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2014 Annual Report of IICA

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2014 Annual Report of IICA

Agriculture, opportunity for development in the Americas

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Table of Contents

Message from the Director General	v
Executive summary	vii
About IICA	1
Main results in 2014	2
<i>Management of agricultural chains and strengthening of agribusiness capabilities</i>	3
<i>Promotion of innovation for agriculture and efficient water use</i>	5
<i>Agricultural health and food safety</i>	9
<i>Adaptation of agriculture to climate change</i>	12
<i>Social inclusion at the territorial level</i>	14
<i>Promotion of family agriculture</i>	17
<i>Institutional strengthening of agriculture and its territories</i>	19
<i>Effective participation in international forums</i>	21
<i>Knowledge-based agriculture</i>	23
Governance and official meetings	25
Main results of IICA's corporate management	27
<i>Management of programming, budgeting, and control</i>	27
<i>Financial management</i>	28
<i>Management of human talent</i>	29
<i>Management of administrative services</i>	31
<i>Evaluation and monitoring of technical cooperation</i>	31
Annexes	33
<i>Annex 1: List of projects of IICA's Competitive Funds for Technical Cooperation (FonTC) implemented in 2014</i>	33
<i>Annex 2: Cooperation projects and profiles prepared by IICA in 2014</i>	35
<i>Annex 3: IICA knowledge products</i>	36
<i>Annex 4: Number of scholarship holders studying for master's degrees and doctorates at Mexican universities under the CONACYT-IICA 100 scholarships program</i>	37
Acronyms	38

Message from the Director General

Never has the world offered such enormous opportunities for agriculture. That is how the Inter-American Institute for Cooperation on Agriculture views the international environment and the challenges facing the Americas in the medium term, if the continent is to tap its present and potential capabilities to feed more than nine billion people in 2050.

Food security is a key issue on government agendas. The private sector and international organizations are therefore pooling resources with governments to address it more effectively by means of comprehensive, constant, and closely coordinated efforts to increase the competitiveness and productivity of agriculture.

The biggest question today may be whether the region has the capacity to guarantee food security by making its heterogeneous, constantly evolving agriculture more productive, competitive, and sustainable, but other international phenomena also warrant our attention. The following are some of the most important:

- **The adaptation of agriculture to climate change.** Food production is increasingly being affected by extreme weather and other natural phenomena, ranging from a shortage of resources such as soil and water to the incidence of increasingly virulent pests and diseases in crops.
- **Migration from the countryside to the city and the aging of our farmers and technical personnel.** Thousands of young people are abandoning the countryside because they cannot make a decent living in agriculture or rural territories, which the mass and social media often portray so negatively. Without generational renewal, the average age of our farmers and technical personnel will continue to rise, resulting in the loss of major opportunities and the capacity for innovation.
- **Social exclusion.** Reflected in high rates of poverty, this has a clear gender dimension and is also closely linked to the type of rural area and agriculture involved. Family farmers have insufficient opportunities for socioeconomic growth and limited access to food. Nonetheless, with support, they have a strategic role to play in development.
- **Levels of investment in innovation.** High food prices are attracting investors but further resources are required following years of underinvestment in the region's agriculture. Future investments should also be made within a broad framework of economic development for the producers and other stakeholders who depend on the sector for their livelihood. Limited investment is an obstacle that undermines the opportunities for research, innovation, education of human capital, and the correct use of natural resources, among other factors required for full development.

While the first four years of our administration concluded with good results, as our governing bodies have acknowledged, we are not satisfied. As we have already observed, agriculture is in a process of constant transformation. IICA, as an agency of the Inter-American System involved in the region's productive processes, must anticipate those transformations and be on the cutting edge as a modern, relevant international institution capable of fulfilling its mandate.

Despite the fact that 2014 was a year of transition, marked by completion of the implementation of one medium-term plan and the start of another, IICA not only continued with its technical cooperation strategies but also embarked on an internal reorganization and engaged in greater dialogue with its partners to set in motion what we have termed the evolution of the technical cooperation model. Over the next four years, we aim to enhance our forms of work and capabilities in tandem with the Member States, and to implement our cooperation instruments much more effectively, focusing on the delivery of solutions that produce concrete results and help achieve the eleven contributions proposed in the 2014-2018 MTP.

Our goal for 2018 is to deliver to our member countries an organization recognized for its first-rate technical capabilities in agriculture and rural development, one that takes full advantage of the opportunities for developing a sector with more social inclusion, strengthened family agriculture, agricultural chains that operate dynamically in markets, improved agricultural health, and a broad capacity to adapt to external phenomena throughout the hemisphere.

This report highlights the first steps taken in that direction. Taking care to adjust corporate management processes without delaying the delivery of technical cooperation to the countries, the Institute ended 2014 with a revamped cooperation platform designed to carry out the projects of the new MTP and achieve excellent results in areas such as business development, the promotion of innovation, the strengthening of the public institutional framework (especially animal and plant health services), knowledge of rural issues, and participation in global forums.

Our sincere thanks for the trust you have placed in your Institute. Together, we shall continue to build a better future for our rural areas.

Víctor M. Villalobos
Director General

Executive summary

The mission of the Inter-American Institute for Cooperation on Agriculture (IICA) is to deliver international technical cooperation of excellence, thereby encouraging, promoting, and supporting the efforts of its Member States to achieve agricultural development and rural well-being.

In 2014, IICA's 34 Member States approved a new technical cooperation model tailored to the changing conditions in the hemisphere's agricultural sector. The model is designed to increase the impact of cooperation by targeting specific areas, linking efforts, and focusing on results and accountability with regard to the contributions that the Institute makes in the design of policies, agricultural health, agribusiness capacity building, social management, and the development of innovations, especially ones that facilitate adaptation to climate change, the achievement of food security and increased inclusive productivity and competitiveness.

Within that new frame of reference, the main results achieved through 472 institutional projects and actions were as follows:

- *More than 1000 public and private stakeholders in 23 countries enhanced their skills for agrifood chain management, business development, value added, the management of associative enterprises, and marketing through methodologies, instruments, and programs launched by the Institute.*
- *Thousands of producers benefited from technological innovations and knowledge related to the production of renewable energies, forest byproducts, sugar, corn, beans, cassava, avocados, potatoes, and tomatoes under projects financed with resources from the European Union (EU), Switzerland, Finland, and the United States. Thanks to IICA's technical cooperation, progress was also made with innovations in quinoa, rice, cacao, sweet potato, Jatropha oil, greenhouse crops, stock farming, bioinputs, and biogas, among others.*
- *The Institute promoted the strengthening of the agricultural health services of its member countries, provided timely information about the new food safety laws enacted by the United States and Canada, supported the active participation of 22 Member States in international Codex and phytosanitary meetings, and created a virtual school for plant health inspectors. Furthermore, IICA strengthened quarantine posts along the Dominican Republic-Haiti border; helped tackle invasive pests that they can affect crops in Canada, the United States, Mexico, Guatemala, Suriname, Brazil, Guyana, and Paraguay; and collaborated with Ecuador to maintain the latter's status as a country free from foot-and-mouth disease with vaccination.*
- *The Institute enhanced the capabilities for rural area-based development of more than 500 members of the staff of public and private entities through forums, courses, methodologies, and instruments; promoted analysis and consensus building on family agriculture and its interaction with rural territories; and collaborated in the implementation of development programs in at least 18 territories.*

- *During the 20th Session of the Conference of the Parties (COP20) to the United Nations Framework Convention on Climate Change (UNFCCC), held in Lima, Peru, an inter-ministerial dialogue was held that enabled seven countries to reach agreement on the need for more collaboration and the development of a common agenda for the agriculture and environment sectors in order to tackle climate change. With partners such as the United States Department of Agriculture (USDA), the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), and the Regional Fund for Agricultural Technology (FONTAGRO), co-sponsored with the Inter-American Development Bank (IDB), IICA enhanced the knowledge and expertise of public and private officials with regard to sustainable agriculture and climate change.*
- *Seven Caribbean countries have plans for environmental disaster management and agricultural insurance. In addition, the Institute helped respond to the emergency in St. Vincent and the Grenadines, Dominica, and St. Lucia in December 2013 caused by a low pressure system.*
- *The Institute promoted the design and use of models for participatory social management and the management of family agriculture that make it possible to mobilize resources from donors, governments, and local entities for rural area-based development that is more consistent with national plans. Through the process of constructing and implementing these cooperation models, their viability was demonstrated in Mexico, Brazil, Central America, Antigua and Barbuda, Argentina, St. Lucia, Trinidad and Tobago, Bahamas, Barbados, and Guyana.*
- *Under the IICA program with Mexico's National Council for Science and Technology (CONACYT), 108 scholarships for young agricultural professionals from various countries in the hemisphere were processed and approved. In addition, the Institute and the Mexican government established a program for strengthening agricultural capabilities for 15 Caribbean countries, under which 295 technical officers were trained.*

Many of these results were achieved through work with international organizations such as the United Nations Food and Agriculture Organization (FAO), the Economic Commission for Latin America and the Caribbean (ECLAC), the World Bank, the International Fund for Agricultural Development (IFAD), the Inter-American Development Bank, the World Trade Organization (WTO), the Center for International Forestry Research and UN Women, among others. The support of the European Union, Finland, Spain, Australia, Switzerland, Canada, Taiwan, the United States, Mexico, and Brazil, in the form of both financial and technical assistance, was vital for the successful implementation of part of our plans in 2014.

IICA's Executive Committee held its Thirty-fourth Regular Meeting, at which it approved the Program Budget for 2015 and the 2014-2018 Medium-term Plan. It also decided that, at the next meetings of the Committee and the Inter-American Board of Agriculture (IABA), the member countries would address the issue of the financial strengthening of the Institute.

About IICA

More than 70 years ago, a group of visionaries identified the need for an agency specializing in agriculture for the American continent. That agency's purpose remains equally valid today: to promote agricultural development and the well-being of rural dwellers in the Americas.

The Americas have the potential to feed the world

Taking this assertion to heart, IICA, in support of its 34 Member States, identified the challenges and opportunities for agriculture and promoted cross-thematic, interdisciplinary, and carefully coordinated international actions designed to strengthen the diversity of agricultural and rural development in the hemisphere.

Our mission is to:

“encourage, promote, and support our Member States in their efforts to achieve agricultural development and rural well-being through international technical cooperation of excellence.”

