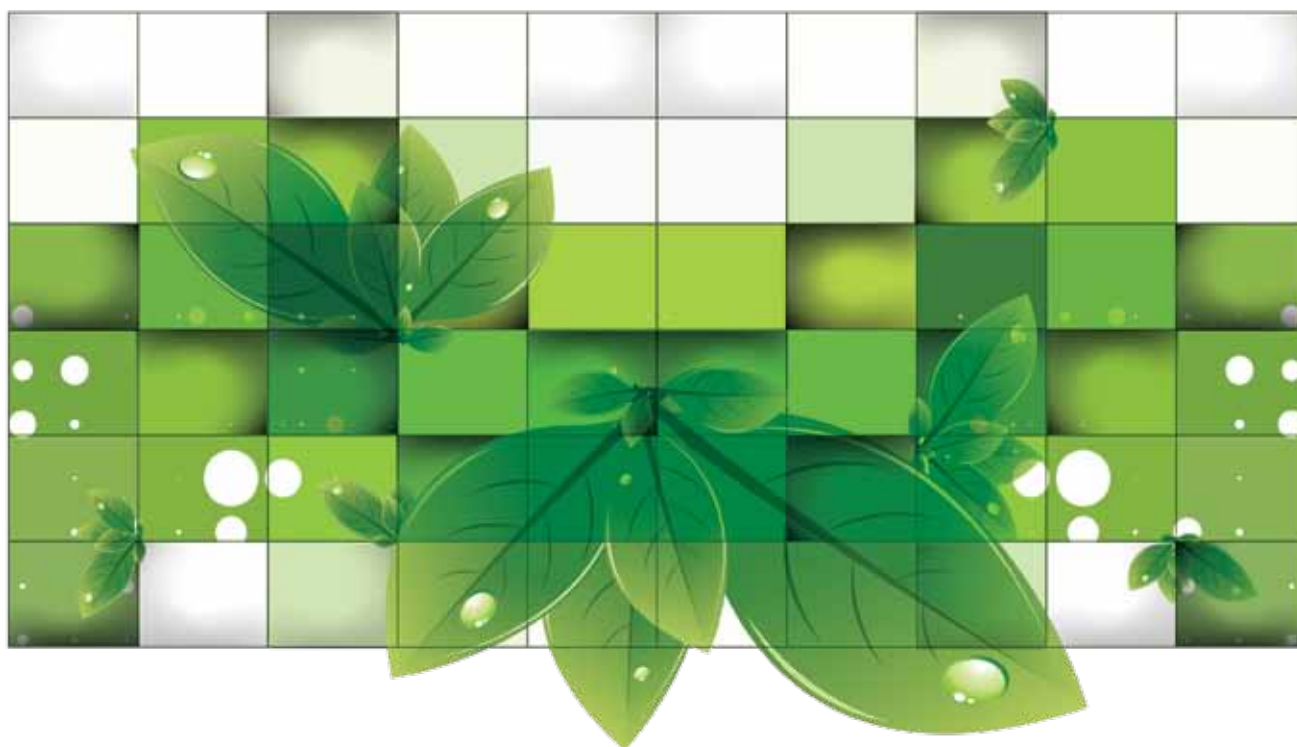


Summary  
**ANNUAL**  
Report  
**2013**

Promoting competitive  
and sustainable  
agriculture in  
the Americas

**A pragmatic approach to  
technical assistance**



# Highlights of the report



- Improving the **productivity** and **competitiveness** of the **agricultural sector**
- Strengthening agriculture's contribution to the development of **rural territories**
- An agricultural sector better prepared to meet the challenges of **climate change**
- Agriculture intrinsically linked to **food security**
- Milestones of **strategic analysis** for agriculture
- **Projects** that reflect increased technical capacity
- **Principal projects** financed with external resources
- The corporate management behind the **technical cooperation**

page

4



8



10



12



14



16



18



20



# Four years of intense work



The results achieved by the Inter-American Institute for Cooperation on Agriculture (IICA) in 2013 were made possible thanks to the countries' wholehearted support of our actions undertaken to contribute to their

efforts to make their agricultural sectors more competitive, sustainable and inclusive.

The present document summarizes the results achieved in only one year, which are actually the fruits of 48 months of intense work by an Administration I had the honor to direct between 2010 and January 2014.

During this period, the Institute's technical expertise was strengthened, which made it possible to provide cooperation for the modernization of agricultural innovation and plant and animal health services, and energize both local and export markets.

The concept of innovation was at the heart of all our actions, as a means of constructing a new paradigm for agriculture. New territorial management models were applied which empowered rural communities in the Americas and helped them establish their development priorities.

There was greater integration of producers into value chains, enabling thousands of them to adopt new production and marketing methods. Our work also resulted in the development of public sector capabilities in the member countries to address issues such as agricultural innovation, research, extension and business management more effectively.

Thanks to the formulation and application of harmonized standards and clear conceptual frameworks, several countries can now take advantage of new technologies and obtain greater benefits from new and traditional markets.

We succeeded in introducing a cross-cutting perspective into our cooperation actions, to ensure that they all contribute to food security and take the implications for sustainable agriculture into account.

I should point out that a process of institutional reengineering has made it possible to use available resources more effectively and manage them more transparently, and promote a culture focused on accountability and the delivery of results.

I wish to acknowledge the efforts of all our colleagues. Under the banner of "A Single IICA," we have given a good account of ourselves to our principals.

*Víctor M. Villalobos*  
*Director General*



# The 2010-2014 MTP

## underpinned our cooperation actions

Below are the main contributions of the Institute in support of agriculture in the Americas, organized according to the Strategic Objectives of the 2010-2014 Medium-term Plan (MTP).



1

## To improve the productivity and competitiveness of the agricultural sector

### Agricultural innovation

Under the leadership of the project for managing innovation systems, executed under the aegis of the Forum for the Americas on Agricultural Research and Technology Development (FORAGRO), the stakeholders of the Hemispheric Agricultural Innovation System laid the foundations for improving the coordination of innovation processes and devised a new investment strategy for the Regional Fund for Agricultural Technology (FONTAGRO).

