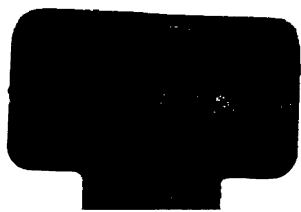


IICA:
50 YEARS
OF HISTORY





Stonelle

IICA

**IICA:
50 YEARS
OF HISTORY**



INTER-AMERICAN INSTITUTE FOR COOPERATION ON AGRICULTURE

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- Inter-American Institute for Cooperation on Agriculture (IICA).
June, 1993.

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The Inter-American Agricultural Documentation and Information Center (CIDIA), through its Editorial Service and Print Shop, was responsible for the stylistic and copy editing, layout and printing of this publication.

The Directorate for the Coordination of Institutional Affairs (DICA), through its Language Services Unit, translated this document to English.

Inter-American Institute for Cooperation on Agriculture
IICA : 50 years of history / Inter-American Institute for
Cooperation on Agriculture. — San Jose, C.R. : IICA, 1993.
164 p. ; 20 cm

Publicado también en español.
ISBN 92-9039-220-7

1. Organizaciones internacionales. 2. IICA. I. Título.

AGRIS E14

DEWEY 338.181

**The research, compilation and preliminary version
of this book were done by Carlos J. Molestina.
Alfonso Castronovo produced a final text in Spanish,
with the collaboration of Manuel Otero.**

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PREFACE

On October 7, 1992, the Inter-American Institute for Cooperation on Agriculture (IICA) celebrated its 50th birthday. In this, its first half-century of existence, our Institute has supported and worked with the countries to develop and improve the many facets of agriculture throughout Latin America and the Caribbean.

Today, the desire for cooperation in the hemisphere, that originally led to the birth of IICA, is more powerful than ever before.

As we stand at the threshold of a new century, the task of building a common future is particularly pressing and immediate, and agriculture has a fundamental role to play.

IICA has amassed a wealth of experience, described in this book; the past is a valuable asset in meeting today's new challenges.

An institution is the sum total and driving force of all the men and women in it. IICA would not be what it is today, and would never have achieved the stature it enjoys, had it not been endowed over these 50 years with a dedicated, highly qualified contingent of technical people, secretaries and support staff. Our sincere gratitude goes out to them, both those who are still with us today and those who are gone. This book is also a well-deserved homage to the people and government of Costa Rica, for their many gestures of support and generosity.

*As we count down the final decade of the twentieth century, a decade marked by dynamic change and unpredictability, we must now promote a new development style that will carve a firm niche for our countries in the new international context, equipping them to respond to the burgeoning problems of social injustice and natural resource conservation that will surely affect coming generations. In this context, agriculture must play a leading role. As a new development style takes shape, we, the countries of Latin America and the Caribbean, will find ourselves turning once again to agriculture as our true vocation and destiny. We are convinced that agriculture will again respond to its historical calling as the **strength and future of the Americas.***

Martin E. Piñero
Director General
Inter-American Institute for Cooperation
on Agriculture (IICA)

Chapter 1

**Beginnings:
Establishment and
Consolidation
(1942-1949)**

Background

From the very dawn of their lives as independent nations, the countries of the Americas struck a contrast with Europe by embracing the concepts of "union, confederation and integration," instead of the Old World ideals of "coalition, annexation and feudalism." These were forebears of the more far-reaching ideas that first took shape at the initiative of President Wilson in the League of Nations, created at the end of World War I. Thus we have a glimpse of the beginnings of the Inter-American Institute for Cooperation on Agriculture (IICA).

Much later, Henry A. Wallace, then Secretary of Agriculture and subsequently Vice President of the United States of America, proposed that an institute of tropical agriculture be created as a symbol of friendship among the countries of the Americas, an institute that would promote a more productive agricultural economy in the Western Hemisphere. As he conceived it, this institute would conduct cooperative research and bring together scholars from the agricultural sciences, working to solve the region's problems and help the leaders of agriculture in each country understand each other better.

An institute for tropical agriculture, symbol of friendship among the countries of the Americas, promoting agricultural development in the Western hemisphere.

On the occasion of the Eighth Scientific Conference of the Americas, held in Washington D.C. in the spring of 1940, Dr. Wallace stated, "It is our sincere belief that the establishment of an Institute of Tropical Agriculture is vital if Western Hemisphere agriculture is to develop as it should. This proposal, which we in the Department of Agriculture have been considering for a couple of years, has been endorsed by President Roosevelt's Interdepartmental Committee on Cooperation with the American Republics."

Naturally, Wallace's proposal had very practical connotations. It was made during the critical years of World War II, as large tropical regions in Asia withdrew from

European hegemony, and others were seriously compromised. It was necessary to restore the production of strategic crops such as rubber, certain fibers, medicinal plants, rice, tea, tropical oilseeds, and plants used for producing insecticides, such as rotenone.

The Americas emerged as a reasonable alternative for promoting tropical crops and livestock. This meant that research and training systems which respected real needs and deficiencies in the region had to be established. On May 14, 1940, the Agricultural Committee of the Eighth Congress adopted a resolution to create a school of tropical agriculture and a research center, along the lines proposed by Wallace, and advised that a committee be appointed to draw up specific recommendations for establishing an Inter-American Institute of Tropical Agriculture.

Siting Studies and Founding (1940-1942)

The approval of the 1940 resolution set in motion a series of actions which culminated in 1942 with the founding of the Inter-American Institute of Agricultural Sciences (IICA).

On June 5, 1940, the Governing Board of the Pan American Union (today the Organization of American States) charged the Inter-American Committee on Agriculture to take on the task of establishing IICA. This committee appointed a technical committee made up of three renowned scientists from the United States Department of Agriculture (USDA): Ralph H. Allee, George R. Boyd and Wilson Popenoe. All had experience in and knowledge of tropical agriculture. They were asked to visit locations offered by various countries and to issue a report on the comparative advantages of establishing the facilities for the new institution in each location.

From September 1941 to March 1942, this committee visited 11 tropical and sub-tropical Latin American countries: Bolivia, Brazil, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Honduras, Mexico, Nicaragua and Venezuela.

On May 14, 1940, the Agricultural Committee of the Eighth Scientific Congress of the Americas appointed a technical committee to establish an Inter-American Institute of Tropical Agriculture.

On April 15, 1942, the technical committee submitted a detailed report which stated:

...the committee has rated each proposed site in what it considers to be its order of merit in regard to:

- 1. accessibility;*
- 2. facilities and service;*
- 3. health and efficiency;*
- 4. conditions affecting studies in tropical agriculture.*

...It will be noted that the Costa Rica site, with a total of six points, has a great advantage over any and all other suggested sites, and the committee therefore recommends that the site offered in Costa Rica, near the city of Turrialba, be selected from all the sites offered as being the best adapted to the needs of the Institute.

The site finally selected comprised the entire Cabiria farm (240 ha), part of the Florencia farm (110 ha) and part of the Aragon farm (150 ha), for a total of 500 hectares, which would later be expanded to 1000. The land was located 112 kilometers from Puerto Limon, 65 kilometers from San Jose, and 35 kilometers from Cartago, a center for vegetable and dairy production.

The committee found that this area was suitable for producing coffee, cacao, sugar cane, livestock, dairy cattle and a range of tropical species. However, the climate was too wet for avocados and mangoes, and the elevation too high for commercial production of rubber and abaca (manila hemp), which could nonetheless be produced experimentally. It also suggested that research could be conducted on drainage and erosion control.

One of the advantages of the site was that a journey of no more than two hours in any direction, by automobile or by train, could offer a complete cross section of conditions present throughout the tropical Americas. Furthermore, while it was not located in the

The city of Turrialba, Costa Rica, was selected as best suited to the needs of the Institute.



unhealthy conditions common to coastal zones, it accurately represented the humid lowlands of the American tropics. The report stressed that, to a great extent, the future development of agriculture in the American tropics depended on whether problems in wet lowland areas (known by ecologists as the humid tropics) could be solved.

This report was submitted to the Inter-American Committee on Agriculture of the Pan American Union, together with an offer by the United States Office of the Coordinator of Inter-American Affairs to allocate US\$500 000 in start-up funds for the new institute. The Committee then presented its report and the offer to the July 21, 1942 meeting of the Council of Directors of the Pan American Union. No decision was made or action taken at that time. Instead, the proposal was left pending to give the countries time to study and examine it in more depth.

Even before that date, on July 18, 1942, the institute which was to become IICA had been formally granted status as a District of Columbia corporation, based on the proposed by-laws and certificate of incorporation.

On **October 7, 1942**, the Governing Board of the Pan American Union met again in special session.

The Director General of the Pan American Union stated that 19 favorable responses had been received and explained that, according to the charter and by-laws of IICA (which had already been approved and incorporated under the laws of the District of Columbia), the Institute's new directors needed to hold a meeting to take certain legally required measures. It was understood that the members of the Governing Board of the Pan American Union were ex-officio members of IICA's Board of Directors.

Those present had only to approve the proposal to create IICA, elect the first director, and approve the recommended site for building the campus.

The following resolutions were adopted:

- a. The Inter-American Institute of Agricultural Sciences was founded, and the charter and by-laws were accepted as inscribed in the incorporation papers filed with the District of Columbia.

On October 7, 1942, the Governing Board of the Pan American Union approved the creation of the Inter- American Institute of Agricultural Sciences (IICA), as well as its charter and by-laws.

- b. The Board of Directors of the Institute would be made up of the ambassadors of countries sitting as members of the Governing Board of the Pan American Union.
- c. It was agreed that a field office would be opened on the land offered by the government of Costa Rica, near the city of Turrialba. The Board of Directors and the director would remain in Washington D.C. The by-laws left open the possibility of opening similar offices in other republics of the Americas, with Uruguay, Brazil and Argentina given as examples.
- d. IICA's director general was to be Dr. Earl N. Bressman, from the United States Department of Agriculture, nominated by the representative of Ecuador.
- e. It was felt that the Institute would need the services of a secretary, so Mr. Jose L. Colom, Chief of the Division of Agriculture of the Pan American Union, was nominated and approved for this position.

With this resolution, IICA formally came into being on October 7, 1942; its location, charter and by-laws were approved, and its first director general and secretary were appointed and confirmed.

The First Three Years (1943-1946)

*Earl N. Bressman
was elected
as the first
Director General
of IICA.*

IICA's first staff member was Dr. Earl N. Bressman, who was appointed as Director General and who, with the approval of the Board of Directors, appointed Jose L. Colom as General Secretary.

In accordance with IICA's Certificate of Incorporation, which called for the Pan American Union to be the fiscal agent, Lowell Curtiss, treasurer of the Union, was appointed as IICA's treasurer. The Washington accounting firm William Gordon Buchanan and Company was selected as the external auditor.

Dr. Bressman then appointed Robert A. Nichols, an agronomist, to take charge of operations in Turrialba. Nichols was a graduate of Oregon State College and, over seven

years, had been in charge of the United States government experimental station in the Virgin Islands. He was appointed on October 15, 1942, and on November 1 of the same year was already at work in Turrialba as the Institute's first employee there.

In April 1943, Nichols hired Oscar Echandi, a Costa Rican, as field superintendent. Echandi had graduated from the University of Costa Rica with a major in animal production. He was in charge of a force of 150 men, who took on the first road-building projects inside the campus. They prepared plots for agricultural experiments, pruned, cleaned and picked the coffee already present on the farms, and carried out other field operations.

The Director also hired Rex A. Pixley as Business Manager. Pixley arrived in Costa Rica in December 1942, and conducted most of the negotiations with the government of Costa Rica for acquiring the land. He drew up and implemented a contract with the Northern Railway Company to construct the dormitory and permanent buildings. He also made arrangements with the Panama Railroad Company to purchase building supplies and deliver them to Turrialba. Unfortunately, he left IICA in August of the following year to accept a U.S. government position in Iran. Following Pixley's resignation, Jorge Granados was appointed as timekeeper and general office assistant.

In March 1943, V.C. Pettit was named Purchasing Engineer. He worked on the blueprints and specifications prepared by the United States government. He was responsible for purchasing supplies in the United States and having them shipped to Costa Rica. There he collaborated closely with architect Fabio Gongora in the construction of the main building.

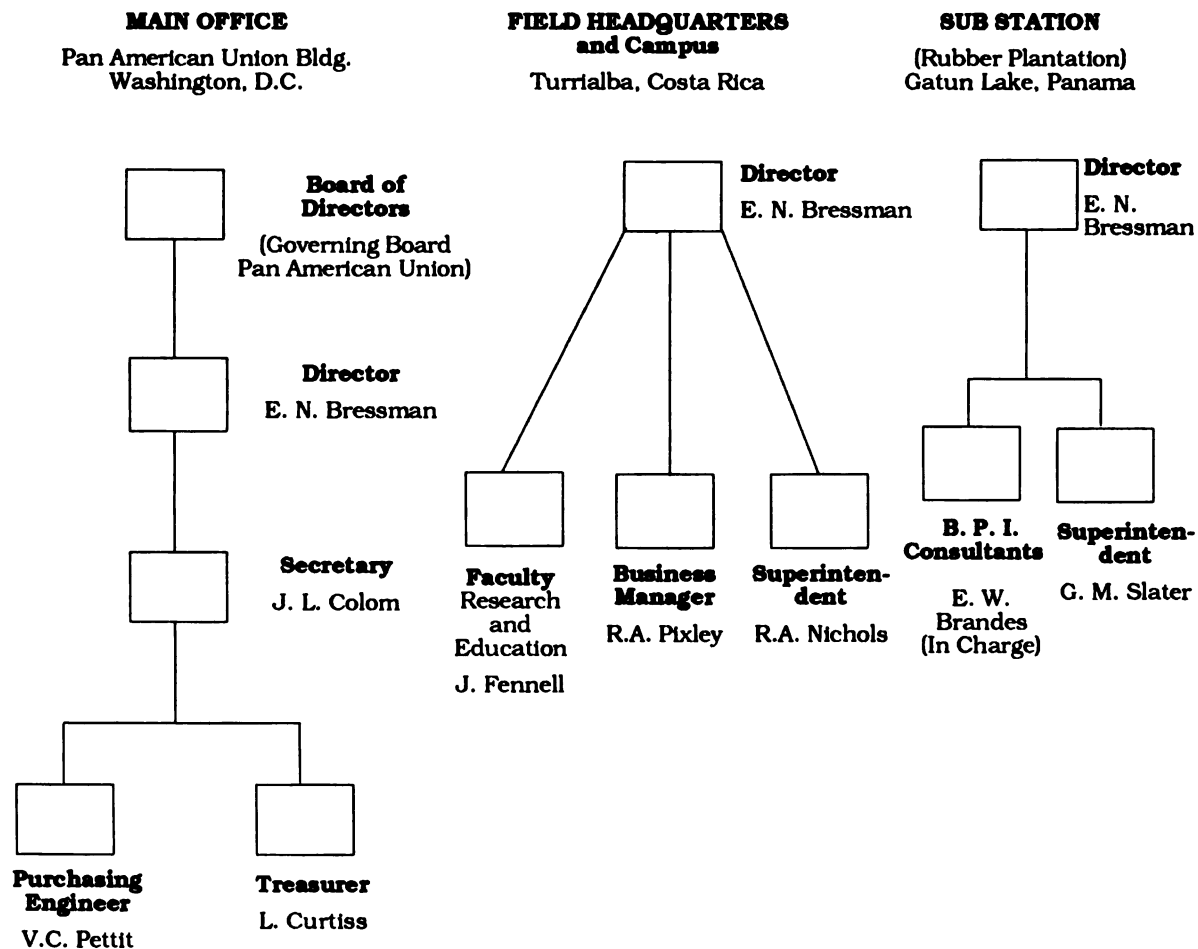
Finally, on April 15, 1943, an arrangement was made with the United States Office of the Coordinator of Inter-American Affairs to transfer Joseph Fennell, a former employee of the USDA Bureau of Plant Industry, to Turrialba. Mr. Fennell was to conduct research of fruit and vegetable production at IICA. Fennell was an authority in tropical grape breeding. Thus, the first research conducted in Turrialba focused on the immunity of grape hybrids to pests and diseases most commonly found in the tropics. He also studied phosphorus deficiency in the soils of Turrialba and obtained promising results with cabbage collards, edible soybeans and various types of beans.

These men, North Americans and Costa Ricans, comprised IICA's first technical and administrative group in Turrialba. They were the pioneers of the future training and research center.

North Americans and Latin Americans comprised IICA's first technical and administrative group; they were the pioneers of the future training and research center.

INTER-AMERICAN INSTITUTE OF AGRICULTURAL SCIENCES

Administrative Organization Chart



First Organizational Chart of IICA, 1943

As regards legal formalities, the new Institute had to take two very important steps for its future development and action. To achieve legal recognition, the Convention on the Inter-American Institute of Agricultural Sciences needed to be first approved and then ratified by the governments of the Americas. No less important, IICA had to enter into a basic operating agreement in Costa Rica through a legal instrument with the government of that country.

The latter was completed first. In November 1942, IICA Director General began discussions with Costa Rica's Minister of Agriculture, Mariano Montealegre. Details of these discussions were handled in Costa Rica by R. Pixley, manager of the field office.

Once a mutually beneficial contract had been drafted, it was signed by the Director General and Costa Rica's Minister of Agriculture on December 5, 1942. This contract, based on offers made by the Government of Costa Rica in June and August of 1941, formally granted IICA 500 hectares of contiguous land from the Cabiria, Florencia and Aragon farms. The government also agreed to make additional disbursements for another 500 hectares of land adjacent to the first grant, for future expansion of IICA. The total value of the land was US\$425 000.

Finally, on December 16, 1942, Costa Rica's Legislative Assembly approved and ratified the contract between the government and IICA through Law Number 29, formally legalizing the Institute. Under this law, the Government of Costa Rica authorized IICA to remain on the land in perpetuity; to promote and carry out educational and scientific activities through teaching, research, experimentation, extension activities, general education and training in the science and art of agriculture; and to build, purchase equipment, receive donations, enter into contracts, cultivate and sell products, and in general conduct other activities pursuant to its objectives, in the understanding that IICA was a non-profit educational and scientific institution created for these purposes.

At the same time, the Institute, its technical staff and future students were granted exemptions from national taxes and given full freedom in Costa Rican territory. IICA staff were given independent retirement funds and various other benefits as well.

IICA had now been formally legalized in the country that hosted its field work and educational and scientific endeavors. It proceeded apace with a program for land preparation, planting, initial experiments, developing administrative frameworks and building infrastructure.

A non-profit educational and scientific institution was created for these purposes.

**Participants in the Inauguration of IICA
March 19, 1943**



Henry Wallace



Rafael A. Calderon G.



Mariano Montelegre



Earl N. Bressman

On March 19, 1943, the President of Costa Rica, Dr. Rafael Angel Calderon Guardia, and the Vice President of the United States of America, Henry A. Wallace, accompanied by Mariano Montealegre, Minister of Agriculture, Dr. Earl N. Bressman, Director General of IICA, national authorities, the diplomatic corps accredited to Costa Rica, local authorities from the city of Turrialba, IICA staff and officers of the Pan American Union, and a large crowd of onlookers, officially inaugurated IICA's first field office in Turrialba. The first stone was laid for what was to be the main building.

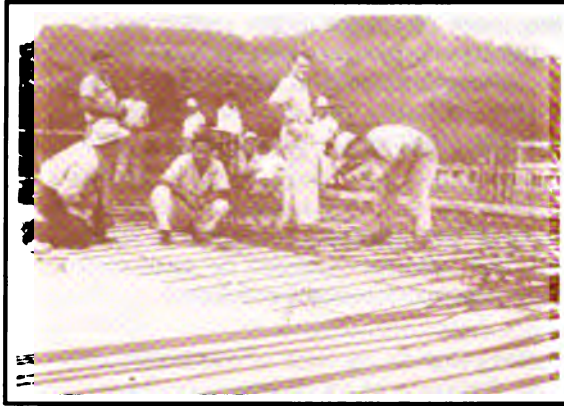
Below are extracts from the speech given on that occasion by President Calderon Guardia:

Because we know that the significance of this Institute for the future of Costa Rica goes far beyond what we can imagine today; because we cherish the conviction that this is one of the most valuable projects that our nation's authorities have ever witnessed; because we are fully aware of what this Institute will mean in terms of technical progress for an expanded and flourishing agriculture, we consider its establishment in our country as a wonderful gift which will merit the everlasting gratitude of Costa Ricans.

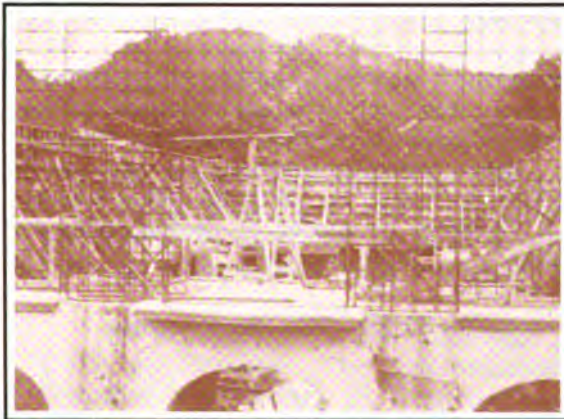
Furthermore, it will magnificently serve the ideal of true Pan Americanism. It was founded to "encourage and advance education and sciences in Costa Rica and in the other American republics through teaching, research and experimentation...in the science and art of agriculture," as we read in the Contract. We can already look forward to the time, now close at hand, when thousands of young students from the 21 American republics can come to enjoy the friendly companionship characteristic of their age and the community of interests created by science among its followers, cultivating our fertile soil and enjoying our mild climate and arcadian peace. Their scientific studies will surely be guided by a noble desire to excel, so they may return to their home countries with a treasure of knowledge and a dream for unity on our continent, that will give life to the wonderful dreams of our heroes of independence.

Costa Rica will collaborate, I promise you, Mr. Vice President, in the success of this Institute. It has been entrusted to us and we shall strive to the best of our ability to make its activities and development satisfy the high expectations of this continent and the wise inspiration that gave it life.