Our slogan is:

“competitive, inclusive and sustainable inter-American agriculture that feeds the hemisphere and the world, while at the same time generating opportunities to reduce hunger and poverty among farmers and rural dwellers.”

IICA works closely and permanently with the public and private sectors of the Americas, sharing its vast experience in agribusiness development, the promotion of innovation for agriculture, the strengthening of agricultural health and food safety, social area-based management and the correct use of natural resources.

Under the leadership of its Director General, Víctor Villalobos, the Institute provides its technical cooperation through a broad network of professionals stationed in its 34 country offices throughout the hemisphere. These professionals are committed to delivering concrete results and implementing IICA's revamped technical cooperation model to bring about the positive transformations that the Member States seek to achieve in the agricultural and rural sectors. In addition to its offices throughout the Americas, IICA has a Permanent Office in Europe, based in Spain, which is in charge of liaison with the cooperation institutions on that continent.

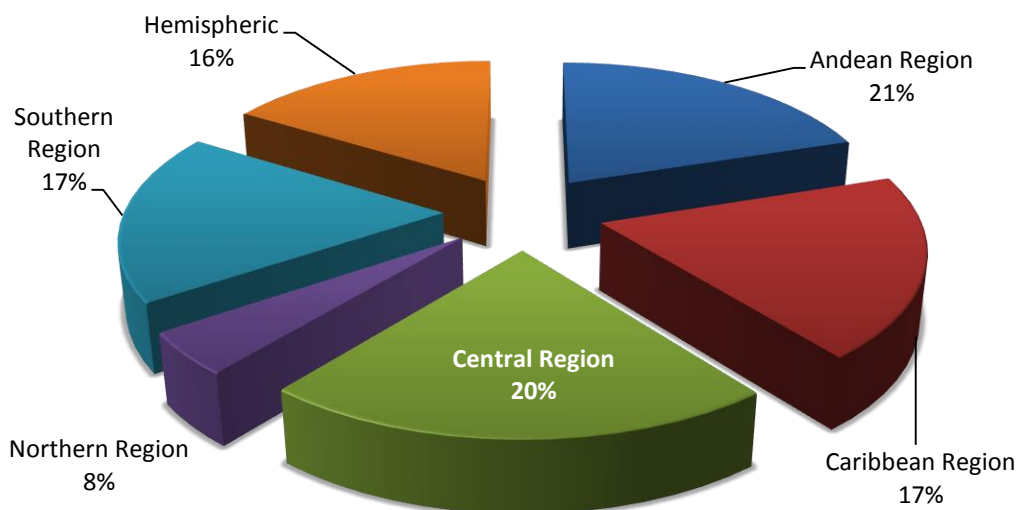
Main results in 2014

The Member States approved the new 2014-2018 Medium-term Plan (MTP), which dovetails with the strategic objectives¹ established in the Institute's 2010-2020 Strategic Plan (SP) and sets out the road map for instituting a technical cooperation model that adopts more innovative, dynamic, proactive and results-driven approaches, and thus will boost our technical capacity, the participatory dialogue with our governing bodies and the complementary work with international partners.

The challenges put forth in the SP and the MTP have to do with productivity and competitiveness, sustainability and climate change, inclusion, food security, innovation, and comprehensive water resource management. To address them, IICA began implementing the MTP, which calls for the creation of a number of overarching, cross-thematic, and cross-level projects related to the competitiveness of agricultural chains, inclusion in agriculture and rural areas, resilience and comprehensive risk management, and the productivity of family farming.

In 2014, the technical cooperation strategies made it possible to obtain results in the 34 countries of the hemisphere by means of 472 technical cooperation projects, 199 of which were financed with nearly USD 116 million in external resources. Another 273 projects or initiatives were implemented with the Institute's own resources, involving an operational investment of USD 31.65 million.

Figure 1
Composition of the agenda of cooperation



¹ The four strategic objectives are: a) improve the productivity and competitiveness of the agricultural sector; b) strengthen agriculture's contribution to the development of rural areas and the well-being of the rural population; c) improve agriculture's capacity to mitigate and adapt to climate change and make better use of natural resources; and, d) improve agriculture's contribution to food security.

MANAGEMENT OF AGRICULTURAL CHAINS AND STRENGTHENING OF AGRIBUSINESS CAPABILITIES

Critical issues in agricultural chains: Stakeholders in a number of chains (coffee in Panama, flowers in Paraguay, coffee and cacao in Peru and small ruminants in Trinidad and Tobago) now have situational analyses focusing on aspects such as policies, the institutional framework, chains management, agribusiness capabilities, innovation, and links to markets. IICA also carried out assessments for the public and private sectors in Guatemala and Ecuador on the competitive performance of their main agricultural and agroindustrial products.

Management of associative enterprises: In Paraguay, Honduras, and Guatemala, 126 researchers, extension workers, and producers took part in workshops aimed at strengthening the management of associative enterprises. Argentina, Brazil, Chile, and Uruguay also participated in the activities via videoconference. Two documents related to chain and associative processes were published and disseminated: “Cadenas agroproductivas y financiamiento” and “Guía para la formalización de organizaciones de productores agropecuarios en Guatemala.”

Value added: More than 150 participants in 18 countries validated and benefited from a virtual course entitled “Adding value to agricultural products: elements for the design and implementation of public policies,” based on which three handbooks were developed to support a course on strategies for adding value to agricultural products.

Marketing models: In Panama, 30 public and private sector stakeholders enhanced their expertise for implementing marketing models in coffee, vegetables, cacao, beans, and bananas. This work was complemented with a demonstration related to the experience of collection centers in El Salvador.

Microcredit: A loan scheme set up by IICA enabled the Network of Rural Women Producers of St. Lucia and the Women Producers’ Action Group in Dominica to improve the performance of their agribusinesses through the purchase of equipment.

Agricultural market information systems: Under the aegis of the Market Information Organization of the Americas (MIOA), 33 countries shared their experiences and held an annual meeting attended by 30 delegates. In addition, a platform was developed for the management of information on markets in Bahamas, Antigua and Barbuda, Belize, and St. Vincent and the Grenadines, and 45 officials enhanced their skills for data gathering and management of the platform.

Promotion of agro-exports: IICA, working with Panama’s Ministry of Trade and Industries (MICI), provided support to the 20 companies taking part in the second *Export Platform for Panama* and with the negotiation and start of the process of exporting to the Miami market. TFO Canada and IICA held six activities to provide

training in exports, which enabled the same number of agro-processors in Guyana to step up their business activities in North America. With the Institute's assistance, Peruvian and Colombian exporters also carried out a trade mission to Canada.

International trade: As many as 555 people from 23 countries received training in the administration of agreements, multilateral systems, and trade negotiations. Furthermore, the joint Regional Reference Center run by IICA and the World Trade Organization (WTO) fielded queries about the same topics on a daily basis.

INNOVATIONS IN PRODUCTS AND PROCESSES

The Declaration of the Meeting of Ministers of Agriculture of the Americas 2011 was emphatic in stating that *“agricultural innovation is a catalyst for growth and positive change,”* and that, *“fostering innovation is vital to increase and intensify production and productivity, improve incomes, reduce poverty and inequality, and decrease the environmental impacts of the agrifood sector.”*

The following are some of the achievements of IICA’s technical cooperation in 2014 in relation to innovations in products and processes:

Avocados: Under the Cooperative Program for Technology Research and Transfer for the Northern Region (PROCINORTE), Canadian, Mexican, and U.S. researchers undertook joint research to generate a new prototype for measuring the firmness of avocados without damaging the fruit. Once validated, this technology will generate important savings for producers of avocados and then other fruit sectors that are required to measure the ripeness of fruits in order to access international markets.

Rice: By means of talks, visits by experts, and field demonstrations, IICA promoted the adoption of the Intensive Rice-growing System in the Dominican Republic. It also collaborated in the design and management of resources for new projects of the Regional Fund for Agricultural Technology (FONTAGRO).

Sugar: With financial assistance from the European Union (EU) and cooperation from IICA, the Ministry of Agriculture and Natural Resources of Belize trained technical officers of various institutions in the sugarcane industry in research techniques, and 1200 sugarcane producers in good agricultural practices (GAP). In addition, the Institute drafted a medium-term plan for sugarcane research and development in Belize aimed at increasing productivity and competitiveness, in response to the EU’s decision to eliminate quotas in 2017.

Forests: In the Andean region, the Sustainable Forestry Management Program, which is being implemented with financing from the Government of Finland, devised innovative solutions for the management of natural and plantation forests, and to raise the incomes of farmers who extract natural products from the forest. In Peru, more than 3500 people participated in technical events related to forest innovations.

Cacao: Under the projects financed by the Government of Finland in communities in the north of La Paz and Beni, in Bolivia, the quality of wild cacao beans was improved through the efficient use of clean energy in postharvest systems.

Mangoes and citrus fruits: IICA trained producers in Nickerie, in Suriname, in the production and selection of grafts and pruning techniques for mangoes and citrus fruits.

Bioinputs: Tools were devised for studying the subsector of bioinputs for agriculture, including methodologies for drawing up agendas in Argentina and Nicaragua. As a result of closely coordinated efforts by the Paraguayan Agricultural Technology Institute (IPTA) and the Ministry of Agriculture and Livestock (MAG), *Trichoderma* bioinputs were produced for disease control and *Beauveria* for pest control. The distribution of these bioinputs among the country's agricultural sector led to a reduction in the use of agrochemicals.

Biogas: With the collaboration of 60 representatives of the public and private sectors of 17 Latin American and Caribbean (LAC) countries, draft guidelines were prepared for differentiated policies and orientations for biogas programs for family farming. With financial support from Finland,² three innovation projects involving the use of biomass and organic waste were implemented in Colombia, while two micro hydro systems were set up in Cocapata and Pucarani, in Bolivia. In Guyana, biogas systems were installed at the School of Agriculture and the Ministry of Agriculture, and the benefits demonstrated to 25 livestock farmers who received training in the systems' use and adopted the technology to reduce environmental pollution.

Livestock farming: Through the application of the South-South cooperation approach, the Uruguay's experience with the cattle traceability system was shared with 26 delegates from fifteen LAC countries.