Thanks to the Regional Program for Research and Innovation in Agricultural Value Chains (PRIICA-EU), Central American small-scale producers involved in 24 local public-private innovation consortia designed projects for the development and validation of technologies and strategic innovation plans. In addition, networks were created for regional production chains of avocado, cassava, potato and tomato, and a regional research and innovation agenda was designed and evaluated for each of those products.

The Agricultural Innovation Network (Red SICTA-SDC), also executed in Central America, benefited 28,600 smallholders by sharing 29 innovative technologies applicable to different links in the maize and bean chains. These were disseminated through 30 projects implemented by members of technological innovation networks. In addition, 115 organizations in Nicaragua, Honduras, Guatemala, Panama and El Salvador participated in five national networks for technology innovation in maize and bean cultivation, while 313 organizations formed 16 local networks for technology innovation.

In addition, the Southern Cone countries have access to a catalogue of lignocellulosic materials

which identifies the chemical and physical characterization and location of each, as well as an innovative pre-treatment process for the production of second-generation ethanol. These were the results of the Babethanol project involving 18 partners in 11 countries of the Americas and Europe, under the Cooperative Program for the Technological Development of the Agri-food and Agro-industrial Sector of the Southern Cone (PROCISUR).

*In the Central Region, research institutes strengthened their institutional capacities and their management of knowledge for innovation in staple grains, tomato, cassava, potato and avocado.*

In the countries of the South American tropics, at least 2400 members of the national innovation systems now have access to studies on cocoa, coffee, agro-energy, animal production, aquaculture, genetic resources and agro-silvo-pastoral systems, carried out by research, development and innovation networks. The results were disseminated in different fora and in the InfoPROCITROPICOS and ProciNOTICIAS newsletters of the Cooperative Program on Technology Generation and Transfer for the South American Tropics (PROCITROPICOS).

In the Caribbean, IICA improved access to technological advances, germplasm and production manuals for citrus, rice, potato and other roots and tubers by means of links established with the Brazilian Agricultural Research Corporation (EMBRAPA), the National Agricultural Research Institute (INIA) of Uruguay, the International Potato Center (CIP) and the International Center for Tropical Agriculture (CIAT).

# IICA's contributions

## In Biotechnology

- With IICA's support, the Initiative for Central America on Biotechnology and Biosafety (ICABB) was established and the Advisory Committee on Bio-inputs for Agricultural Use (CABUA) of Argentina was consolidated.
- Approximately 400 people from 22 countries benefited from six training activities related to biotechnology, biosafety, risk analysis, low level presence and bio-inputs.
- More than 1600 people from 26 countries participated in 20 events to share information on biotechnology.
- IICA provided support to national biosafety commissions; ministries of agriculture, health, environment and science and technology; UNEP-GEF projects; and private-sector initiatives in Argentina, Belize, Bolivia, Colombia, Costa Rica, Ecuador, El Salvador, USA, Mexico, Nicaragua, Panama, Paraguay, Peru, Uruguay, Venezuela and some Caribbean Community (CARICOM) countries.

## Agribusiness

IICA made available to its member countries a toolbox of 30 validated instruments for use in the areas of agribusiness, marketing, agricultural health, food safety, policies and institutional framework, thereby strengthening the Institute's technical cooperation. Among the most important instruments are those for assessing the capacity of agro-entrepreneurs to comply with the export requirements of the United States market, another for evaluating the contributions of livestock production to income generation and food security and two instruments for promoting associative business management and developing institutional capacity for risk management in agribusiness.

The application of these instruments has reinforced institutional capabilities in the areas of associativity and business management in both the public sector and 30 producer organizations in Ecuador, Paraguay and Guatemala. Similarly, Brazil, Argentina, Uruguay, Paraguay and Chile established a platform to promote value added processes and efforts to link small-scale producers to markets.

More than 5000 agriculture sector stakeholders throughout the hemisphere received information or were trained in aspects such as associativity,

## In Organic Agriculture

- With methodological support from IICA and the Technical Secretariat of the Inter-American Commission for Organic Agriculture (ICOA), Bolivia, Peru, Ecuador and Colombia harmonized and approved a regional proposal for the regulation of organic production.
- Honduras, Nicaragua and Panama received proposals for strengthening their national systems for certifying organic production. The proposals were prepared by IICA using the "Evaluation and planning for strengthening the national systems for certification of organic production" tool developed by IICA and the ICOA.
- IICA formulated proposals for the creation of public certification agencies for organic products in Costa Rica, the Dominican Republic, Nicaragua and Panama, with a view to encouraging the development of local and international markets for those products by reducing certification costs.

entrepreneurship, exporting, domestic commerce, value added, good manufacturing practices, agricultural health, food safety and value chains. In the activities concerned, cooperation instruments designed and systematized by IICA during the last two years were used.

The Market Information Organization of the Americas (MIOA) was consolidated as a hemispheric network made up of 33 countries. Fourteen officials from the Caribbean region received training in the collection, analysis and dissemination of information on agricultural prices and markets. In addition, the MIOA held its regular annual meeting with the participation of over 40 officials responsible for managing information on agricultural markets.

Five Caribbean countries launched processes aimed at improving the competitiveness of priority agrifood chains. These efforts served to strengthen their capabilities, promote dialogue and lay the foundations for a sustainable transformation of those production chains. In addition, changes in policies on agricultural insurance were promoted in Colombia, Haiti, Paraguay and Peru.

## Plant and animal health

IICA strengthened its ties and joint actions with the international organizations that set standards in the area of sanitary and phytosanitary measures and encouraged its member countries to make better use of their participation in forums related to SPS.

In the area of plant health, the Institute strengthened its relations with the International Plant Protection Convention (IPPC), as a result of which the national plant protection organizations (NPPOs) of 29 countries of Latin America and the Caribbean (LAC) were able to play an active role in drafting international standards for phytosanitary measures. IICA also updated the Handbook of Good Practices for Participation in Meetings of the IPPC.

