



IICA



PROGRAM I
AGRICULTURAL POLICY ANALYSIS
AND PLANNING
Guidelines for Cooperation



00001392



IICA



PROGRAM I
AGRICULTURAL POLICY ANALYSIS
AND PLANNING
Guidelines for Cooperation

General Directorate
Inter-American Institute for Cooperation on Agriculture
San Jose, Costa Rica, 1986

CONTENTS

	Page
I. ORIENTING PRINCIPLES OF THE 1987-1991 MEDIUM TERM PLAN.....	1
II. PROBLEMS TO BE ADDRESSED BY THE PROGRAM	5
III. OBJECTIVE OF THE PROGRAM.....	8
IV. STRATEGY OF THE PROGRAM.....	9
V. AVAILABLE RESOURCES.....	20



FOREWORD

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

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

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

On the basis of the general principles provided by the Medium Term Plan, it is now necessary to prepare a specific document for each program, containing the detailed guidelines and action strategy to be developed in each case. This will give a more

complete and specific understanding of the programs to the countries, actual or potential donors, Institute technicians, other organizations, and other interested parties.

The structure of such "guidelines for Program cooperation" includes a reference to the general principles set down in the Medium Term Plan, a description of the main problems to be faced, a presentation of the objectives and operating strategy, which is the crux of the document, and a list of human and financial resources available for developing the proposed actions.

Martín L. Piñeiro
Director General

I. ORIENTING PRINCIPLES OF THE 1987-1991 MEDIUM TERM PLAN 1/

The 1987-1991 Medium Term Plan (MTP) is the document whereby the member countries--through the IABA--set forth IICA action guidelines for this period, on the basis of the Institute's ongoing objectives and priorities for the Americas.

Therefore, the "guidelines for cooperation" of the five programs under the Plan must be conceived within the framework provided by the objectives, general strategy, and specific recommendations set down in the MTP for the period.

1.1 General Objectives

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

The plan also stressed that this can be possible only by setting "...strategies for production, marketing and processing that will increase the value of

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

agricultural production, maximize participation and ensure just distribution," "...increasing the incorporation of appropriate technology so as to maintain the traditional comparative advantages and competitiveness... in a framework of equitable distribution of benefits and conservation of natural resources," and pursuing "... join actions... that will facilitate better use" of the available resources and "develop production and commercial complementarity."

1.2 General Strategy

The MTP defines a strategy based upon four means for the attainment of its objectives:

- a. Concentration of efforts and technical leadership in a small number of subject areas of high priority to the member countries.
- b. Setting priorities on certain functions and action modes in which IICA has experience and possesses operational advantages over other organizations.
- c. Redesign of the operating structure in order to develop, on the one hand, advanced technical capabilities focusing on the subject areas of the programs, and on the other, a decentralized, versatile, and flexible type of operation.
- d. Increasing the supply and effectiveness of external resources.

1.3 Principles of Program Operation

Having defined IICA programs as "the most important mechanism for implementing IICA's policies of concentration of effort and exercise of technical leadership," and "a natural framework within which to carve out IICA's area of competence," the 1987-1991 MTP sets forth the following operational guidelines:

- . Each program will focus its activities on a small number of areas of concentration selected according to their importance, the Institute's comparative advantages, and the potential for having a major impact.

- . Each program will achieve technical leadership and undertake its actions in an innovative manner by developing a team of highly qualified technical personnel who will participate in research activities and professional meetings, and generate publications of use to the countries, based on their work, while remaining open to the exchange of experiences with the member countries.

- . Each program must facilitate the mobilization of national technical personnel, maximizing the impact of their work through participation in networks of reciprocal cooperation and exchange.

- . Each program shall emphasize the search for complementarity with other international organizations and centers, to improve efficiency and facilitate services to the countries of the region.
- . Each program shall place high priority on preparing and implementing multinational projects and other cooperation activities that involve various member countries, as a means to solve common problems.

In order to implement this strategy, the MTP establishes a number of organizational changes concerning the programs:

- . The number of programs has been reduced from 10 to five.
- . Program Directorates have been established at headquarters and provided with the necessary resources and greater responsibilities (especially in the handling of multinational projects); they are in charge of providing technical leadership and overseeing the quality of program actions.
- . Staffing criteria for the offices are being modified to provide a stable team of people especially trained to identify and prepare projects, while specialized technical personnel are temporary and subject to the duration of specific projects.

