



# 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





## IICA-CATIE PROGRAM OF JOINT ACTION

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### BACKGROUND

The present IICA-CATIE Program of Joint Action was prepared pursuant to the provisions of the General Bilateral Agreement for Inter-institutional Cooperation between the Inter-American Institute for Cooperation on Agriculture (IICA) and the Tropical Agriculture Research and Higher Education Center (CATIE) signed by the parties in July 2011; and Resolution 9-14/XLVII ROJD of September 2014.

The main purpose of the Bilateral Agreement is to establish the general framework for cooperation between IICA and CATIE for the implementation of joint actions in technical areas of interest to both institutions, and to enhance the technical cooperation offered to the Member States, as set forth in the Contract between the Government of the Republic of Costa Rica and IICA on CATIE, Law No. 8028 of October 12, 2000. The agreement also establishes the coordination mechanisms to be used to facilitate joint action in the areas of technical cooperation and administrative matters.

The Program of Joint Action, coordinated between both institutions, is integrated in nature and covers the technical and administrative actions that were carried out (1<sup>st</sup> semester, 2015-2016) and those that will be carried out (2016-2018); 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.

The parties identified the areas of technical cooperation on which the joint collaboration efforts will focus under the technical component, based on IICA and CATIE's priority areas of work, as established in IICA's 2014-2018 Medium-term Plan and CATIE's 2013-2020 Strategic Plan, and included in Clause Two of the Bilateral Agreement for Inter-institutional Cooperation between IICA and CATIE. They are:

- preparing the Member States to address climate change and mitigate its effects;
- strengthening productive innovation processes;
- building institutional frameworks and capabilities for the sustainable management of rural territories; and,
- improving food security, particularly for small- and medium-scale producers, and family agriculture.

## ACTIONS CARRIED OUT (JANUARY 2015 TO JUNE 2016)

### I. TECHNICAL COMPONENT

IICA and CATIE have missions and strategies that complement each other, especially in technical cooperation areas related to research, technological innovation, transfer, capacity-building, creation of public goods, and public policies related to agriculture and rural development.

Within the framework of the General Bilateral Agreement for Inter-institutional Cooperation between IICA and CATIE, the institutions have been carrying out actions related to sustainable agriculture, adaptation to climate change, area-based management, technical capacity development and specific agricultural chains. In the coffee chain, for instance, joint actions are being carried out within the framework of PROMECAFE and will be carried out through the implementation of the Central American Program for Integrated Coffee Leaf Rust Management (PROCAGICA).

The parties identified the areas of technical cooperation on which the joint collaboration efforts will focus under the technical component, based on IICA and CATIE's priority areas of work, as established in IICA's 2014-2018 Medium-term Plan and CATIE's 2013-2020 Strategic Plan, and included in Clause Two of the Bilateral Agreement for Inter-institutional Cooperation between IICA and CATIE. They are:

- preparing the Member States to address climate change and mitigate its effects;
- strengthening productive innovation processes;
- building institutional frameworks and capabilities for the sustainable management of rural territories; and,
- improving food security, particularly for small- and medium-scale producers, and family agriculture.

The cooperation topics and activities to be carried out within each of the strategic areas were identified by the Technical Work Groups established by the Parties, based on the actions that the institutions have been developing in the region.

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*

As part of a series of technical forums on integrated soil management and actions for recovering degraded soil in the countries of the Hemisphere, 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.

With the aim of increasing capacities for analyzing vulnerability to climate change in Central America, the institutions jointly hosted a virtual seminar (within the framework of the UNEP/REGATTA Project). The objective of the event, which had a total of 52 participants from 18 countries, was to identify priorities for adapting the agricultural sector in Central American countries to climate change. The seminar addressed the vulnerability of current agricultural livelihoods in each country and presented an A1B<sup>1</sup> Scenario as of 2030 that described the changes expected in the distribution of suitable areas for growing coffee, cassava, maize and fruits, as well as for livestock breeding.

In Bolivia, the institutions collaborated in preparing a project proposal entitled "Implementation of the Support Program for Sustainable Agricultural Production in the Bolivian Amazon."

In Nicaragua, 50 technical officers from key water harvesting institutions in the country participated in training sessions funded by the Water Harvesting Project.

