



Solutions for environment and development  
Soluciones para el ambiente y desarrollo

# BIENNIAL REPORT

2013-2014

# Index

● Strategic Pillar: Land Grand University.....	04
● Education Indicators.....	08
● Strategic Pillar: Regional Scientific Platform.....	12
● DDI Indicators.....	20
● Strategic Pillar: Use of the platform in member countries.....	22
● DPE Indicators.....	30
● Strategic Pillar: Model of Institutional Stability.....	32
● Financieros Indicators: 2013-2014 Comparison.....	34
● DAF Indicators.....	35
● Annex 1: List of Active Agreements with Universities as of June 2015.....	36
● Annex 2: Agreements for Research Education and Outreach....	40

# Strategic Pillar

## LAND GRANT UNIVERSITY

CATIE is an international land grant university, specializing in agriculture and natural resources and combining education, research, outreach and the application innovative solutions for sustainable development in the field. Through knowledge, skills, capacities and attitudes, CATIE shapes leaders as agents of change who can face the challenges and opportunities of a changing world.

CATIE has the largest and longest-standing postgraduate program in agriculture and natural resources in Latin America and the Caribbean, with more than 70 consecutive years of training human capital. It is an international program, with more than 2,300 Master's and Doctorate alumni from over 40 countries around the world, and professors that hail from more than 25 nations.

Its role as an international university is strengthened through its joint Master's and Doctorate programs with other prestigious schools on a global level, and agreements with more than 55 others, including the Polytechnic University of Madrid, Spain; Hohenheim University, Germany; Pennsylvania State University, the University of Arizona, the University of North Texas, the University of Delaware, the University of Idaho and Yale University in the United States; the Norwegian University of Life Sciences; Bangor University in the United Kingdom; Laval University and the University of British Columbia in Canada; and the University of Costa Rica.

CATIE is a member of prominent international and technical networks such as the United Nations Global Compact, the Hispanic Association of Colleges and Universities (HACU), the Global Association of Master's in Development Practices,

the Ibero-American Model Forest Network (RIABM), the Scientific Cooperation Platform (PCP) and the Association of International Research and Development Centers for Agriculture (AIRCA).

The land grant aspect of the center is reflected by its ever-expanding list of educational opportunities, having grown from nine postgraduate programs and 46 courses in 2008, to 35 postgraduate options and 118 courses in 2015. The current academic selection includes 10 Master's programs (Agroforestry and Sustainable Agriculture; Economics, Development and Climate Change; Management and Conservation of Tropical Forests and Biodiversity; Integrated Watershed Management—onsite or virtual; Climate Change Mitigation and Adaptation; Biodiversity Conservation Practices; Development Practices; Sustainable Business Administration and Development; and Sustainable Tourism), 4 Doctorate programs (a joint Doctorate with the University of Idaho, a joint Doctorate with Bangor University, a CATIE Doctorate in English, and a CATIE Doctorate in Spanish), 9 postgraduate specializations and 12 postgraduate diplomas.

An outstanding component of the process of widening and diversifying CATIE's academic selection was the offering of online distance learning for postgraduate careers (general distance learning courses and certificate programs have been available since 2007). An online Master's in Watershed Management will open in July 2015, with more than 20 students. The course responds to the demand for online programs from countries around the world that recognize CATIE's high academic quality.

CATIE puts significant effort into the effective alignment of research and outreach with academics, offering students a unique learning opportunity based on the latest science and its application in the field.

At CATIE, students have the opportunity to tackle real problems in the field, accompanied by their professors. Field work has a solid scientific foundation, linked with development projects that are carried out through various national offices and technical/academic partnerships in more than 50 countries of the world. Students, technical experts and professors come together to teach, learn, research, develop skills, strengthen leadership, and build capacity and innovation for development.

CATIE is in the process of accrediting its postgraduate programs, which represents a unique opportunity to demonstrate its level of legitimization, commitment and transparency to its member countries, students, and the academic, technical, scientific, national and international community. This accreditation also provides CATIE with a means to guarantee its students the highest possible level of education, and a commitment to continued improvement. CATIE also understands that employers increasingly require or favor graduates from accredited universities. Donors and corporations also prioritize their resources to support students who are pursuing accredited careers, and accreditation is often a factor in the recognition of academic titles. Thus, accreditation is one of CATIE's most relevant issues, evidenced by its strategic and biennial plans, in which accreditation of its postgraduate programs is established as a top priority.

CATIE's postgraduate options also address transversal themes of agriculture, natural resources and the environment—encompassing issues such as climate change, food security, territorial management, markets and value chains, biodiversity and the ecosystems it provides, livelihoods, integrated watershed management and water resources, governance, policies and regulations, organization and participation, equality, poverty reduction and human wellbeing.

The Postgraduate Program is characterized by a clear commitment to serve the communities of Latin America and the Caribbean, and to drive excellence, leadership, competition, innovation, values and cooperation among students.

# STUDENT BODY

2013 2014

202  
22



192  
24



# ACADEMIC SELECTION

## 2013-2014

With the goal of responding to the needs of its member countries, in 2013 CATIE expanded its existing postgraduate programs to include an option in Spanish—an International Professional Master's in Biodiversity Conservation Practices, including five specializations and 12 postgraduate diplomas.



## PARTNERSHIP

2013



Joint and cooperative programs were strengthened with numerous universities.



2014

+9

Partnerships

=60

Active partnerships

# BIOSTATISTICS

## TRAINING

2013



More than

1,000

professionals and technicians trained at CATIE headquarters through 59 strategic international courses.

2014

1,008 

29 

2013

4 degrees, 9 training courses and 2 postgraduate courses; 11 articles published in scientific journals.

2014

3 degrees (in Ecuador, Bolivia and Costa Rica), 13 short courses, 2 workshops and 12 in-service trainings in Argentina, Bolivia, Colombia, Costa Rica, Ecuador, Spain, Guatemala, Mexico and Peru.

## ORTON MEMORIAL LIBRARY

2013



Integrated information management system:



Joined the CGIAR Library Consortium, providing access to high-level publications such as CAB Abstracts, Oxford University Press Journals, and others such as Nature, Science Magazine, Springer, etc.

