



HONORING COMMITMENTS

The first four years of
the Villalobos Administration



TOWARDS COMPETITIVE, INNOVATIVE AND
SUSTAINABLE AGRICULTURE IN THE AMERICAS
January 2010 - January 2014



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Inter-American Institute for Cooperation on Agriculture (IICA). 2013



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“Agriculture is nearly as old as civilization; nevertheless, it never ceases to indicate that it has a fascinating future, full of possibilities, challenges and opportunities. Ensuring each person’s right to food is perhaps the most important challenge facing humanity. Without a doubt, IICA is a leading institution contributing to this goal. Being its director is a true privilege.”

Víctor M. Villalobos

Address to the Seventeenth Regular Meeting of the Inter-American Board of Agriculture (IABA), Buenos Aires, Argentina, September 24-27, 2013.



The Inter-American Board of Agriculture unanimously elected Víctor M. Villalobos to serve as Director General of IICA for a second term.





I. STRENGTHENING OF THE INSTITUTE'S TECHNICAL CAPABILITIES

On being elected Director General during the Sixteenth Regular Meeting of the Inter-American Board of Agriculture (IABA), held in Jamaica in 2009, Víctor M. Villalobos made a strong commitment to the Member States of the Inter-American Institute for Cooperation on Agriculture (IICA) to strengthen IICA's technical capabilities, with a view to supporting the efforts of countries in the hemisphere to achieve competitive and sustainable agriculture.

That commitment was outlined out in the **2010-2020 Strategic Plan (SP)** and the **2010-2014 Medium-term Plan (MTP)**,

both approved by IICA's governing bodies, in which the strategic objectives for the respective period were set:

- Improve the productivity and competitiveness of the agricultural sector
- Strengthen agriculture's contribution to the development of rural territories
- Improve agriculture's capacity to mitigate and adapt to climate change, and make better use of natural resources
- Improve agriculture's contribution to food security.

To strengthen its technical capabilities, the Institute works via six programs, whose lines of action are closely coordinated and were developed with methodological rigor. The programs in question are:

1. Innovation for productivity and competitiveness
2. Agricultural health and food safety
3. Agribusiness and commercialization
4. Agriculture, territories and rural well-being
5. Agriculture, natural resources management and climate change
6. Agriculture and food security.

Each Member State receives support from these programs **through the respective IICA Country Strategy**. The latter establishes a work program linked to the priorities set by the government institutions of each country, matching the Institute's supply of cooperation—based on its technical competencies and institutional mandates—with specific national needs. This enables IICA to provide more efficient services geared toward the actual needs of each country. As a result,

better advantage is taken of those services and their positive effects are longer lasting.

To honor the commitment to **transparency and accountability**, the Director General submits annual reports to the Institute's governing bodies, and the Offices in the countries do the same with the respective government. Thanks to this practice, confidence in IICA and its work has grown.

That confidence is seen clearly when the Member States request support from the Institute directly, under the respective IICA Country Strategy or in regional forums, and when external resources are secured from donors and financial institutions.

The member countries benefit when the Institute is viewed as a reliable partner, as we never lose sight of the fact that we are a cooperation agency and always at their service.

The work of the last four years is summed up in 544 ongoing projects and cooperation actions, more than half of which are financed with external resources and entail an investment of close to USD 160 million per year. These projects are being implemented and coordinated throughout the hemisphere in collaboration with governments, international partners and highly prestigious universities.

In short, the Administration fulfilled the following commitments, framed within the guidelines of the 2010-2014 MTP and 2010-2020 Strategic Plan:

- ✿ **Strengthen the Institute's technical capabilities.** The cooperation provided has helped to modernize agricultural innovation as well as plant and animal health services, and to stimulate both local and export agricultural markets, opening up business opportunities for small and medium-scale producers, especially young people and women in rural territories.
- ✿ **Place the key concept of innovation at the heart of IICA's actions,** as a means to construct a new paradigm for agriculture.
- ✿ **Apply area-based management models that empower rural communities** by offering them innovative perspectives for actions at the local level that allow them to be the architects of their own future and achieve their development priorities.
- ✿ **Strengthen the integration of producers into value chains,** enabling thousands of agents to adopt new forms of production and marketing.
- ✿ **Help strengthen national capabilities** and the services that the public institutional framework provides related to business management, research, extension and agricultural innovation.
- ✿ **Promote harmonized standards and clear conceptual frameworks** that enable the countries to harness recent technologies and benefit from new and traditional markets.
- ✿ **Introduce a cross-cutting perspective into cooperation actions** so that all such actions help to achieve food security and take into account the implications for sustainable agriculture.
- ✿ **Undertake a process of institutional reengineering,** which has enabled the organization, among other things, to make better use of available resources, identify new forms of collaboration that do not require an increase in quotas, make management more transparent and promote a culture of accountability.

Each of these overarching objectives has had a very concrete and observable impact on the work carried out in each country. To achieve them, IICA implemented multinational and

national projects, the former coordinated by the technical programs and the latter by the Offices in the member countries, based on the respective IICA Country Strategy. As many as 544 cooperation projects and actions are ongoing, enabling the Institute to successfully meet its commitments to the Member States.

