



PROGRAM IV  
MARKETING AND  
AGROINDUSTRY

Guidelines for Cooperation

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## CONTENTS

	Page
INTRODUCTION	
I. GUIDELINES CONTAINED IN THE 1987-1991 MEDIUM TERM PLAN	1
II. PROBLEMS OF MARKETING AND AGROINDUSTRY IN LATIN AMERICA AND THE CARIBBEAN	5
III. OBJECTIVES OF THE PROGRAM	7
IV AREAS OF CONCENTRATION AND PLANS FOR ACTION	8
V. PROGRAM STRATEGY	11
VI. OPERATIONAL CRITERIA AND COOPERATION INSTRUMENTS	20
VII. HUMAN AND FINANCIAL RESOURCES	32



## INTRODUCTION

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

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

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

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

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

Martin E. Piñeiro  
Director General

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

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

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

### 1.1 General Objectives

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

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

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

## 1.2 General Strategy

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

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



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

### 1.3 Operating Principles of the Programs

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

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

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

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

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

## II. PROBLEMS OF MARKETING AND AGROINDUSTRY IN LATIN AMERICA AND THE CARIBBEAN

As urbanization grows, the problems of moving ever greater volumes of farm products to cities, and within the cities themselves, become increasingly complicated. Food must reach the consumer in minimal time and in good condition. To achieve this end, a truly effective combination of strategy, organization, and investment is required. This problem area has been and continues to be a major source of obstacles to domestic marketing, having a negative effect on farmer income. Many national and international technical cooperation efforts have been exerted towards solving this problem. Recently, however, the growing importance of intraregional and international trade has added a new dimension to the problems which must be solved if the agricultural sector is to participate fully in the social and economic development of the region. Some of these problems are of a technological nature and are related to the processing of commodities; others involve forms of organization necessary for gaining access to markets; still others involve the availability of appropriate information and the management of external marketing processes.

Within the above context, the following concerns are particularly important:

### 2.1 Inadequate information

Strategies adopted by the countries to solve marketing problems have almost always assigned a dominant role to the government, ranging from setting standards and regulations to actually participating in the handling of products and inputs for domestic and international markets. The government, in order to play this role, has invested in infrastructure which

was then managed by different public sector organizations. However, not enough attention has been paid to the development of national information systems, with connecting links to international systems, as a necessary complement to the physical infrastructure. Consequently, appropriate data are not available to support decision-making on production (such as planning the planting of crops for domestic and external markets); marketing in presently available outlets; opportunities for entering external markets; quality control and packaging regulations; support prices; international trade legislation and other issues. Market effectiveness is limited by organizational constraints, the lack of clear priorities for collecting and sorting data, inadequate analysis of data for generating useful reports, and an overall lack of strategies for timely dissemination of information, although the means for doing so are generally available.

## 2.2 Insufficient development of infrastructure for rural agroindustry

The governments should not work alone. Private sector projects need to be developed in rural areas, using a participatory organizational structure bringing together producers and other agents and an effective operating strategy for investment in rural infrastructure for post-harvest management of production and for processing farm goods. Although it seems paradoxical, most agroindustry is located in urban areas. This makes it impossible for agricultural production to have a value added at the point of origin and increases problems of rural poverty and rural-to-urban migration. The situation is heightened by agricultural financing policies, which are increasingly oriented towards working capital loans, and by industrial financing policies, which concentrate on urban centers.

### 2.3 Insufficient private-sector participation in developing international markets

Intraregional trade has been promoted as an important instrument for Latin American integration. Although it is not yet fully effective, various institutions provide ongoing support to the countries' efforts in this direction. In the field of international trade, international organizations are constantly working to improve relations among countries by means of international trade agreements and policies and through renewal of the flow of financial resources toward production and trade activities. More is needed, however, if the countries of the region are to participate more actively in international trade, thus generating foreign exchange and reactivating their economies. The public sector needs to play a more active role by enacting legislation and carrying out projects that encourage investments in joint ventures.

Latin American cooperation also provides a framework for sharing information on health standards, quality control regulations and legal restrictions that must be complied with by countries participating in trade. Such legislation should be subject to ongoing analysis and review in all countries to prevent it from acting as a barrier to trade.

### **III. OBJECTIVES OF THE PROGRAM**

The Marketing and Agroindustry Program is based on two fundamental characteristics of the present situation in the countries of Latin America and the Caribbean. The first is the growing complexity of marketing systems and the greater demand for processed foods, both of which derive from urbanization trends, and the resulting functional, spatial and temporal lags between production and consumption. The second factor is

the newly emerging importance of international agricultural trade in general, and of nontraditional products in particular, in response to needs for growth in the economies of the region. In recent years, opportunities for development have begun to open up in both international and intraregional markets. However, these opportunities can be tapped only if physical and institutional infrastructure is available, and this is not presently the case in all countries.

In this framework, the purpose of Program IV is to support the countries in their efforts to increase the efficiency of their marketing processes and improve the share of agricultural products in bilateral and multilateral international trade in the region and the world. This will be done by improving the design of trading channels and systems, increasing investments in rural agroindustry and promoting nontraditional agricultural exports.

