



REPORT TO THE EXECUTIVE COMMITTEE ON THE IICA-CATIE PROGRAM OF JOINT ACTION

Modified version

Actions carried out in
2015-2016 (first semester)

Actions for strengthening
relations between IICA and CATIE
(prospective actions) 2016-2018





INTRODUCTION

The present report was prepared pursuant to the provisions of Resolution No. 500 of the Inter-American Board of Agriculture (IABA), according to which it was agreed *“To request that the Director General of IICA and the new Director General-elect of CATIE prepare a report on the relationship between the two institutions, including a proposal for improving it that would benefit the member countries of the Center and of the Institute, as well as “To task the Executive Committee of IICA with studying said report at its next regular meeting and presenting it, with its recommendations, to the next regular meeting of the IABA.”*

The IICA-CATIE Program of Joint Action was created within the framework of the General Bilateral Agreement for Inter-institutional Cooperation between IICA and CATIE. The document describes the technical and administrative actions that were carried out during 2015 and the first half of 2016, as well as the activities planned for the 2016-2018 period, all of which seek to strengthen the relationship between IICA and CATIE. The proposed IICA-CATIE Program of Joint Action provides information on the main results achieved and the most important planned actions geared toward strengthening this relationship); it is an updated version of the Program that was presented at the Thirty-fifth Regular Meeting of the Executive Committee, held in July of 2015.

ACTIONS CARRIED OUT (JANUARY 2015 TO JUNE 2016)

I. TECHNICAL COMPONENT

The joint cooperation actions between the institutions during the 2015-2016 period focus primarily on specific work to be carried out in some countries in the continent, but not on an institutional technical coordination strategy. The most relevant joint actions are detailed below:

1. Integrated soil and water resource management with a watershed approach in the Central American Dry Corridor

1.1. Strengthening of national capabilities

- The institutions organized a virtual seminar on the subject of organic matter management for sustainable production. The seminar was taught by the Director of the Agriculture and

Food Security Center at Columbia University's Earth Institute and had 673 connection points from 25 countries.

- The institutions jointly hosted a virtual seminar on analysis of vulnerability to climate change in Central America (within the framework of the PNUMA/REGATTA Project). The objective of the event was to identify priorities for adapting the agricultural sector in Central American countries to climate change, addressing the vulnerability of current agricultural livelihoods in each country and presenting an A1B¹ Scenario as of 2030.
- In Bolivia, the institutions collaborated in preparing a project proposal entitled "Implementation of the Support Program for Sustainable Agricultural Production in the Bolivian Amazon."

1.2. Strengthening of the institutional framework²

- The workshop "Regional Action Plan in Response to the Issuance of an Agricultural Warning and in Preparation for COP21" was carried out in San Salvador, El Salvador to address the main actions being implemented in the Central American region to face the drought caused by the El Niño phenomenon (with a special emphasis on the Dry Corridor and Dry Arc) and prepare for COP21.
- The institutions jointly created a tool to establish the baseline for initiatives carried out in the Central American Dry Corridor, and prepared the structure of the Base Document for the Plan of Action.
- IICA and CATIE held the Regional Agriculture and Climate Change Workshop "Perspective of Central America Regarding COP21." The workshop was held at IICA Headquarters and included the participation of the French Institute of Central America and CIRAD.
- Prior to COP21, IICA, together with IFAD and CIRAD, prepared the technical note. CATIE coordinated three country-specific sections included in the technical note. The Central American Agricultural Council, the University of Costa Rica, Universidad del Valle (Guatemala), PRISMA (El Salvador) and MIDA in Panama also contributed content.

1.3. Management of projects

- As part of the IICA/EUROCLIMA project, IICA worked with CATIE to generate opportunities to support its role as a consultant within the EUROCLIMA Technical Assistance group and to create project proposals in Panama, Peru and Cuba for strengthening the capacity of the agricultural sector in the countries to face climate change.
- IICA supported a "Project Clinic" organized by CATIE, which provided an opportunity to share experiences regarding projects conducted in Chile, Colombia and Mexico. IICA shared its expertise on climate change adaptation for agriculture and provided recommendations to persons who are currently conducting projects in those countries.