II. PROBLEMS TO BE ADDRESSED BY THE PROGRAM

The Medium Term Plan identifies the following main problems which Program I must help solve in collaboration with the countries: establishment of economic policies designed to mobilize the potential of agriculture, identification and analysis of those factors which condition the effectiveness of policies within the sector; development of analytical and advisory skills in the area of agricultural policy; and improvement of the capacity to guide the process of definition, implementation and revision of agricultural investment policies, plans and programs.

In the overall context, the need for economic policy to mobilize agricultural potential is evident, both from the standpoint of the sector per se and in terms of its interactions with other sectors, mainly industry. The economic and financial crisis of recent years has called into question the traditional view of the agricultural sector as a supplier of foreign exchange, cheap foodstuffs and low-paid labor to sustain industrial sectors oriented toward import substitution. This view is no longer realistic or relevant to the region's economic needs. Agriculture in the countries of Latin America and the Caribbean possesses a vast potential in the form of productive resources that offer broad opportunities for growth, especially if modernization provides a means to take advantage of intersectoral relations. If this wealth is to be tapped, economic policies must be designed to provide incentives for productive efficiency, promote the flow of investment necessary for restructuring the sector's approach to production, and sustain and increase the ability of agricultural products to compete on the international market.

There are, on the other hand, factors which must be taken into account in the design of agricultural policies. New options need to be found and translated into systems useful for attaining economic and social objectives. If this is to happen, the effects and constraints of the present situation must be considered. These include: the limited supply of resources that are realistically useful for productive purposes; the familiar shortage of foreign exchange, and the general difficulties facing the external sector; the already serious and worsening conditions of food insecurity; structural changes in the supply and demand of agricultural products traded on the international market; and the resulting trend toward greater protectionism, with prices and terms of trade continually declining.

All these factors limit real possibilities and underscore the need for an objective, realistic analysis of existing alternatives. These restrictions need to be viewed not only in the context of specific policies for agriculture, but in light of overall economic policies, with an emphasis on those that affect the relations of agriculture with other sectors. In particular, because agriculture and industry are closely interrelated, it is impossible to segregate sectoral policies, either agricultural or industrial, from macroeconomic policies, or to identify them clearly and distinctly, either in concept or in degree of implementation. This fact has implications for setting priorities among tools of action, and for the way in which policy definition and implementation are organized for the agricultural sector and for other closely related sectors.

A further constraint on types of policy and how policies are defined and managed stems from the

growing economic interdependence among the countries. This interdependence is the result of the magnitude of interactions in the fields of technology and information science, the possibility for foreign trade of nontraditional products that possess a high added value, and the need to exploit economies of scale in such areas as supply of technological inputs (seeds, machinery, agrochemicals, etc.). In this context, the small size of certain national economies limits access to more advanced production technologies and requires the countries to define policies jointly. It is also important to monitor trends in the conditions and technological or trade policies of developed countries. For this purpose, an adequate reserve of information must be available, and the institutional environment should encourage both independent and shared decision making.

In view of such complex conditions, it is evident that there is a need to develop analytical skills and advisory services for agricultural policies.

One result of this trend is that strong pressures are being made for structural change in the economies of the region, and this will have a major impact on the agricultural sector. Due to financial resource constraints, the countries are faced with the problem of ranking the various options for investment in agricultural development and food security. The setting of priorities must place special emphasis on income distribution in rural areas and on the production of food to feed populations and family groups facing high risks of nutritional deficiency. Moreover, public investment has certain special roles to play, such as encouraging, rather than replacing private investment. This is why there is a compelling need to develop the capability for generating appropriate information in support of

decision making, by the ministers of agriculture and the economy and by other political authorities, on policies for economic incentives and public investments.

Furthermore, there exist certain shortcomings in the process of definition and implementation of plans, programs and projects, arising from inadequate coordination among the phases of analysis, orientation and decision-making for the definition, implementation, and concerted revision of policies and policy instruments, such as plans, programs, or sectoral projects.

III. OBJECTIVE OF THE PROGRAM

The general objective of the program is to contribute to the attainment of the first specific objective of the MTP: "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." The program's specific objective or basic purpose is to help the countries define and implement agricultural policies that will serve as effective instruments whereby the sector can play a meaningful role in revitalizing the economy.

Three intermediate objectives or products which the program intends to have achieved by 1991 have been identified within this framework. They are:

- The central problems of agriculture in the region should be identified, analyzed and discussed by officials and technicians of the agricultural sector and other related sectors, and by those responsible for macroeconomic policy, as a basis for the

identification of alternative development strategies for the sector.