*"...the significance of this Institute for the future of Costa Rica goes far beyond what we can imagine today...a wonderful gift which merits the everlasting gratitude of the Costa Ricans."
(President Calderon Guardia of Costa Rica, during his speech delivered on March 19, 1943)*



On March 19, 1943, IICA's first field office was inaugurated in Turrialba.



Vice President Wallace responded as follows:

In agriculture, isolated research projects have a limited value. It is absolutely necessary to combine the various projects not only here at the Institute, but also in agricultural research agencies throughout the hemisphere. An important aspect of this work is to analyze and coordinate such activities as far as the

limitations of the Institute will permit. This work of coordination will grow in importance with time and as the various entities progress in their findings. The scope of these broad studies should include land planning and distribution, the conservation of natural resources, the utilization of water power—so abundant here at Turrialba—and the relation between industrial development and agriculture.

Changes in agriculture are gradual because of its very nature. Crops and stock develop slowly. Habits, some well-founded and others not, must be analyzed and techniques of expansion developed before discoveries can be utilized.

The Institute is starting under difficult conditions due to the lack of materials for the construction of its buildings. I admire the fortitude of its directors and staff as they set about their work in the full knowledge of these obstacles. Everything augurs great progress in a brief time.

Now that IICA had become an official institution, it was in a position to receive aid and grants from many types of entities. One of the first was a major donation of five tons of books and journals on plants, crops and tropical agriculture from the Tropical Research Foundation in Yonkers, New York. This collection became the embryonic Orton Memorial Library, named in honor of the deceased Dr. William Allen Orton, Director of the Foundation, who had been a vigorous promoter of development in agricultural and forestry studies in Latin America.

The Institute soon launched a program of research divided into five sections:

- I. Agricultural engineering
- II. Animal production (including studies of livestock diseases and parasites)
- III. Entomology
- IV. Plant production
- V. Soils

"It is absolutely necessary to combine the various projects not only here at the Institute, but also in agricultural research agencies throughout the hemisphere." (Vice President Wallace of the United States, during his speech delivered on March 19, 1943)

IICA had a major impact on the study of the social sciences in Latin American agriculture, a field which it pioneered.

In 1944, IICA opened the Division of Economics and Rural Welfare, which eventually became a major influence on social sciences studies in Latin American agriculture, a field it had pioneered.

The Education Program was publicized in the countries of the Americas in June 1945 in a document containing scholarship announcements, a description of IICA's purposes, requirements for student candidates, a discussion of the advantages of Turrialba, and a description of how the center was organized. There was no formal curriculum. Studies would be based primarily on research problems and on participation in seminars in each division, for a minimum of one year and a maximum of three. Participants would also attend specialized lectures by professionals hired for this purpose.

The first official study program began on January 8, 1946, with eight students from Bolivia, Colombia, Costa Rica, the Dominican Republic, Guatemala and Mexico. The first to graduate from the IICA graduate school was agronomist Pedro Trujillo, who later had an active career in the United States, Argentina, Mexico and the countries of Central America.

On January 15, 1944, the Convention on IICA went into effect. The Government of the United States and the Ambassadors of Costa Rica, Nicaragua and Panama had signed the document at the headquarters of the Pan American Union, thus bringing the number of signatures to the stipulated minimum.

On January 20 of the same year, the document was signed by representatives of Cuba and Ecuador. The Dominican Republic and Honduras signed on January 28, El Salvador on February 18, Guatemala on March 16, Uruguay on April 17, Chile on May 13 and Bolivia on July 12. This completed the required majority.

The ratification process began the same year, when the United States Senate recommended ratification by President Roosevelt. The President signed on June 29, 1944, and the document was deposited at the Pan American Union on July 4, 1944. The proclamation went out on September 8, after ratification had been received from El Salvador (May 31), Guatemala (July 6), Costa Rica (August 14) and Nicaragua (August 31). It went into effect on November 30, 1944.

The Convention on the Inter-American Institute of Agricultural Sciences was published in four languages (Spanish, French, English and Portuguese) as number 987 of the United States government Treaty Series, described as a treaty "between the United States of America and other American Republics."

Consolidation in Turrialba (1946-1949)

During the time that Dr. Earl N. Bressman was Director General, the executive office operated entirely in the city of Washington, D.C. His first main task was to select top-quality professionals and usher the Multilateral Convention through the process of approval, ratification and implementation, thus creating the Institute. He also obtained full legal standing for the Institute in the United States and Costa Rica and laid the legal

TREATY SERIES 987

INTER-AMERICAN INSTITUTE OF AGRICULTURAL SCIENCES

CONVENTION

BETWEEN THE UNITED STATES OF AMERICA
AND OTHER AMERICAN REPUBLICS

Opened for signature at the Pan American Union at Washington January 15, 1944; signed for the United States of America January 15, 1944.

Ratification advised by the Senate of the United States of America June 22, 1944.

Ratified by the President of the United States of America June 29, 1944.

Ratification of the United States of America deposited with the Pan American Union at Washington July 4, 1944.

Proclaimed by the President of the United States of America September 8, 1944.

Effective November 30, 1944.



The Multilateral Convention on the Institute went into effect on November 30, 1944, thus concluding the legal process that created IICA.

In 1946, Ralph H. Allee was appointed as the second Director General of IICA.



Ralph H. Allee

groundwork for IICA to operate in Costa Rica. Having completed these tasks, he resigned from his position as Director General of IICA. His final act was to suggest that Dr. Ralph H. Allee be appointed as the Institute's second Director General.

Dr. Allee, then director of the USDA Office of Foreign Agriculture Relations, was well known in the field of tropical agriculture. Before assuming his new position, he interviewed and selected a group of technical specialists who would join the team in Turrialba. His recruits included Ernesto Casseres of Costa Rica (Plant Science), Dr. Walter Bangham, a visiting researcher, Dr. Oscar Morales of Puerto Rico (Economics), Albert Rhoad of the United States (Animal Science), Norton Ives of the United States of America (Agricultural Engineering), and Angelina Martinez of Puerto Rico, the first director of the Orton Library.

This was IICA's first technical team, along with Joseph Fennell, who had been hired by IICA under the administration of Mr. Nichols.

Dr. Allee became Director General of IICA in early 1946, and on May 1 set up his offices in Turrialba. By transferring the headquarters to Costa Rica, he took what would prove to be a fundamental step in IICA's life. With this



IICA's first technical and administrative staff

decision, IICA became the first institution of its scope to have central offices outside the United States. The other two existing at that time, the Pan American Health Office and the Pan American Union, were headquartered in Washington, D.C.

The subsequent years witnessed a process of centralizing activities in Turrialba in the fields of research and graduate instruction. Research projects focused on tropical crops. Early studies examined the genetics and physiology of coffee and the nutrition of cocoa, potatoes, rice and minor crops. Edible plants, medicinal plants and fibers also came under scrutiny. Other programs sought genetic improvement of corn, better livestock management and, in the social field, a study of rural communities in the zone.

A pilot project with these rural communities in Turrialba included a population characteristics analysis. The study examined socioeconomic conditions, health and nutrition of rural families.

Research soon moved beyond the limits of Turrialba. In 1948, a cooperative project began with the participation of the Inter-American Cacao Center, established in 1947 as the result of a meeting in Turrialba by the Inter-American Technical Committee on Cocoa. It was supported with contributions from the American Cocoa Research Corporation and the Costa Rican Banana Company, and enhanced IICA's physical assets by providing access to a farm of more than 200 hectares in the Bataan zone on the country's Atlantic slope. The land was later donated to IICA and remained in its possession for many years, becoming a major research center on cocoa genetics and pest and disease control.

This farm was called La Lola. When it was later invaded by squatters, IICA donated part of the land to the Costa Rican Land and Settlement Institute (ITCO) so the acreage could be distributed to them legally. Today, La Lola farm still possesses around 100 hectares of land devoted to cocoa study, production, research and training by the Tropical Agriculture Research and Training Center (CATIE).

In the early years, research and graduate training were the principal activities of the Institute. A cocoa project was one highlight.



With important research on cocoa genetics and pest and disease control, IICA's activities extended beyond the limits of Turrialba.

Its excellence in scientific and academic development put in place a sound foundation for further expansion of IICA.

The Inter-American Cacao Center has since ceased to exist, although the relationship with ACRI continued for many years in Itabuna, Bahia, Brazil, in cooperation with the executive commission of the Cocoa Crop Recovery Plan (SEPLAC).

The year 1949 marked a major step forward in graduate education, with the organization of a Graduate School Council responsible for reviewing the requirements for the Magistri Agriculturae Degree, later called Magister Agriculturae and finally Magister Scientiae, as it has been known since the 1960s. One of the responsibilities of this council was to make recommendations for research projects. It was also assigned to act in conjunction with and make recommendations to the student council; suggest changes in Institute plans of action on student selection and curriculum; and prepare an annual prospectus for the study program.

All graduate students served as assistants on research projects. From 1946 to 1949, a total of 137 students registered. Of these, 12 obtained the degree granted by IICA.

Thus, during the closing years of the 1940s, IICA's emphasis was on scientific and academic development. In both areas, it achieved the kind of excellence that would lay a sound foundation for later expansion.

Role in the Inter-American System

In 1948, the countries of the Americas, meeting in Bogota, Colombia, approved the Charter of Bogota, creating the Organization of American States (OAS).

Article IV of this charter pledged the organization "To promote, by cooperative action, [the countries'] economic, social and cultural development."

Article 49 of Chapter IX, on standards for education, science and culture, says that the Member States "will develop science and technology through educational and research institutions and through expanded information programs. They will organize their cooperation in these fields efficiently and will substantially increase exchange of knowledge, in accordance with national objectives and laws and with treaties in force.

The Charter establishes the following organs by which the OAS pursues its goals:

- a. The General Assembly
- b. The Consultative Meeting of Ministers of Foreign Affairs
- c. The councils
- d. The Inter-American Legal Committee
- e. The Inter-American Commission of Human Rights
- f. The General Secretariat
- g. The specialized conferences (one of which is on agriculture)
- h. The specialized agencies

From the time IICA's Board of Directors was first made up of national representatives to the OAS Council, it was understood that IICA, as an institution dedicated to agriculture, was one of the specialized agencies mentioned in the OAS charter. It thus formally became a specialized agency of the inter-American system.

When the OAS charter was approved in 1948, IICA became the specialized agency for agriculture of the inter-American system.

Chapter 2

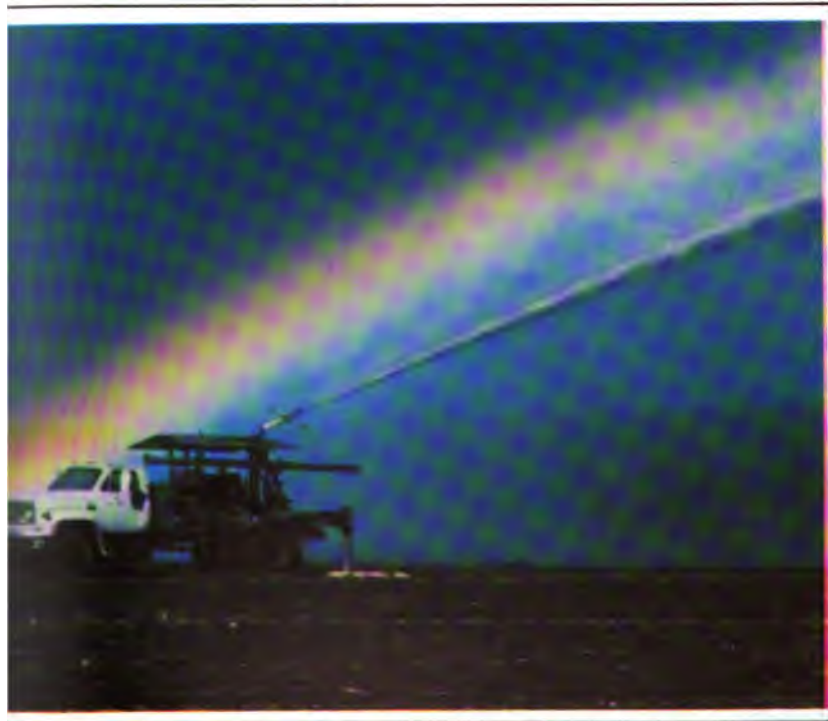
Decentralization (1950-1959): The First Expansion

A Dilemma for the Institute at the Close of the 1940s

In less than 10 years, IICA had consolidated its work in three basic realms. Physically, it was now fully contained in the Turrialba research center. Operationally, it had sound research and training programs. Institutionally, it had become a part of the inter-American system of the OAS. Nonetheless, many OAS Member States had failed to ratify IICA's Convention and become full members of the Institute, which was still seen by some as an organization dedicated exclusively to the problems of the Central American tropics.

Two different approaches could be taken for lending the Institute greater credibility and bringing in new member countries. One was to strive for maximum scientific and technical achievement at the Turrialba research center, raising it to the highest possible levels of excellence. The other was to use the center as a base from which to offer services and achieve a presence throughout the Americas.

The first approach was more likely to appeal to agricultural sector institutions in the



countries where IICA would be working; the second would more likely attract governments that had yet to ratify the Convention.

Raising Turrialba to higher levels of excellence could fuel the criticism of those who saw IICA as an organization of limited scope. Opening activity toward other regions would strain the resources available for achieving technical and scientific leadership. However, IICA would need to exercise leadership if its work was to be useful for the countries, which in turn would prompt them to become members of the Institute.

The OAS Technical Cooperation Program

This dilemma appeared to be irreconcilable when the United States of America, under the presidency of Harry S. Truman, launched an ambitious program for aid and assistance to repair the economies of the Western hemisphere, which still bore the ravages of World War Two. Point Four in this program targeted the developing countries of the Americas and entrusted the international organizations to administer technical projects deriving from this reconstruction program.

At the initiative of its Inter-American Economic and Social Council (CIES), the Organization of American States offered to serve as a vehicle for making this program a reality in Latin America. Following studies and negotiations, the CIES agreed to sponsor the OAS Technical Cooperation Program (TCP) and invited the specialized agencies of the inter-American system to submit project proposals pursuant to the general principles of the program.

In 1951, TCP Project 39 began operations. It had been submitted by IICA under the title "Technical Training for Improving Agriculture and Rural Life," and was granted US\$450 000. This project continued until 1966 and provided a means for IICA to steadily expand its services to the countries of the Americas.

In the late 1940s, IICA's main concern was to gain greater respectability as a scientific organization and to attract more member countries.

President Truman's Point Four program gave IICA administrative autonomy over future technical undertakings.

Project 39 expanded IICA's services to the countries of the Americas.

Project 39 and the Regional Offices

In order to meet its objectives, Project 39 needed a decentralized structure. In 1951, offices were opened in the Southern Zone (Montevideo, Uruguay), the Northern Zone (San Jose, Costa Rica) and, in late 1952, in the Andean Zone (Lima, Peru). These three regional offices, later to be named regional bureaus, were responsible for the Southern Zone of the Americas (Argentina, Brazil, Chile, Paraguay and Uruguay); the Andean Zone (Bolivia, Colombia, Ecuador, Peru and Venezuela); and the Northern Zone (countries of Central America, Mexico and the Greater Antilles). A Services Unit opened in Turrialba in 1951 to act as liaison for these offices.

This decentralized structure offered the Institute major advantages and benefits, allowing it to work more closely with the countries and giving it a new inter-American dimension. The technical staff, now located in many different member countries, acquired experience that would have been difficult to obtain had they remained in Turrialba.

The purpose of Project 39 was to train professionals in specialized fields that had been neglected in traditional university curricula in Latin America and that were fundamentally important for economic development of the countries. It concentrated on promoting the development of institutions for agricultural research, formal education and direct training, by offering international courses, national courses and in-service training.

The international courses, generally of eight-week duration, were attended by officers of government or private organizations from the countries of each zone. They were led by specialists from countries in the same zone, with the assistance of scientists from other national or international organizations.



Project 39: The first experience with native Andean crops in Peru

National-level courses were shorter in duration, generally lasting two weeks, and were taught in each country by specialists from the same zone. They responded to specific local situations, and were scheduled in accordance with direct requests from interested organizations. These organizations then became promoters, offering their own institutional and physical resources and people.

During the 15 years it was active, Project 39 trained over 10 000 professionals in the Americas, covering a wide range of subjects from agricultural economics, information and statistical methods, to agricultural engineering, animal science, forestry and library science, also touching on home economics, agricultural extension, pastures, plant science, sociology and soils.

Demonstration Areas

Demonstration Areas were set up in IICA's geographic zones (Southern, Andean and Northern) as a way to backstop the training work.



Participants in the First International Course on Agricultural Extension and the Bases of Rural Sociology (Uruguay).

These were farming areas, relatively small in proportion to the size of the country, where economic and agricultural methods were put into practice as a means to bring about rural development. They were particularly useful, as they provided a place where recommended methods could be tested before being expanded on a national scale. In addition to providing an opportunity for in-service training, they offered such advantages as:

*Demonstration
Areas in the
countries
supported
the training
activities.*

- Bringing true progress to local agriculture.
- Educating the general public by demonstrating an agricultural development model on a small scale.
- Providing a setting to coordinate the work of various specialists and promote an integrated view of problems.
- Serving as a mechanism whereby international technical assistance could cooperate with the different national institutions.
- Using resources available locally.
- Producing results applicable on a larger scale.
- Putting farmers in touch with technical specialists and official organizations.
- Reducing problems of budget inflexibility by offering a way to make expenditures more agile and effective.
- Providing an opportunity to test new practices, without running excessive economic risks.
- Creating in the rural population new attitudes of civic responsibility and initiative for solving their problems, without depending as much on the government.

The San Ramon Demonstration Area

In 1952, the San Ramon Demonstration Area was opened in the Department of Canelones, Uruguay. It possessed all the basic features required for a demonstration area: easy access to the central offices (80 km north of Montevideo), enough land (61 570 ha) and space for numerous plots (1745 plots larger than 1 ha). It had a wide range of physical and social characteristics common to surrounding farms. As a whole, the area had a plethora of problems, each with clearly defined social manifestations. This was why the project was of such interest to national authorities: it had great potential to yield new strategies useful for similar situations in other parts of the country.

Extension work began in 1952. The first goals were to get to know the farmers and their families, win their trust and encourage them to take part in the project. Poultry production was selected as the activity most likely to produce a successful project.

The Bank of the Republic of Uruguay agreed to provide credit assistance. The loans were given simply on the basis of careful selection of borrowers, anticipated profitability of the chosen line of production, assurances of technical assistance and the moral support received by farmers who participated in launching the project.

Although poultry was the major production activity for one of the participating farmers' committees, other projects were introduced as well. First was corn, which historically and culturally was well positioned for substantial production increases. The project also promoted improvements and more business-like methods for vegetable crops, such as tomatoes and squash.



Headquarters building of the San Ramon Demonstration Area and participants in the first course.

Another line that was selected for analysis, eventually becoming a project, was swine production, which played an important part in the local peasant culture. Later, work was done with strawberries, which have since become an export item.

On plots with the greatest economic potential, a project was begun to improve dairy production by stressing animal health and nutrition.

Alongside projects to increase production, other activities focused on improving the home. Farm clubs were organized as a place where children and young people could participate in an extracurricular educational environment and have the opportunity to learn and think about the problems of agricultural production.

Outcome of the San Ramon Demonstration Area: Economic Changes

Economic changes in the zone were measured in terms of changes in gross production between the first and last years of the 1953-1959 period.

Gross production in the Demonstration Area grew by 47.26 percent from 1953 to 1959, with an average annual increase of 7.88 percent. Gross production per capita, calculated on the basis of the rural population counted in 1952 and 1958, was estimated to have risen by 65 percent. This increase appeared much greater than the per-hectare rise in gross production because the rural population covered by the census declined during the period.

This 47.26 percent production rise in the San Ramon Demonstration Area from 1953 to 1959 should be seen in the context of an 11.05 percent decline posted by Uruguay's gross production during the same period.

Other measurements more clearly reveal how the adoption of integrated practices in the Demonstration Area had an impact on overall economic results. Total business income in 1959 on the plots that adopted improved practices was 4.9 times greater than that for the control group, which did not adopt new practices.

*The San Ramon
Demonstration
Area in Uruguay
gave prestige
to IICA among
the countries
of the Southern
Area.*

By 1960, the Demonstration Area, serving as a laboratory for in-service training, had received a total of 154 professionals from a variety of backgrounds: agricultural extension (60), home economics (61), extension information (6), agricultural economics (17), pastures (2), soils (5) and rural sociology (3).

San Ramon increased in stature and became well-known throughout the countries of the Southern Zone.

Other Demonstration Areas

In the 1950s, IICA cooperated with other countries to establish pilot projects and agricultural development areas, all of which had at least some impact at the time.

Those most worthy of mention are the projects in Chile (O'Higgins), Brazil (Rio Grande do Sul), Paraguay (Yaguaron), Cuba (Santiago de las Vegas) and Costa Rica (near the Reventazon River). Projects beginning in the 1960s included Venezuela (Yaracuy) and Chile (the regional development area of Maipú).

All these projects received direct participation from local schools of agronomy, ministries of agriculture and other entities involved in agricultural development, extension and training.

Each of these demonstration areas provided instruction in socioeconomic topics, which until then had been lacking among Latin American professionals. They encouraged agricultural extension work and launched important projects in agricultural engineering, land use, natural resources, soil conservation, irrigation and drainage. They also revealed new fields of work useful for increasing production and improving standards of living among rural populations.

Americas and internationally. It was selected by the Technical Centre for Agricultural and Rural Cooperation (CTA) of the European Economic Community for distribution in Africa and Asia.

In 1958, the Scientific Communications Service launched an activity that has survived and grown over time, and continues active today. This was a program, supported by the Kellogg Foundation, for publishing educational texts and materials to promote agricultural education and encourage technical and scientific production among professors and researchers in Latin America and the Caribbean. Over 100 of these books have been published to date. At first they were produced only in Spanish, but titles in English and Portuguese were later added.