#### **IV. AREAS OF CONCENTRATION AND PLANS FOR ACTION**

In relation to the above-mentioned problems, the Medium Term Plan has marked out the following areas of concentration and specific activities to be carried out during the 1987-1991 period:

- 4.1 Identification of marketing problems and development of solutions
  - a. Analyze with the countries the problems inherent in the marketing process; identify and analyze policies and projects that will help solve problems.
  - b. Train the technical staff of national institutions in organization of marketing, use

and dissemination of information, and preparation of marketing projects.

- c. Support national institutions in deciding what types of economic, regulatory and legal information should be generated and disseminated rapidly so they will serve as useful tools for decision making on production plans and domestic and international marketing.

#### 4.2 Promotion of rural agroindustry

It is important to promote strategies and policies for bringing industry into rural areas and increasing the value added to agricultural production. This would allow for a restructuring of the relations between industry and agriculture, and place emphasis on the processing of agricultural goods. The following actions will be carried out:

- a. Support the countries in setting up organizations to promote small and medium-sized enterprises to engage in rural agroindustry, domestic marketing of agricultural products and inputs and export.
- b. Promote and support the countries' efforts to develop institutional capabilities for the preparation of agroindustrial projects.

#### 4.3 Promotion of technical cooperation for intraregional trade and food security

- a. Cooperate in strengthening intraregional trade systems for agricultural products, following guidelines for economic cooperation laid down by specialized institutions working in the region.

- b. Encourage cooperation among countries and agencies in connection with the exchange of information to be used as a basis for decisions regarding the coordination of production and participation in intraregional markets. This involves a strategy of reciprocity in questions of food security and of coordinated participation in markets outside the region.
- c. Support the countries in promoting, implementing and evaluating organizational and institutional arrangements for exporting agricultural goods.

#### 4.4 Promoting nontraditional agricultural exports

It is important to work in the countries to promote relations between the public and private sectors for the production and export of agricultural products with a high value added. The following activities will be carried out:

- a. Encourage and support the organization of national and multinational programs for training producers and other groups interested in participating in agricultural export business.
- b. Encourage the organization of meetings and other events to bring individuals from countries of the region together with interested parties from potential importing countries, in order to enable the two groups to exchange experiences and develop technical and trade relations, leading to the establishment of joint venture projects.



- c. Support the countries in their efforts to develop capabilities for the generation and use of information on external market opportunities and conditions, for purposes of export planning.
- d. Support countries in their efforts to improve their subregional integration schemes, in regard to trade policies. 1/
- e. Provide technical cooperation in this field, specifically in relation to the agricultural negotiations carried out during the Uruguay Round of GATT. 1/

## V. PROGRAM STRATEGY

### 5.1 Conceptual framework for areas of concentration

The strategy for Program IV represents a response to the problems which have arisen in the area of trade and agroindustry, in the context of the political and economic situation of the Latin American and Caribbean countries. The 1987-1991 Medium Term Plan sets out IICA's institutional action in this regard, and was enriched by the discussions and recommendations of the Ninth Inter-American Conference of Ministers of Agriculture (ICMA), whose central theme was "Agricultural modernization, international trade and

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1/ Recommendation No. VIII, Ninth Inter-American Conference of Ministers of Agriculture.

price policy in the framework of regional integration and present international conditions." <sup>1/</sup> These recommendations were subsequently adopted in the form of Resolution No. 122 of the Fourth Regular Meeting of the Inter-American Board of Agriculture (IABA), held at the same time as the Conference.

In line with the above, the Program's action must be concentrated on those strategic areas which can lead to the consolidation of agriculture as the foundation for the social and economic recovery of member countries. This means that a systematic effort must be made to modernize and to improve the efficiency of the sector's production and distribution systems in order to allow for a greater influx of foreign exchange, an adequate domestic supply of food products and raw materials, an increase in jobs and in the income of the rural population, and the creation of surpluses, as required for the progress of the sector and of the economy in general.

a. **International trade in agricultural products and nontraditional agricultural exports**

This is a strategic area which is currently acquiring particular importance. The countries of Latin America and the Caribbean are being forced to restate their foreign trade policies, inasmuch as they are affected, on the one hand, by deteriorating

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<sup>1/</sup> See: IICA, *Reactivating Agriculture: A Strategy for Development*. San Jose, Costa Rica, 1987 and Report of the Fourth Regular Meeting of the Inter-American Board of Agriculture (IICA, Official Document Series No. 43, 1987).

terms of trade, altered patterns of consumption in the developed countries and increased protectionist practices and subsidies in these countries, and on the other hand, by the accumulation of exportable surpluses and the growing supply of substitutes for most of the traditional Latin American and Caribbean exports. Consequently, a more effective formula for entering international markets must be arrived at: exports and markets must be defended in the sphere of international negotiations, production must be diversified, the value added of exportable supplies must be increased, and imports must be rationalized.