### 1.2 *Strengthening of the institutional framework<sup>2</sup>*

The workshop "Regional Action Plan in Response to the Issuance of an Agricultural Warning and in Preparation for COP21" was carried out in 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. Organized by IICA and SECAC, with support from PNUMA/REGATTA, the workshop was carried out together with CATIE and provided an opportunity for 31 participants to engage in a rich discussion. In attendance were 10 public officials from 5 ministries of agriculture (Honduras, Guatemala, El Salvador, the Dominican Republic and Panama) as well as representatives from 6 organizations (UNEP, FAO, CIAT, Centro GEO, CCAD, PRISMA), as well as IICA, CATIE and SECAC.

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

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<sup>1</sup> Scenario of greenhouse gas emissions characterized by a balance across all energy technologies.

<sup>2</sup> 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.

and CATIE are two of the seven key organizations that comprise the Inter-institutional Working Group of the Central American Dry Corridor as an ECADERT Kindred Territory; as such, they have acted as agents of change. Through their participation in eight meetings, they have promoted the development of actions among the other partners.

IICA and CATIE held the Regional Agriculture and Climate Change Workshop “Perspective of Central America Regarding COP21.” The workshop was held at IICA Headquarters with the participation of the French Institute of Central America and CIRAD. In attendance were 57 participants from 6 Central American countries, as well as specialists from Colombia, Germany, Belgium and the United States.

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. This publication is available in Spanish and French.

### *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 deal with climate change.

IICA supported a “Project Clinic” organized by CATIE in San Jose, Costa Rica, 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. Ten public officials from the ministries of agriculture and/or the environment in the four countries participated.

## **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. The project seeks to develop guidelines for the creation of favorable policies and the strengthening of public sector capacities in sustainable livestock farming. To this end, 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 draft document detailing the guidelines was presented to the Technical Groups of the Central American Agricultural Council: the Innovation Group and the Climate Change and Comprehensive Risk Management Group.

The institutions worked together to strengthen the institutional framework of member countries and provide assistance 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 together with CATIE, for use in the member countries of the Central-American Integration System (SICA).

The IICA Delegations in the countries listed below collaborated with CATIE in the execution of the following activities:

- In Ecuador, technical cooperation was provided in order to train technical officers in 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.
- In Costa Rica, Honduras and Nicaragua, more than 100 decision makers were trained in policy making for sustainable livestock farming. This was achieved through a consultancy with IICA on the Central American Dry Corridor, the Regional Program on Climate Change (Honduras-DC), the Northern Climate Initiative for Developing Countries (NCF), and a livestock project focused on Costa Rica and funded by New Zealand.

## *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.

Through the joint participation of IICA and CATIE, 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. In the field of shepherding, a number of practices are being implemented, including silvopastoral strategies, mixed cultivation systems with pastures and legumes, fertilization using organic manure and compost, programmed rotation of herds, and genetic selection adapted to the area’s climate. In milking areas, farmers are setting up rainwater harvesting and storage systems, generating electricity using cow manure, and implementing rationed feeding based on production capacities.

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

As part of the implementation of ECADERT, CATIE and IICA planned actions based on the priorities identified by the Regional Platform of Technical Support for Rural Area-based Development (PRAT).

Specific actions geared toward the creation of an area-based management plan were proposed within the framework of the System of Strategic Management for Area-based Development and Family Agriculture, as well as the Knowledge Management component of IICA's Flagship Project entitled "Inclusion in Agriculture and Area-based Development." The actions focus on the following topics:

- building and strengthening of capacities, and
- knowledge management for the adaptation of family agriculture to climate change.

In order to carry out these activities, a coordination mechanism must be established to ensure that joint actions are carried out. Although the activities carried out separately by the institutions certainly benefit family farming, they can prove far more effective if carried out jointly.

On the other hand, collaborative efforts already under way with CATIE continue to be pursued, especially within the framework of the Regional Platform for Technical Support and Area-based Rural Development and the Inter-institutional Working Group on the Central American Dry Corridor. Furthermore, in response to requests from CATIE, specific collaboration activities were developed, particularly to support training activities in topics of interest.

IICA and CATIE identified common areas of interest and ways in which the institutions could collaborate in increasing the productivity and sustainability of family farming, within the framework of the Regional Platform for Technical Support and Area-based Rural Development and the Inter-institutional Working Group on the Central American Dry Corridor.