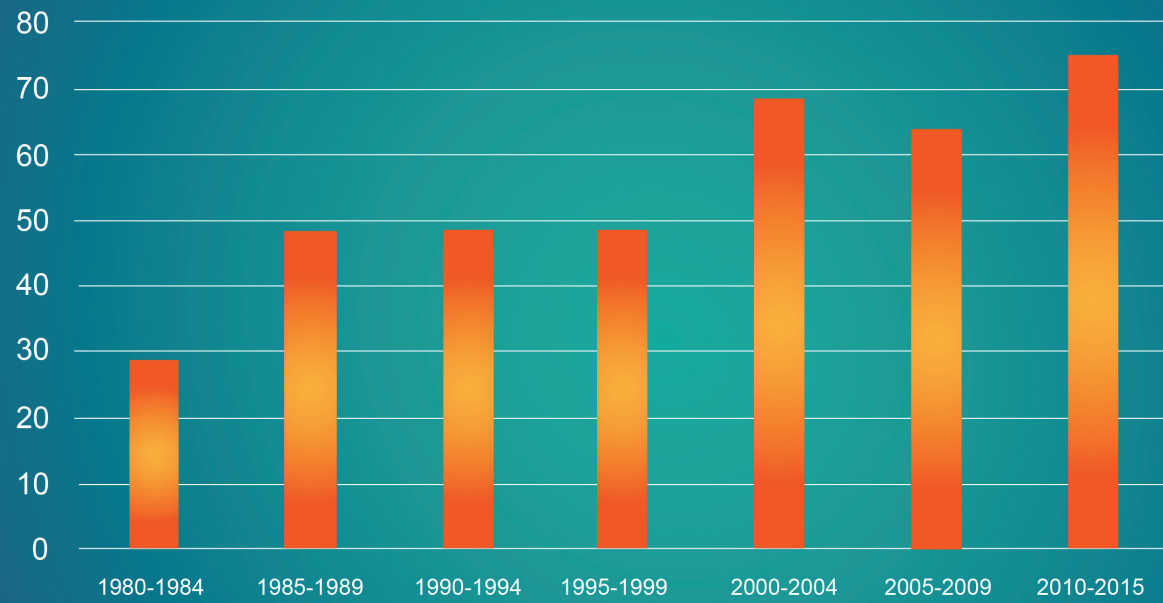
OBJECTIVE

CATIE Virtual Library

2014

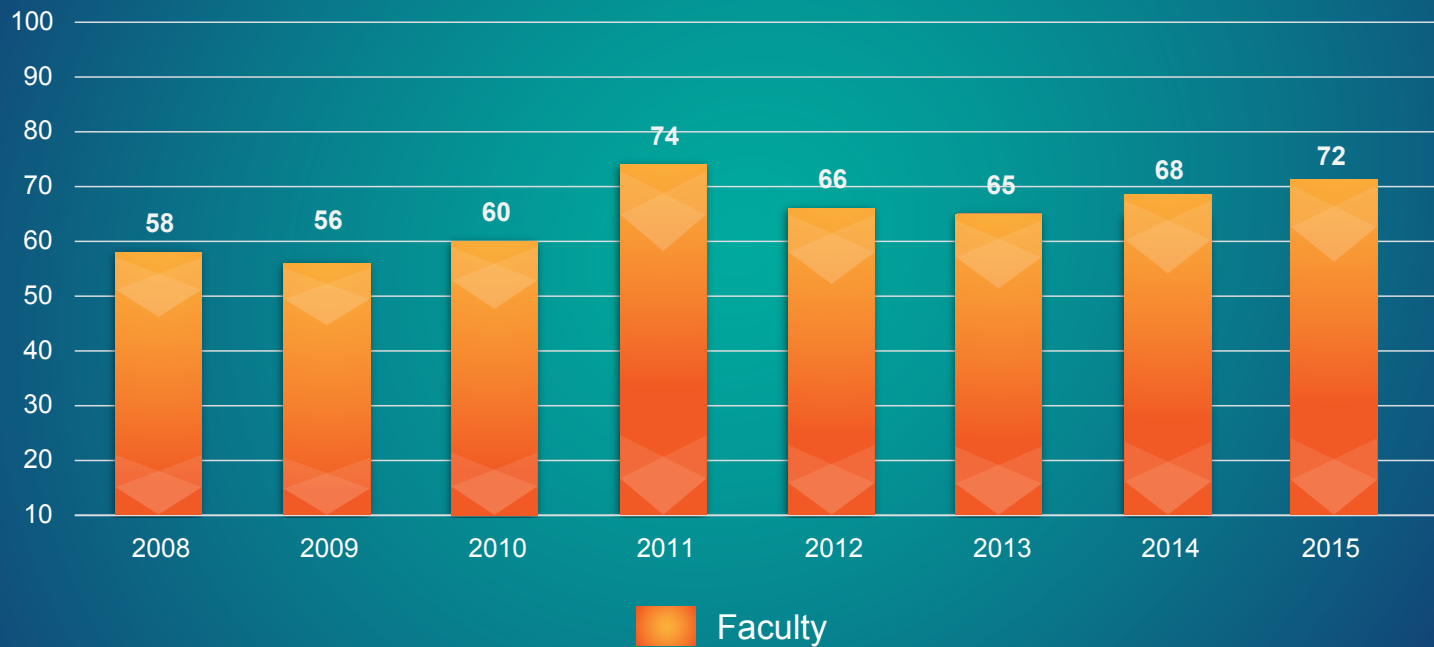


### Average Number of Student by Quinquennium

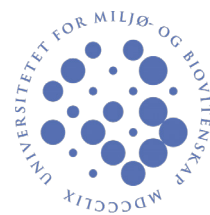




## CATIE has a widely recognized international faculty



# List of Current Agreements with Universities until June 2015



UNIVERSIDAD DE COSTA RICA



Yale



PRIFYSGOL BANGOR UNIVERSITY



# Strategic Pillar

## REGIONAL SCIENTIFIC PLATFORM

Since its creation, CATIE has worked in multiple fields with a regional impact on Latin America. In the last 25 years, this work has been consolidated into a regional scientific platform for prestigious international centers such as Cirad, Bioversity International and ICRAF. Cirad has had researchers based in this center continuously throughout this period.

### **What do its partners see in CATIE, as a Regional Scientific Platform?**

A first class postgraduate school in the region, with students who are excellent research assistants in a “win-win” relationship. Its faculty is comprised of high-level scientists and senior-level scientists as adjunct faculty—a fundamental factor for guaranteeing quality scientific studies in CATIE’s M.S. and Ph.D. programs.



An internationally recognized institution with credibility, the ability to convene diverse levels of decision-makers (government, international cooperation organisms and other organizations) to legitimize and facilitate its initiatives. CATIE’s onsite partners facilitate access to diverse sources of financial, human and logistical resources (e.g. high-tech laboratories). A large percentage of the proposals approved have been generated together with partners who participate in CATIE’s scientific programs.



A critical mass of high-level scientists comprised of CATIE personnel and the many partners who have assigned staff to the institution (e.g. Cirad, GIZ-CIM, ICRAF, Bioversity International, Winrock, CABI, CI, CUSO, etc.). The diversity of the partners based in Turrialba has been fundamental in creating a globally recognized center of scientific thought (i.e., in the case of agroforestry).



Logistical, administrative and technical support—not only at the headquarter offices in Costa Rica, but also via the regional platform comprised of country offices and other facilities associated with CATIE projects and programs. These partners contribute to the center’s visibility and impact in its member countries (e.g. CGIAR research programs [CRPs] in which CATIE participates).

Modern, safe infrastructure in Costa Rica, with excellent telecommunication systems, germplasm collections that are recognized by the international FAO/GCDT system, diverse services such as schools, a bank, a travel agency, the Orton Memorial Library (possibly the best library for agriculture and natural resources in Latin America and the Caribbean) and facilities for hosting trainings and international events. CATIE’s partners contribute with access to other germplasm collections, bibliographic resources, databases, incorporation into international events (e.g. GLF of COP UNFCCC), student scholarships and advanced training options in developed countries.

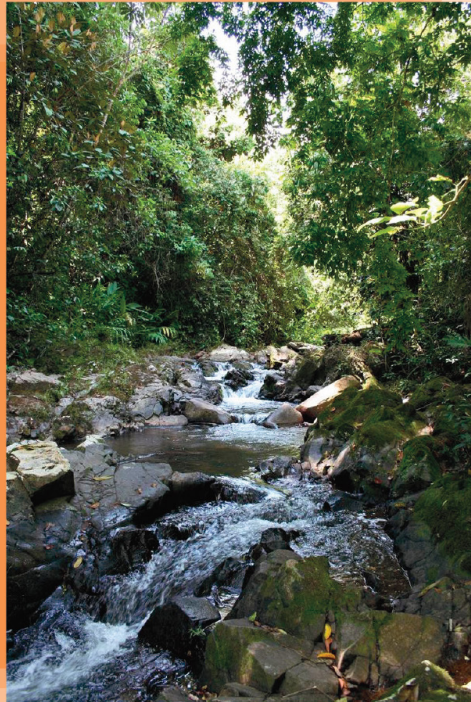


A long and consistent history (more than 40 years) of managing regional research and development projects focused on subjects of growing importance and priority. With the support of the international community, CATIE’s ability to maintain long-term research projects is recognized by its international and regional partners alike—its model forests, for example, have been studied continually for 30 years.