Together with the Regional Office for the Americas of the World Organisation for Animal Health (OIE), the Institute disseminated, by means of virtual meetings held in each region of the Americas, information about the OIE standard-setting process and standards approved.



*Bahamas, Nicaragua and Panama conducted analyses of and implemented plans for strengthening their sanitary services.*

IICA's actions in the area of plant and animal health served to strengthen and update international and national regulatory frameworks, providing a basic tool to help countries maintain and improve their sanitary and phytosanitary status and to achieve a balance between the health of consumers and national and international trade in foodstuffs.

IICA provided assistance to the Standing Veterinary Committee (CVP) and the Plant Health Committee (COSAVE), both of the Southern Region, and the Central American Agricultural Council (CAC), in coordinating actions, building capacities and participating in discussions on issues of interest. It also contributed to the reactivation of the Inter-American Coordinating Group in Plant Protection, which includes plant protection organizations of Central America and the Northern, Southern and Andean regions.

### Virtual schools

IICA took the lead in implementing projects aimed at creating two training units:

- The Regional Virtual School for Food Inspectors for the Central Region and the Dominican Republic, for which the Standards and Trade Development Facility (STDF) provided USD 977,643 in funding. It will offer basic training to food inspectors in the eight countries it serves, with a view to harmonizing their food inspection protocols parallel to the economic integration and customs union processes.
- The Regional Virtual School for Plant Health Inspectors, financed with its own resources. It will improve the technical capacity of the NPPOs and other government services in Peru, Bolivia and Colombia and in the Southern Region countries, to ensure the operation of effective phytosanitary inspection and certification systems.

## ■ Prevention of pests and diseases

- In Mexico, the MOSCAMED program, whose field operations IICA supports, controlled 97 outbreaks or detection of Mediterranean fruit fly reported in the state of Chiapas. As a result, Mexico maintained its phytosanitary status as a country free of the pest.
- In Paraguay, the creation of a multisectoral technical group responsible for beef and poultry meat helped the country regain its status as a country free of foot-and-mouth disease with a vaccination program.
- Under the project to support the eradication and control of the carambola fruit fly, which is a multinational effort, Suriname's plant protection services enhanced their capacity to combat the insect and to prevent it from affecting international markets.
- Under the Regional Cooperative Program for the Technological Development and Modernization of Coffee Production (PROMECAFE), IICA successfully coordinated and led the Program to Combat Coffee



Rust and Restore Production Capacity in Central America and the Caribbean, and implemented its Short-term Regional Immediate Action Plan for 2013, in response to a decision by the CAC ministers and the declaration of the Heads of State and Government of the countries of the Central American Integration System (SICA).

## Support for *Codex* committees

In the area of food safety, IICA supported the participation of 55 officials from 18 LAC countries in the work of nine *Codex Alimentarius* committees, who played an active part in the approval of:

- a) 25 new, revised or amended *Codex* standards or related texts
- b) 10 *Codex* standards or related texts at Step 5 of the procedure
- c) 14 new work proposals
- d) two proposals for suspension of work
- e) the *Codex* Strategic Plan for 2014-2019
- f) new or revised rules for additives and maximum residue limits (MRLs) for pesticides and veterinary medicines.



# To strengthen agriculture's contribution to the development of territories and to rural well-being

## Integrated rural area-based management

*Costa Rica, Peru and Venezuela increased their capacity to improve intersectoral coordination in their rural territories.*

Under the project Innovative Policies for Rural Area-based Development in Latin America (PIDERAL-AECID), IICA developed technical frames of reference for the design of policies in Peru, Ecuador, the Dominican Republic and Costa Rica that the countries can also use to articulate sectoral policies at the national and territorial levels. The instruments in question helped the countries make innovations in their regulatory frameworks, build new intersectoral arrangements, formulate institutional management models, and create and strengthen mechanisms for interinstitutional coordination in rural territories.

More than 1100 leaders of government agencies, local governments and territorial management organizations in Peru, Ecuador, Argentina, Chile, Uruguay and the eight countries of the Central Region took part in courses, training workshops and informational and orientation activities. This enabled them to become more skilled in the use of the area-based approach and enhance their capacity to manage public policies and apply the approach in rural development processes.

In collaboration with the Executive Secretariat of the Central American Agricultural Council (SECAC), the Spain-SICA Fund and the national commissions responsible for overseeing the implementation of the Central American Strategy for Rural Area-based Development 2010-2030 (ECADERT), IICA assisted the members of SICA in formulating and implementing 40 investment projects in rural territories.

The financial and technical resources mobilized through those projects, (selected in three calls for proposals), supported initiatives aimed at improving the quality of life for 42,500 families in the eight SICA member countries. The principal results to date include rainwater



In Brazil, a study led by the IICA Office found that the rural sector makes a major contribution to the country's economy despite being viewed as backward in comparison with its urban counterpart.

harvesting and storage for family agriculture in a territory within Nicaragua's Dry Corridor; the integrated management of solid waste by inter-municipal associations; and the strengthening of cultural identity and eco-cultural tourism in specific territories.

The IICA Office in Brazil spearheaded the project "Rethinking the concept of rurality: implications for public policies in Latin America," under which the nine case studies produced on the subject were compared. Six of the studies dealt with Latin American countries (Brazil, Costa Rica, Chile, Ecuador, Mexico and Uruguay) and three with European nations (Spain, The Netherlands and France).

The study's principal conclusion was that the rural milieu continues to be viewed mainly as the 'poor relation' of urban areas — marginalized and socially and economically backward — while cities are associated with modernity, prosperity and development.



## ■ Cooperation with a gender approach

The Interagency Technical Group on Gender and Inclusion of the Regional Platform for Technical Support to ECADERT (GTI-GIPRAT), coordinated by IICA and also involving SECAC, the Tropical Agricultural Research and Higher Education Center (CATIE) and the Central American Council of Female Ministers of Women's Affairs (COMMCA), made progress in mainstreaming the gender approach under ECADERT, through workshops; actions to strengthen gender equality under the third call for proposals of ECADERT's Regional Fund; and the compilation of concept papers and experiences involving development with a gender approach.