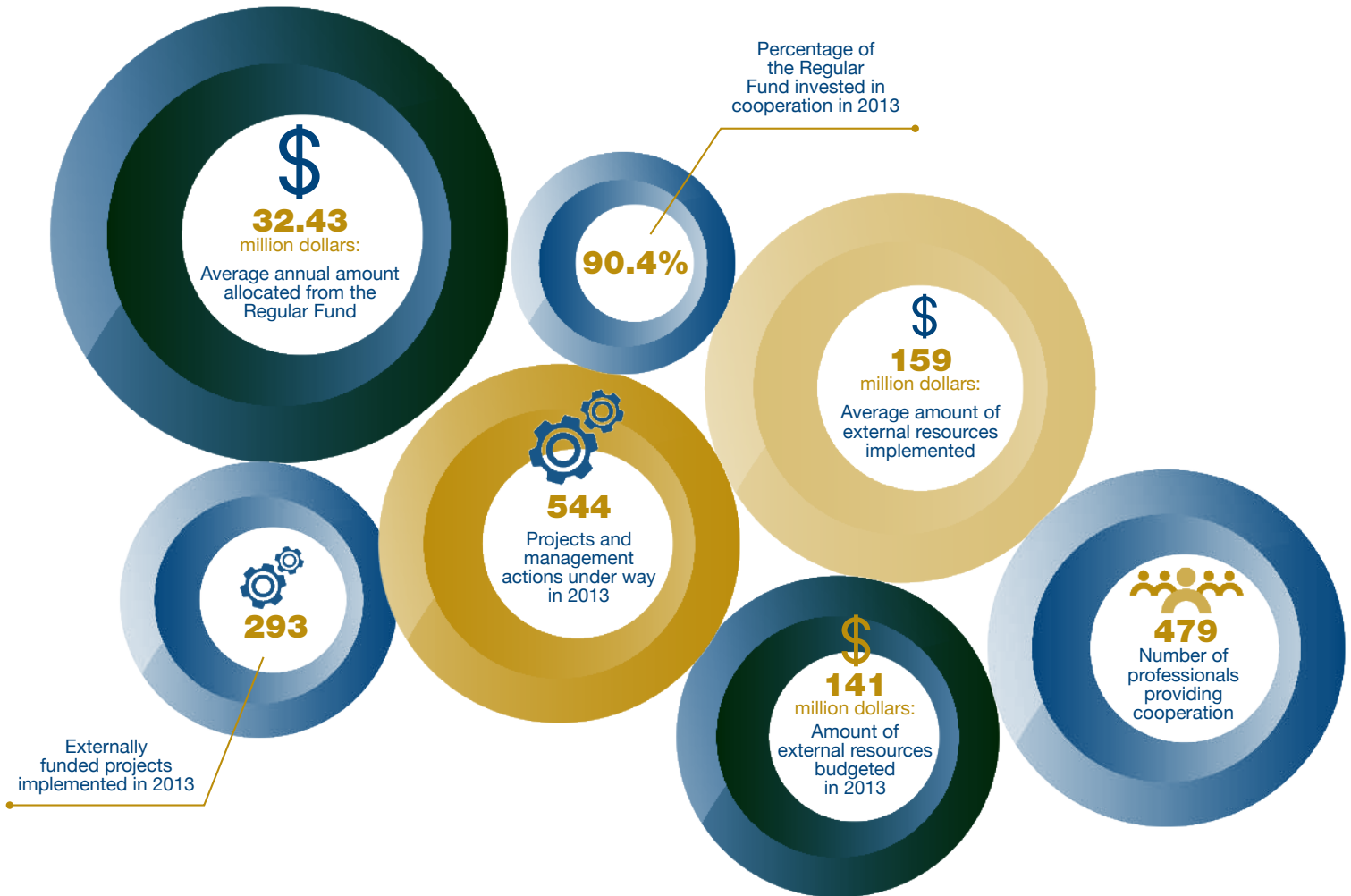
IICA's work at the hemispheric level is now underpinned by **improved cooperation instruments and services**, such as a number of information and knowledge platforms, periodic analysis of the situation of hemispheric agriculture and food security, monitoring and promotion of agricultural innovation, agribusiness development programs and efforts to detect agro-trade opportunities, and the formulation, self-management and implementation of methodologies for the empowerment of rural agents. An improved project platform, new monitoring and evaluation mechanisms, and robust corporate services in support of cooperation made it possible to meet the needs of our Member States.

To make better use of the limited resources available, it was necessary to find innovative forms of operation. A case in point was the

creation of the **Competitive Fund for Technical Cooperation (FonTC)**, geared toward the development of innovative solutions through the implementation of 33 multinational projects approved in 2011 and 2012 with an investment of some USD 2.7 million. One of the most significant results achieved by the mechanism was the systematization of various experiences in areas such as the social management of rural territories, the design of agricultural insurance programs, area-based development through the activation of local resources, the use of trade agreements to improve the competitiveness of the agricultural sector and extension strategies and adaptation to climate change. Initiatives such as these equip countries with instruments for improving rural well-being and the competitiveness of agriculture.

This report presents the main results achieved together by IICA, its strategic partners and governments of the Member States, which have helped us move towards a more competitive, sustainable and innovative agricultural sector. The work carried out during the last 45 months has been organized in accordance with the strategic objectives and lines of action established in the 2010-2014 MTP.

IICA in numbers







II. MAIN RESULTS OF IICA'S TECHNICAL COOPERATION BY STRATEGIC OBJECTIVE





Improving the productivity and competitiveness of the agricultural sector



Strengthening of national innovation systems

- IICA spearheaded a series of assessments and strategic planning actions, the organization of consortia, the updating of technological platforms, capacity building activities and the timely delivery of information, among other efforts, in order to modernize and review institutional policies and models that strengthened the national innovation systems of 17 countries.¹ Some examples are listed below:
 - At least 22 local technological consortia are operating in Central America and the Dominican Republic that coordinate and complement the work of agents in innovation processes.
 - In Belize, with support from the European Union (EU), USD 3.2 million are being invested in strengthening research and development related to sugarcane production.
 - In Haiti, the production of black beans is estimated to have risen by 25-30%

1. Suriname, Haiti, Mexico, Guatemala, Belize, Honduras, Nicaragua, El Salvador, Costa Rica, Panama, Paraguay, Uruguay, Argentina, Ecuador, Venezuela, Peru and Bolivia.

following the distribution among 15,000 producers of DPC 40 seed, *Rhizobium inoculum* and informational leaflets.

- In the Dominican Republic, new biodynamic bee-breeding methodologies are set to reduce production costs.
- Under the Technological Innovation Partnerships initiative between Brazilian

Organizations and Africa and Latin America and the Caribbean (Agricultural Innovation Marketplace) of the Brazilian Agricultural Research Corporation (EMBRAPA), IICA helped to generate five South-South cooperation projects designed to promote innovation in Latin America and the Caribbean (LAC).

Innovating in El Salvador

Chain	Number of producers taking part
Basic grains	6286
Fruits	2958
Honey	899
Aquaculture	952
Cacao	211
Vegetables	1026
Dairy products	2320
Café	2776
Coffee	17428

In El Salvador, the agricultural innovation model implemented by IICA was applied successfully under the Production Chains component of the Family Agriculture Plan (PAF) that the Ministry of Agriculture and Livestock (MAG) is implementing. Several other countries in the region are now considering adopting the model.

Wider and safer use of biotechnology

- IICA provided technical cooperation to Argentina, Belize, Bolivia, Colombia, Costa Rica, Mexico, Ecuador, El Salvador, Nicaragua, Paraguay, Peru, Uruguay, Venezuela and the Caribbean countries to develop regulatory frameworks on biosafety. In Central America, the Biotechnology and Biosafety Initiative was created.
- Fifteen member countries strengthened their capacities with respect to the regulation of low-level presence (LLP) and its effects on the international seed market. The beneficiaries included 132 regulators from Argentina, Brazil, Canada, Chile, Colombia, Central America, Ecuador, Mexico, Paraguay, United States, Uruguay and the Caribbean. In Paraguay, a master's degree program in the biotech sciences was developed and is offered by the Universidad Nacional de Asunción (UNA).

- With IICA's support, representatives of 19 countries participated in a meeting of the Cartagena Protocol; 12 of them received training on biotechnology and biosafety, enabling them to play a more proactive role in the international arena and maintain an active dialogue for adoption of the Protocol. Furthermore, participation in Codex Alimentarius meetings on standards related to biotechnology has increased.
- In 24 countries, 1570 individuals from 90 institutions had access to timely information and science-based knowledge as a result of IICA's communication strategy to disseminate details of the benefits and risks of biotechnology. Monthly bulletins were sent out, a study on soybeans was published, seven videoconferences were held each year and a series of presentations on the latest advances in biotechnology were organized. Some 142 journalists and communicators in eight countries enhanced their knowledge and expertise in the topic.