Human resources and an institutional culture that is focused on results and accepts the fact that change is not only inevitable, but is essential for maintaining the relevance, competitiveness and adventures of discovery that characterize the institution’s initiatives.

Extensive experience in systematic focuses and the integration of information among various scales that is increasingly gaining importance in fostering sustainable, resilient development. These focuses include ecosystem services—the core foundation of many of the initiatives highlighted in this report—and a great number of initiatives that reinforce the importance of trees; not only for forests and protected areas, but also for agricultural systems (e.g. as a key tool for adapting farms and territories to climate change). This focus in particular led to the recognition, for the first time ever, of CATIE as an active partner of CGIAR research programs (CRP), Bioversity International, CIAT and Cirad, which has brought new knowledge and diverse opportunities to the center.



## The following are concrete examples of CATIE's exemplary role as a Regional Scientific Platform:

**Cirad - CATIE - ICRAF - BIOVERSITY - CABI - PROMECAFE - INCAE: Scientific Cooperation Platform for Agroforestry Systems with Perennial Crops.** In 2013, ICRAF joined the Scientific Cooperation Platform (PCP) for Mesoamerica, established in 2007 by CATIE, in partnership with Cirad, Bioversity, CABI, PROMECAFE and INCAE, with an emphasis on agroforestry systems with perennial crops. The PCP has developed a series of high-value research projects for the region's agricultural sector, encompassing topics that range from identifying the causes of the coffee rust epidemic and calculating the amount of carbon stored in agroforestry systems, to the measurement of ecosystem services in coffee plantations to establish the basis for a payment for environmental services system.

**CGIAR:** CATIE has been recognized as "the" Central American platform, thanks to various CGIAR research programs (CRP). These partnerships encompass areas such as climate change, livestock and tropical agricultural systems, as well as forestry and agroforestry approaches. The CRPs' focus will likely extend to include Policies, Institutions and Markets (PIM). To date, the strongest ties are with the FTA, as mentioned above. CATIE recently became the Central American platform for the CRP on Climate Change, Agriculture and Food Security.

The CRP on tropical agricultural systems selected two key territories from MAP/CATIE (Trifinio region and North Central Nicaragua) as its action areas. Alongside CIAT, CATIE is also collaborating in the CRP on livestock through joint actions in Nicaragua. Shared priorities between all parties include research focused on nutrition and gender, the integration of efforts to generate impact (change theory) and capacity development on a national and local level (platform). Thanks to these efforts, Nicaragua is to be selected by CGIAR as one of the 15 priority countries in the world for phase two of the CPRs.

CATIE is one of the founding members of the Association of International Research and Development Centres for Agriculture (AIRCA), alongside AVRDC, CABI, CFF, ICBA, ICIMOD, icipe, IFDC and INBAR. AIRCA is a global research platform focused on systemic focuses that are central to CATIE's activities. This group of non-CGIAR centers provides its members with visibility and a voice in arenas that would otherwise be out of their reach; for example, global GFAR meetings. The high capacity and the extensive experience of AIRCA members within the interface between research and development—which is increasingly desired by international cooperation organizations—gives it a high potential to attract future resources.



**World Coffee Research:** Regional projects to improve the coffee sector and, specifically, combat coffee rust through USAID and private sector financing.

**Conservation International:** A project financed by the German government (BMU) to help small farmers of coffee and basic grains to adapt to climate change.

**Bioversity and ICRAF:** These two CGIAR centers have regional offices located on CATIE's campus in Turrialba, partly because of its high concentration of scientific activity.

**Universidad of Hohenheim:** A representative from the Center for Food Security (a global program) works at CATIE's campus.

**Universidad of Idaho:** Joint Ph.D. program and joint research projects financed by IGERT/NSF programs (USA).

**Universidad de Bangor:** Joint Ph.D. program and joint research projects.

## Environmental Model Laboratory



2013

Began participation in the global network of meteorological organizations, with the objective of seeking ways to translate scientific information about climate into easily understood language for the general Latin American public.

2014

Participation in dozens of projects with a high impact on climate change mitigation.

## Coffee

- Intensified reproduction of high potential genetic resources that are tolerant to coffee rust in the context of climate change (F1 hybrids from the CATIE-Cirad-PROMECAFE program).
- Reinforcement of the publicly available coffee germplasm collection in the world.
- Multiple collaborative actions with the coffee sector, resulting in permanent partnerships.
- Training of hundreds of producers, technicians and entities related to cultivation of the crop in Panama, Nicaragua, Honduras and El Salvador.
- Significant impacts generated from the center's work with AIRCA.

## GAMMA 2013-2014

Reinforced 4 lines of action:

- 1 Sustainable intensification
- 2 Restoration of ecosystem services
- 3 Climate change adaptation and mitigation
- 4 Incentives



## Integrative work in multi-partner platforms

2013-2014

- Platform of perennial crops. Cirad, CATIE, Bioversity International, ICRAF, CABI, Promecafé and INCAE.
- Mesoamerican Agroenvironmental Program (MAP Norway).
- USAID Regional Climate Change Program. UICN, CARE, Terra Global and DAI LAC.
- Sentinel Landscape.
- 4 CGIAR CRPs (Forests, Trees and Agroforestry; Climate Change; Genebanks; Livestock and Fish).
- Ibero-American Model Forest Network.

## Ibero-American Model Forest Network

2013 and 2014 Milestones



UDA  
2014

21 Central America-wide projects.

Important Anniversaries

70 Cacao years



15 years of trials with lowland coffee cultivation in Costa Rica and Nicaragua.



Consolidation of the PCCC: Training, tools and actions for REDD+ strategies in Central America and the Dominican Republic.

## IDEA Program

2013-2014



180

communities evaluated in “Water for human consumption”  
Three Central American countries.

1,000

homes evaluated in “Coffee and grain ecosystem-based adaptations”  
Three Central American countries.

The largest scientific forestry congress for Latin America in IUFRO’s history



## FINNFOR

2013 and 2014

Value chains consolidated.



**42** producers with certificates of origin for eucalyptus plantations.

## PRCC

2013 and 2014

Strong mitigation support for forestry, deforestation and emissions reduction processes.



Clearinghouse (in climate change adaptation)

