



ANNUAL REPORT 1996



INTER-AMERICAN INSTITUTE FOR COOPERATION ON AGRICULTURE

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M E S S A G E  
FROM THE DIRECTOR GENERAL



**I**ICA's 1996 Annual Report, which I have the honor to present, summarizes the most important actions carried out to attain the objectives of the 1994-1998 Medium Term Plan. The Institute has evolved and adapted to the changing times, and its vision of agriculture today centers on systemic agriculture, emphasizing its role as part of a global, integrated system that envisages human beings as the beginning, the means and the end of sustainable development. To this end, IICA has worked with great interest and enthusiasm to collaborate with the efforts of its member countries to modernize, diversify and add value to their production, conserve natural resources and improve the quality of life in rural areas.

The Appendices to the Annual Report describe in greater detail the results of IICA's technical cooperation at the hemispheric, regional and national levels, as well as its work with the organizations with which it maintains strategic alliances. The Appendices also include information on the Institute's human and financial



resources, legal instruments signed during the year and publications. The condensed report describes some of the advances made in the process to transform and modernize the Institute.

Since international trade is an issue in which the countries have manifested particular interest, we have included a leading article on the work IICA has carried out in this field. We hope that it will help to raise awareness of the strengths and weaknesses of our countries and their agriculture as they grapple with the challenges posed by an increasingly open and competitive market.

Mindful of the dramatic changes faced by our member countries in every field of national, regional and international endeavor as we approach the year 2000, we wish to share with you our vision of a more forward-looking and strategic IICA capable of creatively responding to urgent short-term needs as well as important long-term issues; a more decentralized IICA that forms part of an inter-American alliance addressing agri-food and rural issues; a great network with a hemispheric, corporate and systemic

vision; a more demand-oriented, flexible, streamlined and participatory IICA; an institution of excellence capable of supporting the efforts of the countries to satisfy their needs and realize their potential; an IICA firmly committed to the integration process in the Americas, to national development and the capitalization of human resources, all within a framework of sustainable social, political, economic and ecological development. We are fully convinced that, with the collaboration, unity and efforts of all, we will be able to attain our goals for sustainable development in our countries.



Carlos E. Aquino G.  
Director General



# F O R E W O R D

IICA, an organization undergoing change in order to better serve agriculture and the rural milieu

**D**uring its 54 years of institutional life, IICA's efforts have focused on promoting agricultural development and rural well-being in the countries of the Americas. To do so, it has had to adapt its cooperation actions to circumstances and conditions that have evolved over time, without losing sight of its principal objective, which is to improve the lot of farmers and their families and contribute to agricultural development in the countries of Latin America and the Caribbean.

As this century draws to a close, the most important challenge facing countries in the hemisphere is to be able to position themselves as active and competitive participants in the globalized economy. To support them in these efforts, and always bearing in mind the need to foster equity and promote sustainable development, IICA has focused its activities on the following broad thematic areas: socioeconomic policy, trade and investment; science and technology, natural resources and agricultural production; agricultural health; sustainable rural development; and integration and agribusiness development.

In order to meet the challenges posed by a constantly changing world scenario, in 1994 IICA embarked on a process of institutional transformation in order to maximize its potential in 34 member countries. By revamping its institutional practices, imple-





**These images illustrate some activities characteristic of primary agriculture, which continues to be the foundation of society in LAC. Rice cultivation by a cooperative (left), the processing of straw (above), vegetable production through rural women's mini-projects (right), and research on plant disease are some types of actions that receive IICA support.**



menting a new participatory management style, and developing new internal and external relations, the Institute now finds itself uniquely placed to serve as a forum to examine the key processes affecting the agricultural sector in the Americas.

The reorganization of the Institute had the following results in 1996: its five Regional Centers (Northern, Central, Caribbean, Andean and Southern) commenced operations, the Technical Cooperation Agencies (TCAs) were reorganized, and Headquarters was restructured to streamline the decision-making processes of its management units. A reflection of the changing times, this institutional transformation was carried out to expedite operations and make better use of the Institute's human and financial resources to the benefit of the member countries.

In 1996 IICA also undertook the daunting but extremely important task of establishing a hemisphere-wide technological platform, which will link all the Institute's operating units. This development, allied to IICA's presence on the WWW through



a home page managed at Headquarters, will open up new opportunities for providing greater technical cooperation and access to data bases, strengthening links with other regional and international organizations, and maximizing use of telecommunications and informatics technology. The address of IICA's web site is [www.iica.ac.cr](http://www.iica.ac.cr).

In the area of institutional relations, IICA continued to work on developing a "map" of its strategic alliances with a view to strengthening its technical and financial capabilities. The Institute also worked to strengthen its ties with the private sector, foster relations between the public and private sectors in the countries, and adopt a proactive policy toward universities in the hemisphere, particularly in Canada and the United States of America.





**Modernization of communications, a greater use of technology in agriculture, international trade, sanitary and phytosanitary measures, training and strategic alliances are indispensable for achieving a competitive position in the international economic scene. IICA supports its member countries in upgrading their expertise in these areas.**





# S O M E T H O U G H T S O N I N T E R N A T I O N A L T R A D E , A G R I C U L T U R E A N D T H E W O R K O F I I C A

## Introduction

**I**n January 1995, the World Trade Organization (WTO) commenced operations as an international intergovernmental organization and forum for multilateral trade negotiations among its 130 member countries. The WTO also monitors the implementation, administration and operation of multilateral trade agreements and ministerial decisions and declarations that constitute the 1994 General Agreement on Tariffs and Trade (GATT 94), which resulted from the Uruguay Round of GATT trade negotiations held between 1986 and 1994.

The WTO agreements, or GATT 94, are contained in a single legal text which is binding on all the member countries of the WTO and, therefore, the member countries of IICA. It is the paradigm for the subregional economic integration treaties in force and the free trade agreements already negotiated or under negotiation in the Americas, including the one to create the Free Trade Area of the Americas (FTAA) by the year 2005.

These agreements have already had a major impact on the development of the agricultural sector and will continue to do so in the future, as agriculture is included in their disciplines for the first time –and not only with respect to trade but also to internal development policies. Therefore, they affect the entire institutional framework associated with primary agricultural production and the agri-food system as a whole.

At the 1991 meeting of the Inter-American Board of Agriculture held in Ottawa, Canada, IICA was mandated to monitor the Uruguay Round of GATT. Subsequently, it was called upon to support its member countries in adjusting their agricultural and trade policies so as to enable them to meet their obligations under the multilateral agreements and others resulting from regional and subregional commitments related to agricultural development and trade. For these reasons, it is timely to use this new paradigm not so much for analyzing the multilateral accords and disciplines per se, but rather as the framework underpinning IICA's technical cooperation in 1996.

## Trade and Agricultural Policy

One might think that the WTO agreements have had little impact on developing or redirecting trade, since, prior to the entry into force of these agreements, most countries had already embarked on a process of trade liberalization, market deregulation and public policy reorientation, with market mechanisms being used to regulate economic activity. However, the same cannot be said for the application of the disciplines of the Agricultural Agreement and other important WTO agreements, especially as pertains the design of new agricultural policies and the instruments used for managing them.

This can be seen clearly in the following examples:

- The case of "access to the domestic market" or the process of converting all non-tariff measures applicable to agricultural products (discretionary licenses, minimum support prices, surcharges) into a bound customs tariff. This process of "tariffication" gave rise to the so-called tariff-rate quotas for products that are sensitive in trade terms. In addition, member countries are obliged to maintain, as a minimum, the traditional level of agricultural imports (current access) and guarantee and increase a "minimum access" to the domestic market for imported agricultural products in the future.

