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Promoting competitive and sustainable agriculture in the Americas

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Message from the Director General

The 2013 Annual Report of the Inter-American Institute for Cooperation on Agriculture (IICA) covers the last year of the Administration that I had the honor to direct between 2010 and January 15, 2014.

I would therefore like to describe briefly what was achieved throughout those four years; 48 months of intense work aimed at honoring a clear commitment: to strengthen the Institute's technical capabilities in order to support the efforts of countries in the hemisphere to achieve competitive and sustainable agriculture.

All our actions were designed to help meet the huge challenges faced by agriculture in the hemisphere in the 21st century, set forth in IICA's 2010-2020 Strategic Plan approved by the Inter-American Board of Agriculture (IABA):

- 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.

Each year we reported on the results of the six overarching technical programs, implemented in each Member State by means of an IICA country strategy designed to match the Institute's supply of cooperation – based on the areas in which it possesses technical expertise – with the specific needs of the governments.

Over the four years, our work was carried out through 492 projects and cooperation actions, more than half of which were financed with external resources, at an annual total average cost of USD 150 million. More important than the numbers were the results achieved during the period in question, which can be summed up as follows:

- The strengthening of the Institute's technical expertise, which made it possible to provide cooperation for the modernization of agricultural innovation and plant and animal health services, and energize both local and export markets, creating business opportunities for small- and medium-scale producers, especially for young people and women in rural areas.
- The placing of the key concept of innovation at the heart of our actions, as a means to construct a new paradigm for agriculture.
- The application of rural area-based management models, which empowered rural communities and helped them establish their development priorities and take control of their own destiny.
- Greater integration of producers into value chains, enabling thousands of stakeholders to adopt new production and marketing methods.

- The strengthening of public sector capabilities in the member countries, to enable agencies to address issues such as agricultural innovation, research, extension and business management more effectively.
- The formulation and the application of harmonized standards and clear conceptual frameworks, so that countries can take advantage of new technologies and obtain greater benefits from new and traditional markets.
- The introduction of the cross-cutting perspective into our cooperation actions, to ensure that they all contribute to food security and take the implications for sustainable agriculture into account.
- The process of institutional reengineering, which made it possible to use the available resources more effectively and manage them transparently, and promote a culture focused on the delivery of results and accountability.

Each of these major accomplishments was achieved gradually, through our day-to-day work, details of which are provided in this annual report for 2013.

A case in point is the great contribution that the Institute has made to the strengthening of national capabilities under its hemispheric programs (e.g., the ones related to agribusiness and agricultural health and food safety) and other initiatives such as the postgraduate program of scholarships that the Government of Mexico offers the countries through IICA.

One of the most important activities in 2013 was the Meeting of Ministers of Agriculture held in Argentina in September, where the high-level, open and frank dialogue that took place made it possible to reach consensus on a number of issues, particularly regarding the integrated management of water resources for agriculture, which was the theme of the ministerial meeting.

As a result of this dialogue, a declaration was signed that issued IICA with specific mandates on the issue of water and established commitments that the States Parties to the Inter-American System will promote at the next Summit of the Americas.

All these results were possible because the countries believed in the work of the Institute and supported it wholeheartedly. I am indebted to them for that.

Finally, I must acknowledge the efforts of all our colleagues, both those based at our Headquarters in Costa Rica and those who work in the Institute's 34 offices in the member countries. Under the banner of "A Single IICA," we have given a good account of ourselves to our principals.

Víctor M. Villalobos
Director General

Executive Summary

The Inter-American Institute for Cooperation on Agriculture (IICA) is recognized by the Organization of American States (OAS) as the agency of the Inter-American System specializing in agriculture and rural well-being. Its mission is to ***“provide technical cooperation, innovation and specialized knowledge to contribute to the competitive and sustainable development of agriculture in the Americas.”*** Reelected in 2013 for a second four-year term, its Director General is Dr. Victor Villalobos, a citizen of Mexico.

One of IICA's main commitments in 2013 was to strengthen its technical capacity in order to support the member countries in their efforts to achieve more competitive, inclusive and sustainable agricultural sectors. To that end, 492 technical cooperation projects were implemented over the course of the year, 183 financed with the Institute's own resources and 309 with external funds.

The following is a summary of the main results of the actions implemented under the Institute's projects in 2013:

- *The Hemispheric Agricultural Innovation System was revitalized with the creation of public-private consortia and innovation networks operating at the regional level. In addition, innovative technologies were developed to benefit producers, enabling countries to improve their genetic materials and increase the supply to markets.*
- *More than 2400 members of the national innovation systems in countries of the South American tropics and the Caribbean had access to the results of studies and to technological advances achieved in the context of various regional networks and through efforts undertaken with international research centers.*
- *The Initiative for Central America on Biotechnology and Biosafety (ICABB) was established and provided training to more than 2000 people in topics related to biosafety, risk analysis, bio-inputs and communications.*
- *Bolivia, Peru, Ecuador and Colombia approved a joint proposal on regional standards for organic production.*
- *More than 30 instruments were validated as part of an IICA agribusiness toolbox, which strengthened the capabilities of 30 producers' organizations in Ecuador, Paraguay and Guatemala; in addition, approximately 5000 agriculture sector stakeholders received training in business management, aggregation of value and promotion of exports, among other topics.*
- *Thanks to the strengthening of the Institute's links with the International Plant Protection Convention (IPPC), the World Organization for Animal Health (OIE) and the Codex Alimentarius, its member countries were able to participate in virtual meetings, forums*

and committees in which plant health and food safety standards were discussed and approved.

- *Working with its strategic partners, IICA implemented projects to create two virtual schools for food and plant health inspectors in the Central and Southern regions.*
- *The Institute supported field operations in Mexico aimed at maintaining the country's phytosanitary status as an area free of the Mediterranean fruit fly; in Paraguay, efforts were aimed at restoring the country's status as an area free from foot-and-mouth disease with vaccination; and in Central America, the focus was on combating coffee leaf rust.*
- *IICA supported legal and regulatory innovations, established intersectoral arrangements and implemented institutional management models adapted to the specific needs of different rural territories. It also strengthened the management capabilities of more than 1100 leaders of public institutions, local governments and other organizations in 13 countries, using the area-based (territorial) approach.*
- *In partnership with the National Council for Science and Technology (CONACYT) of Mexico, the Institute implemented a scholarship program that enabled 98 professionals from 20 Latin American and Caribbean (LAC) countries to pursue postgraduate studies in Mexican higher education institutions in agricultural subjects.*
- *In the ministries of agriculture and environment, IICA promoted the issue of the effects of climate change and the measures required to adapt to it, promote more sustainable and resilient agriculture, mitigate the effects of agriculture on the environment and improve the food security situation. Over 200 specialists from 16 countries improved their capacity to design strategies for adapting to climate change. The Institute also succeeded in increasing the participation of agricultural sector representatives from various member countries in the international negotiations on climate change.*
- *In collaboration with the Economic Commission for Latin America and the Caribbean (ECLAC) and the United Nations Food and Agriculture Organization (FAO), the Institute published the report, "Outlook for Agriculture and Rural Development in the Americas: a perspective on Latin America and the Caribbean 2014," one of nearly 50 new technical and scientific publications posted on the website (www.iica.int).*
- *IICA developed and disseminated numerous methodologies for evaluating the impact of public policies, analyzing the degree of market integration, promoting knowledge management and identifying products with strong commercial potential and bottlenecks in the use of information and communication technologies (ICTs).*
- *IICA implemented innovation strategies and extension services aimed at reducing hunger, including the National Crusade Against Hunger (Mexico) and the Zero Hunger Challenge (Antigua and Barbuda).*

The Institute's actions were further enhanced through its close cooperation ties with strategic partners such as United Nations' agencies (FAO, the International Fund for Agricultural Development –IFAD-, ECLAC), the World Trade Organization (WTO), various international research centers and the development agencies of Spain, Finland, Switzerland, Canada and the European Union.