## MAP

2013 and 2014



**2,042** families created a farm and patio plan.

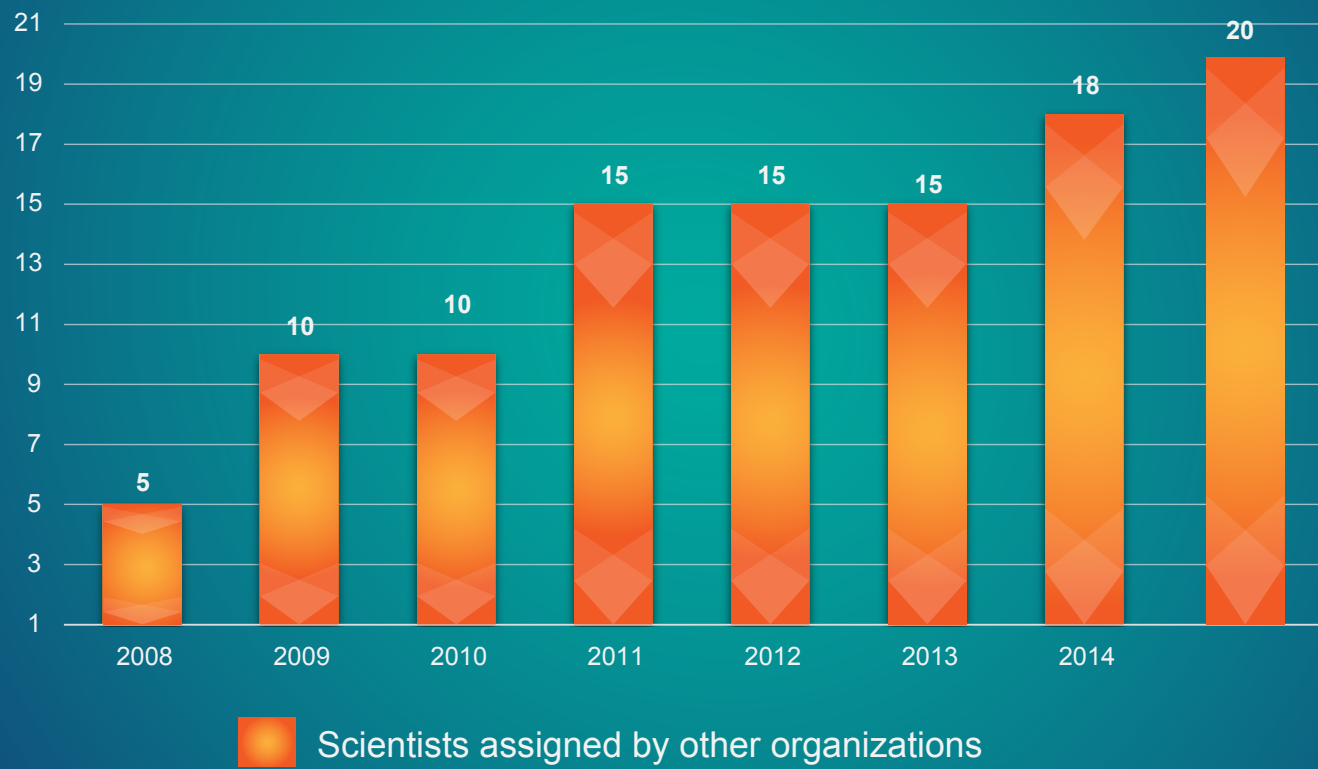
**38** agriculture and agroforestry technologies incorporated into dozens of homes.

**5** participatory land management tools with MAP partner platforms in key territories of Central Nicaragua.

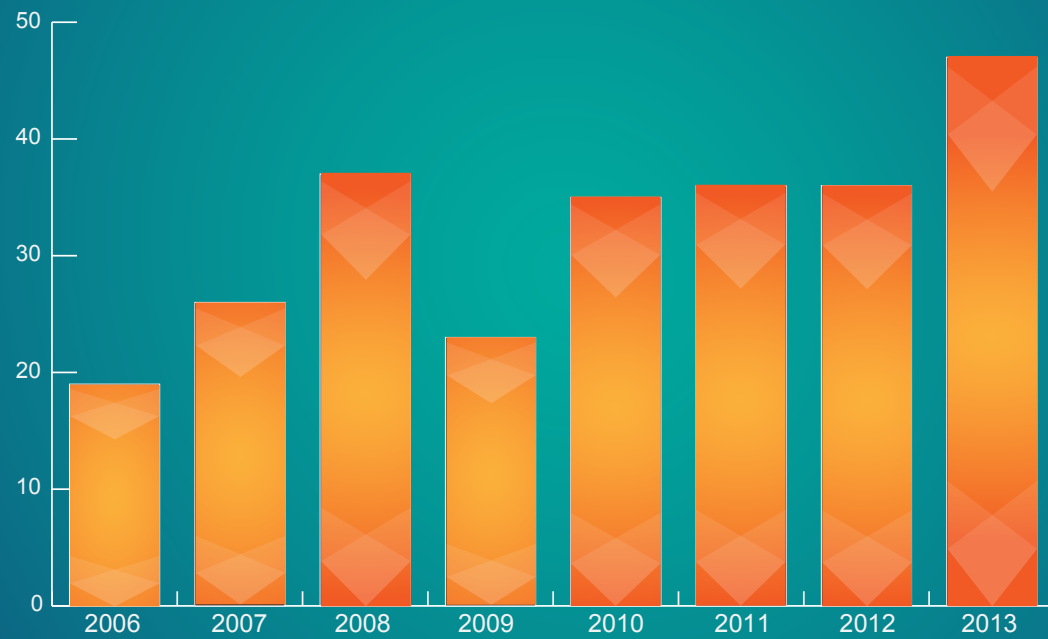
**TCI** Trifinio Commission assumed TCI for its Joint Development Plan.



## CATIE is consolidated as a regional scientific platform



## Publications in scientific journals



# Strategic Pillar

## USE OF THE PLATFORM IN MEMBER COUNTRIES

The regional character of CATIE's day-to-day work is nurtured in part by its outreach efforts in member countries. The educational component (postgraduate studies and training through short-term courses) becomes a vital ally in the improvement of human capital for various public and private organizations. Innovation and knowledge management are enriched by research that supports viable solutions to the urgent needs of countries.

Historically, CATIE has demonstrated a tremendous capacity to adapt to the changes and demands of its member countries. To regain its role as a Land Grant University, to have significant presence in the region and to remain a leader in its methodological focuses (systemic and integrative) the three main reasons why CATIE develops knowledge management processes that strengthen its third basic institutional function: the transfer of technology for development.

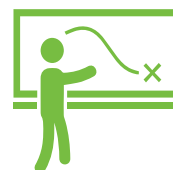
## Maximize the network of partners and allies

The formalization of partnerships with strategic entities, partners and allies has allowed CATIE to consolidate the implementation of processes with a greater possibility of success and sustainability. It also ensures that institutional products and contributions have a wider and better quality distribution. These partnerships maximize the institution's capacity in territories and strengthen its link with National Advisory Committees (CAN) and advocacy processes.

In this sense, the CAN are a fundamental and strategic structure for CATIE's operation in its member countries. To date, they have been created in Guatemala, Honduras, El Salvador, Nicaragua, Costa Rica and Panama. The process of consolidating these committees is slow, due to constant turnover in representative institutions. Regardless, contention was noted in the case of Nicaragua, and support in El Salvador, Honduras and Guatemala. These committees should seek equilibrium and stability in order to contribute to the assigned tasks in the country, keeping up with the demands, needs and opportunities in the region and drawing from per-country analyses and the capacity of CATIE's scientific programs.

The CAN have facilitated institutional coordination and strategic partnerships for the development of joint actions in response to the needs of the member country's agricultural, forestry and environmental sectors. They played a key role in carrying out advocacy processes and presenting input for public policy.

As a compliment to accountability efforts, they have also been key in making CATIE's work visible on a national and regional level. The adoption of our key messages has allowed the center to strategically focus its messages to various audiences. Indicators such as press releases, media publications, political advocacy, CAN participation, contest invitations, projects with other institutions and number of partnerships confirm a unique institutional positioning. These efforts ultimately seek to discover new opportunities for business and joint work by strategically positioning CATIE as a first rate partner.



## Integration and entrepreneurship as indispensable values

CATIE headquarters, offices and partners work together in the generation and management of knowledge. This has allowed it to strengthen partnerships and increase joint actions (proposals). It has also participated in diverse technical, promotional and management actions with its Alumni Associations. CATIE graduates actively spread its efforts, focuses and knowledge; and their incorporation as associated specialists in CATIE actions and proposals constitutes a symbiotic relationship for advocacy, positioning and resource development processes.