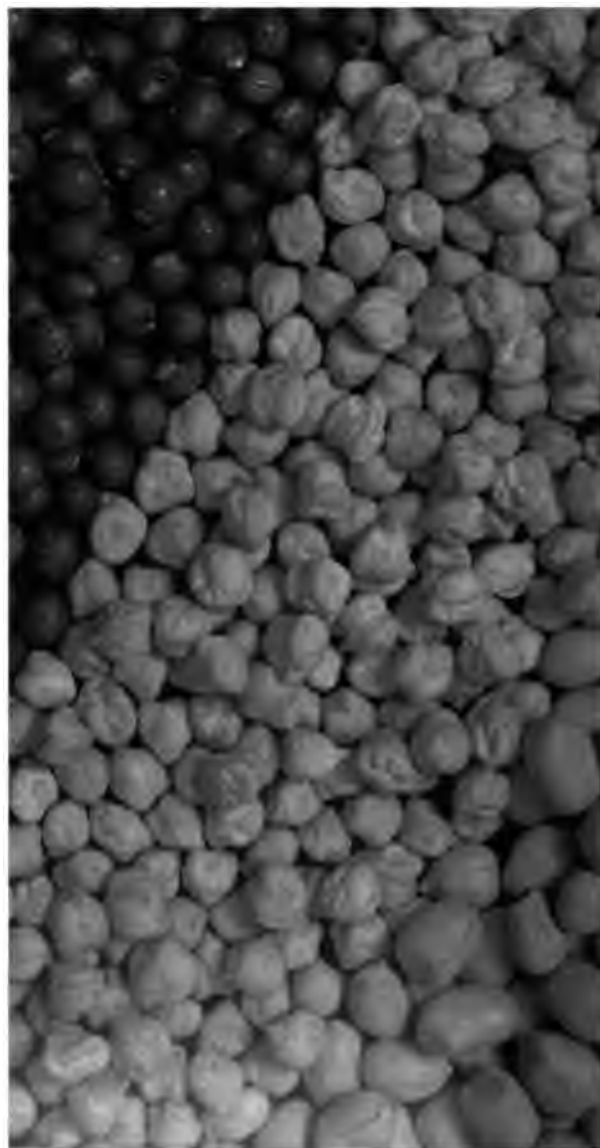
- The disciplines governing the correct and legitimate use of import licenses, safeguard clauses, antidumping measures and complementary duties, and those governing government purchases and even international food aid.

- The rules regulating domestic supply through restrictions on exports, or export subsidies, be they measures justified as an income support mechanism or to strengthen competitiveness.

- The standards of conduct for the domestic aspect of agricultural and rural development. Thus, the so-called "red box" of measures prohibited or subject to appeal includes support prices and the fixing of consumer prices by the state and, in general, all other measures that directly affect the prices of products (regardless of their origin) or that distort trade flows.

- So-called "green box" policies that do not distort prices or trade flows and thus are permitted. These include physical infrastructure and marketing, widely available public services (e.g., agricultural research and extension for production and marketing, and agricultural health services), and may also include rural development and environmental improvement programs.

**IICA is committed to collaborating with its Member States in their efforts to bring their agricultural and trade policies into line with international and multilateral agreements.**





All these common rules fostering greater trade opening, increased market orientation and declining dependence on state intervention mark a major shift in agricultural policies targeting domestic consumption, which used to be implemented in a highly protected environment characterized by considerable state intervention and dependence. Indeed, this is perhaps why these new rules have not been widely disseminated (few producers, agribusiness leaders and officials of the agri-food public sector are familiar with them). Therefore, IICA has been called on to provide assistance in this field to public and private organizations of the agri-food sector in a score of member countries, through many activities of dissemination, training and direct technical assistance in connection with agricultural and rural development policies, as well as in establishing specialized units equipped to negotiate and administer ancillary and free trade agreements related to agriculture.

### **Sanitary and Phytosanitary Measures**

Another important and necessary complement to the WTO Agricultural Agreement is the agreement for application of sanitary and phytosanitary measures, which addresses food safety, animal health, and plant preservation. It recognizes the right of governments to introduce measures considered necessary to protect the health and life of human beings and animals or to preserve plants, provided that such measures are non-discriminatory and based on verifiable scientific principles; establish equivalencies with similar measures adopted by other member countries; and are based on or are consistent with norms issued by competent international organizations, such as the Codex Alimentarius, the International Office of Epizootics (OIE) or

the International Plant Protection Convention (IPPC).

In order to ensure transparency in the application of these measures, they must be published, indexed to the Harmonized Tariff System, include a risk assessment, and include a focal point in each country where national citizens or foreigners can obtain full and accurate information on said regulations.

When the WTO sanitary rules entered into force on January 1, 1997, many of the countries were not in a position to fully comply with their commitments, due to the inadequate institutional sophistication, physical infrastructure or technical sophistication of their agricultural health services.

Over the years, IICA has provided technical assistance in this field, working closely with specialized subregional organizations such as NAPPO, OIRSA and COSAVE. In this context, the Institute is being asked again by many of its member countries to collaborate in strengthening their agricultural health services so they can both meet their international commitments and foster agricultural development and trade, while at the same time ensuring a reasonable level of protection against the risk of pests and diseases.

### Intellectual Property Rights (IPR)

No less important than the above rules are the provisions contained in the Agreement on Trade-Related Aspects of Intellectual Property Rights, derived from the Uruguay Round, and which are binding on WTO member countries. These reflect the growing importance, in economic and trade terms, of technological innovation associated with services, capital goods (including natural resources) and industrial processes, and which therefore affect technology generation and transfer related to agricultural activity.

Unlike the technologies of the Green Revolution, which, generally speaking, were "open" or of the public domain, the emerging technological paradigm, closely associated with biotechnology, permits private appropriation of biological technologies and information, hitherto regarded as public property. In this regard, this latest international agreement extends the protection of intellectual property to new areas that are important for agricultural development. A case in point is the protection of microorganisms and the productive processes based thereon, in addition to the traditional patenting of pharmaceutical products, agrochemicals and processes germane to the food industry. Current rules establish the need to protect plant breeders' rights (PBR) by incorporating into the text of the Convention of the International Union for the Protection of New Varieties of Plants (UPOV) the possibility of patents or a *sui generis* PBR system. Although the patenting of other living beings in their natural state is still not permitted, patenting is accepted in the case of plants and animals that have been modified using biotechnology and genetic engineering. The International Convention on Biological Diversity, on the other hand, establishes that states have sovereign rights over their genetic resources. It also calls on states to facilitate access to technologies, even those protected by IPR, promote efforts to foster biotechnology and develop cooperation links. All this has important ramifications for agricultural research in general and for the genetic improvement of plants and animals in particular.

The issue of intellectual property rights in the field of technological innovation is a new activity for IICA, and should be incorporated, with the agreement of the countries, into the cooperative research programs known as the PROCIs.

## The Work of IICA

IICA, in its capacity as an international organization for agricultural cooperation, is convinced that its work to promote the sustainable development of agriculture and the rural milieu should be linked to an innovative institutional framework for the public and private sectors of the countries. It also aims to make the distinction between public and private sector activities a thing of the past inasmuch as the present challenges involved in achieving sustainable agricultural development call for integrated and coordinated actions.

Integrated action of this kind requires timely access to up-to-date information that makes it possible to detect seasonal variations in trade flows and thus identify new opportunities in domestic and world markets, strengthen the negotiating position of economic agents of the agrifood sector, secure support from political decision-making bodies and special interest groups, gear production to changes in demand, generate and adapt technologies that are key to productivity and competitiveness and, lastly, identify investment projects of strategic importance for agricultural development in both the public and business sectors.