#### ***Actions carried out within the framework of the Joint Program of Action***

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

Together with CTL, the course content of the Massive Online Open Course (MOOC) on the Integration of Climate Change Adaptation Strategies in Development Planning was reviewed. The course was created together with CATIE and taught by CTL. A total of 95 regional representatives and officials participated in the course.

As part of the joint plan for capacity-building, CATIE is currently organizing a course on Climate-Smart Agricultural Practices together with CCAFS and CIAT, to be held from September 5 to 9, 2016. A significant number of the practices that will be addressed during the course can be implemented in

family agriculture. CATIE invited IICA to take part in this initiative, and efforts are now underway to broaden the scope of the face-to-face course by offering it virtually.

### *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:*

Together with MAP-CATIE, as the representative of the Network of Tri-National Area-Based Information Systems (RITT), virtual and in-person meetings have been held in order to strengthen the information systems of the Trifinio region. The support group for the implementation of ECADERT in Trifinio also held three meetings and a forum. The meetings yielded a number of results, including the restructuring of SINTET (the Tri-National Area-based Information System) to incorporate relevant aspects from SIGET and ensure that the system meets the objectives proposed by RITT; this effort is also consistent with the agenda of the Inter-institutional Working Group of the Central American Dry Corridor as an ECADERT Kindred Territory.

SINTET is currently 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 ECADERT 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 and held at Headquarters, with 21 participants from 8 countries of the region (Peru, Mexico, Chile, Honduras, El Salvador, Costa Rica, Colombia, Venezuela and Cuba). CATIE gave a presentation on strategies for incorporating gender topics into agricultural research/actions.

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.

Via MAP, CATIE published four brochures for families on the following topics: food security, climate change, gender and equity and improvement of living conditions (management of water for domestic use, wastewater and refuse). The pamphlets are available for use by IICA in any activities it carries out in the area of family farming. Given that different stakeholders, including organizations of producers who work with small-scale farmers, have shown great interest in the pamphlets, IICA and CATIE are considering the possibility of creating a new joint publication.



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 jointly created, validated, reviewed, and published (in the press, for the time being) 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 explicitly incorporated into SiGET's methodological proposal for the development of rural areas, which was presented in SiGET's first methodological booklet, at its methodology workshop held in April 2016, and in its introductory/methodology course module and instrumental course module, which began on June 13, 2016 and will continue until November 2016 via SiGET's virtual classroom, with participants from 14 countries.

### *3.1 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.

The most relevant joint cooperation actions on a country-specific level are described below:

- In partnership with CATIE, 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, which IICA and CATIE are a part of, 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 dialogue among the different sectors that support FA.
- 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.
- Via MAP and in collaboration with CCAFS and CIAT as well as local partners, CATIE carried out an inventory of new and traditional technologies in Nicaragua and Trifinio. The technologies were evaluated through the lens of climate-smart agriculture, and the inventory demonstrated that climate-smart technologies improve the income and adaptation of small-scale farmers to climate change. A total of 55 technical data sheets (29 for Nicaragua and 26 for Trifinio) were created. Each provides a brief description of each practice in the production systems: domestic orchards, basic beans, agro-forestry systems with coffee and cocoa, and pastures/livestock farming. The files are available via the following link: <http://map.catie.ac.cr/asac/fase1.php> [http://map.catie.ac.cr/asac/docs/informe\\_fase1\\_tri.pdf](http://map.catie.ac.cr/asac/docs/informe_fase1_tri.pdf).
- A joint proposal by IICA-FUNICA and CATIE is being prepared in Nicaragua under Fontagro's call for proposals on family agriculture.
- In Belize, the following activities were carried out jointly:
  - Development of Agro-forestry 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.
  - The competitiveness and sustainability of agricultural chains for food security and economic development was strengthened by providing training via 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 risk management in agriculture.

#### 4. Adaptation of coffee growing to climate change with an area-based management approach

The most relevant joint cooperation actions are described below:

- 4.1. 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.
- 4.2. 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 indicated that 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 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:** Following 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 evaluation and optimization of the 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. As of June 2016, 11 professionals had graduated from the HWLS Program, 14 students were in their second year, and 18 students from the third generation were participating in the program's first year.