¹ Scenario of greenhouse gas emissions characterized by a balance across all energy technologies.

² The "Institutional framework" comprises the different mechanisms and/or instruments that countries generate to foster, promote or regulate an activity, such as strategies, policies, plans, programs, projects, committees, national and regional institutional structures, legal instruments, rules and regulations, among others.

2. Promotion of resilient agrosilvopastoral systems in the Central American Dry Corridor

2.1. Capacity-building in national institutions

- The project entitled “Strengthening of National and Regional Capabilities for the Development of Policies on Sustainable Intensification of Livestock Farming Systems in Central America,” funded by the Ministry of International Affairs and Trade of New Zealand, will be implemented together with CATIE. A regional strategy will be developed to support efforts undertaken in this area by the technical group of the Central American Agricultural Council (CAC) in at least seven Central American countries.
- The institutions worked together to strengthen the institutional framework of member countries in the implementation of policies and/or strategies for sustainable soil use and efficient water use, in order to foster the development of an agricultural sector that is resilient in the face of climate change. A “Policy brief” on the comprehensive management of manure was created for use in the member countries of the Central-American Integration System (SICA).
- In Ecuador, technical cooperation was provided in order to train technical officers on the creation and implementation of farming plans, a practical tool for promoting sustainable, area-based livestock farming.
- In Bolivia, the institutions collaborated in the organization of training activities on biotechnology, micro-propagation of different tropical crops (cocoa, coffee, and tropical fruits) and sugarcane.
- In Peru, the institutions assisted in the implementation of activities within the framework of the FONTAGRO Project on Livestock in the High Andes. Two persons received training on the measurement of methane and nitrous oxide.
- In Honduras, IICA and CATIE participated in the sustainable livestock farming platform together with SAG.
- In Nicaragua, CATIE organized a discussion session on agro-forestry in which IICA participated as the counterpart. The event was carried out with support from CONICYT.

2.2. Strengthening of the institutional framework for the scale-up of resilient agrosilvopastoral systems

- CATIE’s project proposal entitled “Mitigation and Adaptation: A Regional Coffee NAMA for Four Central American Countries” was presented to the International Climate Initiative, which is supported by the Federal Ministry for Economic Cooperation and Development of Germany.
- An educational video was created as part of the video series entitled “A Day on the Farm,” which shares good adaptation and mitigation strategies utilized on CATIE’s dairy farm.

3. Adaptation of family agriculture to climate change with an area-based management approach

3.1 Capacity development and strengthening for the adaptation of family agriculture to climate change

- The course content of the Massive Online Open Course (MOOC) on the Integration of Climate Change Adaptation Strategies in Development Planning was reviewed.

3.2 Guidelines and technical support for the design and implementation of public policies to promote and facilitate the adaptation of family agriculture to climate change:

- Virtual and in-person meetings have been held in order to strengthen the information systems of the Trifinio region.
- SINTET is undergoing a restructuring process focused on meeting the objectives of RITT; this effort is also consistent with the agenda of the Inter-institutional Working Group of the Central American Dry Corridor, as an ECARDERT Kindred Territory, and the IICA/CentroGEO agreement.
- The work meeting held in San Salvador included the participation of 14 specialists in systems and networks, as well as other regional representatives from Mexico, Spain, Guatemala, El Salvador, Costa Rica, and Honduras.

3.3 Knowledge management for the adaptation of family agriculture to climate change: local knowledge, systematization, learning, and good practices

- CATIE participated in the Regional Workshop on Agriculture, Gender and Climate Change organized by IICA/EUROCLIMA, with participants from 8 countries of the region (Peru, Mexico, Chile, Honduras, El Salvador, Costa Rica, Colombia, Venezuela and Cuba).
- In January 2016, CATIE and IICA jointly prepared the publication entitled “Agriculture, Climate Change, and Gender: the Experiences of Latin America.” The publication includes a case study by CATIE entitled “Women and Livestock: Participation of and Decision-Making by Women in the Livestock Sector of the District of Santa Cruz de Turrialba in Matters Related to Climate Change Mitigation and Adaptation,” developed within the framework of the Costa Rican Livestock NAMA.
- A webinar on the experiences of Costa Rica with climate-smart agriculture was organized, in addition to an in-person presentation on these experiences at the 2016 Annual Forum of the Global Alliance for Climate-Smart Agriculture (GACSA 2016) held in Rome.