With respect to the activities of IICA's governing bodies, the Executive Committee held its Thirty-third Regular Meeting in Mexico City, while the Seventeenth Regular Meeting of the Inter-American Board of Agriculture (IABA) and the 2013 Meeting of Ministers of Agriculture of the Americas took place in Buenos Aires, Argentina. The central topic of discussion at the meeting was "Water to feed the land," for which the Institute prepared a document outlining the main challenges to improving the productivity of water in agriculture.

Despite the decision not to increase the countries' quota contributions, the results of IICA's institutional management were highly satisfactory, thanks to its rigorous, equitable and transparent administration of available resources. The Institute maintained its financial and operational viability, thereby ensuring greater continuity in the provision of technical cooperation services. At the same time, the institutional net rate (INR), which is used to recover indirect costs generated by the administration of externally funded projects, reached an average of seven percent. Finally, IICA implemented new management systems for the planning, monitoring and organization of human resources, making its hemispheric operations more effective; and concluded the installation of the SAP financial-accounting system throughout the Institute, making the management of resources more secure, expedite and efficient.

About IICA

The Inter-American Institute for Cooperation on Agriculture (IICA) is the agency of the Inter-American System whose mission is:

“...to provide technical cooperation, innovation and specialized knowledge for the competitive and sustainable development of agriculture in the Americas and to improve the lives of rural dwellers in the member countries.”

(IICA 2010-2014 Medium-term Plan)

The goal of the Institute is to be a cutting-edge organization that provides innovative technical cooperation aimed at achieving the competitiveness of agrifood systems, the sustainable development of agriculture, food security, the reduction of poverty and the improvement of living conditions in the rural areas (territories) of the Americas, based on its technical strengths and its capacity to respond to the challenges and opportunities faced by the hemisphere's agricultural sector.

The Institute was created in 1942 by the Governing Board of the Pan-American Union. Its highest governing body is the Inter-American Board of Agriculture (IABA), the main ministerial forum for analyzing policies and strategies for the improvement of agriculture and rural life in the Americas.

IICA's Headquarters are located in San Jose, Costa Rica. The Institute's executive body is the General Directorate, which is headed by Víctor M. Villalobos, a citizen of Mexico, who was recently reelected Director General for the 2014-2018 period.

IICA coordinates its actions from its Headquarters and through a network of offices that connect it directly to its 34 member countries. It also has a Permanent Office for Europe, located in Madrid, Spain, that promotes relations and actions with strategic partners in the European Union (EU).

Main contributions based on the 2010-2014 Medium-term Plan

In 2013, the Inter-American Institute for Cooperation on Agriculture (IICA) consolidated its technical cooperation agenda through the implementation of 492 projects, aimed at achieving the strategic objectives established in its 2010-2014 Medium-term Plan (MTP).

The Institute used its own resources to finance the activities of 183 projects. IICA's Competitive Fund for Technical Cooperation (FonTC) provided nearly USD 2.7 million for the implementation of 33 of them. This fund has proven to be an innovative mechanism for articulating institutional efforts and achieving concrete results, including the systematization of successful experiences in areas such as rural area-based management, insurance, international trade, extension services and adaptation of agriculture to climate change.

Another 309 technical cooperation projects were implemented with external resources, provided both by multilateral partners and by the Member States themselves. Those projects, involving the efforts of 220 partners, operate with budgets ranging from as little as USD 1158 to USD 41.3 million.

The following is a summary of IICA's main achievements in 2013, the result of the intense work carried out under its projects, which have been organized according to the strategic objectives of the 2010-2014 MTP.



Objective 1: To improve the productivity and competitiveness of the agricultural sector

IICA is a key partner in promoting technological and organizational innovations, and supporting improvements in agricultural markets, including agricultural health and food safety.

Agricultural Innovation

In recent years, innovation has come to be regarded as a key element for achieving a more productive and competitive agriculture sector in the Americas.

Under the leadership of the project for managing innovation systems, executed under the aegis of the Forum for the Americas on Agricultural Research and Technology Development (FORAGRO), the stakeholders of the Hemispheric Agricultural Innovation System laid the foundations for improving the coordination of innovation processes and devised a new investment strategy for the Regional Fund for Agricultural Technology (FONTAGRO).

Under the Regional Program for Research and Innovation in Agricultural Value Chains (PRIICA-EU), Central American small-scale producers involved in 24 local public-private innovation consortia designed projects for the development and validation of technologies and strategic innovation plans. In addition, networks were created for regional production chains of avocado, cassava, potato and tomato, and a regional research and innovation agenda was designed and evaluated for each of those products.

The Agricultural Innovation Network (Red SICTA-SDC), another project executed in Central America, benefited 28,600 smallholders by sharing 29 innovative technologies applicable to different links in the maize and bean chains. These were disseminated through 30 projects implemented by means of partnerships involving members of the region's technological innovation networks. In addition, 115 organizations and institutions in Nicaragua, Honduras, Guatemala, Panama and El Salvador participated in five national technology innovation networks for maize and bean cultivation, while 313 organizations of different sectors joined 16 local networks for technology innovation.

Other achievements in the area of agricultural innovation were as follows:

- The bell pepper genetic material used by producers in western parts of Costa Rica's Central Valley was improved with the release of the *DulciTico* variety, produced by a consortium involving the Institute for Agricultural Innovation and Technology Transfer (INTA), the University of Costa Rica (UCR), the Ministry of Agriculture and Livestock (MAG) and producers' organizations supported by IICA under a project entitled "Technological innovation strategy to improve the productivity and competitiveness of product chains in Central America and the Dominican Republic (PRESICA-BID)."
- Pure physic nut oil was supplied to Ecuador's Isla Floreana under the Physic nut for Galapagos Project.
- IICA and the Universidad Nacional de Asunción (UNA), in Paraguay, produced a low-cost forage with high nutritional content that does not require a specific climate.
- The "Norticos" and "Brunca" regional brands were created in Costa Rica as marketing innovations. These are expected to increase the incomes of family bean farmers by up to 70% (Red SICTA-SDC).
- A Green Fund was set up to support production of bio-jet fuel by family farmers in seven Latin American and Caribbean (LAC) countries. The fund was created as part of the Flying Green program for the 2014 World Cup in Brazil and the 2016

Olympic Games in Rio de Janeiro, under an agreement involving IICA, the Associação Brasileira dos Produtores de Pinhão Manso (ABPPM) and the firm Curcas Diesel Brasil Ltda., to support innovation through the LAC Jatropha Curcas Network.

Contributions in Biotechnology	Contributions in Organic Agriculture
<ul style="list-style-type: none"> ▪ With IICA’s support, the Initiative for Central America on Biotechnology and Biosafety (ICABB) was established and the Advisory Committee on Bio-inputs for Agricultural Use-CABUA) of Argentina was consolidated. ▪ Approximately 400 people from 22 countries benefited from six training activities related to biotechnology, biosafety, risk analysis, low level presence (LLP) and bio-inputs. ▪ More than 1600 people from 26 countries participated in 20 events to share information on biotechnology. ▪ IICA provided support to numerous organizations, including national biosafety commissions; ministries of agriculture, health, environment, science and technology; UNEP-GEF projects; and specific private-sector initiatives in Argentina, Belize, Bolivia, Colombia, Costa Rica, Ecuador, El Salvador, USA, Mexico, Nicaragua, Panama, Paraguay, Peru, Uruguay, Venezuela and some Caribbean Community (CARICOM) countries. 	<ul style="list-style-type: none"> ▪ With IICA’s methodological support and assistance from the Technical Secretariat of the Inter-American Commission for Organic Agriculture (ICOA), Bolivia, Peru, Ecuador and Colombia reached agreements and approved a regional proposal for the regulation of organic production. ▪ IICA prepared plans for the agricultural sectors of Honduras, Nicaragua and Panama to strengthen their national certification systems for organic production. The plans were based on inputs obtained through the application of the tool “Evaluation and planning for strengthening the national systems for certification of organic production,” developed by IICA and the ICOA. ▪ IICA formulated proposals for the creation of public certification agencies for organic products in Costa Rica, Dominican Republic, Nicaragua and Panama, with a view to encouraging the development of local and international markets for those products by reducing certification costs.