Promotion of technologies and use of clean energy

- The Inter-American Commission for Organic Agriculture (ICOA) promotes the exchange of information through annual meetings, weekly newsletters and a continuously updated web portal, in order to facilitate decision-making processes and promote policies for the development of organic agriculture (OA).
- With support from IICA, the countries of the Central Region and the Dominican Republic harmonized their regional standards on OA, while the Dominican Republic, Costa Rica and Paraguay formalized their policies to promote OA. The ministers of the Andean Community (CAN) have a set of draft regulations for organic production. Furthermore, Guatemala, Honduras, Nicaragua and Panama improved their national organic production systems through the application of the Institute's tools for the formulation of policies and the evaluation and strategic planning of OA.
- The countries of the Southern Region have information about the lignocellulosic biomass available, including its chemical and physical characterization, geographical location, logistics, and the possible location of processing plants for ethanol production.
- IICA, in partnership with the United Nations Food and Agriculture Organization (FAO), the Latin American Energy Organization (OLADE), the Inter-American Development

Bank (IDB) and the Government of Mexico, facilitated opportunities for 183 technical officials from 15 Latin American and Caribbean countries (LAC), the United States, Spain, France, Germany and the United Kingdom to exchange experiences and information on agro-energy and biofuels. The Institute also designed a conceptual framework for the analysis of experiences involving the use of, and access to, renewable energies.

- The Energy and Environment Partnership (EEP), financed by the Government of Finland, has enabled key stakeholders in Bolivia, Colombia, Ecuador and Peru to generate practical solutions for the development of renewable energies, and has promoted energy efficiency through 18 projects involving an investment of USD 3.78 million.
- In the province of Manabí, Ecuador, *jatropha curcas* producers raised their incomes by selling *jatropha* seed to the

vegetable oil extraction plant operated by the National Autonomous Institute for Agricultural Research (INIAP), financed by Germany's Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ).

Regional and international cooperation for technological innovation

- Within the framework of the cooperative agricultural research and innovation programs (PROCISUR, PROCITROPICOS, PROMECAFE, PROCINORTE and SICTA²), which operate in different regions, and whose executive secretariats are operated by IICA, the Institute secured the implementation of 40 projects that generated at least 47 new technologies (many of which are low cost and designed to benefit family agriculture in particular). Some examples are detailed below:
 - Nearly USD 24 million³ in funding from donor countries and development agencies

-
2. PROCISUR: Cooperative Program for the Development of Agrifood and Agroindustrial Technology in the Southern Cone; PROCITROPICOS: Cooperative Program for Agricultural Research, Development and Innovation for the South American Tropics; PROMECAFE: Regional Cooperative Program for the Technological Development and Modernization of Coffee Production; PROCINORTE: Cooperative Program for Agricultural Research and Technology for the Northern Region; SICTA: Central American System for the Integration of Agricultural Technology.
 3. Support for Belize's Sugar Industry Research and Development Institute (USD 3.2 million from the EU); the Agricultural Innovation Network (Red SICTA); the Technological Innovation Strategy to Improve the Productivity and Competitiveness of Product Chains in Central America and the Dominican Republic (PRESICA); and the Regional Program for Research and Innovation for Agricultural Value Chains (PRIICA).

were invested in Central America, resulting in the generation of 15 innovations leading to a 70% reduction in postharvest costs in Belize, while in Nicaragua producers managed to double their bean production and achieve a 30% increase in the productivity of their maize and bean crops. The institutions, assisted by the Regional Program for Research and Innovation for Agricultural Value Chains (PRIICA), have a regional research and innovation strategy for the technological development of smallholders.

- With support from PROMECAFE, the coffee sector in the Central Region responded quickly to the rust emergency. Its efforts were complemented with assistance to supply the region with up-to-date knowledge and higher quality genetic materials, and support for the registration of denominations of origin.
- IICA promoted the use of biodigesters, greenhouses and intensive systems, mainly for the benefit of smallholders in the Caribbean.
- Working with the IDB, the Regional Fund for Agricultural Technology (FONTAGRO) financed 23 projects on climate change adaptation and the mitigation of the phenomenon's effects. FONTAGRO also

secured the systematization of successful cases of innovations for family agriculture, which resulted in the production of a publication that was widely distributed.

- The Forum for the Americas on Agricultural Research and Technology Development (FORAGRO), as a mechanism for facilitating dialogue and the building of consensus on hemispheric visions, incorporated representatives of young people and women into its Executive Committee and held its Sixth International Meeting in 2012, where agreement was reached on the LAC position at the Second Global Conference on Agricultural Research for Development (GCARD2) and the hemispheric agenda to promote innovation in family agriculture. IICA, given its links with the Global Forum on Agricultural Research (GFAR) as the Technical Secretariat of FORAGRO, supported the organization and coordinated the participation of LAC in GCARD2.
- The Institute established agreements and bilateral work agendas with the International Center for Tropical Agriculture (CIAT), the International Potato Center (CIP), the International Maize and Wheat Improvement Center (CIMMYT) and the International Food Policy Research

Institute (IFPRI) based on the Consortium Research Programs, designed to give the region's ministries of agriculture a deeper understanding of ways to tackle issues such as climate change, roots and tubers, maize, policies, institutions and markets.

- IICA and CIMMYT agreed to conduct a study of the maize production chain in LAC to explain the differences between countries, compare constraints and identify opportunities for raising productivity, reducing poverty and adapting more effectively to the impacts of climate change.
- In partnership with the Caribbean Agricultural Research and Development Institute (CARDI), the Caribbean countries implemented 31 research projects that resulted in the introduction of new tuber varieties, improved efficiency in production, the incorporation of technology and infrastructure, and the development of new business enterprises.

Management of knowledge for innovation

- The Member States now have access to strategic analyses they can use as a

starting point for decision-making to strengthen technological innovation. The analyses include the following studies: *Consolidación de un sistema mexicano de innovación* (Consolidation of a Mexican innovation system); *Evaluación de los impactos económicos, sociales, ambientales e institucionales de 20 años de inversión en el INIA de Uruguay* (Evaluation of the economic, social, environmental and institutional impact of 20 years of investment in Uruguay's INIA); *Los INIA en ALC: desafíos para la innovación* (The NARIs in LAC: challenges for innovation); and *Situación y desempeño de la agricultura en ALC desde la perspectiva tecnológica 2012* (Situation and performance of agriculture in LAC from the technological perspective 2012). Under IFPRI's Agricultural Science and Technology Indicators (ASTI) Project, IICA helped to update the information used for the indicators in Central America and the Caribbean, which will fill an important gap in the information that the countries require for decision-making.

- Through the Network for the Management of Innovation in the Agrifood Sector (Red INNOVAGRO), established by IICA and Mexico's Coordinadora Nacional de Fundaciones Produce (COFUPRO),

68 research institutions in the member countries disseminated 200 cases of successful ventures. In addition, the IICA-managed Observatory of Institutional Innovations has incorporated 32 institutions into its activities and shared 63 innovations related to organization and operation.