3.4 Production of didactic, conceptual and methodological materials on area-based systems for family agriculture in the CADC:

- The institutions published SiGET’s booklet on area-based systems for family agriculture. Additionally, between November 2015 and February 2016, CTL at IICA hosted a peer-learning course module on the topic via its virtual classroom.
- The topics of family agriculture and area-based systems for family agriculture were incorporated into SiGET’s methodological proposal for the development of rural areas, which was presented in SiGET’s first methodological booklet, its methodological workshop, and in its introductory/methodological course module and instrumental course module, with participants from 14 countries.

3.5 Promotion of knowledge network on adaptation of FA to CC on the virtual platform of the System of Strategic Management for Area-based Development and Family Agriculture (SiGET):

- Under IICA's leadership and with collaboration from CATIE, a forum on synergies between family agriculture and area-based development was held during the second semester of 2015 on SiGET's virtual platform.
- Activities were carried out in **Guatemala** in order to share local knowledge and good production practices for family agriculture and to promote the participation of the CATIE technical team in technical forums held within the framework of the Flagship Project on Family Agriculture. CATIE provided assistance during participatory workshops on the conceptualization and dimension of family agriculture.
- Within the framework of the Board on International Cooperation for Agriculture, the National Forum on Family Agriculture (FA) was held in **El Salvador** in order to raise awareness among participants of the importance of FA for food security and the factors that affect its development, as well as to encourage the different sectors that support FA to engage in dialogue.
- In Nicaragua, CATIE participated in the National Forum on Family Agriculture together with FUNICA, Heifer and VECOMA.
- In Honduras, the institutions are working together to implement climate-smart agriculture at the local level and systematize experiences with SEDUCA/SAG field schools. They are also participating in the SERNA/SAG Inter-institutional Committee on Climate Change.
- In **Nicaragua**, CATIE participated in the National Forum on Climate Change by giving presentations on climate change and livestock farming. CATIE also participated in the event on climate change and migrations, funded by the International Organization for Migration (IOM).
- In **Panama**, a joint CATIE-IICA venture was achieved through the participation of both institutions in a conference on climate change organized by CATIE and USDA. In Peru, 5 technical officers received training through the International Course on Economic Bases for Managing and Evaluating Environmental Services, held within the framework of the SPS Measures Program. Two training modules were also organized, on the following topics: i) Area-based planning for the sustainable management and restoration of landscapes; and ii) value chains of forestry products.
- In **Belize**, Agro-forestry was developed to support integrated rural development in communities in Southern Belize, in order to improve the productivity and sustainability of family agriculture and contribute, in turn, to food security and the rural economy. In addition, the competitiveness and sustainability of agricultural chains for food security and economic development was strengthened by providing training on the Farmers' Field School methodology to smallholders in Southern Belize. The institutional strengthening of the Extension Service of the Ministry of Agriculture was fostered, particularly in the areas of resilience and comprehensive management of risks in agriculture.

4. Adaptation of coffee growing to climate change

- IICA and CATIE have explored potential areas in which the institutions could collaborate, particularly in relation to Central American coffee-growing areas, area-based management processes, capacity-building in Colombia, and postgraduate research in topics of interest that are promoted by IICA knowledge management processes.

- Through the IICA Delegation in Costa Rica, a technical visit focused on coffee innovation was coordinated. Representatives of the coffee chain in the state of Oaxaca, Mexico, had the opportunity to learn about CATIE’s new rust-resistant coffee varieties and progress achieved in the areas of genetic innovation and integrated coffee rust management.

II. COMPONENT RELATED TO THE DEVELOPMENT OF TECHNICAL CAPABILITIES AND LEADERSHIP

1. Development and strengthening of virtual education programs

- **Diploma course on climate change:** CATIE personnel (Climate Change) received training as part of the diploma course entitled “**Incorporating Climate Change Adaptation into Development Plans.**” The diploma course was developed with financial support from EUROCLIMA and REGATA and was carried out between June and August of 2015, with support from the IICA-SAGARPA Program. There were a total of 76 online participants. CATIE has announced it will offer the course again in the second semester of 2016.
- **Diploma course on bioenergy:** As part of a continuous education effort, a mixed (virtual and in-person) program was developed to measure and assess the possibility of using biomass to acquire energy in different regions and countries. CATIE developed the course using funds from FAO in 2015 and is currently promoting a second edition of the course.

