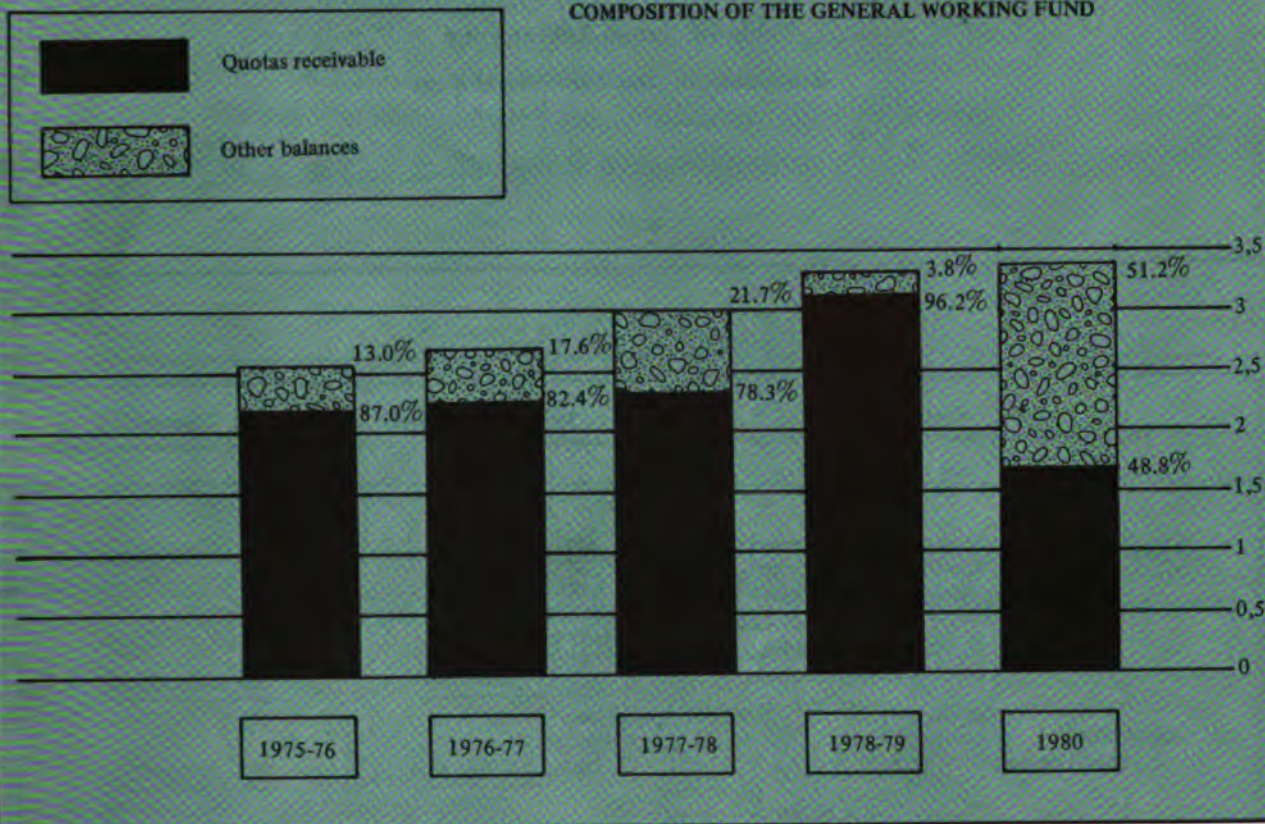


Table 9. Comparative Statement of Approved Annual Budgets and Actual Expenditures  
(IN THOUSANDS OF U. S. DOLLARS)

Fiscal Year	Approved Budget*	Actual Expenditures	Percentage
1970-71	4,023	3,849	95.7
1971-72	4,425	4,086	92.3
1972-73	4,982	4,597	92.3
1973-74	5,539	5,436	98.1
1974-75	6,320	6,306	99.8
1975-76	7,063	6,744	95.4
1976-77	8,190	8,063	98.4
1977-78	9,050	9,026	99.7
1978-79	9,994	9,709	97.1
2nd Semester 1979	5,947	5,916	99.5
1980	12,757	12,741	99.8

\* Does not include quotas corresponding to Cuba.

**Table 10. Simon Bolivar Fund  
Statement for the 1980 Fiscal Year**

Item	Indiv. Contribution	Amount
<b>INCOME</b>		
Contribution from: Government of Venezuela	US\$ 2,003,494.47	
Government of Ecuador	13,340.57	
Government of Panama	12,500.00	
Government of Costa Rica	7,500.00	
Government of Jamaica	8,294.05	
Government of Honduras	<u>5,000.00</u>	<u>US\$ 2,050,129.09</u>
Capital Interests: 1980 Fiscal Year	<u>US\$ 572,912.11</u>	<u>US\$ 572,912.11</u>
Total Income		<u>US\$ 2,623,041.20</u>
<b>EXPENDITURES</b>		
Budgeted expenditures 1980 Fiscal Year	US\$ 2,230,981.66	
Increase in the General Working Fund	<u>25,000.00</u>	
Total Expenditures		<u>US\$ 2,255,981.66</u>
Balance transferred to Account "Budget Surplus from 1980 Fiscal Year"		<u>US\$ 367,059.54</u>



**Table 11. Financial Statement for the Simon Bolivar Fund (US\$)**  
**Through 31 December 1980**

<b>CASH ON HAND AND IN BANKS</b>	<b>US\$</b>	<b>15,137.83</b>	<b>BUDGET SURPLUS</b>		<b>US\$ 3,478,554.66</b>
			Fy 1975-1976	US\$ 1,793,135.67	
			Fy 1976-1977	982,434.94	
			Fy 1977-1978	439,164.44	
			Fy 1978-1979	609,620.56	
			Second Semester 1979	( 712,860.49)	
			Fy 1980	367,059.54	
<b>SHORT-TERM DEPOSITS</b>	<b>US\$</b>	<b>3,861,951.77</b>	<b>GENERAL WORKING FUND</b>		<b>US\$ 837,500.00</b>
			Allocated for 1975-1976	US\$ 200,000.00	
			Allocated for 1976-1977	200,000.00	
			Allocated for 1977-1978	320,000.00	
			Allocated for 1978-1979	80,000.00	
			Allocated for 2nd Sem. 1979	12,500.00	
			Allocated for 1980	25,000.00	
<b>ACCOUNTS RECEIVABLE</b>	<b>US\$</b>	<b>77,479.30</b>			
<b>ADVANCES ON OPERATIONAL EXPENSES</b>	<b>US\$</b>	<b>361,485.76</b>			
<b>Total</b>	<b>US\$</b>	<b><u>4,316,054.66</u></b>	<b>Total</b>		<b>US\$ <u>4,316,054.66</u></b>





## APPENDICES







## APPENDIX I

### ACTIVITIES COMPLETED BY IICA DURING THE JANUARY DECEMBER 1980 PERIOD





## ACTIVITIES COMPLETED BY IICA DURING THE JANUARY--DECEMBER 1980 PERIOD

The activities described below do not represent the total number of activities carried out by IICA, as many are included as part of others. Even with these exceptions, however, the total number of activities (1186) carried out by the Institute during this period was greater than the total for the 1977-1978 fiscal period (1011), both by Lines of Action and by country. Comparisons are not made with 1978-1979, which was an 18-month period.

Summary of IICA Activities, by Lines of Action and by Country

	LINES OF ACTION							Support Activities	Total
	I	II	III	IV	V	VI	VII		
Argentina	4	2	4	6	10	2	5	-	33
Barbados	-	-	-	6	-	5	3	-	14
Bolivia	1	-	8	11	9	1	3	-	33
Brazil	-	11	32	6	39	-	-	-	88
Chile	2	6	-	1	10	-	8	-	27
Colombia	2	22	2	9	22	2	7	-	66
Costa Rica	2	7	-	6	4	7	9	-	35
Dominican Republic	-	-	3	16	5	10	11	-	45
Ecuador	-	3	-	-	12	-	-	-	15
El Salvador	-	-	8	1	5	-	7	-	21
Grenada	-	-	2	-	-	-	6	-	8
Guatemala	-	8	5	-	6	14	7	-	40
Guyana	-	-	-	4	2	5	-	-	11
Haiti	-	4	3	13	16	-	-	-	36
Honduras	7	-	3	12	4	14	2	-	42
Jamaica	1	-	-	10	-	-	2	-	13
Mexico	2	8	2	3	-	8	9	-	32
Nicaragua	-	2	8	-	-	4	3	-	17
Panama	-	4	3	7	6	3	4	-	27
Paraguay	2	4	3	-	-	8	2	-	19
Peru	6	1	17	11	4	5	2	-	46
Trinidad and Tobago	3	-	5	4	-	-	5	-	17
Uruguay	5	10	7	2	8	2	4	-	38
Venezuela	10	-	10	12	10	6	10	-	58
Multinational Activities	17	17	33	17	13	24	8	-	129
General Directorate	-	-	-	-	-	-	-	41	41
Deputy Director General	-	-	-	-	-	-	-	70	70
ADDG Planning	-	-	-	-	-	-	-	57	57
ADDG Operations	-	-	-	-	-	-	-	13	13
ADDG Ext. Coordin.	-	-	-	-	-	-	-	4	4
CIDIA	91	-	-	-	-	-	-	-	91
<b>TOTAL</b>	<b>155</b>	<b>109</b>	<b>158</b>	<b>157</b>	<b>185</b>	<b>120</b>	<b>117</b>	<b>185</b>	<b>1,186</b>

	<b>ARGENTINA</b>		<b>BARBADOS</b>
<b>PROGRAM I.2</b>	<b>NATIONAL INFORMATION SYSTEMS</b>	<b>PROGRAM IV.2</b>	<b>AGRICULTURAL MARKETING</b>
Project I.SA.21	Strengthening the National Agricultural Information System  Activities performed: 4	Project IV.XLB.21	Improving the Agricultural Marketing System in Barbados  Activities performed: 6
<b>PROGRAM II.2</b>	<b>IMPLEMENTATION OF EDUCATIONAL POLICY</b>	<b>PROGRAM V.2</b>	<b>IMPLEMENTATION OF REGIONAL RURAL DEVELOPMENT POLICIES</b>
Project II.SA.21	Contributing to preparing a national educational project for graduates of the Agricultural Sciences Activities performed: 2	Project V.LB.21	Land and Water use in Barbados for integrated agricultural development  Activities performed: 5
<b>PROGRAM III.1</b>	<b>RESEARCH AND TECHNOLOGY TRANSFER</b>	<b>PROGRAM VII.1</b>	<b>FORMULATION OF AGRICULTURAL POLICY AND SECTORAL PLANNING</b>
Project III.SA.11	Strengthening research and technology transfer agencies  Activities performed: 4		Immediate actions: 3
<b>PROGRAM IV.2</b>	<b>AGRICULTURAL MARKETING</b>		<b>BOLIVIA</b>
Project IV.XSA.21	Developing the projection, marketing and agribusiness of irrigated areas of Argentina - Rio Colorado Bonaerense Valley.  Activities performed: 4	<b>PROGRAM I.1</b>	<b>HEMISPHERIC INFORMATION SYSTEM</b>
<b>PROGRAM IV.3</b>	<b>ANIMAL HEALTH</b>	Project I.AB.11	Strengthening agricultural information units  Activities performed: 1
Project IV.SA.30	Project preparation  Activities performed: 2	<b>PROGRAM III.1</b>	<b>RESEARCH AND TECHNOLOGY TRANSFER</b>
<b>PROGRAM V.1</b>	<b>REGIONAL DEVELOPMENT PLANNING</b>	Project III.AB.11	Supporting the Bolivian Institute of Agricultural Technology  Activities performed: 8
Project V.SA.10	Participation in planning and implementing regional rural development policies  Activities performed: 8	<b>PROGRAM IV.1</b>	<b>FOSTERING PRODUCTION AND PRODUCTIVITY</b>
Project V.SA.11	Participation in preparing agricultural development projects in Formosa Province  Activities performed: 2	Project IV.XAB.11	Fostering milk production in Tarija  Activities performed: 8
<b>PROGRAM VI.2</b>	<b>CAMPESINO ORGANIZATION</b>	Project K.IV.ABC.12	Collaborating in implementing the Agricultural Credit Insurance Program  Activities performed: 3
Project VI.SA.20	Cooperating in studies of associative enterprises  Activities performed: 2	<b>PROGRAM V.1</b>	<b>REGIONAL DEVELOPMENT PLANNING</b>
<b>PROGRAM VII.1</b>	<b>FORMULATION OF AGRICULTURAL POLICY AND SECTORAL PLANNING</b>	Project V.AB.11	Rural development  Activities performed: 7
Project VII.SA.11	Improving the operational capabilities and integration of the national agricultural formulation and administration subsystem  Activities performed: 5	Project V.AV.21	Strengthening the Irrigation Engineering Office  Activities performed: 2
		<b>PROGRAM VI.2</b>	<b>CAMPESINO ORGANIZATION</b>
		Project VI.AB.21	Campesino organization and training  Activities performed: 1



<b>PROGRAM VII.2</b>	<b>RURAL DEVELOPMENT MANAGEMENT</b>	<b>PROGRAM V.1</b>	<b>REGIONAL DEVELOPMENT PLANNING</b>
Project VII.AB.21	Improving administration of agricultural development Activities performed: 3	Project V.SB.11	Supporting CEPLAC in preparing and implementing the Development Program for the Cacao-Producing Region of Bahia Activities performed: 2
	<b>BRAZIL</b>	Project V.SB.13	Providing CODEVASF with technical cooperation for high-priority programs in the Valley Activities performed: 11
<b>PROGRAM II.2</b>	<b>IMPLEMENTATION OF EDUCATIONAL POLICY</b>	Project V.SB.13a	Farmer organization Activities performed: 5
Project II.SB.21	Supporting the SEC of Pernambuco in programming and implementing the Integrated System for Rural Education Activities performed: 4	<b>PROGRAM V.2</b>	<b>IMPLEMENTATION OF REGIONAL RURAL DEVELOPMENT POLICIES</b>
Project II.SB.22	Cooperating with ABEAS in the National Program for Integration-Education-Production Activities performed: 1	Project V.SB.20	IICA-TROPICS short-term actions Activities performed: 2
Project II.SB.23	Strengthening the agrarian sciences at Pelotas Federal University Activities performed: 3	Project V.SB.20a	Formulating support project for regional rural development programs in Bahia Activities performed: 1
Project II.SB.25	Cooperating with the Secretariat of Education of the State of Ceara in programming and implementing Integrated Rural Education Programs Activities performed: 3	Project V.SB.21	Providing SUDENE with advisory services for implementing the Cooperative Program for Personnel Training and Technical Assistance for Irrigated Farming Activities performed: 13
<b>PROGRAM III.1</b>	<b>RESEARCH AND TECHNOLOGY TRANSFER</b>	Project V.SB.22	Providing technical cooperation (in the Irrigation Program) for the Development Superintendency of the Northeast (SUDENE) Activities performed: 5
Project III.SB.12	Supporting CEPLAC in physical and biological research on expanding the cacao crop in Brazil Activities performed: 4	<b>PROGRAM I.2</b>	<b>NATIONAL INFORMATION SYSTEMS</b> Immediate actions: 2
Project III.SB.13	Strengthening agricultural research in Brazil Activities performed: 21	<b>PROGRAM II.2</b>	<b>IMPLEMENTATION OF EDUCATIONAL POLICY</b>
Project III.SB.15	Strengthening agricultural research in South-Central Brazil Activities performed: 7	Project II.SC.21	Providing advisory services to the Ministry of Public Education on restructuring the Intermediate Agricultural Education System, and supporting coordination of other systems Activities performed: 2
<b>PROGRAM IV.1</b>	<b>FOSTERING PRODUCTION AND PRODUCTIVITY</b>	Project II.SC.22	Providing advisory services to the Higher Council of Agricultural and Forest Sciences (CAF-PPG) in coordinating and improving agricultural education at the professional level and in establishing the permanent graduate program as an Institution Activities performed: 4
Project IV.SB.12	Supporting increases in production and productivity of sugar cane in Norte Fluminense Activities performed: 4		
Project IV.SB.21	Supporting the Brazilian system for agricultural supplies Activities performed: 2		