- Working with the FAO and other international organizations, IICA updated four courses on information strategies,

Knowledge-sharing platforms

As many as 173 agricultural institutions in 23 member countries are actively engaged in the management of scientific and technical information under the aegis of the **Alliance of Agricultural Information and Documentation Services (SIDALC)**, whose scientific exchange service afforded researchers in the region access to over 15,000 articles each year. For its part, the **INFOTEC System** allowed 21,000 public and private researchers, extension workers, producers and decision makers to share and receive information about the latest scientific advances, innovative experiences and relevant technological options.

the social media, knowledge management and scientific writing, which will be made available free of charge on the website www.imarkgroup.org. In addition, three seminars on information management methodologies, tools and standards enabled nearly 300 professionals to update their knowledge on the latest trends in information and communications technologies (ICTs).

Integration of producers into markets

- Under its 41 cooperation instruments related to agribusiness and marketing, the Institute promoted value added, rural area-based management, the strengthening of agribusinesses, integration into markets and the competitiveness of agrifood chains. The implementation of the instruments in question produced the following results:
 - Hundreds of organizations and businesses, including their members, technical staff and producers, improved their export capabilities and their capacity to operate agro-tourism units, manage chains and

further develop their business potential. They included 6000 smallholder families in Ecuador, who designed business plans, and 60 agents in the Caribbean who participated in platforms for dialogue. In addition, over 100 agents from Belize, Costa Rica, El Salvador, Honduras, Nicaragua, Panama and the Dominican Republic received training in institutional arrangements and public policies,⁴ and 400 entrepreneurs in Central America validated at least 500 of their products according to the preferences of markets in the United States, Canada and France.

- In El Salvador, 17,000 producers of eight food chains raised their productivity by between 13% and 80%, reduced costs and improved quality. In addition, 2776 coffee producers took advantage of new technologies and improved access to low-cost inputs.
- At least 450 producers and agro-entrepreneurs in Ecuador, Chile, Colombia and Central America were trained in the use of an instrument and a guide for evaluating their level of preparedness for meeting the requirements involved in exporting to the US market.

Efforts to add value to agricultural production and retain it in production zones

- Thousands of producers acquired new expertise related to production, postharvest management, agribusiness management, production chain agreements, differentiation strategies (including geographical indications), marketing, insurance and risk management. The following are some examples:
 - In the Caribbean, 85 organizations and at least 520 producers and government officers improved their capacity to develop agribusinesses, add value to their products and gain access to markets.
 - Under the third phase of the Helping Out our Primary and Secondary Schools (HOOPS) project, schools in St. Lucia were endowed with sustainable agricultural enterprises and the leadership of the Agricultural Forum for Youth (SLAFY) was strengthened.
 - Under the Poultry School training program, offered by IICA and the University of Georgia, 42 representatives of the poultry industry improved their capacity to add value to their products.

4. In collaboration with the Central American Agricultural Council (CAC), the Regional Unit for Sustainable Rural Development in Central America and the Dominican Republic (RUTA) and the World Food Programme (WFP).

- More than 2500 technical officials in 25 countries received training in the design and oversight of interventions intended to promote value added, product differentiation, the diversification of production, the formation of clusters and the articulation of agents in chains and territories. Some of the results of these actions were as follows:
 - Officials in Belize, Chile, Guyana, Trinidad and Tobago, Dominica, Haiti, Peru and Guatemala acquired new expertise related to hazard analysis and critical control points, food loss and waste, traceability and slaughterhouse management, control of *Listeria*, labeling and packaging, and other topics that are important for improving competitiveness in agribusiness, agroindustry and agro-tourism.
 - Government agencies, educators and researchers in 19 countries took part in the Exchange Network on Value Added (RedVA).
 - Eighty specialists from LAC expanded their knowledge of the new regulations introduced by the United States for food imports, thanks to their participation in the Trade and Food Safety Conference organized by IICA.
- Bolivia, Ecuador, Guatemala, Nicaragua, Peru and Argentina executed policies to promote agroindustry development, while Costa Rica, Belize, Honduras, Bolivia, Peru, Venezuela, Colombia, Ecuador, Jamaica, Guyana, St. Lucia, St. Kitts and Nevis, Grenada, Barbados, Suriname, Trinidad and Tobago, the Dominican Republic and Haiti implemented projects and strategies to modernize their agricultural sectors and/or foster links with tourism.
- The strategy for the promotion and marketing of coffee with denomination of origin was implemented with support from PROMECAFE in Honduras, Guatemala and El Salvador.
- Mexico, Ecuador, Argentina and Costa Rica applied the methodology of localized agrifood systems and, with IICA's support, completed assessments of their reference territories.⁵
- The identification of agricultural, agroindustrial, gastronomic or handmade products with a "territorial identity" is

5. Territories used as models for the application of IICA's area-based approach to rural development.

boosting tourism in four territories of Colombia, Ecuador, Peru and Bolivia.

Modernization of markets and marketing systems

- Thirty-three countries enhanced their information, prices and market analysis services by joining the Market Information Organization of the Americas (MIOA), a network sponsored and supported by IICA and the Agricultural Marketing Service (AMS) of the United States Department of Agriculture (USDA). In the Caribbean, 14 countries boosted their ability to operate their market information systems.
- IICA delivered to the Caribbean community (CARICOM) a business plan and a project for the design and implementation of an agricultural market information system. It also worked with the private sector on nine assessments of agroindustry chains in St. Lucia, Bahamas, and Jamaica.
- In Nicaragua, Ecuador, Costa Rica and Uruguay, the Institute optimized models for market transparency and access to information on agricultural prices by

incorporating new components related to the transfer and use of ICTs, including innovative data delivery services involving mobile telephony (for example, the Agromensajes Project in Costa Rica).

Development of institutional frameworks and policies for risk management

- The countries have a hemispheric study on policies, institutional frameworks, standards and agricultural insurance markets that, among other things, identified the needs of 17 countries in the areas of risk management and agricultural insurance, as well as experiences with agricultural insurance markets in the Andean, Central and Southern regions.
- IICA published a manual to develop institutional capabilities for agribusiness risk management and promoted insurance programs in Argentina, Bolivia, Chile, Ecuador, Guatemala, Honduras, Nicaragua, Paraguay, Uruguay and Venezuela.
- Bolivia, El Salvador and the Caribbean countries have drafted proposals for the development of tools and institutional frameworks and arrangements for

managing natural and economic risks that affect agriculture.