2. Strengthening of the management of courses currently available

- **Master’s program in Food Security:** Analysis sessions were held with the academic committee and the Practice for Development group to examine the implementation of virtual courses. Subsequently, it was agreed that work would be carried out in order to implement the virtual master’s program in Food Security and offer the program in the second semester of 2016. This process will be finalized once the new CATIE authorities are defined and the process of restructuring the CATIE graduate-level program is completed.
- **Situation analysis of postgraduate area:** As a result of an agreement reached with the General Directorate of CATIE in April 2016, a situation analysis (diagnosis) of CATIE’s postgraduate area was carried out with the participation of professors, students and administrative staff. A report with findings, recommendations, and lines of action was submitted to the General Directorate of CATIE. The analysis concluded that a comprehensive reengineering of CATIE’s postgraduate area would be necessary. This process should include the evaluation and optimization of programs offered, a review of new requirements and market opportunities, and a reorganization of the program’s administrative area in order to incorporate new teaching and learning techniques, including distance learning and mixed education as well as the establishment of a development model that will allow the area to be self-sustainable and meet global quality standards for academic excellence.

3. Institutionalization of the Henry A. Wallace Legacy Scholar (HWLS) Program

- **III USDA-FAS/HWLS Agreement for Support:** In October 2015, a third addendum was signed in order to provide additional funding in the amount of USD 400 thousand to the HWLS Program, with the objective of supporting the master's degree programs offered between 2016 and 2017. There is no progress to report in relation to the strategic plan for the institutionalization of the program using other funding sources. Six financial reports have been submitted and the amount of **USD 806,799.60** has been transferred to CATIE, including the most recent transfer from March 2016 in the amount of **USD 204,520.00**.

4. Strengthening of the management area and transformational leadership (soft skills)

- **Course on Transformational Leadership in Agriculture:** A mixed (in-person and virtual) course was developed and implemented in the second semester of 2015. A total of 14 students from different master's programs participated. The course was incorporated into the formal curriculum of the programs as an optional course worth 2 credits. The course was developed by IICA and implemented by Dr. Juan Calivá, and will be offered again in the last quarter of 2016.

III. CORPORATE COMPONENT

Among the main corporate actions carried out during this period are the completion of work geared toward updating blueprints and carrying out the regularization and registry of IICA land occupied by CATIE, both in *La Lola* farm and in the campus in Turrialba, as well as the resolution of legal problems associated with the land. Additionally, CATIE received two farms from ICE (43 additional hectares) as compensation for facilitating the installation of electrical energy transmission towers.

Three "Letters of Understanding" and one "Agreement Letter" were signed; the topics addressed included "Administrative Support for the Implementation of the Regional Climate Change Program," the "Strengthening of Agriculture and Rural Development through Education for Leadership (Henry Wallace Legacy Scholar)," and "Administrative-Technical Support for the Implementation of CATIE Activities in El Salvador."

In order to comply with the provisions of Law 8028 and ensure that CATIE's International Professional Personnel Rules (RPPI) are aligned with those of IICA, the RPPI have been successfully reviewed and amended. The financial support provided by IICA through annual contributions to CATIE totals USD 5,780,963 for the 2010-2015 period.

During the first semester of 2016, a series of actions have been carried out in order to strengthen the operation of the Orton Commemorative Library and its services. Among the achievements are the renovation of the technological equipment; an approved work plan that fosters technological

development by implementing applications; and the management of the current bibliographic collection, in order to facilitate access to scientific and technical information for users.

Both institutions have been conducting a feasibility analysis of a tripartite agreement between IICA, CATIE and the *Caja Costarricense de Seguro Social* (CCSS), in order to set up the legal, administrative, technical and financial framework for cooperation between the parties for the use of water from the “Bajo el Chino” spring to supply water to the new hospital in Turrialba.