The Southern Cone countries produced a catalogue of lignocellulosic materials that includes the latter’s chemical and physical characterization and location. They also developed an innovative pre-treatment process for the production of second-generation ethanol that looks set to be implemented at the local and regional levels. The process was developed as part of the Babethanol project involving 18 partners in 11 countries of the Americas and Europe, under the Cooperative Program for the Technological Development of the Agri-food and Agro-industrial Sector of the Southern Cone (PROCISUR).

At least 2400 members of the national innovation systems in the countries of the South American tropics now have access to the results of studies carried out by the research, development and innovation networks for cocoa, coffee, agro-energy, animal

production, aquaculture, genetic resources (Tropigen), agricultural, forest and fishery systems and the Amazon Initiative. The results were disseminated by the Cooperative Program on Technology Generation and Transfer for the South American Tropics (PROCITROPICOS) through various events and publications, such as the InfoPROCITROPICOS and ProciNOTICIAS newsletters.

In the Caribbean, IICA improved farmers' access to technological advances, germplasm and production manuals for citrus, rice, potato and other roots and tubers by means of links established with the Brazilian Agricultural Research Corporation (EMBRAPA), the National Agricultural Research Institute (INIA) of Uruguay, the International Potato Center (CIP) and the International Center for Tropical Agriculture (CIAT).

Other achievements

Argentina	IICA worked with the Secretariat of Agriculture, Livestock and Fisheries on a proposed policy for the development of the bio-inputs industry, as a pioneering effort in LAC.
Barbados	A group of 20 producers and 15 officials of the Ministry of Agriculture received training in the use of alternative types of fodder and the application of best feeding practices for small ruminants.
Belize	The Institute collaborated in the strengthening of the Extension Unit of the Sugar Industry Research and Development Institute (SIRDI), which applied participatory extension methodologies based on field schools that enabled more than 1000 producers to increase their areas under production by more than 4000 acres.
Canada	A project was prepared to conduct an analysis of the innovation systems of Ontario's goat sector.
Central Region	The research institutes enhanced their capacity to manage knowledge for innovation related to basic grains, tomatoes, cassava, potatoes and avocados.
Haiti	The project "Revitalizing a Cherished Crop: Mango Chain Development in Haiti" trained 36 Haitian professionals in best practices for production and postharvest handling of mango crops. In addition, proposals were submitted for a program to develop the fruit chain, endorsed by the Ministry of Agriculture, Natural Resources and Rural Development (MARNDR), and for a project aimed at promoting inclusive innovations in agriculture.
Paraguay	The Paraguayan Institute of Agricultural Technology (IPTA) set up a laboratory producing beneficial fungi to provide bio-inputs for small-scale fruit and vegetable producers.
Saint Lucia	Vegetable production was increased thanks to a joint project between IICA and the Government of Mexico, involving the implementation of two automated protected agriculture facilities covering an area of 2720 m ² .
St. Vincent and the Grenadines	IICA improved the capacity of Ministry of Agriculture officers to apply the Chains and Dialogue for Action (CADIAC) methodology and draft action plans for the pork industry.

Improving conditions for agribusiness

IICA designed and made available to its member countries a toolbox of 30 validated instruments for use in the areas of agribusiness, marketing, agricultural health, food safety, policies and institutional framework, thereby strengthening the Institute's delivery of technical cooperation. Among the most important instruments are those for assessing the capacity of agro-entrepreneurs to comply with the export requirements of the United States market, another for evaluating the contributions of livestock production to income generation and food security and two instruments for promoting associative business management and developing institutional capacity for risk management in agribusiness.

The application of these instruments has reinforced public sector capabilities in the areas of associativity and business management, both in general and among 30 producers' organizations in Ecuador, Paraguay and Guatemala. Similarly, Brazil, Argentina, Uruguay, Paraguay and Chile established a platform to promote value added processes and efforts to link small-scale producers to markets.

More than 5000 agriculture sector stakeholders throughout the hemisphere received information or were trained in aspects such as associativity, entrepreneurship, exporting, domestic commerce, value added, good manufacturing practices, agricultural health, food safety and value chains, among other topics. In the activities concerned, preference was given to the application of the cooperation instruments designed and systematized by IICA during the last two years.

Other achievements

Ecuador	Prefeasibility studies were completed for the new agro-industrial hub of Ambato, the country's most important and strategic wholesale market center.
El Salvador	The PAF Production Chains Program increased the productivity and incomes of more than 17,000 small-scale producers of honey, cocoa, coffee, fruits, basic grains, vegetables and dairy products.
Guyana	A project executed jointly with Partners of the Americas contributed to the training of young beekeepers in Essequibo.
Panama	The export platform enabled Panamanian companies to participate in trade fairs in Canada and the USA.
Trinidad and Tobago	The operators of 35 small businesses are better equipped to prepare and market safe products, having taken part in several workshops on the regulation, packaging, labeling and handling of foodstuffs.

The Market Information Organization of the Americas (MIOA), made up of 33 countries, was consolidated as a hemispheric network. Fourteen officials from the Caribbean region received training in the collection, analysis and dissemination of information on agricultural prices and markets. In addition, the MIOA held its regular annual meeting with the participation of over 40 officials responsible for managing information on agricultural markets.

Five Caribbean countries launched or consolidated processes aimed at improving the competitiveness of priority agrifood chains. These efforts served to strengthen their capabilities, promote dialogue on issues of interest and laid the foundations for a sustainable transformation of those production chains. In addition, changes in policies on agricultural insurance were promoted in Colombia, Haiti, Paraguay and Peru.

Protecting plant and animal health

The Institute strengthened its ties and joint work with the international standard-setting organizations on sanitary and phytosanitary measures (SPS). It also helped its member countries make better use of their participation in forums related to SPS.

In the area of plant health, the Institute strengthened its relations with the International Plant Protection Convention (IPPC), as a result of which the national plant protection organizations (NPPOs) of 29 LAC countries played a more active role in the drafting of international standards for phytosanitary measures (ISPMs). IICA also updated the Handbook of Good Practices for Participation in Meetings of the IPPC.

With respect to animal health, the Institute and the Regional Office for the Americas of the World Organisation for Animal Health (OIE) began a process of disseminating information about the OIE standard-setting process and standards approved by means of virtual meetings for the different regions of the Americas (i.e., the Northern, Southern, Andean, Central and Caribbean regions).

In the area of food safety, with IICA's support 55 officials from 18 LAC countries participated in the work of nine Codex Alimentarius committees. The Institute's member countries were thus able to play an active part in the approval of: a) 25 new, revised or amended Codex standards and related texts, b) ten Codex standards and related texts at Step 5 of the procedure, c) 14 new work proposals, d) two proposals for suspension of work, e) the Codex Strategic Plan 2014-2019 and f) a large number of new or revised rules for additives and maximum residue limits (MRLs) for pesticides and veterinary medicines.

All these actions served to strengthen and update international and national regulatory frameworks for the issues mentioned, providing a basic tool to help countries maintain and improve their sanitary and phytosanitary status and to achieve a balance between the health of consumers and national and international trade in foodstuffs.

IICA provided assistance to regional organizations in coordinating actions, capacity building efforts and discussions on issues of hemispheric interest. In particular, it supported the Standing Veterinary Committee (CVP) and the Plant Health Committee (COSAVE) of the Southern Region, and the Central American Agricultural Council (CAC). It also contributed to the reactivation of the Inter-American Coordinating

Group in Plant Protection, which includes plant protection organizations of the Northern, Southern, Andean and Central American regions.

In addition, IICA led the projects to establish the Regional Virtual Food Inspection School for Central America and the Dominican Republic, for which the Standards and Trade Development Facility (STDF) provided USD 977,643 in funding, and the Regional Virtual School for Plant Health Inspectors, financed with its own resources. The first offers basic training in technical and management aspects for food inspectors in the eight countries of the Central region, with a view to harmonizing their food inspection protocols parallel to the economic integration and customs union processes. The second project is designed to improve the technical capacity of national plant protection organizations (NPPOs) and other government services in Peru, Bolivia and Colombia and in the Southern Region countries, to ensure adequate phytosanitary inspection and certification systems.