The Service, under sponsorship by the American Association of Land Grant Colleges and State Universities, also translated and adapted the Communication Training Program for Extension Agents (1958-1959) which, under the title of **Train the Trainer**, had been prepared by the National Project in Agricultural Communications, located in East Lansing, Michigan. The translation was sponsored by the United States International Cooperation Administration (ICA) and received assistance from Project 39 of the OAS Technical Cooperation Program, the University of Costa Rica and the University of Puerto Rico.

Thus, the 1960s saw the beginning of the most ambitious training endeavor in memory in the area of agricultural communication. Cooperation for this purpose was



The Scientific Communications Service introduced the comprehensive concept of communications for Latin American agricultural professionals.

received from the Popular Inter-American Information Program (PIIP) of the American International Association.

The First Service Contracts and the Protocol of Amendment

Another particularly important development for IICA's new image was the signing of a service contract with the United States International Cooperation Administration (ICA), predecessor of today's United States Agency for International Development (AID). Its purpose was to support bilateral cooperative programs between the United States of America's cooperation missions and the ministries of agriculture in the countries of the region.

The contract called for: a) regional assistance to bilateral cooperative programs between the missions and the ministries, through personnel training, exchange of experiences, consultant services, applied research and the production of informational materials; b) assistance in creating local institutional services to provide on-going support and guidance in agricultural programs; c) a mechanism to reinforce IICA as a stable regional agency, by developing a model for on-going regional services to support national programs.

Clearly, a new, permanent role for the Institute was beginning to emerge explicitly and pragmatically, based on services to the countries. This contract joined the roster of other contracts, agreements and grants with different organizations, including the Rockefeller Foundation, the Kellogg Foundation, ACRI, the Inter-American Cooperative Service for Food Production, the United States Atomic Energy Commission, the United Nations Food and Agriculture Organization (FAO) and the United Nations Special Fund for Development (UNSF). With these agreements, IICA was able to launch new research and services in the countries, and strengthen, diversify and consolidate the research center in Turrialba and other training programs, visibly expanding its operating capacity.

It became necessary to channel all these actions so they would bring more benefit to the countries and, at the same time, bolster relations with them. Meetings of the

Technical Advisory Council were formally established, to be held as a separate activity distinct from the regular meetings of the Board of Directors in Washington, D.C.

However, IICA continued to receive very little money in Member State quotas. This was due to several factors. For one thing, the quotas were still based on a system that stipulated a contribution of US\$1.50 per thousand inhabitants. For another, the number of countries that had ratified IICA's Convention, and therefore contributed to the budget, remained small.

However, in 1956 the Presidents of the American Republics met together in Panama. This meeting created the Inter-American Committee of Representatives of the Presidents, who in May 1957 recommended measures to strengthen the agricultural activities of the OAS.

IICA's Board of Directors in Washington responded by initiating the revision of the the Multilateral Convention and by approving a Protocol of Amendment of the Convention. On December 1, 1958, the Protocol was opened to the signature of the member countries of the Pan American Union.

The fundamental reforms made under the Protocol of Amendment entailed a substantial expansion of IICA through the abandoning of the system of Member State quota payments in favor of the system used by the OAS to support its General Secretariat. This change had a major, favorable impact on total quotas, especially from the more developed countries.

Another important amendment created an Annual Board of Directors, by delegation of the Permanent Board of Directors. It was to be made up of high-level officials from the ministries or secretariats of agriculture of the Member States. This Annual Board of Directors would draw its technical duties from the Technical Advisory Council, and would perform administrative functions as well. It would be responsible for approving the Institute's annual budget, both for quotas and for external resources.

Thus, IICA faced the future with changing prospects and new horizons.

The Protocol of Amendment opened up new horizons for IICA.

Chapter 3

A New Dimension (1960-1969): Outreach to Latin America

An Actively Evolving Institute

IICA's origins had been closely linked to research and training in a specific geographic setting of Latin America. From this first stage, the Institute had taken major steps toward laying physical and technical foundations in other parts of the hemisphere and had demonstrated its usefulness in many different ways. As it entered the 1960s, IICA was an institution undergoing an active process of evolution.

IICA entered the 1960s as an actively evolving organization.

Dr. Ralph H. Allee, who had been at the helm of IICA since the second half of the 1940s, now felt that his mission had been accomplished. He voluntarily offered to step down in the early months of 1960.

At that time, IICA had built an overall budget of around US\$1 429 000 and had a technical staff of 87 people, 66 of them Latin Americans. It achieved this through OAS Technical Cooperation Project 39, the technical services contract with the United States ICA, improved collection of quotas, and contributions from foundations and agencies in North America, including the Rockefeller Foundation, ACRI and others. Substantial changes had come about in the composition of the staff, which initially had consisted of United States of Americans and Costa Ricans. By 1960, 16 countries of the Americas had representatives on IICA's staff. The setting had become truly inter-American, tacitly acknowledging the quality and level of Latin American professionals.

By that time, IICA's personnel had grown tenfold. The Institute had a physical presence in four Latin American countries and a budget derived from diverse sources, totalling nearly four times the original annual budget.

This was the state of things in May 1960, when the Board of Directors elected Colombian agronomist Armando Samper Gnecco as the Institute's third Director General. He took office on June 8, 1960.

The new Director General had entered IICA as Head of the Scientific Communications Service. He had founded the journal **Turrialba** and had served as assistant director to Dr. Allee in the mid-1950s. In the second half of the same decade, he was in charge of making IICA's name known throughout the countries of the Americas as Director of Regional Services, which eventually became the regional offices in the Andean zone, the Northern zone and the Southern zone. Thus, he was a professional with valuable experience in the Institute and was steeped in the idea of expanding IICA toward other countries of the hemisphere.



Armando Samper

The Policy of the "New Dimension"

The first concrete step taken by IICA's new administration was to move the headquarters of the General Directorate from Turrialba to the city of San Jose. This physically separated the administrative offices from the Research and Training Center (CEI), which remained under the leadership of British scientist Dr. Gordon Harvord, who had been head of the Inter-American Cacao Center.

The Project 39 offices had been operating out of San Jose for some time, under the direction of Costa Rican Claudio Volio. Certain additional services were also headquartered in the capital, including the purchasing office.

The new General Directorate opened its offices in the Mendiola Building on San Jose's Central Avenue. It later moved to a building opposite the Central Park, where it would remain until 1976, with the inauguration of its own headquarters in Coronado. In addition to the chief administrative areas, the downtown office housed several associated programs such as the Popular Inter-American Information Program (PIIP), with a branch office in Uruguay, and the Inter-American Rural Youth Program (PIJR), as well as the current phase of the Scientific Communications Service.

However, the physical separation from Turrialba had much greater significance. It demonstrated to the member countries that IICA was ready and willing to offer each of

The policy of the New Dimension pursued three key objectives: ratification of the Protocol of Amendment, reorganization of the Institute, and administrative review.

them a physical and technical presence. It did this by removing itself from the activities of a center devoted primarily to on-site training and research.

The new administration was driven by new ideas. As early as his inaugural address, Director General Samper had already unveiled his "New Dimension" policy. Initially, he gave this concept tangible shape through a three-point plan:

- a. To launch a campaign to obtain ratification of the Multilateral Convention by Argentina, Brazil, Bolivia, Paraguay and Peru. This would formally bring all the member countries of the inter-American system at that time into IICA. As part of the same campaign, member countries would be encouraged to ratify the Protocol of Amendment to the Convention, which so far had been ratified by only four (Costa Rica, El Salvador, Guatemala and the United States of America).
- b. To perform a comprehensive review of programs to produce guidelines for restructuring the Institute.
- c. To conduct an administrative review to improve the financial situation and modernize the management system as it took on the challenge of an expanding resource base and the complexities inherent in an institution holding offices in various countries of the hemisphere.



The New Dimension philosophy sought to better prepare technical personnel and stimulate national agricultural research institutions.

The first annual meeting of the Board of Directors took place in San

Jose, Costa Rica in September, 1962. As these annual meetings continued, they granted ever more decision-making power to the technical and political bodies with which IICA worked most closely. This facilitated the ratification campaign.

The Annual Board of Directors was made up of high-level officials from the ministries (or secretariats) of agriculture and other important entities of the sector. Its tasks included approving Institute policies and programs and adopting annual budgets. It also took over and expanded on the duties of IICA's former Technical Advisory Council. The Council itself was kept on as a technical forum held during meetings of the Board of Directors, to receive the Institute's Annual Report and carry out a technical round table discussion on current issues facing the sector.

These three governing bodies, the Permanent Board of Directors, the Annual Board of Directors and the Technical Advisory Council, would continue to lead IICA until 1981.

By the end of 1961, the 21 Member States of the inter-American system had signed the Convention, and only Cuba remained to sign the Protocol of Amendment. The ratification process was completed in the early months of 1964, when Brazil deposited its instrument ratifying the Convention and the Protocol of Amendment.

At the same time, IICA had begun opening other offices around the Americas. By 1969, it had offices in 15 countries.

Thus, the goals set forth under point one of the New Dimension policy had been met. All the member countries of the OAS System were also members of IICA, and over half had locally-based IICA offices.

The Board of Directors fully backed the decision to review the Institute's action programs. Two technical teams were established, each consisting of a high-level IICA officer and two outside experts, one from Latin America and the other from the United States of America. One of the teams was assigned to address the problems of physical and biological sciences and the other, socioeconomic problems.

The field work took place from May through June of 1961. By June, the two technical teams were ready to submit their reports to the General Directorate for review, discussion and analysis by a review group. Based on recommendations given by this group, the Director General then requested opinions from selected IICA staff and from

In 1964, the 21 Member States of the inter-American system had signed the Convention.

renowned individuals in the United States of America and Latin America, who provided additional comments. All this material led to the November 1961 publication of a document on restructuring Institute programs for the decade from 1960 to 1970. It gave Institute objectives, set priorities for action, and articulated them as:

1. Rural development
2. Institution building
3. Utilization of the tropics
4. Agriculture in arid and Andean regions
5. Cooperative Regional Program for Graduate Training and Research in Crop Breeding and Livestock Production
6. Agricultural communications



First International Course on Scientific Communication in the Andean Zone (Peru).

These six lines of action were divided into 22 technical programs covering such topics as resources for development, pilot areas, written and audiovisual communication for extension, basic studies, farm credit, marketing, agricultural engineering applied to rural development, and forestry development. The programs cut across a broad spectrum of issues that reflected the concerns, interests and needs of the day in the countries of Latin America.

While the ideas were on target and correctly oriented, in practice the range of issues covered by the 22 technical programs proved to be far too

broad for IICA's resources at that time. Faced with this situation, the Director General assigned an in-house work group to analyze the programs and consider cutting back the number to make the work more effective.

Finally, at the Sixth Meeting of the Annual Board of Directors (Rio de Janeiro, 1967), the Director General stated that the 22 technical programs should be eliminated so the Institute could concentrate on three broad basic programs. IICA's activities were thus regrouped as follows:

- Basic Program 1 *Higher Education in Agriculture.* The main objective was to strengthen institutions of higher education so as to improve educational programs in agricultural sciences.
- Basic Program 2 *Agricultural Research.* The goal was to develop national agricultural research institutions by improving the training of their staff and helping them to plan effective research programs, encouraging coordination with institutions of higher agricultural education and extension services, and promoting an exchange of information on research in progress in the various countries.
- Basic Program 3 *Rural Development and Agrarian Reform.* The objective was to help strengthen and develop national institutions working in this area, as essential vehicles to hasten economic and social development in the Americas.

The basic strategy continued to be institution building, with its focus on the most prominent national institutions in the sector. With this decision, the second point in the New Dimension policy was fulfilled.

Almost simultaneously with the establishment of a program structure and the decentralization of operations, the organization began to present its annual budget program for fiscal years beginning on July 1 and closing on June 30. The first proposed Annual Program Budget was presented in the seventh meeting of IICA's Technical Advisory Council (CTC), held in San Jose in March 1962. The Council examined the proposal and made recommendations that provided a basis for the formal submission of IICA's first Program Budget to the First Annual Meeting of IICA's Board of Directors, held in San Jose, Costa Rica from September 17 to 22, 1962. The budget was to cover the 1962-1963 year and would be funded with an increase in quotas. The total approved was US\$900 000.

The strategy of institutional strengthening focused greater attention on the organizations of the countries' agricultural sectors.

To this should be added the recommendations of the Special Committee appointed by the Second Annual Meeting of the Board of Directors, held in Lima, Peru in May 1963. This Committee was asked to review IICA's expanded program and its projection into the future, taking into account the proposed United Nations Special Fund (UNSF), which had begun to operate only recently.

The Special Committee met in Costa Rica in September 1963. It recommended a gradual increase in IICA's regular (quota) budget, at the rate of 15 percent per year, for the following five years, and proposed a proportional redistribution of the budget.

In April 1967, the Sixth Annual Meeting of the Board of Directors, held in Rio de Janeiro, Brazil, agreed to take note of IICA's Program Budget projections for the year 1969-1970, thus giving decisive backing to the Director General's New Dimension policy.

When the Eighth Annual Meeting of the Board of Directors took place in Quito, Ecuador in April 1969, the Director General submitted a medium-term policy for the Turrialba center, stating that he had followed the recommendations of the Special Committee to distribute annual increases in the quota budget so as to favor the regional offices and reduce the percent share of the CEI (Turrialba).

By the late 1960s, IICA's quota budget had grown eight-fold.



Carlos Madrid

By the end of the decade, the Institute's budget, which had begun with around US\$400 000 in quota resources, was to reach US\$3 106 845 in quotas plus external resources, for a grand total of US\$5 707 000. IICA had thus fully satisfied the three points of the policy known as the New Dimension.

Shortly before that, Armando Samper had tendered his resignation so he could accept an invitation by the Colombian government to assume the position of minister of agriculture.

In the interim, agronomist Carlos Madrid, also from Colombia, took over as Director General of IICA. Having served as Regional Director for the Andean Zone, at that time he was IICA's Deputy Director General, a post he would continue to hold until the end of the 1970s.

Institutional Strengthening

IICA had to reorient its actions to be consistent with the emphasis given in the new policy. It focused on strengthening three broad groups of institutions.

Below are examples of how this mandate was fulfilled for these three groups:

Higher Education in Agriculture

In response to the findings of the program review, on January 3, 1962, the Turrialba center began to restructure. This was to be the first step in a continuous process of strengthening graduate education. The Fifth Annual Meeting of the Board of Directors, held in Bogota, Colombia in April 1966, took cognizance of the report and recommendations of the Special Committee, as well as other studies, stating that:

Graduate training is the top priority assigned to IICA by the Board of Directors. Therefore, the Research and Training Center, as the main campus of the Graduate School, is one of the cornerstones of IICA's work. As such, it should be maintained and strengthened in a harmonious expansion program for the entire Institute, insofar as the financial possibilities of the Member States allow.

IICA then appointed assistant deans for each of its three geographic zones, to support the Dean of the Graduate School, who was in charge of training at the CEI in Turrialba.

Each of the groups for higher education in agriculture had the same mission: to see that national institutions engaged in agricultural training were strengthened. However, their emphasis would vary from one location to another, depending on the needs of the countries in each zone.

A look at the overall picture revealed a number of common problems, although they varied from one country to another and existed on different scales. They can be summarized as follows: lack of coordination between secondary education and university studies; lack of full-time instructors; little research by professors; inadequate teacher training; no career path in education; inadequate physical facilities; little

*Post-graduate
higher education
in agriculture
was IICA's
top priority.*

attention to students and their problems; inadequate teaching methods; lack of coordination between theory and practice; no courses on agricultural extension and communication; inconvenient class schedules (such as schools where courses were taught only at night); poor management; lack of a good library; isolation of the universities; and deficiencies in curriculum and study programs.

The 1950s and early 1960s had witnessed a true explosion of university training in agricultural sciences. However, even the very new schools of agriculture revealed many of the same problems described above, in one form or another.

In response, IICA proposed new training methods. It suggested an orientation toward semi-specialization, diversification of major courses of study in agriculture, alumnae education, integration of education with research and extension, university reform, and outside assistance, both financial and technical.

The graduate school was the basic core of the training center in Turrialba. It offered studies in forestry, economics and extension, plant and soil science, animal science and resources for development. More students graduated in the remainder of the 1960s than had graduated in the previous 14 years.

Innovative work was done in other fields as well. One example was the phased graduate program, which began in the field of animal science at La Molina University in Peru. It was conceived to address the difficulties experienced by Latin American professionals, who were unable to be away from their work places for lengthy periods of study.

The cooperative graduate training projects received support from local universities, such as the University of Chile and the Chilean University of Concepcion; the University of La Plata, the Catholic University of Balcarce and the University of Buenos Aires, in Argentina; the Agrarian University in Peru; the National University in Colombia; universities in the south of Brazil; the Central University in Venezuela; all the universities of Central America; and the large group of universities in the states of

1 In 1969, there were 155 schools of agronomy, veterinary science, forestry, agricultural engineering and animal science, up from only 45 at the end of the 1950s.

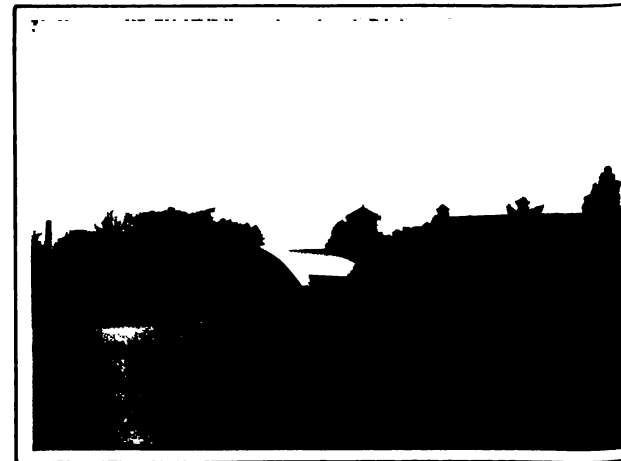
Mexico (Monterrey, Chihuahua, Sinaloa and Tamaulipas), as well as the National School of Agriculture of Chapingo. In the Dominican Republic, the project worked with the Autonomous University of Santo Domingo and the Madre y Maestra University in Santiago de los Caballeros.

Agricultural and Forestry Research

Work at Turrialba continued to focus on soils (with new attention to the volcanic ash soils so common in large areas of the hemisphere), tropical crops, forests and livestock. La Estanzuela, Uruguay, concentrated on livestock, forage plants and grains. Its research process was rejuvenated through experimentation with production systems in a pioneering approach to integrated research; for this purpose, IICA created an inter-disciplinary team that worked very successfully in the zone. At La Molina, work focused on soil physiology and irrigation, as well as agricultural economics.

When Brazil joined IICA in 1964, the Institute signed a contract with the Commission of the Plan for Recovery of the Cacao Crop (CEPLAC), committing itself to help establish a Research and Training Center (CEPEC) in Itabuna, Bahia. The project worked mostly with genetics, physiology and extension. CEPLAC eventually boosted cacao production and productivity in the region of Bahia by a factor of seven, and made a substantial contribution to development in the region, with its projects for port facilities (Ilheus) and highways.

In 1964, the Economic Commission for Latin America (ECLA) and the Institute conducted a joint study on the situation of agricultural research in Central America. In October and November of that year, the Central American Subcommittee for Agricultural Economic Development, part of the Central American Committee of Economic Integration, used this study as a basis for agreeing to begin a cooperative regional agricultural research program for Central America and Panama. At the request of the Subcommittee, the Regional Office for the Northern Zone took charge of region-wide activities to improve technical coordination of



View of La Estanzuela (Uruguay)

national agricultural research programs, in cooperation with the Permanent Secretariat of the General Treaty for Central American Economic Integration (SIECA). For this purpose, a Cooperative Regional Program for Agricultural Research was begun.

In Mexico, the Regional Office for the Northern Zone, with the cooperation of Mexico's National Agricultural Research Institute (INIA), ran a training program on improving fruit trees and vegetables, with the participation of professional personnel from all over Latin America.

The Food Crops Program conducted cooperative projects on beans, with the University of Costa Rica and Costa Rica's Ministry of Agriculture, and with university and government institutions from El Salvador, Guatemala, Honduras, Nicaragua and Panama. This task was part of the Cooperative Central American Program on Food Crops, coordinated by the Regional Office for the Northern Zone. It included regional yield trials and the production of certified seed, with support from Costa Rica's National Production Council (CNP). The Forestry Development Program conducted cooperative research projects in Colombia, Nicaragua, Panama, Venezuela and Costa Rica.

In the Southern Zone, the Cooperative Agricultural Research Program began in 1962 when IICA and the government of Uruguay signed an agreement to create the Temperate Zone Research and Training Center. Its base of operations was opened in the former agricultural experiment station of La Estanzuela, near the city of Colonia, which lay west of Montevideo and near the zone known as the "dairy basin" of Uruguay. Later, in 1971, its name would be changed to the Alberto Boerger Agricultural Research Center.

This center served the region from 1963 to 1967. In 1968, it was replaced by the Regional Cooperative Program for Agricultural Research in IICA's Southern Zone, and remained as such until 1978. During its years of operation, it was active in research and higher agricultural education. It opened the first graduate-level course in animal production and pastures for the countries of the Southern Zone.

Uruguay's Ministry of Agriculture contributed generously to the Center, assigning 37 agronomists and 30 agricultural technicians, as well as buildings, laboratories, experimental grounds and the library, for an investment of US\$12 million. IICA, under the UNSF 80 Project, contributed a total of US\$129 000 in equipment.

IICA and UNSF specialists, with the participation of Uruguayan agronomists assigned to the Center, carried out numerous projects on production systems, soils, animal nutrition, seeds and dairy production.

With the presence of research projects and an interdisciplinary group of high-level specialists, it was possible to undertake a graduate-level program of education leading to the Magister Scientiae degree in animal production and pastures, with scholarships for technicians from agricultural experiment stations in Argentina, Brazil, Chile and Uruguay.

Forty scholarships were granted from 1963 to 1967, and 25 scholarship holders from the Southern Zone earned their Magister Scientiae degrees. These courses were developed by international personnel from the Center, with cooperation from INTA in Argentina and IICA's training and research center in Turrialba .