ACTIONS FOR STRENGTHENING RELATIONS BETWEEN IICA AND CATIE 2016-2018

General Strategy

I. PROSPECTIVE TECHNICAL ACTIONS

- The coordination of efforts between the two institutions must be strengthened. This can be done by means of a formal plan that analyzes opportunities for joint work and integrates actions undertaken by the institutions.
- The technical cooperation activities must be a part of a strategy that strengthens the work of both institutions, identifies opportunities, and generates proposals for joint projects, based on country needs.
- It is important to review current schemes for managing the cooperation projects and institutional planning instruments; this will allow the institutions to maximize the use of CATIE’s genetic resources from tropical crops and livestock.
- Innovations should be included in areas such as climate-smart agriculture, agricultural health and food safety (AHFS), bio-inputs, renewable energies, fodder that is adapted to the tropics, and coffee and cocoa agribusinesses. They should also focus on generating experiences in new activities that may be further developed, such as growing new species like oil palm and bamboo.
- Different topics for value chains and agribusinesses in which the institutions could collaborate must be identified. A special emphasis must be placed on providing training in agribusinesses, associativity, value chains, fair trade, and ways to foster the competitiveness of specific chains (i.e. livestock, coffee, cocoa and cashew chains) in relation to gourmet markets.

1. Participation in PROCIs and FORAGRO

- Research and agricultural technology transfer must be strengthened through the coordinated participation of CATIE and CARDI in the Technical Research, Technology Transfer and Innovation Group of CAC, PROCITROPICOS, other PROCIs and FORAGRO.

- The scientific framework of the next phase of the PCP (*Pôle de compétences en partenariat*) program in agro-forestry systems of Mesoamerica is being defined. Both CATIE and CIRAD have expressed an interest in incorporating IICA as a partner in the next phase, which is set to begin in 2017. The first 10-year edition of this initiative will end next year.

2. Integrated soil and water resource management with a watershed approach

- An in-person course entitled “Elements of Geographic Information Systems (GIS) and their Implementation in Livestock Systems” will be offered. The objective is to train agricultural technical officers in the management of GIS tools, to demonstrate how GIS tools can be applied in the agricultural sector, and to provide models that exemplify the possible effects of climate change on water and soil management.
- Within the framework of the series of virtual forums on soil nutrition and livestock productivity, three virtual seminars will be carried out in topics of interest to the region.
- CATIE personnel is contributing to a chapter of a written summary that is currently being edited and which details experiences in the areas of gender, agriculture and climate change.
- In addressing this topic, a comprehensive approach must be adopted. The approach should bear in mind the soil–water–energy–food interdependence; identify sustainable opportunities that contribute to social inclusion and to the sustainable development of rural areas; promote practices for strengthening the reliability of water and energy supplies; ensure the sustainability of agricultural practices geared toward an adequate management of the soil resource; and guarantee the efficiency of bioenergy systems throughout the agrifood chains.
- A joint event within the framework of COP22 in Marrakech (Nov. 2016), as well as future COPs (COP23 in 2017 and COP24 in 2018) may be jointly organized.
- A consortium can be created in order to jointly participate in the bidding process and future implementation of the EUROCLIMA+ Program.
- Both institutions may join the Climate Technology Centre and Network (CTCN), and provide consulting services and technical cooperation to any countries interested in receiving funding from that source.
- **Ecuador:** A program of joint action may be created to promote the management and conservation of natural resources in the Río Negro area. The program could include the development of a training program that promotes the creation of instruments for taking care of the natural and water resources in the area.
- **Honduras:** The institutions will work on developing markets for the environmental services of Honduran forests and jungles and adapting agriculture to climate change. This work will emphasize resilience in territories, measures for adapting value chains to climate change, and mitigation strategies for agriculture.
- **Panama:** Creation of the National Plan for Climate Change Adaptation of the Livestock Sector, requested by the Ministry of Agricultural Development; and participation in joint agendas on topics related to resilience and climate change adaptation and mitigation.
- **Paraguay:** Development of joint IICA - CATIE activities with a view to complementing the Paraguayan Biodiversity Project (currently underway using funding from ITAIPU and with

support from IICA) and the Cultivating Good Water Program, currently underway in Brazil; to this end, it is important to foster a rapprochement between ITAIPU Binacional and CATIE.