Other achievements

Bahamas	IICA used the performance, vision and strategy (PVS) tool to design an action plan on agricultural health and food safety, together with the ministries of agriculture, health and environment and with help from FAO, PAHO and the IDB.
Dominica	Forty people (farmers, extension workers, auditors and exporters) enhanced their knowledge of the use of food safety systems, specifically with regard to compliance with GLOBALG.A.P. standards.
Guatemala	Some 4600 maize and bean farmers who participated in the Purchases for Progress (P4P) initiative of the World Food Programme (WFP) improved their knowledge of good agricultural practices.
Jamaica	The project on small ruminants trained farmers in meat production and produced a handbook on slaughterhouse hygiene.
Nicaragua	An assessment of the status of the government's plant health services was carried out and a strategic plan was formulated to strengthen the national phytosanitary protection and surveillance system and the services in support of production.
Panama	Public health institutions improved their capacity for the inspection of meat processing plants, in preparation for the equivalency determination and certification processes.



Prevention of pests and diseases

In Mexico, IICA supported the field operations of the MOSCAMED program, which controlled 97 cases of outbreaks or the detection of Mediterranean fruit fly reported in the state of Chiapas. As a result, Mexico maintained its phytosanitary status as an area free of the pest.

In Paraguay, the creation of a multisectoral technical group responsible for beef and poultry meat helped the country regain its status as an area free of foot-and-mouth disease with a vaccination program.

Under the project to support the eradication and control of the carambola fruit fly, which is a multinational effort, Suriname's plant protection services enhanced their capacity to combat the insect and to prevent it from affecting international markets.

Under the Regional Cooperative Program for the Technological Development and Modernization of Coffee Production (PROMECAFE), IICA successfully coordinated the Program to Combat Coffee Rust and Restore Production Capacity in Central America and the Caribbean and implemented its Short-term Regional Action Plan for 2013, in response to a decision by the CAC ministers and the declaration of the Heads of State and Government of the Central American Integration System (SICA).



Objective 2: To strengthen agriculture's contribution to the development of territories and to rural well-being

The Institute offers a conceptual and methodological framework for area-based development, the application of which enhances agriculture's contribution to rural well-being.

Integrated rural area-based management

Under the project Innovative Policies for Rural Area-based Development in Latin America (PIDERAL-AECID), IICA developed technical frames of reference for the design of policies in Peru, Ecuador, Dominican Republic and Costa Rica that the countries can also use to articulate sectoral policies at the national and territorial (area) levels. The instruments in question helped the countries make innovations to their regulatory frameworks, build new intersectoral arrangements, formulate institutional management models, and create and strengthen mechanisms for interagency coordination in rural territories.

More than 1100 leaders of government agencies, local governments and territorial management organizations in Peru, Ecuador, Argentina, Chile, Uruguay and the eight countries of the Central Region took part in courses, training workshops and informational and induction activities. This enabled them to become more skilled in the use of the area-based approach and enhance their capacity to manage public policies and apply the approach in rural development processes.

With the support of several partner institutions, the Institute produced a series of international public goods and made them available to the countries via virtual forums and knowledge management networks in the form of electronic and printed publications. Some of the most important were as follows: a) the systematization and comparative analysis of 18 area-based development experiences and the process of implementing the 2010-2030 Central American Strategy for Rural Area-based Development (ECADERT); b) the drafting of a proposed integrated methodology for rural area-based management; c) the analysis of the relationships among family agriculture, climate change and area-based development; and, d) the sharing of experiences related to the management of rural area-based development among Colombia, Brazil and the Central American countries.

In collaboration with the Executive Secretariat of the Central American Agricultural Council (SECAC), the Spain-SICA Fund, and the national commissions responsible for overseeing the implementation of ECADERT, IICA assisted the members of the Central American Integration System (SICA) with the execution of 23 investment projects in specific rural territories. Selected under the first and the second calls for proposals of the ECADERT Regional Fund, the projects placed emphasis on support for family agriculture and institution building. The initiatives cost USD 2.3 million, with national or local counterparts contributing at least 30% of the resources involved. Under the third call for proposals, the Institute also assisted in the formulation or initial implementation of 17 projects in seven countries, to which Taiwan's cooperation agency contributed USD 1.4 million and the counterparts an average of 50%.

The financial and technical resources mobilized through the 40 projects selected under the fund's three calls for proposals supported initiatives of organizations responsible for the management of specific territories that improved the quality of life of 42,500 families in the eight SICA member countries. The successful results of the projects already executed include rainwater harvesting and storage for family agriculture in a territory within Nicaragua's Dry Corridor; productive enterprises operated by groups of women and youth; diversification and value added in family agriculture through fruit, goat and fish production; the strengthening of local management capabilities for rural development in a number of territories; the integrated management of solid waste by inter-municipal associations; the improvement of community health services and the strengthening of cultural identity and eco-cultural tourism in specific territories.

Other achievements

Costa Rica	IICA supported the process of modernizing the Rural Development Institute (INDER) and boosting the agency's capacity to improve intersectoral articulation and action in rural territories.
Ecuador	Production agendas were drawn up for the provinces of Imbabura, Pichincha, Cotopaxi, El Oro and Loja.
Haiti	Under a joint project involving the Ministry of Agriculture, Natural Resources and Rural Development (MARNDR), the Caribbean Agricultural Research and Development Institute (CARDI) and IICA, production of the <i>ginen</i> endangered species of yam increased in the area of Salagnac.
Peru	Management methodologies, institutional articulation mechanisms and rural development plans were made available in 16 districts of the highland and Amazon regions.
Venezuela	In the states of Miranda, Barinas, Yaracuy and Apure, IICA strengthened the capabilities for articulating the institutional framework and formulated rural area-based development plans.

The gender approach



The Interagency Technical Group on Gender and Inclusion of the Regional Platform for Technical Support to ECADERT (GTI-GIPRAT), coordinated by IICA and also involving SECAC, CATIE and the Central American Council of Female Ministers of Women's Affairs (COMMCA), made progress in mainstreaming the gender approach under ECADERT. This was achieved by means of: a) workshops on gender with the participation of representatives of the Regional Commission, national commissions and local agents; b) the incorporation of actions to strengthen gender equality under the third call for proposals of ECADERT's Regional Fund; and c) the compilation of concept papers, tools and experiences involving development with a gender approach.

The actions of the project Inclusion of Territorial Networks, Young People and Women in Area-based Management, financed by ECADERT's Regional Fund, focused on Jiquilisco Bay in El Salvador. The initiative promoted sustainable management actions, improved the management of fledgling enterprises of historically excluded groups and fostered the strengthening of cooperation networks.

The Exuma Woman Project, designed to promote agribusinesses managed by women, is being implemented in collaboration with the United Nations and national partners in The Bahamas. Approval was secured and execution began of an initiative in support of women artisans in the Exuma islands, which strengthened the inclusion of rural women in alternative activities. Furthermore, in Dominica 15 women onion producers honed their skills and 20 young people received training in beekeeping and the use of basic honey processing equipment. The Institute also formulated the medium-term plan of the Network of Rural Women Producers of St. Vincent and the Grenadines, which includes a strategy that will enable the group to position itself as an important producer organization in that country. In addition, IICA cooperated with the Network of Rural Women Producers of Trinidad and Tobago in the design of a project to develop the skills of members of farmers' organizations and to attract resources for that purpose.

The Institute contributed to the formulation of a project targeted at the productive use of renewable energies and the promotion of the organization of women and youth involved in value chains in isolated areas of the Andean plateau regions of Peru and Bolivia. The initiative is designed to improve the living conditions of rural families in the sub-districts of Layupampa and Tarwachapi in Sacaca district, north of Potosí, by means of environmental protection actions and the use of renewable energy resources. Lastly, IICA collaborated in the design of a program to furnish rural women entrepreneurs in Dominica, Guyana, St. Lucia and Jamaica with working capital, aimed at improving their food security and increasing their opportunities for participating in agribusinesses.