Implementation of sanitary and phytosanitary measures

- The Member States strengthened their technical and institutional capabilities in the area of sanitary and phytosanitary measures (SPS), as a result of the Institute's annual work agenda with other international organizations, including the Plant Health Committee (COSAVE) and the Standing Veterinary Committee (CVP), two bodies in the Southern Cone, as well as the Andean Community (CAN), the Caribbean Animal Health Network (CaribVET), the Pan-American Health Organization (PAHO), Agriculture and Agri-Food Canada (AAFC), USDA, the Central American Agricultural Council (CAC) and various US universities. With IICA's assistance the Inter-American Group for the Coordination of Plant Health was reactivated, which includes several regional plant protection organizations.
- As many as 26 Member States now have national SPS agendas, which were prepared with financial assistance from the Standards and Trade Development Facility (STDF) of the World Trade Organization (WTO). In addition, the Institute, as an observer of the STDF and the WTO Committee on Sanitary and Phytosanitary Measures, channeled resources to the Fund to support specific projects in Ecuador, Colombia, Nicaragua and Costa Rica, as well as a project for the Central American countries aimed at providing them with science-based knowledge and financial and human resources to strengthen their animal and plant health services.
- The Member States increased their participation in international meetings of the Codex committees (28 delegates in five meetings), the International Plant Protection Convention (IPPC) and the SPS Committee (28 countries), thereby enabling them to play a more active role in defense of their interests. This process was complemented with a series of publications on good practices of Codex committees and the organization of regional meetings/colloquia and training activities that resulted in agreements with respect to regional positions on SPS. With support from Canada, IICA consolidated an initiative to raise awareness in LAC countries and increase their participation in the Codex committees.

- The Codex Coordinating Committee for Latin America and the Caribbean (CCLAC) organized monthly virtual coordination sessions and implemented the Digital Notification System for the CCLAC, ensuring more effective communications among its members. It also won a historic vote to accept maximum residue limits for ractopamine.
- With IICA's support, Bolivia, Costa Rica, Uruguay, Peru, Colombia, Ecuador, Dominica, Dominican Republic and Jamaica strengthened their national Codex committees and/or the capabilities of their agricultural health authorities.

Modernization of national plant and animal health services

- Twenty-nine member countries characterized their agricultural health and food safety (AHFS) services and have work plans to improve them, following application of the Performance, Vision and

Strategy (PVS) tool developed by IICA. A total of 21 exercises were carried out in Antigua and Barbuda, Dominica, Guyana, Suriname, Jamaica, Haiti, Dominican Republic, Barbados, Bahamas, Uruguay, Colombia, Venezuela, Peru, Nicaragua, Costa Rica, Bolivia and Ecuador to apply the instrument and obtain an up-to-date overview of the state of the services and formulate plans of action.

- The countries have new PVS tools for characterizing AHFS diagnostic laboratories and national food inspection services, as well as the latest PVS methodology for application in national food safety control services.
- Epidemiological surveillance was strengthened in the Andean, Caribbean, Southern and Northern regions through public-private partnerships that have made it possible to restore the health status and/or establish pest and disease-free zones in some countries.⁶ Concrete examples of this are programs for the

6. With support from IICA, Panama obtained permission from Mexico to initiate export of live animals; Paraguay made progress with the process of being recognized by the OIE as a country free of foot-and-mouth disease (FMD) with vaccination; Bolivia's valleys were certified as being free from FMD; and Argentina obtained the score required by the OIE to maintain its status as a country with insignificant risk of transmissible spongiform encephalopathy.

eradication or control of the fruit fly (Mexico, Bolivia, Colombia, Ecuador and Peru), the carambola fruit fly (Guyana, Brazil and Suriname), foot and mouth disease (Bolivia, Ecuador and Venezuela), avian influenza (Caribbean), swine fever (Haiti and Dominican Republic), pathogens (Barbados) and red weevil (Bolivia, Ecuador and Venezuela), which have helped to improve trade.

- In nine Caribbean countries, the Institute strengthened surveillance of animal diseases and responsiveness to emergencies. It also enhanced the expertise of ten technical officers specializing in epidemiology as a result of the Veterinary Epidemiology/Para-Epidemiology Project, which is supported by the USDA's Animal and Plant Health Inspection Service (APHIS), France's *Centre de coopération internationale en recherche agronomique pour le développement* (CIRAD), IICA and CaribVET, and carried out training activities on phytosanitary quarantine services in conjunction with the University of the West Indies (UWI).
- Two hundred professionals from 18 LAC countries were trained in the assessment of risks of animal diseases, with collaboration from the University of California-Davis and the University of Nebraska. IICA also worked with the IPPC, APHIS and the IDB to enhance the capabilities for pest risk analysis of 80 professionals from the Dominican Republic, Mexico, Colombia, Ecuador, Bolivia, Brazil, Paraguay and the countries of the Central Region.
- In the Andean region, 56 technical officers received training in procedures for inspection and certification in animal and plant health as well as food safety, with funding from Canada, which also facilitated experts on the subject.
- Three new projects were implemented: a) the Regional Virtual Food Inspection School for Central America and the Caribbean, financed by the STDF and costing approximately USD 900,000; b) the Regional Virtual Food Inspection School in the Southern Region; and c) the Project for the Harmonization of Standards and Animal Food Safety in Latin America and the Caribbean, with support from the *Asociación de las Industrias de Alimentación Animal de América Latina y el Caribe* (FEEDLATINA), the World Organization for Animal Health (OIE), the FAO and IICA, and approved by the STDF.

Development of technical capabilities and leadership in food safety

- Under IICA's Executive Leadership in Food Safety (ELFS) program, and with support from PAHO and the University of Minnesota, 34 technical officers from 20 countries improved their leadership capabilities and created a support network comprising the participants and mentors.
- Around 1000 private-sector agents increased their capabilities in the use of pesticides (Caribbean), food inspection (Dominica, Venezuela, Colombia, Peru), food safety standards (Peru, Dominica), poultry processing (Brazil, Colombia, Ecuador, Peru and Mexico), avian pathology (Argentina), trade in live poultry (Caribbean), good agricultural practices (Argentina, Bolivia, Colombia, Ecuador, Guyana, Guatemala, Nicaragua, Venezuela, Barbados and the Southern and Caribbean regions), good livestock practices (Paraguay, Bolivia and Venezuela), risk analysis and critical control points (St. Kitts and Nevis, Barbados, Nicaragua and Venezuela), good manufacturing practices (Venezuela, Colombia, Chile, Belize, Dominica, Trinidad and Tobago, Dominican Republic and Barbados) and good poultry

rearing and processing practices (Antigua and Barbuda, Brazil, Colombia, Ecuador, Peru and Mexico).

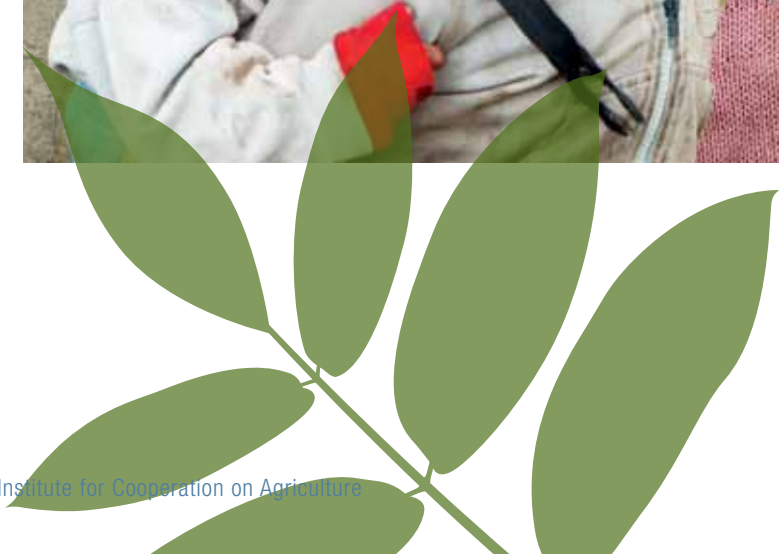
- With assistance from the University of Georgia, 40 producers from Latin America updated their knowledge of quality, safety and value added in poultry processing.
- Under the Purchase for Progress (P4P) project, 24 Honduran associations instituted the traceability system and received postharvest equipment and machinery, while 19 Guatemalan organizations incorporated good agricultural practices, a requirement for the purchase of cereals by the World Food Programme (WFP).
- In Colombia, 90 food risk assessors and managers received training.