- The technical abilities of the countries to analyze and manage high priority policy instruments for economic incentives and agricultural investment strategies should be adequately developed.
- Institutional systems responsible for the planning and implementation of agricultural reactivation and development policies should be strengthened.

IV. STRATEGY OF THE PROGRAM

4.1 Areas of Concentration

The problems which have been pointed out above seriously restrict agricultural development in the countries of the region, and the discussion thereof has served as a basis for defining the Program's specific and intermediate objectives. The countries, the technical cooperation organizations, and those agencies which provide financing for development have acknowledged that the lack of adequate policies may pose a serious obstacle to the effectiveness of the development process. At the same time, they have acknowledged that there is a need to develop and strengthen the institutions responsible for formulating and implementing agricultural policy, as well as to ensure that their action is coordinated with that of other public sector organizations.

In this context, the program has defined the following three areas of concentration, and has

identified specific actions which are designed to bring about concrete results:

- a. Analysis and exchange of experiences with alternative strategies for agricultural and rural development. This area of the program will work in coordination with the Member States and international technical, economic and financial cooperation agencies. It will promote discussion of alternative development strategies designed to strengthen the role of agriculture. Thus, it will contribute to helping the countries improve their own theoretical constructs and combining efforts to strengthen regional integration mechanisms in the sector. The program will take the following actions: First, it will support the strengthening of agroeconomic and socioeconomic information systems which will specifically facilitate an analysis of the main problems. Second, it shall analyze and interpret agricultural trends in Latin America and the Caribbean, with emphasis on the emergence of sectoral and intersectoral linkages, in order to provide the countries, groups of countries and IICA with criteria for the orientation of their particular strategies. Third, it shall promote the exchange of national experiences with alternative agrarian development strategies with an eye to revising and adjusting them within the framework of their own approaches to overall development, and encouraging coordination and harmonization of policies among groups of countries in areas of shared concern.

- b. Support for the countries in strengthening analytical and advisory skills for the design and management of high priority instruments of the agricultural investment and economic incentive policies. Within the framework of this area of concentration, the program will take the following action: First, it shall participate with the countries in deciding what economic indicators are needed for analytical purposes, and will engage in applied research supporting the definition of incentive policies and public investment plans designed to solve high priority problems impeding the performance of the agricultural sector and interfering with its contribution to economic and social development. Second, it shall participate in the training of technical teams in the countries, in the analysis and interpretation of the specific problems which hinder the performance of the agricultural sector, and in the evaluation of alternative policies to render decision-making easier for the governments. Third, it shall promote regular seminars and workshops where technicians from the countries may analyze and exchange experiences on the design and handling of agricultural public investment and incentive policies. Fourth, it shall encourage and cooperate with the public sector in making effective use of direct technical assistance services (with local personnel and IICA consultants), and in using research findings provided by other organizations and individuals as a tool in adopting policy decisions.

- c. Support for the countries in strengthening of the institutional systems responsible for the planning and implementation of agricultural reactivation and development policies. In this area, the program will take action on four fronts. First, it shall encourage the design and introduction of appropriate mechanisms for the coordination of high priority plans, policies, programs and projects, while strengthening public sector action and joint activities by the public and private sectors. Second, it shall conduct research to identify and interpret constraints on the effectiveness of institutional systems, including mechanisms for participation, as well as the countries' potentials and requirements for effectively conducting the policy planning and implementation process. Third, it shall support the strengthening of units in charge of planning and implementing national and regional policies, so as to develop the skills needed for designing the strategy to be followed in strengthening the different institutional systems. Fourth, it shall support the countries in preparing national training programs for managers and technicians of the public and private sectors, in order to make their participation in the planning and implementation of agricultural policy more effective.

It is important to point out that these three areas of concentration lead to the implementation of different types of projects, and to the selective use of those IICA action instruments which are most appropriate for the actions in each area:

- a. In the first area of concentration, the co-operation instruments which will be used, in order of priority are: the exchange of experiences and dissemination of information, and research and studies.
- b. In the second area of concentration, the following shall be used, in order of priority: research, and short-term direct technical assistance, and training and exchange of experiences and dissemination of information.
- c. In the third area of concentration, the following shall be used, in order of priority: long-term direct technical assistance, and studies and exchange of experiences.

4.2 Operating Strategy

The program is made up of national projects assigned to the Program Directorate, multinational projects assigned to the Program Directorate, and national projects which are implemented as per the guidelines emanating from the Program Directorate, in response to the needs of both the countries and the region. The purpose of this section is, therefore, to describe the role that the Program Directorate plays in connection with the program as a whole. It will discuss relations between the Program Directorate and other IICA operation centers and with organizations active in the program's fields of competence. It will examine the setting of priorities for short-term actions and the strategy to be employed for strengthening the program by obtaining external resources and optimizing the use of them.