The IICA Office in Brazil spearheaded the project “Rethinking the concept of rurality: implications for public policies in Latin America,” under which the nine case studies produced on the subject were compared. Six of the studies dealt with Latin American countries (Brazil, Costa Rica, Chile, Ecuador, Mexico and Uruguay) and three with European nations (Spain, The Netherlands and France). The results were then disseminated at the international level. They were presented to 300 participants from ten countries in the International SRD Forum held in Brazil and to 30 participants from Central America, Dominican Republic and Colombia at a workshop on knowledge formation and management for rural area-based development. The study’s principal conclusion was that the rural milieu continues to be viewed mainly as the ‘poor relation’ of urban areas —marginalized and socially and economically backward— while cities are seen as modern and paradigms of prosperity and development. Due to that perception, rural policies are thought of, and reduced to, merely part of agriculture sector policies. The comparative study stresses the need for the countries to understand the true meaning of the term “rural,” taking into account the territorial perspective and the comprehensive and multidimensional nature of the concept. It also presents theoretical and practical arguments for strengthening the relationship between the countryside and the city in development processes.

Agricultural education

Under IICA’s agreement with Mexico’s National Science and Technology Council (CONACYT) to provide scholarships for students of agriculture, by year’s end 98 professionals from 20 LAC countries were engaged in doctoral studies (21), master’s degree programs (73), and specialization courses (4) in Mexican higher education institutions. As many as 1153 applications were received, demonstrating the high demand for such opportunities in LAC.

Other achievements

Barbados	IICA, the Technical and Vocational Education and Training Council and the ministries of education and agriculture implemented an eight-week program for 23 young people, who obtained a diploma in horticulture.
Paraguay	The Institute collaborated in the development of master’s degree programs on biotechnology with the Centro Multidisciplinario de Investigaciones Tecnológicas (CEMIT) of the Rector’s Office of the Universidad Nacional de Asunción, and on rural area-based development with the same university’s Facultad de Ciencias Agrarias.
Saint Lucia	The third phase of the Helping Out Our Primary and Secondary Schools (HOOPSS) project was carried out, which promoted the participation of young people in agriculture.

Given the Institute’s interest in developing educational programs and virtual education networks on the technical subjects in which it specializes, it strengthened the capacity of universities to manage agricultural programs and trained trainers and individuals responsible for promoting agricultural programs through partnerships with certified institutions. To that end, it signed agreements with the Association of

Universities of Latin America and the Caribbean (UDUAL), the Hispanic Association of Colleges and Universities (HACU) and the Zamorano Pan-American Agricultural School, in Honduras.



Objective 3: To improve agriculture's capacity to mitigate the effects of, and adapt to, climate change, and make better use of natural resources

IICA promotes synergies in the areas of agriculture and the environment, as well as new forms of environmentally-friendly production

The Institute helped to raise awareness of climate change, its causes and consequences in the ministries of agriculture and environment. It also proposed measures to ensure that agriculture can adapt to and mitigate the harmful effects of climate change on the environment, so that the countries' food security is not compromised.

More than 200 technical specialists from 16 countries¹ enhanced their knowledge and skills through their participation in a series of activities aimed at training trainers, designed by IICA to strengthen their respective governments' capacities to incorporate adaptation to climate change into national policies and development plans.

In Argentina, Chile and Uruguay, research institutes, the ministries of agriculture and various family farmers' organizations are equipped with a conceptual framework related to the impact of climate change on family agriculture and a number of tools for the participatory design of strategies to adapt agriculture to those changes. An extension manual was also produced for that purpose. Under the project "Extension strategies: family farmers and their adaptation to climate change in selected territories of the Southern Cone," IICA and the Cooperative Program for the Technological Development of the Agri-food and Agro-industrial Sector of the Southern Cone (PROCISUR) imparted courses with the aim of preparing extension workers to train farmers in techniques for adapting agriculture to climate change.



¹ Argentina, Bolivia, Brazil, Chile, Costa Rica, Dominican Republic, Grenada, Honduras, Guatemala, El Salvador, Jamaica, Peru, St. Vincent and the Grenadines, St. Lucia, Mexico and Uruguay.

In addition, IICA implemented a new online system for sharing innovative technologies for climate change adaptation and mitigation in agriculture, to make farming activities more resilient. This tool is available to researchers, extension workers and producers of the Americas at <http://infoagro.net/programas/CambioClimatico/>.

Other achievements

Argentina	Technical staff of 160 public- and private-sector institutions involved in the agrifood sector had the opportunity to enhance their expertise with regard to the impact of climate change on agriculture and the standards governing water and carbon footprints.
Bolivia	Under the Sustainable Forest Management Programme, financed by Finland, IICA assisted the <i>Fundación Trabajo Empresa</i> in facilitating the articulation of small businesses with forest dwellers who use non-timber-yielding products.
Chile	The Institute worked with specialized national teams and 50 family farmers in the communities of Cauquenes, Padre Las Casas, Vιλcún and Talagante to enhance their technical expertise for climate change adaptation.
Dominican Republic	Dominican technical officers were trained in the application of the climate lens methodology used to identify appropriate technologies for climate change adaptation in agriculture.
Haiti	Thanks to the use of energy-saving firewood stoves in the community of Arregui, the pressure on forest resources was reduced and deforestation decreased. (IICA-Caritas Project).
Peru	Producers in the La Selva region improved their skills in the management of forestry systems and the production of non-timber products.
Uruguay	IICA improved institutional capabilities in agro-meteorology and climate risk management and validated methodologies applicable to those areas (IICA-Mercosur Project).

The Institute also supported the delegations of member countries involved in the international climate change negotiations, to ensure that agriculture is included in the discussions. To that end, IICA made available a large number of technical notes and newsletters, and organized seminars and regional meetings to provide information and guidelines, with a view to promoting a science-based dialogue between experts and representatives of the governments of the member countries.

Water management

IICA prepared a document entitled “Water to feed the land” and presented it during the 2013 Meeting of Ministers of Agriculture, held in Argentina. The report, which exemplifies IICA’s interdisciplinary and multinational work, contains an analysis of the main challenges involved in increasing the productivity of water used in agriculture and makes four recommendations for improving the use and management of water resources in agriculture.

Other achievements

Brazil	IICA worked with the ministries of environment and national integration, and with the National Water Agency to improve the technical management of the Interaguas program.
Costa Rica	The National Animal Health Service (SENASA) and the Executive Secretariat for Agricultural Sector Planning (SEPSA) received IICA's support for the design of policies, strategies and action plans to improve risk management, drainage, water use and integrated water resource management.
Suriname	Extension officers took part in a training activity on irrigation systems, enabling them to improve their performance.



Objective 4: To improve agriculture's contribution to food security

The Institute facilitates access to the latest information about food security and contributes to the production of baselines for ascertaining the agricultural situation in each region or country

Food security

The Food Security Observatory for the Americas (FSOA) raised awareness and provided information to the public and private sectors about the issue of food security. In its first year of operation, 230 institutions and individuals signed up for its newsletter and its website received an average of 180 visits each month.

The FSOA website (<http://www.infoagro.net/programas/Seguridad/default.aspx>) contains the latest statistics on food security, as well as comprehensive information about government policies, indicators, programs and plans related to food security in IICA's 34 member countries.

The Institute produced baseline information for the document *Post-harvest Losses in Latin America and the Caribbean: Challenges and Opportunities for Collaboration*, which facilitates a more accurate quantification of postharvest losses in Latin America and the Caribbean (LAC), and at the same time addresses the lack of reliable statistics in the countries for quantifying the problem in different value chains. IICA's research has also encouraged its Member States to discuss the issue of food security and to participate in international meetings in order to address this challenge in the future.

The Institute assisted Antigua and Barbuda and Mexico with the formulation and implementation of their respective hunger reduction strategies, the Zero Hunger Challenge and the National Crusade Against Hunger. In the latter case, IICA collaborated in the setting up of 14 schools for smallholders in the municipality of Mártir de Cuilapan, in the Mexican state of Guerrero.