Graduates of these courses, upon returning to their own countries to join the staff of national research centers, have helped expand research in pastures and animal production.

In addition to the graduate program, the Center offered short courses on rural extension and home economics.

In 1967, the agreement for the operation of the Temperate Zone Research and Training Center located in La Estanzuela drew to a close. In 1969, IICA's Board of Directors agreed to continue the Center's work in the Southern Zone, and for this purpose, created the Cooperative Regional Program for the Southern Zone. Its purpose was to preserve the objectives of inter-institutional support, cooperation and mutual support, exchange of information and know-how, and exchange of professionals among the agricultural research offices and institutes in IICA's Southern Zone.

Rural Development and Agrarian Reform

Continuing under the New Dimension policy, the graduate school in Turrialba launched a program on resources for development. Its purpose was to train people from the member countries in procedures for assessing, analyzing and evaluating natural and human resources needed for development. This program was included under the

contract with USAID and received assistance from the Inter-American Geodesic Service and the Natural Resources Division of the Pan American Union.

Project 39 had been under IICA administration since 1951 and was fully assimilated by the Institute in 1966. Because this project was so successful and well-known, the OAS Technical Cooperation Program readily assigned IICA to administer and carry out new development projects. The first, Project 201 (Training and Studies on Farm Credit), began in 1961 in Mexico. Its main activity was an annual course for agricultural credit leaders in Latin America, which took place at the Inter-American Agricultural Credit Center in Mexico. It also offered other short courses and seminars for leaders. Hundreds of officers from many countries were trained. Assistance was received from IDB, the government of Mexico, FAO, ECLA and the Latin American Monetary Studies Center.

Projects 201 and 206 concerned training for agricultural credit and agrarian reform; they were considered unique in Latin America.

Project 206, Training and Studies on Agrarian Reform, began in 1962 and was carried out jointly by IICA, FAO, IDB and the Pan American Union. The project culminated in the establishment of the Inter-American Agrarian Reform Center (CIRA), established by IICA on the university campus in Bogota, Colombia, in cooperation with the National University of Colombia and the Colombian Agrarian Reform Institute. It received the assistance of regional specialists located in Guatemala, Lima, Santiago and Rio de Janeiro, as well as the National Training and Research Center on Agrarian Reform (CENRA), operated by IICA in Lima under contract with the government of Peru. The project offered international and national-level courses to agrarian reform program executives in Latin America. Some of these courses lasted over a year, becoming a true source of graduate-level education in this area.

CIRA played a key role in coordinating programs conducted in nearly all the countries by IICA's three regional offices through Project 206. One of the most important challenges facing IICA-CIRA was to encourage adoption of the concept of integrated rural development, approved by CIES, other inter-American meetings, national leaders and the general public.

It also helped organize inter-American meetings for agrarian reform executives in Peru (1965) and Chile (1967), and meetings of agrarian reform executives of the Central American Isthmus, held in El Salvador (1966) and Costa Rica (1967).

IICA's training activities through Project 206 concentrated on solving tangible problems of agricultural development that stubbornly slowed the pace of rural development processes in general throughout Latin America. These activities were warmly welcomed by institutions in the member countries, and many examples can be cited of how they worked. For example, the regional office for the southern zone performed studies in the state of Rio Grande do Sul (Brazil) that facilitated the settlement of over 1000 peasant families in an area measuring approximately 40 000 hectares.

At the request of the countries, many specific projects and action programs on agrarian reform and rural development also served as training activities. This was the case in El Salvador, Panama, Paraguay, Chile, Nicaragua, Honduras, Costa Rica, Guatemala, Peru, Bolivia, Brazil and Uruguay. In 1967, Project 201 was added to Project 206. This merger produced the Inter-American Program for Rural Development and Agrarian Reform.

Other fields in which IICA effectively lay foundations during the decade, and which had a major impact and were widely accepted in the member countries, were those of communication, library science and documentation. Pioneering work was done by the Orton Memorial Library at the Turrialba center, the Scientific Communications Service and other IICA units for communication, library science and documentation. They all set about improving agricultural libraries in Latin America and offered training courses for librarians and complete bibliographic and documentation services.

Professional Associations

One way to advance knowledge and spark exchanges among technicians and professionals in the Americas was to set up professional associations, following models established in other parts of the world.

The 1960s saw the creation of a number of these associations in Latin America, led by the former Latin American Plant Sciences Association (ALAF), which later became the Latin American Association of Agricultural Sciences (ALCA). This was followed by the Latin American Association for Higher Education in Agriculture (ALEAS), the Latin

American Animal Production Association (ALPA), the Inter-American Association of Librarians and Documentalists (AIBDA), and a number of outgrowths of these or other existing associations, such as the Central American Cooperative Program for the Improvement of Food Crops (PCCMCA), based on an annual meeting of researchers and technicians working with beans, corn and rice; the Caribbean Region of the American Horticultural Society; the Caribbean Food Crops Society; and the Latin American Association for Graduate Studies in Agriculture (ALEAP).

IICA played a leading role in the establishment of a number of professional associations in Latin America, including ALCA, ALEAS, ALPA, AIBDA, PCCMA and ALEAP.

From the beginning, IICA was involved in nearly all these in different ways. For some, it ran the Executive Secretariat; for others, it helped organize and partially fund inter-American meetings. At times, it offered economic support for publication of specialized journals and publicity materials on these associations, or provided a reliable source of support for their activities.

The associations were an important asset in helping sector professionals to better know each other, and in filling a need for technical publications. They also provided a means to disseminate the work of researchers and teachers.

Today, AIBDA (which was originally conceived in 1952 and officially founded in 1965) continues to play an active role, in view of the nature of its subject area and the continued relevance of the field of information. It now has approximately 400 members from over 25 countries, both in the Americas and elsewhere. The most recent inter-American meeting of this association took place at IICA headquarters in San Jose, Costa Rica in December 1990.

X

Chapter 4

Hemispheric and Humanistic Projection (1970-1980): Institutional Strengthening and Technical Cooperation

The Advisory Committee

Education, technology, marketing, production and integration were some of the priority issues identified by the Advisory Committee in 1970.

With its three basic programs, (Higher Agricultural Education, Agricultural Research and Rural Development, and Agrarian Reform), IICA had been able to grow physically and increase its presence throughout the hemisphere. It concentrated its action on three major groups of institutions that were essential for creating the conditions needed for sustained development in the region. Agricultural education institutions were needed for training people to promote modernization and higher technical levels in the agricultural sector. Agricultural research institutions were to provide a refreshing stream of new scientific and technical knowledge. Finally, rural development and agrarian reform institutions were responsible for acquiring experience with the different systems being used at the time to facilitate and hasten the process of technical, institutional and structural transformation. This was done with mechanisms for intervention by governments, funding agencies and incipient nongovernmental organizations (NGOs).

Along these same lines, the Board of Directors, in its 1969 annual meeting held in Quito, Ecuador, approved Resolution 658-30, setting up an independent Advisory Committee of seven regular members and seven alternates, who had no past or present ties to IICA, to produce a report based on very precise terms of reference. The Advisory Committee brought together a group of professionals, business people, teachers, researchers and staff of development financing agencies. It was the first time in IICA that all the different sectors involved with agriculture were represented in one forum.

On September 18, 1970, the Advisory Committee submitted to IICA's Board of Directors, through the good offices of the Director General, a detailed report on the institution in the years prior to 1970. This report included a study of conditioning factors and recommended changes and readjustments, based on up-to-date views of the

role of international organizations. Finally, it set out a course of action for IICA in the seventh decade of the century.

The authors identified the primary determinants of progress in agriculture and for farmers, and recommended that the following be given top priority: Education at different levels (technical, secondary, university and graduate); production, communication and application of technology; marketing; production financing; agricultural policy; institutional organization of agricultural development; land tenure and farmer organization; multinational integration.

The report then proceeded to describe the Committee members' views of the role IICA should play in each of these fields. It specified the type of internal organization the Institute should adopt in order to meet these new challenges successfully. It also stated that IICA's action should be:

- Multinational:** IICA's work should center on programs that transcended national borders. In general, the countries were not equipped to undertake these types of projects, even though they might be very important for development in an individual case.
- Complementary:** IICA should help the countries do things which they could not do by themselves. This meant its work should be temporary. If a program was truly successful, termination of participation by the Institute would be easily justified (this is known as institutionalization).
- Supportive:** Work should equip the countries to do for themselves what they could not do alone. This is why the emphasis was on training and on the development and strengthening of national institutions.
- Specific:** Programs should be clearly defined, specific and avoid multiplicity of objectives. IICA should not try to solve all the problems, but rather gauge which were the most important and pressing, and concentrate its efforts on them.
- Receptive:** IICA's work should be responsive to the needs of the Member States and reflect the priorities they established.

Given the new challenges, IICA's action had to be multinational and complementary in nature, providing specific support and being receptive to the concerns of the countries.

Hemispheric and Humanistic Projection

While the Advisory Committee was at work, on January 14, 1970, the Permanent Board of Directors elected Dr. Jose Emilio Gonçalves Araujo, of Brazil, to the position of Director General of IICA. Dr. Araujo officially took office in Washington D.C. on January 21.



Jose Emilio G. Araujo

Dr. Araujo held a doctoral degree in agronomy. He had specialized in soil science at Cornell University in the United States and had worked as a teacher and researcher of agriculture in his home country. He entered IICA/Colombia in 1965 as a CIRA specialist in natural resources. Shortly thereafter, he was named head of CIRA and also served as IICA's Representative in that country.

The new Director General began his term of office in a climate that promised considerable support and cooperation, but was under the shadow of a sharp decline in external resources. The Institute had had to absorb Project 206 and complete UNSF Project 80, as well as conclude its contract with AID. Despite the quota increase approved by the Board of Directors, the net result was a lessening of total available resources.

This picture was alleviated somewhat by the expected entry into the Inter-American system of the countries of the English-speaking Caribbean and the rest of the Americas. Jamaica, Barbados and Trinidad and Tobago had already joined the OAS; meanwhile, Canada had begun taking steps toward entering the system. It had become an observer in the OAS and the Pan American Health Organization and had joined the Pan American Institute of Geography and History.



Thus the possibility arose that IICA might become a truly inter-American organization, eventually consolidating its action in each and every one of the countries of the hemisphere.

The Institute was to consolidate its inter-American efforts by projecting its action to each and every country of the hemisphere.

In this setting, the Director General provided the Ninth Annual Meeting of the Board of Directors, held in Mar del Plata, Argentina, in 1970, with a message on the concept of the hemispheric and humanistic projection as a policy for Institute action. He also announced that he had prepared a General Plan, based on this policy and drafted in accordance with the planning system already established in IICA, as approved in September 1970.

In its doctrine, the new policy saw the Institute as a tool for development, understood as the integrated improvement of people and their circumstances. Science and technology, if placed wholly at the service of this goal, would prove to be the essential elements for transforming peasant farms into true businesses, and turning isolated individuals into people serving their communities and receiving services from them. Poverty and want would be replaced with self-sufficiency and abundance.

The General Plan

IICA's General Plan interpreted the provisions given in the Convention, in light of recommendations of the Advisory Committee, resolutions adopted by the Board of Directors during the previous decade, and statements made by the Director General in Mar del Plata in 1970.

IICA's central objective, as stated in the General Plan, was

...to assist the countries to stimulate and promote rural development as a means to general development and to improve the welfare of the population.



This meant that IICA would now move beyond its present role in the countries, limited as it was to economic and social development in pursuit of increased real production of goods and services. Instead, the Institute would unleash a major effort to reduce rural poverty, as evidenced in the very meager possibilities for farmers to participate in the distribution of production resources and in the making of political, social and economic decisions.

For society as a whole, development, as expressed in the first part of this general objective, went hand in hand with the concept of rural welfare. This, in turn, posed some fundamental questions: To what degree were individuals and groups truly free? Was the collective will characterized by social cohesion and consensus? Did members of society have a right to live in an atmosphere of cooperation and peace?

To enter this arena, IICA should to work toward increasing agricultural production and productivity, especially for commodities capable of competing on world markets and improving the diet of the local

population. IICA would also seek to improve opportunities for rural employment, in proportion to the growth of the economically active rural population. Finally, it would work to give the rural population a more active role in development and reduce its poverty.

As a basic action strategy, IICA chose to strengthen institutions, especially in the public sector, considering them components of an institutional system. Its actions would target formal agencies having specific duties, a budget, and the concomitant organization and people.

The General Plan adopted the action model that the Advisory Committee had developed for international organizations. This meant IICA's work should be multinational, complementary, supportive, specific, receptive and flexible. It added a new characteristic, stressing that action should be innovative. Without detriment to the other characteristics, IICA should be able to present the countries with suggestions to change concepts, organization and procedures. Thus, its action should open new possibilities and break new ground.

In order to put these basic beliefs into effect, IICA organized its work along seven lines of action. These lines would define and focus its activities as an entity engaged in promoting improvements in the institutional systems of the rural sector.

The lines of action can be summarized as follows:

Analysis and information on rural development

An analysis of the situation of agriculture in the member countries, particularly in institutions connected with the rural sector, would cast light on the main problems requiring internal and external attention.

Education

Ongoing support to graduate education, university studies and secondary schooling would place greater emphasis on social sciences and short-term training.

The objective of IICA's General Plan was: "...to assist the countries to stimulate and promote rural development...."

Seven lines of action sought to upgrade the institutional systems of the rural sector.

Research

IICA would cut down on direct action in research, and bolster national and regional efforts so that research would follow the lines of stated development objectives.

Increasing production and productivity

The Institute would help the member countries bring about increases in these areas. It would strive to link the work of national organizations with that of other international organizations, with an emphasis on increasing employment in rural areas.

Regional integration

IICA would cooperate in preliminary studies for developing regional policies, and would aid national institutions taking part in this effort.

Agrarian reform and farmer organization

At the request of the member countries, the Institute would support national efforts to introduce structural changes in land tenure.

Administration of agricultural policy

IICA would promote formal instruction in planning at the graduate level, and would encourage coordination among the organizations of the agricultural sector.

The Institute took on the task of selecting the best instruments for its purposes. It decided to focus on teaching, using various methods, research, direct advisory assistance, setting up permanent groups or committees, and supporting professional associations.

In order to make these instruments more effective, IICA would strive to attract more external resources, helping the countries obtain meaningful financial assistance

from other organizations and agencies. It would also work side by side with national technicians with national counterpart personnel, to help make the tools of action perform more effectively.

Finally, IICA decided to launch extensive reciprocal training work. The idea was to foster an exchange of professionals and experiences from various countries and institutions around the hemisphere, to help decision-makers in the countries increase their knowledge and perform better.

IICA understood that its action would be more effective if it worked with higher-echelon organizations, which in turn had greater influence over other institutions and organizations. It would be able to meet more and more of the needs and aspirations of the member countries.

Thus began the 1970s, with an expanded IICA. The Institute had received clear support from the member countries and had a hemisphere-wide vision for its work. Its tasks had grown and become more specific as it moved beyond the three basic programs and fully embarked on the seven lines of action that would characterize it in coming years.

IICA needed to prepare itself technically, structurally and administratively. It decided to reorganize its work, giving more responsibility to the Deputy Director General, and creating high-level positions for planning, external coordination, administrative affairs and finances.

The Creation and Establishment of CATIE

The research center in Turrialba had continued to be dynamic. Originally it had been the field office, later becoming headquarters for IICA and the site of the first graduate school in agricultural sciences in Latin America and the Caribbean.

This situation changed in 1960. That year it became the Research and Training Center (CEI) and was physically separated from the offices of the Director General of IICA, which had moved to San Jose. Finally, in the late 1960s, it was converted into the

In 1973, CATIE was established as a civil, non-profit association between the Government of Costa Rica and IICA.

Tropical Research and Training Center (CTEI), thus recognizing its environmental locus in the American tropics and its technical role in work done there. It continued as such until the Tropical Agriculture Research and Training Center (CATIE) was created in 1973.

At the same time, the operating costs of the Center continued to rise, placing a brake on the Institute's ability to expand around the Americas and impeding direct services to the countries. This situation was examined by the Special Committee cited above and later by the Ad Hoc Commission in 1964. This Commission suggested that, if the Center were given a hemisphere-wide role, it would be able to overcome the limitations inherent in its location. However, in following years, both agricultural research and graduate training developed and grew substantially in most of the countries of the region. As a result, it was felt best to develop some type of mechanism whereby the countries themselves, who were the most interested, could set the future direction for the Center. Naturally, this would not obviate continued, reasonable support by all of IICA's Member States.

In May 1971, the Tenth Annual Meeting of the Board of Directors, held in Lima, Peru, resolved to authorize the Director General to sign a contract transferring the CTEI. In order to avoid cutting the Center off from IICA's financial support, the Board recommended that a special committee:

...over five years, study the situation of the CTEI and ascertain whether the government of Costa Rica was in a position to absorb the total maintenance of the Center on a gradual basis.

One year later (May 1972), in San Salvador, El Salvador the Eleventh Annual Meeting of the Board of Directors approved a report submitted by the Director General, including a draft contract with the government of Costa Rica to create a non-profit civil association based on the CTEI. It also stated that IICA would make annual contributions for the following five years, beginning with as much as US\$300 000, and gradually declining to zero. Any subsequent contributions would be subject to a decision by the Board of Directors.

On January 9, 1973, the Permanent Board of Directors in Washington authorized the Director General to complete negotiations and sign the contract with the government of Costa Rica to create the civil association. On March 27 of that year, the Director

General and the President of the University of Costa Rica signed an agreement by which IICA handed over to the University of Costa Rica (UCR) its academic responsibilities for graduate courses offered in the Tropical Research and Training Center. A new agreement between CATIE and the UCR would later be signed in 1976.

Finally, on June 1, 1973, Costa Rica's Legislative Assembly approved Law No. 5201, ratifying the contract signed by the government of Costa Rica and IICA and creating a non-profit civil association called the Tropical Agriculture Research and Training Center (CATIE).

Despite contractual provisions for IICA's financial contribution to be reduced to US\$300 000 in the first year and gradually disappear by the fifth, practice proved otherwise, as it became increasingly difficult to obtain external funding for CATIE's regular budget.

After making a first contribution of US\$300 000 in 1973-74, instead of cutting back its payments, IICA agreed to increase them, based on decisions of the Board of Directors, to the sum of US\$500 000 per year. Even this contribution was later changed by IICA's Board of Directors. Eventually, a formula was developed whereby CATIE was to receive "up to five percent of IICA's annual quota budget." This formulation continues to be used today and now totals over US\$ one million every year.

Information: Technical, General and Documental

Information activities, in all the different forms that were practiced by IICA, received wholehearted support.

The journal **Turrialba** continued to be published, and a second was added: **Desarrollo Rural en las Américas (DRELA)**. This journal, created by CIRA, Colombia to address the economic and social sciences, was transferred to San Jose to give it a more inter-American scope. The Institute's own publicity was intensified with **IICA in the Americas** and with new official publications series, including informational brochures for the offices.

Documental information surged with the creation of the Inter-American Agricultural Documentation and Information Center (CIDIA), based on the earlier Documentation Service and part of the Scientific Communications Service.

With CIDIA serving as the point of contact, in 1972 the Inter-American Agricultural Information System (AGRINTER) was created and tied into FAO's worldwide AGRIS system.

*The store of
documentary
information
expanded with
the creation
of CIDIA*

From 1972 to 1986, AGRINTER, with the Agricultural Index for Latin America and the Caribbean, offered the countries 146 604 bibliographic references (13 372 per year). It lent its expertise to help install a number of regional and subregional programs or networks. With funding from the Regional Office for Central American Programs (ROCAP-USAID), for a number of years IICA was in charge of running the Agricultural Information Program for the Central American isthmus (PIADIC) and improving or creating agricultural information systems in the isthmus. During the time it was in existence, AGRINTER offered over 100 courses, seminars and workshops, training over 1 700 professionals in Latin America and the Caribbean.

Much of this work was made possible thanks to a cooperation agreement and contributions from the Canadian International Development Research Centre (IDRC).

World Technical Meeting on Coffee Rust Disease

One of IICA's particularly successful technical activities in the physical and biological sciences was a worldwide meeting on rust diseases of coffee, held in June and July of 1970. Coffee is an extremely important crop for many countries of the hemisphere, especially Brazil, the world's largest producer and exporter.

In the absence of proper controls, coffee rust disease can devastate production and turn a prosperous activity to economic ruin. IICA, through its work in Turrialba, had developed over 200 resistant varieties and had written excellent papers on the subject. This was eventually recognized by such important research centers as Oeiras in Portugal, and San Jose, Costa Rica was selected as the venue for the meeting, which



World Meeting on Coffee Rust Disease in 1970
(Costa Rica)

brought together over 100 specialists from three continents. The inauguration was presided over by Jose Figueres Ferrer, president of Costa Rica and a person very interested in his country's coffee crop.

This meeting produced a proposal to create a cooperative project on coffee rust diseases and how to control them. It turned out to be the predecessor of one of IICA's most successful programs on the Central American Isthmus: the Cooperative Program for the Protection and Modernization of Coffee Cultivation (PROMECAFE), whose work continues today.

Successful efforts to control coffee rust gave rise to PROMECAFE.

Early Experiences with Project Preparation and Evaluation

In the past, most international aid to developing countries in the region had been disbursed through bilateral agreements. However, beginning in the late 1960s and early 1970s, funds were increasingly channeled through loans from multinational funding agencies. Although these agencies had very specific requirements for preparing and submitting loan requests, Latin American professionals were generally unfamiliar with them.

In order to help solve this problem, IICA sought closer ties with the IDB. In 1969, the two agencies were ready to offer joint courses in four countries. Later, a second contract was signed with the IDB, extending the scope of the first one and adding a plan to hold nine more training cycles in as many countries. This second phase trained over 200 national officers and produced nearly 20 projects.

IICA's important work with EMBRAPA contributed to upgrading agricultural research in Brazil.

The Founding of EMBRAPA

In another major effort, IICA helped to organize and found the Brazilian Agricultural Research Institute (EMBRAPA), thus strengthening a major national institution for agricultural research.