<b>PROGRAM IV.2</b>	<b>AGRICULTURAL MARKETING</b>	<b>PROGRAM V.2</b>	<b>REGIONAL DEVELOPMENT PLANNING</b>
	Immediate actions: 1		
<b>PROGRAM V.1</b>	<b>REGIONAL DEVELOPMENT PLANNING</b>	<b>Project V.AC.11</b>	Cooperating with the ICA in developing methods for rural development projects
	Immediate actions: 1		Activities performed: 15
<b>Project V.XSC.11</b>	Upgrading and applying methods for planning, managing and evaluating regional rural development	<b>PROGRAM V.2</b>	<b>IMPLEMENTATION OF REGIONAL RURAL DEVELOPMENT POLICIES</b>
	Activities performed: 7	<b>Project V.AC.21</b>	Strengthening management skills for regional rural development
			Activities performed: 4
<b>PROGRAM V.2</b>	<b>IMPLEMENTATION OF REGIONAL RURAL DEVELOPMENT POLICIES</b>	<b>Project V.AC.22</b>	Supporting the establishment and strengthening of the SENA training structure for integrated rural development
<b>Project V.XSC.22</b>	Supporting the San Fernando Intermediate Agricultural School in acting as a Rural Development Center to serve small-scale farmers		Activities performed: 3
	Activities performed: 2		
<b>PROGRAM VII.2</b>	<b>RURAL DEVELOPMENT MANAGEMENT</b>	<b>PROGRAM VI.2</b>	<b>CAMPESINO ORGANIZATION</b>
	Immediate actions: 8	<b>Project VI.AC.21</b>	Supporting INCORA in consolidating campesino community enterprises
			Activities performed: 2
	<b>COLOMBIA</b>		
<b>PROGRAM I.2</b>	<b>NATIONAL INFORMATION SYSTEMS</b>	<b>PROGRAM VII.2</b>	<b>FORMULATION OF AGRICULTURAL POLICY AND SECTORAL PLANNING</b>
<b>Project I.AC.21</b>	Strengthening and coordinating agricultural documentation and information services in Colombia	<b>Project VII.AC.10</b>	Providing technical cooperation for planning units and other entities of the agricultural sector
	Activities performed: 2		Activities performed: 1
<b>PROGRAM II.2</b>	<b>IMPLEMENTATION OF EDUCATIONAL POLICY</b>	<b>Project VII.AC.12</b>	Agricultural and rural planning and management. Sectoral component.
<b>Project II.AC.21</b>	Training to support high-priority areas for agrarian sector agencies (National Program for Agricultural Training-PNCA)		Activities performed: 6
	Activities performed: 22		<b>COSTA RICA</b>
<b>PROGRAM III.1</b>	<b>RESEARCH AND TECHNOLOGY TRANSFER</b>	<b>PROGRAM I.1</b>	<b>HEMISPHERIC INFORMATION SYSTEM</b>
	Immediate actions: 2	<b>Project I.NCR.10</b>	Coordinating and cooperating with agricultural information activities in Costa Rica
			Activities performed: 2
<b>PROGRAM IV.1</b>	<b>FOSTERING PRODUCTION AND PRODUCTIVITY</b>	<b>PROGRAM II.1</b>	<b>PLANNING EDUCATION</b>
<b>Project IV.AC.10</b>	Supporting the training, research and identification of agribusiness programs and projects	<b>Project II.NCR.11</b>	Organizing and planning agricultural education in Costa Rica
	Immediate actions: 1		Activities performed: 7
<b>Project IV.XAC.11</b>	Developing marketing systems for agricultural products run by CECORA campesino organizations	<b>PROGRAM IV.2</b>	<b>AGRICULTURAL MARKETING</b>
	Activities performed: 8	<b>Project IV.NCR.20</b>	Supporting the National Production Council in developing price and storage programs
			Activities performed: 1

Project IV.NCR.21 Supporting the establishment of a marketing program for small-scale farmers

Activities performed: 5

**PROGRAM V.2 IMPLEMENTATION OF REGIONAL RURAL DEVELOPMENT POLICIES**

Project V.NCR.21 Cooperating with the Government of Costa Rica in studying and establishing the Integral Development Project for the Tempisque Basin

Activities performed: 4

**PROGRAM VI.1 AGRARIAN REFORM**

Project VI.NCR.11 Strengthening the Land and Settlement Institute (ITCO)

Activities performed: 1

Project VI.XNCR.20 Providing ITCO with technical cooperation for establishing an agricultural production enterprise for youth

Activities performed: 1

Project VI.XNCR.22 Supporting the establishment and strengthening of County Agricultural Centers

Activities performed: 5

**PROGRAM VII.1 FORMULATION OF AGRICULTURAL POLICY AND SECTORAL PLANNING**

Project VII.XNC.11 Project for cooperation between OFIPLAN/CAN/MAG and IICA to strengthen the Agricultural Sector Planning System

Activities performed: 9

#### **DOMINICAN REPUBLIC**

**PROGRAM III.1 RESEARCH AND TECHNOLOGY TRANSFER**

Project III.LD.11 Strengthening the system for generating and transferring agricultural technology

Activities performed: 3

**PROGRAM IV.1 FOSTERING PRODUCTION AND PRODUCTIVITY**

Project IV.LD.10 Supporting the development of the Institutional Seed System of the Agricultural Sector

Activities performed: 8

**PROGRAM IV.2 AGRICULTURAL MARKETING**

Project IV.LD.21 Developing the Agricultural Marketing System

Activities performed: 8

**PROGRAM V.2 IMPLEMENTATION OF REGIONAL RURAL DEVELOPMENT POLICIES**

Activities performed: 5

**PROGRAM VI.1 AGRARIAN REFORM**

Project VI.LD.11 Supporting the Dominican Agrarian Institute and the Secretariat of State for Agriculture in training for the formation of self-managed rural organizations

Activities performed: 10

**PROGRAM VII.1 FORMULATION OF AGRICULTURAL POLICY AND SECTORAL PLANNING**

Project VII.XLD.12 Strengthening the Agricultural Planning System

Activities performed: 11

#### **ECUADOR**

**PROGRAM II.1 PLANNING EDUCATION**

Project II.AE.11 Supporting the organization and planning of the Agricultural Education System

Activities performed: 3

**PROGRAM V.1 REGIONAL DEVELOPMENT PLANNING**

Project V.AE.11 Planning and implementing regional rural development policies in Ecuador

Activities performed: 4

**PROGRAM V.2 IMPLEMENTATION OF REGIONAL RURAL DEVELOPMENT POLICIES**

Project V.XAE.21 Quimiag-Penipe Integrated Agricultural Development Project

Activities performed: 3

Project V.AE.21 Supporting the Development of the Tropics in Ecuador

Activities performed: 5

#### **EL SALVADOR**

**PROGRAM III.1 RESEARCH AND TECHNOLOGY TRANSFER**

Project III.NES.11 Providing cooperation for generating food crop technology and transferring it to farmers

Activities performed: 8

<b>PROGRAM IV.2</b>	<b>AGRICULTURAL MARKETING</b>	<b>PROGRAM V.2</b>	<b>IMPLEMENTATION OF REGIONAL RURAL DEVELOPMENT POLICIES</b>
Project IV.NES.21	Supporting the development and implementation of an integral marketing policy  Activities performed: 1	Project V.XNG.21	Providing specific IICA/SBF support in the implementation of the PMDIA/F.T.N.  Activities performed: 6
<b>PROGRAM V.1</b>	<b>REGIONAL DEVELOPMENT PLANNING</b>	<b>PROGRAM VI.1</b>	<b>AGRARIAN REFORM</b>
Project V.XNS.11	Providing technical cooperation for the integral development of the Northern Zone of El Salvador  Activities performed: 5	Project K.VI.NGD.11	Assisting the development of campesino community enterprises (GOBHOL-IICA/PRACA)  Activities performed: 12
<b>PROGRAM VII.1</b>	<b>FORMULATION OF AGRICULTURAL POLICY AND SECTORAL PLANNING</b>	<b>PROGRAM VI.2</b>	<b>CAMPESINO ORGANIZATION</b>
Project VII.NES.11	Operational planning for agricultural development  Activities performed: 5	Project VI.NG.21	Supporting programs for campesino organization  Activities performed: 2
<b>PROGRAM VII.2</b>	<b>RURAL DEVELOPMENT MANAGEMENT</b>	<b>PROGRAM VII.2</b>	<b>RURAL DEVELOPMENT MANAGEMENT</b>
	Immediate actions: 2	Project VII.NG.21	Supporting the SPA in administering agricultural policies  Activities performed: 5
	<b>GRENADA</b>	Project VII.NG.20	-Updating IICA's Plan of Action in Guatemala and participating in training and planning activities  -Providing supervision and follow-up for quota and external resource projects  Immediate actions: 2
<b>PROGRAM IV.2</b>	<b>AGRICULTURAL MARKETING</b>		<b>GUYANA</b>
Project IV.XLR.21	Strengthening the capacity of the National Marketing and Importing Board  Activities performed: 2	<b>PROGRAM IV.1</b>	<b>FOSTERING PRODUCTION AND PRODUCTIVITY</b>
<b>PROGRAM VII.1</b>	<b>FORMULATION OF AGRICULTURAL POLICY AND SECTORAL PLANNING</b>	Project IV.XLG.11	Defining and promoting methodologies for legume and cassava production systems  Activities performed: 4
Project VII.LR.11	Assisting the Ministry of Agriculture on project preparation, evaluation and review  Activities performed: 6	<b>PROGRAM VI.2</b>	<b>CAMPESINO ORGANIZATION</b>
	<b>GUATEMALA</b>	Project VI.LG.21	Defining and promoting methods for the supervision, control and promotion of farmer production organizations  Activities performed: 2
<b>PROGRAM II.2</b>	<b>IMPLEMENTATION OF EDUCATIONAL POLICY</b>	<b>PROGRAM VII.1</b>	<b>FORMULATION OF AGRICULTURAL POLICY AND SECTORAL PLANNING</b>
Project II.NG.21	Providing technical cooperation for the implementation of the Human Resources Program  Activities performed: 8	Project VII.LG.11	Strengthening the statistical capability of the Resource Development and Planning Division of the Ministry of Agriculture  Activities performed: 3
<b>PROGRAM III.1</b>	<b>RESEARCH AND TECHNOLOGY TRANSFER</b>		
Project III.NG.11	Providing technical cooperation for strengthening the agencies of research and technology transfer, especially ICTA and DIGESA  Activities performed: 5		

<b>PROGRAM VII.2</b>	<b>RURAL DEVELOPMENT MANAGEMENT</b>	<b>PROGRAM IV.1</b>	<b>FOSTERING PRODUCTION AND PRODUCTIVITY</b>
	Immediate actions: 2	Project IV.NH.11	Fostering agricultural production and productivity at the regional level
	<b>HAITI</b>		Activities performed: 6
<b>PROGRAM II.1</b>	<b>PLANNING EDUCATION</b>	Project IV.XNH.10	Providing technical cooperation for the improvement of vegetable production systems. IICA/SRN/Pan American Agricultural School Agreement
Project II.LH.11	Introducing an Integral Rural Education System (CEIDER)		Activities performed: 6
	Activities performed: 4		
<b>PROGRAM III.1</b>	<b>RESEARCH AND TECHNOLOGY TRANSFER</b>	<b>PROGRAM V.1</b>	<b>REGIONAL DEVELOPMENT PLANNING</b>
	Immediate actions: 3	Project V.XNH.11	Providing technical cooperation for the development of an area of the Reclaimed Zone
<b>PROGRAM IV.1</b>	<b>FOSTERING PRODUCTION AND PRODUCTIVITY</b>		Activities performed: 4
Project IV.XLH.11	Strengthening the National Seed Improvement Service (SENASA)	<b>PROGRAM VI.1</b>	<b>AGRARIAN REFORM</b>
	Activities performed: 5	Project VI.NH.11	Institution building of INA. IICA/INA/IDA 628/HO Agreement
<b>PROGRAM IV.2</b>	<b>AGRICULTURAL MARKETING</b>		Activities performed: 14
Project IV.LH.21	Strengthening the National Agricultural Marketing Service (SENACA)	<b>PROGRAM VII.1</b>	<b>FORMULATION OF AGRICULTURAL POLICY AND SECTORAL PLANNING</b>
	Activities performed: 8	Project VII.NH.10	Providing technical support for regional operational planning
<b>PROGRAM V.1</b>	<b>REGIONAL DEVELOPMENT PLANNING</b>		Immediate actions: 1
Project V.XLH.11	Strengthening the Support System for Community Rural Development Projects (Development Islets)	Project VII.NH.20	Formulating, implementing and controlling the Country-Level Plan of Action
	Activities performed: 12		Immediate actions: 1
Project V.LH.12	Providing technical cooperation for the integral development of the Artibonite Valley		<b>JAMAICA</b>
	Activities performed: 4	<b>PROGRAM I.2</b>	<b>NATIONAL INFORMATION SYSTEMS</b>
	<b>HONDURAS</b>	Project I.LJ.20	Strengthening the documentation center of the Ministry of Agriculture
<b>PROGRAM I.1</b>	<b>HEMISPHERIC INFORMATION SYSTEM</b>		Immediate actions: 1
Project I.NH.11	Institution building in CEDIA, Letter of Understanding SRN/IICA	<b>PROGRAM IV.1</b>	<b>FOSTERING PRODUCTION AND PRODUCTIVITY</b>
	Activities performed: 7	Project IV.XLJ.11	Third year establishment and maintenance of observation and demonstration plots on systems best adapted to hillside agriculture
<b>PROGRAM III.1</b>	<b>RESEARCH AND TECHNOLOGY TRANSFER</b>		Activities performed: 7
Project III.NH.20	Administration of the SRN/IICA/IDA 628/HO Agreement	<b>PROGRAM VII.1</b>	<b>FORMULATION OF AGRICULTURAL POLICY AND SECTORAL PLANNING</b>
	Activities performed: 3	Project VII.LJ.10	Immediate actions: 2