- **Costa Rica:** Joint development of a Regional Program for the Management of Drought and Climate Change Risks in the Central American Dry Corridor, with a view to seeking external funding.
- **Mexico:** Participation in the VI INNOVAGRO International Seminar entitled “Innovation in the Transition Process toward a More Sustainable Agrifood Development Model,” specifically in topics related to innovation and innovation management processes in sustainable production systems.

3. Resilient agrosilvopastoral systems

- Within the framework of CAC, via the Technical Group on Agriculture and Climate Change, the objective is to contribute to the development of regional policy guidelines for the comprehensive management of manure through technical programs, projects and actions geared toward the achievement of the following opportunity areas set forth in the policy brief: (1) Governance and institutional framework, (2) Establishment of regional public goods, (3) Research and joint innovation agenda; (4) Knowledge management and (5) Promotion of entrepreneurship and niche markets.
- The institutions should focus innovation efforts on the acquisition of technological solutions and the execution of replicable learning experiences. These efforts should foster efficiency in the integrated use of organic agricultural waste and the agroindustrial processing of food. They should also prevent the spilling of this waste into soil or water resources, promote the use of waste as an energy source, and contribute to reducing GHG emissions.
- It is important to foster the execution of public and private initiatives for capacity-building, technology development, and the integrated use of organic agricultural waste as compost, soil fertilizer, and as an energy source. These initiatives would contribute to the sustainable management of watersheds and to resilience in agriculture.
- **Mexico:** CATIE and CONABIO are participating in the International Climate Initiative (IKI) project entitled “Scaling Up Biodiversity Conservation through Climate-smart Agro-silvopastoral Practices in Landscapes dominated by Cattle-raising Systems in Three Regions of Mexico.” The project is currently under negotiation with the German government.
- **Ecuador:** Establishment of a permanent training and technical assistance program on farm planning and the implementation of the Farmers’ Field School methodology to promote sustainable livestock farming in areas where IICA cooperates. In-person technical cadres or opportunities could be created for direct assistance in the territories.
- **Venezuela:** There is a potential for joint action in the development of livestock farming and sustainable agriculture, carbon sequestration, water footprint, and forestry systems.
- **Bahamas:** Cooperation could be requested to gain access to the content of the germplasm bank and receive assistance for future local germplasm banks; to prepare guides for technical products; and to develop technical courses and provide technical assistance for specific crops and livestock farming.
- **Guyana:** Preparation of a CATIE/ IICA Joint Program of Action, as a follow-up to the official visit by the Minister of Agriculture of Guyana to CATIE in April 2016. The following are topics that

could be covered by the program: sustainable livestock management (genetics, fodder and rations); the creation of alternative energy using livestock waste; the gathering of tropical fruits and germplasm management; and short-term technical training for professionals in Guyana's agricultural sector.

- **Dominican Republic:** Work will be carried out with technical personnel from CATIE, as part of the PRESAAC projects and Project for Promoting the Establishment of Silvopastoral Systems.
- **Honduras:** Opportunities for new joint projects in sustainable livestock, agrosilvopastoral practices, coffee and other crops currently being considered.