IICA worked on the following projects:

- 1) Inclusion of Territorial Networks, Young People and Women in Area-based Management, financed by ECADERT's Regional Fund and implemented in Jiquilisco Bay in El Salvador. The initiative promoted sustainable management actions, improved the management of fledgling enterprises of historically excluded groups and fostered the strengthening of cooperation networks.
- 2) The Exuma Woman Project, designed to promote agribusinesses managed by women, is being implemented in collaboration with the United Nations and national partners in The Bahamas. Approval was secured and execution began of an initiative in support of women artisans in the Exuma islands.
- 3) The Productive use of Renewable Energies and the Promotion of the Organization of Women and Young People in Value Chains in Isolated Areas of the Andean Plateau Regions of Peru and Bolivia. The initiative led to improvements in the living conditions of rural families in the sub-districts of Layupampa and Tarwachapi in Sacaca district, north of Potosí, by means of environmental protection actions and the use of renewable energy resources.
- 4) Design of a Program to Furnish Rural Women Entrepreneurs in Dominica, Guyana, St. Lucia and Jamaica with Working Capital, aimed at improving their food security and increasing their opportunities for participating in agribusinesses.

## ■ Public goods for rural development

With the support of several partner institutions, the Institute produced and made available a number of international public goods in the form of publications and knowledge management networks. Some of the most important were as follows:

- a) The systematization and comparative analysis of 18 area-based development experiences and the process of implementing ECADERT.
- b) The drafting of a proposed integrated methodology for rural area-based management.



## To improve agriculture's capacity to mitigate the effects of, and adapt to, climate change, and make better use of natural resources

*Argentina, Chile, Venezuela and the Dominican Republic acquired new knowledge concerning the adaptation of agriculture to climate change.*

The Institute helped to raise awareness of climate change, its causes and consequences in the ministries of agriculture and environment of the countries of the Americas. It also proposed measures to ensure that agriculture can adapt to and mitigate the harmful effects of climate change on the environment, so that the countries' food security is not compromised.

More than 200 technical specialists from 16 countries enhanced their knowledge and skills through their participation in a series of activities aimed at training trainers, designed by IICA to strengthen the incorporation of the subject of adaptation to climate change into national policies and development plans. The participating specialists were from Argentina, Bolivia, Brazil, Chile, Costa Rica, Dominican Republic, Grenada, Honduras, Guatemala, El Salvador, Jamaica, Peru, St. Vincent and the Grenadines, St. Lucia, Mexico and Uruguay.

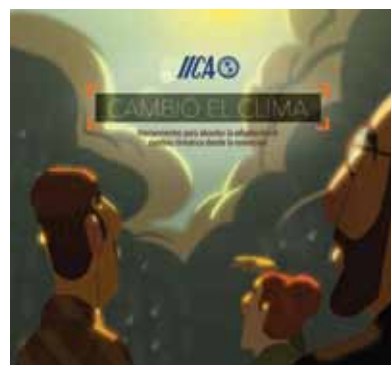
In Argentina, Chile and Uruguay, research institutes, the ministries of agriculture and various family farmer organizations are equipped with a conceptual framework related to the impact of climate change on family agriculture and a number of tools for the participatory design of strategies to adapt agriculture to those changes. An extension manual was also produced for that purpose. Under the project "Extension strategies: family farmers and their adaptation to climate change in selected territories of the Southern Cone," implemented by IICA and the Cooperative Program for the Technological Development of the Agri-food and Agro-industrial Sector of the Southern Cone (PROCISUR), courses were taught with the aim of preparing extension workers to train farmers in techniques for adapting agriculture to climate change.

In addition, IICA made available to researchers, extension workers and producers of the Americas

a new online system for sharing innovative technologies to help agriculture adapt to climate change, mitigate its impact and make farming activities more resilient. This tool is available at: <http://infoagro.net/programas/CambioClimatico/>

The Institute also supported the delegations of member countries involved in the international climate change negotiations, to ensure that agriculture is included in the discussions. To that end, IICA made available a large number of technical notes and newsletters, and organized seminars and regional meetings to provide information and guidelines, with a view to promoting a science-based dialogue between experts and representatives of the governments of the member countries.

A Green Fund was set up to support production of bio-jet fuel by family farmers in LAC countries. The fund was created as part of the Flying Green program for the 2014 World Cup in Brazil and the 2016 Olympic Games in Rio de Janeiro, under an agreement involving IICA, the Associação Brasileira dos Produtores de Pinhão Manso (ABPPM) and the firm Curcas Diesel Brasil Ltda., to support innovation through the LAC Jatropa Network.



The manual "Cambió el clima: herramientas para abordar la adaptación al cambio climático desde la extensión" is available at [www.iica.int](http://www.iica.int).

## A hemisphere-wide commitment to the integrated management of water

IICA prepared a document entitled “Water to feed the land” and presented it during the Meeting of Ministers of Agriculture of the Americas, held in Argentina in September 2013. The report, which exemplifies IICA’s interdisciplinary and multinational work, contains an analysis of the main challenges involved in increasing the productivity of water used in agriculture and makes four recommendations for improving the use and management of water resources in agriculture.

It should be pointed out that during the Meeting of Ministers of Agriculture a high-level, open and frank dialogue made it possible to reach consensus on a number of issues, particularly regarding the comprehensive management of water resources for agriculture, which was the theme of the ministerial meeting.

As a result of this dialogue, a declaration was signed that gave IICA specific mandates on the

issue of water and established commitments assumed by the States Parties to the Inter-American System that must be promoted at the next Summit of the Americas.



While the delegations negotiated the terms for promoting integrated water management, artist Jorge Merchán created visual images of the decisions reached, during the Meeting of Ministers of Agriculture of the Americas 2013, in Argentina.