<b>MEXICO</b>		<b>NICARAGUA</b>	
<b>PROGRAM I.2</b>	<b>NATIONAL INFORMATION SYSTEMS</b>	<b>PROGRAM II.2</b>	<b>IMPLEMENTATION OF EDUCATIONAL POLICY</b>
Project I.NM.21	Supporting the establishment of the National Agricultural Information System  Activities performed: 2	Project II.NN.20	Providing technical cooperation for the Agricultural Education System (UCA and UNA)  Activities performed: 2
<b>PROGRAM II.1</b>	<b>PLANNING EDUCATION</b>	<b>PROGRAM III.1</b>	<b>RESEARCH AND TECHNOLOGY TRANSFER</b>
Project II.NM.11	Supporting the structure of the Schools of Higher Education in Agriculture in Mexico, and increasing their educational effectiveness  Activities performed: 5	Project III.NN.10	Providing technical advisory services and personnel training for planning agricultural research  Activities performed: 5
<b>PROGRAM II.2</b>	<b>IMPLEMENTATION OF EDUCATIONAL POLICY</b>	Project III.NN.11	Providing technical cooperation for the INTA-MIDA Science and Technology Program  Activities performed: 3
Project K.II.NMA.21	Training technical personnel from institutions involved in rural development  Activities performed: 3	<b>PROGRAM VI.1</b>	<b>AGRARIAN REFORM</b>
<b>PROGRAM III.1</b>	<b>RESEARCH AND TECHNOLOGY TRANSFER</b>	Project VI.NN.11	Providing technical cooperation for the development of the Institutional Program for Small-Scale Farmers  Activities performed: 4
Project III.NM.11	Strengthening key organizations of the technology transfer system  Activities performed: 2	<b>PROGRAM VII.2</b>	<b>RURAL DEVELOPMENT MANAGEMENT</b>
<b>PROGRAM IV.2</b>	<b>AGRICULTURAL MARKETING</b>	Project VII.NN.20	Strengthening the (agricultural) Sectoral Unit of the Ministry of Sectoral Planning  Activities performed: 3
Project IV.NM.21	Providing advisory services and support for the Agricultural Marketing System  Activities performed: 3		In addition, the following unprogrammed activities were performed: PIADIC-Nicaragua Project (P.01.NN.1) Project for Expanding Silo Infrastructure Overall Agricultural Project, BND-INRA Project for the Eradication of Coffee Rust by Replanting Coffee Fields (CONARCA Project)
<b>PROGRAM VI.2</b>	<b>CAMPESINO ORGANIZATION</b>		
Project VI.NM.21	Training for campesino organization  Activities performed: 8		
<b>PROGRAM VII.1</b>	<b>FORMULATION OF AGRICULTURAL POLICY AND SECTORAL PLANNING</b>		
Project VII.NM.11	Providing technical cooperation for coordinating sectoral planning  Activities performed: 4		
<b>PROGRAM VII.2</b>	<b>RURAL DEVELOPMENT MANAGEMENT</b>	<b>PROGRAM II.2</b>	<b>IMPLEMENTATION OF EDUCATIONAL POLICY</b>
Project VII.X.NM.21	Consolidating and developing the Agricultural Planning System of the Secretariat of Agriculture and Hydraulic Resources (SARH) in Yucatan  Activities performed: 3	Project II.NP.21	Establishing mechanisms for academic planning and coordination for rural education and higher agricultural technical education  Activities performed: 4
Project VII.NM.20	Improving and updating planning and Compiling and updating basic information for institutional diagnosis  Immediate actions: 2	<b>PROGRAM III.1</b>	<b>RESEARCH AND TECHNOLOGY TRANSFER</b>
			Immediate actions: 3

<b>PROGRAM IV.1</b>	<b>FOSTERING PRODUCTION AND PRODUCTIVITY</b>	<b>PROGRAM VI.2</b>	<b>CAMPESINO ORGANIZATION</b>
Project IV.UZ.12	Supporting the Crop Credit Insurance Program of the Agricultural Insurance Institute  Activities performed: 2	Project VI.XSP.21	Associative Enterprises for conscripts from the Paraguayan armed forces  Activities performed: 8
<b>PROGRAM IV.2</b>	<b>AGRICULTURAL MARKETING</b>	<b>PROGRAM VII.2</b>	<b>RURAL DEVELOPMENT MANAGEMENT</b>
Project IV.NP.21	Providing technical cooperation for the Agricultural Marketing Institute  Activities performed: 5		Immediate actions: 2
<b>PROGRAM V.2</b>	<b>IMPLEMENTATION OF REGIONAL RURAL DEVELOPMENT POLICIES</b>		<b>PERU</b>
Project V.NP.21	Strengthening the organizations responsible for the conservation and management of land and water resources in Panama  Activities performed: 6	<b>PROGRAM I.2</b>	<b>NATIONAL INFORMATION SYSTEMS</b>
<b>PROGRAM VI.2</b>	<b>CAMPESINO ORGANIZATION</b>	Project I.AP.21	Strengthening the national agricultural information system  Activities performed: 3
Project VI.XNP.21	Providing technical cooperation for planning Farmer Associative Enterprises  Activities performed: 3	Project K.I.APA.11	UNA-CENCIRA-IICA-IDRC Documentation  Activities performed: 3
<b>PROGRAM VII.2</b>	<b>RURAL DEVELOPMENT MANAGEMENT</b>	<b>PROGRAM II.2</b>	<b>IMPLEMENTATION OF EDUCATIONAL POLICY</b>
	Immediate actions: 4	Project II.AP.21	Strengthening the Higher Agricultural Education System  Activities performed: 1
	<b>PARAGUAY</b>	<b>PROGRAM III.1</b>	<b>RESEARCH AND TECHNOLOGY TRANSFER</b>
<b>PROGRAM I.2</b>	<b>NATIONAL INFORMATION SYSTEMS</b>	Project III.AP.11	Providing cooperation for the Research and Technology Transfer System  Activities performed: 13
Project I.SP.21	Organizing the Agricultural and Forest Documentation and Information System  Activities performed: 2	Project K.III.APB.12	Conducting research on Andean crop systems (IICA/IDRC)  Activities performed: 4
<b>PROGRAM II.2</b>	<b>IMPLEMENTATION OF EDUCATIONAL POLICY</b>	<b>PROGRAM IV.1</b>	<b>FOSTERING PRODUCTION AND PRODUCTIVITY</b>
Project II.SP.21	Providing advisory services to agricultural education organizations in Paraguay in each of the sub-systems  Activities performed: 3	Project IV.XAP.11	Fostering agribusiness production of quinoa and tarhui in Puno  Activities performed: 8
Project II.SP.22	Strengthening the agricultural and forest teaching system in Paraguay  Activities performed: 1	<b>PROGRAM IV.2</b>	<b>AGRICULTURAL MARKETING</b>
<b>PROGRAM III.1</b>	<b>RESEARCH AND TECHNOLOGY TRANSFER</b>	Project IV.AP.21	Supporting the National Food Marketing System  Activities performed: 3
Project III.SP.11	Organizing and managing agricultural research  Activities performed: 3	<b>PROGRAM V.1</b>	<b>REGIONAL DEVELOPMENT PLANNING</b>
		Project V.AP.11	Supporting organizations in charge of developing the Tropics  Activities performed: 4





**PROGRAM III.1 RESEARCH AND TECHNOLOGY TRANSFER**

**Project III.AV.11 Strengthening the National Agricultural Research Fund (FONAIAP)**

Activities performed: 10

**PROGRAM IV.1 FOSTERING PRODUCTION AND PRODUCTIVITY**

**Project IV.AV.11 Strengthening the Institutional Production System of the Agricultural Sector**

Activities performed: 7

**Project IV.XAV.15 Conducting a feasibility study on developing the production and industrialization of cassava in Venezuela**

Activities performed: 5

**PROGRAM V.1 REGIONAL DEVELOPMENT PLANNING**

**Project V.AV.11 Strengthening the planning and management of the National Land and Water Cadastral Office**

**Project V.AV.21**

Activities performed: 5

**Improving agricultural development with irrigation**

Activities performed: 5

**PROGRAM VI.1**

**AGRARIAN REFORM**

**Project VI.AV.12**

**Strengthening the planning and management of the IAN and the CIARA Foundation**

Activities performed: 6

**PROGRAM VII.1**

**FORMULATION OF AGRICULTURAL POLICY AND SECTORAL PLANNING**

**Project VII.AV.11**

**Strengthening the Planning Office of the Ministry of Agriculture and Animal Husbandry**

Activities performed: 10





## APPENDIX II

NUMBER OF INSTITUTIONS WITH WHICH  
IICA COOPERATED DURING THE JANUARY  
- DECEMBER 1980 FISCAL YEAR





**NUMBER OF INSTITUTIONS WITH WHICH IICA  
COOPERATED DURING THE JANUARY -- DECEMBER 1980  
FISCAL YEAR**

Country	Number of Institutions
Argentina	66
Barbados	9
Bolivia	18
Brazil	71
Canada	8
Colombia	52
Costa Rica	19
Chile	45
Dominican Republic	69
Ecuador	46
El Salvador	11
Grenada	4
Guatemala	26
Guyana	8
Haiti	32
Honduras	12
Jamaica	28
Mexico	27
Nicaragua	8
Panama	26
Paraguay	40
Peru	29
Trinidad & Tobago	11
United States	30
Uruguay	40
Venezuela	43
International Organizations	60
National Agencies Abroad	30
	868





**APPENDIX III**  
**PARTICIPANTS IN IICA ACTIVITIES**







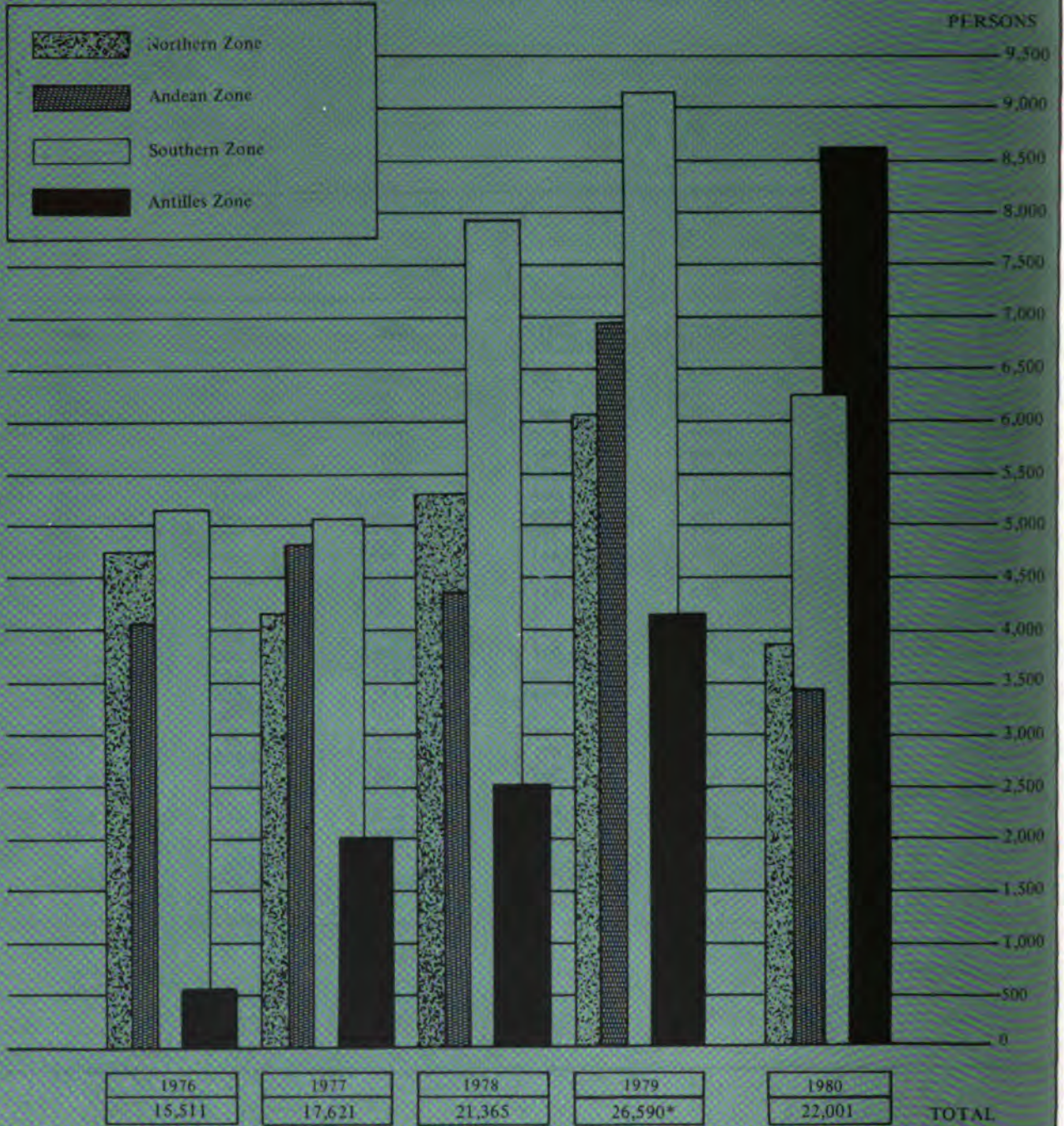
## PARTICIPANTS IN IICA ACTIVITIES

Country	1976	1977	1978	1979	1980
Argentina	792	1,293	3,222	950	950
Barbados	—	—	93	250	361
Bolivia	787	297	711	100	121
Brazil	1,797	1,893	2,570	2,600	809
Colombia	1,160	2,185	1,112	1,688	748
Costa Rica	950	390	446	836	1,000
Chile	2,511	1,046	782	3,015	3,111
Dominican Republic	336	1,496	580	600	2,820
Ecuador	552	390	478	500	434
El Salvador	175	537	265	247	150
Grenada	—	—	—	—	80
Guatemala	286	157	481	689	1,471
Guyana	—	58	70	149	142
Haiti	261	917	483	1,817	240
Honduras	2,327	1,938	3,204	3,300	211
Jamaica	65	69	1,514	1,489	4,794
Mexico	663	558	427	608	327
Nicaragua	320	112	150	103	122
Panama	361	784	636	283	509
Paraguay	107	671	1,328	2,136	328
Peru	851	1,360	1,292	3,030	1,163
Trinidad & Tobago	—	—	—	65	150
Uruguay	198	455	475	531	1,019
Venezuela	1,012	1,015	1,046	1,604	941
Total	15,511	17,621	21,365	26,590*	22,001

\* Includes 18-month period.

FIGURE 6

PARTICIPANTS IN IICA ACTIVITIES, BY ZONE



\* Includes 18-month period.



**APPENDIX IV**  
**PUBLICATIONS**





## PUBLICATIONS

Following is the list of publications by IICA technicians or the results of the cooperative actions of the Institute with national institutions.

The publications are presented in alphabetical order: publications by IICA staff and offices; papers published in the Series of Reports on Conferences, Courses and Meetings; periodic publications (journals and bulletins which IICA publishes regularly); and books published within the Textbooks and Educational Materials Series.