The main role of the Program Directorate is to conduct the program, which includes the following actions:

- a. Defining the technical and institutional framework for program action.
- b. Generating, analyzing and encouraging proposals for externally funded projects to strengthen program actions in priority areas.
- c. Studying and making recommendations on proposals for national projects originating in the countries and the Area Directorates, in the program's field of action, providing support and technical guidance during the implementation of these projects.
- d. Following up on and analyzing the results of all projects under the program, in order to improve the management of those handled by the Program Directorate, and provide guidance to those operated by country offices.
- e. Guiding the generation, final preparation, and dissemination of technical documents for the program, disclosing the results of the operation of projects in the Program Directorate and of other projects under the program.
- f. Organizing and directing support missions to the IICA offices in the countries, in response to requests for direct technical assistance, and providing training services

or participating in research actions agreed upon in advance.

- g. Coordinating and guiding the participation of Program Directorate technicians in international gatherings for the analysis and dissemination of experiences in program-related areas, as well as sponsoring the organization of such events.
- h. Preparing technical materials, and organizing seminars and other activities for the training and upgrading of program technicians.

The program will be able to implement its actions efficiently, and the projects assigned to the Program Directorate will operate smoothly, to the degree that the program maintains good working relations with other operations centers closely related to its work, mainly other Program Directorates, CEPI, and the Area Directorates, through the office of the Assistant Deputy Director General for Operations. Coordination with other programs must start with the understanding that Program I focuses on support to the countries for the definition and management of comprehensive sectoral policies, incentive policies, and the setting of priorities for public investment in agriculture. The other four programs cooperate with the countries in defining other specific policies which are complementary to incentive policies, in addition to encouraging technical cooperation actions within their particular fields of competence. Close working ties are thus established among Program I, CEPI, and the other four programs, and the process is as follows: priorities are established for public investment in the countries, with the help of Program I, then CEPI and

the other four programs help the countries define and prepare the pertinent investment projects. Close cooperation with the other programs and CEPI will also be needed to provide training in the analysis of agricultural policy and in the identification, ranking, and preparation of projects.

The program also recognizes that the promotion of economic and social development on the basis of agricultural development requires internal consensus in the countries, and that this cannot be achieved without the combined efforts of many technical cooperation agencies seeking similar objectives. The program shall work to strengthen mechanisms of cooperation among agencies and among individuals, by creating and strengthening cooperation networks for the analysis and planning of agricultural policies at the regional, area, and national levels.

- a. At the hemispheric level, the program will participate in the exchange of know-how by providing professional services to the countries, by participating in and sponsoring research and training programs, by supporting professional associations, and through technical and financial cooperation with other multilateral organizations involved in activities pursuing objectives similar to IICA's.
- b. In the IICA-areas, the program will increase its cooperation with organizations involved in integration for development and with financing agencies. Participation with such institutions in projects and short-term actions in support of the countries and groups of countries in each area shall be encouraged.

- c. At the national level, the program will encourage and assist in strengthening relations between the agricultural sector planning offices (ASPOs) and other sectoral units providing analysis and advisory services for decision making, including the institutions responsible for overall economic planning and policy, private organizations, and educational and research centers. This will make it possible for the ASPOs to exert greater influence on overall policy decisions. It will allow the groups involved to participate in policy analysis, guidance and decision-making and will also provide a means for research and training actions to contribute to improved decision-making in the public sector, and to be based on real problems affecting the countries.

The organization of the program's actions on the basis of three subject areas which correspond to the three intermediate objectives led to the formulation of three projects of the Directorate emphasizing the following areas for the 1987-89 period:

- a. **"Analysis and exchange of experiences with alternative strategies for agricultural and rural development:"** Research shall be carried out on the current status, trends and outlook for agriculture in the region, an analysis shall be made of the forward and backward linkages of agriculture with other sectors, and the findings shall be disseminated through international gatherings organized or attended by the program.