**b. Regional and subregional integration in the sphere of agriculture**

As part of these actions, regional and subregional integration takes on new perspectives. To begin with, integration must no longer be considered only as a mechanism for supporting an industrial development based on the substitution of imported manufactured goods -the strategy followed in previous decades- but as an additional mechanism for reentry into the international market. Similarly, subregional integration must become a stronger and more comprehensive mechanism for complementary cooperation among countries. This is a process which goes beyond the simple trade exchanges of the past.

c. **Marketing and agroindustry: fostering integration between and within sectors**

The concept of integration may be seen not only as a new way to create links with the international and regional economies, but also as a thorough interaction between agriculture and other sectors such as industry and services. Indeed, modern agriculture is interdependent with industry and related services which supply it with capital goods and modern inputs, in the same manner as agroindustry depends on farming for its raw materials.

From this standpoint, agroindustry and marketing are essential links for intersectoral integration and basic elements of rural development. Within the agricultural sector, the elimination of the technological dualism which frequently exists between export agriculture and the domestic market entails the incorporation of poor farmers into the market economy and their participation in the technological change, a process which goes hand in hand with agricultural modernization and reactivation. Moreover, the so-called state-of-the-art technologies (e.g. biotechnology, genetic engineering, computer sciences) have brought the world to the threshold of a new revolution. As a result, this field has become a strategic area for vertical and horizontal cooperation among the member countries of IICA, and a good vehicle for facing the risks and taking advantage of the opportunities this revolution is creating. The effect on agroindustry and marketing is twofold. On the one hand, new materials,

packaging systems, and processing and preservation of products are revolutionizing agroindustry as well as marketing systems per se. On the other hand, traditional comparative advantages based on natural resources lose importance in the face of the competitive advantages of agroindustry and modern marketing methods, which incorporate the latest in technology, computer and communication sciences, as well as new systems of administrative and financial organization. This interdependence also applies to services, i.e., information services (regarding prices, markets, etc.), transport, financing and others.

d. **Specific policies and projects: reactivation tools**

Traditional policy tools have become severely limited in their effectiveness, inasmuch as traditional development models have lost their relevance and new conditions on the international economic scene, as well as the demands of social and economic development at home, call for changes to be made. In order to take advantage of the new opportunities and to minimize the threats posed by change, there must be a restatement of sectoral and macroeconomic policies, establishing the necessary conditions for the reactivation of agriculture in general and of agroindustry and marketing in particular. Likewise, it is important to identify specific projects within the Program for mobilizing technical and financial resources in order to capitalize and develop the agricultural sector and, through links to other sectors, of the economy as a whole.

## 5.2 Guidelines for Program action

In the context of the conceptual framework set forth above, and bearing in mind the close relationship between the new areas of action assigned in the Medium Term Plan (MTP) to Program IV (international trade, promotion of agricultural exports and of rural agroindustry) and the "problems to be solved" as described in the MTP, the following guidelines have been established for actions to be carried out under this Program:

### a. **Commercial, technological and financial information**

By virtue of the areas selected, the information in question deals with three fundamental aspects:

In the first place, there is commercial information, in the broad sense, which makes it possible to identify trade and investment opportunities in international and regional markets. In addition, there are new opportunities arising from agreements on restructuring of subregional integration schemes and from new initiatives in this field (e.g., agreements between Argentina, Brazil, and Uruguay), as well as the preferential trade systems (CBI, the Lomé Convention, GSP, and others). In the second place, there are information systems and cooperation networks for agroindustrial development and marketing which allow for the vertical and horizontal transfer of technology and, at the same time, provide complementary information on human resources, who, through technical cooperation, facilitate this transfer. Lastly, given the financial situation of most Latin American

and Caribbean countries, it is important to have information on local or extraregional sources which support technology transfer and contribute funds for the recovery of the sector.

b. **Infrastructure for promotion of agroindustry**

As an area of action, the marketing and supply system of agricultural inputs and products must be seen as a tool for the processing, preservation, and efficient distribution (from farmer to consumer) of such products, and the reduction of post-harvest loss. Independently of the local, national, or export markets intended as final destinations, the system includes the physical, institutional, and organizational infrastructure of production, processing, distribution, and consumption.

Within this context, the Program will concentrate on three pivotal aspects of agroindustry. The first is the development of rural agroindustry as a means of linking poor farmers with markets and modern technology, through associations and in the context of overall rural development. The second is the so-called agricultural industrial regeneration taking place in industries with marketing problems or problems of technological obsolescence (e.g., sugar cane, cacao), with a view to developing new products or making better use of by-products or waste materials, through the application and transfer of commercial technologies which have been tested and proven in different countries, either in Latin America and the Caribbean, or outside the region.