In 1972, in response to a request from the Minister of Agriculture of Brazil, IICA began to assist with a study on the status of ministry-promoted research. An important point in developing a frame of reference was that the country's federal structure needed to be taken into account.

IICA's work led to a proposal to reorganize the research system entirely, based on a national institute to reorient the structure of public service, hold full legal standing under private law, have its own assets and enjoy administrative and financial autonomy.

As time passed, EMBRAPA grew enough to serve this very large country with its complex agricultural problems, eventually having a technical staff of over 12 000 people. IICA has worked alongside this institutional growth both directly, through its technical people, and indirectly, by administering financial resources made available to EMBRAPA by the World Bank.



Guarana. Today this fruit is used to make a popular drink in Brazil

Management Program and Hemispheric Marketing Program

IICA ran two other programs for institutional strengthening. One was the Management Program, funded by the USAID, whose objective was to develop or adapt methods, analytical designs and techniques suitable for solving management problems in rural development institutions. The other was the Hemispheric Marketing Program, whose basic objective was to cooperate in technical areas to develop efficient systems for production and geographic distribution, consistent with national policies.

These two projects taught important lessons and yielded methods and practical applications that were very useful for the member countries.

Irrigation Program for the South American Temperate Zone

Some of the countries of the arid and semi-arid subtropics, such as Mexico, Peru and Brazil, had used irrigation systems from time immemorial. Later, with support from leading institutions in the United States of America, research and experimentation in irrigation had carved out an important niche, especially in Mexico and Peru.

The situation varied considerably in the different countries of the temperate zone of the Americas. Seeing this, IICA set up the Irrigation Program for the South American Temperate Zone to make better use of irrigation systems already in place. This program grew strongly in Brazil, where it brought a sevenfold increase in the production of sugar cane in the area of Campos. Irrigation districts were set up in Chile, and the project worked with CORFO-Rio Colorado projects in southern Argentina. It was later extended to other parts of the hemisphere, especially Ecuador and Honduras.

*Methodologies
were designed
and adapted
for solving
management
problems
at rural
development
institutions.*

The Simon Bolivar Fund

In 1974, IICA's Board of Directors gathered in Caracas, Venezuela for the Thirteenth Annual Meeting. President Carlos Andres Perez proposed that a fund be set up under IICA's administration, to be called the Simon Bolivar Fund (FSB), for the purpose of financing agricultural development projects in the countries of the region.

IICA immediately began to prepare itself to receive and use the fund, estimated at US\$10 million to be contributed by Venezuela, along with contributions from other countries of the hemisphere. In its nine years of operation from 1976 to 1984, the SBF received a total of US\$13 million, of which US\$10 million was from Venezuela and another US\$400 000 came from other countries (Chile, Costa Rica, Ecuador, Haiti, Honduras, Jamaica, Panama and Uruguay). The remaining US\$2.6 million was earned as interest on capital.

To this total were added the resources that the Fund generated in the countries through local investment and contributions from development funding agencies for the projects. National counterpart funds were estimated at more than US\$100 million. The result was a major investment in the agricultural sector of the countries through the development of 54 national projects, six multinational projects and two hemispheric projects in a total of 26 member countries which, at that time, represented nearly all the Institute's members.

The experiences and results of this work are collected in over 200 publications and six case studies. Beyond this, it can be speculated what such an initiative could have meant had it come about under other circumstances or had received more support and lasted longer. In short, the question remains unanswered: What will Latin America be able to do for itself when it decides to truly integrate and live in solidarity?

The success of the Simon Bolivar Fund in Latin America provided a reason for the countries to reflect on their capacity to bring about integration.



IICA in Guyana: Officials of the Government of Guyana and international agencies visit a Simon Bolivar Fund Project in the Wales locality.

Special Programs



During the 1970s, IICA developed a number of Special Programs, generally of a multinational nature. The following deserve mention:

Cooperative Regional Program for the High Andes

This program covered Argentina, Bolivia, Colombia, Chile, Ecuador and Peru. It worked primarily to improve pastures, forage and native crops, especially quinoa (*Chenopodium quinoa*) and other plants adaptable to the zones under study.

Inter-American Rural Youth Program

This program was established in compliance with a resolution of the Board of Directors (Ottawa, Canada, 1975) in support of the Inter-American Rural Youth Advisory Council (CAIJR). During the time it was active, it reached nearly all the countries of the Americas with national, subregional and regional meetings, as well as an inter-American meeting held in Valladolid, Spain, with support from the Spanish government.

Program for the Development of the American Tropics (IICA/Tropicos)

This program worked intensively in the countries of the Amazon basin. It was active in such areas as native fruit crops, production systems, development strategies for the American tropics, and exchange of know-how among participating countries (Bolivia, Brazil, Colombia, Ecuador, Peru and Venezuela).

During the 1970s, IICA implemented a number of special programs of multinational scope.

Integrated Agricultural Development Program (PIDAGRO)

This program took place only in the Dominican Republic under an agreement signed by IICA, the Secretariat of State for Agriculture (SEA) and the Special Fund for Agricultural Development (FEDA). Its primary objective was to produce and operate a National Agricultural Research and Extension Plan.

Training and Study Program on Agrarian Reform and Rural Development for the Central American Isthmus (PRACA)

PRACA worked mostly in the areas of training, research, outreach, assistance and dissemination. Its courses, seminars, laboratories, lectures, meetings and other forums for technical cooperation were attended by 4545 people. Measured in qualitative terms, the program fostered a new awareness of the agrarian problem in the area.

One of its most positive achievements was to have stabilized and institutionalized the meetings of agrarian reform executives of the isthmus as a critical, open forum willing to analyze the region's agrarian experiences.

Cooperative Research Project on Agricultural Technology in Latin America (PROTAAL)

This Project was initially located in Bogota, Colombia, and later moved to San Jose, Costa Rica.

It carried out research projects on the agricultural technology process in the region, and produced information useful for understanding and disseminating policies, organizational models and actions that would improve knowledge of the technology process in agricultural development.

It used a decentralized structure, with national research teams performing important studies on sugar cane and rice in Colombia, corn in Argentina, potatoes in Peru, dairy production in the Ecuadorian highlands, and a combination of products in northeastern Brazil.

At the same time, research institutions and centers were the target of studies and analysis, especially in Argentina, Colombia and Peru, focusing on the technology problems of small-scale farmers.

Another important PROTAAL project was an analysis of the human resource endowment for agricultural research, designed to analyze the processes of training and turnover of highly educated people in the cases of Argentina, Colombia, Peru and Venezuela.

PROTAAL conducted research on the agricultural technology process in the region.

Crop Credit Insurance Project

The USAID and IICA signed a five-year agreement in 1978, under which the former granted US\$ 4 million for developing a crop credit system in Bolivia, Ecuador and Panama, to meet the needs of small-scale farmers.

The project was widely accepted in the countries involved and provided a way to set up national systems to protect small- and medium-scale farmers.

Cooperative Program for Agricultural Research in the Southern Cone

This program was a first step toward scientific exchange and coordination of efforts in specific lines of research among the countries of the Southern Cone and Bolivia. It concluded in 1984, but was extended until 1985 as PROCISUR, discussed in greater detail in the next chapter.

Policy Analysis and Planning Project in Latin America (PROPLAN)

PROPLAN centered its attention on developing a conceptual framework for the planning process in Latin America and the Caribbean, taking an integrated view of policy analysis and decision-making processes in the agricultural sector.

It based its work on studies, research projects, consultancies, and training and production of documents. It also developed a data bank on planning systems in 23 countries of the hemisphere.

Other Programs

The end of the decade saw the creation of the Animal Health Program and Plant Protection Program. Both were to play an important role in later years. PROMECAFE became established permanently, as did programs for the development of rural women in Haiti, the Dominican Republic, Barbados and Bolivia, and rural organizations in Jamaica.

Institutional Changes

After the United States of America, Barbados, Guyana, Jamaica, Trinidad and Tobago and Canada were the first English-speaking countries to join IICA.

In many ways, IICA was no longer the same institution it had been at mid-decade. In the first place, it had broadened its coverage to include the English-speaking Caribbean, with the entry of Barbados, Guyana, Jamaica and Trinidad and Tobago as Member States, along with Canada.

An important change took place in the budgetary system in 1978-1979. The fiscal year, which had previously run from July 1 through June 30, was shifted to coincide with the calendar year (January 1 through December 31). This made the whole system more sensible and easier to operate by placing it on the same footing as the majority of the member countries. As a result of this shift, the annual report for 1978 and 1979 covered a period of 18 months.

In 1976, Director General Araujo was re-elected to a second six-year term of office, to close in 1982. In reaffirming their support for him, the Member States clearly endorsed the Institute's policies and programs of action.

Finally, the new headquarters building had been erected and inaugurated in San Isidro de Coronado, near the Costa Rican capital of San Jose, on a piece of land donated by the government of Costa Rica. The fulfillment of this long-standing aspiration, much desired by several IICA Directors General, took the staff out of their somewhat



The president of Costa Rica at that time, Daniel Oduber (center), accompanied by the Assistant Secretary General of the OAS, Dr. Jorge Zelaya of Guatemala and IICA's Director General, Dr. Jose Emilio G. Araujo, at the inauguration of the new IICA Headquarters in Coronado, Costa Rica, October 7, 1976.



dilapidated rental accommodations and settled them in functional, well-built offices designed not just for the needs of the moment, but also to allow for the possibility of future expansion.

The building was occupied in August 1976, and officially inaugurated on October 7, on the occasion of the 34th anniversary of IICA's founding.

The 1971 and 1977 Inter-American Conferences on Agriculture

The first five Inter-American Conferences on Agriculture had taken place on an irregular basis since 1930. However, the countries of the hemisphere had clearly stated their interest in holding the meetings at clearly defined, regular intervals, with IICA's direct participation.

In 1969, IICA's Board of Directors approved the Declaration of Quito, agreeing:

To request the Secretary General of the OAS, within the next twelve months, to convene the Sixth Inter-American Conference on Agriculture and authorize budgetary allocations for IICA to organize and manage this Conference, in collaboration with the General Secretariat of the OAS.

At the same time, the government of Peru offered to host this Sixth Inter-American Conference on Agriculture. Later, when the OAS Council received a favorable report from the Committee on International Conferences, it approved a resolution to convene the Conference, accept the invitation by the government of Peru, and ask the General Secretariat to take any necessary measures and, in consultation with IICA, draft an agenda and rules of procedure for the Conference. Finally, in Punta del Este, Uruguay, the CIES approved the agenda and rules of procedure and placed them before the governments for consideration on April 22, 1971.

The Quito Declaration recommended that IICA participate directly in organizing the inter-American conferences on agriculture.

The Sixth Inter-American Conference on Agriculture took place in Lima, Peru from May 27 to June 2, 1971, immediately following the annual meeting of IICA's Board of Directors. The Conference produced a number of agreements, signed a declaration on agricultural sector development, and approved 13 recommendations. One of the recommendations specifically addressed IICA and asked the OAS:

- ... 13a. *That under the Inter-American System, the OAS devote a larger amount of resources to promote agricultural development, in proportion to the importance of the sector and to the nature of the problems to be overcome, particularly in connection with efforts toward social change.*

- 13b. *That IICA effectively become the inter-American organization specializing in agriculture and, therefore, that it implement the recommendations made by the governments of the member countries at the General Assembly, the Meetings for Consultation by the Ministers of Foreign Affairs and/or the Councils, in conformity with the appropriate provisions in the OAS Charter. That, with this in mind, a suitable distribution of OAS funds under its budget be studied. Similarly, that IICA coordinate with other world organizations of the same nature operating in the Americas all of the policy measures thus recommended, and establish cooperation with these world organizations.*

- 13c. *That, in accordance with Article 129 of the OAS Charter, IICA be given the responsibility of preparing the agenda and the regulations for the Inter-American Conferences on Agriculture, to be submitted to the governments of the Member States.*

The suggestion is also put forth that these Conferences be held, insofar as possible, every two or three years.

In 1977, the Seventh Inter-American Conference on Agriculture took place in Tegucigalpa, Honduras. This was the first time IICA had set up the agenda as requested by the countries, organized the Conference, convened the meeting jointly with the OAS, and provided for a secretariat, appointing a member of its own staff to this task. The Director General of IICA served as advisor to the Conference.

This meeting produced important agreements. Its Declaration of Tegucigalpa addressed a number of requests to IICA. Among other things, the Institute was asked to work in conjunction with the countries to perform an evaluation of recommendations given in the different Inter-American Conferences on Agriculture. The Conference adopted ten new recommendations covering natural resources; mobilization of resources for the design and funding of projects to generate income and productive employment in



Seventh Inter-American Conference of Ministers of Agriculture (Honduras, 1977).

the rural sector; technical cooperation and technical/financial cooperation, adjustments in the institutional system; technical and scientific cooperation among the countries of Latin America and the Caribbean; strengthening sub-regional price and market information systems and other marketing services; institutionalizing the Inter-American Conferences on Agriculture; making rational use of water resources; supporting the eradication of coffee rust in the Central American area, especially Nicaragua; and preventing and controlling foot-and-mouth disease in Colombia, Central America and North America.

The Tegucigalpa Declaration opened the way for coordination between the ministries of agriculture of the member countries and IICA, through the formulation of medium-term indicative plans.

Regarding the Inter-American Conferences on Agriculture, it was decided to hold them every four years, coinciding with the venue and dates of the Annual Meeting of IICA's Board of Directors; it was also established that IICA should coordinate with the ministers of agriculture the implementation of the recommendations coming out of the Conferences, through the formulation of medium-term indicative plans.

Medium-Term Indicative Plan

By now, the Institute had clearly taken a new direction for the second half of the decade, reaffirming it by reelecting the Director General. As a result, the member countries, which had embraced the Institute's General Plan at the beginning of the decade, now warmly received a Medium-Term Indicative Plan to cover the remainder of the Director General's mandate. It set forth three specific objectives to be met over a five-year period (1976-1981):

- Systematically continue to implement the General Plan.
- Provide IICA authorities and technical staff with a better basis on which to make decisions and plan and carry out technical cooperation actions.
- Supply the countries with specific information on IICA's doctrine and the concrete possibilities for Institute action.

The New Convention

Another goal for the 1970s was to have IICA become fully identified as the specialized agency for agriculture of the Inter-American System. In close cooperation with the staff of other institutions, especially the OAS, a new multilateral Convention had been drafted. Its wording reflected not only the Institute's new position in the hemisphere, but also its primary role as the region's tool for technical cooperation in the agricultural and rural sectors of the member countries.

On March 6, 1979, IICA's Member States signed a legal instrument converting IICA into the Inter-American Institute for Cooperation on Agriculture, thus preserving IICA's well-known acronym in four languages.

The President of IICA's Board of Directors stated:

This new instrument redefines the Institute's purposes by identifying it more explicitly as an organization dedicated to promoting and stimulating agricultural development and rural well-being. Its name is being changed to bring it into line with the idea that agricultural and rural development will be promoted through reciprocal, participatory cooperation among the countries and between the official entities and workers in agriculture.

In 1980, the required two-thirds of Member State ratifications were deposited, so the new instrument could go into effect. The text contained 11 chapters and 39 articles describing the nature and purposes of the organization, its members, its bodies (the Inter-American Board of Agriculture, the Executive Committee and the General Directorate), financial resources, legal capacity and privileges and immunities, headquarters and official languages, ratification and entry into force.

The final chapter, on transitory provisions, stated that the 1944 Multilateral Convention would cease to be in force in states ratifying the new Convention, but would remain in force for the other Member States until such time as they ratified.

Chapter IX, on the headquarters and official languages, permanently established the location of Institute headquarters and the central offices of the General Directorate in San Jose, Costa Rica.

The Convention also created the Inter-American Board of Agriculture (IABA), made up of representatives of the member countries, who were given broad powers and duties. This new Board would now replace the former Permanent Board of Directors and Annual Board of Directors, and the long-standing Technical Advisory Council also disappeared.

The new Board was to meet every two years and approve the Institute's budgets for two-year periods. There would be an Executive Committee, made up of 12 countries that would rotate according to an approved system, for terms not to exceed two years. It would meet annually to conduct business assigned to it by the IABA.

The New Convention changed IICA's name to reflect the concept of agricultural and rural development through reciprocal cooperation and the participation of the countries.

Representatives of the member countries made up the Inter-American Board of Agriculture.

The Situation at the Close of the 1970s

From 1970 to 1980, the Institute had reaffirmed its standing as the specialized agency for agriculture of the inter-American system. It had truly assumed a hemispheric dimension with the entry of Canada and the countries of the English- and Dutch-speaking Caribbean and the northern part of South America. It had begun to attract external aid to the region, with the entry of a number of extra-continental countries as Permanent Observers (12 countries from Europe, Asia and Africa).

By the late 1970s, IICA had increased its annual budget sevenfold.

The Institute had also developed a sound network of relationships with world organizations and development funding agencies, such as FAO, IDB, the World Bank, Canada's IDRC, USAID, the government of the Netherlands, the Kellogg Foundation, Ford Foundation, Rockefeller Foundation, GTZ, ODA, the government of Spain, universities in the United States (Midwest University Consortium for International Activities, Cornell University, Michigan State University, Iowa State University and Wisconsin State University) and all the regional or subregional organizations working in the sector (SIECA, CSUCA, ECLAC, ALADI, ALIDE, CIESPAL, among others). It had firmly consolidated its external image, based on a public techno-scientific information program that had taken over all publications, whether for technical and scientific readers, for general information, or for grass-roots work, including documentation and specialized information. It had set its sights on the human being as the ultimate target of Institute efforts and, for this purpose, had deeply involved itself in the social aspects of agricultural and rural development. Finally, it had achieved visible success in acquiring external resources.

By the end of the decade, IICA's regular annual budget of quota resources totalled some US\$15 million. To this were added some US\$18 million in external resources for 66 specific projects and US\$2.5 million in Simon Bolivar Fund project budgets for the year. This gave a total budget of US\$35 051 515, seven times greater than the budget at the beginning of the decade.

The staff had also grown. By the end of the decade, IICA had a total staff of 900 to 1000 people: 181 regular international employees, 95 temporary international staff, 33 national professionals, and auxiliary or general services workers.

Chapter 5

A New Agenda (1981-1985): Toward Development and Integration

Conceptual Transition

The line of thinking that led from the Inter-American Institute of Agricultural Sciences to the Inter-American Institute for Cooperation on Agriculture followed a gradual and subtle evolutionary process.

IICA became a leader in agricultural development and integration in the Americas.

For those working at IICA at that time, the most visible changes were the new letterhead and the sign on the front of the building. However, the change was much more profound. IICA would no longer act directly (research, training), but instead would promote and create favorable circumstances, averting unfavorable ones, and attract support and assistance for new initiatives. Thus, without having to abandon any of the old tools, which were still useful, the new IICA took on the mission of propelling development and integration for all of Latin American and the Caribbean (LAC).

Nor did this oblige the Institute to abandon the noble ideas that had inspired its work in the early years. Everything seemed to fall into its natural place. Past disputes, which sometimes had set staff groups against one another in procedural disagreements, gave way to a consensus that channeled all efforts toward the same goals.

Legal Transition

This bridge uniting the past to the present was sound enough to guarantee uninterrupted Institute operations; however, the legal scaffolding of formally sanctioned rules and regulations was still missing. New rules were needed to legitimize not only new courses of action, but also, and above all, IICA's formal relations with its Member States and with other components of the inter-American system, its principal link to the world.

IICA had prepared for this. In the early days of 1981, it had created the Directorate of Conferences and Meetings in anticipation of major tasks that year. Not only was the IABA to be installed, but the Executive Committee was to begin functioning for the first time, the Eighth Inter-American Conference on Agriculture was due to take place, and the Board would be holding its First Regular Meeting.

The First Special Meeting of the Inter-American Board of Agriculture

The First Special Meeting of the IABA took place at IICA Headquarters in San Jose, Costa Rica, from February 17 to 19, 1981.

The meeting had a lengthy agenda. It ruled on participation by Member States that had not yet signed the new Multilateral Convention. It defined the membership of the Executive Committee which, by delegation of the IABA, would meet every year and follow up on decisions of the Board. It set Member State quotas. It approved Rules of Procedure for the IABA, the Executive Committee and the General Directorate, the latter to cover internal Institute operations. Finally, it approved a proposal to renegotiate the basic agreements with the countries and to ratify resolutions adopted by the former Board of Directors.

The transition process shaped by these decisions was absolutely necessary. It equipped the Institute with the tools it needed for smooth, problem-free operations.

The Convention's Article 39 permitted the acting Director General to continue discharging the responsibilities of his post until a new Director General elect could take office. In view of the fact that Dr. Araujo's term was to last until January 14, 1982, the Board set January 15 of the same year as the date for inauguration of a new Director General.



The Institute was provided with the means to pursue its efforts without constraints or limitations.

This decision ushered in a tradition whereby the IABA elects IICA's new Director General in the second half of the year, and the successful candidate takes office on January 15 of the following year.

Eighth Inter-American Conference on Agriculture

The Eighth Inter-American Conference on Agriculture took place in Santiago, Chile from April 6 to 11, 1981. The agenda covered a range of items including the production, development, use and industrialization of resources; agroenergy; causes of persistently



Inauguration of the VIII ICMA, Santiago, Chile, 1981. From left to right: Emilio Madrid, Director of INIA and President of the Chilean National Committee; A.M. van Disk, Minister of Agriculture of Suriname; Jose E.G. Araujo, Director General of IICA; Jose Luis Toro, Minister of Agriculture of Chile; Diego de Figueroa, Executive Secretary of CIES (OAS); Antonio Arevade, Minister of Agriculture of Ecuador; Carlos Molestina, General Secretary of the VIII ICMA.

inadequate levels of production; analysis of poverty in the rural sector; producer organization; institutional organization of the sector; marketing; external factors impeding agricultural development; agricultural credit; and agricultural policies needed for the 1980s.

The countries approved 24 recommendations, published in the "Declaration of Santiago." Fourteen contain requests for IICA to take concrete action, and four more call for activities in which this inter-American institution should take part.