4. Adaptation of family agriculture to climate change with an area-based management approach

- Public policies, inter-sectoral approaches, and institutional frameworks for the development of family agriculture.
- Knowledge management for the development of production systems in family agriculture.
- Capacity building and strengthening geared toward the development of family agriculture.
- Age, gender, and cultural equity and inclusion in area-based development processes and efforts to strengthen family agriculture.
- Academic research on local knowledge and good production practices for family agriculture.
- Preparation and execution of a joint work plan in the kindred territory of the Central American Dry Corridor (CADC), within the framework of the Inter-institutional Working Group of the CADC and the collaborative preparation of projects and proposals to be funded using external resources.
- Coordinated participation in the PROCAGICA project and its relation to the ECADERT process in Central American coffee-growing areas. Actions would include the declaration of a coffee-growing kindred territory in the isthmus and the coordination of actions in specific territories.
- Joint or coordinated activities in Guatemala, El Salvador, and Honduras within the general framework of the Alliance for Prosperity of the Northern Triangle, with resources from the countries and contributions made by the U.S., as well as efforts coordinated in the transborder Trifinio territory.
- Training programs for rural extension and development in Dominica, Grenada, Saint Lucia, St. Kitts and Nevis, St. Vincent and the Grenadines, and Antigua and Barbuda.
- **Guatemala:** Capacity-building programs for extension workers; joint support in the management of policies and the investment program of the fruit subsector, wherein eight strategic chains have been prioritized, and climate change adaptation and environmental management have been identified as cross-cutting issues.
- **Costa Rica:** Joint development of a Regional Program for Agricultural Research and Innovation and Value-Added for Small-scale Farmers and Indigenous Groups in Central America; with a view to seeking external funding. Provision of "technical consultancy for the analysis of PRIICA's technological offerings and the integration of regional chain studies for each crop associated with PRIICA, based on the sustainability of the platform of local consortia formed within the framework of the project."
- **Colombia:** Analyze the possibility of supporting or developing projects on the adaptation of family agriculture to climate change and area-based management, to support post-conflict actions and the New Peace Territories in Colombia.

5. Adaptation of coffee growing to climate change

- Since 2013, efforts have been underway to develop a regional program to address the crisis caused by coffee leaf rust. This led to the launch of the Central American Program for Comprehensive Management of Coffee Leaf Rust, which uses funds from the European Union and will be executed by IICA with the participation of strategic partners such as CATIE, CIRAD, SE-CAC and GIZ. The program was signed in January 2016 and will begin in the second semester of the year.
- CATIE is a subdelegate for the implementation of the research component within the framework of PROCAGICA; to this end, an IICA-CATIE subdelegation agreement will be signed in the second semester of 2016.
- CATIE is responsible for executing a series of activities included in Result 1 (R1), which are related to applied research activities, on-site assessments, technology transfer and technical support for small and medium-scale coffee farmers in the subregion, in order to facilitate climate change adaptation (Activity 2 of Result 1 – A2.R1).
- The activities require links between applied research (on methods for combating coffee leaf rust, comprehensive management of coffee farms, and diversification); the implementation of a regional early warning system (to be developed by CIRAD, based on initiatives that already have been adopted at the national level); and the transfer of technology products that are geared toward the reactivation of coffee plantations in three priority areas, mainly along borders. In addition to technology transfer, training and education programs designed for current and future coffee farmers will be carried out.
- In **Mexico**, there are a number of ways in which IICA and CATIE could collaborate in technical cooperation actions, including research and technology transfer to support the Comprehensive Care for Coffee Program (2016-2022). The objective of CATIE's participation would be to strengthen the capacities of leading producers and the technical cadres of producer organizations and institutions in the following areas: the agronomic and sustainable management of coffee production, research on the impact of climate change on coffee production, and alternatives for mitigating and/or adapting to climate change.

6. Reactivation and strengthening of sustainable cocoa growing

- **Colombia:** Within the framework of the “Cocoa for Peace” project, implemented with support from USAID-USDA in coordination with the Ministry of Agriculture and Rural Development (MADR of Colombia), the Delegation recommends creating a joint proposal for supporting and participating in the execution of the program.
- **Suriname:** The Ministry of Agriculture has expressed its interest in developing approximately 2000 acres of cocoa in Suriname, as part of the Master Plan for Agriculture it is currently implementing.
- **Honduras:** Opportunities for technical cooperation in the development of new joint projects related to cocoa.
- **Guatemala:** Coordination with CATIE to become a part of and participate in the National Strategy of the Cocoa Chain in Guatemala. The strategic topics to be addressed together with

MAGA would include capacity-building for agricultural extension workers, adaptation to climate change, and environmental management.

- **Jamaica:** The Delegation proposes engaging in work with LACEEP (the Latin American and Caribbean Environmental Economics Program) and CATIE in matters related to cocoa. The project involves the provision of consultancy services for the drafting of a program for Payment for Environmental Services for farmers who are members of Jamaica Cocoa Farmers' Association (JCFA).

II. PROSPECTIVE ACTIONS RELATED TO THE DEVELOPMENT OF CAPABILITIES

1. Development and strengthening of virtual education programs

- **Diploma course on CC:** The diploma course will require updating based on information generated by COP21, in order to offer the program in upcoming years. An annual diploma course is expected to be developed.
- **Diploma course on bioenergy:** CATIE is currently promoting a second edition of the course, to be offered virtually in order to boost participation.