1. A TRANSFERENCIA de tecnologia e o pequeno agricultor. Edit. por J. Díaz-Bordenave. IICA. Publicación Miscelánea, no. 213. 1980. 119 p.
2. ACOSTA, N. Notions de cartographie et de photogramétrie. Port-au-Prince, Bureau de l'IICA en Haïti, s.f. 26 p.
3. AGRICULTURA IRRIGADA – com pequenos produtores: a experiencia de São Desiderio, Bahía, Brasil. IICA. Publicación Miscelánea, no. 228. s.f. s.p.
4. THE AGRICULTURAL PLANNING Division of the Ministry of Agriculture Lands and Fisheries of Trinidad and Tobago. (Project Management Proposal IICA/MALF). Port-of-Spain, IICA Office in Trinidad and Tobago, s.f. s.p.
5. AGUILAR, C. H. El marco operativo de la investigación pecuaria en Honduras. In Curso de Investigación Pecuaria, 1°, La Ceiba, Honduras, 1980. Tegucigalpa, Secretaría de Recursos Naturales, 1980. pp. 28-33.
6. AGUIRRE, J. A. La inversión externa y el desarrollo rural en los ochenta: propuesta, condiciones y posible magnitud del compromiso para América Latina. Desarrollo Rural en las Américas (Costa Rica) 11 (ed. especial):57-78. 1979.
7. \_\_\_\_\_. Agriculture in Central America in the year AD 2000. Desarrollo Rural en las Américas (Costa Rica) 12(2):81-90. 1980.
8. AITKEN, P. et al. Agro-socio-economic survey: Pilot Hillside Agricultural Project (PHILAGRIP); Southern Trelawny. IICA. Informes de Conferencias, Cursos y Reuniones, no. 207. 1980. 245 p.  
Co-autores: A. Wahab, I. Johnson y A. Sahney
9. \_\_\_\_\_, WAHAB, A. y JOHNSON, I. The Allsides Post Peasant. IICA. Publicación Miscelánea, no. 246. 1980. 21 p.
10. AITKEN, P., JOHNSON, I. E. y WAHAB, A. Assessment of employment among small hillside farmers in Jamaica. IICA. Publicación Miscelánea, no. 247. 1980. 49 p.
11. \_\_\_\_\_. et al. IICA evaluation of the first phase FSB Allsides Project; internal document of work. Kingston, IICA Office in Jamaica, 1980. s.p.  
Co-autores: A. Wahab, I. E. Johnson y B. M. Woo.
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## APPENDIX V

### LIST OF AGREEMENTS AND CONTRACTS 1979-1980 Period







## LIST OF AGREEMENTS AND CONTRACTS 1979-1980 Period

No.	Country	Title	Financial Resources (US\$)	Date
36/79	USA	Enmienda No. 1 al Project AID 598-0574, "Educational Media for Integration of Women"	(AID) 250,000	Aug. 9, 79 Feb. 8, 83
37/79	United Nations	Memorandum of Agreement between the International Bank for Reconstruction and Development (the World Bank) and Interamerican Institute of Agricultural Sciences (IICA)	Undefined	Dec. 17, 79 Sept. 31, 81
1/80	USA	Acuerdo entre el Departamento de Estado del Gobierno de los Estados Unidos de América, Agencia para el Desarrollo Internacional (AID), y el Instituto Interamericano de Ciencias Agrícolas, para apoyar una reunión de expertos centroamericanos sobre semillas mejoradas	(ROCAP) 5,800	June 20, 79 July 20, 79
2/80	Finland	General Agreement on Cooperation between the Inter-American Institute of Agricultural Sciences and the International Council for Adult Education	No resources	June 20, 79 undefined
3/80	Guatemala	Convenio entre el Ministerio de Agricultura de Guatemala y el Instituto Interamericano de Ciencias Agrícolas para la ejecución de un proyecto del Fondo Simón Bolívar titulado "Apoyo específico del IICA/FSB en la implementación del plan maestro de desarrollo integral agrícola para la franja transversal del Norte"	(Government) 50,000 (SBF) 97,400	Sept. 6, 79 12 months, renewable
4/80	Spain	Acuerdo de Cooperación entre el Consejo Asesor Iberoamericano de Juventudes Rurales y el Instituto Interamericano de Ciencias Agrícolas	No resources	Oct. 6, 79 Oct. 5, 84
5/80	USA	Contract between the Government of the United States of America, acting through the Agency for International Development Mission to Chile, and the Inter-American Institute of Agricultural Sciences, to cooperate with the office of Development Planning of Chile in the implementation of a project called "Sistema Integral de Estadísticas Agropecuarias y Forestales"	(AID) 44,988.06	Oct. 11, 79 June 22, 80
6/80	Costa Rica	Convenio entre el Ministerio de Agricultura y Ganadería de Costa Rica y el Instituto Interamericano de Ciencias Agrícolas para la ejecución de un Proyecto del IICA/Fondo Simón Bolívar titulado "Apoyo del IICA/FSB para la promoción y establecimiento de los Centros Agrícolas Cantonales"	(SBF) 68,000 (Government) 626,000	Dec. 3, 79 12 months, renewable

No.	Country	Title	Financial Resources (US\$)	Date
7/80	Brazil	Convenio de Cooperaçãõ que, entre si, celebram a Secretaria de Educaçãõ de Pernambuco e o Instituto Interamericano de Ciencias Agrícolas (IICA) da Organizaçãõ dos Estados Americanos - OEA para Asistencia Técnica	(Secretariat of Education) Cr\$ 6,128,000	Dec. 5, 79 Dec. 4, 83
8/80	Brazil	Segundo termo aditivo ao ajuste de Cooperaçãõ técnica firmado em 08 de junho de 1978, publicado no Diario Oficial da Uniao de 03 julho de 1978, entre o Ministerio da Agricultura da República Federativa do Brasil e o Instituto Interamericano de Ciencias Agrícolas, IICA, da Organizaçãõ dos Estados Americanos, objetivando o estabelecimento do sistema nacional de abastecimiento agrícola	(Ministry of Agriculture) Cr\$ 2,000,000	Dec. 10, 79 May 31, 81
9/80	Argentina	Contrato de operaciones para la realizaci3n de estudios de desarrollo agropecuario entre el Instituto Interamericano de Ciencias Agrícolas y el Gobierno de la Provincia del Chaco, República Argentina	(Prov. Government of Chaco) 27,000	Dec. 17, 79 March 31, 80
10/80	Argentina	Carta de Entendimiento entre el Instituto Interamericano de Ciencias Agrícolas y el Instituto Nacional de Tecnología Agropecuaria de la República Argentina para apoyar la ejecuci3n del Programa Cooperativo de Investigaci3n Agrícola en los Países del Cono Sur	Undefined	Dec. 18, 79 undefined
11/80	Brazil	Carta de Entendimiento entre o Instituto Interamericano de Ciencias Agrícolas e a Empresa Brasileira de Pesquisa Agropecuária para apoiar a Execuçãõ do Programa Cooperativo de Investigaçãõ Agrícola nos países do Cone Sul	Undefined	Dec. 18, 79 undefined
12/80	Grenada	Agreement between the Government of Grenada and the Inter-American Institute of Agricultural Sciences on the privileges and immunities of the Institute	No resources	Dec. 20, 79 undefined
13/80	Brazil	Quarto termo aditivo ao Convenio de Cooperaçãõ Técnica firmado em 28 de maio de 1976, entre o Ministério da Agricultura da República Federativa do Brasil e o Instituto Interamericano de Ciencias Agrícolas (IICA), da Organizaçãõ dos Estados Americanos, objetivando estabelecer cooperaçãõ técnica em actividades relativas a implantaçãõ do sistema nacional de planejamento agrícola no Brasil.	No resources	Dec. 27, 79 June 30, 80
14/80	Paraguay	Contrato de prestaci3n de servicios de Consultoría No. 1 que suscriben el Ministerio de Agricultura y Ganadería del Paraguay y el Instituto Interamericano de Ciencias Agrícolas de la OEA con financiamiento del Banco Interamericano de Desarrollo (Convenio ATN/SF-1674-PR)	(IDB) 289,000	Jan. 4, 80 May 3, 83
15/80	Paraguay	Contrato de prestaci3n de servicios de Consultoría No. 2, que suscriben el Ministerio de Agricultura y Ganadería del Paraguay y el Instituto Interamericano de Ciencias Agrícolas de la OEA con financiamiento del Banco Interamericano de Desarrollo (Préstamo 558/SF-PR, ATP/SF-1675-PR)	(IDB) 520,000	Jan. 4, 80 May 3, 83

No.	Country	Title	Financial Resources (US\$)	Date
16/80	Jamaica	Agreement between the Government of Jamaica and the Inter-American Institute of Agricultural Sciences for the preparation of a Project Document to be called "Pilot Hillside Agricultural Project"	(IDB) 49,500 (Government) 18,200	Jan. 7, 80 April 6, 80
17/80	United Nations	Memorandum de entendimiento entre el Fondo de las Naciones Unidas para la Infancia y el Instituto Interamericano de Ciencias Agrícolas para la ejecución del Proyecto sobre Capacitación del Personal Técnico involucrado en proyectos para el desarrollo Rural	Undefined	Jan. 9, 80 Dec. 31, 81
18/80	Costa Rica	Convenio entre el Instituto de Fomento Cooperativo de Costa Rica y el Instituto Interamericano de Ciencias Agrícolas de la OEA, para desarrollar un programa de comercialización de frutas y hortalizas para pequeños agricultores	Undefined	Jan. 11, 80 12 months, renewable
19/80	Bolivia	Convenio de Cooperación Económica y Asistencia Técnica entre la Aseguradora Boliviana Agropecuaria y el Instituto Interamericano de Ciencias Agrícolas	(IICA Sub Grant) 854,000	Jan. 21, 80 Jan. 20, 84
20/80	USA	Agreement between the Inter-American Foundation and the Inter-American Institute of Agricultural Sciences to carry out a conference on self-management and worker participation	(IAF) 32,600 (IICA) 12,760 (Others) 34,700	Feb. 25, 80 June 30, 80
21/80	Holland	Acuerdo de Cooperación entre el Instituto Interamericano de Ciencias Agrícolas y el Reino de los Países Bajos, para la primera etapa del proyecto titulado "Cambio tecnológico en el sector de pequeños agricultores"	(Government) 156,450	Feb. 25, 80 Feb. 24, 82
22/80	United Nations	Acuerdo de Cooperación entre el Instituto Interamericano de Ciencias Agrícolas y el "Consultative Group on International Agricultural Research" para la realización de un taller sobre recursos fitogenéticos de las Islas del Caribe	CIRF 12,000	May 13, 80 May 30, 80
23/80	Switzerland	Acuerdo de Cooperación entre el Instituto Interamericano de Ciencias Agrícolas y el Departamento Federal de Asuntos Extranjeros del Gobierno de Suiza, en apoyo del Plan de Desarrollo Rural integrado para la región central de la República Dominicana	(Government) 103,000	Dec. 19, 79 Dec. 31, 80
24/80	Inter-American System	Memorando de Entendimiento entre el Instituto Interamericano de Ciencias Agrícolas y el Instituto Indigenista Interamericano	No resources	March 10, 80 undefined
25/80	France	Accord de Cooperation entre l'Institut Interamericain des Sciences Agricoles et l'Institut Français du Cafe et du Cacao	Undefined	June 11, 80 3 years
26/80	USA	Carta Convenio de donación de la Agency for International Development (AID) al Instituto Interamericano de Ciencias Agrícolas para apoyar la cooperación técnica al Consejo Nacional de Desarrollo (CONADE) del Ecuador	(AID) 6,000	Feb. 1, 80 April 30, 80

No.	Country	Title	Financial Resources (US\$)	Date
27/80	USA	General agreement between North Carolina State University and the Inter-American Institute of Agricultural Sciences regarding joint technical cooperation efforts for rural development in Latin American and the Caribbean Area	Undefined	March 5, 80 March 4, 85
28/80	El Salvador	Convenio de Cooperación Técnica entre el Instituto Interamericano de Ciencias Agrícolas y el Ministerio de Planificación y Coordinación del Desarrollo Económico y Social de El Salvador	(Government) 150,000	March 27, 80 Oct. 26, 80
29/80	Andean Pact	Convenio de Coordinación entre la Junta del Acuerdo de Cartagena y el Instituto Interamericano de Ciencias Agrícolas	No resources	March 21, 80 March 20, 83
30/80	International Centers	Convenio Específico entre el Centro Internacional de Mejoramiento de Maíz y Trigo y el Instituto Interamericano de Ciencias Agrícolas para el desarrollo de acciones conjuntas en Chile	Undefined	April 22, 80 April 21, 82
31/80	USA	Convenio de Donación de la Agency for International Development, Oficina Regional para Programas Centroamericanos, al Instituto Interamericano de Ciencias Agrícolas para la continuación del proyecto de información agropecuaria del Istmo Centroamericano	(AID) 500,000	Feb. 20, 79 June 30, 81
32/80	Brazil	Quarto aditivo ao Convenio, firmado em 10 de Março de 1977, entre a Comissão Executiva do Plano da Lavoura Cacaueira e o Instituto Interamericano de Ciências Agrícolas, da Organização dos Estados Americanos, visando a execução de um programa de desenvolvimento agrícola da região cacauaieira da Bahia	(CEPLAC) Cr\$ 7,000,000	March 20, 80 March 10, 81
33/80	Guatemala	Carta de entendimiento entre el Instituto Nacional de Transformación Agraria de Guatemala, el Instituto Interamericano de Ciencias Agrícolas y el Programa de Adiestramiento y Estudios sobre reforma agraria y desarrollo rural del Istmo Centroamericano, en apoyo a la estructuración y ejecución del Programa de Desarrollo Integral de las fincas nacionales y fincas cooperativas	Undefined	Feb. 14, 80 Dec. 31, 80
34/80	Colombia	Contrato entre el Ministerio de Agricultura de Colombia y el Instituto Interamericano de Ciencias Agrícolas - OEA de cooperación para formar una unidad técnica en la oficina de Planeamiento del Sector Agropecuario dedicada a la formulación, seguimiento y evaluación de los proyectos del plan de integración nacional y análisis de políticas sectoriales	(Government) 8,000,000 Colombian pesos	Feb. 28, 80 1 year
35/80	Brazil	Termo aditivo ao convenio celebrado entre a Secretaria de Educação de Pernambuco e o Instituto Interamericano de Ciências Agrícolas da OEA, em 30 de maio de 1978	(Secretariat of Education) Cr\$ 150,000	Dec. 14, 79 Dec. 30, 79
36/80	Dominican Republic	Carta de entendimiento entre el Instituto de Estabilización de precios de la República Dominicana y el Instituto Interamericano de Ciencias Agrícolas para el fortalecimiento del sistema de información sobre precios y mercados	Undefined	Dec. 12, 79 Dec. 30, 81

No.	Country	Title	Financial Resources (US\$)	Date
37/80	Dominican Republic	Convenio entre la Secretaría de Estado de Agricultura de la República Dominicana y el Instituto Interamericano de Ciencias Agrícolas para asesoría en seguimiento y evaluación de programas y proyectos	(Secretariat) (AID) 55,645	Aug. 15, 80 Dec. 30, 80
38/80	-	Delayed publication, second addendum agreement with CEPLAC of 1977, signed on August 22, 1978	-	-
39/80	Honduras	Convenio entre la Secretaría de Recursos Naturales de la República de Honduras y el Instituto Interamericano de Ciencias Agrícolas para la ejecución de un proyecto del Fondo Simón Bolívar titulado "Cooperación para la promoción del desarrollo agropecuario de un área de la zona recuperada"	(SBF) 140,000 (SRN) 720,702	July 23, 80 Dec. 31, 81
40/80	Honduras	Carta de entendimiento entre la Secretaría de Recursos Naturales de la República de Honduras y el Instituto Interamericano de Ciencias Agrícolas para el fortalecimiento institucional del CEDIA	(IDRC) 50,000 (Government) 97,000 (IICA) 34,000	July 11, 80 May 30, 82
41/80	Ecuador	Convenio de Cooperación Técnica entre la Comisión de Estudios para el Desarrollo de la Cuenca del Rio Guayas y el Instituto Interamericano de Ciencias Agrícolas para la formación y puesta en marcha de un centro de asistencia técnica y capacitación	(IICA) 52,803 (CEDEGE) 433,449.10	July 31, 80 3 years
42/80	USA	Agreement with the Office of International Cooperation and Development (OIC) for training and consulting services to IICA to assist with the implementation of the "Management for rural development in Latin America" Project	(USDA) 12,125	Aug. 8, 80 Dec. 30, 80
43/80	United Kingdom	General Co-operation agreement between the Inter-American Institute of Agricultural Sciences and the Tropical Products Institute (United Kingdom)	Undefined	Aug. 8, 80 undefined
44/80	Nicaragua	Contrato entre el Ministerio de Planificación de la República de Nicaragua y el Instituto Interamericano de Ciencias Agrícolas, para prestación de servicios de consultoría con base en el convenio de cooperación técnica No. ATN/SF-1774-NI, celebrado entre el Gobierno de Reconstrucción Nacional y el Banco Interamericano de Desarrollo (BID)	(Government) 20,000	Aug. 18, 80* June 11, 80 July 25, 80
45/80	USA	Subcontract between Instituto Interamericano de Ciencias Agrícolas (IICA) and International Agricultural Development Service, to assist EMBRAPA (Brazil) to prepare documentation for an agricultural research project	(Subcontract) (IICA) 104,351	May 14, 80 Sept. 30, 80
46/80	Costa Rica	Carta de entendimiento entre el Servicio Nacional de Electricidad (SNE) y el Instituto Interamericano de Ciencias Agrícolas - OEA (IICA) de Cooperación Técnica al Departamento de Riego del SNE	(IICA) 6,500	Sept. 31, 80 July 31, 81

\* Signed with retroactive effect.