Recommendation 20 states:

That in appropriate years, the Inter-American Conferences on Agriculture be held jointly with the corresponding biennial meetings of the Inter-American Board of Agriculture of the Inter-American Institute for Cooperation on Agriculture.

This legitimated and gave finality to the close relationship between the IABA and the ministries and secretariats of agriculture in the region and closely associated the policies of the sector with IICA's institutional action. It permanently settled the issue of IICA as the specialized agency for agriculture of the inter-American system.

The Santiago Declaration formalized the close ties between the IABA and the ministries and secretariats of agriculture of the Americas.

First Regular Meeting of the Inter-American Board of Agriculture

The First Regular Meeting of the IABA took place in Buenos Aires, Argentina from August 7 to 13, 1981.

The IABA approved a total of 24 resolutions, covering such items as quotas and budgetary allocations; creation of a group of experts that, as the period of the first Medium Term Plan drew to a close, would examine IICA's basic instruments and working projections; analysis of the contractual status of CATIE and IICA's contribution to the Center; participation of women in rural development; and certain hemispheric programs on topics such as natural resource conservation, cooperation on agroenergy and animal health. The Board also discussed CATIE at some length, eventually agreeing to follow the terms of Article 21 of the Center's 1973 charter that empowered IICA to terminate the contract, and simultaneously begin to analyze and prepare alternatives for reorganization and future policies. IICA was also authorized to give CATIE a loan to help alleviate the difficult economic situation it was experiencing. Finally, as resolved by the First Special Meeting of the IABA, an election was held to select a new Director General for the 1982-1986 term. In two rounds of voting, the Board elected Dr. Francisco Morillo Andrade of Venezuela.



Francisco Morillo

Dr. Morillo was not directly involved in IICA at the time he was elected, but had been in the past. He held a degree in agronomy from the University of Costa Rica and a master's degree from IICA's Training and Research Center in Turrialba. His graduate studies had been completed with a Ph.D. in the United States. After working as a researcher and educator in his country, he had renewed his contact with IICA, serving as Regional Director for the Andean Zone in the early 1970s.

The New Administration

Although the new Multilateral Convention was descended directly from the earlier one, it was in fact an entirely new document. Existing policies and operating rules would have to be changed, and where necessary, new ones would have to be written.

Dr. Morillo drafted a document of general policies and the 1983-1987 Medium Term Plan, which were approved by the Second Special Meeting of the IABA in October, 1982.

These general policies took into account the circumstances prevailing in the region, including the need for consensus and action; integration into the world framework; balance of payments problems; a growing population; expectations for economic growth; supply problems; and the energy problem. It also examined major constraints on the sector, including issues of land tenure, rural poverty, farmer organization, production, markets and marketing, the role of science and technology, natural resources, and institutional problems in the countries.

The new general policies then looked at the role of agriculture for the coming decade. They also analyzed the purposes and functions of IICA, including institutional reinforcement, formulation and implementation of plans, programs and projects, international relations, and advisory assistance in technical and administration actions.

The document maintained continuity with the past by asserting that institutional action should be effective, multinational, temporary, complementary, flexible and innovative. It also added a new element, stressing that IICA's work should be participatory. This means that actions would be based on agreements reached with the countries in the framework of programs defined by the countries.

Under the 1983-1987 Medium Term Plan, the countries of the region were involved through programs they themselves had defined.

Based on these general policies, the Medium Term Plan described the following basic institutional programs:

- **Development of human resources needed for agricultural and rural development:**
 - **Program I: Formal Agricultural Education**
- **Scientific and technological support to production processes:**
 - **Program II: Support of National Institutions for the Generation and Transfer of Agricultural Technology**
 - **Program III: Conservation and Management of Renewable Natural Resources**
 - **Program IV: Animal Health**
 - **Program V: Plant Protection**
- **Solution of production and marketing problems in the public and private sectors:**
 - **Program VI: Stimulus for Agricultural and Forest Production**
 - **Program VII: Agricultural Marketing and Agroindustry**
- **Strengthening efforts for rural development, allowing for the promotion and participation of the human being as the subject and object of development:**
 - **Program VIII: Integrated Rural Development**
- **Design of policies, programs and plans for governments and institutions, giving them a more solid foundation through information services and through systematizing the process of making and implementing decisions:**

- **Program IX: Planning and Management for Agricultural Development and Rural Well-being**
- **Program X: Information for Agricultural Development and Rural Well-being**

Dialogue with the Member States

A recurring theme of IICA's work in the early 1980s was the pursuit of on-going dialogue with the member countries.

This dialogue involved more than merely garnering the countries' acceptance of national and multinational working programs and activities. Instead, it meant reaching a deeper understanding with the member countries, which had become the direct owners of the Institute when the IABA came into being.

During those years, IICA recognized the need to do a thorough housecleaning. The Institute needed improved, more explicit staff rules and financial rules. Its governing bodies required more and better information, and the use of quota and external resources had to become utterly transparent. The interests of new member countries had to be taken into account. The Institute sought to intervene directly in all facets of identifying, formulating, writing and carrying out realistic, fundable projects.

As could be expected, the Institute devoted considerable energy to looking inward in the first years of this period. Programs needed to be redefined; operating rules had to be enhanced and improved; the new owners had to receive more information. In short, all the Institute's work needed to be discussed and realigned.

This process of discussion and dialogue at every level took place with the unflagging support of the IABA. The Board held its Second Regular Meeting in Kingston, Jamaica, in 1983, for the first time in a country of the English-speaking Caribbean. In 1985, the Third Regular Meeting of the IABA took place in Montevideo, Uruguay, thus closing the first half of the decade and concluding Dr. Morillo's administration. Important actions that took place during that period are set out below.

Creation of the Center for Programs and Investment Projects (CEPPI)

In 1982, reflecting its interest in helping its member countries identify their needs more accurately and propose realistic solutions to problems of rural development, IICA created the Center for Investment Projects (CEPI). In late 1989, the Center began a process of adjustment to meet needs created by the Plan of Joint Action for Agricultural Reactivation in Latin America and the Caribbean (PLANLAC) and those stemming from IICA's new role in modernizing and reactivating agriculture in the region. For these reasons, CEPI's name was changed to Center for Programs and Investment Projects (CEPPI), and it moved under the immediate supervision of the Director General.

During the 1980s, CEPPI took part in identifying, preparing and carrying out over 100 investment projects designed to attract funding for different agricultural and rural development activities, and trained nearly 1000 technical people from 13 countries. At the same time, it profited from the experiences it had acquired in formulating and evaluating projects by producing 50 educational texts on the different phases in the project cycle.

CEPPI's activities were financed with IICA's own resources as well as external funds from national and international organizations, under agreements signed for specific actions.



With the creation of CEPPI, it became possible for the member countries to identify and propose viable solutions for their rural development problems.

From 1982 to 1990, agreements and activities were carried out with co-financing from organizations such as the IDB, the World Bank Economic Development Institute (EDI), the Ibero-American Cooperation Institute (ICI), the National Bank of Costa Rica (BNCR), the Venezuelan Agricultural Credit Fund and the Chilean Agrarian Development Institute (INDAP). The great majority of IICA's Member States received technical support in developing investment projects. Missions to 20 countries worked in conjunction with officers from national agencies to identify and prepare over 60 advanced project profiles.

During eight years the Center worked on investments worth a total of US\$950 million. Most of the projects prepared during that period are now being carried out.

CATIE enters into a new contract

The First Regular Meeting of the IABA, held in Buenos Aires, Argentina in 1981, had authorized the Director General of IICA to terminate the original CATIE contract (Law 5201 of the Government of Costa Rica), under the stipulations of Article 21, in order to study the situation and propose a new contract with the government of the host country.

CATIE's financial situation also called for a pause. The process had begun in 1980, when the Director, Dr. Santiago Fonseca, resigned and was replaced by Dr. Gilberto Paez.

The IABA authorized IICA to loan CATIE up to US\$500 000, and to continue with future contributions, as well as beginning talks to obtain US\$1 000 000 from banking institutions and funding agencies.

In the end, these resources were never fully disbursed, thanks to careful, conscientious management and a process of restoring institutional credibility over a period of four years (1980-1983). By the time CATIE entered new contract negotiations with the government of Costa Rica (1983), the Center was able to display the technical soundness and administrative effectiveness which had taken it from a deficit of nearly US\$ 3 million to a slight surplus of US\$150 000. The retirement fund for technical staff had been replenished, physical infrastructure had been rehabilitated, technical programs had remained uninterrupted, and new programs were being developed that would provide a solid foundation for future work.

CATIE's prospects for the immediate future were bright. Some of the new technical programs it hoped to launch were the Watershed Management Program funded by the USAID, and development of an Integrated Pest Control Program which would begin full operations in 1984. A project to strengthen graduate education was already under study by the USAID and began, with slight modifications, in 1984. The Kellogg Foundation had extended the term of an agreement for a training program based on short courses in the Central American isthmus. The governments of the Netherlands and Great Britain had restored their once-dwindling support for graduate fellowships. A building was under construction to house the Orton Memorial Library, with funds from Britain's ODA.

The first contract between the government of Costa Rica and IICA had expired in 1983. IICA, together with technical staff from CATIE and representatives of the government of Costa Rica, wrote up a new contract, which was signed in February of the same year, and which guaranteed CATIE 20 more years of life as an institution. The contract was approved by the Second Special Meeting of the IABA, held in San Jose, Costa Rica on October 28, 1982, and signed by the Director General of IICA on February 21, 1983.

The new contract went into effect on June 3, 1983, upon ratification by Costa Rica's Legislative Assembly through Decree Law Number 6873.

Eradication of African swine fever in Haiti and the Dominican Republic

At the beginning of the decade, IICA took on a major challenge that led to sweeping direct action at the national level. African swine fever, a fearsome scourge of hogs, had entered Latin America, probably from Africa by way of Spain. It had caused very serious problems in Puerto Rico, where United States authorities had proceeded with eradication.

Despite control efforts, the disease had moved into the Dominican Republic and Haiti and was threatening to enter other countries as well, especially the United States, whose pork and pork products industry was worth billions of dollars.

A new contract between IICA and the Government of Costa Rica extended CATIE's operations for another twenty years.

The disease was also a threat to rural populations in Haiti and the Dominican Republic. Low-income farmers kept pigs as a sort of "savings bank," providing a source of food as well as a buffer for times of economic straits.

IICA, with economic support from the USAID, launched a full-scale operation to eradicate the disease. The entire swine population had to be destroyed and replaced with something else until such time as it could be restored safely.

Large sums of money (around US\$50 million) needed to be disbursed. Many specialists became involved. Equipment had to be purchased, many thousands of small-scale farmers required attention, training was needed, pigs had to be replaced, and an extensive series of technical and administrative activities was required. In the end, the disease was brought fully under control, farmers received the support they needed, and ultimately, the swine population was successfully replaced after the danger had subsided.

To be successful, this operation achieved a remarkable confluence of economic resources, international technical cooperation, and political will by the countries involved.

Chapter 6

Hemisphere-Wide Consolidation and World Projection

The Institute was strengthened by closer agreements with the Member States and the fine-tuning of its internal operating rules. This enhanced operating capacity came at a critical moment, just as Latin America and the Caribbean entered the most profound crisis of the past 50 years. The member countries now needed new approaches if they were to achieve a development which remained elusive, even after a half-century of experimenting with a variety of schemes.

During the 1980s, Latin American and Caribbean countries floundered in a profound socioeconomic recession which coincided with the end of urban-industrial development.

The 1980s found the region reeling from profound socio-economic setbacks. The death knell was sounded for the urban-industrial development model, overwhelmed by an onslaught of changes both internationally and in LAC. Under this model, agriculture had been asked to play a role that underestimated its true potential, relegating it to the task of generating cheap foodstuffs for a growing population. Many measures had been taken that worked counter to agriculture, as the ever-present concern was to encourage industrial development. Now the time had come to move beyond a false antagonism between city and country, and IICA had a key mission to perform in this process.

Election of a New Director General

This was the backdrop of the Third Regular Meeting of the Inter-American Board of Agriculture, which took place in Montevideo, Uruguay in October 1985. The meeting marked the close of Dr. Francisco Morillo's four-year term of office; the agenda called for the Board to elect a Director General to begin a new term the following January 15. Dr. Martin E. Piñero of Argentina was elected by acclamation.

In keeping with other Directors General, Dr. Piñeiro was no stranger to the Institute. As coordinator of research for PROTAAL, he had worked in IICA from 1977 to 1983. He had also represented his country before IICA's Board of Directors, including the meeting in Caracas, Venezuela in 1974.

Educated in agronomy at the University of Buenos Aires, he did his graduate work in the United States, first studying animal production (M.Sc. in Agronomy from Iowa State University), then agricultural economics (Ph.D. from the University of California at Davis). Dr. Piñeiro's professional experience had been varied. In his country, he had been Undersecretary of Agriculture and Livestock, Head of the Economics Department of the National Agricultural Research Institute (INTA) and coordinator of the graduate school (INTA, University of Buenos Aires and University of La Plata). He had also headed the Agricultural Department of the National Development Council and had worked in the IDB as a Specialist in Agricultural Economics. At the time of his election as Director General of IICA, he was research coordinator in Argentina's Center for Social Research on the State and the Government (CISEA).

In his acceptance speech in Montevideo, Uruguay, Dr. Piñeiro outlined his ideas for IICA's work in coming years:

The world is witnessing a technological revolution which is transforming the way production is organized and generating new possibilities for productivity and well-being. This process is barely beginning in the field of agriculture, and its intensity and effects are extremely uneven. However, it has already had a major impact on production and productivity in the region. The great challenge is to extend these processes throughout the entire region in a framework of equity and of natural resource conservation....



*Director General of the
Inter-American
Institute for
Cooperation
on Agriculture,
Martin E. Piñeiro*

"... A new awareness of the importance of developing regional and subregional mechanisms for cooperation and integration..."

The problems of external debt and the inevitable adjustments made in our economies have helped us rediscover agriculture and understand its importance in mobilizing national resources. This rediscovery of agriculture has also cast light on the growing complexity of agricultural production and its growing interrelationship with and dependency on other sectors of the economy and with the international system. As a result of this increasing interdependency, agricultural production is growing more sensitive to economic and social policy measures and to the many actions of agricultural sectoral institutions...

Another important trend is the emergence in our countries of a new awareness of the importance of developing regional and subregional mechanisms for cooperation and integration. The agricultural sector in particular has tremendous potential for making progress in this direction through specific, concrete activities in technology and production. This will also facilitate more general progress toward economic and trade integration, which is particularly important for increasing the ties between the Caribbean region and Latin America...

Many of our countries are currently facing problems of external debt and fiscal deficit. This situation has drawn our attention to the long-standing problem of relatively limited production capital in the region and the importance of correct allocation and efficient use of existing capital. One of the most important actions we can take to mobilize scarce available resources and promote economic development in our countries is to select programs and projects wisely, assign them a high priority, and carry them out with efficiency and professionalism.

These and other issues are surely common to all the countries of the region. However, the solutions to these problems, and more particularly the search for ways to approach them, are specific to each country. They depend on national history, cultural peculiarities, and development style. This is perhaps the greatest challenge for a multilateral cooperation agency: knowing how to focus its efforts on problems of major importance, shared by the majority of the countries, but at the same time retaining sufficient flexibility and capacity to respond specifically and appropriately to the needs of each member country...

These core ideas, broadly shared by the member countries, received the official backing of the IABA, which authorized the Director General to allocate resources to hire a team of outside experts of recognized international prestige. This team was to review and evaluate the Institute's current Medium Term Plan, scheduled to run until 1987. The Third Special Meeting of the IABA was then held in Mexico in 1986 to study and approve proposals for a new Medium Term Plan, based on the report from this group and on the work IICA had already done under the new administration.

At the time this work was in progress, IICA had a basic quota budget of US\$20 289 100 for both 1986 and 1987, as well as some US\$17 500 000 in external resources under 66 agreements and contracts with member countries, international organizations, foundations, development funding agencies, and governments of countries on other continents. It also boasted a total international staff of 264 regular and temporary employees, and a national professional and general services staff of 756, for a grand total of 1020 staff members distributed throughout 29 countries. Of these, 301 (29.5%) worked at IICA Headquarters in Costa Rica.

The members of the expert group were Emilio Madrid Cerda (Chile), Domingo Marte (Dominican Republic), Gerard Ouellette (Canada), John Pino (U.S.A), Juan Jose Salazar (Colombia) and John Arnott Spence (Trinidad and Tobago). They worked diligently through the summer of 1986 and delivered to the Director General an evaluation of the Medium Term Plan set to expire in 1987. The recommendations of this group were presented in a report and used as a basis for drafting the new Medium Term Plan (1987-1991) that the Director General submitted to the consideration of the member countries during the Third Special Meeting of IABA, held in Mexico in October of the same year.

The IABA approved the 1987-1991 Medium Term Plan, recognizing it as the strategic frame of reference for IICA's future activities. It established the following objectives:

- To propel the development of the agricultural sector as the major source of economic growth, both as a supplier of foodstuffs for domestic consumption and as the major source of foreign exchange.
- To intensify modernization and increase production efficiency in the agricultural sector.
- To pursue regional integration.

To concentrate efforts and exercise technical leadership in a reduced number of areas of critical importance to IICA.

Under the Plan, IICA would meet these objectives with a strategy that concentrated efforts and technical leadership on a small number of subject areas holding critical importance for IICA's activities. Accordingly, the following five programs were created to serve as the basic edifice for defining and carrying out the Institute's technical cooperation activities:

Program I. Agricultural Policy Analysis and Planning

Five Programs underpinned the bases of a new style of agricultural development in the hemisphere; the fundamental strategy of support to the countries remained unchanged.



This program would cooperate with the member countries in analyzing and evaluating alternative models and strategies for agricultural development, and improving the analytical and advisory skills needed for designing and implementing agrarian policies that are consistent with each country's economic policies. It also would work to strengthen the organization and administration of institutional systems for agricultural policy and planning.

Program II. Technology Generation and Transfer

This program sought to promote and support actions by the member countries to improve the design of their technological policies, strengthen the organization and management of their technology generation and transfer systems, and facilitate international technology transfer so as to make better use of available resources and offer a more effective contribution to solving the technological problems of agricultural production.



Program III. Organization and Management for Rural Development



The purpose of this program was to improve the member countries' institutional capabilities for identifying problems that affect low-income rural populations. It also would help design and carry out policies, programs and projects to overcome rural poverty, perform actions to promote and strengthen self-managed producer organizations, and improve the performance of institutional systems associated with rural development. Finally, the program sought to improve capabilities for identifying, preparing and managing rural development programs and projects.

Program IV. Marketing and Agroindustry (later renamed Trade and Integration)

The central task of this program would be to support the member countries in strengthening

the institutional system as it works to enhance the effectiveness of marketing processes. It would help the countries design and implement policies for marketing and agroindustrial processing geared toward food security, and participate more effectively in international trade.



Program V. Animal Health and Plant Protection (later renamed Agricultural Health)

This program was designed to help solve the problem of pests and diseases that have a negative impact on agricultural production and productivity and limit market



potential, especially in the international sphere. It would cooperate with the member countries to strengthen national institutions, expanding their capacity and effectiveness for preventing the entry of exotic pests and diseases, controlling those that are already present, and reducing the risks of spread.

These new Programs, which are still in effect, substantially changed the areas of concentration through which IICA promoted a new style of agricultural development in the region. Nonetheless, they did not alter the Institute's basic strategy of supporting the member countries through institutional strengthening.

The IABA's approval of the Medium Term Plan marked IICA's ongoing commitment to make technical cooperation more effective and efficient. It was also clear that times had changed, necessitating direct efforts through an ensemble of actions to propel agricultural development more decisively in the region. Throughout the member countries, it was widely recognized that **agriculture needed to be modernized as a pivot for overall economic reactivation in Latin America and the Caribbean.** ✕

Ninth Inter-American Conference of Ministers of Agriculture (ICMA)

The Ninth ICMA, held in Ottawa, Canada in 1987, was a crucial turning point. From that time on, the region assumed a new attitude concerning the need to give a renovated, leading role to the agricultural sector.

At that time, agricultural commodity prices on the world market had reached their lowest point in 50 years, as a result of trade wars pitting the major developed countries against each other. As prices collapsed, member countries piled up losses exceeding US\$60 billion between 1980 and 1987. Only a few months earlier, the General Agreement on Tariffs and Trade (GATT) had launched its eighth round of negotiations,

known as the Uruguay Round, with the primary objective of discussing a multilateral agreement that would put a stop to the wave of subsidies and market obstacles that hindered the flow of agricultural trade around the world.

In this setting, the IX ICMA adopted the "Ottawa Declaration," which stated:



In the context in which our economies operate today and will continue to operate in the future, agricultural modernization and diversification must constitute a key element of strategies for economic revitalization and development in our countries. The increase in productivity which such modernization entails, together with wide distribution of its benefits, lay the groundwork for an approach to economic development capable of exercising a strong multiplier effect on the rest of the economy, while immediately benefiting the great mass of our poor and indigent who live in these same rural areas.

The Conference approved a series of recommendations that stood as a milestone, highlighting this renewed confidence in the rural and agroindustrial sector as the engine for a new approach to overall development. Thus ended more than four decades in which agriculture was ascribed a secondary role because it allegedly "lacked vitality."

In accordance with these views, the IX ICMA asked that IICA, as the specialized agency of the inter-American system, be instructed to prepare, in collaboration with the member countries and other organizations, a **strategic plan to revitalize agriculture**. The political mandate contained in Resolution X of the Conference gave IICA the responsibility for translating these words into action.

The Ottawa Declaration put an end to the notion of an agriculture that "lacked vitality," a prevalent view for more than forty years.

Plan of Joint Action for Agricultural Reactivation in Latin America and the Caribbean (PLANLAC).