#### 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 20 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.

#### 5. Development of technical capabilities

- Presentations on rural development with an area-based approach, the ECADERT process, and multi-level relational governance processes for area-based management were delivered as part of the CATIE postgraduate courses.
- Costa Rica:
  - Support for the course entitled "Climate Change Mitigation and Adaptation Actions and Measurement, Reporting and Verification Systems," which is part of the International Academic Master's Program on Climate Change Mitigation and Adaptation.
  - IICA contracted CATIE to analyze the portfolio of PRIICA projects carried out in Central America, with the aim of guaranteeing the technical and scientific accuracy of the findings yielded by the research and validation actions, as well as strengthening the capacities of INIA specialists involved in the process.

### III. CORPORATE COMPONENT

The signing of the General Bilateral Agreement for Inter-institutional Cooperation between IICA and CATIE has strengthened a number of values, such as collaborative work, integration, recognition, and mutual respect. The agreement seeks to foster the establishment of transparent cooperation mechanisms between the institutions. The program's corporate commitment is reflected in the administrative activities.

The main corporate actions carried out during this period are as follows:

#### 1. Completion of work geared toward updating blueprints and carrying out the regularization and registry of IICA land occupied by CATIE

- *La Lola* farm
- Campus in Turrialba

- Formal receipt of two farms given by ICE to CATIE as compensation for services provided (43 additional hectares)
- Resolution of legal problems associated with the land

## 2. Signing of Letters of Understanding and Agreements related to:

- “Administrative Support for the Implementation of the Regional Climate Change Program” in El Salvador
  - “Strengthening of Agriculture and Rural Development through Education for Leadership (Henry Wallace Legacy Scholar)”
  - “Administrative-Technical Support for the Implementation of CATIE Activities” in El Salvador
  - “Acquisition of a vehicle to carry out the activities of the *Waterclima-LAC* project.” Efforts are underway to generate the documents needed to transfer vehicles registered at the IICA Delegation in Nicaragua to Costa Rica, and register them under the name of CATIE, pursuant to the document wherein Mr. Haggar in Nicaragua makes his donation of the vehicle.
3. According to Chapter VI of Law No. 8028, “Financial administration and control,” “the external auditors of IICA shall be the external auditors of CATIE.” Therefore, the Institute’s Secretariat of Corporate Services (SCS) has coordinated the actions required to hire auditing firms to scrutinize the financial statements of both institutions. Ernst & Young was hired for the 2012-2013 biennium, and Deloitte & Touche was hired for the 2014-2015 biennium.
4. One important way in which the Institute has supported CATIE financially is by transferring contributions in a timely manner. The table below shows that the contributions totaled USD 5,780,963 in the 2010-2015 period.

Period	Percentage Collected (Quotas Received/Quota Resolution Adopted by IABA)	Contribution to CATIE in USD
2010	100%	1,000,000
2011	97.63%	976,300
2012	98.86%	988,600
2013	100.00%	1,000,000
2014	86.81%	868,063
2015	94.80%	948,000
<b>Total</b>		<b>5,780,963</b>

5. 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 reviewed and amended in such a way as to ensure that the changes made would not create conflicts between the regulations of the two institutions. Furthermore, IICA has afforded CATIE legal and institutional assistance by designating Associate International Professional Personnel.
6. IICA engaged in negotiations with insurance companies in order to improve health insurance coverage at both institutions, which was increased from 80% to 90% and, in some cases, up to

100%. The Institute also provided CATIE with all the insurance information and training required to take maximum advantage of the benefits available.

7. During the first semester of 2016, a series of actions were carried out in order to strengthen the operation of the Orton Commemorative Library and its services. Among the achievements are an approved work plan that fosters technological development by implementing applications; the management of the current bibliographic collection; and efforts undertaken to join the bibliographic resources of IICA and CATIE in order to facilitate access to scientific and technical information for users. The Library has an integrated catalog, using the KOHA tool. Following two years of work, IICA and CATIE jointly published a manual entitled “*Manual de Redacción de Referencias Bibliográficas*” (Manual for Citing Bibliographical References), which has been highly useful to the academic sector of the agricultural and food sciences field. Furthermore, technological equipment was renewed and strengthened, through the purchase of a photocopier with advanced color printing features, five LCD computer screens, as well as laptops and desktops.
8. Both institutions received an official request from the *Caja Costarricense de Seguro Social* (CCSS) to enter into an agreement with the CCSS to allow the facilities of the new Hospital in Turrialba to make use of the Center’s source of potable water, granted to CATIE and the hospital by the Government of Costa Rica in resolution R-1052-2013 AGUAS-MINAE. The water in question is drawn from a source located in Bajo el Chino.