In the city of Campana, in the Province of Buenos Aires, Argentina, the hemisphere’s ministers of agriculture pledged to enhance their capacity to improve the use of water in agriculture by implementing actions that IICA will support. The representatives of the Institute’s member countries also accepted Mexico’s proposal to organize the ministerial meeting in 2015.

# To improve agriculture's contribution to food security

*IICA collaborated in setting up 14 schools for smallholders in the municipality of Mártir de Cuilapan, in the Mexican state of Guerrero.*

The Institute supported Antigua and Barbuda and Mexico in formulating and implementing their strategies for reducing hunger, known, respectively, as Zero Hunger Challenge and National Crusade Against Hunger.

In Mexico, with coordination provided by the Secretariat of Social Development, IICA and other organizations worked tirelessly to restore the means of production of hundreds of small-scale food producers and their families in the wake of two hurricanes in the month of September. The population was organized and shown how to plant small gardens with short-cycle crops, while the Field Schools for Farmers (ECA) trained producers to combine crops, increase plant density per farm, use fertilizers when planting and control pests.

Furthermore, the Food Security Observatory for the Americas (FSOA) raised awareness and provided information to the public and private sectors about the issue of food security. In its first year of operation, 230 institutions and individuals signed up for its newsletter and its

website received an average of 180 visits each month.

The FSOA website (<http://www.infoagro.net/programas/Seguridad/default.aspx>) contains the latest statistics on food security, as well as comprehensive information about government policies, indicators, programs and plans related to food security in IICA's 34 member countries.

The Institute produced baseline information for the document *Post-harvest Losses in Latin America and the Caribbean: Challenges and Opportunities for Collaboration*, which facilitates a more accurate quantification of postharvest losses in LAC, and at the same time addresses the lack of reliable statistics in the countries for quantifying the problem in different value chains. Thanks to IICA's research, the issue is now under discussion in the Member States, which are participating in international meetings on the subject.

The Institute also developed prototype methodologies for quantifying and analyzing the links among food security, agriculture, trade and climate change, including one for identifying and analyzing the main sources of risks that limit income generation in LAC's small-scale agriculture, which was then validated in Peru.



## ■ Innovations derived from teamwork

IICA and a number of social organizations have promoted new ways of increasing food security in the countries of Central America and the Andean Region:

- The bell pepper genetic material used by producers in western parts of Costa Rica's Central Valley was improved with the release of the *DulciTico* variety, produced by a consortium involving the Institute for Agricultural Innovation and Technology Transfer (INTA), the University of Costa Rica (UCR), the Ministry of Agriculture and Livestock (MAG) and producer organizations. The consortium is supported by IICA under a project entitled "Technological innovation strategy to improve the productivity and competitiveness of product chains in Central America and the Dominican Republic (PRESICA-BID)."
- Pure physic nut oil was supplied to Ecuador's Isla Floreana under the Physic nut for Galapagos Project.
- IICA and the Universidad Nacional de Asunción (UNA), in Paraguay, produced a low-cost forage with high nutritional content that does not require a specific climate.
- The "Norticos" and "Brunca" regional brands were created in Costa Rica as marketing innovations. These are expected to increase the incomes of family bean farmers by up to 70% (Red SICTA-SDC).



## ■ Scholarships to help increase food security

By the end of 2013, the scholarship program for graduate studies in agriculture, implemented by IICA and the National Science and Technology Council of Mexico (CONACYT), produced the following results:

- 97 professionals from 20 countries of LAC were studying in Mexican institutions of higher education.
- Twenty were pursuing doctoral degrees; 73 master's degrees and 4 specialist degrees.
- 1153 scholarship applications were received.



# Strategic analysis for agriculture

*The Institute served as the Technical and Administrative Secretariat of the Southern Agricultural Council (CAS).*

The Institute's member countries benefited from a number of reports and technical papers containing strategic analyses of agricultural issues and public policies that affect the agricultural sector, particularly the fifth joint ECLAC-FAO-IICA report, entitled Outlook for agriculture and rural development in the Americas: a perspective on Latin America and the Caribbean 2014, and nine technical notes. IICA disseminated strategic information on the same topics in eight technical forums and via its system of statistics and indicators.

The Institute designed a number of methodologies for assessing the impact of public policies on agriculture, analyzing the degree of integration of agricultural markets and processes for the design and monitoring of public agricultural policies. It also developed baseline scenarios for conducting long-term prospective studies of agricultural variables, identifying products with greater potential, determining the terms of competition in international markets and analyzing decision-making processes with respect to public policies.

In addition, IICA held 17 onsite and online workshops in 12 countries of the Americas, which improved the knowledge and skills of



357 technical officers from public and private institutions in the use of methodologies and other tools for designing and implementing public policies in agriculture and assessing their impact.

IICA worked with the Executive Secretariat of the SECAC to conduct analyses aimed at identifying and overcoming the main bottlenecks hindering access to and use of information and communication technologies (ICTs) in rural territories of Central America. The analyses highlighted problems in areas such as infrastructure, technology and computer literacy in public agricultural institutions and in agrifood chains in the countries of the region. To help solve those problems, IICA supplied ICT tools and experiences that have proven successful in other regions of LAC.



## ■ WTO-IICA Partnership

IICA's partnership with the World Trade Organization (WTO) was further consolidated through the establishment of specific work plans and the implementation of the WTO Reference Centre at IICA. The center fielded 575 technical queries about the work of the international organization submitted via the Internet, organized 70 information meetings, received 52 visitors and published two documents requested by the WTO.

It also provided information and training to 70 technical officers from the ministries of agriculture, trade and economic affairs and private organizations (business chambers and associations) related to the agricultural sector, on topics such as agricultural negotiations and the administration of international trade agreements.



In October 2013, IICA supported the implementation of the Caribbean Week of Agriculture, organized by the Ministry of Agriculture of Guyana. Institute specialists shared their expertise in areas such as agribusiness, food security and agricultural health with senior CARICOM officials involved in the farming sector.

# The almost 500 projects implemented attest to greater technical capacity

*IICA implements projects funded with its own resources and those provided by external partners and the FonTC.*

Over these four years, the Institute worked on 492 projects and cooperation actions, more than half of which were financed with external resources, averaging USD 150 million per year.