- b. **"Analysis and management of high priority instruments for economic incentive policies."** The different experiences in the countries involving the design, definition and application of sectoral and structural adjustment programs shall be documented; support shall be given to the countries in the preparation of such programs; IICA and country technicians shall be trained in the analysis and management of policy instruments, especially those used in these programs, and training will be given in the setting of priorities for public investment projects. For this purpose, short-term technical assistance missions shall be organized, while courses and seminars will be held for the exchange of experiences and the dissemination of materials emanating from all these actions.
- c. **"The strengthening of institutional systems for agricultural policy planning and implementation."** The development of models, methods and instruments for designing such systems and improving their performance shall be continued; the countries shall receive support in their work to design, adapt, implement and operate mechanisms for defining, implementing and adjusting agricultural policy; sector officials and technicians from the sectoral planning units shall be trained in subjects relating to the provision of advisory services and decision-making for guidance of agricultural development; in the fields of agricultural policy planning and management, the dissemination and exchange of experiences and know-how among technicians

from the public sector and from educational and research centers shall be encouraged.

As of 1988, the implementation of multinational projects by area shall receive top priority. These projects must respond to specific problems in each area, relating to agricultural development options, the current capacity for analyzing and managing agrarian policy instruments, and advancing the development of institutional systems responsible for the planning and implementation of agricultural policy. These multinational projects would thus be comprised of activities whose implementation would be closely linked to the development and experiences of the hemispheric projects and the activities in the countries.

The current human and operating resources of the program are very limited, even if reserved only for high priority actions within each area of concentration. Therefore, it is important to obtain additional external resources, and the Program Directorate shall continue making efforts to obtain financial resources for strengthening and expanding activities. It must be taken into account that the initial efforts have been oriented toward obtaining external financing to expand the operating capacity of the three hemispheric projects falling within the program's areas of concentration. With this purpose, projects have been submitted to the consideration of the Canadian International Development Agency (CIDA), in support of "Area of Concentration 1," to the Swedish Agency for Economic Cooperation (SAREC), in support of "Area of Concentration 2," and to the W.K.Kellogg Foundation, in support of "Area of Concentration 3." In addition, a cooperative program with the World Bank's Economic Development Institute (EDI) and the Inter-American Development Bank (IDB),

for the development of a hemispheric project on training in the analysis of agricultural policies, investments and projects is currently under discussion. The next step in the search for external financing is to prepare area-wide multinational projects (for the Central, Caribbean, Andean, and Southern Areas). Simultaneously, the Program Directorate will support the national offices in designing projects and procuring resources to support activities at the country level.

V. AVAILABLE RESOURCES

5.1 Human Resources

Table 1 shows the list of international professional personnel assigned to Program I.

In accordance with the Institute's strategy, an initial effort shall be made for the Program Directorate to comply with the following responsibilities:

- a. To participate in the design of projects, and assume responsibility for hemispheric projects.
- b. To provide technical support for the design and implementation of projects by area and by country.
- c. To coordinate the technical assistance required at the hemispheric level, by means of consulting services, and with the participation of program technicians at headquarters and in the countries.

The program begins with insufficient human resources at IICA to carry out the proposed plan. This insufficiency is due to the small number of professionals and the need to gain further knowledge and experience in some cases, by virtue of the changes in orientation which were introduced into the program in the 1987-1991 MTP. These limiting factors, however, shall be counteracted by means of several mechanisms:

- a. Addition of new professionals with the use of external funding.
- b. Use of professionals in the region who belong to the cooperation network.
- c. Professional renewal and upgrading of all personnel involved in activities of the program.

The program shall receive guidance from a high-level team of experts, selected internationally, who constitute the program's Advisory Council.

5.2 Financial Resources

Table 2 shows the operating resources allocated to projects of the Program Directorate and to the countries. Table 3 shows an itemized list of projects in progress and the Program Budget for 1987, 1988 and 1989. In addition, Table 4 contains a list of projects with external resources currently under negotiation, and the anticipated amounts.

TABLE 1. INTERNATIONAL PROFESSIONAL PERSONNEL

LAST NAME	FIRST NAME	DEGREE	POSITION IN IICA	DUTY STATION
Barreyro	Héctor	Eng. Agronomy, Ph.D. Agricultural Economics	Spec. Agricultural Economics	Mexico
Cáceres	Ricardo	Lic. Business Management, M.A. Public Management	Spec. Development Management	Headquarters
de las Casas	P. Lizardo	Eng. Agronomy, Ph.D. Economics	Spec. Agrarian Policy, Planning and Analysis, Head of PROPLAN	Headquarters
del Risco	Fernando	Eng. Agronomy, M.S. Planning	Spec. Planning	Costa Rica
González	Tomás B.	Eng. Agronomy, M.S. Rural Economics	Spec. Projects	Mexico
Herrez	J. Eugenio	Administrative Law, M.S. Public and International Affairs	Spec. Rural Develop- ment	El Salvador
Kaminsky	Mario	Economist, Ph.D. Agric. Economics and Econometrics	Spec. Planning of Agrarian Policy	Headquarters
Pomareda	Carlos	Eng. Agronomy, Ph.D. Agri- cultural Economics	Spec. Agricultural Policy, Acting Director Program 1	Headquarters
Quiroga	Víctor	Eng. Agronomy, M.S. Bio- metrics and Statistics	Spec. Information	Barbados
Telfer	Irwin	B.S. Agricultural Economics	Spec. Planning	Suriname
Tona	Claudio	Lic. Economics, M.S. Agricultural Economics	Spec. Agricultural Planning	Nicaragua
Toro	Guillermo	Eng. Agronomy, M.S. Agric. Economics	Spec. Agrarian Policy, Analysis and Planning	Guatemala
Vega	Mayo	Eng. Agronomy, M.S. Economics	Spec. Agrarian Policy Analysis and Planning	Venezuela