No.	Country	Title	Financial Resources (US\$)	Date
47/80	USA	Limited scope grant project agreement between the United States of America, acting through the Agency for International Development (AID) and the Regional Cooperative Program for the protection and modernization of coffee culture in Mexico, Central America and Panama (PROMECAFE), acting through the Inter-American Institute of Agricultural Sciences (IICA)	(AID) 16,300 (IICA) 12,500	Sept. 11, 80 Dec. 31, 80
48/80	Guatemala	Carta de entendimiento para renovación del convenio entre el Ministerio de Agricultura de Guatemala y el Instituto Interamericano de Ciencias Agrícolas, para la continuación del proyecto "apoyo específico del IICA/FSB en la implementación del plan maestro de desarrollo integral agrícola de la franja transversal del Norte"	Undefined	Sept. 5, 80 Jan. 31, 81
49/80	USA	General agreement between the International Agricultural Development Service and the Inter-American Institute of Agricultural Sciences	Undefined	Oct. 8, 80 3 years
50/80	Colombia	Otrosi al contrato entre el Ministerio de Agricultura de Colombia y el Instituto Interamericano de Ciencias Agrícolas del 28 de febrero de 1980	(Government) 1,400,000 Colombian pesos	Oct. 31, 80 6 months
51/80	USA	Letter of agreement between the Inter-American Institute of Agricultural Sciences (IICA) and Iowa State University (ISU) joint efforts together and analyze information on the present situation and future requirements of agricultural research in Latin American and the Caribbean	(ISU) 53,880	Nov. 7, 80 Jan. 30, 81
52/80	Dominican Republic	Convenio entre la Secretaría de Estado de Agricultura de la República Dominicana y el Instituto Interamericano de Ciencias Agrícolas para apoyar la consolidación del proyecto CENSERI	(SEA) RD\$ 161,480	Sept. 30, 80 Sept. 29, 81
53/80	International Centers	Convenio específico entre el Centro Internacional de Mejoramiento de Maíz y Trigo y el Instituto Interamericano de Ciencias Agrícolas, para el desarrollo de acciones conjuntas en Brasil	Undefined	Sept. 30, 80 Sept. 29, 82
54/80	International Centers	Convenio específico entre el Centro Internacional de Mejoramiento de Maíz y Trigo y el Instituto Interamericano de Ciencias Agrícolas, para el desarrollo de acciones conjuntas en Argentina	Undefined	Sept. 30, 80 Sept. 29, 82
55/80	International Centers	Convenio específico entre el Centro Internacional de Mejoramiento de Maíz y Trigo y el Instituto Interamericano de Ciencias Agrícolas, para el desarrollo de acciones conjuntas en Uruguay	Undefined	Sept. 30, 80 Sept. 29, 82
56/80	Several Countries	Convenio de operaciones del programa cooperativo para la protección y modernización de la caficultura de México, Centroamérica y Panamá, 1978-1982 (PROMECAFE)	Undefined	Jan. 30, 78* Dec. 31, 82

\* Publication was delayed; it corresponds to fiscal year 1978.

No.	Country	Title	Financial Resources (US\$)	Date
57/80	Scientific and Professional Associations	General agreement between Association of Caribbean Universities and Research Institute and the Inter-American Institute of Agricultural Sciences regarding joint technical cooperation efforts for agricultural and rural development in Latin American and the Caribbean	Undefined	March 14, 80 March. 13, 85
58/80	USA	Enmienda No. 1 al convenio LA-050 entre la Inter-American Foundation y el Instituto Interamericano de Ciencias Agrícolas	(IAF) 15,500	June 17, 80 June 30, 80
59/80	Costa Rica	Convenio entre el Instituto Interamericano de Ciencias Agrícolas y el Instituto de Tierras y Colonización de Costa Rica, para la ejecución del Proyecto del Fondo Simón Bolívar sobre ayuda a la implementación de la "Empresa Juvenil de Producción Agropecuaria Filadelfia/Guanacaste"	(SBF) 30,000 (Govt.) 10,000	June 17, 80 Dec. 31, 80
60/80	USA	Second amendment of Grant No. AID/LAC-IGR-1297	Amendment with no financial resources	June 30, 80 Aug. 31, 83
61/80	Scientific and Professional Associations	Convenio de Cooperación entre la Asociación Latinoamericana de Producción Animal (ALPA) y el Instituto Interamericano de Ciencias Agrícolas	Undefined	June 23, 80 undefined
62/80	Costa Rica	Carta de entendimiento entre el Ministerio de Agricultura y Ganadería de Costa Rica y el Instituto Interamericano de Ciencias Agrícolas por la cual se asignan recursos adicionales para el Contrato No. 28/76	(Government) (AID) Q 153,720	July 9, 80 undefined
63/80	Colombia	Continuación por cuatro años del Programa Nacional de Capacitación Agropecuaria -PNCA- bajo el patrocinio de diversas entidades del sector agrícola de Colombia, según convenio básico entre el Ministerio de Agricultura y el Instituto Interamericano de Ciencias Agrícolas	Undefined	July 16, 80 July 15, 84
64/80	Barbados	Agreement between the Ministry of Agriculture, Food and Consumer Affairs of Barbados and the Inter-American Institute of Agricultural Sciences for the execution of a project of the Simon Bolivar Fund of IICA entitled: "Improvement of the Agricultural Marketing System in Barbados"	(SBF) 98,600 (Govt.) 107,000	May 30, 79 May 29, 80
65/80	Barbados	Extension of agreement between the Ministry of Agriculture of Barbados and the Inter-American Institute of Agricultural Sciences for the execution of the Simon Bolivar Fund Project: Improvement of the Agricultural Marketing System in Barbados	-	July 30, 80 May 30, 81
66/80	Grenada	Agreement between the Government of Grenada and the Inter-American Institute of Agricultural Sciences for the execution of a project of the Simon Bolivar Fund of IICA on the Institutional strengthening of Marketing subsector	(SBF) 70,000	Nov. 10, 80 Nov. 9, 81

No.	Country	Title	Financial Resources (US\$)	Date
67/80	France	Avenant a l'accord de cooperation du 6 mai 1980 entre l'Institut Interamericain des Sciences Agricoles et l'Institut Français du Cafe et du Cacao	No resources	Dec. 5, 80 undefined
68/80	USA	Amendment No. 3, Contract AID/ta-C-1432, Agency for International Development of the United States of America and Inter-American Institute of Agricultural Sciences (Proyecto PROPLAN)	(AID) 125,000	Aug. 22, 80 Oct. 31, 80
69/80	Brazil	Convenio que entre si celebram o Ministério do Interior e o Instituto Interamericano de Ciencias Agrícolas da Organização dos Estados Americanos, com a interveniência da Superintendencia do Desenvolvimento do Nordeste (SUDENE), o Departamento Nacional de Obras contra as Secas (DNOCS), e a Companhia de Desenvolvimento do Vale do São Francisco (CODEVASF), estabelecendo cooperação técnica para o programa de irrigação do Ministério do Interior e seus órgãos vinculados	(MINTER) Cr\$ 9,037,000	May 20, 80 May 19, 83
70/80	International Centers	Convenio específico entre el Centro Internacional de Mejoramiento de Maíz y Trigo y el Instituto Interamericano de Ciencias Agrícolas, para el desarrollo de acciones conjuntas en Paraguay	Undefined	Sept. 30, 80 Sept. 29, 82
71/80	Brazil	Convenio que entre si celebram a Superintendencia da Borracha (SUDHEVEA) e o Instituto Interamericano de Ciencias Agrícolas da Organização dos Estados Americanos para apoio a execução do programa de incentivo a produção de Borracha natural	(SUDHEVEA) Cr\$ 6,099,992	July 8, 80 July 7, 82
72/80	Brazil	Quinto aditivo ao convenio, firmado em 10 de marco de 1977, entre a Comissão Executiva do Plano da Lavoura Cacaueira (CEPLAC) e o Instituto Interamericano de Ciencias Agrícolas da Organização dos Estados Americanos visando a execução de um programa de desenvolvimento agrícola da regio cacaueira da Bahia	(CEPLAC) Cr\$ 2,000,000	July 14, 80 March 30, 81
73/80	Brazil	Termo aditivo ao contrato de Cooperação, celebrado em 13 de março de 1979, entre a Empresa Brasileira de Pesquisa Agropecuaria (EMBRAPA) e o Instituto Interamericano de Ciencias Agrícolas, objetivando a prorrogação de sua vigencia	No resources	July 15, 80 Feb. 23, 82
74/80	Brazil	Termo aditivo ao contrato de cooperação, celebrado em 30 de maio de 1977, entre a Empresa Brasileira de Pesquisa Agropecuária (EMBRAPA) e o Instituto Interamericano de Ciencias Agrícolas (IICA), objetivando a prorrogação de sua vigencia	No resources	July 15, 80 Dec. 31, 82
75/80	Paraguay	Contrato de consultoría No. 3 entre el Ministerio de Agricultura y Ganadería del Paraguay y el Instituto Interamericano de Ciencias Agrícolas, con financiamiento del Banco Interamericano de Desarrollo	(IDB) 190,000	July 28, 80 July 24, 84
76/80	Paraguay	Contrato de consultoría No. 4 entre el Ministerio de Agricultura y Ganadería del Paraguay y el Instituto Interamericano de Ciencias Agrícolas, con financiamiento del Banco Interamericano de Desarrollo	(IDB) 1,268,000	July 22, 80 July 21, 84



No.	Country	Title	Financial Resources (US\$)	Date
77/80	Scientific and Professional Associations	Convenio de colaboración entre la Asociación Latinoamericana de Ciencias Agrícolas y el Instituto Interamericano de Ciencias Agrícolas	Undefined	July 28, 80 July 27, 84
78/80	Bolivia	Carta de entendimiento entre el Instituto Boliviano de Tecnología Agropecuaria, la Universidad Autónoma "Tomás Frías" y el Instituto Interamericano de Ciencias Agrícolas para la elaboración de proyectos de inversión para el desarrollo regional	Undefined	June 15, 80 undefined
79/80	Bolivia	Convenio de coordinación y colaboración entre el Ministerio de Asuntos Campesinos y Agropecuarios de Bolivia, el Banco Agrícola de Bolivia, la Aseguradora Boliviana Agropecuaria y el Instituto Interamericano de Ciencias Agrícolas	Undefined	Aug. 12, 80 Aug. 11, 84
80/80	Brazil	Convenio de Cooperación técnica que entre si celebran o Instituto de Pesquisas Tecnológicas do Estado de Sao Paulo S/A - IPT - e o Instituto Interamericano de Ciencias Agrícolas - IICA	(IPT) 108,672	Aug. 20, 80 Feb. 23, 81
81/80	Ecuador	Acuerdo de cooperación técnica y financiera entre la Compañía Nacional de Seguros Agropecuarios del Ecuador (CONASA) y el Instituto Interamericano de Ciencias Agrícolas, para el desarrollo del proyecto del seguro agrocrediticio	(Subgrant-IICA (AID))	Oct. 14, 80 Oct. 14, 81
82/80	Brazil	Convenio celebrado entre la Secretaría de Educación del Estado de Ceará, Brasil, y el Instituto Interamericano de Ciencias Agrícolas, sobre cooperación técnica en apoyo de los programas de educación rural	(Secretariat) Cr\$ 2,911,000	Nov. 7, 79 Nov. 6, 81
83/80	Caribbean Development Bank	Memorandum of understanding regarding co-operation between the Inter-American Institute of Agricultural Sciences and the Caribbean Development Bank	(IICA) 139,600 (CDB) 78,000	Aug. 15, 80 Aug. 14, 82
84/80	Venezuela	Convenio de Operaciones sobre cooperación técnica entre el Instituto Agrario Nacional de Venezuela y el Instituto Interamericano de Ciencias Agrícolas	(IAN) B. 400,000	Nov. 3, 80 Nov. 2, 82
85/80	Dominican Republic	Convenio de cooperación técnica entre el Instituto Nacional de Recursos Hidráulicos de la República Dominicana, la Universidad del Estado de Colorado (EE.UU.) y el Instituto Interamericano de Ciencias Agrícolas	Undefined	Oct. 21, 80 Oct. 20, 83

Only those financial resources described in the legal documents appear in this report. In many cases, financial contributions are undefined, and in some, they do not appear in general agreements.