2. Strengthening of the management of courses currently available

- **Master's program in Food Security:** This program will be subject to CATIE's evaluation and availability, once it has finished reviewing its postgraduate program.
- **Situation analysis of the postgraduate area:** Once the situation analysis has been carried out, any recommendations will be addressed and the reengineering of CATIE's postgraduate area will be carried out between the second semester of 2016 and the first semester of 2017.
- **Consultancy for the optimization of courses currently available:** An intervention will be carried beginning in the second semester of 2016 in order to create an inventory of courses currently available, establish the curricula of current programs, and offer suggestions on ways to optimize the programs.
- **Reengineering of the postgraduate area:** Based on the results of the consultancy, IICA and CATIE will create a committee to undertake the reengineering of the postgraduate programs by optimizing current programs and elaborating proposals for new programs to be offered starting in 2017. The objective of this process will be to develop a world-class educational model that is self-sustainable from a financial standpoint and takes full advantage of technology. It will be necessary to work toward increasing CATIE's average student body to 1000 students over a period of five years.

3. Institutionalization of the Henry A. Wallace Legacy Scholar (HWLS) Program

- **III USDA-FAS/HWLS Agreement for Support:** In the second semester of 2016, the Institute foresees making a new transfer to CATIE of approximately USD 170,000 to support the second and third-year students participating in the program.
- Between 2015 and 2018, IICA will transfer a total amount of USD 1,100,000 to CATIE from the USDA-FAS fund for scholarships for the HWLS postgraduate programs. Approximately USD 130,000 of the total amount corresponds to the first semester of 2017.

4. Strengthening of the management area and transformational leadership

- **Course on transformational leadership in agriculture:** The course will be offered again in the second semester of 2016 and regularly as part of the postgraduate programs as long as approval is granted during the restructuring of the postgraduate area.

III. CORPORATE MANAGEMENT PROSPECTIVE ACTIONS

As part of the prospective actions, Letters of Understandings between the two institutions must continue to be signed, in order to clarify joint technical and administrative actions and to enable CATIE to formalize its operation in each of the Member States in which it carries out actions and requires IICA's legal protection.

The Orton Commemorative Library must undergo updating to become a Center of Agricultural and Environmental Knowledge. To this end, work will be carried out to create a strategy for supplying digital services, managing new knowledge management projects, and carrying out coordination efforts focused on its effective operation. The objective will be to achieve international recognition.

IICA strengthened its instruments for planning, monitoring, and evaluating its technical cooperation projects and actions via the Unified Institutional Management System (SUGI), which IICA has offered to CATIE for possible future implementation. The adoption of the platform would contribute to transparency and accountability processes.

CATIE and IICA have served as pillars for the creation of information and knowledge-sharing networks in the field of agriculture. One example is SIDALC, which comprises 175 national institutions in 22 countries. It benefits over 2.5 million website visitors and provides access to scientific literature to over 800 thousand users. This joint effort requires continuous investment in technology, training and promotion; both institutions must therefore take on this task in order to continue strengthening this public good.

In order to continue complying with the provisions of Law 8028, it will be necessary to analyze, update and adjust the Financial Rules of CATIE based on the rules and procedures currently in effect at IICA.

CATIE and IICA must establish greater coordination between their administrative areas in order to improve information management, communication, transparency, and support in matters related to personnel (processes with ministries of foreign affairs), tax exemptions for purchases (processes with the ministries of finance), insurance, among other aspects. Although IICA and CATIE have maintained a good working relationship with regard to technical and administrative matters, in response to management needs, it is critical that a framework for joint action be established to help increase the technical, administrative, financial, legal, and human capacities of both institutions. In this way, the institutions would adequately comply with the provisions of the General Bilateral Agreement for Inter-institutional Cooperation between IICA and CATIE.

IICA reaffirms its readiness to continue supporting and collaborating closely with CATIE. IICA is fully invested in strengthening CATIE as a research, extension, and higher-education center, which undoubtedly yields positive results for both institutions and strengthens contributions to the member states.

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