TABLE 2. SUMMARY OF 1987-1988 PROGRAM BUDGET FOR PROGRAM I

	REG.	EXT.	TOTAL	REG.	EXT.	TOTAL	REG.	EXT.	TOTAL
Program Head- quarters	413.1	-	413.1	468.0	-	468.0	496.1	-	496.1
Multinational projects as- signed to Program	95.7	-	95.7	114.0	-	114.0	109.5	-	109.5
National projects	373.9	807.2	1181.1	888.0	468.8	1356.8	919.2	249.3	1168.5
TOTAL	882.7	807.2	1689.9	1470.0	468.8	1938.8	1524.8	249.3	1774.1

TABLE 3 1987-1989 PROGRAM BUDGET

TITLE	COST (US\$ x 000)									
	1987				1988				1989	
	REG.	EXT.	TOTAL	REG.	EXT.	TOTAL	REG.	EXT.	TOTAL	
PROJECTS UNDERWAY	882.7	807.2	1689.9	1470.0	468.8	1938.8	1524.8	249.3	1774.1	
1. <u>Projects at program headquarters</u>	413.1		413.1	468.0	0.0	468.0	496.1	0.0	496.1	
-Conducting and promoting Program 1 projects	113.8		113.8	104.7		104.7	111.6		111.6	
-Analysis and guidance of agricultural policies	115.2		115.2	102.6		102.6	109.5		109.5	
-Support for the design and operation of institutional systems for planning and implementation of agrarian policy (PROPLAN)	184.1		184.1							
-Strengthening institutional systems <u>1/</u>				123.7		123.7	135.6		135.6	
-Evaluation and discussion of central problems and strategy for agriculture <u>1/</u>				126.0		126.0	128.4		128.4	
-Support for CORCEA in defining and implementing agricultural policies <u>1/</u>				11.0	-	11.0	11.0	-	11.0	
2. <u>Multinational Projects assigned to the program office</u>	95.7		95.7	114.0	-	114.0	109.5	-	109.5	
-Analysis of agricultural policies and investment planning in the countries of the Caribbean <u>2/</u>	95.7		95.7	114.0	-	114.0	109.5	-	109.5	

TITLES	CDF (US\$ x 000)											
	1987				1988				1989			
	REG.	EXT.	TOTAL	REG.	EXT.	TOTAL	REG.	EXT.	TOTAL	REG.	EXT.	TOTAL
3. Country projects	374.9	807.2	1181.1	886.0	468.6	1356.8	919.2	249.3	1168.5			
AREA I CENTRAL												
Costa Rica												
Support for agricultural sector institutions in managing high priority programs and projects	70.5		70.5			0.0			0.0			0.0
Costa Rica												
Strengthening and modification of agricultural sector policies <u>1/</u>				80.7		80.7	86.4		86.4			86.4
El Salvador												
Institutional strengthening of the Public Agricultural Sector responsible for providing services to the rural population				77.8		77.8	80.0		80.0			80.0
Guatemala												
Strengthening the institutional capabilities of MACA for designing, implementing and operating appropriate mechanisms for conducting sectoral policies <u>1/</u>				66.7		66.7	68.0		68.0			68.0
Nicaragua												
Support for MIDENRA in the definition and implementation of agricultural sector policies	55.0		55.0	69.2		69.2	70.5		70.5			70.5
Panama												
Strengthening institutional systems responsible for the planning and implementation of agricultural policies				75.1		75.1	78.2		78.2			78.2