## Conclusion

We must bear in mind that the activities mentioned above are carried out in a setting characterized by rapid change, great uncertainty and growing interdependence. Accordingly, IICA is working with national organizations to develop national and inter-American networks that will facilitate maximum use of information and communications. Moreover, it is of key importance for IICA to step up its collaborative efforts with the countries to upgrade human resources in order to substantially raise

the educational and training levels of the economic agents participating in productive processes, be it in the public or private domains.

Organizations need to be more streamlined and less bureaucratic, using the latest systems, methods and operating procedures, along with suitable personnel. They should be committed to the new values and equipped with the skills needed to support the processes and services involved in transforming production, trade and institutions in the public and private sectors, at the national and international levels.

This in turn calls for a new definition and development of effective, participatory institutional frameworks, in order to integrate the efforts of the public and private sectors in a dynamic, synergetic fashion. This will require the establishment of strategic and tactical alliances that make it possible to address the challenges of development and optimize the opportunities created by the present climate of interdependence at the national, regional and international levels of the new economic order within which agriculture carries out its activities and contributes to attaining rural well-being.



**This photograph illustrates an IICA project in Ecuador to improve the marketing of maize by an enterprise of associated small farmers. Actions such as these are supported by the Institute in all of its member countries, and reflect the priority needs set forth by agricultural authorities.**



## HEMISPHERIC, REGIONAL AND NATIONAL ACTION

**I**n 1996, IICA continued to offer a wide range of technical cooperation services to its 34 member countries. This section describes some of the most important results achieved. Detailed information on IICA's actions at the national, regional and hemispheric levels, and on its structure and resources, is to be found in the Appendices.

At the hemispheric level, the Institute made progress in promoting a renewed vision of agriculture and the rural milieu, the primary objective of which is to achieve sustainable development through a systemic approach to agriculture that takes into account sociopolitical and geographic scenarios as well as production and trade chains. As a strategy, this approach seeks to bring about transformations in production, trade, institutions and, in particular, in the people working for agriculture.

The Institute also played an active role in analyzing and designing international agendas for trade and agricultural health, technological development and natural resources. It continued to support the creation of national networks and a hemispheric network for information exchange, the focus of the first stage of which is trade flows and agricultural prices. IICA also supported reciprocal cooperation in addressing sustainable rural development, agricultural research and technology transfer, and small-scale agroindustry.

Actions were taken to support and coordinate the operations of Headquarters with those of the Regional Centers, based on the priorities and needs identified at the sub-regional and national levels, through a model of focused action and decentralized operations. IICA also conducted a number of important activities at the subregional level, such as promoting integrated services for small-scale hillside farmers in Central America. Through its regional programs, it continued to foster coffee research and collaborated in improving the production and marketing of tropical fruits in several sub-regions. IICA also addressed national policies and strategies for rural sustainable development, the strengthening of efforts to modernize and diversify production, and the modernization of agribusiness management by small farmers, as well as projects targeting rural youth, sustainable rural development, water resources, biotechnology, plant genetic resources and research networks.

During the course of the year, IICA worked systematically to readdress the issue of education and strengthen links with schools of agronomy and research centers as well as vocational agricultural institutions. The Institute promoted the development of communications, the dissemination of information and the marketing of the image of agriculture in the Americas through printed materials, videos, the press, Internet and radio and television programs. Considerable progress was made in strengthening links with the private sector; fostering relations between the public and private sectors in the countries; and forging closer ties with the international cooperative movement.

The technical cooperation actions that IICA executes in its 34 member countries are carried out through its Andean, Caribbean, Central, Northern and Southern Regional Centers.



**In addition to its activities in the field, IICA promotes and organizes fora, seminars and meetings with different actors of the agricultural sector, in order to provide them with an opportunity for sharing, studying and evaluating common problems and increasing their participation in the decision-making process.**

## CENTRAL REGIONAL CENTER

**I**n this Regional Center, the focus of IICA's technical cooperation was to support Central American trade integration, to contribute to the development of information services on bananas and plantains, and to modernize coffee production and agricultural health services. It also fostered sustainable agricultural production on hillsides, development in border areas, rural poverty alleviation, and the analysis of the outlook for agriculture. An action strategy was implemented to articulate the Institute's cooperation efforts with the real needs of the agricultural sector and to effectively link IICA's technical capabilities with the decision-making and executive capabilities of the ministries of agriculture and the Central American Council for Agriculture (CAC).

### B E L I Z E

The Institute contributed to strengthening the Ministry of Agriculture and Fisheries and provided advisory assistance in drawing up a project for modernizing the country's animal and plant health services.

### C O S T A R I C A

The TCA provided assistance to the MAG in developing an agricultural technology innovation and transfer system, restructuring the technology information system, and organizing a national meeting to identify strategies for effecting change in the agricultural sector. IICA also contributed to the establishment of the National Advisory Council on Agricultural Production Systems (CCNSA) and relations were strengthened with the National Agricultural

Research and Technology Transfer Commission (CONITTA).

### E L S A L V A D O R

Technical support was provided to the MAG in conducting studies on credit, agroindustry, trade negotiations and tariff reduction. Under the project Rural Growth with Equity (CRECER), a paper was written on trade policy and the WTO, and a study was con-

ducted to determine the impact of fiscal policy on the rural sector. Also, support was provided to development efforts in areas affected by the armed conflict in the department of Chalatenango, through training for technical personnel and farmers on the subjects of integrated forest and watershed management, gender in development, soil conservation and agribusiness management, among other topics.

### G U A T E M A L A

As part of the project Supporting the Process to Reactivate the Agricultural Sector, a national agricultural census was conducted, two regional planning units were created and the sectoral planning system was strengthened. In addition, six reforestation projects in different parts of the country received support and 22 irrigation boards were



set up, with their members receiving training in the administration, operation and maintenance of irrigation systems.

## H O N D U R A S

The Institute supported business management training activities for small-farmer

low farming productivity on hillsides; IICA worked with the Secretariat of Natural Resources (SRN) to organize the National Sustainable Rural Development Program; and contributed to monitoring implementation of the agricultural commodity exchange.

study abroad and six consultancies carried out to modernize agricultural health, information and farmer support services. IICA also held nine workshops that provided training for 245 technicians from the National Rural Development Program and its associated groups. In the area of trade, actions were taken to create a regional commodities exchange.



**Honduras: Visit to a parcel where maize and bean varieties are grown through the Central American sustainable hillside farming project.**

cooperatives through the formulation of nine technical documents and their respective training modules. Training also continued on ways to address problems of erosion, deforestation and

## N I C A R A G U A

A joint IICA/IDB/GTZ training and technical assistance project was implemented, with 30 officials receiving scholarships to

## P A N A M A

IICA signed an agreement with the UPEB under which it assumed responsibility for reactivating and further developing the Banana and Plantain Documentation and Information Service (SIDBAP). A strategic plan of action for agricultural sector development was prepared and agreed to with the Ministry of Agricultural Development (MIDA), then articulated with cooperation actions implemented with organizations of the public and private sectors and universities. Further progress was also made toward the signing of an agreement under which IICA will administer an agriculture sector modernization project funded by the IDB.■

## C A R I B B E A N   R E G I O N A L   C E N T E R

**T**he Institute worked to establish sustained cooperation among the countries of the Caribbean and Latin America. It also supported CARDI in implementing the Caribbean Cooperative Agricultural Research Program (PROCICARIBE) and executing a regional project to modernize the technological aspects of the banana industry. In addition, national committees were established for the CARIFRUIT network in Guyana, Suriname, Grenada, Jamaica and St. Kitts and Nevis, and cooperation was provided for an action plan to increase the effectiveness of the OECS Agricultural Diversification Programme. Furthermore, IICA cooperated with the surveillance phase of the regional program to eradicate the tropical bont tick *Amblyomma variegatum*.