IICA and CATIE jointly examined the technical and legal implications of this request, based on two hydrogeological studies. They also learned about the hospital project, which instilled confidence and validated the request to supply potable water in the future, taking into account the estimated needs of the hospital (4 liters/second). The most recent version of the draft agreement was reviewed by the corporate and legal teams of IICA and CATIE, and was sent to the coordinating entities of the CCSS for the corresponding processes.

9. The joint corporate actions carried out with CATIE at the Delegations in the Dominican Republic and Honduras are as follows:
  - support for payroll payments to the CATIE Representative, and
  - support for payroll payments, vehicle registration and processes with Honduran authorities.

## ACTIONS FOR STRENGTHENING RELATIONS BETWEEN IICA AND CATIE 2016-2018

### General Strategy

#### I. PROSPECTIVE TECHNICAL ACTIONS

In order to strengthen activities and drive the achievement of results that positively impact partner countries, it is necessary to strengthen the coordination of technical cooperation efforts between the

two institutions. This can be done by means of a formal plan that analyzes opportunities for joint work, integrates actions undertaken by the institutions, and manages projects or programs using external funding, or human or financial resources from the regular funds of both 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 timeframes and cost estimates of cooperation projects and institutional instruments; this will allow the institutions to further drive the development of public goods and maximize the use of CATIE's current and future genetic resources from tropical crops and livestock.

Future actions should include innovations in technical cooperation 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, 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.

The aforementioned chains are a priority in several countries and are emphasized by research projects conducted by CATIE. Such is the case with coffee, as proven by efforts undertaken to control coffee rust and research conducted on new genetic materials (coffee hybrids) that are tolerant to coffee rust, are highly productive and have an excellent cup quality. In the case of the cocoa chain, research is being conducted on genetic materials that are tolerant to moniliasis and are highly productive. These topics are included on the technical and cooperation agendas of both institutions and are of great importance to many of the member countries.

Few activities are currently underway in the field of agricultural health and food safety; however, two activities in particular do relate to this topic and are worth highlighting: the efforts undertaken by the institutions to combat coffee rust as part of PROCAGICA, and the participation of both institutions in the Technical Group on Agricultural Health of CAC, which is coordinated by OIRSA.

## 1. Participation in PROCIs and FORAGRO

There are multiple opportunities in the tropics for strengthening research and agricultural technology transfer. The coordinated participation of CATIE and CARDI in the Technical Research, Technology Transfer and Innovation Group of CAC, PROCITROPICOS, other PROCIs and FORAGRO enables both institutions to benefit from their complementary capacities.

Work is also currently underway with CATIE to define the scientific framework of the next phase of the PCP (*Pôle de compétences en partenariat*) program in agro-forestry systems of Mesoamerica, of which CATIE and CIRAD are strategic partners. 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 in the Central American Dry Corridor

### 2.1. Strengthening of national capabilities for integrated soil and water resource management with a watershed approach in the Central American Dry Corridor

During the second semester of 2016, an in-person course entitled “Elements of Geographic Information Systems (GIS) and their Implementation in Livestock Systems” will be offered in order to provide an overview of the basic elements of geographic information systems that can serve as a tool for managing natural resources in the agricultural sector. 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.

Additionally, within the framework of the series of virtual forums on soil nutrition and livestock productivity, three virtual seminars will be carried out on 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 adequate management of the soil resource; and guarantee the efficiency of bioenergy systems throughout the agrifood chains.

## 3. Specific opportunities for new joint projects in 2016 – 2018

- Co-organize a joint event within the framework of COP22 in Marrakech (Nov. 2016), as well as future COPs (COP23 in 2017 and COP24 in 2018).
- Create a consortium in order to jointly participate in the bidding process and future implementation of the EUROCLIMA+ Program.
- Join the Climate Technology Centre and Network (CTCN), and jointly provide consulting services and technical cooperation to any countries interested in receiving funding from that source.