TITLE	CDS1 (US\$ x 000)							
	1987		1988		1989			
	REG.	EXT.	TOTAL	REG.	EXT.	TOTAL	REG.	EXT.
AREA 3 ANDIEN								
Colombia								
Strengthening technical capabilities of the Sectoral Planning Office and its allied institutions for designing and operating mechanisms of policy analysis and implementation <u>1/</u>	83.6	45.1	128.7	86.2	45.1	131.3		
Ecuador								
Support for MAG in agricultural policy analysis and implementation <u>1/</u>	64.2		64.2	65.6		65.6		
Peru								
Support for OSPA in implementing and operating a mechanism for policy follow-up and evaluation <u>1/</u>	30.0		30.0	30.0		30.0		
Venezuela								
Support for the National Agricultural Planning System (ONSA/MAC) <u>1/</u>	75.2		75.2	76.2		76.2		
AREA 4 SOUTHERN								
Argentina								
Support for modernizing agriculture	675.4		675.4	230.0		230.0		
Argentina								
Regional project unit	75.6		75.6					
Chile								
Technical cooperation for strengthening the agrarian planning process of the Ministry of Agriculture <u>1/</u>	6.1	34.2	42.3	8.9	37.0	45.9		
Brazil								
Technical cooperation with SUPLAN	111.8		111.8	126.6		126.6		

1/ Projects in final phases of approval process.

2/ Included in the Plan of Operation as a national project.

TABLE 4. EXTERNALLY FUNDED PROJECTS IN NEGOTIATION

TITLE	SOURCE OF FUNDING	ESTIMATED AMOUNT (US\$ x 000)	
		1988	1989
B. EXTERNALLY FUNDED PROJECTS IN NEGOTIATION			
1. <u>Multinational Projects</u>			
Technical support for developing IICA programs	CIDA (Canada)	100.0	200.0
Dissemination of PROPLAN project experiences	W.K. Kellogg	210.0	-
Applied research on structural adjustment in Latin American agriculture	SAREC (Sweden)	100.0	100.0

OFFICIAL DOCUMENTS SERIES

- Doc.
No.**
- 1 **General Plan of IICA
(1970 – English and Spanish)**
 - 2* **Advisory Committee
(1970 – English and Spanish)**
 - 3* **CIES Resolutions on Rural Development
(1971 – Spanish)**
 - 4 **Eleventh Annual Meeting of the Board of Directors – San Salvador, El Salvador, May 5 to 9, 1972
(English and Spanish)**
 - 5 **Sixth Inter-American Conference on Agriculture – Lima, Peru, May 27 to June 2, 1971
(Spanish)**
 - 6* **Twelfth Annual Meeting of the Board of Directors – Santiago, Chile, May 10 to 13, 1973
(English and Spanish)**
 - 7 **Principal Resolutions of the Board of Directors – Washington, D.C. 1962 to 1972
(English and Spanish)**
 - 8 **Thirteenth Annual Meeting of the Board of Directors – Caracas, Venezuela, May 16 to 18, 1974
(English and Spanish)**
 - 9* **Fourteenth Annual Meeting of the Board of Directors – Ottawa, Canada, May 6 to 9, 1975
(English and Spanish)**
 - 10* **Implementation of IICA's General Plan (Elements for Analysis)
(1976 – English and Spanish)**
 - 11 **Fifteenth Annual Meeting of the Board of Directors – Washington, D.C., May 6 to 12, 1976
(English and Spanish)**

* Out-of-print.

- Doc.
No.**
- 12* Simon Bolivar Fund – Rules and Regulations
(1977 – English and Spanish)
- 13* Sixteenth Annual Meeting of the Board of Directors – Santo Domingo,
Dominican Republic, May 11 to 19, 1977
(English and Spanish)
- 14* Seventh Inter-American Conference on Agriculture – Tegucigalpa,
Honduras, September 5 to 10, 1977
(English and Spanish)
- 15* Medium-Term Indicative Plan. IICA: The Next Five Years
(1977 – English and Spanish)
- 16 Seventeenth Annual Meeting of the Board of Directors – Asuncion,
Paraguay, May 22 to 24, 1978
(English and Spanish)
- 17* Eighteenth Annual Meeting of the Board of Directors – La Paz, Bolivia,
May 14 to 16, 1979
(English and Spanish)
- 18 Nineteenth Annual Meeting of the Board of Directors – Mexico, D.F.,
September 22 to 26, 1980
(English and Spanish)
- 19 Principal Resolutions of the Board of Directors. Washington, D.C.
1973-1980
(English and Spanish)
- 20 First Special Meeting of the Inter-American Board of Agriculture – San
Jose, Costa Rica, February 17 to 19, 1981
(English and Spanish)
- 21 Eighth Inter-American Conference on Agriculture – Santiago, Chile,
April 6 to 11, 1981
(English and Spanish)
- 22rev. Base Documents: Convention on the Inter-American Institute for
Cooperation on Agriculture; Rules of Procedure of the Inter-American
Board of Agriculture, the Executive Committee and General Director-
ate
(1984 – English, Spanish, French and Portuguese)

* Out-of-print.