## Driving advocacy processes through supply chain management

In terms of proposals, the UGO has been an integrative facilitator in advocacy and innovation for development processes. It has also been a mechanism for confronting global and regional changes through the mobilization of resources for education, research and innovation processes in the territories.

## Advocacy based on scientific knowledge

In an effort to promote the sustainable development of rural territories, CATIE proposed the creation of enabling environments through public and private policies that are informed by and based on scientific input. These advocacy efforts are a catalyst in the “branding” and positioning of the focuses proposed by the center, particularly in climate-smart territories. Significant progress has been made in integrating these efforts with scientific programs and regional projects. The creation of “policy briefs” by the scientific programs is a key example.



## Knowledge management in innovation for development processes

A challenging environment has motivated CATIE to develop strategies that aim to achieve coherency between what the center has to offer and what national and regional agencies need. The consolidation of its presence in member and non-member countries provides the institution access to information regarding their specific demands, for which CATIE seeks to be more assertive in drawing from its generation of knowledge to develop its services accordingly. It also aims to evaluate its work and influence public and private policies through our technical input, taking advantage of its network of national offices, branch offices, business units and partners.

During the last several years, CATIE has begun a process of tightening the link between its regional platform and academics, so that its offices may become “promoters” of the center’s services, helping to identify leaders of change and bridge-builders who can connect academic-based research with the needs of the countries.

In this way, CATIE’s presence in its member countries through national offices, programs, projects and a network of hundreds of strategic partners and allies, opens the door for the concrete pursuit of its proposal on the continent. Its regular member countries include: Belize, Bolivia, Colombia, Costa Rica, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Dominican Republic, Venezuela and the IICA.

### The work areas include topics such as:

- Key support in governance
- Transfer of knowledge
- Organizational capacities for production
- Training human capital



## Training human capital



### En Panama

In 2013, a training was held for Panama Canal technicians on the valuation of environmental services for the adequate management of the watershed's natural resources.



### En Honduras

Dozens of producers, technicians and local actors were trained in sustainable livestock rearing, value chains, regional planning and territorial management.



### En Nicaragua

Five studies on the financial and economic analysis of farms with various productive activities, the role of the family in decision-making and production, and environmental livestock rearing. Dozens of trainings in rural business management, diversification of productive parcels, agricultural and agroforestry production with coffee, cacao, livestock, silvopastoral and the production of basic grains, as well as plantation management, business development, and watersheds and risk management in the municipalities of León, Chinandega, Estelí and Managua.



### El Salvador

Hundreds of technicians trained in forestry governance, watershed management, biostatistics, climate change adaptation, conflict management, business development, food security, municipal environmental plans, land management, risk management, and others. 300 families trained in topics such as agricultural production, soil and water conservation, community organization and irrigated vegetable production.

1,833 producers and community leaders trained in agriculture, agrosilvipastoral and agroforestry systems; soil and water conservation practices and actions; environmental awareness-raising about the sound management of natural resources. Other relevant topics include: accounting administration, financial activities, and current legislation and ordinances.



## Organizational capacities for production



### En Panama

Coffee: Hundreds of producers from the Darién province developed their productive capacities with the aim of improving their crops. 8 local proposals to reduce poverty through development and inclusion.



### En Honduras

Participation in the 1st National Livestock Symposium. The impact on production even reached crops such as cacao (value chain analysis), timber conservation and family-level production capacity in subsistence activities.



### Guatemala

Key support provided in the creation of the Municipal Environmental Management Unit (UGAM) and the CATIE-FCA municipal forest nursery for the restoration of high risk zones near the Acatenango volcano, complemented by the conservation of 890 hectares of the zone's natural forest.



### El Salvador

Micro-watersheds: 300 farm plans with 300 producers involved in protecting this resource.



### En Nicaragua

1,200 families trained in topics such as the management of water for human consumption, grey water management, solid waste management, structural improvements to bathrooms, laundry facilities and stoves, the establishment of vegetable gardens, the redesign of chicken coops, the selection of garden trees based on production and utility, poultry feed and pest management in home gardens. Some 40,000 Nicaraguans are estimated to have been positively impacted, either directly or indirectly, by CATIE's work.



## Transfer of knowledge



### En Panama

Three clone gardens with cacao varieties resistant to Monilia in Bocas del Toro. 300 cacao farms enriched with quality fruit and timber trees; strengthened capacity of producers, promoters, local technicians and leaders of cacao farmer organizations; and improved the greenhouse infrastructure of two local organizations.



### En Honduras

Participation in the VI Cacao Forum, a sustainable livestock platform and the forestry sector. Through the Mesoamerican Agroenvironmental Program (MAP), this transfer of knowledge reached individual families through their community capital, improving their food and nutritional situation in an environment of cohesion and equity.

10 mid-scale projects in topics such as climate change, economic development, forestry sector management, municipal capacity building with an emphasis on territorial governance, territorial management, food and nutritional security, equity, quality and application of sanitation and phytosanitation measures, watershed management and forestry service value chains.



### En Guatemala

Work with 12,500 families in 25 municipalities selected for their high level of environmental vulnerability, food insecurity and extreme poverty. ECAs strengthened local processes with 6,000 families, amounting to 28,000 people from 30 municipalities.





## Key support in governance



### En Panama

Watershed management plan for the Chiriquí Viejo river basin. 34 events, including workshops and focus groups, involving more than 400 people (producers, institutions, local and academic authorities and others).



### En El Salvador

Participation in seven national platforms (tables) linked with partners in the country. Collaborative work with MAG, MARN and others.



### En Honduras

Support for state offices such as the Technical Secretariat of Planning and Foreign Cooperation and the Secretariat of Energy, Natural Resources and the Environment, in topics such as territorial management, biodiversity and sustainable livestock rearing. Together with the Alliance for Agribusiness Learning (AdA), played an active role in projects such as the national policy for Reducing Emissions from Deforestation and Forest Degradation (REDD+), the National Investment Plan for the AgriFood Sector, the National Strategy for Food and Nutritional Security, and others.



### En Guatemala

Contribution to the Support Program for Indigenous Oxlajuj Tz'ikin Peoples (588 indigenous communities, for a total of 160,389 people—89,812 women and 70,577 men).

# UGO

Received **29** expressions of interest

**14** were selected through a short list

The technical and economic proposals elaborated based on the short list and invitations came to a total of **37**

of which **19** were approved

adding up to roughly **USD 12 million**

through which CATIE participated as a leader and/or implementing partner for consultancies/projects.

# OCI

This strategy has had very positive results. CATIE's website rates:

**3rd** out of 60 universities evaluated in Costa Rica

**181** out of 3,796 universities evaluated in Latin America

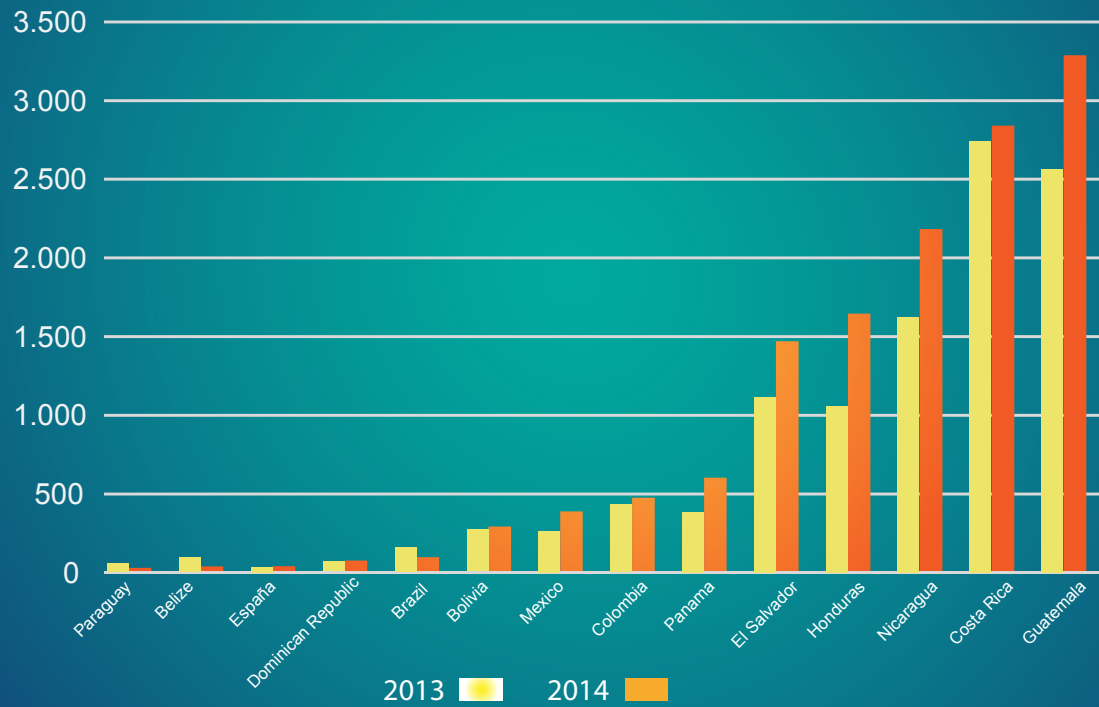
↑ **20%**

**2,486** of 2,000 universities evaluated in the world.

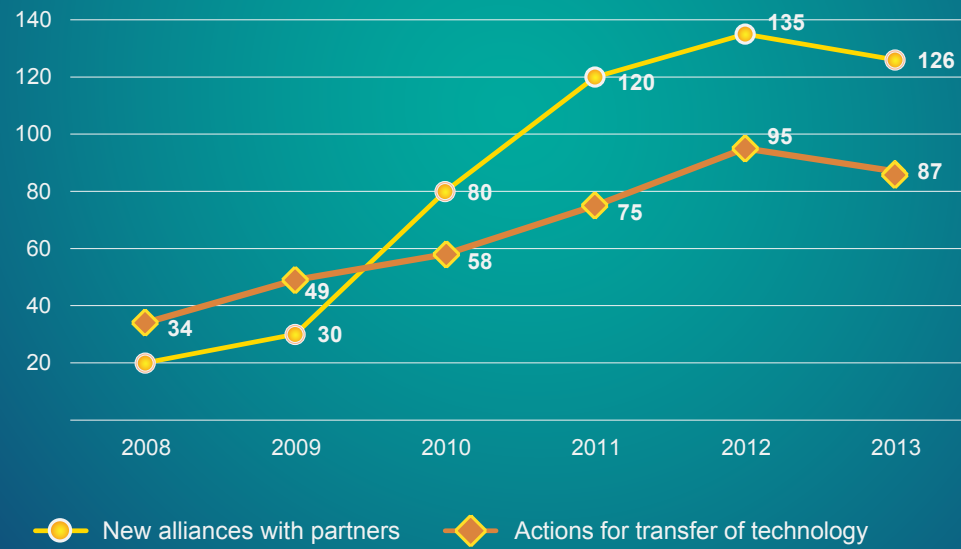
↑ **18%**

This is especially notable because it represents a general ranking that is not based on the size of the school or number of students.

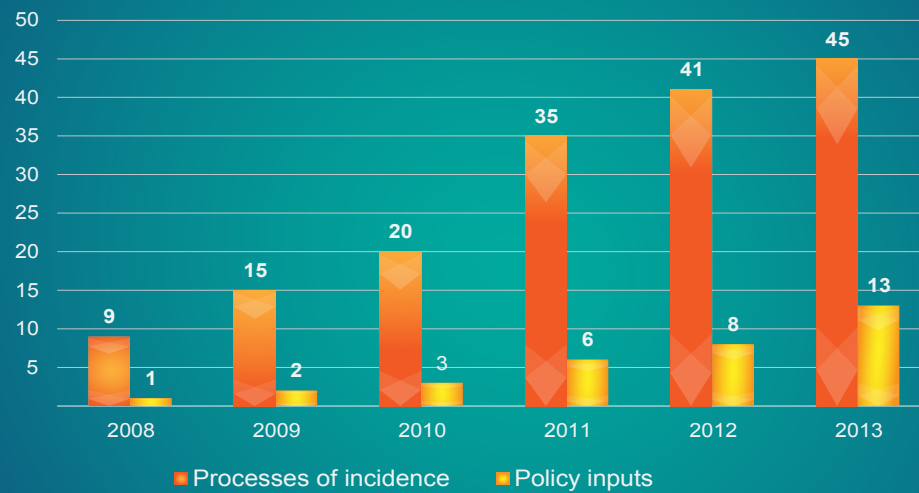
Investment in the Member Countries in 2014 (thousands USD)



### Effective, growing work in the countries



### Increased knowledge in service of the region



# Strategic Pillar

## MODEL OF INSTITUTIONAL STABILITY

For several years, CATIE has solidified its financial stability through its staff's mind for business, its work agenda, its systemic focuses and TCI, and its business model, based on a high level of diversification of income and staff entrepreneurship.

As an organization that is 95% dependent on income generated by its own activities and services, budgeting is not an exercise in determining spending, but based on financial goals proposed to distinct sectors. Therefore, its achievement would depend on numerous external factors that are out of the center's control.

**95%** of the income is generated by its own activities and services.





**The financial strategy rests on two pillars: the most efficient possible use of funds, and the best possible fundraising and income generation. The latter aspect is developed along four parallel lines:**

1

Fundraising for research and development projects. This will continue to be directed by the Research and Development Division, along with scientific personnel based at the institution's headquarters and country offices, and with the support of the Directorate General and the Board of Directors.

2

Fundraising for scholarships, professorships/chairs, infrastructure and educational equipment. This will be directed by an office specializing in fundraising, tightly coordinated with the Division of Education and with the support of the Directorate General, The Tropics Foundation, Fundatropicos and the Board of Directors.

3

The generation of income through participation in competitions and contests throughout the region. This will be developed through the strengthening of a specialized unit (Management and Services Unit), directed by the Design and Development Division in order to take advantage of the region's growing demand for professional and consulting services.

4

Commercial activities. Through commercial operations directed by the Administration and Finance Division, consolidating investments in progress and exploring new opportunities such as mixed businesses with the private sector in biotechnology, clean technology, scientific tourism, and others.

**Through these proposals, coupled with the achievement of financial goals, CATIE aims to:**

- Improve the variety and stability of the Postgraduate School's academic programs.
- Ensure financing for all of the center's basic functions.
- Improve the self-financing capacity of its operational units.
- Strengthen and develop its baseline budget.
- Maintain and improve undesignated funds.
- Significantly increase the center's financial reserve.

# Financial Indicators

## 2013-2014 Comparison



## Commercial Activities

**MILESTONE:**  
Renewed international certification of CATIE's dairy by RainForest Alliance, based on standards for sustainable agriculture.