Greenhouses: In Guyana, five demonstration greenhouses were set up for vegetable production and their impact increased with training for 200 farmers in new production methods, provided by Partners of the Americas and other organizations. In Bahamas, the Institute improved the use of water and the diversification of production by 20 farmers who work with greenhouses; in Antigua and Barbuda, IICA supported the efforts of Mexican engineers to conduct studies on protected agriculture; and in St. Kitts and Nevis, 75 women and young people increased their productive capacity through training in the use and adoption of greenhouse technologies.

Dairy products: Under the Government of El Salvador's Family Agriculture Plan (PAF), IICA supported the efforts to provide at least 1500 livestock producers with the equipment, infrastructure, and expertise required for the hygienic production, storage, and processing of milk.

Corn and beans: The Agricultural Innovation Network (Red SICTA) project that IICA is implementing in Central America with financial support from the Swiss Agency for Development and Cooperation (COSUDE) benefited 101,207 producers (29% women and 71% men). As many as 81,671 were sensitized to innovative technologies and

² Under the Energy and Environment Partnership in the Andean Region.

19,536 adopted them, especially pre-drying techniques, improved varieties, machinery, microorganisms and inoculants. Some 52% of the users of such technologies managed to raise their income by more than 15%; and the families that used innovative technologies had 18% more food available compared with the years prior to the implementation of the project. In Haiti, through the centers for the production of quality seeds established in Mirebalais, Gonaives, and Grand Goave, bean production in some areas rose by up to 15%, thanks to financial support from the U.S. Agency for International Development (USAID).

Potatoes: In Jamaica and St. Kitts and Nevis, 90 public and private stakeholders improved their capabilities for innovation aimed at promoting higher productivity and greater sustainability by means of good production practices in the potato chain (Beauregard variety). Under the Regional Program for Research and Innovation by Agricultural Value Chains (PRIICA), a joint EU-IICA program, the Karú variety was validated in Nicaragua. It is an early maturer, moderately resistant to late blight and highly resistant to the leafroll virus (PLRV), very tolerant to the serpentine leafminer, is attractive for commercial reasons and for consumption, and offers commercially acceptable yields (t/ha). Finally, the portable sticky trap for the control of *Liriomyza* spp. was validated in Honduras.

Jatropha: IICA contributed to the efforts to guarantee production of 30,000 liters of pure *Jatropha curcas* oil on Floreana Island, in the Galápagos archipelago, Ecuador, for use as biofuel in the generation of electricity, thereby promoting a change in the energy matrix of the Galápagos Islands.

Quinoa: With IICA's support, Peru's Center for Research on Natural Resources and Environment and other Peruvian and Bolivian research institutes implemented the project, "Competitiveness of the quinoa value chain in Peru and Bolivia," financed by FONTAGRO .

Cassava: The PRIICA (EU-IICA) program validated the ICTA Izabal variety with producers in Chiquimula, Guatemala, who will now have a high-yield vegetable that adapts well and is popular with consumers. In Trinidad and Tobago, IICA conducted studies of the production costs of three types of cassava that will allow public institutions to take part in the industry.

WATER RESOURCE MANAGEMENT

At their meeting in 2013, the ministers of agriculture of the Americas pledged to undertake a raft of actions to promote integrated water management, innovations designed to make better use of the vital resource. IICA's most important efforts in this field in 2014 were as follows:

- **Argentina:** IICA provided technical cooperation in support of the actions carried out by the ECONORMAS (EU/MERCOSUR) project to combat desertification and drought in the Calchaquíes Valleys of Argentina.

- **Bahamas:** A series of entities, including the ministries of agriculture and education, corporations, and cooperatives, carried out training activities related to the construction of aquaponic systems to introduce technological innovations that promote sustainable agriculture.
- **Brazil:** IICA provided technical collaboration in support of Interaguas, the Program for Development of the Water Sector, for the formulation of the National Agenda for the Integrated Water Resource Management.
- **Brazil, Costa Rica, Ecuador, Mexico, Panama, Paraguay, Peru, St. Lucia, and Suriname:** The Institute developed proposed guidelines for establishing the baseline for actions related to the integrated management of water and soils in agriculture in the countries mentioned.
- **Costa Rica:** The main stakeholders in the Arenal-Tempisque irrigation district, located in the Zona Norte, had an opportunity to exchange knowledge with the different institutions in the area as part of the process of devising the productive development plan for the area of influence affected by the construction of section II of the Canal del Sur.
- **Haiti and St. Lucia:** Family farmers improved their capacity to use water efficiently by means of inexpensive irrigation systems adapted to their plots. For example, in the southwest of St. Lucia, eight households installed a system for harvesting river water to irrigate their farms.
- **Paraguay:** Under the Executive Core Project that IICA is co-financing, two rainwater harvesting systems were implemented adapted to the El Chaco region, with a storage capacity of 70 million liters of water for consumption and agricultural production.
- **St. Lucia:** In collaboration with the United Nations Food and Agriculture Organization (FAO), assistance was provided to the Ministry of Agriculture, Food Production, Fisheries, Cooperatives and Rural Development with the rehabilitation of five linear kilometers of agricultural drainage and eight linear kilometers of rivers through the planting of trees and engineering works, following the destruction caused by the tropical storm in December 2013.
- **St. Vincent and the Grenadines:** IICA and FAO joined efforts to restore, clean, and rehabilitate three watersheds, including improvements to forest systems.
- **Uruguay:** Working with the Ministry of Livestock, Agriculture and Fisheries (MGAP) and the Ministry of Housing, Land Management, and Environment (MVOTMA), IICA shared and analyzed experiences under way in Uruguay and other LAC countries related to the evaluation and attachment of value to ecosystem services and public policy mechanisms and instruments for their conservation, to develop a conceptual framework on the subject.
- **Venezuela:** With support from the Nestlé company, 217 women in ten communities in the firm's area of influence improve their capacity to use storage, use, and quality control techniques for integrated water management.

AGRICULTURAL HEALTH AND FOOD SAFETY (AHFS)

Modernization of AHFS services: IICA supported the strengthening of AHFS services through the application of its Performance, Vision, and Strategy (PVS) tools in Argentina, Paraguay, Bolivia, Ecuador, and Colombia. This enabled a number of national plant and animal health and food safety services to define their priority actions and formulate their action plans. New editions of the PVS tool for plant health protection organizations were published in both English and Spanish. In Chile, the Chilean Agency for Food Quality and Safety (ACHIPIA) was strengthened by means of various studies and support for its participation in international forums. In Mexico, at the request of the National Service for Agrifood Health, Safety and Quality (SENASICA) of the Secretariat of Agriculture, Livestock, Rural Development, Fisheries and Food (SAGARPA), a study was conducted entitled “Design of impact indicators and the evaluation methodology of SENASICA programs and campaigns.”

International quarantine: The ministries of agriculture of Haiti and the Dominican Republic received the draft bills on plant and animal health protection, the electronic quarantine data and information management system, “e-SIC” and the regulations to be applied on international waste, agricultural products in transit and the use of pesticides, all of which will help to strengthen the quarantine capabilities of the two countries. In Haiti, the animal and plant health systems have four new fully equipped quarantine posts, and 56 professionals trained with support from the United States Department of Agriculture (USDA).

Campaign to combat foot-and-mouth disease: The Institute provided support to the National Program to Combat Foot-and-mouth Disease of the Ecuadorian Quality Assurance Agency for the Agricultural Sector (Agrocalidad). Laboratories were improved, vaccination capabilities strengthened, simulations organized and information materials disseminated, with the aim of securing the sanitary status of “free from vaccination” for the country in 2015.

Diagnosing of bovine tuberculosis: Through PROCINORTE, IICA supported the training of scientists of the research institutes and regulatory bodies of Canada, the United States, and Mexico in diagnostic techniques, molecular epidemiology, and tools for monitoring risks related to the disease.

Efforts to combat to invasive pests: Within the framework of PROCINORTE, IICA helped scientists of the plant health network of the United States, Mexico, and Canada to develop the expertise required to analyze genomes for their use in taxonomy, focusing initially on the diagnosing and differentiation of populations of the stinkbug (*Halyomorpha halys*) and its natural enemies. Moreover, in Nueva Italia and Caaupé, in Paraguay, a pest and disease warning system was generated that uses text messages sent via cell phone to inform producers of plant health or weather-related problems.

Through the MOSCAMED program implemented in the State of Chiapas, IICA helped Mexico maintain its phytosanitary status as a country free from the Mediterranean fruit fly. The program consolidated the containment and elimination of the pest along the leading edge of the infestation in Guatemala.

Fruit producers in Brazil, Guyana, and Suriname benefited from effective management of the carambola fruit fly after maintenance was provided to traps in 15 communities close to the borders of the three countries, with assistance from the Brazilian Agricultural Research Corporation (EMBRAPA).

Working with the Grenada Organic Agriculture Movement (GOAM) and the Ministry of Agriculture, Lands, Forestry, Fisheries and Environment, IICA trained producers in organic pesticide management, thanks to which 16 farmers identified ways of replacing synthetic pesticides.

Antimicrobial resistance in the Caribbean: In response to a request from governments in the Caribbean and in order to raise the countries' awareness of this critically important emerging issue, the Institute and Ohio State University in the U.S. organized two virtual discussion forums (122 participants) and one onsite activity (40 people), during the Week of Caribbean Agriculture.

Good agricultural practices (GAP): In Costa Rica, a methodological model for implementing GAP was constructed that affords smallholders access to markets. In Venezuela, more than 100 stakeholders in production chains and the Ministry of Popular Power for Agriculture and Lands (MPPAT) benefited from training in GAP, good manufacturing practices (GMP) and hazard analysis and critical control points (HACCP). Officials from Dominica's Bureau of Standards and 56 producers in Grenada received training in GAP and adopted measures to meet international standards, making it possible to increase export capabilities.

Surveillance of veterinary drugs: IICA prepared a diagnostic tool for Costa Rica, Honduras, Guatemala, Nicaragua, and El Salvador that is benefiting their animal health services, and promoted good livestock practices in Central America.

Food Safety Modernization Act (FSMA): The Institute worked with the USDA to train 400 officials from the public and private sectors of Guatemala, Honduras, Panama, Costa Rica, and El Salvador in the new U.S. legislation.

Compliance with sanitary standards: Under the project "Support to enable SMEs to comply with sanitary and phytosanitary standards in order to access the Canadian market," Colombian small-scale producers of aromatic herbs, brown sugar paste, and tilapia took part in a trade mission to Canada and received training and support.