- Doc. No.**
- 23 Resolutions adopted by the Board of Directors of the Inter-American Institute of Agricultural Sciences and Still in Force (1984 – English, Spanish, French and Portuguese)
 - 24 First Regular Meeting of the Executive Committee and the Inter-American Board of Agriculture – San Jose, Costa Rica, June 9 to 12, 1981 and Buenos Aires, Argentina, August 7 to 13, 1981 (English and Spanish)
 - 25 Second Regular Meeting of the Executive Committee – San Jose, Costa Rica, September 12 to 17 and October 25 to 26, 1982 (English, Spanish, French and Portuguese)
 - 26 Second Special Meeting of the Inter-American Board of Agriculture – San Jose, Costa Rica, October 27 to 29, 1982 (English, Spanish, French and Portuguese)
 - 27 General Policies of IICA (1982 – English, Spanish, French and Portuguese)
 - 28 Medium-Term Plan 1983-1987 (1982 – English, Spanish, French and Portuguese)
 - 29 (Second Regular Meeting of the Inter-American Board of Agriculture – Kingston, Jamaica, October 24 to 28, 1983 (English, Spanish, French and Portuguese)
 - 30 Fourth Regular Meeting of the Executive Committee – San Jose, Costa Rica, December 2 to 7, 1984 (English, Spanish, French and Portuguese)
 - 31 Fifth Regular Meeting of the Executive Committee – San Jose, Costa Rica, July 29 to August 2, 1985 (English, Spanish, French and Portuguese)
 - 32 Third Regular Meeting of the Inter-American Board of Agriculture – Montevideo, Uruguay, October 21 to 25, 1985 (English, Spanish, French and Portuguese)
 - 33 Sixth Regular Meeting of the Executive Committee – San Jose, Costa Rica, July 13 – 17, 1986 (English, Spanish, French and Portuguese)
 - 34 Third Special Meeting of the Inter-American Board of Agriculture – Mexico, D.F., Mexico, October 27-30, 1986 (English, Spanish, French and Portuguese)
 - 35 1987-1991 Medium Term Plan (1986 – English, Spanish, French and Portuguese)

36. **Seventh Regular Meeting of the Executive Committee – San Jose, Costa Rica, 15-19 June 1987**
(English, Spanish, French and Portuguese)
37. **Program II: Technology Generation and Transfer.**
(English, Spanish, French and Portuguese)
38. **Program I: Agricultural Policy Analysis and Planning.**
(English, Spanish, French and Portuguese)

Available publications may be ordered from:

**Dirección por la Coordinación de
Asuntos Institucionales
Oficina Central del IICA
Apartado 55 – 2200 Coronado
San José, Costa Rica**

This document was edited and published by the Office of Coordination of Institutional Affairs of the Inter-American Institute for Cooperation on Agriculture. Members of this Office and of IICA's Print Shop participated in preparing it. Printing was completed in August 1987, with a press run of 400 copies.



INTER-AMERICAN INSTITUTE FOR COOPERATION ON AGRICULTURE

The Institute is an agency of the inter-American system, specialized in agriculture. It was created by the Governments of the Americas for the purpose of encouraging, promoting and supporting the efforts of the Member States to attain agricultural development and well-being for their rural populations. Originally called the Inter-American Institute of Agricultural Sciences, IICA was founded on October 7, 1942. It was reorganized and given its present name in a Convention that was opened to the signature of the American States on March 6, 1979 and went into effect in December, 1980.

IICA's member countries are: Argentina, Barbados, Bolivia, Brazil, Canada, Chile, Colombia, Costa Rica, Dominica, Dominican Republic, Ecuador, El Salvador, Grenada, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, Saint Lucia, Suriname, Trinidad and Tobago, United States, Uruguay and Venezuela.

Observer countries: Austria, Belgium, Egypt, France, Germany, Israel, Italy, Japan, Korea, Netherlands, Portugal, Spain.

The address of IICA Headquarters is: Apartado Postal 55 – 2200 Coronado, San Jose, Costa Rica; Cable: IICASANJOSE; Telex: 2144 IICA; Telephone: 29-02-22.