### B A R B A D O S

IICA continued to contribute to efforts to control and eradicate the CAE virus in goats: an advisory committee was established, equipment needed to conduct laboratory tests was installed and a program to register goats throughout the country was launched. Support was provided to the 4-S Clubs movement by covering the costs of the visit of three representatives to the Dominican Republic to establish contacts with similar organizations; assistance was also provided in improving the financial base of the movement.

### D O M I N I C A N R E P U B L I C

Under the project Institutional Reform of the SEA and Decentralized Agencies, IICA collaborated with the new

authorities in designing a platform for its work. It also supported efforts to reactivate the National Agricultural Council and to reform the Agricultural Bank. Several specific proposals were prepared for strengthening sustainable agricultural development in different parts of the country.



### G U Y A N A

Subprojects were prepared to strengthen sustainable rural development activities in four indigenous communities; pro-

ject profiles were formulated for nine communities in Region 2; and another community was selected for initiating the production of Liberica coffee. The First International Symposium on New World Trypanosomes was held and further actions were taken in support of tropical fruit crop development.

### H A I T I

Under the project Technology, Organization and Credit for Small Farmers, various organized groups received pesticides as well as bean, tomato, onion, carrot and cabbage seed, and health and family planning training was provided in eight communities. Through the project Technology Transfer for Coffee-Based Cropping Systems for Small Farmers, nurseries were established for coffee, citrus fruits and plan-



tains, and new informational materials and radio programs were produced.

## J A M A I C A

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Within the framework of the project Technology Validation and Transfer and Soil Conservation in the Morant and Yakkahs Watersheds, 60 technical personnel and 20 small farmers received training in sustainable plant and livestock production techniques; soil conservation practices using living and other barriers were also introduced. A seminar was held on the post-harvest handling of dasheen, small farmers received assistance in dasheen production and two experimental plots were established.

## ORGANIZATION OF EASTERN CARIBBEAN STATES (O E C S)

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Agricultural health services received support in efforts to facilitate production and trade. Work was carried out with organizations in the subregion to control pesticide use and improve natural resources management; customs staff received training in plant quarantine procedures and small farmers in integrated pest management. The manage-

ment capabilities of 15 farmers' organizations were upgraded, technology was introduced to improve irrigation, and technical assistance was provided to rural groups for non-traditional agriculture.

## S U R I N A M E

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In this country, further training efforts were held on the organization of small rural groups, improved cropping methods and the training of group leaders. Techniques to improve the quality of livestock were promoted and, in the area of agricultural health, a course was given on pesticide handling, as were several workshops on data collection systems. An international meeting

was held to launch a regional program to control the carambola fruit fly.

## T R I N I D A D A N D T O B A G O

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Rural development was fostered through work to strengthen selected organizations and farmers' groups; collaboration was provided to youth groups and dairy farmers; women received training in the preparation and preservation of marmalade and other foods; and information was disseminated. Support was also provided in conducting a survey for the fisheries subsector of Tobago. ■





**Agriculture in the hemisphere still embraces the greatest of extremes: subsistence farms coexist beside large modern enterprises, total isolation occurs in countries with state-of-the-art communications systems. IICA collaborates with its Member States in promoting sustainable development, modernizing their economies, improving competitiveness, and reducing poverty in rural areas.**



## A N D E A N   R E G I O N A L   C E N T E R

**T**he Regional Directorate prepared strategic guidelines for the formulation and execution of actions of common interest to the region, with a view to promoting integration among the countries and strengthening IICA's cooperation actions. An important technical support activity was the organization of the First Andean Forum on Agricultural Health in La Paz, Bolivia. Execution of several regional projects continued in 1996, including the Cooperative Agricultural Research and Technology Transfer Program for the Andean Subregion (PROCIANDINO), the Andean project for the modernization of agricultural health services to support trade and integration, and the Regional Program to Support South American Camelid Development.

### B O L I V I A

IICA supported the establishment of the Cabinet for Technical Support to the National Secretariat of Agriculture and Livestock, which was created to improve management of the Secretariat. Further technical assistance and training was provided to agricultural development projects in the south of Chuquisaca, in the Department of Santa Cruz and in the Cotagaita-San Juan del Oro area.

### C O L O M B I A

At the request of the respective growers' associations, the sustainable agriculture program for cotton initiated with the MADR was extended to cover other agricultural products. Numerous documents, pamphlets and videos were pro-

duced on the topic of zero or reduced tillage. Under an agreement between the IBRD, the MADR and IICA, an innovative agrarian reform program was launched to promote implementation of regional production projects and fully involve users in negotiations for state-subsidized land acquisition.

### E C U A D O R

Several technology transfer programs were executed for the direct beneficiaries of the flood control project for the Lower Guayas River Basin. IICA cooperated in implementing the National Sustainable Rural Development Program (PRONADER), providing comprehensive technical assistance to 15,200 families in 307 communities. Under the Saraguro-Yacuambi Rural

Development Project, training events addressed production, irrigation management and institution building. Lastly, the activities of the Rural Development Project of the Upper Cañar River Basin included the granting of 82 loans, the formation of 64 women's groups and numerous training events.



## P E R U

In this country IICA's activities centered on combating rural poverty and boosting agricultural exports. Technology transfer and training activities were provided to small-farmer communities, and projects were drawn up on sustainable development and environmental protection in the Department of Amazonas. Actions to combat the Mediterranean fruit fly in the Peru-Chile border area were intensified and specific projects were drafted to address various phytosanitary pests and diseases, such as the coffee berry borer, moniliasis of cacao, the avocado tree moth, coffee rust and black sigatoka in plantains.

## V E N E Z U E L A

The Institute concentrated its activities on promoting competitiveness in the agricultural sector and modernizing the agrarian reform process. A proposal was presented for restructuring the organization and operation of product-specific advisory councils, and work was undertaken to modernize the trade system. Also, five state networks were created for promoting the development of rural agroindustry, five rural agroindustry seminars and two fairs were held, and a training program was offered on the development of rural agroindustry. ■

**One of IICA's objectives is to work with rural youth to equip them to become the innovators of the twenty-first century, to take over agribusinesses, to transform agriculture to meet new requirements, and thus stem the flow of rural dwellers into urban areas.**



## S O U T H E R N   R E G I O N A L   C E N T E R

IICA contributed to efforts to modernize the ministries of agriculture of Brazil and Paraguay. Four important regional undertakings were also executed: the Cooperative Program for the Development of Agricultural Technology in the Southern Cone (PROCISUR), the regional project to strengthen national plant protection services to promote trade in agricultural products in the Southern Cone countries, the Cooperative Rural Development Program for the Southern Cone Countries (PROCODER), and the Cooperative Program on Research and Technology Transfer for the South American Tropics (PROCITROPICOS), which is operated in coordination with the Directorate of the Andean Regional Center.

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### A R G E N T I N A

Under the project Technical Support to the Program to Modernize Agribusiness in the Argentine Agri-food System, actions with the Confederation of Argentine Rural Organizations (CRA), the SAPyA and other entities were expanded to include preparation of a project to create agri-food information and management centers in different parts of the country. Data bases on the agri-food sector were developed, a web site was created on Internet and an electronic bulletin board on agri-food issues in the Southern Cone was designed and launched. Small farmers in northern Argentina were afforded access to markets requiring better quality and greater volumes than small, local markets.

### B R A Z I L

Intensive work continued to be carried out under the programs to support small farmers in nearly all the northeastern states and in Minas Gerais. IICA collaborated with the Electric Company of San Francisco (CHESF) in formulating two farmer resettlement projects and in drafting a strategic plan to promote sustainable agricultural activities. Agricultural development was fostered in the districts of the Northeast I Irrigation Project. IICA also cooperated with the Brazilian Institute of Agricultural Research (EMBRAPA) through the IBRD III and PROMOA-GRO/IDB projects. In agricultural health, support was provided for the creation of the RADAR system for agricultural surveillance in ports, at airports and at border crossings.