A third aspect is the development of products or processed raw materials with a high value added, to be sold on the international or regional markets, which will contribute towards the creation of a new exportable supply and which will be well-suited for technology transfer as well as for joint investment in trade or project development. The purpose of this latter point is to attract funds for production, reactivate the sector and improve the balance of payments.

c. **Private sector participation in marketing and agroindustry**

Because of the intrinsic nature of the subject areas of Program IV and the tax and budget limitations imposed on the public sector by the crisis, as well as the requirements of sectoral reactivation per se, it can be clearly seen that priority must be given to the strengthening of institutional ties and mutual support between public and private sector organizations. These symbiotic relationships occur in the development of foreign markets as well as in the improvement of internal marketing and agroindustry systems. Joint ventures are an example of the results of such complementarity; in addition to mobilizing funds and technology through the private sector, they can be effective instruments of modernization and reentry into international markets.



**d. Investment and marketing programs and projects**

In a situation of adaptation and modernization, the following are valuable elements in the restatement of sectoral agricultural policies: capitalization on the experiences of many countries, Latin American and Caribbean as well as extraregional, in connection with the management of policy instruments for domestic and foreign marketing; industrial regeneration; and promotion of rural agroindustry and of industry oriented toward diversification of export supply. Nevertheless, specific agroindustrial and marketing programs and projects which facilitate reactivation through the channeling of local and foreign funds and technology into the sector, are a necessary complement to such national and sectoral policies.

**e. Institutional development**

For the management of the abovementioned high-priority instruments, efficient institutional structures and mechanisms must be established which allow for early identification of solutions for structural and short-term problems affecting development and reactivation policies. This includes the necessary managerial capacity for implementing programs and projects favoring effective financial and technical brokerage so as to channel funds to the actual users, whether they be in the public or the private sector. The ultimate goal of institutional development is to join forces and make optimum use of scarce resources.

With these guidelines and the actions for which they provide, the Program should function as a mechanism for channeling information, know-how, technology and funds to reactivation and agricultural development programs and projects in member countries, in order to enable them to improve incomes, as well as the distribution of same, create jobs, improve nutrition, and enhance food security.

## **VI. OPERATIONAL CRITERIA AND COOPERATION INSTRUMENTS**

### **6.1 Institutional Environment of Program**

Strategy and guidelines having been defined, it is worthwhile to state the criteria for the selection of activities and instruments of technical cooperation that will make it possible to achieve the goals outlined in the Medium Term Plan and the mandates issued by the IABA.

Of the five existing programs, Marketing and Agroindustry is the smallest in terms of funding, but it is perhaps the most innovative, considered against the background of traditional IICA activity. Even though budgetary guidelines of the Medium Term Plan envisage its becoming the program with the greatest percentage growth during the 1987-1991 period, the funds assigned for that period will not exceed 12.0 percent of the total quota budget for programs. If to this is added the fact that the Program at present receives the smallest share of outside resources, it becomes clear that its size is a limitation and that certain operational actions must be undertaken in order to lessen the effect of this limitation.

Although the Medium Term Plan and the IABA resolutions strengthen the institutional action of IICA as a whole and project it towards the solution of the central problems of agricultural development, Program IV is the one that has undergone the greatest changes in matters of program priorities established for the duration of the Plan and, from this standpoint, it is also the most innovative. As has already been stated, in addition to the traditional subject area of domestic marketing, goals have been set in new areas such as international trade, agricultural exports, agroindustry, and regional and subregional integration. This is especially significant in an era characterized by the international trade crisis affecting agricultural products, the growing importance of nontraditional products, and a renewed emphasis on regional integration. However, because of the seriousness of the situation and in view of the new possibilities held out by agroindustry as a means of increasing the value added of farm production, it is essential to develop solid conceptual guidelines for government and private actions on behalf of agricultural diversification, whether they be for the short, medium, or long term. The objective is to facilitate agroindustrial development, protect traditional markets and access new markets, for nontraditional products, within and outside the region.

From the standpoint of institutional organization, in many countries, responsibility for dealing with these problems is distributed among several ministries or autonomous administrative units. This makes it difficult to contact spokesmen with decision-making power and thus complicates and delays the agreement and coordination necessary for establishing IICA technical cooperation actions. Likewise, the Program must seek operational and functional relations with various other international and regional organizations in the new fields of action. In the past,

IICA has had ties with these organizations, but they have been more of a formal nature, or have been only occasional.

This broadening of scope and the partial reorientation of Program IV explains, to a large extent, the high degree of concentration of national projects in its traditional area of action. It also justifies concentrating the proposed multinational projects precisely in the new subject areas set forth in the abovementioned institutional policy documents. For the same reason, the reorientation of the Multinational Agroenergy Project has been proposed. This project was launched in 1983 and, until recently, was the only multinational endeavor in the Program's subject area. Furthermore, these projects are meant to become instruments for fulfilling the budgetary guidelines of the current Medium Term Plan so that, by 1991, budgets of all programs financed with quota funds may be distributed among multinational and national projects in approximately aliquot shares. <sup>1/</sup>

## 6.2 Operational Criteria for Selection of Activities

In this framework, and taking into account the areas of concentration and the strategic guidelines discussed in the previous chapter, the following operational criteria may be set forth:

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<sup>1/</sup> Indeed, the Medium Term Plan envisions an increase from 17.5 percent to 25.3 percent of total quota funds for multinational projects between 1986 and 1991, in reference to the total budget of IICA (Medium Term Plan, p. 99). The 1987 budget for Program IV envisages a distribution of 31 and 69 percent, between national and multinational projects, in that order.

a. **Selectivity**

The broadness of the subject of marketing and agroindustry, in light of the limited availability of resources, requires that the Program's actions be highly selective and be oriented towards capitalizing on IICA's comparative advantages in its co-operation with the countries.

b. **Complementarity**

This criterion is the element linking the actions of the Program Directorate to: a) national projects in its field; b) projects of the other IICA Programs; and c) efforts of other specialized organizations. The object is to serve as a catalyst, bringing together and channeling the scarce technical and financial resources available for international cooperation.

c. **Multilaterality**

Program actions must be concentrated in those strategic areas which, because of their importance and because they are common to many countries of the region, can give rise to multinational projects encouraging horizontal cooperation and international transfer of financial and technical resources.

d. **Geographic balance**

Operationally, the Program should be so oriented that a reasonable geographic balance is maintained in the different subregions where member countries are located.

It should also aim at meeting the particular needs of relatively less developed countries.

### 6.3 Functions and Instruments of Cooperation

In accordance with the Medium Term Plan, the Program will use the following tools of technical cooperation: research and studies, training, technical and scientific brokerage, dissemination of information, and direct and short-term technical assistance. These instruments will serve as vehicles for cooperating with member countries in:

- a. analyzing and searching for solutions to problems of agroindustrial and commercial development in the national, regional, and international spheres;
- b. strengthening the organization and management of institutional systems, both national and regional, in the priority subject areas covered by the Program;
- c. promoting multilateral technical cooperation to facilitate the transfer of technology and integration among countries, and, in the working out of common problems, to endeavor to make optimum use of available human and financial resources;
- d. promoting, in the national sphere and in the priority subject areas of the Program, actions aimed at reactivating agricultural development and rural well being;
- e. promoting, in the field of its competence, the preparation and execution of national and regional preinvestment and investment

projects to mobilize local and outside resources for development projects.

The abovementioned technical cooperation functions and instruments will give rise to short-term actions and specific national and multinational projects, either already in existence, or which can be developed during the period of operation of the present 1987-1991 Medium Term Plan.

#### 6.4 Multinational Projects

To reach its objectives and carry out its activities, Program IV will implement national and multinational projects. Among the latter, the agroenergy project dates back to 1983; the rest are new, to be launched in 1988. A description of these follows:

##### a. **Agroenergy and agroindustrial regeneration**

This project is designed to facilitate the transfer and application of existing trade technology for such purposes as the manufacture of new sugarcane byproducts and the processing of agricultural products, byproducts, and waste materials to produce fuel or new products. It will be necessary, therefore, to make an inventory of existing technologies, seeking those characterized by innovation and commercial applicability. Horizontal cooperation will be the vehicle for the transfer of this technological know-how.

This particular area of concentration is called "Marketing and Agroindustry: Elements of intra- and inter-sectoral integration." Since the project is multinational in nature, it should be possible, in

the course of its implementation, to identify preinvestment options which could be widely applied throughout Latin America and the Caribbean. Communications will be made possible by the Appropriate Food Technology Network for Rural Agroindustrial Development (RETADAR). The project's activities will be carried out with the cooperation of such groups as the Secretariat of the Group of Latin American and Caribbean Sugar Exporting Countries (GEPLACEA), and the Secretariat of the Economic and Social Council of the OAS (Special Commission for Consultation and Negotiation-CECON); particularly with the group working on sugar policy.

In respect to subject areas, the project is linked to IICA Program II (Technology Generation and Transfer) and it is hoped that it will contribute significant inputs to Program I (Agricultural Policy Analysis and Planning), as well as to Program III (Organization and Management for Rural Development), in connection with sectoral policies for agroindustrial reactivation and rural development.

This project is presently in the implementation stage.

- b. **Promotion of rural agroindustry: Strengthening the Appropriate Food Technology Network for Rural Agroindustrial Development (RETADAR)**

This project is aimed at consolidating and strengthening the aforementioned technical



cooperation network as a vehicle for creating and maintaining contact with specialized national and international organizations. Technical and scientific capabilities would thereby be created, giving guidance to national institutions in their internal development and in the identification and implementation of agroindustrial projects, particularly as elements of rural development programs. This project, which began in January 1988, will have the cooperation of such organizations as the Food Technology Research Center (CITA) of the University of Costa Rica, the Ministry of Agriculture and Livestock of Costa Rica, the International Center for Tropical Agriculture (CIAT) in Colombia, the Latin American Center for Rural Development Technology (CELATER), cooperation from France, and from the International Development Research Centre (IDRC) in Canada. The subject area for these efforts will be "Promotion of Infrastructure for Agroindustrial Development." The project covers special marketing problems of this subsector, and its activities will deal with development of methods, case studies, training, horizontal cooperation, and the compiling of a portfolio of preinvestment projects.