The Institute used its own resources to finance the activities of 183 projects. IICA's Competitive Fund for Technical Cooperation (FonTC) provided nearly USD 2.7 million for the implementation of 33 of them. This fund

has proven to be an innovative mechanism for articulating institutional efforts and achieving concrete results, including the systematization of successful experiences in areas such as rural area-based management, insurance, international trade, extension services and adaptation of agriculture to climate change.

Another 309 technical cooperation projects were implemented with external resources, provided both by multilateral partners and by the Member States themselves. Those projects, involving the efforts of 220 partners, operate with budgets ranging from as little as USD 1158 to USD 41.3 million.



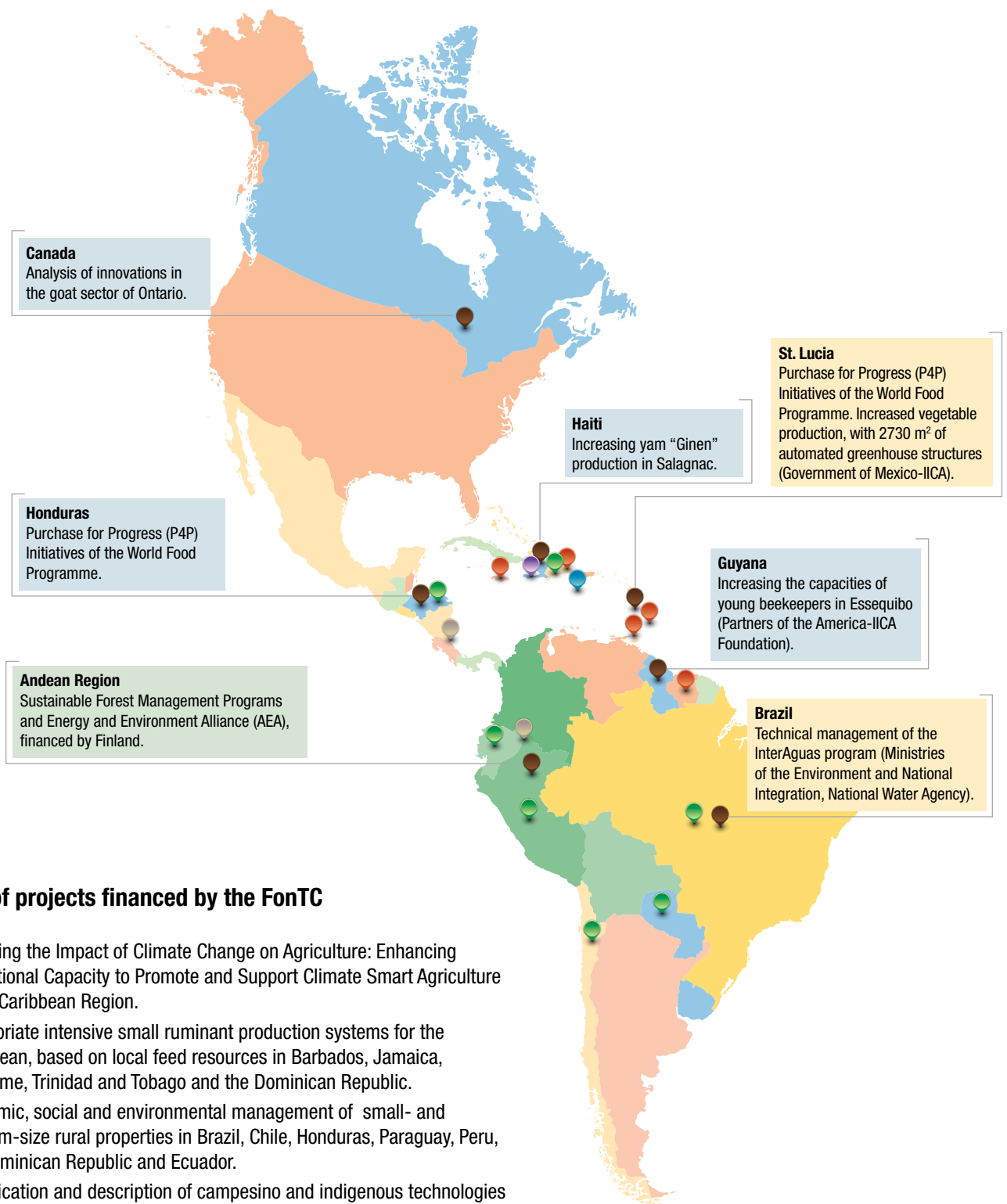
In Mártir de Cuilapan, in Guerrero State, IICA responded to the Government of Mexico's request for technical support for the National Crusade against Hunger, an effort aimed at improving the productivity and living conditions of smallholders and their families.








Rural area-based development is one of the objectives of IICA's technical assistance projects in the Americas, as reflected in the work carried out to empower the inhabitants of the ECADERT territories.