Efforts to address emerging AHFS issues and deal with emergencies

- IICA responded immediately to the request for assistance from the Central American countries and Mexico in dealing with the outbreak of coffee rust in Central America. The Institute invited public and private stakeholders in the region to join forces and, under the aegis of the CAC, develop an action plan that is now being

implemented in the countries to control the disease, rehabilitate coffee plantations and provide assistance to the sectors affected. As part of this effort, a strategy is in place that so far has made it possible to train 200 technical officers and producers from the region's coffee institutes in plant protection for coffee plantations, and another 100 in conservation of coffee-growing areas and good practices (PROMECAFE), to generate radio programs and formulate a master project to combat rust and restore coffee plantations.

- IICA helped to combat the snail pest attacking rice and vegetables in the Andean Region, improve early detection of the carambola fruit fly in Guyana and control black sigatoga in the Caribbean (in collaboration with FAO, CARDI, and other organizations), monitor bovine tuberculosis, avian influenza and swine fever (Caribbean and Southern regions) and deal with heteroptera infestation (Barbados).
- Working with APHIS and CIRAD, IICA organized simulations of responses to outbreaks of animal diseases in the Caribbean, while in the Southern Cone countries it carried out the Project for the Control and Eradication of Avian Influenza and Other Transboundary Diseases, with the participation of the health services of the expanded Southern Common Market (MERCOSUR), and with funding from the World Bank. With APHIS in Colombia, the Institute supported the implementation of projects aimed at mitigating the risk of pests in export fruits and flowers, while Ecuador now has a monitoring and surveillance program for residues of pollutants in its exportable products.
- Jamaica was able to improve its pest and disease management system in the beekeeping sector, enabling the country to effectively control American foulbrood disease. Ecuador, for its part, strengthened its foot-and-mouth disease and emerging pests control programs.





Strengthening agriculture's contribution to the development of rural territories and rural well-being

Sustainable integrated management in rural territories

- With IICA's assistance, more than 1700 individuals working in the public and private sectors of 15 countries⁷ improved their institutional and technical capabilities for guiding and implementing inter-sectoral and collaborative area-based management processes. Paraguay and the countries of the Andean and Central regions strengthened their technical groups involved
- The member countries have implemented the rural area-based development approach under projects spearheaded by IICA that promote focus and policy development, such as the Central American Strategy for Rural Area-based Development (ECADERT),⁸ Innovative Policies for Rural Area-based Development (PIDERAL),⁹ the Special Competitive State Program in Mexico, the Provincial

in rural development and family agriculture.

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7. Haiti, Belize, Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, Panama, Dominican Republic, Peru, Ecuador, Bolivia, Paraguay, Uruguay and Brazil.
 8. The Central American Integration System (SICA) adopted the supranational policy framework, and all the countries in the Central Region set up territorial action groups and prioritized 40 focal territories where 13 projects are being implemented, with funding of USD 2 million from the Fondo España-SICA.
 9. Peru, Ecuador, Costa Rica and the Dominican Republic designed their policies for rural area-based development.

Agricultural Services Program (PROSAP)¹⁰ in Argentina, and the New Face of Rural Poverty and Knowledge Management in the North East, both in Brazil.

- IICA assisted Mexico, the Dominican Republic, Uruguay, Paraguay, Peru, Guatemala, Panama, El Salvador, Honduras, Costa Rica, Colombia, Peru, Bolivia and Ecuador with the formulation of their area-based management policies and frames of reference, and/or the strengthening of their working groups or rural development institutions. The Institute has systematized several of these experiences.
- The Institute supported the formulation of plans for economic inclusion, development and area-based land management in El Salvador (Jiquilisco), Colombia (Huila), Peru (Piura), Bolivia (Coroico), Venezuela (Apure and Yaracuy), Panama (Santa Fe and Rio de Jesús), Dominican Republic (Yamasá), Bahamas, Ecuador, Paraguay, Argentina, Mexico and Costa Rica.

Institutional capacity building in the countries to support family-based agricultural economies and cultures

- IICA promoted the empowerment of producers' groups: *jatropha curcas* (Ecuador), fruits (Guatemala), vegetables (Suriname), animal breeding and rice (Dominican Republic), solid waste, grains and tubers (Panama), among others, which now possess greater business management capabilities in their rural territories.
- As a result of a study carried out with collaboration from IICA, presented at the Sixteenth Specialized Meeting on Family Agriculture (REAF), Argentina, Brazil, Chile, Paraguay and Uruguay improved their knowledge of the status of area-based development policies, the challenges facing family agriculture, as well as the similarities and differences between the countries with respect to this type of agriculture.
- With support from the University of Iowa, Peru, Bolivia, Ecuador and Colombia made

10. Includes 64 public investment projects for 17 provinces and two national agencies.

family agriculture more competitive through the use of certified seeds produced by local companies, and adopted the Departmental Seed Committees model. In Venezuela and Argentina, training in family agriculture programs was provided.

- Various training programs, carried out mainly in the Caribbean, Paraguay, El Salvador, Colombia and Chile, enabled young people to sharpen their skills in leadership, agribusiness, agrotourism, crop management, sustainable agricultural methods, postharvest management and the management of chains, including the beekeeping and vegetable chains.
- The international forum “Women in Agriculture”, organized by IICA and

attended by more than 100 persons, and the forum “Strengthening Female Leadership in Costa Rica,” which was organized by the Institute in collaboration with the United States Embassy, the INCAE Business School, the Costa Rican Chamber of Exporters (CADEXCO), the Coca Cola Company, the Costa Rica-United States Chamber of Commerce (AMCHAM) and the Asociación para el Liderazgo y Ascenso Social (ALAS), which was attended by 150 women, promoted the incorporation of rural women into development processes.

- In Chile, needs assessments were carried out for activities and innovations designed to improve the entrepreneurial skills of Mapuche women in Araucanía.