- c. **Agroindustrial diversification: Identification of projects having potential export markets for Latin American and Caribbean countries**

The objective of the project is to identify markets or market niches for nontraditional agroindustrial products which might be exported to North America and which would

offer comparative advantages when produced in Latin American and Caribbean countries.

In addition, research will be done on technological production processes for the products identified and on systems and conditions for marketing them internationally. Likewise, new products and applicable industrial processes resulting from state-of-the-art technology will be researched. This project is being carried out in collaboration with Agriculture/Canada and the Canadian International Development Agency (CIDA). It falls within the area of International Agricultural Trade and Promotion of Nontraditional Agroexports and, to complement the abovementioned research, it aims to explore the possibilities of joint ventures for trade development projects.

These activities will be carried out in connection with national and regional financial and development organizations and with private-sector agencies belonging to the Latin American Association of Food Industries and Councils (ALICA).

As for the project's ties to other IICA programs, it is particularly related to Program II (Technology Generation and Transfer), as regards the transfer of marketing and industrial technology; to Program V (Animal Health and Plant Protection), in the area of plant protection and animal health requirements for import and export purposes, from source countries to destination.

The project is scheduled to last thirty months, beginning in March 1988. It is part of a global project in which IICA's five programs will participate along with the abovementioned Canadian organizations.

d. **Trade information services for the international marketing of agroindustrial products**

The objective of this project is to lend support to efforts to diversify international trade and promote nontraditional agroexports from Latin American and Caribbean countries.

This service is to be linked to the different IICA units, in particular, to the national Representations and, through them, to appropriate national organizations with the specialized services provided in this field by the Foreign Trade Information Service (SICE) of the OAS, which focuses primarily on the North American market. In its second phase, it will be tied in with the services of the Market News Service of the UNCTAD/GATT International Trade Center in Geneva which, because of its location, area of action, and main capabilities, covers the European Economic Community and Europe in general. Services are also to be provided on trade opportunities within Latin America, for use by SELA's Action Committee for Regional Food Security (CASAR) and the Latin American Association for Integration (ALADI). This information will be of particular value to Program I (Agricultural Policy Analysis and Planning)

in the field of foreign trade, and to Program V (Animal Health and Plant Protection), as regards trade legislation and regulations concerning plant protection and animal health. This information service will also be of direct benefit to CEPI (Center for Investment Projects), in its training and project preparation tasks, and to CIDIA (Inter-American Agricultural Documentation and Information Center).

Activities of the first phase will be launched in May or June of 1988; the project's minimum term of operation will coincide with the duration of the Medium Term Plan. On the subject area level, this operation responds to the specific guidelines of the Plan on the lack of adequate information to support export diversification systems and foreign trade expansion.

The following multinational projects were prepared in compliance with ICMA's Recommendation No. VIII, concerning support for regional integration and multilateral trade negotiations of the Uruguay Round of the General Agreement on Tariffs and Trade (GATT), which, for the first time in the history of GATT, included such topics as agricultural policy and trade in general, and tropical commodities in particular.

**e. Multilateral trade negotiations in the area of agriculture**

This project is designed to follow up on the agreements and negotiations resulting from the Uruguay Round of the GATT talks. The purpose is to keep national agricultural organizations informed on these matters, evaluate the implications of these

agreements for the preparation of sectoral development and reactivation policies, and provide basic information on those implications to the "negotiating teams" of any Latin American or Caribbean country which might require it.

In the area of its specialization, the Program will collaborate in particular with the Economic Commission for Latin America and the Caribbean (ECLAC) and with the Secretariat of the Latin American Economic System (SELA), whose primary interests center on other subjects of negotiation, such as those concerning services, intellectual property rights, and treatment of foreign investment.

The most obvious link this project will have is with Program I (Agricultural Policy Analysis and Planning), even though indirectly it will provide input for Program II (Technology Generation and Transfer) in matters falling within its sphere of competence (technology transfer and intellectual property rights). The basic relationship with Program V (Animal Health and Plant Protection) will be maintained as concerns plant protection and animal health requirements as nontariff barriers to international trade. This project is in the agreement and preparation stage; its launching is scheduled for the second semester of 1988.

f. **Technical cooperation with subregional integration organizations and institutions**

As mentioned above, this project responds to ICMA Recommendation No. VIII, titled

Support for Regional Integration and Trade Negotiations, as well as to the Medium Term Plan guideline instructing IICA to cooperate with regional and subregional integration movements in each of the five Programs' fields of competence. As for Program IV, progress has been made in defining cooperation activities in support of integration agreements between Argentina, Brazil, and Uruguay. Actions corresponding to the Andean, Central, and Caribbean areas are in the agreement and preparation stage; all this takes place under agreements and resolutions adopted by member countries with a view to reviving these subregional integration movements. For these reasons, the corresponding profiles of the cooperation to be offered by IICA are in the agreement and preparation stage; it is expected that these projects, with their various components, will go into operation in 1988 and 1989.