Other achievements

Ecuador	IICA conducted an analysis of the draft Organic Law on Agro-biodiversity and Seeds in support of the National Assembly's Commission on Food Sovereignty and Development of the Agriculture and Fisheries Sector.
Honduras	Under the Purchase for Progress (P4P) initiative of the World Food Programme (WFP), IICA helped 24 participating associations to improve their methodological and technical capabilities for developing and setting up a traceability system for basic grains that will enable them to improve the quality and safety of their products.
St. Kitts and Nevis	Three greenhouses, set up with support from IICA, facilitated the training of teams of young people responsible for addressing nutrition concerns under the school feeding programs.
Venezuela	IICA improved the capabilities of several institutions in the areas of water management, climate change and food security.



Objective 5: To conduct strategic analyses for agriculture

IICA works with its partners to produce timely strategic studies on agriculture, as well as methodologies for gauging the impact of public policies and strengthening governance.

The Institute's member countries benefited from a number of reports and technical papers containing strategic analyses of agricultural issues and public policies that affect the agricultural sector, particularly the fifth joint ECLAC-FAO-IICA report, entitled *Outlook for agriculture and rural development in the Americas: a perspective on Latin America and the Caribbean 2014*, and nine technical notes. IICA disseminated strategic information on the same topics by means of eight technical forums and its system of statistics and indicators.

The Institute designed a number of methodologies for assessing the impact of public policies on agriculture, analyzing the degree of integration of agricultural markets and processes for the design and monitoring of agricultural policies. It also developed baseline scenarios for conducting long-term prospective studies of agricultural variables, identifying products with major potential, determining the terms of competition in international markets and analyzing decision-making processes with respect to public policies.

In addition, IICA held 17 onsite and online workshops in 12 countries, which improved the knowledge and skills of 357 technical officers from public and private institutions in the use of methodologies and other tools for designing and implementing public policies in agriculture and assessing their impact.

IICA worked with the Executive Secretariat of the Central American Agricultural Council (SE-CAC) to conduct analyses aimed at identifying and overcoming the main bottlenecks hindering access to and use of information and communication technologies (ICTs) in specific rural areas (territories) of Central America. The analyses highlighted problems in areas such as infrastructure, technology and computer literacy in public agricultural institutions and in agrifood chains in the countries of the region. To help solve those problems, IICA supplied ICT tools and experiences that have proven successful in other regions of LAC.

The Institute also developed other prototype methodologies for quantifying and analyzing the links among food security, agriculture, trade and climate change, including one for identifying and analyzing the main sources of risks that limit income generation in LAC's small-scale agriculture, that was then validated in Peru.

Other achievements

Caribbean Region	IICA and the members of the Alliance for the Sustainable Development of Agriculture and the Rural Milieu organized the Caribbean Week of Agriculture 2013 and produced a report on the event.
Southern Region	The Institute served as the Technical and Administrative Secretariat of the Southern Agricultural Council (CAS) and provided support to the Network for the Coordination of Agricultural Policies (REDPA) and its technical working groups. This helped to strengthen CAS' political and technical relations.
Dominican Republic	The country hosted the Sixth International Seminar on Agrifood Policies.
St. Kitts and Nevis	The 2013-2016 strategic plan of the Department of Agriculture was designed; the Department also received support with the drafting of annual work plans.
Trinidad and Tobago	Planners and decision-makers of the Ministry of Food Production (MFP) and the Tobago House of Assembly were familiarized with the models developed by IICA for orienting investments and devising policies.
Uruguay	The tenth series of lectures on "State Policies: agriculture in the years ahead" and the "Agro in focus" sessions contributed to the analysis of sectorial policies.

IICA's partnership with the World Trade Organization (WTO) was further consolidated through the establishment of specific work plans and the implementation of the WTO Reference Center at IICA. The center fielded 575 technical queries about the work of the international organization submitted via the Internet, organized 70 information meetings, received 52 visitors and published two documents requested by the WTO.

It also provided information and training to 70 technical officers from the ministries of agriculture, trade and economic affairs and private organizations (business chambers and associations) related to the agricultural sector, on topics such as agricultural negotiations and the administration of international trade agreements.

Governance and official meetings

Executive Committee (EC)

The Thirty-third Regular Meeting of the EC, comprised of representatives of Argentina, Barbados, Chile, Colombia, Ecuador, Guatemala, Guyana, Honduras, Mexico, Nicaragua, Suriname and the United States of America, was held from June 17-18, 2013 in Mexico City.

At the meeting, agreements were reached on matters related to the following areas:

- *Institutional policy and technical cooperation services:* The EC welcomed the 2010-2013 Management Report, which details the progress made in implementing the 2010-2014 MTP. It also approved the 2012 Annual Report of IICA, which provides an overview of the main results of the Institute's cooperation, as well as information about programming, budgetary and financial matters.
- *Budgetary and financial matters:* The EC recommended that the Inter-American Board of Agriculture (IABA) approve the 2014-2015 Program Budget and instructed the Institute to present a proposed Program Budget for 2015 for consideration by the Thirty-fourth Regular Meeting of the EC. Furthermore, it accepted IICA's financial statements for 2012 and the report of the external auditors, who attested to the Institute's sound management of its financial resources and adherence to institutional rules and regulations. It also took note of the report on the collection of the annual quota contributions of the Member States and appointed Mr. Steve Rickrode, of the United States of America, as a member of the Audit Review Committee (ARC) for the period 2014-2019.
- *Matters related to IICA's governing bodies:* IICA presented the results and recommendations of a study conducted in order to draft the document *Water to feed the land*. The work was carried out by specialists from Argentina, Mexico and IICA. Following the presentation, the Member States expressed their satisfaction with the work carried out and offered important contributions for the final version of the document, which will be used as input for a hemispheric agenda aimed at collaboration on water. Furthermore, the EC welcomed the report of the 2013 Regular Meeting of the Special Advisory Commission on Management Issues (SACMI), as well as the status report on the resolutions of the Sixteenth Regular Meeting of the IABA and the Thirty-second Regular Meeting of the EC. It also approved the agenda of the Meeting of Ministers of Agriculture of the Americas 2013 and the Seventeenth Regular Meeting of the IABA; and decided to amend two sections of the SACMI's Statute dealing with the mechanisms used to hold meetings of the commission.
- *Partnerships with international organizations:* The EC urged the Member States to strengthen IICA-MIOA cooperation actions and accepted the reports of the Tropical Agriculture Research and Higher Education Center (CATIE) and the Caribbean Agricultural Research and Development Institute (CARDI) for the biennium 2011-2012, as well as the progress reports on the activities of the IICA-

CATIE and IICA-CARDI joint action programs. The EC also recommended that the IABA: a) establish a new mechanism for designating the IABA representative to the Governing Council and Board of Directors of CATIE; and b) modify the responsibilities of the IABA representative on the Council.

Inter-American Board of Agriculture (IABA)

The Meeting of Ministers of Agriculture of the Americas 2013 and the Seventeenth Regular Meeting of the IABA, whose theme was *Water to feed the land*, took place in Buenos Aires, Argentina from September 24-27. Attended by representatives of 33 IICA member countries, the meeting was chaired by Mr. Lorenzo Basso, Secretary of Agriculture, Livestock and Fisheries of Argentina. The rapporteur was Ms. Gloria Abraham, Minister of Agriculture and Livestock of Costa Rica.

During the event, Dr. Víctor Manuel Villalobos Arámbula was elected by acclamation to serve as Director General of IICA for the period 2014-2018.

A technical forum was held to provide input for the ministers' discussion of the theme of the meeting, *Water to Feed the Land*. Presentations were made by experts from the International Food Policy Research Institute (IFPRI), the Institute for Agrifood Research and Technology (IRTA) of the Generalitat of Catalonia, the National Agricultural Technology Institute (INTA) of Argentina, the United Nations Food and Agriculture Organization (FAO) and IICA. The representatives of the Member States showed great interest in the issue and made important contributions.