Creation of the Regional Virtual Food Inspection School: 52 representatives of academic institutions in Central America and the Dominican Republic were trained in the management of learning processes, and a further 25 were trained in the design and evaluation of competences. The first course to train inspectors is expected to take place in the first quarter of 2015.

Capacity building in plant health: Workshops were organized and coordinated to review the draft standards of the International Plant Protection Convention (IPPC) for Latin America (17 countries and 13 participants) and the Caribbean (13 countries and

17 participants). IICA also continued to support the work of the Inter-American Coordinating Group in Plant Protection; and, for the fourth time, with the University of the West Indies, the FAO, USDA, and the ministries of agriculture of Jamaica and Barbados, held a training workshop on plant quarantine in which representatives of 17 Caribbean countries took part.

New externally funded projects related to AHFS: With resources from the Standards and Trade Development Facility (STDF), IICA implemented three projects on food safety and plant health, encompassing eight, ten, and eleven countries, respectively, and involving a total investment of USD 2,350,000.

ADAPTATION OF AGRICULTURE TO CLIMATE CHANGE

Cross-sectoral agendas for climate change mitigation and adaptation: IICA, as the executing agency of one of the projects of the EUROCLIMA Program, facilitated the incorporation of Latin America's agricultural sector into the EU initiative. The project has already created a mechanism for dialogue among the technical specialists of the ministries of environment and agriculture of 18 Latin American countries, who have established the priorities for the construction of cross-sectoral agendas that will enable agriculture to tackle the challenges of climate change and promote the conservation of natural resources.

Agriculture and climate change: The USDA, Germany's Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) and IICA organized a regional meeting of 107 representatives of ministries of agriculture, environment, and foreign affairs and other institutions of 19 countries in the region. The participants engaged in a technical dialogue on agriculture and climate change, and shared experiences on the subject. The Intergovernmental Group of Experts on Climate Change also participated in the activity.

Enhanced capabilities for the adaptation of agriculture: At least 470 officials, mainly from the public sector, took part in nine online forums, and four in-person courses and workshops on sustainable agriculture, adaptation to climate change, risk management, natural resource management, and food security in LAC. This was complemented with the dissemination of information to raise awareness of the sector's vulnerabilities.

In Chile, officials in the La Araucanía, Angol, and Renaico regions received training in how to integrate the adaptation of agriculture into the planning of agricultural development. Furthermore, the Adaptation to Climate Change Strategy for Livestock Farming was made available to the Dominican Republic.

Dominica, Guyana, Suriname, Trinidad and Tobago, Jamaica, Antigua and Barbuda, Grenada, and St. Lucia have preparedness plans for environmental disasters, risk, and agricultural insurance. In St. Lucia, St. Vincent and the Grenadines, and Dominica, the vulnerability of the countries' agricultural sectors were evaluated. In Honduras, IICA raised the awareness of specialists and leaders of the Municipality of Mercedes' stakeholder engagement forum on risk management for agriculture.

Corn and beans adapted to climate change: Under the FONTAGRO project, "Adaptation of corn and beans to climate change in Central America and the Dominican Republic," spearheaded by IICA and institutions in Costa Rica, El Salvador, Guatemala, Nicaragua, Panama, Honduras, and the Dominican Republic, twelve corn and bean-producing areas were characterized that are vulnerable to drought, and ten lines of beans tolerant to water stress were released. As a result, 453.5 kilos of bean seed were obtained for distribution and validation, as well as 408.15 kilos of corn seed.

Livestock farming: The Institute assisted the Technical Secretariat of FONTAGRO in negotiating two projects on livestock raising and climate change. The projects are being financed through a donation agreement signed between the Ministry of Primary Industries of New Zealand and Inter-American Development Bank (IDB)/FONTAGRO. They are designed to build capacity for the adaptation of smallholder agriculture to climate change, and for mitigation efforts. Funds were also negotiated with New Zealand to develop policy guidelines and strengthen the capabilities for more intensive, but sustainable, livestock farming in Central America.

SOCIAL INCLUSION AT THE TERRITORIAL LEVEL

Inclusive development of agribusinesses: IICA and the FAO published ten case studies³ on LAC public and private institutions that promote the development of agribusinesses, making it possible to identify innovative policy instruments that were then shared in several workshops.

Localized agrifood systems: Under the agreement between IICA and France's Center for Agricultural Research for Development (CIRAD), capacity-building efforts were undertaken in rural territories of Mexico, Argentina, Costa Rica, and Ecuador, using a new area-based management methodology that draws on the localized agrifood systems approach. The Institute also strengthened the masters' degree program in rural agroindustry, area-based development, and agrifood tourism run by the Universidad Autónoma del Estado de México with the support of the Network of Localized Agrifood Systems (REDSIAL) of Mexico and other countries in the Americas.

Central American Strategy for Rural Area-based Development (ECADERT): As a consolidated instrument of the Council of Ministers of Agriculture and the Central American Integration System (SICA), implementation got under way of the second phase (2014-2017) of the program to strengthen the ECADERT process. Financed by the Spanish Agency for International Cooperation for Development (AECID), the Spain-SICA Fund, the Executive Secretariat of the Central American Agricultural Council (SECAC) and IICA, the program is consolidating the regional and national institutional framework, capacity building, the delivery of support for rural territories, the communication strategy, and the mobilization of investment for ECADERT. In six Central American countries, IICA supported the implementation of 17 new area-based projects, under the third call of the ECADERT Regional Fund and financed with resources from Taiwan. This formed part of a process in which 40 area-based projects have been executed, most of them with technical and administrative assistance from IICA.

Rural area-based development: Through two national networks (Brazil and Mexico), one regional network (Central America), and one hemispheric network (LAC) promoted by IICA, comparative studies were carried out and disseminated on experiences with rural area-based development, differentiated policies for family farming, rurality, semiarid regions and public investment for rural development. More than 500 members of public and private entities involved in rural development and area-based planning enhanced their expertise in areas such as youth, gender, collaborative leadership, training of trainers, use of educational material, the formulation of methodologies, and the design of tools.

Action and inclusion at the territorial level: The Institute promoted greater social inclusion, especially for women and young people, and participatory area-based development. The following were some of the most important actions carried out and results achieved:

³ Argentina, Brazil, Chile, Colombia, Guatemala, Honduras, Mexico, Panama, Paraguay, and Peru.

- As many as 230 officials in the state of Barinas, Venezuela received training in the design and implementation of area-based development strategies under an agreement between IICA and Petr6leos de Venezuela S.A. (PDVSA).
- In Ecuador, the provincial decentralized autonomous governments of Cotopaxi and Orellana have strategies for managing agricultural competences and linking them with public policies.
- In Argentina, support was provided to the Rural Development Institute and municipal entities in the province of Mendoza for the design of sustainable public policies geared to the dynamics of Argentine territories.
- In Brazil, with the International Fund for Agricultural Development (IFAD) and the World Bank, IICA worked on the implementation of technical cooperation projects in Cear6, Para6ba, and Rio Grande do Sul.
- In Honduras, members of the Mancomunidad de Municipalidades Garifuna enhanced their capabilities in social area-based management and public policy.
- In coordination with the Ministry of Agriculture and Livestock (MAG), the Rural Development Institute (INDER) and the Ministry of National Planning and Economic Policy (MIDEPLAN), the methodology for establishing development councils and plans was introduced in ten territories in Costa Rica: Talamanca-Valle de la Estrella, Turrialba-Jim6nez, Turrubares-Mora-Santa Ana-Puriscal, Osa-Golfito-Corredores, Coto Brus-Buenos Aires, Sarapiqu6, Pococ6, Upala-Guatuso-Los Chiles, La Cruz-Liberia and Paquera-Lepanto-C6bano.

Participation of women in agriculture

- Under the Red SICTA Project, IICA worked with COSUDE to support efforts to enhance the expertise of 85 technical officers, producers and members of the National Network for Technological Innovation in Corn and Beans of Guatemala, Honduras and Nicaragua. Focusing on leadership and the gender approach, the training was designed to improve the self-management and organization of the target group in the network.
- More than 100 women enhanced their capabilities for producing and marketing handcrafts in The Bahamas under the *Exuma* project, which improved the quality of their products, access to new markets and their income.
- Members of the Network of Rural Women Producers and Youth of Trinidad and Tobago received training in value added in tubers and goat's milk to enable them to raise their income.
- In Guyana, 110 women members of five groups of producers benefited by purchasing packing material at wholesale and reselling it to their members under a project carried out with IICA that has allowed them to accumulate working capital for their network of entrepreneurs.
- In Suriname, 87 women cassava and fruit producers and processors in the districts of Marowijne, Para, Brokopondo, Saramaca, and Wanica were trained in GAP and food safety.

Young people and agriculture

- IICA collaborated in the training of 21 members of the Surinamese Forum of Agriculture for Young People in organic agriculture and controlled environments, as well as in the implementation of a joint production project involving five hectares of watermelon and eggplant.
- After participating in a backyard farming program, students of five primary schools in Antigua are now showing more interest in agriculture.
- The Institute afforded six young people living in the rural areas of St. Lucia access to better employment as a result of a charcoal production project carried out with the support of the Small Grants Programme of the Global Environment Facility (GEF) and IICA.
- In Barbados, 31 young people improved their skills in production methods and food safety (e.g., greenhouses, drip irrigation, and pest management), and obtained certificates in horticulture.

PROMOTION OF FAMILY AGRICULTURE

International Year of Family Farming: IICA played its part in the efforts to commemorate the International Year of Family Farming across the globe. It spearheaded the organization of events for the analysis of the situation and positioning of family agriculture in the Americas, including: a) the Central American Meeting of Agriculture 2014 (200 participants), held in San Salvador in partnership with the SECAC, the FAO, the Programa Diálogo Regional Rural, the Tropical Agriculture Research and Higher Education Center (CATIE), and CIRAD, among other institutions; b) the “International Seminar: Family Farming in Latin America and the Caribbean: Historical Assessment, Current Situation, and Challenges for the Medium and Long Term (120 participants), carried out in Santiago, Chile in partnership with the Economic Commission for Latin America and the Caribbean (ECLAC), CIRAD, and the FAO; c) the Ninth International Forum on Sustainable Rural Development, Agriculture, Territories and Rurality (420 participants), organized by IICA in Rio Grande do Sul, Brazil, with that country’s Ministry of Agrarian Development (MDA), the Government of the State of Rio Grande do Sul, and the World Bank and d) Forum entitled “Family Agriculture and Youth” (with 200 participants), held in Costa Rica with a group of high-level government officials, and presided over by President Luis Guillermo Solís, with other participants from the diplomatic corps and international organizations.