## VII. HUMAN AND FINANCIAL RESOURCES

In addition to the six hemisphere-wide projects mentioned above, two of which are in operation and four in the agreement and preparation stage, during 1988 Program IV will implement a total of 15 national projects in 13 countries included within IICA's four areas of operation. In addition, other projects are in the agreement or preparation stage in Argentina, Colombia, Costa Rica, Honduras, Nicaragua, and Panama. These projects are carried out by an international professional staff of 15 individuals whose names and duty stations are listed in Table 1.

Table 2 lists all Program IV projects and shows budget funds assigned to them during each year of the 1988-1989 biennium, classified by country and by IICA operational region. For this period, Program projects will have a total budget of US\$3.5 million, about 70 percent of which is provided by quota resources, with the remaining 30 percent (US\$1.1 million) coming from outside funds.

From another standpoint, during this biennium, 34 percent (approximately US\$1.2 million) of all funds (quota plus external resources) are assigned to hemisphere-wide projects and 66 percent to national projects. In this same two-year period, the quota funds assigned to national projects represent 69.8 percent of the total, while only 29.0 percent of anticipated outside funds will go to projects in this category. This breakdown for the biennium by source of funds, IICA area of operations and type of project is given in Table 3.

TABLE 1  
INTERNATIONAL PROFESSIONAL PERSONNEL

LAST NAME	FIRST NAME	PROFESSION	POSITION AT IICA	DUTY STATION
Alonso	Carlos	Agronomist	Agricultural Marketing Specialist	Venezuela
Bazán	Rufo	Ph.D, Soil Services	Agroenergy Project Chief	Brazil
Boucher	François	M. S., Business Administration	Agroindustry Specialist	Headquarters
La Gra	Jerry	M. S., Agricultural Economics	Marketing Specialist	St. Lucia
Lizarazo	Luis	Licentiate, Economics	Marketing Specialist	Nicaragua
Mendoza	Gilberto	M. S., Economics	Marketing Specialist	Chile
Padilla	Arturo	Ph.D., Economics	Marketing and Agroindustry Specialist	Guatemala
Pando	José Luis	M. S., Agricultural Economics	Marketing Specialist	Paraguay
Peinado	Marcelo	Ph.D., Agricultural Economics	Agricultural Credit Planning Specialist	Honduras
Planella	Isidro	M. S., Food Technology	Agroindustry Specialist	Colombia
Quirós	Rodolfo	Ph.D., Agricultural Economics	Director, Program IV	Headquarters
Ramos	Francisco	Licentiate, Economics	Marketing Specialist	Peru
Salazar	Rafael E.	Ph.D., Agricultural Economics	Agricultural Marketing and Agroindustry Specialist	Trinidad and Tobago
Torres	Hugo	Ph.D., Agricultural Economics	Agricultural Marketing Specialist	Mexico
Vilas	Andrés	Ph.D., Agricultural Economics	Agricultural Marketing and Agroindustry Specialist	Uruguay



TABLE 2  
LIST OF PROGRAM IV PROJECT COSTS  
(THOUSANDS OF US\$)

PROJECT TITLE	1988			1989		
	QUOTA	EXTERNAL	TOTAL	QUOTA	EXTERNAL	TOTAL
<u>1. Program Directorate Projects</u>	<u>193.6</u>	<u>174.5</u>	<u>368.1</u>	<u>197.5</u>	<u>287.4</u>	<u>484.9</u>
-Conducting and promoting Program IV projects	136.9	10.8	147.7	138.0	-	138.0
-Promoting rural agroindustry: Strengthening the appropriate food technology network for rural agroindustrial development (RETADAR)	28.3	-	28.3	29.7	-	29.7
-Diversifying agroindustry: Identification of projects with potential export markets for Latin American and Caribbean countries	17.9	163.7	181.6	18.8	287.4	306.2
-Trade information service for expanding intraregional and international trade in agricultural and agroindustrial products	10.5	-	10.5	11.0	-	11.0
-Multilateral trade negotiations in the area of agriculture <sup>1/</sup>	-	-	-	-	-	-
<u>2. Multinational Projects Assigned to Program Directorate</u>	<u>168.6</u>	<u>-</u>	<u>168.6</u>	<u>169.0</u>	<u>-</u>	<u>169.0</u>
-Agroenergy and agroindustrial generation	95.0	-	95.0	91.7	-	91.7
-Technical cooperation with subregional integration organizations and institutions	73.6	-	73.6	77.3	-	77.3

<sup>1/</sup> In the agreement stage

(Continuation Table 2)

LIST OF PROGRAM IV PROJECT COSTS  
(THOUSANDS OF US\$)