The ministers of agriculture of the Americas studied the draft Declaration of Ministers of Agriculture Argentina 2013, prepared at the Meeting of Ministerial Delegates held from September 22-23, also in Buenos Aires. The text of the Declaration was discussed, approved and signed by the heads of delegation present.² The IABA also issued a resolution aimed at strengthening water resource management capabilities in agriculture in the Americas.

Furthermore, the IABA took note of the report "The Outlook for Agriculture and Rural Development in the Americas: A Perspective on Latin America and the Caribbean 2014," prepared and presented jointly by the Economic Commission for Latin America and the Caribbean (ECLAC), FAO and IICA.

Other important agreements were reached in the following areas:

- *Institutional policy and technical cooperation services:* The 2010-2013 Management Report was presented, which provides an overview of the Administration's work during the period in question. The IABA authorized the EC, at its Thirty-fourth Regular Meeting, to approve IICA's 2014-2018 MTP, which will include the issue of integrated water resources management.

² The text of the Declaration is included in Annex 1 of this report.

- *Budgetary and financial matters:* The IABA approved the report on the collection of Member State quota contributions, the report on IICA's financial statements for 2011-2012 and the report of the external auditors. Furthermore, it welcomed the eighteenth and nineteenth reports of the Audit Review Committee (ARC), approved the biennial Program Budget for 2014-2015 and instructed that a proposed Program Budget for 2015 be presented to the Thirty-fourth Regular Meeting of the EC. With respect to the recovery of the Institute's financial capacity, the IABA requested that different proposals be presented to the EC at its next meeting that reflect IICA's present situation and make recommendations for the financial strengthening of the organization.
- *Matters pertaining to IICA's governing bodies:* The IABA studied Dominica's report on its work as the country that represented the IABA on the Governing Council of CATIE in 2011 and 2012. Furthermore, it approved the proposed amendment to the mechanism used to designate its representative so that the same country also serves as the representative on the Center's Board of Directors, along with a modification of the duties involved. It also accepted the document detailing the progress made with the resolutions of the Sixteenth Regular Meeting of the IABA and the thirty-second and thirty-third regular meetings of the EC; and stipulated that the Eighteenth Regular Meeting of the IABA be held in Mexico, in response to the offer made by the government of that country. Finally, it thanked the Government of Argentina for its support for the organization of the Meeting of Ministers of Agriculture 2013 and the Seventeenth Regular Meeting of the IABA and for having hosted both events.

Official meetings held in 2013

Official name	Date	Place held	Place and date of publication of report or proceedings of the event
2013 Regular Meeting of the Special Advisory Commission on Management Issues (SACMI)	April 25, 2013	IICA, San Jose Costa Rica	San Jose, Costa Rica, April (available at http://iica.int/Esp/infoinstitucional/oRGANOS/cc_eag/Informes/I-2013%20SACMI%20Final%20Report.pdf)
Thirty-third Regular Meeting of the Executive Committee (EC)	June 17-18, 2013	Mexico City, Mexico	San Jose, Costa Rica, August (available at http://iica.int/Esp/infoinstitucional/oRGANOS/CE/Informes/Informe%20Comite%20C3%AC%20Ejecutivo2013_INGLES_WEB.pdf)
Meeting of Ministers of Agriculture of the Americas 2013 and Seventeenth Regular Meeting of the Inter-American Board of Agriculture (IABA)	September 24-27, 2013	Buenos Aires, Argentina	San Jose, Costa Rica, December (available at http://iica.int/Esp/infoinstitucional/oRGANOS/jia/Informes/Informe_IJA_2013_INGLES_WEB.pdf)

Corporate management for technical cooperation

In 2013, there were no substantial improvements in the global economic variables but there was no serious crisis either. This situation permitted IICA to work under relatively stable conditions that enabled it to identify areas in which it could improve and innovate in order to generate more benefits for the lowest possible cost and address its financial difficulties.

In stable economic conditions, the 2010-2013 Administration was able to conclude its term of office with highly satisfactory results. Since the contributions of the countries remained unchanged, IICA had to manage the available resources in a strict, rational, austere, equitable and transparent manner in order to guarantee financial viability, the successful operation of the Institute, greater security in the delivery of technical cooperation services and a stable organizational environment.

Progress was made with three strategic lines of action: a) strengthening of the delivery of technical cooperation services to the Member States; b) promotion of corporate management with high quality standards; and c) application of the policy of making continuous improvements to IICA's processes.

The Secretariat of Corporate Services based the attainment of results on the application of coordination and communication mechanisms, both among the divisions of which it is composed and with other IICA units and offices. This resulted in the improvement, updating and simplification of processes, which in turn increased the efficiency and effectiveness of operations, since the Institute was able to lower costs, channel resources into the areas where they would have the biggest impact and make the most of its possibilities. In this way, administration became an integral part of technical cooperation.

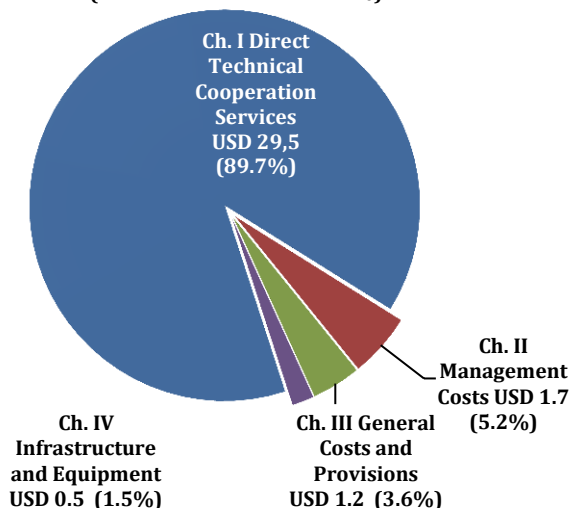
Management of programming, budgeting and control

The Institute improved its planning processes and made progress with the design of an automated budget that is more detailed and equitable, and more closely aligned with the MTP.

Annual programming was also improved by defining results more precisely and developing indicators, as bases for a new planning, monitoring and evaluation model designed to improve control mechanisms and accountability. The Unified Institutional Management System (SUGI) is operational, making it possible to program the attainment of achievements more effectively and monitor budgetary execution more closely.

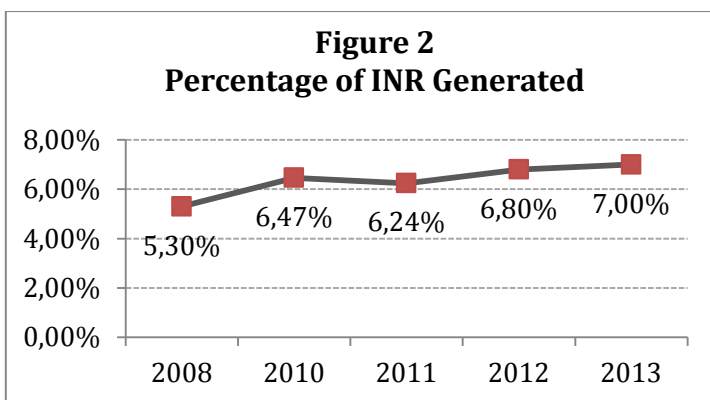
Furthermore, the quality of the legal instruments used for projects was improved by reviewing, updating and standardizing the documents concerned.

Figure 1
Resources of the Regular Fund
allocated by chapter in 2013
 (in millions of USD and as a %)



Source: Division of Programming, Budgeting and Control.

A methodology was developed for calculating IICA's counterpart contributions to externally funded projects, in order to establish the precise value of such in-kind contributions made by the Institute. Furthermore, the percentage of the Institutional Net Rate (INR) was modified, increasing from an average of 5.3% in 2008 to 7% in 2013. This rate is the mechanism used to recover the indirect costs that the Institute incurs in administering external projects and thus protect the Regular Fund.



The strategy for recovering indirect costs has to be strengthened, so that in the years ahead the INR percentage reaches an average of 8.1%. In this way, externally funded projects will cover 100% of their direct expenses and repay IICA all the indirect costs that it incurs.