These events made it possible to consolidate political support for family farming and the private-public sector dialogue on the issue, and galvanize various national and regional initiatives. The Institute also contributed a systemic vision by linking family farming with rural territories. These efforts were complemented with the joint IICA/ECLAC/CIRAD publication “Políticas públicas y agriculturas familiares en América Latina y el Caribe: balance, desafíos y perspectivas,” which contains eleven national case studies and a cross-cutting analysis.

Public policies for family farming: IICA provided seven Latin American countries with a study on the current status of their institutional frameworks for family agriculture, to enable them to generate differentiated public policies. Other important achievements in this field were as follows:

- The agricultural sector of Paraguay has a study entitled “Caracterización y tipología de la agricultura familiar en el Paraguay,” prepared by IICA with information from the National Registry of Family Farming, based on which the country can design policies for family agriculture.
- With support from the Institute, several ministries in Peru enhanced their capacity to manage public policies for family agriculture.
- In Argentina, IICA strengthened the institutional capabilities of the Ministry of Agriculture, Livestock, and Fisheries (MAGYP), the National Service for Agrifood Health and Quality (SENASA) and the National Institute of Agricultural Technology (INTA) through actions and instruments designed to improve their activities aimed at promoting the marketing, business management and sanitary expertise and organic production of family farmers.
- The Institute held a forum entitled “*The role of family farms in food security*” in

Belize, in coordination with the FAO and Ministry of Natural Resources and Agriculture, to discuss the capacities of family agriculture in that country.

- In Brazil, IICA assisted EMPRAPA with the publication of the book *“O mundo rural no Brasil do século 21: A formação de um novo padrão agrário e agrícola,”* which contains articles by 51 researchers on the main processes that impact the social and economic contexts of the rural regions where family agriculture is practiced.

Innovation and family agriculture: As part of the project “Technological innovation strategy to improve the productivity and competitiveness of product chains in Central America and the Dominican Republic (PRESICA),” implemented by the innovation institutes of Central America and the Dominican Republic and IICA with financing from the IDB and FONTAGRO, the authorities of the ministries of agriculture, finance and planning, researchers, and producers’ associations verified the results achieved at a forum entitled “Innovation and its Impact on Family Farming.”

IICA raised awareness of the importance of investing in agricultural innovation through the publication of the book “Lessons from family agriculture in Latin America and the Caribbean,” with assistance from FONTAGRO and the IDB; and of the document “Contribución del FONTAGRO al desarrollo agrícola de América Latina y el Caribe: evaluación ex-post de proyectos colaborativos,” based on a study conducted by FONTAGRO, the IDB, and IICA.

By taking part in the workshop “Preparation of profiles and proposals for calls organized by FONTAGRO,” 35 Central American professionals improved their capacity to undertake projects for innovation in family agriculture.

Climate change and family agriculture: The Institute helped evaluate 80 project profiles submitted to FONTAGRO and the FMAM. The latter approved financing for the best eight proposals with the potential to make substantial scientific contributions to the adaptation of family farming to climate change.

INSTITUTIONAL STRENGTHENING OF AGRICULTURE AND ITS TERRITORIES

New policies, plans, and agreements for agriculture: Costa Rica, Peru, and Paraguay increased their capacity to manage public policies, enabling them to develop the policy for Costa Rica's agricultural sector, the strategic plan of Peru's Center for Agroindustrial Technological Innovation, and the agreements on competitiveness of Paraguay's stakeholder engagement forums on beef and poultry. In Panama, the document, "Aportes para el desarrollo del sector agropecuario y rural desde una política de mediano y largo plazo" was produced; while in Belize the draft National Food and Agriculture Policy was drawn up, working with the FAO and the authorities. In St. Kitts and Nevis, IICA supported the efforts of the Ministry of Agriculture and Fisheries to implement its medium-term strategy (2011-2015); and in Trinidad and Tobago, the Institute collaborated with the Agricultural Affairs Division of the Tobago House of Assembly on the preparation of the island's agriculture sector plan.

Innovative policies for rural area-based development: Management and technical personnel of institutions involved in rural development in Costa Rica, the Dominican Republic, Peru, and Ecuador benefited from the project "Innovative Policies for Rural Area-based Development in Latin America," Funded by the AECID and carried out by IICA, it was designed to enhance the countries' expertise in relation to rural area-based development policies and the preparation of conceptual frameworks for policy-making. With support from the Central American Agricultural Council (CAC), policies with an area-based approach were formulated; local actors in eight rural territories (two in Peru, one in Ecuador, three in Costa Rica, and two in the Dominican Republic) were equipped to manage their territories better and formulate their respective strategic plans; models were implemented for linking the needs of territories with sectoral policies in four countries; and lessons learned were shared at an international event held in Costa Rica with the participation of 100 people from 18 countries. Furthermore, IICA and the CAC promoted the integrated rural development policy of Guatemala; while in Brazil, the Institute supported the Ministry of Agrarian Development and the Secretariat of Area-based Development in projects related to Brazil's new rurality and the characterization of public policies for area-based development.

Agricultural research in Central America: Under PRIICA, financed by the EU, IICA supported the institution building efforts of Central America's agricultural research institutes (NARI) by providing training to their technical personnel in areas such as food and nutrition security, chains, and information and knowledge management. Three technical documents were also published on the consolidation of consortia, the design of a strategic innovation plan, and knowledge management.

Institutional frameworks in biotechnology and biosafety: Regulators, lawmakers, government officials, academics, and entrepreneurs in Belize, Costa Rica, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, and the Dominican Republic enhanced their technical expertise with regard to institutional

frameworks and effective communication in biotechnology and biosafety. They took part in an international course implemented with the University of Missouri, six videoconferences carried out with Mexico's Comisión Intersecretarial de Bioseguridad de los Organismos Genéticamente Modificados (CIBIOGEM), and 19 online and onsite events organized by IICA.

Agricultural extension: IICA and the World Bank facilitated the process of assessing the state of agricultural extension in Panama, while in Guatemala, under the IICA-World Food Programme (WFP) Partnership, a comprehensive rural extension model was implemented under the Purchases for Progress (P4P) initiative that benefited 8000 producers, who improved their agricultural practices.

Models for interlinking short agricultural chains: In coordination with the respective marketing and commercialization institutions, a strategic framework was established in Costa Rica for linking small and medium-scale producers of beans, leaf vegetables, potatoes, onions, tomatoes, bell peppers, and fishery products to local markets.

EFFECTIVE PARTICIPATION IN INTERNATIONAL FORUMS

One of the contributions targeted by IICA in its 2014-2018 Medium-term Plan (MTP) is the strengthening of the Member States' capacity for consensus and participation in international forums and other mechanisms for the exchange of knowledge and mobilization of relevant resources for agriculture. Some of the achievements in this area were as follows:

Seventh Meeting of the Conference of the Parties to the Cartagena Protocol on Biosafety (COP-MOP 7): IICA undertook a series of preparatory actions, specifically five videoconferences and an onsite meeting, to enable 22 countries to discuss their positions and proposals for the meeting in Korea. Resources were obtained that enable seven delegates from Colombia, Guatemala, Honduras, Mexico, and the Dominican Republic to take part in the meeting.

Committee on Sanitary and Phytosanitary Measures (SPS Committee) and STDF Working Group: Within the framework of the partnership with the WTO, with funds from the SPS Project with the EU, IICA supported the participation of nine professionals from the Caribbean in a workshop on risk analysis and the meeting of the SPS Committee.

Codex Alimentarius: The Institute supported the participation of 34 delegates from 20 countries in the Codex Alimentarius Commission and in the committees on contaminants, general principles, pesticide residues, hygiene, inspection, and certification. To ensure the effective participation of the countries, these efforts were complemented with the implementation of six training workshops in Paraguay, Honduras, El Salvador, Belize, Ecuador, and Peru; a course on Codex Alimentarius for delegates from diplomatic missions; and the organization of two colloquia (in Chile and Costa Rica) to analyze Codex standards and seek joint positions among the countries of the Alimentarius Coordinating Committee for Latin America and the Caribbean (CCLAC), and between the Committee and the U.S. All these activities strengthened institutions at the national and regional levels with regard to the Codex Alimentarius, and improved the coordination of actions and communication among member countries and the positioning of the region at the global level.

Commission on Phytosanitary Measures: IICA and the IPPC updated the manual of good practices for participation in the commission's meetings, developed an online tool that facilitates international participation in the commission⁴, and coordinated workshops for reviewing standards with 30 LAC countries.

20th Conference of Parties (COP20) to the United Nations Framework Convention on Climate Change (UNFCCC): The Institute and the Center for International Forestry Research (CIFOR) organized an inter-ministerial dialogue during the COP20, held in Lima, Peru, in which 13 ministers of environment and

⁴ Available at <http://phytosanitary.info/sites/phytosanitary.info/files/cpm-participation-guide-en/index.html>

agriculture from seven Latin American countries took part. They reached consensus on the need for all sectors to collaborate to enable agricultural producers to tackle the challenges of climate change more effectively.

International Forum on Area-based Management in Mexico and regional events to commemorate the International Year of Family Farming (Costa Rica, El Salvador, Chile and Brazil): More than 1000 representatives of public and private institutions, producers' organizations and academia discussed the present situation and the outlook for family agriculture in Central America, Chile, Brazil, and Mexico, and adopted basic agreements on the subject.

Situation and outlook for agriculture: IICA, the FAO and ECLAC prepared the report “The Outlook for Agriculture and Rural Development in the Americas: A Perspective on Latin America and the Caribbean,” which included a special focus on family farming. In Uruguay, the Institute organized the eleventh series of lectures entitled “State Policies: The Agricultural Sector in the Years Ahead,” which made it possible not only to learn about the outlook for Uruguay’s rural areas, but also to discuss the proposals of the different presidential candidates.

Transfer networks in the Central Region: Thanks to the efforts of the PRIICA (EU-IICA), 24 technological innovation consortia (public-private partnerships) have been set up in Central America representing 31 rural localities that are vulnerable to food and nutrition insecurity. Each consortium has a strategic innovation and knowledge management plan, and ongoing projects on the generation and validation of technologies. Furthermore, four technological innovation networks for four product chains (avocadoes, potatoes, tomatoes, and cassava) make up the Regional Transfer Network, a regional directory of specialists that operates online on the AgriPerfiles platform (VIVO).