Total Income  
**5.6%**



Addition to the baseline budget  
**USD 695,000**

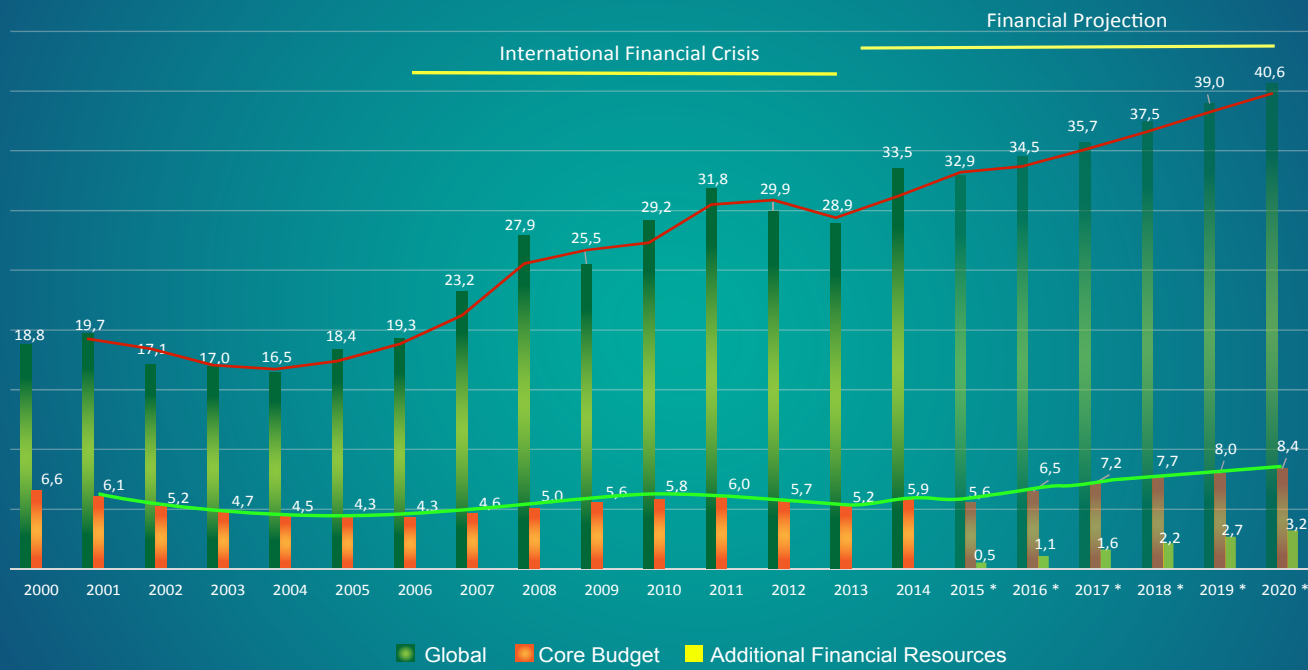
Accrued value

**4.9%** ↑  
over 2013 salaries

Liquidity

**17** days

## Financial stability into 2020 (USD Milion)



## Annex 1: List of Active Agreements with Universities as of June 2015

COUNTRY/INSTITUTION	TYPE OF AGREEMENT	DURATION AND START DATE	END DATE
1. Bangor University, United Kingdom	Agreement	5 years starting September 2011	September 2016
2. California State Polytechnic University, USA	Study Abroad Agreement	5 years starting June 2015	June 2020
3. Colegio de Posgraduados, Chapingo, Mexico	Scientific, Technical and Academic Cooperation Agreement	10 years starting June 2015	June 2025
4. Delaware State University, USA	Memorandum of Understanding	5 years starting June 2014	June 2019
5. Instituto Tecnológico de Costa Rica	Cooperation Agreement	Indefinite, March 2007	No expiration date
6. Montana State University	Memorandum of Understanding	5 years starting June 2015	June 2020
7. Norwegian University of Life Science	Student Exchange Agreement	5 years starting May 2012	May 2017
8. New Mexico State University, USA	Agreement	5 years starting January 2012	January 2017
9. Pennsylvania State University, USA	Memorandum of Understanding	5 years starting May 2014	May 2019
10. Purdue University	Memorandum of Understanding	3 years starting April 2012	April 2015
11. Telemark University College, Norway	Cooperation Agreement	5 years starting September 2013	September 2018
12. The Regents of the University of New Mexico, USA	Agreement	5 years starting May 2012	May 2017
13. University of Hohenheim, Germany	Memorandum of Understanding	June starting 2010	No expiration date
14. Universidad Austral, Chile	Cooperation Program	Indefinite, April 2003	No expiration date
15. Universidad de Brasilia, Brazil	Cooperation and Academic and Scientific Exchange Agreement	5 years starting October 2013	October 2018
16. Universidad de Costa Rica	Cooperation Agreement	5 years starting September 2014	September 2019
17. Universidad de Guayaquil, Ecuador	Cooperation Agreement	5 years starting February 2006	Automatic renewal
18. Universidad de Ibagué, Colombia	Cooperation Agreement	5 years starting March 2012	March 2017
19. Laval University, Canada	Cooperation Agreement	5 years starting October 2010	October 2015
20. Universidad de Málaga, Spain	Cooperation Agreement	5 years starting March 2013	March 2018
21. Universidad Nacional de Agricultura, Honduras	Cooperation Agreement	5 years starting March 2015	March 2020

COUNTRY/INSTITUTION	TYPE OF AGREEMENT	DURATION AND START DATE	END DATE
22. Universidad de Nariño, Colombia	Cooperation Agreement	5 years starting March 2011	March 2016
23. Universidad de Oviedo, Spain	Cooperation Agreement	5 years starting April 2010	April 2015
24. Universidad de Panamá, Panama	Cooperation Framework Agreement	5 years starting May 2012	May 2017
25. Universidad de Purdue, USA	Memorandum of Understanding	3 years starting March 2012	March 2015
26. Universidad de Santander, Colombia	Cooperation Agreement	5 years starting July 2013	July 2018
27. Universidad de Tolima, Colombia	Cooperation Agreement	5 years starting July 2011	July 2016
28. Universidad de Valladolid, Spain	Collaboration Framework Agreement	5 years starting April 2012	April 2017
29. Universidad Distrital Francisco José de Caldas, Colombia	Collaboration Framework Agreement	5 years starting October 2004	Automatic renewal
30. Universidad del Valle, Guatemala	Cooperation Agreement	5 years starting June 2015	June 2020
31. Universidad Estatal a Distancia, Costa Rica	Collaboration Agreement	5 years starting September 2009	Automatic renewal
32. Universidad Estatal Amazónica, Ecuador	Cooperation Agreement	10 years starting February 2013	February 2023
33. Universidad Federal de Acre, Brazil	Cooperation Agreement	5 years starting October 2010	October 2015
34. Universidad Intercultural de Chiapas, Mexico	Collaboration Agreement	5 years starting February 2015	February 2020
35. Universidad Manuela Beltrán, Colombia	Cooperation Agreement.	5 years starting June 2011	June 2016
36. Universidad Nacional Agraria de la Selva, Peru	Cooperation Agreement	5 years starting February 21, 2014	February 2019
37. Universidad Nacional Agraria de La Selva, Tingo María, Peru	Cooperation Agreement	5 years starting April 2014	April 2019
38. Universidad Nacional Agraria la Molina, Peru	Cooperation Agreement	5 years starting July 31, 2013	July 2018
39. Universidad Nacional de Asunción, Paraguay	Memorandum of Understanding	Indefinite, May 2002	Annual revision
40. Universidad Nacional de Costa Rica, Costa Rica	Cooperation Agreement	5 years starting September 2011	September 2016
41. Universidad Nacional de Loja, Ecuador	Cooperation Agreement	3 years starting August 2001	Automatic renewal
42. Universidad Politécnica de Madrid, Spain	Cooperation Agreement	5 years starting July 2007	Automatic renewal
43. Universidad Privada Antenor Orrego, Peru	Cooperation Agreement	5 years starting July 2001	Automatic renewal
44. Universidad San Carlos, Paraguay	Cooperation Agreement	5 years starting February 2015	February 2020
45. Universidad Técnica Particular de Loja, Ecuador	Cooperation Agreement	1 year starting February 2013	Automatic renewal