*By approving
the PLANLAC,
the countries
of the region
demonstrated
their commitment
to change.*

The Inter-American Board of Agriculture held its Fourth Regular Meeting in Ottawa, Canada, immediately following the IX ICMA. Embracing this spirit of change, it resolved:

- q. That the IABA charge IICA with developing, in collaboration with member countries and the other specialized agencies, a strategic plan of joint action in support of agricultural revitalization and economic development in Latin America and the Caribbean based on the foregoing guidelines, and with a focus on:
 - i. joint actions among countries, at the regional and subregional level, to resolve concrete problems;*
 - ii. maximizing the complementarity and synergy of the diverse initiatives to revitalize the sector;*
 - iii. the required technical and financial support from donor countries and agencies;*
 - iv. suggested mechanisms for inter-institutional coordination;*
 - v. setting of priorities for all joint actions and initiatives so as to use available resources to the greatest advantage.**
- r. That the draft Plan be submitted for the consideration of the Executive Committee at its regular meeting to be held in 1988 as a preliminary step to its implementation.*

From the very beginning, the preparation of the Plan was a participatory process to generate and discuss ideas and proposals for joint action to boost agricultural development in the region. The preparation of the PLANLAC profited from contributions by the ministers and deputy ministers of agriculture through the Regional Council for

Agricultural Cooperation in Central America, Mexico and the Dominican Republic (CORECA) in Mexico, Central America and the Dominican Republic; the Caribbean Agricultural Research and Development Institute (CARDI)/Caribbean Community (CARICOM) in the Caribbean Area; the staff and technical people of the Board of the Cartagena Agreement in the Andean Area; and the Advisory Council for Agricultural Cooperation in the Countries of the Southern Area (CONASUR), a consultative mechanism of ministers of agriculture set up for this purpose in the Southern Area. Support also came from organizations attending the Inter-Agency Consultative Meeting (March 1989, San Jose, Costa Rica): ALADI, ALIDE, Board of the Cartagena Agreement (JUNTA), CABEI, CARDI, CARICOM, CATIE, CIMMYT, CIPREDA, CORECA, ECLAC, FAO, IDB, IDRC, INTAL, ISNAR, MAPA from Spain, OAS, OIRSA, OPEC, PAHO, SELA, SIECA, UNESCO, UNSF, the University of the West Indies, WFC and the World Bank.

The final document consisted of an introduction, 13 chapters and three appendices. It was divided into three main sections. The first described the major challenges for reactivating agriculture in Latin America and the Caribbean, the key characteristics of this process, and a number of action proposals. The second analyzed specific features of each subregion (the Andean Area, the Caribbean Area including Haiti, Central America and Mexico, and the Southern Area). The third and final section set forth guidelines for carrying out the Plan, including such points as institutional follow-up mechanisms, funding, and dissemination. It also defined the role of external cooperation.

As the different drafts of the document came out, they were reviewed by various groups. The final version was submitted to the consideration of IICA's Executive Committee, which resolved to approve a report describing the final contents of the PLANLAC. It also asked the Director General to prepare corrected versions incorporating suggestions by the Executive Committee, and provide the Fifth Regular Meeting of the IABA with a summary version containing proposals for programs, projects and institutional mechanisms, as well as draft resolutions to facilitate implementation of Plan actions and funding of its activities.

The theme of agricultural modernization promoted by IICA took root in Latin America and the Caribbean.

Fifth Regular Meeting of the IABA

The Fifth Regular Meeting of the IABA (San Jose, Costa Rica, October 1989) adopted Resolution 154/89, approving the PLANLAC based on the contents outlined in the documents. In this resolution, the Board also agreed to create follow-up mechanisms for the Plan as a whole (ICMA, IABA and the European Economic Community) (EEC) and by subregions (sectoral integration forums for each area) and individual countries (member states in cooperation with IICA). Finally, it expressed special interest in implementing activities that would attract voluntary and extra-quota funding for the PLANLAC.

The Plan was noteworthy for the following features:

- Its core of strategic guidelines comprised a **conceptual framework** which gave agriculture a new role in reactivating the region.
- **Multinational programs and projects** (originally a total of 78) that would spark country-level actions to promote modernization of agriculture.
- From the time PLANLAC preparations began, the design process was a dynamic, flexible, participatory process, enriched by constant feedback and fine-tuning.
- It stressed that implementation should also be a **participatory process** involving not only IICA, but also the member countries and specialized agencies interested in taking part. This is why particular importance was attached to activities for inter-institutional coordination, as a way to maximize available resources.
- The text did not quantify goals or other indicators traditionally found in planning exercises, as they appear to be unrealistic in the context of this Plan; instead, objectives and anticipated outcomes were described qualitatively.

The IABA reaffirmed its solid support for PLANLAC and IICA's policies and activities when, at the same meeting, it reelected Dr. Martin Piñero by acclamation to continue as Director General for the 1990-1994 term, and approved the Program-Budget proposed for 1990 and 1991, with a three percent increase in quotas, above the five percent granted for the previous biennium.

Because of the implications and obligations for implementing PLANLAC, the Board agreed that the Medium Term Plan should be modified and its term extended until 1993. Certain changes were made in the Institute's operating structure, and new areas of action were added, including such issues as women, the environment and training.

By the time the first term of the Piñero administration drew to a close, the slogan **Agricultural Modernization** had acquired special relevance throughout the region. The new conceptual framework was taking shape through the identification, formulation and implementation of an impressive portfolio of technical cooperation projects of hemispheric, multinational and national scope. Most of the member countries were moving ahead with structural adjustment and transformation, but as they cut back on import tariffs, they became exposed to stiffer international competition, an issue which was particularly critical for the new agricultural sector. It became clear that the drive for agricultural modernization needed to be evaluated in light of the profound transformations taking place in international political and economic relations.



Tenth Inter-American Conference of Ministers of Agriculture and Sixth Regular Meeting of the Inter-American Board of Agriculture

*"Latin American
and Caribbean
Agriculture and
the International
Context of
the Nineties:
Strategy for the
Close of the
Century" was the
theme of the
Tenth ICMA,
held in Madrid.*

The world had undergone dynamic, unpredictable changes, especially after the mid-1980s. It was time to evaluate the impact and consequences of these changes for Latin America and the Caribbean, and especially for the comparative advantages traditionally enjoyed by agriculture. As the date approached for the Tenth Inter-American Conference of Ministers of Agriculture (ICMA), the member countries expressed interest in focusing on the theme **Latin American and Caribbean Agriculture and the International Context of the Nineties: Strategies for the Close of the Century.**

Deliberations took place in the Madrid Congress Hall from September 23 to 27, 1991, thanks to a generous invitation by the government of Spain; the venue seemed fitting for IICA's strategy of worldwide projection. It was the first time in its history that IICA had held such a meeting outside the Americas, and the importance of the moment was clearly underscored by the presence of Their Majesties the King and Queen of Spain, Don Juan Carlos I y Doña Sofía. In attendance were 28 ministers or deputy ministers of agriculture from a total of 33 member countries, joined on this occasion by representatives of 13 countries from outside the Americas (Europe, Africa and Asia), eight of whom were ministers of agriculture, and over 20 international organizations (world or regional) and national agencies.



The Palace of Congresses in Madrid served as the venue for the Tenth ICMA.

Following three days of intensive debate, during which the member countries examined the role of the agricultural sector in a changing world, the ministers of agriculture approved by consensus the Declaration of Madrid. One of the most important paragraphs of this document said:

*We are referring to a type of agriculture which develops and strengthens relations with other sectors of the economy (**expanded modernization**), incorporates small farmers into the modernization and decision-making process (**comprehensive modernization**), and reconciles the production needs of present generations with the requirements of future generations, while protecting natural resources and the environment (**sustained modernization**).*

The Declaration addresses the future of technical cooperation in agriculture in the following terms:

This agricultural summit of the New World, taking place in the Old World, constitutes an important point of departure for ever-more productive and permanent discussions, for strengthening the new spirit of collaboration, and for defining a framework of shared responsibilities and innovative proposals for dealing with the most pressing problems being faced by the countries of the region...

As a vital outgrowth of the Declaration of Madrid, IICA embraced all 17 recommendations, designed to give a working platform to the mandates given in the political document. These recommendations call for actions to support regional liberalization and integration, to move ahead in the area of natural resource conservation and the environment, and to expand the participation of producer organizations, women's groups and NGOs in the rural development of Latin America and the Caribbean.

The Madrid Declaration placed emphasis on an expanded, comprehensive and sustainable modernization of agriculture.

Another historical event during the Tenth ICMA occurred on September 25, with the **Round Table on Agri-food Trade and Cooperation between Europe and the Americas**. It was the first time that ministers of agriculture from both continents had met together in a specific event to discuss these topics. Participants exchanged viewpoints on the challenges to and opportunities for developing closer ties of friendship and mutual assistance.

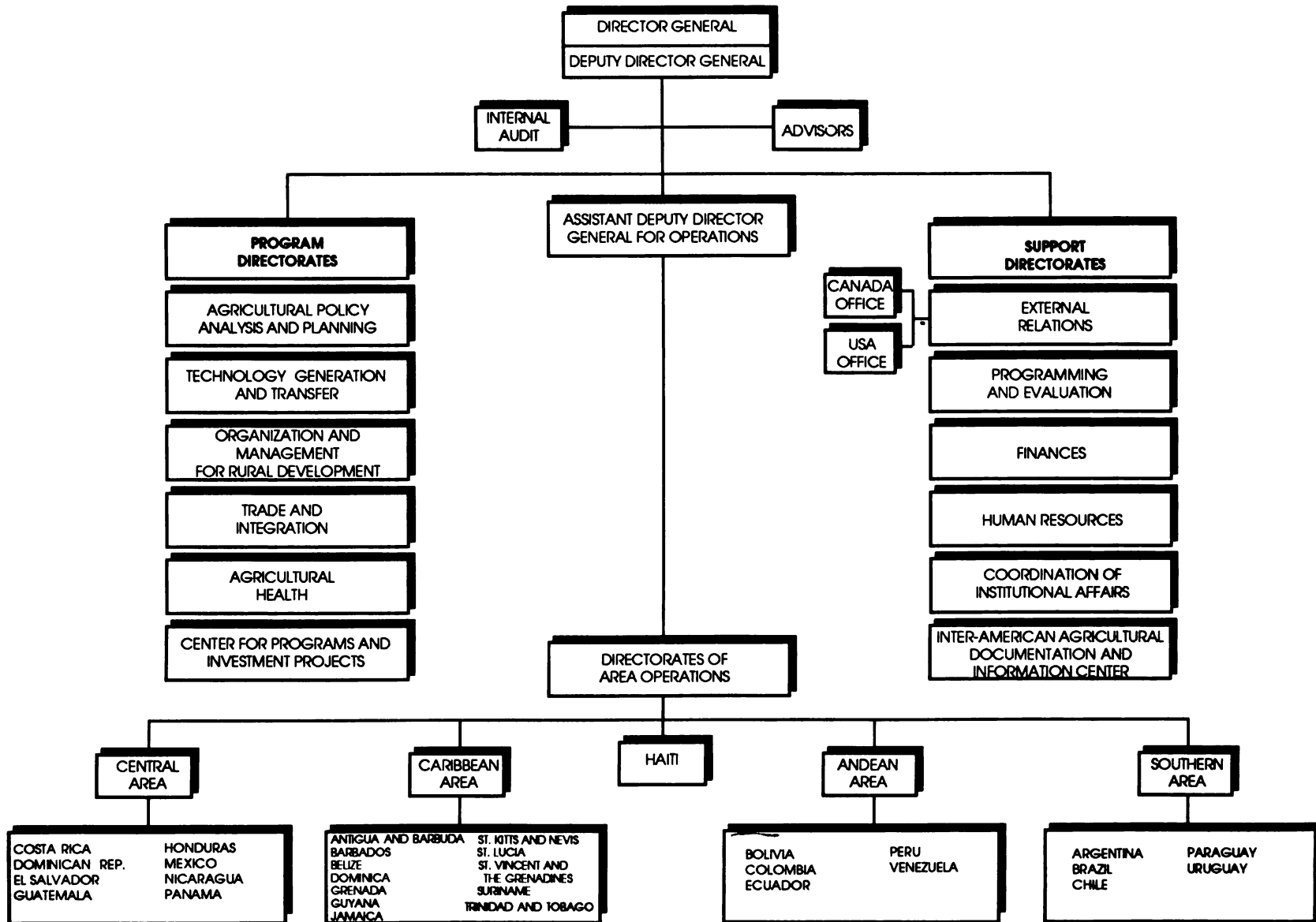
Representatives of IICA's member countries then held the Sixth Regular Meeting of the Inter-American Board of Agriculture. On the basis of the Declaration of Madrid and the recommendations attached thereto, they adopted 30 resolutions to make IICA's operations more effective and to begin direct action in fulfillment of political mandates arising from the Tenth ICMA.

The Round Table on Agri-Food Trade and Cooperation between Europe and America brought together, for the first time, the ministers of agriculture of the two continents.

The meeting approved a biennial Program-Budget totalling US\$24 692 500 for 1992 and US\$25 680 200 for 1993 in regular quota funds from the member countries. To this sum must be added US\$25 235 700 in external resources in 1992 and US\$20 669 000 in 1993. This gives a resource total of slightly more than US\$50 million for 1992 and US\$46 million for 1993, making them the largest budgets in the history of IICA and reflecting the importance and scope of IICA's activities in its member countries.

The Board also approved resolutions concerning the progress made by PLANLAC, along with new activities for it; support for CATIE; dissemination and financing of projects to develop alternatives to the production of illegal psychotropic substances; a mechanism for follow-up on compliance with the objectives of the Declaration of Madrid; support programs for rural women; the delegation of certain administrative functions of the IABA to the Executive Committee; regulations on reimbursements for overhead costs; designation of new auditors; and the site and date of the following meeting, to take place in Mexico City in the second half of 1993.

ORGANIZATIONAL CHART OF THE INTER-AMERICAN INSTITUTE FOR COOPERATION ON AGRICULTURE (1993)



Regional and Sub-regional Integration

A look at these events clearly shows how the Institute successfully adapted to the particular circumstances of each period. It always sought to meet its fundamental objective by working ever harder in support of the member countries, helping them improve living conditions for the men and women who live in rural areas.

In many cases, this has been done by working in support of national governments; but gradually and steadily, the Institute's strategic framework has given greater priority to actions of a hemispheric and sub-regional scope. This has been consistent with the provisions of PLANLAC proposals approved by the member countries in 1989.

Thus, long before the world community had begun to use expressions such as "horizontal cooperation" or "south-south cooperation," IICA was already warning that, for a broad spectrum of reasons, the developing countries of the Americas were far from homogeneous. Even in the late 1960s, an IICA-CIRA meeting held in Bogota coined the term "reciprocal cooperation," pointing out that the countries were ideally positioned to help one another.

That was the beginning of IICA's first cooperative programs. The Institute successfully supported organizations and countries that chose to combine their efforts to help one another match achievements in such areas as professional and graduate education, agricultural research, farmer organization, agrarian reform and others.

Today the Institute still believes there is strength in numbers, vigorously joining the new wave of integration that has been moving through the region since the beginning of the past decade. The countries have responded to the prevailing crisis and the need for economies of scale by joining national efforts. Unlike the integration attempts in Latin American and the Caribbean of three decades ago, when all efforts focused on simple trade and commerce, the new integration is visualized in a much broader context, giving a major role to technical cooperation. Regional integration combines vital issues such as harmonizing policies, sharing technology, preserving and developing common ecological zones, adopting joint positions on trade, and toppling barriers to trade within the region. Agencies providing technical cooperation for agriculture have added their support to all these initiatives.

IICA worked steadily to strengthen its response to the demands of the member countries to improve the living conditions of rural men and women.

Below is a list of the most significant actions IICA is presently conducting in each of the geographic areas into which the region has been divided. This listing gives testimony to the many efforts the Institute has been making practically since it was created, to encourage the countries in joint efforts for agricultural development in the hemisphere and the region.

Actions in the Southern Area



IICA's work in this area has responded to technical cooperation needs articulated by CONASUR. Moreover, the IICA offices in each country engage in constant dialogue with local agricultural sector authorities.

CONASUR was established in November 1990 with the support of IICA, which provides the Coordinating Secretariat. The "Council of Ministers" met four times during its first 18 months of life. It adopted major resolutions on trade policy harmonization, animal health and plant protection, technology, natural resource conservation, and other areas of critical importance for regional integration.

IICA conducts the following multinational projects in the Southern Area:

- Cooperative Program for Agricultural Research in the Southern Cone (PROCISUR), which offers technical cooperation in the field of technology integration.
- Cooperative Program for Rural Development in the Countries of the Southern Area (PROCODER), which pursues horizontal cooperation among rural development institutions.

- Support for Trade and Integration in the Countries of the Southern Area, which responds to requests for integration and harmonization of trade policy.
- Strengthening National Plant Protection Services to Facilitate Trade of Agricultural Commodities in the Countries of the Southern Area. This project also handles Institute relations with the Plant Protection Committee for the Southern Area (COSAVE).
- Strengthening International Emergency and Quarantine Systems to Facilitate Livestock Trade in the Countries of the Southern Area. This project also handles Institute relations with the Regional Animal Health Committee for the Southern Area (CORESA).
 - Cooperative Program on Research and Technology Transfer for the South American Tropics (PROCITROPICOS). This project includes Brazil and the other seven Amazonian countries.

All these activities receive technical support from the hemispheric projects conducted by IICA's five Programs, especially from the Program 1 project on Economic Policy Instruments to Modernize Agriculture.



IICA's actions in the areas (Southern, Andean, Central and Caribbean) are carried out through multinational projects, with support of the hemisphere-wide projects managed by the five Programs.

Actions in the Andean Area

The most important political mandates guiding Institute priorities in the Andean Area have been decision 251 of the Board of the Cartagena Agreement, presidential guidelines from the Commission of the Cartagena Agreement,

and resolutions adopted by the Eighth Meeting of Ministers of Agriculture from the Andean Group, held in Santa Cruz de la Sierra, Bolivia, in 1991.

The countries of the area have been exploring new initiatives (G-3, Enterprise for the Americas Initiative) to enhance integration efforts in the framework of the Cartagena Agreement, which has had certain ups and downs. The general trend is to open trade and globalize the economy. IICA has been on hand to cooperate in all these processes.

IICA's subregional action in the Andean Area takes place through a variety of multinational projects:

- Strengthening the Andean Network of Animal Health Laboratories.
- Support for Integrated Control of Fruit Flies in the Andean Area.
- Support for Trade and Integration in the Andean Group.
- Cooperative Agricultural Research Program for the Andean Subregion (PROCIANDINO)
- Cooperative Program on Research and Technology Transfer for the South American Tropics (PROCITROPICOS)

These action receive full backing through the hemispheric projects conducted under IICA's five Programs, and the Institute's other support units.

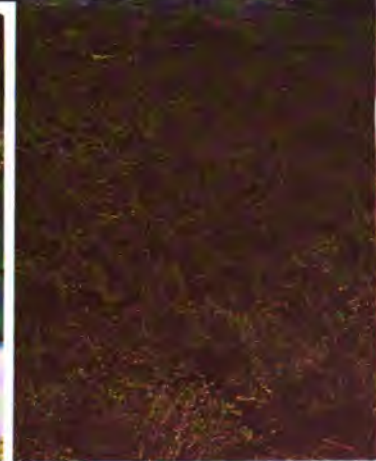
Actions in the Central Area

Political mandates for this area emanate from decisions taken in presidential summits, CORECA, joint meetings of ministers of agriculture and the economy of the Central American countries, and the Council of Ministers of Agriculture of Countries on the Central American Isthmus (COMACA). All the countries of the Central area are trying to move toward subregional integration. The presidents of the countries have approved the Plan of Action for Agriculture in Central America (PACA), and the Council

of Ministers of Agriculture of Countries on the Central American Isthmus was set up to be the area's highest authority for the agricultural sector. There is also a visible effort to improve relations between Mexico and Central America in the framework of the Tuxtla-Gutierrez accords and Mexico's initiative in CORECA for a program of production reconversion in Central America.

The Institute offers cooperation to the countries of Central America at two levels: multinational projects and country-level projects. Multinational action takes place through the following projects:

- Regional Program to Upgrade Agricultural Research on Staple Grains in Central America and Panama, a channel whereby IICA supports the development of region-wide systems with scientific and technological capabilities for research and technology transfer, based on strengthened national systems.
- Cooperative Program for the Protection and Modernization of Coffee Cultivation (PROMECAFE), which fuels activities to improve coffee cultivation in the subregion. Its work has included the development of an integrated system based on the combined efforts of national and international institutions to benefit small- and medium-scale coffee growers.
- Support for the Organization and Management of Technology Generation and Transfer in the Central Subregion, a project designed to make national systems more efficient and effective in generating and transferring technologies that truly meet user needs.



- **Training and Study Program on Agrarian Reform and Rural Development for the Central American Isthmus and the Dominican Republic (PRACA), whose major objective is to foster institutional strengthening of agencies responsible for agrarian reform and rural development activities. It promotes technical cooperation and provides training to improve systems and processes for formulating and implementing programs and projects to consolidate rural settlements.**
- **Support of Central American Integration and Regional Initiatives for Economic Complementarity, an agreement between IICA and the Permanent Secretariat of the General Treaty on Central American Economic Integration. These two mutually reinforcing projects are designed to harmonize quality standards on agricultural products and inputs, insofar as they affect trade inside and outside the region. They are also working to harmonize policies on donations and concessionary importation of agricultural commodities, and are setting up national and international agricultural exchanges.**
- **Plant Protection and Animal Health Services to Facilitate Trade of Agricultural Products in the Central Area. This project fosters actions to overcome and remove plant and animal health trade barriers by modernizing national protection systems and harmonizing or equalizing quarantine rules and procedures enforced by the countries.**
- **Technical Support to Enhance the Decision-making Process in CORECA. Through this project, IICA helps to strengthen the Council by functioning as the Secretariat of Coordination.**
- **Support for Border Development Projects (IICA/OAS Agreement) to Improve Analytical and Administrative Skills in the Trifinio Technical Secretariat and Trinational Commission for the Agricultural Sector, for carrying out actions, programs and projects.**
- **Technical Assistance for Agricultural Development in Central America (RUTA II), to strengthen national technical units so they can perform sectoral and sub-sectoral studies, as well as generate policies that will undergird the design of balanced, realistic agricultural investment programs.**

IICA has committed its best capabilities and efforts to addressing the demands of its member countries.