Networks of specialists in the Northern Region: With support from IICA, PROCINORTE enabled 21 experts in genetic resources from Canada, Mexico, and the U.S. to update their expertise in the use of the GRIN-Global, a system developed by the USDA for managing global plant genebank information. Moreover, a three-country network of specialists in biological control was established to share knowledge of regional interest on invasive insects and their interaction with the patterns of climate change.

Renewable energies in the Andean Region: With support from the Government of Finland, IICA equipped the Andean countries a series of conceptual and methodological tools that draw on experiences and lessons learned about access to, and the use of, renewable energies in the rural territories of the Andean Region, which will help improve the institutional framework and knowledge management in the territories concerned.

Agricultural scholarships for the Americas: Under IICA’s joint program with Mexico’s National Council of Science and Technology (CONACYT), 108 scholarships were processed and approved for young agricultural professionals from the hemisphere. By the end of 2014, some 84 had begun their respective master’s courses, while a further 24 had embarked on doctoral programs, at 28 Mexican higher education institutions (see Annex 4).

Moreover, under the IICA-CATIE project “Enhancing agriculture and rural development through leadership education (Henry A. Wallace Legacy Scholarships – HWLS), eleven students from the hemisphere were awarded grants for master’s degree studies at CATIE.

Masters degree in food security: IICA spearheaded the joint effort with FAO, ECLAC and ten universities in the hemisphere that are members of the Union of Latin American Universities to complete the design of the study program for the First International Masters Degree in Food Security. The course will get under way in August 2015 with 50 students and sponsorship from Mexico's Universidad Abierta y a Distancia.

Capabilities in innovation: The activities of the Network for Innovation Management in the Agrifood Sector (Red Innovagro) benefited 604 people from 21 countries who enhanced their innovation expertise by taking part in the "Ruta de la Innovación" initiative, the international seminar "Networks on Innovation in the Agrifood Sector," the graduate program in innovation management and four videoconferences on Israel's experience in the areas of innovation, extension, innovation systems and food security. Furthermore, the Innovagro award process enabled members of the Network to present and disseminate technological and social innovations and others related to organizations.

Agricultural capabilities in the Caribbean: The Government of Mexico and IICA implemented a program to build capacity in agriculture that benefited 295 technical officers in 15 Caribbean countries, who received training in protected agriculture, rural tourism, family and backyard farming, protection of soil and water, plant pathology and sheep production, all areas of great importance for the development of Caribbean agriculture.

Knowledge management for food security: The FAO, AECID, and IICA conducted the course "Communication and knowledge for decision-making in food and nutrition security (FNS) in Latin America," which comprised seven weeks of work via the Internet and an onsite session held in October in Antigua, Guatemala. More than 30 professionals took part from the ministries of health, agriculture, rural development, and economic affairs, as well as the FNS and social development secretariats of Chile, Argentina, Bolivia, Paraguay, Peru, Ecuador, Brazil, Colombia, Uruguay, Venezuela, El Salvador, Guatemala, Honduras, Nicaragua, Costa Rica, Mexico, the Dominican Republic, and Panama.

A better-connected hemisphere: IICA organized more than 1800 telepresence activities, including training processes, dialogue, the exchange of experiences, and facilitation of the operating tasks of IICA and its strategic partners.

Governance and official meetings

Executive Committee (EC)

The Thirty-fourth Regular Meeting of the EC⁵ was held from May 21-22, 2014, in San Jose, Costa Rica. Agreements were adopted on the following matters:

- *Institutional policy and technical cooperation services:* The EC approved the Medium-term Plan (MTP) for the period 2014-2018, as the framework that will guide IICA's actions during that period. It also approved IICA's annual report for 2013, containing a summary of the cooperation activities carried out by the Institute during that year and information about programming, budgetary, and financial matters.
- *Budgetary and financial matters:* The EC decided that the question of the financial strengthening of IICA should be addressed at the next meetings of the EC and the IABA, as some Member States had expressed support for the idea of boosting the Regular Fund by increasing quota contributions (EC Resolution No. 593). Based on the IABA's decision to instruct the Director General of IICA to present to the consideration of the EC a draft budget of expenditures of the funds approved, consistent with the priorities of the new 2014-2018 Medium-term Plan (EC Resolution No. 587), the Committee adopted the allocation of regular resources for the 2015 Program Budget; welcomed the financial statements of the Institute for 2013 and the report of the external auditors, which attested to the fact that the Administration had acted in conformity with the Institute's regulations and managed IICA's financial resources properly. It also studied the report on the collection of quota contributions that the Member States contribute each year and chose the external auditors of the Institute and the Tropical Agriculture Research and Higher Education Center (CATIE) for the 2014-2015 biennium.
- *Matters related to IICA's governing bodies:* The EC welcomed the report of the 2014 Regular Meeting of the Special Advisory Commission on Management Issues (SACMI), the status of the resolutions of the Seventeenth Regular Meeting of the IABA and the Thirty- third Regular Meeting of the EC and the report of the United States as the IABA's representative to the Governing Council of CATIE for the period 2013-2014.
- *Partnerships with international organizations:* The EC welcomed the biennial reports of CATIE and the Caribbean Agricultural Research and Development Institute (CARDI) for the period 2012-2013, and urged IICA to continue to strengthen the implementation of joint cooperation actions.

⁵ The Committee was composed of the following Member States: Barbados, Brazil, Canada, Chile, El Salvador, Grenada, Guatemala, Honduras, Mexico, Peru, Trinidad and Tobago, and Uruguay.

Official meetings held in 2014

Official name	Date	Venue	Date and place of publication of report or proceedings of event
2014 Regular Meeting of the Special Advisory Commission on Management Issues (SACMI)	March 27, 2014	Virtual meeting moderated from IICA Headquarters in San Jose, Costa Rica	IICA, San Jose, Costa Rica, May 6, 2014
Thirty-fourth Regular Meeting of the Executive Committee	May 21-22, 2014	San Jose, Costa Rica	IICA, San Jose, Costa Rica, August 21, 2014

Main results of IICA's corporate management

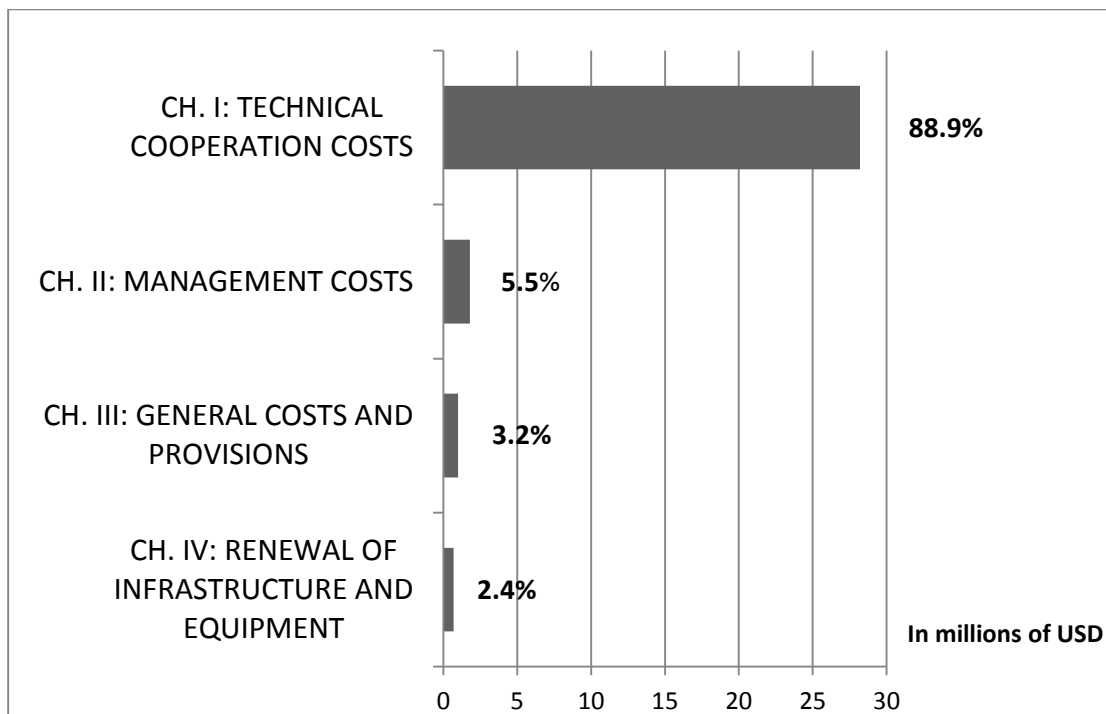
For the first time in its history, IICA concluded the execution of one MTP (covering the period 2010-2014) during the first semester of the year, and began to implement a new one (2014-2018 MTP) in the second. The application of new strategies, tools, and cooperation instruments (flagship projects, rapid response actions, pre-investment initiatives of the Competitive Fund for Technical Cooperation and externally funded projects) naturally called for the design and execution of a budget tailored to the new requirements.

Management of programming, budgeting, and control

The 2014-2018 MTP incorporated a model for the management of technical cooperation intended to make more efficient use of the Institute's funds.

The proposed expenditure budget for 2015, which is more balanced and dovetails seamlessly with the objectives of technical cooperation and the achievement of results, became a key instrument for the implementation of the new MTP and the execution of all the cooperation instruments concerned.

Figure 2
Distribution of the execution of the Regular Fund by chapter in 2014
(in millions of USD and in %) *



* Unaudited data.

All the operating units drew up annual action plans, which were used to program the expeditious, coordinated, and effective execution of resources for technical cooperation, based on a new model designed to increase rationality, equity, and transparency. This ensured that the available resources were used more efficiently, resulting in savings that made it possible to channel complementary resources to the nine technical cooperation projects that requested resources from IICA's Competitive Fund for Technical Cooperation in 2014 (see Annex 1), and to undertake 18 rapid response actions and the four flagship projects.

Some 87 transitory actions were financed to facilitate the changeover from one MTP to another, as were all the direct and indirect core costs of the management of all the Institute's offices in its member countries and the units at Headquarters.

Institutional information systems for management were improved and unified. IICA continued to carry out coordinated work on the design, testing, implementation, and stabilization of the different modules of the Unified Institutional Management System (SUGI), into which information from the Programming and Monitoring Control System (CPS) was integrated.