Improving the capacity of agriculture to mitigate and adapt to climate change, and make better use of natural resources

Preparedness of the institutional framework for adapting agriculture to climate change

- IICA's member countries had access to important information about this issue: three technical notes that were the object of analysis and debate at the Rio+20 Earth Summit; a new information platform on agriculture, natural resources and climate change, and a number of seminars on adaptation to the phenomenon and mitigation of its effects.
- The Caribbean has a regional team of 18 trainers (technical and scientific officers) certified in the application of climate change adaptation concepts

and principles under national and regional policies, plans and strategies.

- In coordination with the CAC Secretariat, IICA implemented a program for monitoring, planting and harvesting, for use by the ministries of agriculture; developed the System for Monitoring the Balance between Planting and Harvesting; and produced a user manual for the system.
- Thirty local agents in three municipal districts of Guatemala, Honduras and El Salvador received training in the adoption of measures for adaptation to climate change developed by

means of participatory local strategies and as part of the districts' development plans.

- With support from the GIZ, PROCISUR and Argentina's National Agricultural Technology Institute (INTA), 42 trainers from Mexico, Nicaragua, Honduras, Costa Rica, Bolivia, Peru, Argentina, Brazil, Chile, Paraguay and Uruguay were certified in the application of the methodology "Integrating adaptation to climate change into development planning," based on the policy guide developed for the purpose by the Organization for Economic Cooperation and Development (OECD).
- Working with the GIZ, IICA supported the participation of 55 Brazilian professionals in a course on climate change adaptation based on ecosystems, aimed at supporting the integration of the concept into Brazil's National Adaptation Strategy.
- Mexico, Uruguay, Costa Rica, Dominican Republic and Ecuador included the issue of climate change on their agendas and, via synergies between the environment and agriculture, promoted the development of public goods for tackling the challenges posed by climate change. Peru's Amazon region also has a strategy for dealing with climate change.
- Brazil, Argentina, Paraguay and Uruguay received cooperation from IICA for mitigating desertification processes in territories with high levels of environmental degradation and rehabilitating the areas in question.
- The Institute provided Argentina, Chile and Uruguay with information and methodologies for identifying the main climate-related vulnerabilities, which enabled them to adapt their production systems.
- Under the Intelligent Agriculture, Carbon Footprint and Water Footprint Project, to which IICA contributed, Argentina analyzed the carbon footprint of its agro-exportable products and carried out training actions on mitigation policies and strategies.
- In El Salvador, the Institute completed its actions in support of the Ministry of Agriculture and Livestock (MAG) for the recovery of the areas affected by Tropical Depression 12-E, including the delivery of supplies and equipment, the rehabilitation of areas where shrimp, plantains and beans are produced and the reconstruction of irrigation works.
- IICA and the Regional Gateway for Technology Transfer and Climate Change Action in Latin America and the

Caribbean (REGATTA) of the United Nations Environment Programme (UNEP) enabled 48 specialists from 15 countries to share their experiences on the analysis of vulnerability to climate change, which ensured the methodological consistency of the different initiatives on the issue that are ongoing in LAC.

Effective and integrated management of natural resources

- Under the regional Sustainable Forest Management Program, financed by the Government of Finland, 35 projects were implemented at a cost of USD 5.56 million. Key stakeholders in Bolivia, Colombia, Ecuador and Peru were given access to validated innovations that make it possible to increase the economic, social and environmental rate of return from the sustainable management of natural forests and forest plantations.
- IICA spearheaded efforts to improve the management of water in agriculture; implemented an initiative to improve irrigation and drainage in Central America and the Dominican Republic, with support from Mexico; and prepared a proposal for integrated water resources management that was circulated among the countries.
- The Institute promoted the creation of micro-watershed committees in Guatemala and advisory boards on irrigation and drainage in Ecuador. In the latter country, as well as in Colombia, Belize and Honduras, irrigation and drainage plans and methodologies are in place.
- In Haiti, 175 tanks for storing 16 m³ of water were constructed, and plumbers and producers received training in water management. Furthermore, more than 50,000 trees were planted and 443 rocket stoves were installed to reduce firewood consumption.
- In Paraguay, more than 120 technical officers were trained in the correct use of water for irrigation.
- In Argentina, the Program for Integrated Water Resources Management was implemented in the Southern Region of the Province of Buenos Aires.
- Assistance was provided to improve coordination among public institutions in Brazil responsible for territories with low levels of development, thereby making water use and the delivery of services more efficient.





Improving the contribution of agriculture to food security

- Countries are aware of the agrifood situation in the hemisphere thanks to the report “Food security situation in the Americas,” which was presented to the 42nd General Assembly of the Organization of American States (OAS). The document was also presented to the Food Security Observatory of the Americas. A tool developed by IICA, it provides information on food security policies, strategies, plans, programs and indicators in the Americas and receives around 800 hits per month.
- The Institute signed an agreement with the EU for the investment of 8.6 million Euros in the promotion of food security in the Caribbean.
- IICA drew up the agendas for the following projects: Zero Hunger (Antigua and Barbuda, in collaboration with the FAO), Food Security in Huara (Ecuador, with the WFP), Food and Nutrition Security (Guatemala, with the Canadian International Development Agency - CIDA), and Crusade against Hunger



Food Security in Haiti

Following the introduction of new varieties of vegetables, beans and tubers in Haiti, 23,920 families from six regions of the country improved their food availability by 15%. Furthermore, 5000 families in Haitian rural communities, especially those affected by natural disasters, benefitted from a family garden program that was implemented in collaboration with the governments of Argentina and Canada.

(Mexico), in which the Institute was actively involved.

- IICA, in collaboration with the WFP, facilitated the management and implementation of the Purchase for Progress Program in the Central Region by providing technical and administrative assistance for the execution of programs related to traceability, food purchases, institutional management, income diversification and value added in primary production.
- Hundreds of producers of vegetables, tubers, fruits, pigs and ruminants, as well as cattle, poultry and aqua farmers

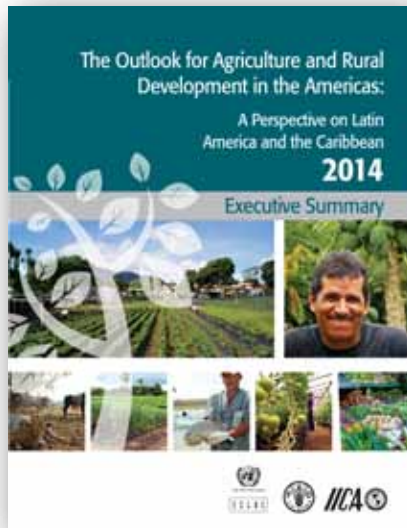
in the Andean, Caribbean and Central regions and in Mexico, Uruguay and Paraguay benefited from the delivery of inputs, the adoption of innovations, the development of agribusiness skills and the implementation of programs and projects designed to increase productivity and modernize the public services they receive. For example, IICA helped hundreds of farmers in the Caribbean to reap the benefits of controlled-environment production; the Ministry of Agriculture of Jamaica to install 40 greenhouses; and St. Lucia, with assistance from the Government of Mexico, to construct three greenhouses for vegetable production.