- Inter-institutional Technical Cooperation with CABEL, to design a project on private investment in agriculture consistent with the objectives of the Plan of Action for Central American Agriculture (CAP).
- Regional Network for Cacao Technology Generation and Transfer (PROCACAO), to help improve technical conditions for cocoa production in the countries of Central America.

Actions in the Caribbean Area

IICA's working strategy in this area concentrates on supporting and cooperating with regional organizations. Relations were recently strengthened with CARDI, the University of the West Indies (UWI), the University of Guyana (UG), the Caribbean Development Bank (CDB), with which the Institute has a technical cooperation agreement, the Secretariats of the CARICOM and the Organization of Eastern Caribbean States (OECS) (mostly through the Agricultural Diversification Coordinating Unit-ADCU), and the Caribbean Food Crops Society (CFCS). In order to obtain resources for high-priority projects identified in the Area, a donor's conference, dubbed AGROCARIB 2000, was organized in St. Lucia, in cooperation with CARICOM.



IICA's Plan of Action for the Caribbean has entailed the following activities:

- Junior Professional Program, including Spanish classes. The objective is to develop a cadre of professionals in the region who are competent in the Spanish language.
- Facilitating Latin America/Caribbean Linkages for Technology Transfer for Agricultural Development. This project brings visiting professionals from the Caribbean to Latin American countries to study technological developments.

- Seminar on Regional Agricultural Marketing and Investment Opportunities. This and other similar initiatives were designed to support the development and use of mechanisms to boost trade in the region and production integration in CARICOM.
- Support for the Organization and Management of Technology Generation and Transfer in the Eastern Caribbean States, and other similar initiatives to strengthen national and regional institutions.
- Strengthening Farmers' Organizations, currently in Phase II of implementation.
- Encouraging and Promoting the Participation of Young People and Women in Agricultural and Rural Development, through actions to support the design of rural development strategies for the Caribbean.
- Caribbean Animal and Plant Health Information Network (CARAPHIN).
- Support for Tropical Fruit Development in the Caribbean.
- Development of Strategies for Policy Analysis and Planning.

IICA began to work in the Caribbean Area rather recently, and its plan of action will gain strength as the Institute acquires more experience working with regional organizations here. The recent adoption of a CARICOM/IICA cooperation program for 1992-1993, which covers all IICA's program areas, is an important step in this direction.

IICA Today

Today, with a broad, flexible mandate and a structure that directly involves the Member States in Institute activities through the IABA and Executive Committee, IICA is active in almost every country in the Americas, providing a timely, effective response to technical cooperation needs.

The Institute has 33 Member States and maintains official relations with 16 Permanent Observers and many other international agencies. This allows IICA to

congregate the human and financial resources necessary to support agricultural development in the hemisphere.

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

IICA's Permanent Observers are: Arab Republic of Egypt, Austria, Belgium, European Communities, France, Germany, Hungary, Israel, Italy, Japan, Kingdom of the Netherlands, Portugal, Republic of Korea, Romania, Russian Federation, and Spain.

The End of an Era, and New Beginnings

*IICA celebrated
fifty years
of institutional
life with the
theme:
"Agriculture:
Strength and
Future of the
Americas."*

Fifty years have elapsed since October 7, 1942. As we have attempted to show in this book, the Institute has passed through a number of different stages during these years. Through each one, with its characteristics and specific circumstances, IICA has forged a unique institutional profile, transcended national borders in the region, and has been recognized on other continents.

This institutional image was woven by the efforts and dedication of a legion of technical specialists and officials of the most diverse origins and levels, who, over the years, have given the best of themselves and their skills and efforts to meet the needs of the true owners of IICA: the member countries, represented by the ministers of agriculture, public officials and farm producers, the most important beneficiaries of technical cooperation.

A chapter of IICA's history is about to close as Dr. Piñeiro's mandate comes to an end. A new Director General will be elected by the upcoming Seventh Regular Meeting of



the IABA, scheduled for September 1993. From then on, another cycle of events will begin, with the discussion of a strategic plan to guide the Institute's path during the 1994-1998 term. Then, in 1995, some country, in the Americas or elsewhere, will host the Eleventh ICMA, where the ministers of agriculture will discuss issues that concern them most deeply at that particular historical moment.

We cannot predict the future. We can only look ahead, perhaps to glimpse the path that IICA, together with its member countries, will travel. It will overcome obstacles along the way and take every opportunity, always holding aloft the banner of the agricultural sector as the engine of growth with equity in our region.

This is the only way for Latin America and the Caribbean to rediscover their agricultural traditions, their true calling, sharing a bounteous future with coming generations. It will be a future marked by social justice and development, based on an agricultural sector that is **the strength and future of the Americas.**

Several countries of the Americas issued postage stamps commemorating IICA's 50th Anniversary



APPENDICES

The following appendices are included: Convention on the Inter-American Institute for Cooperation on Agriculture (IICA), in force as of December 8, 1980; Member States (1964-1992) and Permanent Observers of IICA (1974-1993); Directors General and Deputy Directors General; Emeritus Personnel through December 31, 1991; persons distinguished with the Inter-American Awards in the Rural Sector; annual meetings of the Technical Advisory Committee (1956-1980); annual meetings of the Board of Directors (1962-1980); regular meetings of the Executive Committee (1981-1991); regular (1981-1991) and special (1981-1986) meetings of the Inter-American Board of Agriculture, and Inter-American Conferences of Ministers of Agriculture (1930-1991).

**CONVENTION ON THE INTER-AMERICAN INSTITUTE
FOR COOPERATION ON AGRICULTURE**

**Opened to signature at the General Secretariat
of the Organization of American States
on March 6, 1979**

Entered into force on December 8, 1980

**SIGNATORY
COUNTRY**

**DATE OF DEPOSIT OF
INSTRUMENT OF RATIFICATION**

Antigua and Barbuda	July 23,	1987
Argentina	May 6,	1981
Barbados	October 24,	1979
Belize	November 9,	1992
Bolivia	April 8,	1981
Brazil	October 2,	1980
Canada	July 11,	1979
Chile	February 14,	1980
Colombia	March 6,	1980
Costa Rica	December 8,	1980
Dominica	September 29,	1981
Dominican Republic	March 4,	1982
Ecuador	January 30,	1981
El Salvador	July 10,	1980
Grenada	December 22,	1980

**SIGNATORY
COUNTRY****DATE OF DEPOSIT OF
INSTRUMENT OF RATIFICATION**

Guatemala	May 27,	1980
Guyana	July 1,	1980
Haiti	March 26,	1980
Honduras	February 27,	1980
Jamaica	May 13,	1980
Mexico	March 6,	1980
Nicaragua	February 12,	1981
Panama	August 13,	1980
Paraguay	May 12,	1980
Peru	July 17,	1980
St. Kitts and Nevis	June 17,	1990
St. Lucia	December 9,	1981
St. Vincent and the Grenadines	August 20,	1987
Suriname	November 20,	1981
Trinidad and Tobago	December 5,	1980
United States of America	October 23,	1980
Uruguay	November 15,	1979
Venezuela	July 31,	1981

MEMBER STATES OF IICA IN:

1964

Argentina
Brazil
Chile
Colombia
Costa Rica
Dominican Republic
Ecuador
El Salvador

Guatemala
Mexico
Nicaragua
Paraguay
Peru
United States of America
Uruguay
Venezuela

Total: 16 countries

1965

Haiti
Honduras
Panama

Total: 19 countries

1966

Bolivia

Total: 20 countries

1971

Canada

Total: 21 countries

MEMBER STATES OF IICA IN:

1976

Jamaica

Total: 22 countries

1977

Guyana

Total: 23 countries

1978

Barbados

Total: 24 countries

1979

Trinidad and Tobago

Total: 25 countries

1980

Grenada

Total: 26 countries

1982

Suriname

Total: 27 countries

MEMBER STATES OF IICA IN:

1983

St. Lucia

Total: 28 countries

1984

Dominica

Total: 29 countries

1987

Antigua and Barbuda
St. Vincent and the Grenadines

Total: 31 countries

1990

St. Kitts and Nevis

Total: 32 countries

1992

Belize

Total: 33 countries

**PERMANENT OBSERVERS TO THE INTER-AMERICAN INSTITUTE
FOR COOPERATION ON AGRICULTURE**

	Date of appointment of Representative to IICA
Arab Republic of Egypt	December 3, 1979
Austria	September 10, 1979
Belgium	September 10, 1974
European Communities	October 10 1991
France	June 13, 1975
Germany	January 23, 1980
Hungary	February 5, 1993
Israel	October 22, 1974
Italy	February 24, 1975
Japan	April 3, 1975
Netherlands	January 15, 1975
Portugal	November 30, 1977
Republic of Korea	April 22, 1981
Romania	March 11, 1991
Russian Federation	February 4, 1993
Spain	January 22, 1975

DIRECTORS GENERAL OF IICA

Name	Country of origin	Term
Earl N. Bressman	United States of America	1942-1946
Ralph H. Allee	United States of America	1946-1960
Armando Samper	Colombia	1960-1969
Carlos Madrid	Colombia	1966-1967 1969-1970
Jose Emilio G. Araujo	Brazil	1970-1982
Francisco Morillo	Venezuela	1982-1986
Martin E. Piñeiro	Argentina	1986-1994

DEPUTY DIRECTORS GENERAL OF IICA

Name	Country of origin	Term
Carlos Madrid	Colombia	1964-1978
Manuel Rodriguez	Chile	1978-1981
Quentin M. West	United States of America	1982-1985
Jaime Roman	United States of America	1985-1986
L. Harlan Davis	United States of America	1986-1992
Reed Hertford	United States of America	1992-

EMERITUS OFFICIALS OF IICA
(as of December 31, 1991)

DIRECTORS GENERAL EMERITUS

Name	Country	Date of appointment
Armando Samper	Colombia	Oct. 22, 1969
Carlos Madrid (+)	Colombia	July 12, 1978
Jose Emilio G. Araujo	Brazil	Jan. 15, 1982
Ralph Allee (+)	United States of America	Oct. 25, 1985
Earl N. Bressman (+)	United States of America	Oct. 25, 1985
Francisco Morillo	Venezuela	Oct. 25, 1985

OFFICIALS

Name	Country	Date of appointment
Paulo de Tarso Alvim	Brazil	April 7, 1977
Pierre G. Sylvain (+)	Haiti	July 1, 1977
Alfonso Castronovo	Argentina	March 16, 1979
Jefferson F. Rangel	Brazil	Jan. 1, 1980
Jorge Ramsay	Chile	July 10, 1980
Adalberto Gorbitz (+)	Peru	July 18, 1980
Jose Marull	Chile	Aug. 1, 1980
Rogelio Coto	Costa Rica	Dec. 15, 1980
Norberto Ras	Argentina	Aug. 14, 1981

Name	Country	Date of appointment
Manuel Rodriguez	Chile	Oct. 28, 1981
Ernesto Casseres	Costa Rica	Oct. 26, 1983
Malcolm H. MacDonald	United States of America	Oct. 26, 1983
Alejandro MacLean	Peru	Oct. 26, 1983
Humberto Rosado	Mexico	Oct. 26, 1983
Don L. Shurtleff	United States of America	Oct. 26, 1983
Enrique Blair	Colombia	Oct. 25, 1985
Julio Ringuet (+)	Argentina	Oct. 25, 1985
Maria Dolores Malugani	Uruguay	Oct. 25, 1985
Manuel Elgueta (+)	Chile	Oct. 1, 1986
Jose Alberto Torres	Costa Rica	Oct. 28, 1986
Irineu Cabral	Brazil	Oct. 28, 1986
Roy Clifford	United States of America	Oct. 28, 1986
Jorge Soria	Ecuador	Sept. 3, 1987
Juan Diaz Bordenave	Paraguay	Sept. 3, 1987
Heraclio Lombardo	Panama	Sept. 3, 1987
Emilio Montero	Chile	Oct. 12, 1989
Fernando Suarez de Castro	Colombia	Oct. 12, 1989
Carlos E. Fernandez	Guatemala	Sept. 26, 1991
Hernan Caballero	Chile	Sept. 26, 1991
Carlos J. Molestina	Peru	Sept. 26, 1991

**RECIPIENTS OF THE INTER-AMERICAN AWARDS
IN THE RURAL SECTOR**

Inter-American Agriculture Medal

Martin Cardenas	Bolivia	1959
Lorenzo Parodi	Argentina	1960
Wilson Popenoe	United States of America	1961
Carlos Krug	Brazil	1962
Manuel Elgueta	Chile	1963
Salomon Horovitz	Venezuela	1964
Ralph H. Allee	United States of America	1965
Ubaldo Garcia	Argentina	1966
Felisberto de Camargo	Brazil	1967
George Harrar	United States of America	1968
Leslie R. Holdridge	United States of America	1969
Armando Samper	Colombia	1970
Alvaro Barcellos Fagundes	Brazil	1971
Pierre G. Sylvain	Haiti	1972
Carlos Muñoz	Chile	1973
Oscar Brauer	Mexico	1974
Jorge Ortiz	Colombia	1975
Hernando Bertoni	Paraguay	1976
Humberto Gandarillas	Bolivia	1977
Antonio Pires	Argentina	1978
Paulo de T. Alvim	Brazil	1979
Ernesto J. Doreste	Venezuela	1980
Manuel Torregroza	Colombia	1981
Bruno Mazzani	Venezuela	1982
Jose Emilio G. Araujo	Brazil	1983
Rene Cortazar	Chile	1984
Francisco Morillo	Venezuela	1985
Quentin M. West	United States of America	1986
Sebastian A. Fuentes	Guatemala	1987
Domingo Cozzo	Argentina	1988
Valeriano Robles	Mexico	1989
James L. Walker	United States of America	1990-91

**Inter-American Agricultural Development Award
(discontinued in 1989)**

Luis Paz Silva	Peru	1976
Pablo Hary	Argentina	1977
Pablo Buritica	Colombia	1978
Ricardo Hepp	Chile	1979
Donald R. Flester	United States of America	1980
Roberto M. Bocchetto	Argentina	1982
Victor Jimenez	Venezuela	1983
Porfirio Masaya	Guatemala	1984
Romeo Solano	Guatemala	1985
Alvaro Jimenez	Costa Rica	1986
Willy Loria	Costa Rica	1987
Alberto Soriano	Argentina	1988
Pedro Leon Gomez	Colombia	1989

Inter-American Agriculture Award for Young Professionals

Helvecio M. Saturnino	Brazil	1976
Douglas Jatem	Venezuela	1977
Gerardo Nozine	Haiti	1977
Carlos Arjona	Guatemala	1977
Claudio Cafati	Chile	1977
Alex E. Bustillo	Colombia	1978
Fernando F. Becker	Chile	1978
Sebastian Perez	Chile	1979
Frances L. Chandler	Barbados	1979
Francisco Alvarez	Costa Rica	1979
German Briceño	Venezuela	1979
Jose Hector Mayorga	El Salvador	1980
Horacio E. Del Campo	Argentina	1981
Nelson Tineo Valladares	Venezuela	1981

Inter-American Agriculture Award for Young Professionals

Alberto Ramos	Venezuela	1982
Rene Salgado	El Salvador	1982
Gabriel Antonio Bascur	Chile	1982
Jaime Buhezo	Bolivia	1984
Floria Bertsch	Costa Rica	1986
Christine June Roach	Barbados	1986
Justo Salvador Castellanos	Guatemala	1987
Cesar Ormazabal	Chile	1988
Allan Bojanic	Bolivia	1988
Ramon Eduardo Servellon	El Salvador	1990-91

Inter-American Award for the Participation of Women in Rural Development

Leonidas Paez de Virgili	Paraguay	1980
Amorita de Merino Rabago	Mexico	1981
Ana Armand Ugon de Tron	Uruguay	1982
Ana Sylvia Reynoso de Abud	Dominican Rep.	1983
Irma Aliaga de Vizcarra	Bolivia	1984
Beatriz Elena Paredes	Mexico	1986
Emma Welkerling de Tacchini	Argentina	1987
Maria Orfilla	Honduras	1990-91

ANNUAL MEETINGS OF THE TECHNICAL ADVISORY COUNCIL

	Place	Date
First	Turrialba, Costa Rica	March 8-11, 1956
Second	Turrialba, Costa Rica	March 10-14, 1957
Third	Santiago, Chile	March 10-13, 1958
Fourth	San Jose, Costa Rica	March 9-12, 1959
Fifth	Lima, Peru	March 7-11, 1960
Sixth	San Jose, Costa Rica	March 6-10, 1961
Seventh	San Jose, Costa Rica	March 5-9, 1962
Eighth	Lima, Peru	May 20-21, 1963
Ninth	Montevideo, Uruguay	March 16, 1964
Tenth	Antigua, Guatemala	March 1, 1965
Eleventh	Bogota, Colombia	April 18, 1966
Twelfth	Rio de Janeiro, Brazil	April 10, 1967
Thirteenth	San Jose, Costa Rica	April 29-30, 1968
Fourteenth	Quito, Ecuador	April 21-23, 1969
Fifteenth	Mar del Plata, Argentina	April 20-21, 1970
Sixteenth	Lima, Peru	May 24, 1971
Seventeenth	San Salvador, El Salvador	May 5-6, 1972
Eighteenth	Santiago, Chile	May 9-10, 1973
Nineteenth	Caracas, Venezuela	May 15-16, 1974
Twentieth	Ottawa, Canada	May 5, 1975
Twenty-first	Washington, D.C., USA	May 6-7, 1976
Twenty-second	Santo Domingo, Dom. Rep.	May 16, 1977
Twenty-third	Asuncion, Paraguay	May 22, 1978
Twenty-fourth	La Paz, Bolivia	May 14, 1979
Twenty-fifth	Mexico City, Mexico	Sept. 22, 1980

ANNUAL MEETINGS OF THE BOARD OF DIRECTORS

	Place	Date
First	San Jose, Costa Rica	Sept. 17-22, 1962
Second	Lima, Peru	May 22-28, 1963
Third	Montevideo, Uruguay	March 17-21, 1964
Fourth	Antigua, Guatemala	March 1-7, 1965
Fifth	Bogota, Colombia	April 17-24, 1966
Sixth	Rio de Janeiro, Brazil	April 9-16, 1967
Seventh	San Jose, Costa Rica	April 28-May 5, 1968
Eighth	Quito, Ecuador	April 20-27, 1969
Ninth	Mar del Plata, Argentina	April 20-26, 1970
Tenth	Lima, Peru	May 24-26, 1971
Eleventh	San Salvador, El Salvador	May 5-9, 1972
Twelfth	Santiago, Chile	May 10-13, 1973
Thirteenth	Caracas, Venezuela	May 16-18, 1974
Fourteenth	Ottawa, Canada	May 6-9, 1975
Fifteenth	Washington, D.C., USA	May 6-12, 1976
Sixteenth	Santo Domingo, Dom. Rep.	May 11-19, 1977
Seventeenth	Asuncion, Paraguay	May 22-24, 1978
Eighteenth	La Paz, Bolivia	May 14-16, 1979
Nineteenth	Mexico City, Mexico	Sept. 22-26, 1980

REGULAR MEETINGS OF THE EXECUTIVE COMMITTEE

	Place	Date
First	San Jose, Costa Rica	June 9-12, 1981
	Buenos Aires, Argentina	August 7-13, 1981
Second	San Jose, Costa Rica	Sept. 12-17, 1982
		Oct. 25-26, 1982
Third	San Jose, Costa Rica	August 4-12, 1983
	Kingston, Jamaica	Oct. 19-21, 1983
Fourth	San Jose, Costa Rica	Dec. 2-7, 1984
Fifth	San Jose, Costa Rica	July 29/ August 2, 1985
Sixth	San Jose, Costa Rica	July 13-17, 1986
Seventh	San Jose, Costa Rica	June 15-17, 1987
Eighth	San Jose, Costa Rica	August 1-4, 1988
Ninth	San Jose, Costa Rica	June 12-16, 1989
Tenth	San Jose, Costa Rica	August 27-29, 1990
Eleventh	San Jose, Costa Rica	June 24-26, 1991
Twelfth	San Jose, Costa Rica	June 22-24, 1992

REGULAR MEETINGS OF THE INTER-AMERICAN BOARD OF AGRICULTURE

	Place	Date
First	Buenos Aires, Argentina	August 7-13, 1981
Second	Kingston, Jamaica	Oct. 24-28, 1983
Third	Montevideo, Uruguay	Oct. 21-25, 1985
Fourth	Ottawa, Canada	August 31- Sept. 4 1987
Fifth	San Jose, Costa Rica	Oct. 9-12, 1989
Sixth	Madrid, Spain	Sept. 23-27, 1991

**SPECIAL MEETINGS OF THE
INTER-AMERICAN BOARD OF AGRICULTURE**

	Place	Date
First	San Jose, Costa Rica	Feb. 17-19, 1981
Second	San Jose, Costa Rica	Oct. 27-29, 1982
Third	Mexico City, Mexico	Oct. 27-30, 1986

**INTER-AMERICAN CONFERENCES OF
MINISTERS OF AGRICULTURE**

	Place	Date
First	Washington, D.C., USA	Sept., 1930
Second	Mexico City, Mexico	July, 1942
Third	Caracas, Venezuela	August, 1945
Fourth	Montevideo, Uruguay	Dec., 1950
Fifth	Mexico City, Mexico	August 8-20, 1960
Sixth	Lima, Peru	May 27-June 2, 1971
Seventh	Tegucigalpa, Honduras	Sept. 5-10, 1977
Eighth	Santiago, Chile	April 6-11, 1981
Ninth	Ottawa, Canada	August 29-Sept. 2, 1987
Tenth	Madrid, Spain	Sept. 23-27, 1991

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**This book was printed at
IICA Headquarters
in Coronado, Costa Rica
in June, 1993,
with a press run of 800 copies.**



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INTER-AMERICAN INSTITUTE FOR COOPERATION ON AGRICULTURE
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