Financial management

The Institute has audited financial statements for 2013, which were reviewed by the Audit Review Committee (ARC) and approved by the Executive Committee. The statements are available for institutional use and reflect sound financial management, accountability, and transparency.

IICA kept a close check on the budget of member country quotas, and prepared and presented reports to the governing bodies. Details of the status of the payment of quotas were updated continually, making it possible to respond in a timely and efficient manner to requests from governments for information about their contributions. In 2014, 86.81% of quotas were collected.

Furthermore, the administrators of IICA Offices in the member countries and other staff received training in the management of the SAP financial/accounting system, enabling them to operate it more efficiently.

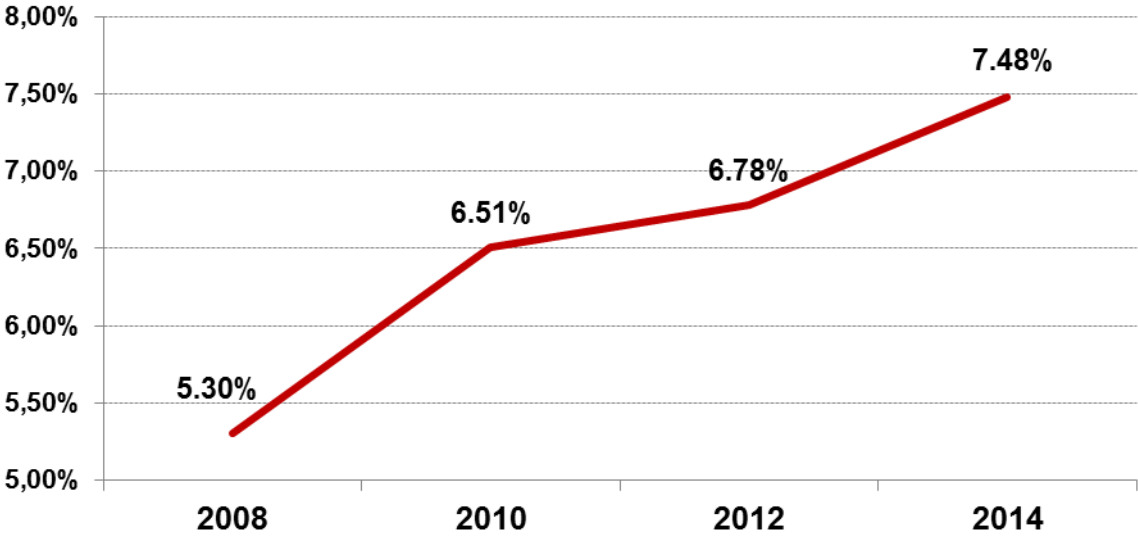
With respect to externally funded projects, the Institute encountered some difficulty in identifying opportunities and in managing resources for new externally funded projects, and thereby complement IICA's own technical cooperation and that of its partners. Nonetheless, at year's end it was executing close to USD 116.3 million in external resources, an amount similar to the total in 2013. The situation calls for redoubled efforts and the design of strategies for developing options with other partners, in both the productive and traditional sectors, to maintain the levels of previous years and, if possible, achieve growth in 2015.

The work carried out under externally funded projects included the preparation and distribution of administrative guides among various development entities, such as CARDI, the Caribbean Community (CARICOM), the Regional Fund to Support the Implementation of ECADERT, and the Fund for Sustainable Access to Renewable Thermal Energy (FASERT). In addition, support was provided to the Intra-APP project implemented with the European Union, enabling it to successfully conclude financial and legal negotiations on the agreements with CARDI and CARICOM.

At the request of the Institute’s governing bodies, a proposal was drawn up on the criteria and mechanisms established by the General Directorate for evaluating the pertinence of, approving, technical cooperation projects financed with external resources, pursuant to Executive Committee Resolution 593.

IICA continued to apply the institutional net rate (INR) policy to external projects, to recover the indirect costs incurred in administering such projects and safeguard the Regular Fund. It also stepped up implementation of a strategy aimed at ensuring that the INR reaches an average of 8.1% in the years ahead, so that externally funded projects cover 100% of their direct and indirect costs. As a result of the strategy, the average INR rose from 5.3% before 2010 to 7.48% in 2014.

Figure 3
Percentage of INR during the period 2008-2014



Management of human talent

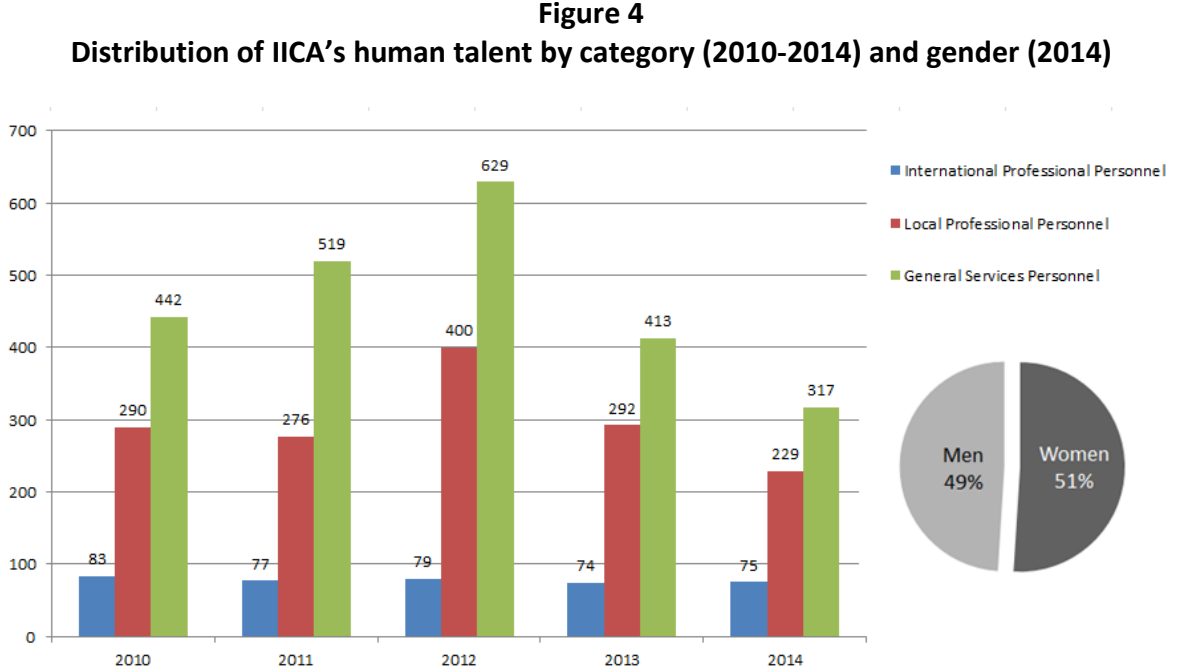
The Division of Human Talent Management was restructured to enable it to provide better services and support for the staff’s activities, raising the level of performance and efficiency.

Improvements were also achieved in the staff’s capacity to process requests for services and meet users’ needs. Furthermore, the unit worked on the design and implementation of “service protocols,” with those related to personnel recruitment and selection already published, and others concerning the entry and induction of new staff and the review of performance evaluation at the design stage.

For the first time, the Institute established a single personnel database using the SAPIENS online technological platform. The system now includes information about international and local personnel at the Institute’s Headquarters and in the 34 offices in the member countries. The entire personnel received training in the platform to enable them to make good use of it. Combined with the new Intranet, the database is shortening the time required to complete processes and boosting staff productivity.

As part of the implementation of the MTP 2014-2018, support was provided to the implementation of significant changes to IICA’s organizational structure, in order to meet the new needs and improve institutional management.

The figure below shows the distribution of the Institute’s human talent by category during the period 2010-2014:



Progress was made with a proposal for the implementation, in 2015, of an institutional training policy designed to channel efforts and resources toward the development and strengthening of the staff’s knowledge, skills, and capabilities, in order to achieve the objectives of the MTP.

Management of administrative services

The Administrative Support and Services Division renegotiated a number of contracts (e.g., the travel agency, the external audit, and the hosting of financial and security systems), thereby achieving substantial economies and improving services.

It implemented new processes designed to make institutional actions more effective and consistent with the staff's needs and requirements, within a framework of solid organization and responsibility.

The Office in Brazil moved to a new building offering better conditions and facilities for less than half the rent paid for the previous premises. The current Administration has managed to relocate three offices, with the consequent improvements in infrastructure and savings on leases.

In order to increase the institutional capabilities for technical cooperation, IICA also prepared, negotiated, and signed three legal instruments with scientific and technological entities, as important strategic partners for strengthening technical cooperation.

In short, in 2014 the current Administration instituted major structural, economic and management changes, both in processes and projects and in the work culture, which produced positive results that have permitted the Institute to cope successfully with its financial difficulties, and at the same time improve and expand administrative support for the delivery of technical cooperation services within the framework of the 2014-2018 MTP. However, there is now less room for maneuver and IICA's financial situation will require important decisions to be taken and support from its member countries in the short term.

Evaluation and monitoring of technical cooperation

In light of the new challenges set out in the 2014-2018 MTP, the Institute drew up a series of proposed institutional policies, strategies and guidelines intended to improve the monitoring and evaluation of technical cooperation instruments, and strengthen the contributions and results.

The changes that began to be implemented in 2013, involving a single system for the management of institutional information, made it possible in 2014 to better orient the discussion of a results-based IICA with the respective planning, programming, monitoring, and generation of reports on the status of annual work plans. As a result, IICA's governing bodies have strategic data and information at their disposal concerning the achievements and results of the institutional monitoring and evaluation processes.

Lastly, evaluations were carried out of IICA's offices in Haiti, Guatemala, and Honduras, and of the Regional Cooperative Program for the Technological Development and Modernization of Coffee Cultivation (PROMECAFE), as part of the Institute's continuous improvement processes.