PROJECT TITLE	1988			1989		
	QUOTA	EXTERNAL	TOTAL	QUOTA	EXTERNAL	TOTAL
<b>3. Country Projects</b>	<u>844.8</u>	<u>532.1</u>	<u>1376.9</u>	<u>837.7</u>	<u>156.4</u>	<u>994.1</u>
<b>AREA 1 CENTRAL</b>	<u>240.6</u>	-	<u>240.6</u>	<u>252.4</u>	-	<u>252.4</u>
Mexico Support to SARH General Directorate of International Affairs in Formulation and Implementation of International Agricultural Trade Policy	88.5	-	88.5	92.9	-	92.9
Nicaragua Support to MICOIN in Setting Up the National Training Program for the International Trade Sector	71.7	-	71.7	75.1	-	75.1
Panama Institutional Strengthening of MIDA in Agroindustry and Marketing	80.4	-	80.4	84.4	-	84.4
<b>AREA 2 CARIBBEAN</b>	<u>98.6</u>	-	<u>98.6</u>	<u>103.5</u>	-	<u>103.5</u>
Barbados Improvement of Food Marketing System	6.1	-	6.1	6.4	-	6.4
Trinidad & Tobago Support to the Ministry of Food Production, Marine Exploitation, Forestry and the Environment for Improvement of Food Marketing	92.5	-	92.5	97.1	-	97.1

(Continuation Table 2)

LIST OF PROGRAM IV PROJECT COSTS  
(THOUSANDS OF US\$)

PROJECT TITLE	1988			1989		
	QUOTA	EXTERNAL	TOTAL	QUOTA	EXTERNAL	TOTAL
AREA 3 ANDEAN	<u>266.8</u>	<u>131.0</u>	<u>397.8</u>	<u>211.7</u>	<u>110.0</u>	<u>321.7</u>
Bolivia Assistance to MNCA in the Design and Operation of Agricultural Marketing Systems	90.3	-	90.3	95.9	-	95.9
Colombia Support to Integrated Rural Development Program-Food and Nutrition Plan (DRI-PAN) in the Marketing Component	-	110.0	110.0	-	110.0	110.0
Peru Support to Ministry of Agriculture in Marketing Systems, Market Prices, and Quality Control Standards	110.3	-	110.3	115.8	-	115.8
Venezuela Support to FCA in Operational Planning and in Setting Up the National Credit Program for Agricultural Marketing and Agroindustrial Development	66.2	21.0	87.2	-	-	-
AREA 4 SOUTHERN	<u>238.8</u>	<u>401.1</u>	<u>639.9</u>	<u>270.1</u>	<u>46.4</u>	<u>316.5</u>
Argentina Institutional Strengthening of Computer Systems of the National Meat and Grain Boards	45.1	356.9	402.0	44.5	-	44.5
Argentina Support to Regional Integration	8.1	-	8.1	9.8	-	9.8

(Continuation Table 2)

LIST OF PROGRAM IV PROJECT COSTS  
(THOUSANDS OF US\$)

PROJECT TITLE	1988			1989		
	QUOTA	EXTERNAL	TOTAL	QUOTA	EXTERNAL	TOTAL
Brazil Support to Marketing Integration	67.3	-	67.3	89.6	-	89.6
Brazil Cooperation with Ministry of Agriculture Agroenergy Program	-	44.2	44.2	-	46.4	46.4
Chile Technical Cooperation for Improvement of Efforts Aimed at Improving Domestic Marketing and Upgrading Nontraditional Exports	42.3	-	42.3	46.4	-	46.4
Paraguay Strengthening the Institutional Marketing Subsystem	76.0	-	76.0	79.8	-	79.8
<b>TOTAL</b>	<b>1,207.0</b>	<b>706.6</b>	<b>1,913.6</b>	<b>1,204.2</b>	<b>443.8</b>	<b>1,648.0</b>

TABLE 3  
TOTAL FOR 1988-1989 BIENNIUM

PROJECT/AREA	QUOTAS		EXTERNAL		TOTAL	
	US\$	%	US\$	%	US\$	%
HEMISPHERE-WIDE	728.7	30.2	461.9	40.2	1,190.6	33.4
Percentage		<u>61.2</u>		<u>38.8</u>		<u>100.0</u>
NATIONAL	1,682.5	69.8	688.5	59.8	2,371.0	66.6
Percentage		<u>71.0</u>		<u>29.0</u>		<u>100.0</u>
CENTRAL AREA	493.0	20.4	-	-	493.0	13.8
Percentage		<u>100.0</u>		<u>0.0</u>		<u>100.0</u>
CARIBBEAN AREA	202.1	8.4	-	-	202.1	5.7
Percentage		<u>100.0</u>		<u>0.0</u>		<u>100.0</u>
ANDEAN AREA	478.5	19.8	241.0	20.9	719.5	20.2
Percentage		66.5		33.5		100.0
SOUTHERN AREA	508.9	21.2	447.5	38.9	956.4	26.9
Percentage		<u>53.2</u>		<u>46.8</u>		<u>100.0</u>
TOTAL	2,411.2	100.0	1,150.4	100.0	3,561.6	100.0
Percentage		<u>67.7</u>		<u>32.3</u>		<u>100.0</u>



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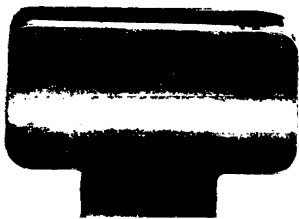
Program IV Marketing  
and Agriindustry:  
Autor  
Guidelines for cooperation

Título

Fecha  
Devolución

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