III. STRATEGIC ANALYSIS FOR AGRICULTURE

- The Member States have methodological instruments developed by IICA for: a) analyzing the commercial viability of, and competition faced by, agricultural exports in international markets; b) taking better advantage of the free trade agreements in place; c) analyzing price formation in local and international markets; d) analyzing the impact of policies on agriculture; e) forecasting the long-term outlook for agriculture; f) identifying the impact routes of agricultural policies on food security; g) designing, implementing and monitoring public policies for agriculture; and h) identifying bottlenecks in agricultural chains and institutions related to ICTs.
- Public agricultural institutions in Peru, Paraguay, Uruguay, Panama and Costa Rica identified and analyzed their bottlenecks related to access to, and the use and impact of ICTs, as well as possible solutions, and used a methodology developed by IICA to do so. This opened up opportunities for



The Member States have five annual reports on the “Outlook for Agriculture and Rural Development: a Perspective on Latin America and the Caribbean,” prepared jointly by FAO, IICA and ECLAC.

cooperation with international agencies that promote rural development in Central America and with public entities that have implemented digital government initiatives in LAC.

- The Institute collaborated with the countries in the formulation of agrifood policies and strategies. Specifically, IICA supported the formulation of the Caribbean Common Agricultural Policy, Dominican Republic’s Livestock Development Plan, Paraguay’s Strategic Agriculture Framework, Argentina’s Strategic Agrifood and Agroindustry Plan and Haiti’s Agricultural Sector Investment Plan. Other countries that the Institute assisted with the formulation of their agrifood strategies were Antigua and Barbuda, Bahamas, Barbados, Grenada, Costa Rica, El Salvador, St. Lucia, Guatemala, Guyana, Haiti, St. Kitts and Nevis, Panama, Trinidad and Tobago, Peru and Paraguay.
- More than 420 officials of ministries of agriculture and agricultural agencies in Ecuador, Peru, Costa Rica, Dominican Republic, Chile, Uruguay and Paraguay increased their capacities, thanks to their participation in 14 IICA courses on tools for

analyzing the design, implementation and impact of policies on agriculture.

- The Member States enhanced their capabilities in relation to international trade standards as a result of the following actions: a) the implementation of annual work plans with the WTO; b) follow-up to the subjects addressed at the meetings of the WTO Committee on Agriculture; c) the setting up of an IICA-WTO Reference Centre in Costa Rica that supplied information (nine bulletins) and knowledge (three workshops) about agricultural negotiations; and d) the training of 170 officials from Costa Rica, Dominican Republic, Uruguay and Panama through seven courses on international trade regulations (policies, intellectual property, information sources and treaty administration), and of 48 public and private sector technical officials from Central America in the identification of opportunities under the free trade agreements currently in place.
- IICA became directly involved in the Group of Twenty (G20) process by participating in the preparatory work of the Summit held in Mexico in 2012. It was responsible

for producing an interagency document on agricultural productivity and took part in the different forums at the meeting. Within the framework of this process, the Institute established a thematic network and a virtual space that enabled more than 600 professionals to keep abreast of developments, offer opinions and share knowledge about the topics addressed by the G20 with respect to the agricultural sector and the results achieved.

- Representatives of the countries took part in mechanisms for dialogue (seven hemispheric forums in 2011, nine in 2012 and seven in 2013). They also received timely information about the economic crisis, the volatility of the prices of basic goods, the performance of the commodities market, climate change, the Rio+20 Summit, bioeconomics, water management, the impact of the US Farm Bill, food security, ICTs in agriculture, mining-agriculture and international trade standards, among other important subjects. This was provided in 16 technical notes from the Director General, eight technical notes from the Center for Strategic Analysis for Agriculture (CAESPA), 11 CAESPA bulletins and six technical documents.





IV. EFFECTIVE CORPORATE MANAGEMENT FOR TECHNICAL COOPERATION

The provision of international technical cooperation calls for modern and highly efficient corporate services. To meet the demand, it was essential to promote the Institute's financial viability as a key element for effective management by streamlining and improving operating processes and strengthening the use of ICTs. Consolidation of the following instruments was key to this effort:

- **The SAPIENS technological platform**, which articulates the human talent's actions with the strategic needs established in the Institute's MTP. As a result, IICA's human resources operate under more modern conditions and are committed to the achievement of results and to accountability.
- **The SAP technological platform**, implemented in all the IICA Offices, has given the countries and donors greater confidence in the Institute's actions, as evidenced in the external auditor's reports on the financial statements. In addition, efforts to encourage the timely payment of Member State quotas continued, resulting in the collection of 98.7% of the total.
- **The Unified Institutional Management System (SUGI)**, which integrates

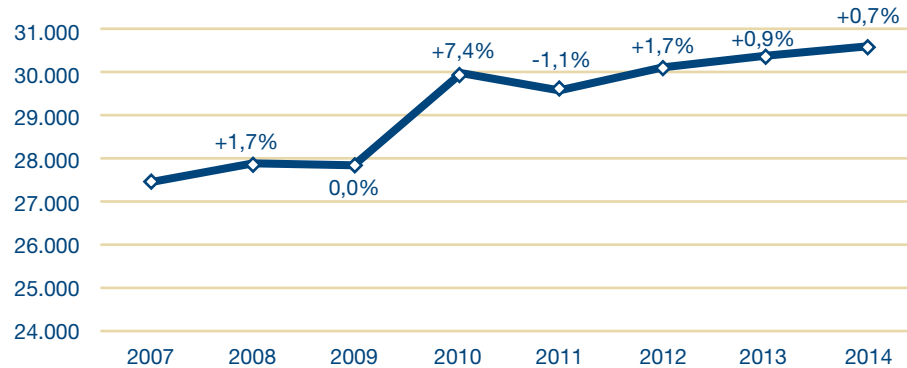
planning, programming, monitoring, evaluation and reporting processes across IICA, improved the quality of the Institute's cooperation services and products.

It would not have been possible to allocate 90% of the Institute's budget to technical cooperation, including the funding of innovative projects through the FonTC, without a strategy in place to reduce operating costs (achieved by improving Institute procurement procedures, the automation and streamlining of processes and the re-engineering of administrative units) and spending based on austerity, equity, discipline and transparency, promoting the protection of the Regular Fund following approval of the policy on the Institutional Net Rate (INR), which over the last year rose from an average of 5.3% to 7.1%, and made it possible to increase the recovery of indirect costs.

Corporate reengineering has made it possible to take better advantage of available resources, generate economies of scale, find new forms of collaboration that do not entail an increase in quotas, manage resources in a more transparent way and promote a culture of accountability.

Technical Cooperation Services Regular Fund

2007–2014 Program-Budget
in thousands of USD



Given the current environment, the only way to provide more technical cooperation with the same budget was by applying strict criteria of austerity, rationality, equity, discipline and transparency in the use of the Institute's resources.

Similarly, the corporate strategy was strengthened to ensure the efficient administration of over USD 187.4 million in external resources for the financing of 309 projects. This has enabled IICA to position

itself as an efficient and reliable partner in the eyes of financial institutions and its member countries, by effectively administering the resources used to meet technical cooperation needs with high standards of quality.

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