**APPENDIX VI**  
**PROFESIONAL PERSONNEL**





## A. INTERNATIONAL PROFESSIONAL PERSONNEL

Name	Nationality	Academic Degree or Profession	Position	Location
Acosta, Jaime	Colombia	Economist	Head, Division of Administrative Support and Internal Auditing	San Jose, Costa Rica
Acosta, Ramiro <sup>1</sup>	Bolivia	Editor	Art Editor	San Jose, Costa Rica
Aguirre, Juan A.	Cuba	Ph.D.	Head, Division of Project Development	San Jose, Costa Rica
Aitken-Soux, Percy	Bolivia	Ph.D.	Office Director	Kingston, Jamaica
Alburquerque, Héctor <sup>2</sup>	Uruguay	Ph.D.	Director of Supervision and Follow-up – Area 4	San Jose, Costa Rica
Alexander, Franz <sup>3</sup>	Jamaica	M.S.	Specialist in Animal Health	Georgetown, Guyana
Alvarez, Hugo	Bolivia	Mag. Agr.	Specialist in Forest Development	Quito, Ecuador
Alvear, Gualberto	Ecuador	Lic. Bibliot.	Specialist in Documentatation	San Jose, Costa Rica
Alvim, Paulo de T. <sup>4</sup>	Brazil	Ph.D.		
Ansorena, Ignacio	Uruguay	Ph.D.	Head, Training Division	San Jose, Costa Rica
Araujo, José Emilio G.	Brazil	Dr. Agr.	Director General	San Jose, Costa Rica
Araujo, Miguel A.	El Salvador	Mag. Sc.	Office Director, Specialist in Agricultural Project Development	Guatemala, Guatemala
Arboleda, Orlando	Colombia	M.L.S.	Specialist in Information and Documentation	San Jose, Costa Rica
Arias, Carlos Luis	Costa Rica	M.A.	Specialist in Agricultural Communications	Guatemala, Guatemala
Barea, Francisco	Nicaragua	Mag. Sc.	Specialist in Project Administration	Bogota, Colombia
Bareiro, José Luis	Paraguay	Mag. Sc.	Specialist in Rural Administration	Panama, Panama
Barrios, José	Chile	M.S.	Specialist in Land, Water Management and Conservation	Montevideo, Uruguay
Barreyro, Héctor	Argentina	Ph.D.	Office Director, Specialist in Agricultural Economics	Georgetown, Guyana
Barros, Mario Paes de <sup>5</sup>	Brazil	M.S.	Specialist in Rural Development	Trinidad & Tobago
Bazán, Rufo	Bolivia	Ph.D.	Coordinator of Task Force for American Tropics	San Jose, Costa Rica
Beckley, Dora <sup>6</sup>	Guatemala	C.P. y S.	Specialist, Rural Women's Organization	Quito, Ecuador
Beraja, Isidoro	Honduras	Ing. Agr.	Specialist in Project Development	San Jose, Costa Rica
Blair, Enrique	Colombia	Ing. Agr.	Associative Deputy Director General for Planning	San Jose, Costa Rica
Blasco, Mario	Spain	Ph.D.	Specialist in Agricultural Research	Lima, Peru
Bucheli, Renán <sup>7</sup>	Ecuador	M.S.	Specialist in Agricultural Marketing	Mexico, D. F., Mexico
Buitrón, Víctor Hugo <sup>8</sup>	Ecuador	Mag. Agr.	Specialist in Agricultural Extension	Bogota, Colombia

1. Terminated September 19, 1980
2. To June 30, 1980, Director of Human Resources
3. Started June 14, 1980
4. Personnel Emeritus
5. On leave of absence without pay
6. Started April 21, 1980
7. Terminated October 3, 1980
8. Terminated January 22, 1980

Name	Nationality	Academic Degree or Profession	Position	Location
Caballero, Hernán	Chile	Ph.D.	Specialist in Agricultural Research	Montevideo, Uruguay
Cabral, José Irineu	Brazil	Ec.	Office Director, Specialist in Agricultural Programming	Rio de Janeiro, Brazil
Castronovo, Alfonso <sup>1</sup>	Argentina	M.S.	Head, Division of Systems Development	San Jose, Costa Rica
Cáceres, Hugo	Colombia	M.L.S.	Specialist in Agricultural Education	Santiago, Chile
Cásseres, Ernesto H.	Costa Rica	Ph.D.	Specialist in Agricultural Economics	Asuncion, Paraguay
Cetrángolo, Miguel A.	Uruguay	M.Ec.	Specialist in Rural Social Development	Sto. Domingo, Dom. Rep.
Clifford, Roy A.	USA	Ph.D.	Head, Division of Prospective Planning	San Jose, Costa Rica
Cohan, Hugo	Argentina	Ph.D.	Specialist in Rural Women's Organization	Brasilia, D. F., Brazil
Cordini, Mabel <sup>2</sup>	Uruguay	Lic.Ec.D.	Specialist in Agricultural Planning	Quito, Ecuador
Corvalán, Antonio <sup>3</sup>	Chile	Ing.Agr.	Director of Administration	San Jose, Costa Rica
Coto, Rogelio	Costa Rica	Communicator	Agrostologist	Turrialba, Costa Rica
Cubillos, Gustavo <sup>4</sup>	Chile	Ph.D.	Executive Secretary of SJR	San Jose, Costa Rica
Cusicanqui, Jaime	Bolivia	Communicator	Specialist in Agricultural Research	Caracas, Venezuela
Chaverra, Hernán	Colombia	Ph.D.	Specialist in Land, Water Management and Conservation	Tegucigalpa, Honduras
Chávez, Osvaldo	Peru	Ing.Agr.	Office Director, Specialist in Agricultural Education	San Jose, Costa Rica
Chena, Rodolfo <sup>5</sup>	Mexico	Ph.D.	Head of PIADIC	Managua, Nicaragua
Chirinos, José Alfonso <sup>6</sup>	Peru	M.S.	Director of Plant Protection	San Jose, Costa Rica
Damtoft, Finn	Canada	M.A.	Zoologist	Turrialba, Costa Rica
Dao, Federico	Venezuela	Ph.D.	Editor of Textbooks and Educational Materials	San Jose, Costa Rica
Deaton, Oliver <sup>7</sup>	USA	Ph.D.	Head, Division of Planning and Project Management	San Jose, Costa Rica
De la Cruz, Matilde	Costa Rica	Editor	Specialist in Agricultural Communications	Rio de Janeiro, Brazil
De las Casas, Lizardo	Peru	Ph.D.	Office Director, Specialist in Agricultural Production Planning	Quito, Ecuador
Díaz, Juan E. <sup>8</sup>	Paraguay	Ph.D.	Specialist in Tropics Development	Belem, Brazil
Donoso, Augusto	Chile	Ing.Agr.	Specialist in Agronomy	Port-au-Prince, Haiti
Dubois, Jean	Belgium	Ing.Agr.	Executive Secretary of AIBDA	Turrialba, Costa Rica
Durán, Artigas	Uruguay	M.S.	Official of Public Information and Official Relations	Turrialba, Costa Rica
Erickson, Ana Ma.	Guatemala	Librarian	Office Director, Specialist in Agronomy	Port-au-Prince, Haiti
Erickson, Arnold L. <sup>7</sup>	USA	M.S.	Plant Physiologist	Turrialba, Costa Rica
Esparza, Javier	Colombia	Ing.Agr.	Specialist in Regional Development	La Paz, Bolivia
Fargas, José <sup>7</sup>	Ecuador	Ph.D.	Head, PROMECAFE	San Jose, Costa Rica
Febres, Abraham	Peru	M.S.	Head, Accounting Division	San Jose, Costa Rica
Fernández, Carlos E.	Guatemala	Ph.D.	Office Director, Specialist in Agricultural Programming	Asuncion, Paraguay
Ferreiro, Carlos A.	Uruguay	Accountant	Director of External Funding and Projects Development	San Jose, Costa Rica
Fiori, Ernani Ma.	Brazil	Mag.Sc.	Coordinator, Task Force on Agrarian Reform and Campesino Organization	San Jose, Costa Rica
Fernández, Hugo	Uruguay	M.S.	Office Director, Specialist in Land, Water Management and Conservation	Bridgetown, Barbados
Flores, Luis	Peru	Lic.C.P.S.	Office Director, Specialist in Agricultural Planning	St. George's, Grenada
Forsythe, Warren	Jamaica	Ph.D.	Specialist in Agricultural Marketing	Rio de Janeiro, Brazil
Franca, Mario Barreto	Brazil	M.D.A.		
Frigerio, Norberto	Argentina	Ph.D.		

1. Personnel Emeritus
2. Started February 25, 1980
3. Terminated October 15, 1980
4. CATIE Staff Member
5. Started August 28, 1980
6. To July 31, 1980, Education Agricultural Specialist, in Guatemala
7. CATIE Staff Member
8. Terminated March 31, 1980

Name	Nationality	Academic Degree or Profession	Position	Location
Franco, Alberto	Colombia	M.S.	Head, Division of Project Identification and Formulation	San Jose, Costa Rica
Fuenzalida, Hernán	Chile	LL.M.	Head, Division of Legal Affairs and Agreement Control	San Jose, Costa Rica
Galrao, María José	Brazil	Librarian	Specialist in Information and Documentation	Turrialba, Costa Rica
García, Mario A. <sup>1</sup>	Colombia	Dr.C.E.	Specialist in Agricultural Programming	Tegucigalpa, Honduras
García, Noel <sup>2</sup>	Nicaragua	M.A.	Specialist in Rural Social Development	Guatemala, Guatemala
Gastal, Edmundo <sup>3</sup>	Brazil	M.S.	Director, Southern Cone Research Program	Montevideo, Uruguay
Genis, Marigold	United Kingdom	B.A.	Translator and Assistant Editor	San Jose, Costa Rica
Gil de Muro, Julio	Argentina	Vet.Med.	Specialist in Campesino Associative Enterprises	Sto. Domingo, Dom. Rep.
Gil Turnés, Benjamín	Uruguay	Ph.D.	Specialist in Agricultural Education	Asuncion, Paraguay
Gómez, Germán <sup>4</sup>	Venezuela	M.S.	Specialist in Animal Health	Bogota, Colombia
González, Sergio	Chile	Ing.Agr.	Specialist in Regional Planning	Caracas, Venezuela
González, Tomás	Bolivia	M.S.	Specialist in Agricultural Economics	Rio de Janeiro, Brazil
Gorbitz, Adalberto <sup>5</sup>	Peru	Ing.Agr.	Specialist in Technical Editing	San Jose, Costa Rica
Graeff, Allan H.	USA	M.A.	Specialist in Community Enterprises	Port-au-Prince, Haiti
Grajales, Guillermo <sup>6</sup>	Colombia	Ing.Com.	Specialist in Project Development	San Jose, Costa Rica
Guerra, Guillermo	Colombia	M.S.	Director, Simon Bolivar Fund	San Jose, Costa Rica
Hernández, Aurelio J.	Cuba	C.P.	Head, Division of Recruitment and Personnel Management	San Jose, Costa Rica
Herrera, J. Eugenio	Chile	M.P.I.A.	Coordinator of CIGSA	San Jose, Costa Rica
Holguín, Jose A.	Dominican Rep.	Lic.Cont.	Head, Services Division	San Jose, Costa Rica
Hurwitch, Jan	USA	B.A.	Coordinator, Task Force on Women's Development	San Jose, Costa Rica
Ibarra, Edgar Lionel <sup>7</sup>	Guatemala	M.Sc.	Specialist in Agricultural Research	Managua, Nicaragua
Indarte, Eduardo José	Uruguay	Dr.Geo.	Specialist in Rural Development	Buenos Aires, Argentina
Infante, Mário	Colombia	Mag.Sc.	Specialist in Agricultural Production Planning	Panama, Panama
Jara, José Oriol <sup>8</sup>	Paraguay	Mag.Sc.	Specialist in Agricultural Economics	Asuncion, Paraguay
Kaminsky, Mario	Argentina	Ph.D.	Specialist in Agricultural Planning	Bogota, Colombia
La Gra, Jerry	USA	M.A.	Specialist in Agricultural Marketing	Sto. Domingo, Dom. Rep.
Lazos, Flabio <sup>9</sup>	Mexico	M.S.	Specialist in Technology Transfer	Panama, Panama
Lewis, Elizabeth M.	USA	M.A.	Translator	San Jose, Costa Rica
Liboreiro, Ernesto S.	Argentina	Ph.D.	Director of Human Sciences	San Jose, Costa Rica
Lombardo, Heraclio A.	Panama	Ph.D.	Director of Evaluation	San Jose, Costa Rica
Lombardo, Rubén <sup>10</sup>	Argentina	Vet.Med.	Specialist in Animal Health	Brasilia, D. F., Brazil
Londoño, Diego	Colombia	Ph.D.	Specialist in Rural Development	Quito, Ecuador
MacDonald, Malcolm H.	USA	Ph.D.	Associative Deputy Director General for Rural Development	San Jose, Costa Rica
Mac Lean, Alejandro	Peru	Ing.Agr.	Specialist in Agricultural Communications	Montevideo, Uruguay
Maestre, Leonardo	Peru	Ing.Agr.	Specialist in Regional Development	Buenos Aires, Argentina
Marambio, Juan Luis	Chile	Ing.Agr.	Head, Division of Operational Programming	San Jose, Costa Rica
Malugani, Ma. Dolores	Uruguay	M.L.S.	Head, Division of Services to Library Users	San Jose, Costa Rica
Martínez F., Rodolfo	Guatemala	Ing.Agr.	Associative Deputy Director General for External Coordination	San Jose, Costa Rica
Marull, José D. <sup>11</sup>	Chile	Ph.D.	Office Director, Specialist in Rural Development	Santiago, Chile
Marzocca, Angel <sup>12</sup>	Argentina	Ing.Agr.	Director, Southern Cone Research Program	Montevideo, Uruguay