Annex 1

List of projects of IICA's Competitive Funds for Technical Cooperation (FonTC) implemented in 2014

Name of project	Countries involved	Amount allocated in 2014 (USD)
Institutional innovations to support the management of the commercial processes of family agriculture and its links with markets	Argentina, Chile, and Peru	22,500.00
Strengthening of official surveillance systems for veterinary drugs and promotion of the responsible use of drugs in meat and aquaculture production in Central America.	Costa Rica, Honduras, Nicaragua, Guatemala, El Salvador, and Panama	25,000.00
Knowledge management and institutional capacity building to promote comprehensive water management in family agriculture (GIAAF)	Costa Rica, Nicaragua, Peru and Spain	23,000.00
Development of institutional capabilities for participatory approaches, strategies, and methodologies for the optimal inclusion of young people in the agriculture and rural territories of Costa Rica, Honduras, Dominican Republic, and Brazil	Costa Rica, Honduras, Dominican Republic, and Brazil	24,000.00
Strengthening of agribusiness and associative capabilities of smallholder organizations, using the fair trade agribusinesses model to link them to local markets	Panama, Costa Rica, and Nicaragua	24,890.00
Strengthening (development of institutional management and communication tools) of the implementation of good agricultural practices (GAP) in fruit and vegetable production in the countries of the Southern Region + Bolivia	Argentina, Bolivia, Brazil, Chile, Paraguay, and Uruguay	23,369.00
Strategic management system for area-based development and family agriculture	Brazil, Peru, Ecuador, Venezuela, Honduras, Guatemala, Dominican Republic, and Paraguay	16,770.00
Innovation and sustainability in wholesale markets and their links with family agriculture in the Americas	Brazil, Costa Rica, Ecuador and Mexico	7,000.00
Strengthening of the management of water resources and irrigation systems for producers involved in family agriculture in the Chaco Region of Paraguay, Argentina, and Bolivia	Bolivia, Argentina, and Paraguay	24,554.00
Development of local strategies for adaptation to climate change for the sustainable development of municipalities in Guatemala, Honduras, and El Salvador	Guatemala, Honduras and El Salvador	22,900.00
Appropriate intensive small ruminant production systems for the Caribbean, based on the use of locally produced feed	Barbados, Jamaica, Suriname, Trinidad and Tobago, and Dominican Republic	5,902.00
Agricultural innovation for the sustainability of the biodiesel and biokerosene value chain	Brazil, Colombia, and Mexico	54,097.00
Reducing the impact of climate change on agriculture: enhancing institutional capacity to promote and support climate smart agriculture in the Caribbean Region	Dominican Republic, Jamaica, Grenada, St. Lucia, and St. Vincent and the Grenadines	13,219.39

Design of a strategy for the differentiation of products from the family agriculture sector based on their ties to the territory	Argentina, Brazil, Uruguay, Spain, and PROCISUR	46,000.00
Virtual school for phytosanitary inspectors	Argentina, Bolivia, Brazil, Chile, Colombia, Paraguay, Peru and Uruguay	40,596.00
Validation of a framework instrument for the preparation of tourism development programs in rural territories of Latin America	Spain, Paraguay, Venezuela and Panama	25,200.00
Improvement of government tuberculosis and brucellosis programs in the Southern Cone	Argentina, Brazil, Paraguay, Uruguay, and PROCITROPICOS	15,861.00
Improvement of government tuberculosis and brucellosis programs in the Andean region	Bolivia, Colombia, Ecuador, Peru, and Venezuela	23,118.00
Institution building and capacity development for the INSA and public and private stakeholders, through horizontal technical cooperation among Bolivia, Uruguay, and the United States	Bolivia, United States and Uruguay	22,700.00
System for issuance of sanitary early warnings in territories susceptible to climate change	Paraguay and Peru	49,000.00
Identification and description of campesino and indigenous technologies used in highland production systems susceptible to extreme climate events in the Andean and Central American regions	Bolivia, Ecuador, Guatemala and Peru	5,900.00
Implementation of a group traceability system for beef in Bolivia	Bolivia, Costa Rica, and Uruguay	23,690.00
Formulation of a methodology for using renewable sources of energy in agroindustrial and agricultural activities in rural territories as a means to increase competitiveness and mitigate the impacts of climate change	Bolivia, Colombia, Ecuador and Venezuela	57,500.00

Source: Technical Secretariat of the FonCT.

Annex 2

Cooperation projects and profiles prepared by IICA in 2014

National projects	<ul style="list-style-type: none"> • Nicaragua: a) National program for the modernization of livestock production in Nicaragua, to make it competitive, sustainable, and inclusive; b) Proposal for the preparation of the baseline study of the Water Harvesting Project (CATIE/COSUDE). • Mexico: a) Technical cooperation project to support the integrated management and development of the 043 irrigation district and the centennial channel in the state of Nayarit, in Mexico; b) Program for the sustainable development of agricultural and forestry resources, and the valuation of products with a territorial identity in the municipalities of Puerto Vallarta, Cabo Corrientes, Talpa de Allende, Mascota and San Sebastián in the west of the state of Jalisco. • Honduras: Strategic plan and investment program for the competitiveness of the rice chain (advanced profile). • Guatemala: Program for the development of fruit growing and portfolio of investment projects (profile).
Regional projects formulated or with profiles at an advanced stage	<ul style="list-style-type: none"> • Central and Caribbean Regions: Strengthening of national technology innovation networks (advanced profile). • Southern Region (Argentina, Brazil, Paraguay and Uruguay): ECONORMAS Project (MERCOSUR-EU), Combating desertification and drought component.

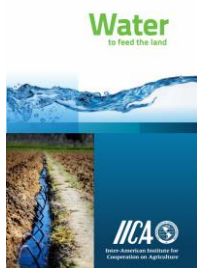
Source: Directorate of Technical Cooperation.

Annex 3

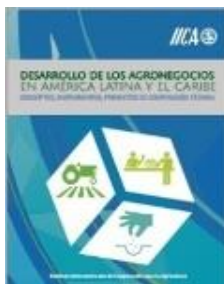
IICA knowledge products

<p>Alliance of Agricultural Information Services SIDALC www.sidalc.net</p>	<p>The alliance comprised of 174 national institutions in 22 countries, facilitated access to 2.8 million references and 263,006 full-text documents archived in 336 databases. Over the course of the year, 1.9 million unique visitors and 688,113 recurrent users benefited from this service.</p>
<p>Collection of information management resources - IMARK www.imarkgroup.org</p>	<p>Thanks to the work carried out with FAO and other international organizations, 11 courses related to information and knowledge management are available. A total of 146,428 people registered for the courses offered under the IMARK initiative.</p>
<p>AGRIPERFILES http://agriperfiles.agri-d.net/</p>	<p>The Institute spearheaded the adaptation and operation of the VIVO system in LAC. Developed by the University of Cornell, the system makes it possible to administer technical and professional profiles in agriculture. This effort is a joint undertaking with Cornell, USDA, FAO, CGIAR, and CTA.</p>
<p>Network for the Management of Innovation in the Agrifood Sector - INNOVAGRO Network www.redinnovagro.in</p>	<p>The capabilities of 78 members of the Network were strengthened: 72 institutions in 16 countries in Latin America, Europe, and the Middle East, and six regional systems and networks.</p>
<p>Food Security Observatory for the Americas http://infoagro.net/programas/Seguridad/default.aspx</p>	<p>Public and private stakeholders have access to timely and pertinent information on the food security situation at the hemispheric and global levels. The site receives 1000 visitors per month and the monthly bulletin has 450 subscribers.</p>
<p>IICA website http://www.iica.int/eng/pages/default.aspx</p>	<p>In 2014, IICA published 27 books and technical documents, all available in digital format and under the system of Creative Commons licenses.</p>

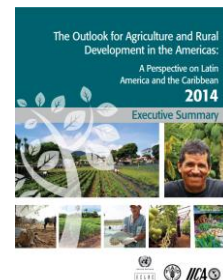
Major publications available on line:



Water to feed the land



Desarrollo de los agronegocios en América Latina y el Caribe



The outlook for agriculture and rural development in the Americas

Source: IICA's Inter-American Information and Editorial Production Center for Agriculture.

Annex 4
Number of scholarship holders studying for master's degrees and doctorates at Mexican universities under the CONACYT-IICA 100 scholarships program

Country	Master's degree*	Doctorate	Total
Argentina	3	0	3
Belize	1	1	2
Bolivia	1	1	2
Brazil	1	0	1
Colombia	57	18	75
Costa Rica	7	3	10
Dominica	1	0	1
Dominican Republic	8	0	8
Ecuador	17	5	22
El Salvador	4	2	6
Granada	1	1	2
Guatemala	8	0	8
Guyana	1	0	1
Haiti	5	0	5
Honduras	18	1	19
Nicaragua	5	1	6
Panama	1	1	2
Paraguay	4	0	4
Peru	5	2	7
St. Lucia	2	1	3
Uruguay	1	0	1
Venezuela	1	4	5
Total	152	41	193**

* Specializations and master's degree courses added together.

** Ten people have already completed their studies, making a total of 203 people who have benefited from the program since it began.

Acronyms

AECID	Spanish Agency for International Cooperation for Development
AHFS	Agricultural Health and Food Safety
CAC	Central American Agricultural Council
CARDI	Caribbean Agricultural Research and Development Institute
CARICOM	Caribbean community
CATIE	Tropical Agriculture Research and Higher Education Center
CCLAC	Codex Alimentarius Coordinating Committee for Latin America
CIRAD	Center for Agricultural Research for Development (France)
CONACYT	National Board of Science and Technology (Mexico)
COP20	20th Conference of the Parties
COSUDE	Swiss Agency for Development and Cooperation
EC	Executive Committee (IICA)
ECADERT	Central American Strategy for Rural Area-based Development
ECLAC	Economic Commission for Latin America and the Caribbean
EU	European Union
FAO	United Nations Food and Agriculture Organization
FONTAGRO	Regional Fund for Agricultural Technology
GAP	Good Agricultural Practices
IABA	Inter-American Board of Agriculture (IICA)
IDB	Inter-American Development Bank
IICA	Inter-American Institute for Cooperation on Agriculture
INR	Institutional Net Rate
IPPC	International Plant Protection Convention
LAC	Latin America and the Caribbean
MTP	Medium-term Plan (IICA)
PRIIICA	Regional Program for Research and Innovation by Agricultural Value Chain
PROCINORTE	Cooperative Program for Technology Research and Transfer for the Northern Region
PVS	Performance, Vision, and Strategy
SACMI	Special Advisory Commission on Management Issue (IICA)
SENASICA	National Service for Agrifood Health, Safety and Quality (Mexico)
SICTA	Central American System for Agricultural Technology Integration
SPS	Sanitary and Phytosanitary Measures
STDF	Standards and Trade Development Facility
USDA	United States Department of Agriculture
WTO	World Trade Organization