### C H I L E

New conceptual and methodological approaches were developed for formulating agricultural policies that foster competitiveness and the diversification and modernization of production; in addition, strategies were redesigned to take into account the opening of MERCOSUR. The ministries of agriculture and education received support in establishing the Joint Ministerial Commission for the Modernization of Agricultural and Forestry Education, whose work culminated with a modernization plan that was incorporated into the Educational Reform Plan. Technical assistance was also provided to the Agricultural Development Institute (INDAP) in connection with the preparation of small-farm irrigation projects in various parts of the communities of Valdivia, Dalcahue and Quellon.

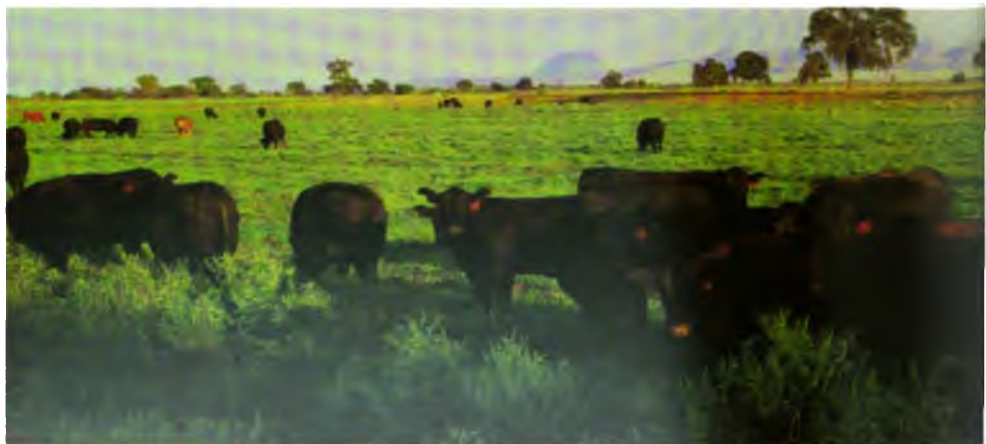
## P A R A G U A Y

Under the project Support for the Public and Private Sectors in Consolidating the Institutional Framework for Rural Development as part of Sectoral Modernization, 30 technicians received training in project preparation and monitoring. A course was conducted on environmental impact evaluation in agricultural investment projects for sustainable rural development. Through a number of administrative support actions, work continued in support of rural youth, research and technology transfer, vocational and higher agricultural education, and evaluation of the efficiency of fungicides as well as of sunflower, corn and sorghum hybrids.



## U R U G U A Y

The Institute carried out a series of actions with the National *Granja* Board (JUNAGRA) aimed at strengthening the latter's technical assistance and training activities, improving technology transfer systems and developing new forms of business management for *granjeros*. Teaching capabilities at the Swiss Colony Dairy School were upgraded, as was its documentation system. Fourteen letters of understanding were signed with the Ministry of Livestock, Agriculture and Fisheries (MGAP) to strengthen its administrative management capabilities. ■



## N O R T H E R N   R E G I O N A L   C E N T E R

**I**n 1996, this Regional Center formulated a strategic plan of action which included definition of its mission, its approach to cooperation, priority areas for cooperation (trade, health, information and technology) and the institutional framework. One of the most important developments associated with the securing of external resources was a strengthening of relations with the IDB. Cooperation programs were also established with the John F. Kennedy School of Government and with the Universities of Chicago, Minnesota and Maryland, as well as Harvard, Texas A&M and George Washington Universities. Support was provided to the WTO working group on sanitary and phytosanitary measures, chaired by Mexico, and a complementary list of potential donors and technical cooperation agencies in the Washington, D.C., Maryland and Virginia area was drawn up.

### C A N A D A

Priority was given to facilitating the establishment of trade and agribusiness alliances between Canada and other countries in the hemisphere. Sponsored by the Canadian Council on Animal Care, a project proposal was prepared for developing inter-American standards on the care and use of animals in science and technology; CIDA was approached with a view to providing project funding. Meetings were held with representatives of provincial and private agricultural institutions to improve linkages between Canada and IICA, and further support was provided to sanitary and phytosanitary efforts under way to expand international trade.

### M E X I C O

Under the Agricultural and Forestry Research and Extension Project, 44 technicians were trained in project identification, formulation, preparation and evaluation; consultancy services were provided for conducting ten studies on a variety of topics, and support was provided for 11 technical events. Animal health services were strengthened through 34 national and international events addressing epidemiological surveillance, zoosanitary campaigns, the diagnosing of diseases, and sanitary control of livestock products. Under the project Strengthening Plant Protection Services in Support of the Production and Trade of Mexican Agricultural Products, 12 courses were offered on different subjects for 611 technicians and producers from Latin America and the Caribbean.

### U N I T E D S T A T E S   O F A M E R I C A

The most important activities of this TCA aimed at consolidating interinstitutional relations and cooperation with government entities and organizations with headquarters in the United States. Cooperation agreements were signed on the control and eradication of the carambola fruit fly in Suriname, the screwworm in Panama, and the tropical bont tick *Amblyomma variegatum* in the Caribbean. IICA also participated in meetings of the OAS where issues of common interest—such as border development in Central America, trade, information and informatics—were discussed. A cooperation agreement was signed with the IACW and its annual meeting attended. The TCA also supported and participated in the Caribbean/LA Conference in Miami. ■



## I I C A : B E Y O N D T H E P R O J E C T S

**I**n addition to the regular technical cooperation actions executed through its projects, IICA carries out a wide range of other activities on its own and with other organizations, activities that are equally important for its mission as an inter-American organization. These actions (missions, visits, seminars, workshops and others), both large and small, are also executed by the Technical Cooperation Agencies to strengthen links with the member countries. The following is a brief description of the most important actions of this kind.

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An interesting aspect of IICA's operating strategy in the Caribbean Region is its emphasis on work with regional organizations. This was reflected in meetings with CARDI, the UWI, the Secretariats of CARICOM and the OECS and, particularly, the official meetings held by the Director General of the Institute in 1996 in most of the Caribbean countries.

The issue of technology transfer is an important one in the region, and IICA supported exchanges of experiences and information at the Thirty-second Annual Meeting of the Caribbean Food Crops Society, held in Honduras, and in the training of 18 professionals from Morant Yallahs in Jamaica in on-site adaptive research techniques. Several funding proposals for programs, which IICA presented to the IDB, the EU, USAID, IFAD and OXFAM, together with countries in the region, clearly demonstrate the importance of these mechanisms for strengthening regional trade and the integration of production activities.

The development of tropical fruits continues to be a major priority, with work being carried out in Guyana on a plan of action to market mangoes; in addition, 15 individuals received training in methodologies for analyzing agricultural production systems. The need to harmonize plant and animal health criteria among Caribbean countries resulted in the signing of an agreement between the Dominican Republic and Haiti to support health activities along their common border.

Very important activities targeting community rural development continued, including a project evaluation workshop in Suriname. The Spanish-language training program for Caribbean professionals is another ongoing effort, with specialists from Trinidad and Tobago receiving such training in the Dominican Republic.

An important aspect of the work of the Central Region is subregional integration. IICA supported this effort through a series of training meetings, seminars and workshops in the countries of Central America to address key topics such as the modernization and diversification of production, research priorities, and new marketing channels.

The TCAs in the region also provided support to the principal mechanisms promoting integration, such as CORECA and the ministries of agriculture of the Central American isthmus, through sectoral assessments, studies on productivity and competitiveness for staple grains, and the formulation of proposals for a harmonized Central American policy on staple grains.