1. To July 31, 1980, in Port-au-Prince, Haiti

2. On leave of absence without pay

3. To April 30, 1980, Director of Regional Coordination, Southern Zone

4. Started October 1, 1980

5. To July 18, 1980, August 1, 1980, Personnel Emeritus

6. To April 30, 1980, Office Director in Bolivia

7. To July 31, 1980, Office Director in Nicaragua

8. To July 31, 1980, in Tegucigalpa, Honduras

9. To October 31, 1980, Office Director in El Salvador

10. Started September 6, 1980

11. To July 31, 1980, August 1, 1980, Personnel Emeritus

12. Terminated March 9, 1980

Name	Nationality	Academic Degree or Profession	Position	Location
McLaren, Lyndon	Jamaica	Ph.D.	Director of Supervision and Follow-up – Area 2 (Antilles)	San Jose, Costa Rica
Mendoza, Gilberto	Colombia	Ec.	Specialist in Agricultural Marketing	Santiago, Chile
Mendoza, Luis <sup>1</sup>	Bolivia	Ph.D.	Specialist in Extension and Institutional Management	Bogota, Colombia
Mena, Héctor <sup>2</sup>	Dominican Rep.	B.S.	Specialist in Agricultural Extension	Tegucigalpa, Honduras
Merea, Agustín	Peru	Ing.Civ.	Coordinator, Task Force on Land and Water	San Jose, Costa Rica
Meyer, Federico <sup>3</sup>	Argentina	Ph.D.	Specialist in Plant Protection	Montevideo, Uruguay
Miller, Agustín	Chile	Ph.D.	Specialist in Land, Water Management and Conservation	Brasilia, D. F., Brazil
Miragem, Samuel <sup>4</sup>	Brazil	Ing.Agr.	Specialist in Agricultural Project Development	Mexico, D. F., Mexico
Miranda, Helcodoro <sup>5</sup>	Ecuador	Mag.Agr.	Specialist in Agricultural Research	Turrialba, Costa Rica
Mojica, Iván <sup>6</sup>	Colombia	Ph.D.	Specialist in Land, Water Management and Conservation	Panama, Panama
Molestina, Carlos J.	Peru	Mag.Sc.	Director of Cabinet and Public Information	San Jose, Costa Rica
Montero, Emilio <sup>7</sup>	Chile	M.S.	Office Director, Specialist in Agricultural Economics	Caracas, Venezuela
Montoya, Jorge M.	Peru	Dr.Sc.B.	Office Director, Specialist in Agricultural Ecology	Sto. Domingo, Dom. Rep.
Montoya, Luis A.	Peru	Ph.D.	Director and Representative in the United States and Canada	Washington, D.C.
Montoya, Ramón <sup>8</sup>	Colombia	Mag.Sc.	Regional Specialist in Plant Protection	Lima, Peru
Morales, Domingo	Chile	B.C.I.	Computer Specialist	San Jose, Costa Rica
Morales, Efraím	Costa Rica	M.R.P.	Finance Director	San Jose, Costa Rica
Morales, Héctor	Chile	M.S.	Head, Division of Project Evaluation	San Jose, Costa Rica
Moran, Michael	USA	M.S.	Special Advisor on External Relations	Washington, D.C.
Mulhern, F. James <sup>9</sup>	USA	Dr.V.M.	Director of Animal Health	San Jose, Costa Rica
Munguía, Norma	Honduras	Soc.	Specialist in Rural Women's Organization	Kingston, Jamaica
Muñoz, Héctor <sup>5</sup>	Mexico	Ph.D.	Deputy Director of Research	Turrialba, Costa Rica
Muñoz, Víctor	USA	Bus.Adm.	Head, Personnel Rights and Obligations Unit	San Jose, Costa Rica
Muñoz-Reyes, Jaime <sup>11</sup>	Bolivia	Agr.	Specialist in Tropics Development	Port-au-Prince, Haiti
Murcia, Héctor	Colombia	M.S.	Coordinator of the Plan of Action in Costa Rica	San Jose, Costa Rica
Murnane, Thomas <sup>12</sup>	USA	Dr.V.M.	Specialist in Animal Health	Mexico, D. F., Mexico
Nadal, Francisco	Bolivia	Ph.D.	Specialist in Rural Development Management	Santiago, Chile
Novelo, Federico	Mexico	Ing.Agr.	Specialist in Land, Water Management and Conservation	Caracas, Venezuela
Ojeda, Víctor	Venezuela	Mag.Sc.	Specialist in Agricultural Economics	Bridgetown, Barbados
Ortiz Egas, Jaime	Ecuador	M.S.	Specialist in Community Enterprises	Asuncion, Paraguay
Otrera, Wylían	Argentina	Ph.D.	Specialist in Agricultural Marketing	Caracas, Venezuela
Páez, Gilberto	Paraguay	Ph.D.	Director of CIDIA	San Jose, Costa Rica
Páez, Pascual <sup>13</sup>	Paraguay	Lic.Pedag.	Specialist in Campesino Training	Tegucigalpa, Honduras
Pando, José Luis	Canada	M.S.C.	Specialist in Agricultural Marketing	San Jose, Costa Rica
Pasini, Norberto	Argentina	Ing.Agr.	Specialist in Agricultural Planning	Montevideo, Uruguay

1. To August 4, 1980, in Lima, Peru
2. Terminated July 31, 1980
3. Started June 2, 1980
4. To July 31, 1980, in Montevideo, Uruguay
5. CATIE Staff Member
6. Terminated September 15, 1980
7. To June 30, 1980, in Montevideo, Uruguay
8. Started January 11, 1980
9. Started March 3, 1980
10. Started June 20, 1980
11. To June 30, 1980, in Quito, Ecuador

12. Started September 7, 1980
13. To August 12, 1980, in Tegucigalpa, Honduras



Name	Nationality	Academic Degree or Profession	Position	Location
Paulet, Manuel	Peru	Ph.D.	Specialist in Land, Water Management and Conservation	Sto. Domingo, Dom. Rep.
Paulette, Miguel	Peru	M.S.	Director of Supervision and Follow-up – Area 3 (Andean)	San Jose, Costa Rica
Pérez, Manuel	Chile	Accountant	Administrative Advisor of the IICA/EMBRAPA Contracts	Brasilia, D. F., Brazil
Pierre, Reginald	Grenada	Ph.D.	Specialist in Tropical Agronomy	Georgetown, Guyana
Pinchinat, Antonio	Haiti	Ph.D.	Specialist in Agricultural Research	Sto. Domingo, Dom. Rep.
Piñeiro, Martín	Argentina	Ph.D.	Coordinator of CIGTAT	San Jose, Costa Rica
Planella, Isidro	Chile	M.S.	Specialist in Agroindustry	Bogota, Colombia
Platas, Alfredo	Uruguay		Head, Division of Official Relations	San Jose, Costa Rica
Quiroga, Víctor	Bolivia	Mag.Sc.	Head, Division of Computer Science and Data Processing	San Jose, Costa Rica
Ramsay, Jorge <sup>1</sup>	Chile	Ing. Agr.	Office Director, Specialist in Agricultural Extension	Caracas, Venezuela
Ramos Chorro, Julio	El Salvador	Lic.Ec.Agr.	Specialist in Agricultural Project Development	Lima, Peru
Rangel, Jefferson F. <sup>2</sup>	Brazil	M.S.		
Ras, Norberto	Argentina	M.A.	Office Director, Specialist in Agricultural Economics	Buenos Aires, Argentina
Reyes, Armando	Honduras	M.S.	Office Director, Specialist in Agricultural Economics	Port-of-Spain, T. & T.
Ringuelet, Julio A. <sup>3</sup>	Argentina	Ing. Agr.	Office Director, Specialist in Agricultural Credit	San Salvador, El Salvador
Rodríguez, Manuel	Chile	Ing. Agr.	Deputy Director General	San Jose, Costa Rica
Rosado, Humberto <sup>4</sup>	Mexico	Ph.D.	Director of Human Resources	San Jose, Costa Rica
Rosales, Franklin <sup>5</sup>	Honduras	Ph.D.	Specialist in Technological and Information Systems	San Jose, Costa Rica
Rosero, Pablo <sup>6</sup>	Ecuador	Mag. Agr.	Forestry Management	Turrialba, Costa Rica
Ruiz, Manuel <sup>6</sup>	Peru	Ph.D.	Nutritionist	Turrialba, Costa Rica
Sáenz Zuazo, Gonzalo	Bolivia	M.P.S.	Specialist in Management for Development	Guatemala, Guatemala
Salvadó, Eduardo	Spain	M.A.	Office Director, Specialist in Rural Social Development	Mexico, D. F., Mexico
Sánchez, Bartolomé	Paraguay	M.S.	Specialist in Agricultural Projects	Formosa, Argentina
Sandoval, Leopoldo	Guatemala	Ing. Agr.	Head, Division of Community Enterprises	San Jose, Costa Rica
Saravia, Antonio	Uruguay	M.Sc.	Office Director, Specialist in Technology, Generation and Transfer	La Paz, Bolivia
Segura, Mariano	Peru	Ph.D.	Specialist, Agricultural Research	Guatemala, Guatemala
Shurtleff, Don L.	USA	B.A.	Associate Deputy Director General for Administration and Budget	San Jose, Costa Rica
Soikes, Raúl	Peru	Ph.D.	Specialist in Technical and Scientific Information	San Salvador, El Salvador
Soria, Jorge	Ecuador	Ph.D.	General Coordinator of the IICA/EMBRAPA Contracts	Brasilia, D. F., Brazil
Stagno, Horacio	Argentina	M.S.	Specialist in Agricultural Planning	Sto. Domingo, Dom. Rep.
Stone, Pablo	USA	M.A.	Specialist in Social Development	Port-of-Spain, T. & T.
Suárez de Castro, Fernando	Colombia	Mag. Agr.	Director of Programming	San Jose, Costa Rica
Sylvester, Francisco	Peru	M.F.S.	Office Director, Specialist in Agricultural Education	Panama, Panama
Sylvain, Pierre <sup>7</sup>	Haiti	Ph.D.		
Tapia, Mario <sup>8</sup>	Peru	Ph.D.	Specialist in Andean Crops	Cuzco, Peru
Tona, Claudio <sup>9</sup>	El Salvador	M.S.	Specialist in Regional Development and Campesino Enterprise Management	Guatemala, Guatemala
Tonina, Teodoro <sup>10</sup>	Argentina	Dr.C.Agric.	Specialist in Agricultural Production Planning	Lima, Peru

1. To April 30, 1980. May 1, 1980, Personnel Emeritus

2. Personnel Emeritus

3. To October 20, 1980, Specialist in Agricultural Credit, Mexico, D. F.

4. To August 26, 1980, Director of Supervision and Follow-up – Area 1

5. Started August 1, 1980

6. CATIE Staff Member

7. Personnel Emeritus

8. Terminated June 30, 1980

9. Started May 5, 1980

10. To June 30, 1980, in Santiago, Chile

Name	Nationality	Academic Degree or Profession	Position	Location
Toro, Guillermo	Chile	Ing.Agr.	Specialist in Agricultural Economics	Caracas, Venezuela
Torrealba, Juan Pablo	Chile	Ph.D.	Office Director, Specialist in Agricultural Marketing	Bogota, Colombia
Torres, José A.	Costa Rica	Ing.Agr.	Director of Multizonal Projects	San Jose, Costa Rica
Torres, Hugo	Colombia	M.S.	Office Director, Specialist in Agricultural Marketing	Lima, Peru
Trigo, Eduardo	Argentina	Ph.D.	Specialist in Generation, Transfer, and Adoption of Technology	San Jose, Costa Rica
Uribe, Germán	Ecuador	Mag.Sc.	Head, Project Supervision and Follow-up	San Jose, Costa Rica
Usera, Ulises <sup>1</sup>	Uruguay	M.S.	Specialist in Agricultural Education	Mexico, D. F., Mexico
Vázquez, Roberto	Uruguay	Ph.D.	Specialist in Agricultural Economics	Buenos Aires, Argentina
Vega Luna, Mayo	Nicaragua	M.Sc.	Office Director, Specialist in Development Management	Tegucigalpa, Honduras
Veras, Arnaldo <sup>2</sup>	Brazil	B.C.E.	Specialist in Agroenergy Planning and Associative Coordinator of the IICA/MA and General Secretariat Agreement	Brasilia, D. F., Brazil
Vieira, Pedro Marçon <sup>3</sup>	Brazil	Ing.Agr.	Coordinator of the IICA/SUDHEVEA Contract	Brasilia, D. F., Brazil
Vigués, Enrique	Spain	Ph.D.	Director of Policy Analysis	San Jose, Costa Rica
Vilches, Mario	Chile	M.A.	Head, Information Services Unit	San Jose, Costa Rica
Villacís, Fabio <sup>4</sup>	Venezuela	Ph.D.	Head, Division of Operational Programming	San Jose, Costa Rica
Villegas, Carmen	Uruguay	Librarian	American Tropics Documentalist	Turrialba, Costa Rica
Vohnout, Karel <sup>5</sup>	Ecuador	Ph.D.	Nutritionist	Turrialba, Costa Rica
Wahab, Abdul	USA	Ph.D.	Specialist in Agricultural Research	Kingston, Jamaica
Werthein, Jorge	Argentina	Ph.D.	Specialist in Rural Education	Rio de Janeiro, Brazil

1. Started February 5, 1980
2. To August 31, 1980, Specialist in Agricultural Planning
3. To August 31, 1980, Specialist in Agricultural Credit
4. To February 29, 1980
5. CATIE Staff Member

## B. TEMPORARY INTERNATIONAL PROFESSIONAL PERSONNEL

Name	Nationality	Academic Degree or Profession	Position	Location
Adámoli, Jorge <sup>1</sup>	Argentina	Ing. Agr.	Specialist in Research and Consultation on Ecology and Agricultural Zoning	Planaltina, Brazil
Alonso, Alfredo <sup>2</sup>	Uruguay	Ing. Agr.	Specialist in Project Development	San Jose, Costa Rica
Alonso, Carlos	Chile	Ing. Agr.	Specialist in Agricultural Marketing	Bogota, Colombia
Andrade, Eduardo	Ecuador	Lic. Der. C. S.	Specialist in Agricultural Communications	San Jose, Costa Rica
Aguirre, María Teresa	Colombia	M.S.	Coordinator of Women's Integration Project	Sto. Domingo, Dom. Rep.
Alvarez, Moisés	Colombia	Ph.D.	Specialist in Human Resources Planning and Training	Recife, Brazil
Angilley, Charles S.	South Africa		Specialist in Systems Programming	Brasilia, Brazil
Aquize Carpio, José <sup>3</sup>	Peru	Ing. Agr.	Specialist in Irrigation Projects	Port-au-Prince, Haiti
Araniva, Marco Tulio	El Salvador	Dr. Eco.	Specialist in Preparation and Evaluation of Campesino Community Enterprise Projects	Guatemala, Guatemala
Arcia, Gustavo <sup>4</sup>	Nicaragua	Ph.D.	Specialist in Economics Research	Panama, Panama
Argumedo, Manuel <sup>5</sup>	Argentina	Lic. Inv. Ed.	Specialist in Rural Education	Fortaleza, Brazil
Arrunátegui, Humberto <sup>6</sup>	Peru	Ing. Agr.	Specialist in Operation and Maintenance of Irrigated Belts	Petrolina, Brazil
Avalos, Luis	Colombia	M.S.	Specialist in Agricultural Crop Credit Insurance	Quito, Ecuador
Ayestarán, Antonio	Mexico	Ing. Civ.	Specialist in Information Systems	San Jose, Costa Rica
Bárcena, Alfredo <sup>7</sup>	Peru	Ing. Civ.	Specialist in Irrigation Policy	Brasilia, Brazil
Baligar, Virupax	USA	Ph.D.	Specialist in Plant Physiology	Sete Lagoas, Brazil
Bartley, Basil G. D.	United Kingdom	Ph.D.	Geneticist	Itabuna, Bahia, Brazil
Beca, Carlos E. <sup>8</sup>	Chile	Prof. Phil.	Specialist in Rural Education	Recife, Brazil
Becerra, Julio C.	Peru	Ing. Agr.	Specialist in Agricultural Production	Campos, Rio de Janeiro, Brazil
Becker, Alfredo	Chile	Ing. Agr.	Specialist in Marketing	Port-au-Prince, Haiti
Benítez, Manuel <sup>9</sup>	Ecuador	Lic. Law	Specialist in Agricultural Crop Credit Insurance	La Paz, Bolivia
Breciani, J. Carlos	Chile	M.S.	Specialist in Seed Production and Classification	Sto. Domingo, Dom. Rep.
Cáceres, Francisco <sup>10</sup>	El Salvador	M.P.A.	Specialist in Development Management	San Jose, Costa Rica
Calvo, Carlos <sup>11</sup>	Costa Rica	Lic. Ad. Esc.	Specialist in Educational Planning	Port-au-Prince, Haiti
Campuzano, R. John <sup>12</sup>	Ecuador	Ing. Agr.	Specialist in Agricultural Crop Credit Insurance	Panama, Panama
Cantrel, Carl W.	USA	Ing. Agr.	Specialist in Systems Analysis	Brasilia, D. F., Brazil

1. Started October 1, 1980
2. Started May 18, 1980
3. Terminated September 15, 1980
4. Started September 1, 1980
5. Started May 5, 1980
6. To March 31, 1980, in Barreiras, Brazil
7. Started September 22, 1980
8. Started December 4, 1980
9. To September 15, 1980
10. Started October 20, 1980
11. To May 3, 1980
12. To November 25, 1980