# Some projects financed by the FonTC and with external resources

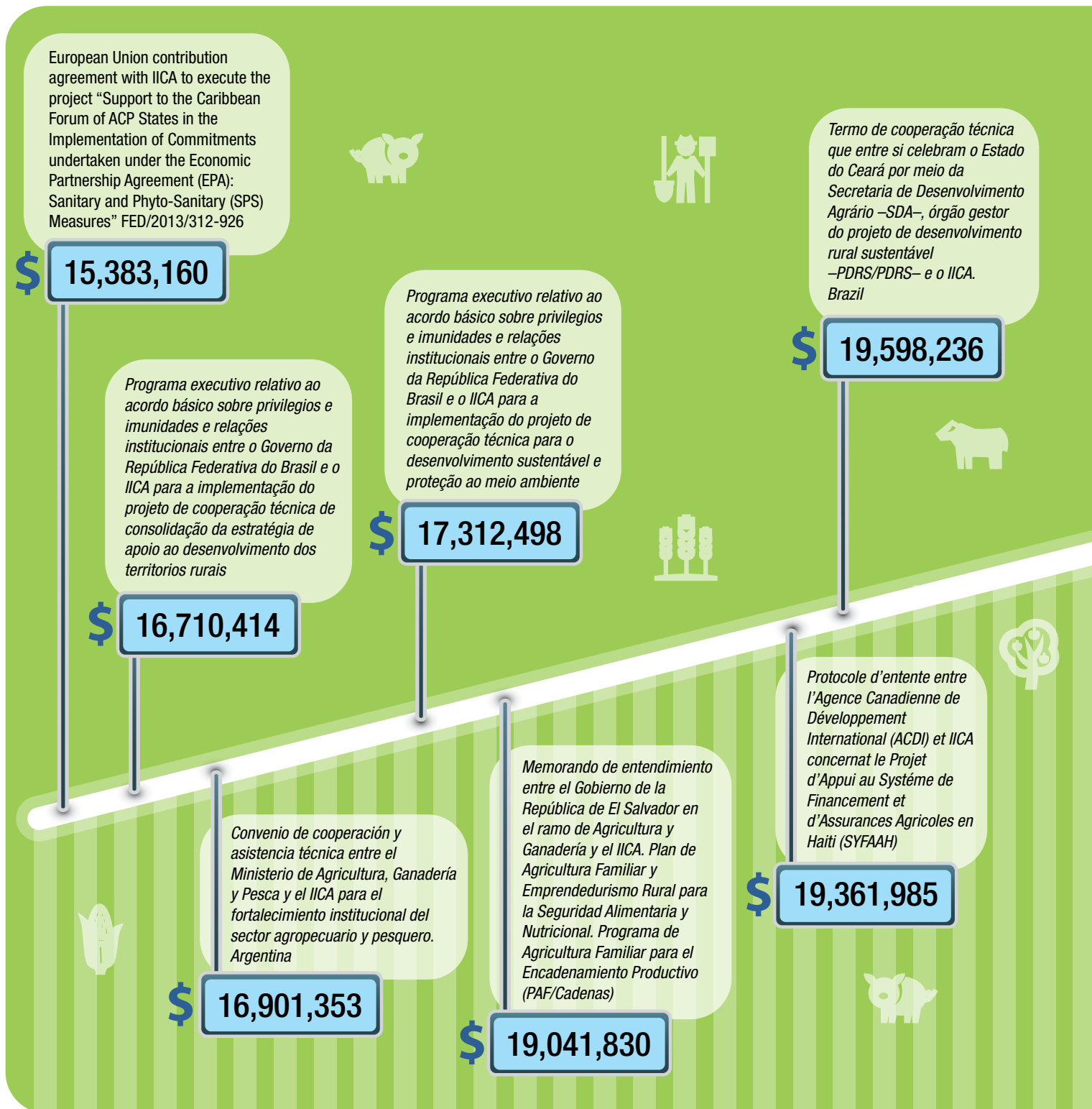


## Sample of projects financed by the FonTC

-  Reducing the Impact of Climate Change on Agriculture: Enhancing Institutional Capacity to Promote and Support Climate Smart Agriculture in the Caribbean Region.
-  Appropriate intensive small ruminant production systems for the Caribbean, based on local feed resources in Barbados, Jamaica, Suriname, Trinidad and Tobago and the Dominican Republic.
-  Economic, social and environmental management of small- and medium-size rural properties in Brazil, Chile, Honduras, Paraguay, Peru, the Dominican Republic and Ecuador.
-  Identification and description of campesino and indigenous technologies used in Highland production systems susceptible to extreme climatic events in the Andean Region and Meso America.
-  Revitalizing a cherished crop: Mango chain development in Haiti.

# Principal projects implemented by IICA with external resources in 2013

(figures in USD)





*Ajuste complementar ao acordo básico sobre privilégios, imunidades e relações institucionais entre o Governo da República Federativa do Brasil e o IICA para a consolidação do crédito fundiário como instrumento de política pública*

**\$ 25,142,005**



*Programa executivo relativo ao acordo básico sobre privilégios e imunidades e relações institucionais entre o IICA e o Governo da República Federativa do Brasil para a implementação do projeto de cooperação técnica (PCT) "Fortalecimento Institucional e Desenvolvimento do Setor Água na Esfera do Ministério da Integração Nacional: Infraestrutura Hídrica (Água), Irrigação e Defesa Civil"*

**\$ 41,393,000**



*Convenio de cooperación técnica y administración de fondos para apoyar el proyecto "Bono de Solidaridad Productiva entre la Secretaría de Agricultura y Ganadería (SAG) y el Instituto Interamericano de Cooperación para la Agricultura (IICA)". Honduras*

**\$ 33,866,230**



The Government of El Salvador tasked IICA with co-executing the technical module of the Family Agriculture Program for Production Linkages, one of the components of the Family Agriculture Plan (PAF), which led to work with eight chains: basic grains, honey, dairy products, aquaculture, vegetables, fruits, cacao and coffee.

# Sound management in support of technical cooperation

*IICA is in a position to provide high-quality technical cooperation thanks to a solid institutional support system.*

## 1. Programming and budgeting

The Institute improved its planning processes and moved forward with the design of an automated budget that is more detailed and equitable, and more closely aligned with the MTP.

Annual programming was also improved by defining results more precisely and developing indicators, as bases for a new planning, monitoring and evaluation model designed to improve control mechanisms and accountability. The Unified Institutional Management System (SUGI) is operational, making it possible to program the attainment of achievements more

effectively and monitor budgetary execution more closely.

A methodology was developed for calculating IICA's counterpart contributions to externally funded projects, in order to establish the precise value of such in-kind contributions made by the Institute. Furthermore, the percentage of the Institutional Net Rate (INR) was modified, increasing from an average of 5.3% in 2008 to 7% in 2013. This rate is the mechanism used to recover the indirect costs that the Institute incurs in administering external projects and thus protect the Regular Fund.



Average Institutional Net Rate that was applied to externally funded resources in 2013.