The IICA Delegations listed below have identified the following opportunities for collaborating in this topic:

- **Ecuador:** Within the framework of cooperation activities undertaken with *Fundación CRISFE*, which have focused on the environmental management of the area surrounding the hydroelectric plant, 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 (incentives) for taking care of the natural and water resources in the area.
- **Honduras:** Within the framework of the National Water-Soil-Forest Program by SAG and SERNA (ICF), specifically the area pertaining to the conservation and restoration of soils, and with a watershed approach to the comprehensive management of water resources (national plan for irrigation and drainage), 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:** Joint collaboration between CATIE and IICA to support the 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 requested by public entities of the agricultural sector and other cooperation agencies.
- **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.

#### 4. Resilient agrosilvopastoral systems

Within the framework of the Central American Livestock Council, 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 efficient technological solutions and the execution of replicable learning experiences. These efforts should foster an efficient and integrated use of organic agricultural waste from crop harvesting and livestock farming (cattle, pigs and poultry) as well as 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 resulting from inadequate waste management.

It is important to generate conditions that 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.

The IICA Delegations listed below have identified the following opportunities for collaborating with CATIE:

- **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. The partnership with CATIE will be incorporated into all of the technical cooperation projects in order to create in-person technical cadres or opportunities 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:** CATIE’s cooperation could be requested in order to gain access to the content of the germplasm bank and receive assistance for future local germplasm banks; to prepare guides in English for technical products; and to develop technical courses and provide technical assistance for specific crops and livestock farming.
- **Guyana:** Discussions are currently underway with the Ministry of Agriculture to prepare 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 the livestock sector of Guyana.

- **Dominican Republic:** Work will be carried out in the second semester of the year 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 farming (milk and meat chains), agrosilvopastoral practices, coffee and other crops currently being considered.

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

### 5.1. Specific opportunities for new joint projects and actions

- 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 of IICA and CATIE 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.

The IICA Delegations listed below have identified the following opportunities for collaborating with CATIE on this topic:

- **Guatemala:** Coordination and articulation with CATIE, within the framework of capacity-building programs for extension workers who have recently joined DICORER/MAGA; 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. Participation in value chain issues through agricultural extension services would respond to the demands made by the Minister of MAGA.
- **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. Via the IICA Delegation in Costa Rica, the provisions of a contract (2016) are being implemented in order to “provide 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:** Jointly 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.

## 6. Adaptation of coffee growing to climate change

### 6.1. Central American Program for Comprehensive Management of Coffee Leaf Rust

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 sub-delegate for the implementation of the research component within the framework of PROCAGICA; to this end, an IICA-CATIE sub-delegation 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 sub-region, 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.

Activity	Actions
<b>A2.R1: Applied research, on-site assessments, technology transfer and technical assistance for small and medium-scale coffee farmers in the sub-region in order to facilitate adaptation to climatic variability and</b>	A2.1.R1: Strengthening and monitoring of regions and national research and technology transfer platforms involved in managing coffee leaf rust.
	A2.2.R1: Analysis of technology transfer systems and extension materials identified and/or currently in use in the countries and territories.

Activity	Actions
climate change, as well as timely responses on the part of the institutions to threats to coffee production identified by the Early Warning System.	A2.3.R1: Planning and implementation of 200 research and demonstrative plots on farming land and monitoring of any technologies that are designed (applied and participatory research).
	A2.4.R1: Research on monitoring different types of coffee rust.
	A2.5.R1: Development, publication and distribution of extension materials.
	A2.6.R1: Training courses for extension workers from national extension entities.

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. The project is under negotiation with SAGARPA. Work is currently underway to carry out a study on the improvement of the institutional framework for coffee-growing in the country. The PROCAGICA Project is expected to yield an agreement for coordinating technical actions within the coffee-growing sector, beginning in August or September of 2016.

## 7. Reactivation and strengthening of sustainable cocoa growing

The IICA Delegations listed below have identified the following opportunities for collaborating with CATIE in this topic:

- **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, given CATIE’s broad experience in conducting research and technology transfer related to cocoa growing and the production of genetic materials that are tolerant to moniliasis.
- **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. This would provide an opportunity to take advantage of CATIE’s experience in cocoa production and genetics.
- **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). Income generated by the cocoa farms from carbon sequestration will be used by JCFA to provide subsidized services to its members for the pruning of trees and the rehabilitation of abandoned cocoa farms.