Another facet of the efforts undertaken to promote the appropriate management of renewable natural resources was further training in appropriate pesticide use. IICA specialists supported national and international events and workshops on sanitary and phytosanitary measures for the FTAA and on the WTO regulations.

The strengthening of **rural organizations** and, as part of same, training for rural women in gender issues and marketing, was another priority of the Institute's activities in the Central Region.

In addition to **integration** efforts carried out within the framework of the Cartagena Agreement, the countries of the **Andean Region** have been engaged in **liberalizing and globalizing their economies**. IICA's contribution to this process can be seen in the **Andean networks** for fruit and vegetable exports (FRUTHEX), plant genetic resources (REDARFIT), and soil management and conservation (REDAMACS). These regional actions were further supported through numerous training events, evaluation workshops and consultancies to identify market opportunities for fruits and vegetables.

**Agricultural research**, a key element of Andean production, was strengthened through the Institute's collaboration with the NARIs and through generation/validation trials and demonstration plots. These activities were complemented by actions aimed at reaching agreement on **pest control**, especially as concerns preventing the entry of exotic species into the Galapagos Islands, and combating locusts in Brazil, Colombia, Peru and Venezuela.

Another topic of importance to the region were the **microenterprise training** workshops for producers, activities that included courses on self-management for organized women's groups. Undoubtedly, the range of **rural development** actions is a priority for the countries of the Andean region. Some of the most important were training with a **gender focus** for sector officials and rural leaders, the promotion of rural agroindustry, and the formulation of rural investment projects and others co-financed by the DRI Fund.

**Efforts to build consensus** among senior agriculture sector officials and CONASUR is the linchpin of the actions executed by IICA's TCAs in the **Southern Region** countries. In addition, a series of technical meetings and assessments of self-managed enterprises were carried out in Brazil in connection with fruit crop production in irrigation projects; moreover, numerous advisory assistance activities were carried out in Chile on topics as diverse as a plan for modernizing agricultural and forestry education, the development of irrigation policies for ODEPA, and the compiling of economic and technological information by INDAP's Agribusiness Department.

The **harmonization of trade policies and technological integration** among the countries of the Southern Region are other topics of major interest that resulted in large-scale seminars such as one held in Argentina to address agriculture in the MERCOSUR countries through the year 2020. The groundwork was laid for establishing REDIN –a research network– and four information centers in Mendoza, a conference was held on market information systems in Uruguay, and an electronic newsletter on agri-food issues was created in Paraguay.

The above was complemented by actions to meet a common need of the Southern Cone countries, that is, to strengthen **plant and animal health** services to facilitate trade in agricultural products. IICA provided support and played a key role in international meetings and symposia on pest control –dealing with locusts in Brazil and the fruit fly in Chile– and studies to strengthen agricultural health services.

The strategies to **combat rural poverty** through local development and social management were the core topics addressed at seminars held in Brazil and Uruguay, while in Paraguay, courses were offered on environmental impact in investment projects for agricultural and rural development. Similarly, training events on **natural resource conservation** took place in the other countries of the region.



## S T R A T E G I C   A L L I A N C E S

IICA currently maintains relations with over a hundred international and regional organizations, and, by developing a “map” of alliances, aims to strengthen its technical and financial capabilities in service to the countries. While detailed information on IICA’s alliances with these organizations is to be found in the Appendices to this Report, some examples of the type of actions IICA carries out with them are provided below.

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### UNITED NATIONS FOOD AND AGRICULTURE ORGANIZATION (FAO)

One of IICA's most important alliances is with FAO, with which it is developing closer ties to coordinate and complement actions. Example of the most important are:

In conjunction with CIFOR and IFAD, FAO prepared a project on forestry policy in Central America; another was drawn up under the RUTA project for the protection of natural resources in the Brunca and Central Pacific regions of Costa Rica. FAO also participated in regional seminars on deforestation under the IICA/Holland project on sustainable hillside production in Central America.

A joint FAO/GTZ/IICA project on policy, institutional organization and competitiveness was prepared to strengthen the technical capabilities of the Ministry of Agriculture in Peru. In addressing the topic of rural women, FAO co-sponsored a national workshop in Venezuela on statistics with a gender approach. FAO also collaborated with the Institute in a study to determine the impact of trade liberalization on the agricultural sector, and in administering a project to control the tropical bont tick *Amblyomma variegatum* in the Caribbean.

IICA played an active role in several meetings held by FAO, including the meeting of experts on tariff barriers and the Tenth Meeting of the Committee of Codex Alimentarius on residues of veterinary drugs in foods, which was held at IICA Headquarters.

### INTERNATIONAL FUND FOR AGRICULTURAL DEVELOPMENT (IFAD)

During 1996, IICA strengthened its ties with IFAD, which is co-financing a project to develop camelid production in the Andean highlands, with headquarters in Bolivia. In addition, a credit project has been negotiated for small farmers in Argentina. IFAD signed an agreement with IICA and co-sponsored an international meeting to launch the Regional Program to Control the Carambola Fruit Fly (CFF) in South America.

In El Salvador, IFAD supported training activities under the project to rehabilitate areas affected by the armed conflict in the Department of Chalatenango. It was also involved in several projects to combat poverty in Uruguay.

## **INTER-AMERICAN DEVELOPMENT BANK (IDB)**

Important discussions were held with the IDB for executing joint actions in Mexico, Panama and Peru, and continued support was provided to the PROCIs and other important projects in the region.

The IDB supported the creation of the SNITTA in Honduras; in Ecuador it was involved with the MAG in conducting studies to aid decision making for the modernization of the public and private sectors. IICA and the IDB reached agreement on non-reimbursable technical cooperation for PROCIANDINO and PROCISUR, with a view to strengthening the integration and development process. In conjunction with the UWI and IICA, the Bank also was involved in implementing sub-projects on methodologies for economic analysis.

## **CENTER FOR INTERNATIONAL COOPERATION IN AGRICULTURAL RESEARCH FOR DEVELOPMENT (CIRAD)**

Joint actions with France's CIRAD continued in the Central and Caribbean Regions and got under way in the Andean Region. CIRAD also continued to support the actions of PRODAR in the Andean, Central and Southern Regions. With CIRAD and the IDRC, IICA's efforts to establish strategic alliances between Canadian entrepreneurs and Latin American producers for promoting agroindustrial products entered a new phase.

Under the PRODAR regional program, co-financed by CIRAD, a methodological document synthesizing IICA's efforts over the past several years to characterize agri-food chains in Central America was prepared, and a training module for technicians developed for implementing this approach. The Center also provided technical assistance to PRIAG and PROMECAFE in the countries of the Central Region, and contributed to the actions of the PROCITROPICOS and PROCIANDINO regional programs.

Technical and financial assistance was negotiated for a regional fruit crop project in the Caribbean Region, a study on competitiveness in the Windward Islands, and the adoption of "green" technology in the OECS countries. In a joint effort to address tropical livestock production and veterinary medicine, IICA and CIRAD-EMVT helped set up a hemoparasite information network in Guyana, Suriname and French Guiana.

## **DEUTSCHE GESELLSCHAFT FÜR TECHNISCHE ZUSAMMENARBEIT (GTZ)**

By pooling human and financial resources, in 1996 IICA and the German Ministry of Economic Cooperation (BMZ) and the GTZ considerably strengthened their strategic alliance, the purpose of which is to improve the efficiency of technical cooperation services provided to the countries for consolidating economic development strategies that contribute to the social and ecological sustainability of agriculture in the Americas.

In building the conceptual framework for sustainable development of agriculture and rural areas, the project adopted the concept of "windows of sustainability" as a practical means of validating working instruments in specific areas with the active participation of the different actors participating in development efforts. This approach is being implemented initially in Costa Rica and Jamaica.