## 2. Transparent financial management

The sustainability of institutional administration was achieved by rigorously monitoring the technical, regulatory and financial frameworks used to ensure that resources are administered through a dynamic, innovative process based on the application of a strategy designed to promote continuous improvement.

The SIF-SAP accounting/financial system was installed in the offices in Argentina and Brazil, which means

that all of IICA – Headquarters and the 34 offices in the countries – is now using a single system. This represents an unprecedented advance in the Institute's financial management that gives the countries, partners and funding agencies greater confidence in IICA's work.

Over the last four years, operating costs were reduced, making it possible to increase the amount of resources used to provide technical cooperation to the member countries.



IICA Offices (Headquarters and all the member country offices) are using the SAP-FI system.

### 3. Reengineering the management of human talent

In 2013, IICA continued the process of reengineering the management of human talent, including the implementation of a new structure and the streamlining and improvement of nine processes.

Another important achievement was the improvement of the efficiency of human resources management, thanks to the installation of the SAPIENS online platform, the benefits of which include the possibility of integrating and updating staff members' information.

The Corporate Training Program was prepared and implemented, under which it is possible, for the first time, to achieve the integration of the staff development efforts of the different units.

The Institute also carried out the individual performance management process seven months early and implemented Individual Planning Day. The 2013 work plan of every staff member was approved in the first quarter of the year.

In addition, the staff insurance program was renewed, resulting in 80%-90%, and even 100%, increases in coverage in some cases.



### 4. Improved infrastructure, technology and processes

A master plan for the ongoing maintenance of facilities was put in place, making it possible to carry out the Institute's activities and deliver cooperation services more smoothly and efficiently. The processes involved in procuring goods and services were also streamlined, which saved resources and reduced the time required to process and respond to requests from clients.

Furthermore, the Institute continued to take maximum advantage of ICTs. It has an in-house videoconferencing network and virtual networks that link all the offices in the member countries, which facilitate communication and generate savings.



### 5. Promoting a culture of monitoring and evaluation

In 2013, the evaluation of technical performance became a systematic activity that was reflected not only in the timely delivery of annual reports, but also in the development of new instruments for continuous improvement.

IICA set up a unified institutional management system, designed to promote a real change of institutional culture, which led to the adoption of a results-based management approach that improved the planning, monitoring and reporting processes of the technical cooperation projects and institutional

management actions, and ensured decisions are taken in a timely manner.

The consolidation of a perspective of institutional integration ("A Single IICA") and continuous improvement, the institutional monitoring and evaluation of the MTP and the annual action plans of the units, among others, as well as the evaluation of the performance of the offices in the member countries and the technical programs have helped to create a more modern Institute that has tools that facilitate accountability at all levels.

# IICA knowledge products

**Alliance of Agricultural Information Services**  
SIDALC  
www.sidalc.net

The alliance, made up of 170 national institutions in 22 countries, facilitated access to 2.6 million references and 221,132 full-text documents in 329 databases. Over the course of the year, 1.9 million people visited the website at least once and 741,848 returning users benefited from this service.

**Repository of resources for information management**  
IMARK  
www.imarkgroup.org

Working with FAO, IICA spearheaded the updating and adaptation of four courses for effective knowledge management and the use of information:

1. Sharing knowledge for development
2. Investment in information for development
3. Social networking for development
4. Scientific writing

Some 140,000 practitioners signed up for IMARK courses, 20% of them in Latin America.

**Network for the Management of Innovation in the Agrifood Sector (INNOVAGRO Network)**  
www.redinnovagro.in

70 members of the network (65 institutions based in 16 countries in Latin America, Europe and the Middle East, and five regional institutions, systems and networks) strengthened their capabilities.

**Technical information management system**  
www.infoagro.net

More than 21,000 registered users share information and receive regular bulletins about a range of technical issues in which IICA specializes. Over the course of the year, 52 bulletins were distributed, 200 new subscribers registered with the system and more than 2000 items were shared (documents, links, news and events, among others).

## Significant publications



Manual para desarrollar capacidades institucionales en la gestión del riesgo agroempresarial



Impactful innovations: Lessons from family agriculture in Latin America and the Caribbean



Crioconservación de plantas en América Latina y el Caribe

Source: Inter-American Information and Editorial Production Center of IICA



# About IICA

The Inter-American Institute for Cooperation on Agriculture is the specialized agency of the Inter-American System for the promotion of agriculture and rural well-being, and its efforts are fully focused on making agriculture competitive and sustainable in the Americas.

It has a modern vision of the challenges facing agriculture, which range from the effects of climate change on agricultural production to the urgent need to feed a growing world population; while at the same time creating opportunities and jobs for the men and women in the rural areas of its member countries.

Faced with such extraordinary challenges, it proposes a new paradigm for agriculture: one in which the sector will improve national revenues and individual incomes, play a key role in making food security a reality, and is a line of defense in mitigating the impacts of climate change. It is committed to making agriculture more productive, more inclusive and more sustainable.

The Institute was created in 1942 by the Governing Board of the Pan-American Union. Its highest governing body is the Inter-American Board of Agriculture (IABA), the main ministerial forum for analyzing policies and strategies for the improvement of agriculture and rural life in the Americas.

IICA's Headquarters are located in San Jose, Costa Rica. The Institute's executive body is the General Directorate, which is headed by Víctor M. Villalobos, a citizen of Mexico, who was recently reelected Director General for the 2014-2018 period.

IICA coordinates its actions from its Headquarters and through a network of offices that connect it directly to its 34 member countries. It also has a Permanent Office for Europe, located in Madrid, Spain, that promotes relations and actions with strategic partners in the European Union (EU).



**Inter-American Institute for Cooperation on Agriculture (IICA)**

Headquarters, P.O. Box 55-2200  
San Jose, Vazquez de Coronado,  
San Isidro 1110 - Costa Rica  
Tel: (506) 2216-0222 / Fax: (506) 2216-0233  
[www.iica.int](http://www.iica.int)  
[iicahq@iica.int](mailto:iicahq@iica.int)