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

### 1. Development and strengthening of virtual education programs

- **Diploma course on climate change:** 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 out 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 drafting 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 expects to make 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 an optional course within the postgraduate programs.

### 5. Development of technical capabilities

- **Course on the modernization of coffee growing:** a technical training program on the coffee chain will be developed in order to provide capacity-building opportunities for coffee extension workers and farmers. The course will cover topics related to climate-smart coffee growing: production systems, management, comprehensive pest management, processes, value-added, etc. The topic of climate-smart coffee was addressed by the Technical Committee of PROMECAFE and is a part of the actions CATIE is developing within the framework of the PROCAGICA training component.

## III. CORPORATE MANAGEMENT PROSPECTIVE ACTIONS (JULY 2016 TO DECEMBER 2018)

1. IICA has promoted the preparation and signing of Letters of Understanding between the two institutions, 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.
2. The Orton Commemorative Library could continue operating under a specialized administration model wherein IICA would provide support for personnel, equipment and information resources. In light of the upgrading process it will undertake as a Center for Agricultural and Environmental Knowledge, the Orton Library must possess a more efficient strategy for supplying digital services, managing new knowledge management projects, and carrying out coordination efforts focused on its effective operation. The objective is to create, in the short term, an internationally-renowned Knowledge Center with renewed infrastructure, digitalized collections and specialized databases

that provide greater visibility for IICA/CATIE scientific results and offer access to updated institutional proceedings, new regional projects, among other information.

3. IICA strengthened its instruments for planning, monitoring, and evaluating its technical cooperation projects and actions. The Unified Institutional Management System (SUGI) platform is well-suited to organizations like IICA that offer cooperation for development; as a result, IICA has offered the platform to CATIE for possible future implementation. The adoption of a platform like SUGI contributes to the transparency and accountability of organizations that seek to implement a results-based management approach.
4. CATIE and IICA have served as pillars for the creation of information and knowledge-sharing networks in the field of agriculture. The current partnership of information services, SIDALC, comprises 175 national institutions in 22 countries. It benefits over 2.5 million website visitors via [www.sidalc.net](http://www.sidalc.net) 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.
5. A CATIE expert provided consultancy services to IICA in the process of preparing a policy on gender entitled "Genesis." The expert shared experiences and relevant documents as part of this ongoing coordination effort between the two institutions.
6. Both institutions are responsible for complying with the provisions of Clause 30 of Law 8028. As a result, it will be necessary to analyze, update and adjust the Financial Rules based on the rules and procedures currently in effect at IICA. This task began in 2000 when the Law 8028 contract was signed.
7. 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. It is important that information be shared in order to create personnel and vehicle databases that facilitate joint activities at Headquarters and in the countries where CATIE operates. Additionally, the CATIE official who will participate in the Permanent Working Group will need to be appointed.

Although IICA and CATIE have maintained a good working relationship with regard to administrative matters, in response to management needs, it is critical that a framework for joint action be established to help increase the 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, which states that one of the objectives is "to establish coordination and follow-up mechanisms that foster harmonious relations between both institutions and with the governmental bodies in their Member Countries."



In this regard, it will be necessary to adopt a strategy that maximizes the resources available, generates cooperation opportunities, facilitates and strengthens the administrative areas of both institutions, and safeguards IICA's responsibility to provide legal and institutional protection to CATIE and its personnel, both in Costa Rica and the Member Countries in which CATIE operates. To this end, both parties will designate staff members who will participate in the permanent working groups; one of these groups will focus on technical matters and the other will focus on administrative, regulatory, and financial matters. Together, these staff members will comprise the Coordination and Follow-up Committee, working closely to pursue common goals established in the General Bilateral Agreement for Inter-institutional Cooperation between IICA and CATIE.

The aforementioned facts and data clearly reflect IICA's readiness to support and collaborate closely with CATIE. Furthermore, it is worth noting that IICA's support goes well beyond these corporate efforts; 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 the contributions each is required to provide to its member states.

The current administration has continuously sought to work together with CATIE in strategic, scientific, academic and technical cooperation pursuits, as well as in regulatory, administrative and financial matters. IICA has taken on this task despite the complex economic situation it has faced and worked to overcome; this in turn has required significant efforts in order to fulfill its commitment to offering financial support and participating in collaborative work.

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