Another project got under way to complement IICA's actions in the area of analysis and advisory services related to agricultural policy, with two specialized workshops being held to facilitate the exchange of experiences on this subject between officials from Central and South American countries and IICA specialists. IICA and GTZ also provided support to the NARIs of Bolivia, Colombia and Peru in connection with the formulation of development strategies that would provide farmers with an alternative to the cultivation of illicit crops.

The dissemination of conceptual and educational materials on sustainable development for agriculture and rural areas was enhanced in 1996 with the publication of two volumes of selected readings and one on methodologies for conducting regional assessments. Moreover, three books were co-published with GTZ in two new series addressing the subject, entitled *Research and Education Series on Sustainable Development* and *Discussion Papers Series on Sustainable Development and Natural Resources*.

#### SPANISH AGENCY FOR INTERNATIONAL COOPERATION (AECI)

Cooperative relations were strengthened with Spain and the AECI, which provided funding for activities related to trade and the development of business capabilities. Agreement was reached on the implementation of a project to upgrade the institutional capabilities of business organizations in the agri-food sector; start-up funds were delivered, the Spanish co-director was appointed, and progress was made with the studies that will determine the scope of the actions to be implemented with national public and private organizations.

#### EUROPEAN UNION (EU)

A cooperation agreement was signed between the European Union, IICA and the Government of Jamaica for modernizing the agricultural sector in that country. In El Salvador, the European Union, IICA and IFAD collaborated on a project to rehabilitate the areas affected by the armed conflict in the Department of Chalatenango.

Under the CORECA/IICA agreement, the European Union continued to provide support to the Regional Program to Upgrade Agricultural Research on Staple Grains in Central America (PRIAG), which also received technical assistance from CIRAD and KIT-Holland. The Program's participatory methodology and approach were further consolidated, the results of applied research on staple grains were disseminated, and support was provided to local technology development efforts in the countries of the isthmus. In addition, the Program continued to work on a regional strategy for grain production with a view to ensuring food security.

#### RADIO NEDERLAND

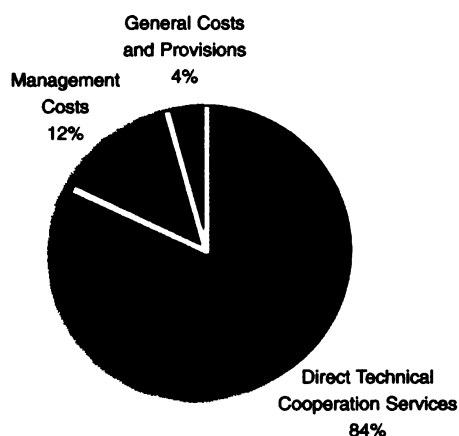
During 1996 the IICA-RNTC program held course-workshops on the following topics: radio production, the environment and sustainable development; sound recording techniques; design and layout of printed educational materials; and radio and rural youth.



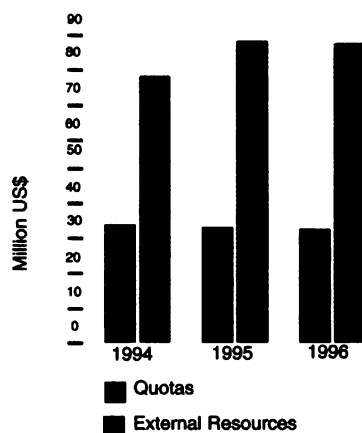
# F I N A N C I A L                      R E S O U R C E S

**F**igure 1 presents the evolution of quota and external resources during 1994, 1995 and 1996. Figure 2 illustrates the execution of regular resources: 84% were used for direct technical cooperation services, 12% to cover management costs and 4% to meet general costs and provisions. Figure 3 shows the distribution of resources among the technical cooperation units, the support units, the Regional Centers and the Technical Cooperation Agencies, the contributions to CATIE and CARDI, inter-thematic projects, and management and general costs and provisions.

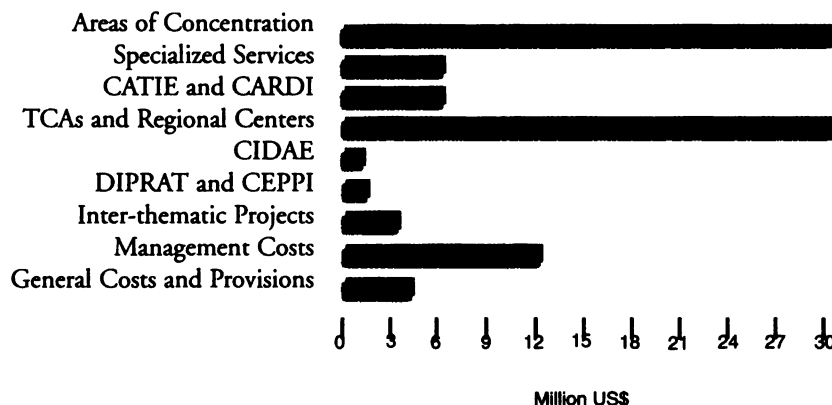
**Figure 1**  
Execution of Resources by Budget Category



**Figure 2**  
Execution of Quota and External Resources



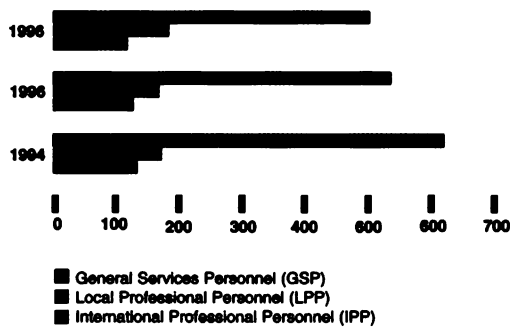
**Figure 3**  
Direct Technical Cooperation Services and Quota Resources



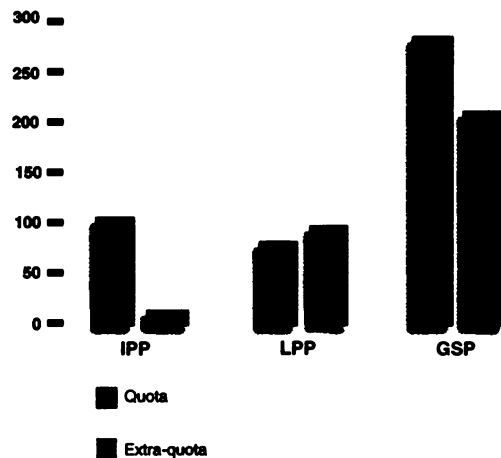
# H U M A N   R E S O U R C E S

Figure 4 indicates the distribution of human resources by category in 1994, 1995 and 1996. Figure 5 shows the distribution of personnel by category and funding source, and Figure 6 by duty station and category. Detailed information on human and financial resources is to be found in Chapter I of the Appendices to the 1996 Annual Report.