Name	Nationality	Academic Degree or Profession	Position	Location
Carmona, César	Chile	Ing. Agr.	Specialist in Integrated Rural Development	San Salvador, El Salvador
Carvajal, Arturo <sup>1</sup>	Chile	M.S.	Specialist in Irrigation	Souza, Brazil
Casás, Roberto	Uruguay	Ing. Agr.	Specialist in Project Management	Santiago, Chile
Cernuda, J. Carlos <sup>2</sup>	Argentina	Lic. Cien. Educ.	Specialist in Education and Community Development	Port-au-Prince, Haiti
Ciarlo, Fernando	Argentina	Lic. Ec. Agr.	Specialist in Educational Systems Evaluation	Port-au-Prince, Haiti
Cobos, Agustín <sup>3</sup>	Colombia	M.Sc.	Specialist in Integrated Rural Development	Riobamba, Ecuador
Colmenares, Humberto <sup>4</sup>	Colombia	Ph.D.	Specialist in Agricultural Economics	San Jose, Costa Rica
Curbelo, J. Carlos	Uruguay	Ing. Agr.	Specialist in Non-formal Education, Literacy and Extended Education	Port-au-Prince, Haiti
Chapman, James <sup>5</sup>	USA	Ph.D.	Specialist in Economics Research	San Jose, Costa Rica
De la Fuente, Fermín	Peru	Ph.D.	Specialist in Horticulture	Brasilia, Brazil
Del Risco, Fernando <sup>6</sup>	Peru	Mag. Plan.	Specialist in Planning	San Jose, Costa Rica
Díaz, Alvaro	Argentina	Ing. Agr.	Specialist in Organization and Administration of Applied Agricultural Research	Tegucigalpa, Honduras
Echeverri, Jorge	Colombia	M.S.	Specialist in Agricultural Research	Turrialba, Costa Rica
Espinoza, Nelson <sup>7</sup>	Chile	Ing. Agr.	Specialist in Agroindustry	Managua, Nicaragua
Estefanell, Gonzalo <sup>8</sup>	Uruguay	M.S.	Specialist in Planning	San Jose, Costa Rica
Finch, Edwin	USA	M.S.	Agricultural Engineering Research Advisor	Sete Lagoas, Brazil
Fuentes, Néstor	Argentina	Ing. Agr.	Specialist in Rural Administration	Tegucigalpa, Honduras
Fonck, Carlos	Chile	Ph.D.	Specialist in Agricultural Production and Project Development	Sto. Domingo, Dom. Rep.
Garra, Frco. Domingo <sup>9</sup>	Argentina	Dr. Geo.	Specialist in Rural Development	Salvador, Bahia, Brazil
Giménez, Jorge <sup>10</sup>	Argentina	Ph.D.	Specialist in Coordination and Eval. of Rural Development Projects	Bogota, Colombia
Giles, José A.	Peru	Ph.D.	Specialist in Cotton Culture	Campina Grande, Brazil
González, Hernán <sup>11</sup>	Colombia	Ing. Agr.	Specialist in Agricultural Credit and Extension	Port-au-Prince, Haiti
González, Ignacio	Mexico	Ing. Agr.	Specialist in Regional Development	Port-au-Prince, Haiti
González, Nelson <sup>12</sup>	Chile	Ing. Agr.	Specialist in Irrigation Projects	Brasilia, D. F., Brazil
Gronclín, Marcelo <sup>13</sup>	Bolivia	Dr. Cienc. Soc.	Coordinator, Executive Office	Port-au-Prince, Haiti
Gudger, William	USA	Ph.D.	Head, Division of Agricultural Crop Credit Insurance	Port-au-Prince, Haiti
Guerrero, Héctor F.	Chile	Ing. Com.	Specialist in Financial Management	San Jose, Costa Rica
Gustafson, Daniel	USA	M.S.	Specialist in Regional Development	San Jose, Costa Rica
Jara, Marcial	Peru	Ph.D.	Specialist in Organization and Administration of Applied Livestock Research	Itabuna, Brazil
Jara, Carlos <sup>14</sup>	Chile	Psychiatry	Specialist in Training and Upgrading Teaching Personnel	Tegucigalpa, Honduras
				Port-au-Prince, Haiti

1. Started January 29, 1980
2. To June 14, 1980
3. Started March 24, 1980
4. Started August 3, 1980
5. Started August 23, 1980
6. Started May 29, 1980
7. Started December 2, 1980
8. Started April 10, 1980
9. To July 16, 1980, in Itabuna, Brazil
10. Terminated August 31, 1980
11. Terminated May 7, 1980
12. Terminated February 29, 1980
13. Terminated April 30, 1980
14. Terminated May 5, 1980

Name	Nationality	Academic Degree or Profession	Position	Location
Jaramillo, Gonzalo <sup>1</sup>	Ecuador	Mag.Sc.	Specialist in Campesino Organization	San Jose, Costa Rica
Lal, Harbans	India	M.Tech.	Specialist in Research	Petrolina, Brazil
Lamprea, Pablo A.	Colombia	Ing. Agr.	Specialist in Project Management	Recife, Brazil
Lecca, Manuel <sup>2</sup>	Peru	M.S.	Specialist in Organization and Administration of Heavy Agricultural Equipment Shops	Saint Marc., Haiti
Lerzundi, Alejo <sup>3</sup>	Peru	M.Sc.	Specialist in Associative Enterprises	Asuncion, Paraguay
Lohoar, James S.	Canada	M.S.	Specialist in Agricultural Marketing	Bridgetown, Barbados
López Machado, Juan	Colombia	M.S.P.	Specialist in Regional Development	Itabuna, Brazil
Losa, Jaime	Peru	Ing. Agr.	Specialist in Community Enterprises Administration	Guatemala, Guatemala
Marín, Jaime <sup>4</sup>	Colombia	Ing. Agr.	Specialist in Development of Farming Areas	Brasilia, Brazil
Matute, Enrique	Peru	Ing. Agr.	Specialist in Land, Water Management and Conservation	Recife, Brazil
Mejía, José A.	Nicaragua	Mag.Sc.	Specialist in Agrarian Reform Training	Sto. Domingo, Dom. Rep.
Mollinedo, Sergio <sup>5</sup>	Guatemala	Ing. Agr.	Specialist in Agrarian Reform and Campesino Training	San Jose, Costa Rica
Montiel, Raúl <sup>6</sup>	Paraguay	M.C.	Coordinator of Simon Bolivar Project, Specialist in Agricultural Economics	Buenos Aires, Argentina
Negrón, Ebenezer	USA	M.A.	Specialist in Regional Development	Itabuna, Brazil
Oberti, Luis A. <sup>7</sup>	Peru	Ing. Agr.	Specialist in Irrigation Projects	St. Marc., Haiti
Ooi, Soi Chai <sup>8</sup>	Malaysia	Ph.D.	Specialist in Plant Breeding for Perennial Crops	Belem, Brazil
Olazábal, Mariano	Peru	M.P.R.	Specialist in Agricultural Marketing	Bogota, Colombia
Pinto, Rolando	Chile	Dr.Co.Ed.	Specialist in Rural Education	Fortaleza, Ceara, Brazil
Portugal, José A. <sup>9</sup>	Peru	Ec.	Specialist in Project Management	Tegucigalpa, Honduras
Pomareda, Carlos	Guatemala	M.S.	Specialist in Agricultural Research	San Jose, Costa Rica
Pant, Kanta <sup>10</sup>	India	Ph.D.		Sobral, Brazil
Puyol, Lesly	Panama	Ec.	Specialist in Investment Analysis	San Jose, Costa Rica
Rao, Sripathi	Malaysia	D.P.P.	Specialist in Research	Itabuna, Brazil
Riera, Gerardo <sup>11</sup>	Bolivia	Mag.Sc.	Specialist in Genetic Animal Breeding	Sobral, Brazil
Ritchey, Kenneth	USA	Ph.D.	Specialist in Sheep Management Research	Brasilia, D. F., Brazil
Roberts, Pablo <sup>12</sup>	USA	Ph.D.	Head, Project Management	San Jose, Costa Rica
Robinson, Philip	United Kingdom		Specialist in Agricultural Engineering	Georgetown, Guyana
Rodden, Brent <sup>13</sup>	New Zealand	B.A.Sc.	Specialist in Agricultural Engineering	Coronel Pacheco, Brazil
Saint Clair, Pierre <sup>14</sup>	Canada	Dr.L.	Specialist in Ecophysiology	Petrolina, Pernambuco, Brazil
Sánchez, Bartolomé <sup>15</sup>	Paraguay	M.S.	Specialist in Agricultural Projects	Formosa, Argentina
Sánchez, Alvaro	Uruguay	Ing. Agr.	Specialist in Information Systems	Sto. Domingo, Dom. Rep.
Sariego, Jorge	Chile	Sociologist	Specialist in Campesino Organization and Training	Panama, Panama
Scarci, Juan Carlos	Uruguay	Ph.D.	Technical Advisor to the Coordinator of the IICA/EMBRAPA Contracts	Brasilia, D. F., Brazil
Schaffert, Robert	USA	Ph.D.	Specialist in Genetic Improvement of Sorghum	Ste Lagoas, M. G., Brazil

1. Started March 22, 1980
2. Terminated March 4, 1980
3. Terminated June 30, 1980
4. Started October 26, 1980
5. To July 31, 1980, in Guatemala, Guatemala
6. Terminated March 2, 1980
7. Started April 17, 1980
8. Started June 27, 1980
9. Terminated August 8, 1980
10. Started October 22, 1980
11. Started February 5, 1980
12. Terminated May 31, 1980
13. Started April 10, 1980
14. Terminated July 15, 1980
15. Terminated December 10, 1980

Name	Nationality	Academic Degree or Profession	Position	Location
Sepúlveda, Sergio <sup>1</sup>	USA	Ph.D.	Specialist in Agricultural Planning	Salvador, Brazil
Seixas, Jorge	Portugal	Mec.Eng.	Specialist in Farm Mechanization	Brasília, Brazil
Servy, Elsa C.	Argentina	Ph.D.	Specialist in Bio-Mathematics	Brasília, Brazil
Sevilla, Ricardo <sup>3</sup>	Peru	M.S.	Specialist in Corn Breeding	Asuncion, Paraguay
Silva, Freddie <sup>4</sup>	Ecuador	Ing. Agr.	Specialist in Agroindustry	Pedro Luro, Argentina
Silva, Juan <sup>5</sup>	Chile	M.Ed.	Specialist in Rural Development	Vitoria, Brazil
Silva, Mario <sup>6</sup>	Chile	Mag.Sc.	Production Systems Advisor	Campo Grande, Brazil
Soto Jordán, Pablo <sup>7</sup>	USA	Ph.D.	Specialist in Entomology	Goiania, Brazil
Tanaka, Yoiskitaka <sup>8</sup>	Japan	Ph.D.	Specialist in Plant Pathology and Genetic Improvement of Rice	Goiania, Brazil
Tejero, Luis <sup>9</sup>	Peru	Ing. Agr.	Specialist in Campesino Organization	Caicó, Brazil
Telfer, Irwin <sup>10</sup>	Trinidad & Tobago	A.E.	Coordinator, Joint Projects Unit	Bridgetown, Barbados
Torchelli, Carlos	Argentina	M.Sc.	Specialist in Economic Analysis of Research and Agricultural Production	Tegucigalpa, Honduras
Testa, Julio <sup>11</sup>	Argentina	Lic.Soc.	Specialist in Agricultural Education Planning	Asunción, Paraguay
Tiscornia, Julio <sup>12</sup>	Argentina	M.S.	Specialist, Researcher and Consultant in Fruit Production Sciences	Cascata, Brazil
Tunarosa, Víctor	Colombia	Mag.Sc.	Specialist in Project Planning and Evaluation	San Jose, Costa Rica
Urra, Pedro <sup>13</sup>	Chile	Lic.C.J. y Soc.	Specialist in Campesino Organization and Training	Tegucigalpa, Honduras
Valverde, Abelardo <sup>14</sup>	Peru	Mag.Soc.	Specialist in Rural Education	Manaus, Brazil
Vallejo, Carlos <sup>15</sup>	Ecuador	Ing. Agr.	Specialist in Agricultural Project Management	San Jose, Costa Rica
Vázquez P., Eduardo	Uruguay	Ing. Agr.	Specialist in Seed Production	Tegucigalpa, Honduras
Venezian, Eduardo	Chile	Ph.D.	Specialist in Rural Development and Agribusiness	Santiago, Chile
Yang, Sung Jen	China	Ph.D.	Head of CENICANA	Cali, Colombia
Yeganiantz, Levon	USA	Ph.D.	Specialist in Socioeconomic Evaluation	Brasília, Brazil
Williamson, Guillermo <sup>16</sup>	Chile	Mag.Ed.	Specialist in Rural Education	Recife, Brazil
Zúñiga, Enrique <sup>17</sup>	Chile	M.S.	Specialist in Applied Entomology	Brasília, Brazil

1. To June 30, 1980, in Brasília, D.F., Brazil
2. Started March 1, 1980
3. Service contract. Started October 21, 1980
4. Started September 3, 1980
5. Started November 25, 1980
6. Terminated May 26, 1980
7. Terminated August 21, 1980
8. Started September 24, 1980
9. To April 30, 1980, in Barreiras, Brazil
10. Started November 11, 1980
11. Started November 4, 1980
12. Started October 1, 1980
13. Started March 4, 1980
14. Started October 15, 1980
15. Terminated April 30, 1980
16. Started December 4, 1980
17. Started December 10, 1980

## NATIONAL PROFESSIONAL PERSONNEL

Name	Nationality	Academic Degree or Profession	Position	Location
<b>REGULAR FUNDS</b>				
Cagnoli, Franklin	Uruguay		Office Administrator	Montevideo, Uruguay
Calvo, Pablo	Costa Rica	B.A.N.	Budget Officer	San Jose, Costa Rica
Cussianovich, Pedro	Peru	Ing.Agr.	Agroenergy Research Assistant	San Jose, Costa Rica
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1. Started April 15, 1980
2. Contracted from June 18 to December 31, 1980
3. Started June 15, 1980
4. Started May 1, 1980
5. On leave of absence without pay

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Ramos, Eduardo <sup>2</sup>	Colombia	Ph.D.	Co-Director of P.N.C.A.	Bogota, Colombia
Raposo, Helio <sup>3</sup>	Brazil	Ing.Agr.	Specialist in Rural Development	Rio de Janeiro, Brazil
Reiche, Carlos E. <sup>4</sup>	Guatemala	Lic.Ec.	Specialist in Planning the Development, Formulation and Programming of Agricultural Projects	Guatemala, Guatemala
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Rivera, Ricardo A. <sup>5</sup>	Honduras	Ing.Agr.	Specialist in Agricultural Crops	Tegucigalpa, Honduras
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Torres, José Edgardo <sup>5</sup>	Honduras	Agr.	Specialist in Livestock	Tegucigalpa, Honduras
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1. Terminated June 30, 1980
2. Started April 16, 1980
3. Terminated April 28, 1980
4. Started April 1, 1980
5. Terminated March 31, 1980



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# IICA

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The Institute is an agency of the inter-American system, specialized in agriculture. It was created by the Governments of the Americas for the purpose of stimulating, promoting and supporting the efforts of the Member States to attain agricultural development and well-being for their rural populations. Originally called the Inter-American Institute of Agricultural Sciences, IICA was founded on October 7, 1942. It was reorganized and given its present name in a Convention that was opened to the signature of the American States on March 6, 1979 and went into effect in December, 1980.

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