COUNTRY/INSTITUTION	TYPE OF AGREEMENT	DURATION AND START DATE	END DATE
46. Universidad Tecnológica del Chocó, Colombia	Cooperation Agreement	5 years starting May 2014	May 2019
47. Universidad Veracruzana, Mexico	Cooperation Agreement	5 years starting January 2010	January 2015, renewal pending
48. University of North Texas, USA	Memorandum of Understanding	3 years starting February 2014	February 2017
49. University of North Texas, USA	One Way Student Linkage Agreement (SSS)	3 years starting May 24, 2013	May 2016
50. University of North Texas, USA	Joint Master of Science with major in International Sustainable Tourism (MIST)	4 years starting April 14, 2015	December 2019
51. University of Arizona, USA	Cooperation Agreement	5 years starting December 2014	December 2019
52. University of Belize, Belize	Agreement	Indefinite, starting April 2006	No expiration date
53. University of British Columbia, Canada	Memorandum of Understanding	5 years starting January 2010	January 2015, renewal pending
54. University of Florida, USA	Agreement of Cooperation	5 years starting March 2014	March 2019
55. University of Helsinki, Finland	Agreement	Indefinite, starting August 1997	No expiration date
56. University of Idaho, USA	Agreement on a Joint Doctoral Program	5 years starting August 2013	August 2018
57. University of North Texas, USA	Supplemental MoA Collaborative Research	5 years starting July 2014	July 2019
58. Yale University, USA	Memorandum of Understanding	Indefinite, starting January 2003	No expiration date
59. Zamorano, Honduras	Cooperation Agreement	5 years starting February 2002	Automatic renewal



## Annex 2: Agreements for Research Education and Outreach Projects

CATIE's project portfolio is comprised of 62 donors, including USAID, MFA-Norway, ASDI, MFA-Finland, CRP6-CGIAR, USDA, CI, IDRC, UGOT, GIZ, IDB, ICRAF, IPGRI, CEE, IKRAF and the Ministries of the Environment for Guatemala and El Salvador, universities, KFRI, TNC, PNUMA, IRG, CIRAD, INBio, GEF, FAO, and others.

CATIE's financial perspective in regards to funding for research, education and outreach is in a constant state of change. So far this year, 52 new agreements have been signed for projects and programs that will be implemented in CATIE headquarters and national offices, at a total value of USD 12,092,089. This includes a contribution of USD 1,099,281 to finance the center's basic functions, representing 10% of the recuperation of the indirect overhead costs of these projects.

This significant amount of financing reflects the confidence of CATIE's donors that it is a quality partner for the joint implementation of research, education and outreach activities.

According to the table below, 80% of CATIE's total project portfolio is comprised of 23 projects with a budget greater than USD 500,000, with the remaining 20% representing 94 projects with a budget of USD 500,000 or less.



## Donors and Projects For CATIE Research, Education and Outreach Projects

Acronym	Donor name	Project name	Start date	End date	Budget in USD
USAID	United States Agency for International Development	Regional Climate Change Program	04/16/2013	04/15/2018	18,466,937
MFA-Norway	Ministry of Foreign Affairs of Norway	Mesoamerican Agroenvironmental Program (Phase II)	06/01/2013	06/30/2017	10,000,000
MFA-Finland	Ministry of Foreign Affairs of Finland	Forests and Forest Management in Central America (Finnfor Phase II)	10/01/2012	03/03/2015	4,909,958
EU	European Union	Management of Coastal Zones (WATERCLIMA LAC)	12/12/2014	12/12/2017	4,245,000
MFA	Ministry of Foreign Affairs of Norway	Management of Knowledge for Rural Development (GTM)	10/01/2013	03/31/2017	4,000,000
SDC	The Swiss Agency for Development and Cooperation	Technical Assistance Unit for the Water Harvesting Project in Nicaragua	04/01/2014	12/31/2017	2,600,000
IDB	Inter-American Development Bank	Mechanisms and Networks for the Transfer of Climate Change Technology in Latin America and the Caribbean. No. ATN/FM-14836-RG	06/01/2015	05/31/2018	2,126,419
CRP6	Forest Trees Agroforestry	Forest Trees Agroforestry Program (FTA)	01/01/2014	12/31/2016	1,957,519
CI	Conservation International	CI-Ecosystem-Based Adaptation for Smallholder Subsistence and Coffee Farming Communities in Central America (CASCADE)	07/01/2012	07/31/2017	1,790,646
IDRC	International Development Research Centre	Adaptation to Climate Change for Community Water Provider Organizations in Central America	02/01/2013	02/29/2016	1,434,854

Acronym	Donor name	Project name	Start date	End date	Budget in USD
IDRC	International Development Research Centre	Latin American and Caribbean Program for Environmental Economy Training (LACEEP Phase III)	01/05/2012	06/30/2015	1,257,930
USDA	United States Department of Agriculture	Disease-resistant Cacao	06/01/2011	11/27/2015	1,114,699
KFRI	The Korean Forest Research Institute	Climate Change and Tropical Mountain Forests: ecological processes, Ecosystem Services and Socioecological Adaptation	01/23/2013	12/31/2017	1,000,000
IDRC	International Development Research Centre	Using an Environmental Economics Perspective to Influence Policies in Latin America and the Caribbean / Centre File 107959-001 (LACEEP Phase IV)	07/01/2015	12/31/2017	967,170
Bioversity	International Network for the Improvement of Banana and Plantain	Bioversity International	Indefinite	Indefinite	956,351
MARNS	Ministry of the Environment and Natural Resources	Elaboration of Microwatershed Management Plans and the Execution of Soil and Water Projects in the Watersheds of San Vicente, El Salvador	12/14/2012	12/14/2014	849,999
EEC	European Economic Community	Strategies based on ecosystems and innovation in water management networks for climate change adaptation in Latin American landscapes (ECOADAPT)	01/15/2012	01/14/2016	644,922

Acronym	Donor name	Project name	Start date	End date	Budget in USD
Bioversity	International Network for the Improvement of Banana and Plantain	Bioversity International	Indefinite	Indefinite	956,351
MARNS	Ministry of the Environment and Natural Resources	Elaboration of Microwatershed Management Plans and the Execution of Soil and Water Projects in the Watersheds of San Vicente, El Salvador	12/14/2012	12/14/2014	849,999
ASDI	University of Gothenburg	Gothenburg (EfD Phase II)	01/04/2012	05/31/2015	846,865
IDB	Inter-American Development Bank	Protection of the traditional ecological knowledge of indigenous people in the Guatemala-Honduras border region	04/06/2015	04/06/2017	700,000
EEC	European Economic Community	Local capacity-building for the productive development of community forests and the valuation of forest services	04/09/2014	04/08/2016	687,652
IDB	Inter-American Development Bank	Capacity Building in the Economics of Ecosystem Services and Climate Change in LAC (LACEEP-Phase III)	01/01/2013	06/30/2015	600,000
ICRAF	International Centre for Research in Agroforestry	Hosting of ICRAF Staff at CATIE	Indefinite	Indefinite	539,773
IDB	Inter-American Development Bank	Potential Impacts of Climate Change on Latin American Mountain Forest Ecosystems and Tools for Adapting Management Practices (CLIMIFORAD)	02/08/2011	08/08/2015	500,000
Sub-total (23 projects > USD 500,000 = 80% of the total value)					62,196,695
Other donors (94 projects < USD 500,000 = 20% of the total value)					15,760,663
Total value of the project portfolio					77,957,358