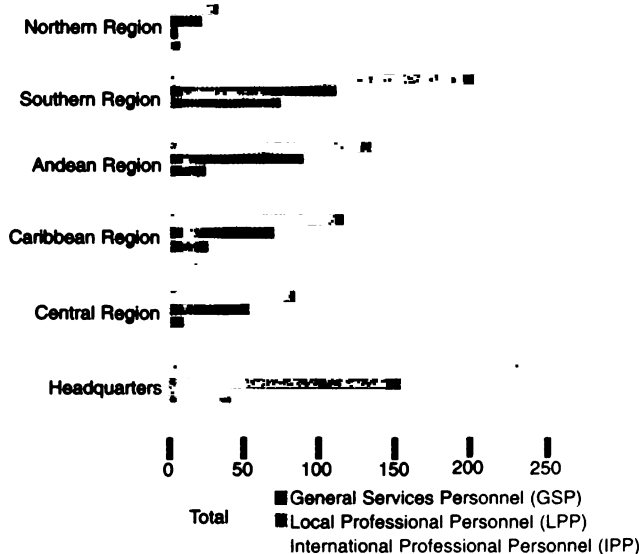
**Figure 4**  
Distribution of Human Resources, by category



**Figure 5**  
Distribution of Human Resources, by category and funding source



**Figure 6**  
Distribution of Human Resources, by duty station and category



## A C R O N Y M S

AECI	Spanish International Cooperation Agency	MIDA	Ministry of Agricultural Development
BMZ	German Ministry of Economic Cooperation	NAPPO	North American Plant Protection Organization
CARDI	Caribbean Agricultural Research and Development Institute	NARIs	National Agricultural Research Institutes
CARICOM	Caribbean Community	ODEPA	Agricultural Planning Office (Chile)
CCNSA	National Advisory Council on Agricultural Production Systems	OECS	Organization of Eastern Caribbean States
CFF	Regional Program to Control the Carambola Fruit Fly	OIRSA	International Regional Organization for Agricultural Health
CHESEF	Electricity Company of San Francisco	PRIAG	Regional Program to Upgrade Agricultural Research on Staple Grains in Central America and Panama
CIDA	Canadian International Development Agency	PROCIANDINO	Cooperative Agricultural Research and Technology Transfer Program for the Andean Subregion
CIFOR	International Center for Forestry Research	PROCICARIBE	Caribbean Cooperative Agricultural Research Program
CIRAD	Center for International Cooperation in Agricultural Research for Development	PROCI	Regional Programs for Horizontal Reciprocal Cooperation in Agricultural Research and Technology Transfer
CONASUR	Advisory Council for Agricultural Cooperation in the Countries of the Southern Area	PROCISUR	Cooperative Program for the Development of Agricultural Technology in the Southern Cone
CONITTA	National Agricultural Research and Technology Transfer Commission	PROCITROPICOS	Cooperative Research and Technology Transfer Program for the South American Tropics
CORECA	Regional Council for Agricultural Cooperation in Central America, Mexico and the Dominican Republic	PROCODER	Cooperative Program for Rural Development in the Countries of the Southern Area
COSAVE	Plant Protection Committee for the Southern Area	PROMECAFE	Cooperative Program for the Protection and Modernization of Coffee Cultivation in Mexico, Central America, Panama and the Dominican Republic
CRA	Argentine Confederation of Rural Organizations	PRONADER	National Sustainable Rural Development Program
CRECER	Rural Growth with Equity Project	REDAIR	State Networks for the Development of Agroindustry
EMBRAPA	Brazilian Institute of Agricultural Research	REDAMACS	Andean Networks for Soil Management and Conservation
EU	European Union	REDARFIT	Andean Networks for Phylogenetic Resources Research Network
FAO	United Nations Food and Agriculture Organization	REDIN	Secretariat of Agriculture, Fisheries and Food
FRUTHEX	Andean Networks for Fruit and Vegetable Exports	SEA	State Secretariat for Agriculture
FTAA	Free Trade Area of the Americas	SIDBAP	Information and Documentation System on Bananas and Plantains
GATT 94	1994 General Agreement on Tariffs and Trade	SNITTA	National System for Agricultural Technology Research and Transfer
GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit	SRN	Secretariat of Natural Resources
IACW	Inter-American Commission of Women	UPEB	Union of Banana Exporting Countries
IBRD	International Bank for Reconstruction and Development	USAID	United States Agency for International Development
IDB	Inter-American Development Bank	UWI	University of the West Indies
IDRC	International Development Research Centre	WTO	World Trade Organization
IFAD	International Fund for Agricultural Development		
INDAP	Agricultural Development Institute		
JUNAGRA	National <i>Granja</i> Board		
MADR	Ministry of Agriculture and Rural Development		
MAG	Ministry of Agriculture and Livestock		
MERCOSUR	Southern Common Market		
MGAP	Ministry of Livestock, Agriculture and Fisheries		

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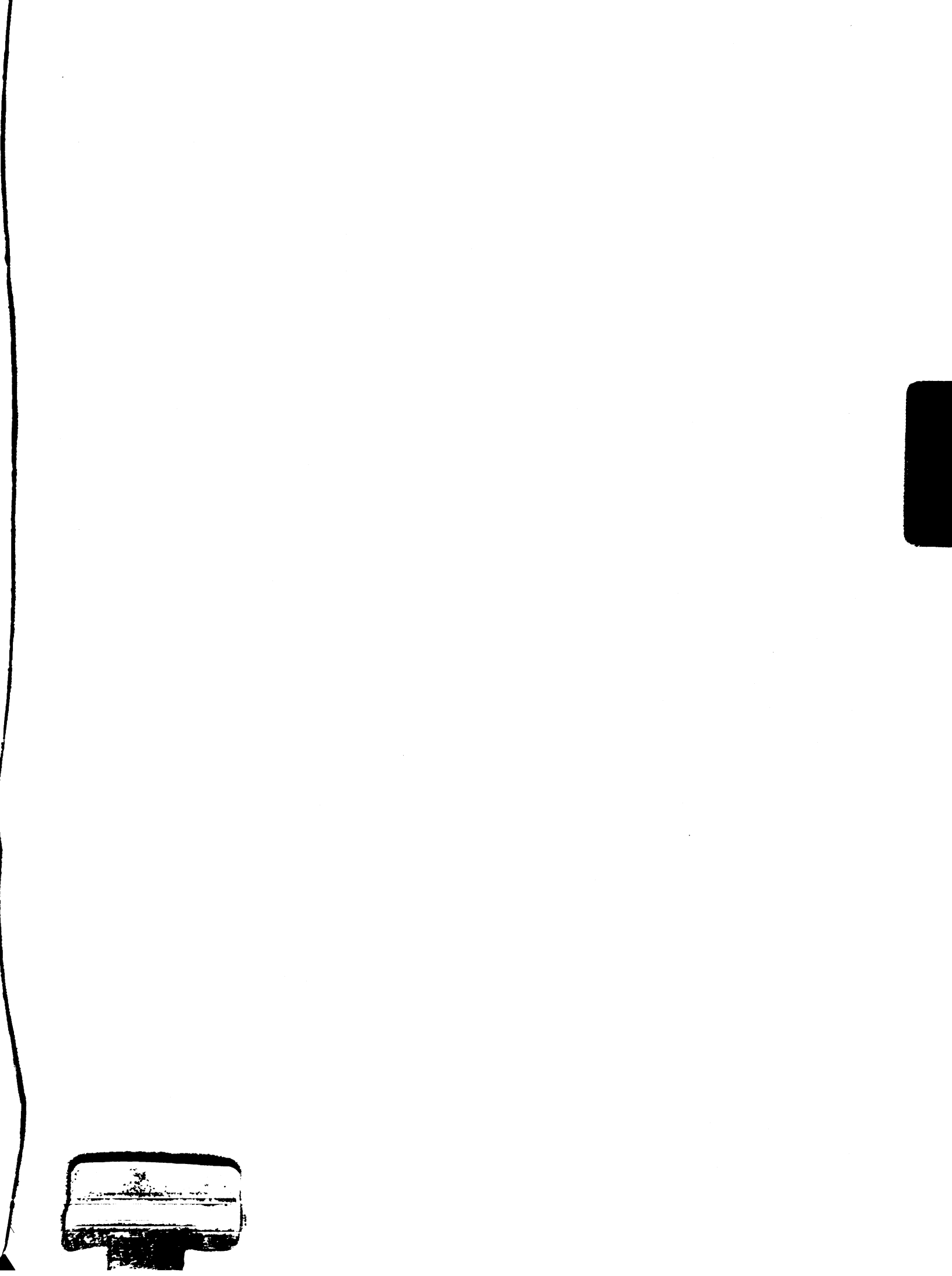
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