Finally, key Institute administrative policies, including the INR policy and the method for calculating IICA counterpart contributions, were disseminated widely via the Administrative Knowledge Network (RedCA).

Financial management

The sustainability of institutional administration was achieved by rigorously monitoring the technical, regulatory and financial frameworks used to ensure that resources are administered through a dynamic, innovative process based on the application of a strategy designed to promote continuous improvement.

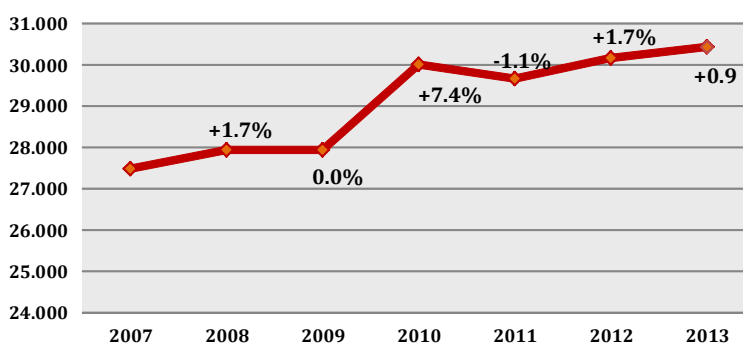
Support and advice were provided to the offices in the countries for the implementation and adaptation of new processes and institutional financing technologies, in order to apply high-quality standards that guarantee consistency and transparency in the management of resources and projects.

The SIF-SAP accounting/financial system was installed in the offices in Argentina and Brazil, which means that all of IICA – Headquarters and the 34 offices in the countries – is now using a single system. This represents an unprecedented advance in the Institute’s financial management that gives the countries, partners and funding agencies greater confidence in IICA’s work.

During the implementation process, more than 70 staff members responsible for the financial management of the offices received training in the use of the SAP. The financial/administrative process was also strengthened, resulting in the seamless, disciplined and transparent management of resources based on the application of international standards, as was pointed out in the reports of the external auditors and the Audit Review Committee (ARC).

During the last four years, operating costs were reduced, making it possible to increase the amount of resources used to provide technical cooperation to the member countries, as can be seen in the next figure.

Figure 3
Technical cooperation services - Regular Fund
Program Budgets 2007 - 2013
In thousands of USD



The Institute took part in and supported the negotiating process and signing of two major project agreements with the European Union (EU). Both projects are to be implemented in the Caribbean, and advisory assistance was provided to the partners (CARDI and CARICOM) who developed one of them.

Management of human talent

In 2013, IICA continued the process of reengineering the management of human talent, including the implementation of a new structure and the streamlining and improvement of nine processes.

Another important achievement was the improvement of the efficiency of human resources management, thanks to the installation of the SAPIENS online platform that, among other benefits, made it possible to integrate and update staff members' information.

The Corporate Training Program was prepared and implemented, under which it was possible, for the first time, to achieve the integration of the staff development efforts of the different units.

The Institute also carried out the individual performance management process seven months early and implemented Individual Planning Day. The 2013 work plan of every staff member was approved in the first quarter of the year.

At the beginning of the year, analyses of the salaries of local staff were carried out in every country. The salary increase, granted two months earlier than in previous years, was higher than the consumer price index in nearly all the countries, with strict adherence to the budget limit established for this item.

In addition, the staff insurance program was renewed with 80%-90%, and even 100%, increases in coverage in some cases, thereby contributing to the health and quality of life of the staff.

At the end of 2013, the distribution of human talent by category was as follows:

Table 1
Distribution of human talent by category in 2002-2013

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
International professional personnel	100	97	91	95	95	94	91	89	83	77	79	74
Local professional personnel	237	217	198	219	225	234	279	336	290	276	400	292
General services personnel	501	385	366	379	383	374	407	437	442	519	629	413
TOTAL	838	699	655	693	703	702	777	862	815	872	1108	779

Note: Staff in active employment

Source: Human Talent Management Division

Table 2
Distribution of human talent by category and source of financing in 2013

Category	Source of financing				Total	Percentage
	IICA funds		External funds			
	Number	Percentage	Number	Percentage		
IPP	70	8.99	4	0.51	74	9.50
LPP	217	27.86	75	9.63	292	37.48
GSP	334	42.88	79	10.14	413	53.02
TOTAL	621	79.72	158	20.28	779	100.00

Note: Staff in active employment

Source: Human Talent Management Division

Management of administrative services

A master plan for the permanent maintenance of the facilities was put in place, making it possible to carry out the Institute's activities and deliver cooperation services more smoothly and efficiently. Procurement and the engagement of services were also streamlined, which saved resources and reduced the time required to process and respond to requests from clients.

A range of services were provided with high standards of quality and at a favorable cost, including travel bookings, the distribution and reception of official documents, the procurement of supplies, the cafeteria and the gymnasium. Support was provided to other units for the holding of special events, which fostered teamwork and enhanced the organizational conditions and environment. For example, attractive contracts were negotiated with airlines that afforded IICA access to better services and savings of up to 20% (e.g., Aeroméxico).

Furthermore, the Institute continued to take maximum advantage of information and communication technologies (ICTs). It has an in-house videoconferencing network and virtual networks that link all the offices in the member countries, which facilitate communication and generate savings. IICA also reviewed and improved the implementation of a number of administrative processes, such as purchases and payments with a corporate card and corporate purchases, among others. Furthermore, the quality of institutional security improved, guaranteeing the integrity of staff and visitors, and safeguarding the Institute's assets.

In short, throughout the four years of the administration (2010-2013) and, in particular, in 2013, IICA's corporate management focused continually on making improvements and introducing innovations into administrative processes and procedures, thereby making it possible to achieve planned results more effectively and efficiently. The Institute also imposed strict limitations on the use of its resources, thanks to which it was possible to channel more resources into efforts to respond to requests for technical cooperation from the member countries.

Evaluation and monitoring of technical cooperation

The evaluation of technical performance became a systematic activity that was reflected not only in the timely delivery of annual reports but also in the development of new instruments for continuous improvement.

IICA set up a unified institutional management system, designed to promote a real change of institutional culture, which led to the adoption of a results-based management approach that improved the planning, monitoring and reporting processes of the technical cooperation projects and institutional management actions, and permitted management decisions to be taken in a timely manner.

The consolidation of a perspective of institutional integration ("A Single IICA") and continuous improvement, the institutional monitoring and evaluation of the MTP and the annual action plans of the units, among others, as well as the evaluation of the performance of the offices in the member countries and the technical programs have helped to create a more modern Institute that has tools that facilitate accountability at all levels.

Annex 1



MEETING OF MINISTERS OF AGRICULTURE OF THE AMERICAS 2013 "Water to feed the land"

DECLARATION OF MINISTERS OF AGRICULTURE ARGENTINA 2013

1. We, the Ministers and Secretaries of Agriculture of the Americas, in accordance with our remit, meeting in the City of Campana, Province of Buenos Aires, Argentina from 25 to 26 September 2013 to engage in dialogue, make commitments and request the support of international cooperation agencies in order to promote the development of competitive, sustainable and socially inclusive agriculture; advance toward the attainment of hemispheric food security³ achieve rural well-being and poverty reduction; encourage the adaptation of agriculture to climate change; and improve the conditions for access to and the use of water in agriculture, endeavoring to implement integrated water management.

Considering that:

2. At the hemispheric level, this Declaration is consistent with the agreements and the mandates adopted by the Heads of State and Government in the Summits of the Americas, including the Summit of the Americas on Sustainable Development (Bolivia 1996) in which the countries issued the Declaration of Santa Cruz de la Sierra and the Plan of Action for the Sustainable Development of the Americas, and the resolutions of the General Assembly of the Organization of American States (OAS) on the subject of water, namely, AG/RES. 2760 (Bolivia 2012) and AG/RES. 2349 (Panama 2007).
3. The Declaration provides follow-up to the agreements of the hemispheric ministerial meetings on agriculture and the rural milieu held previously, in accordance with the objectives of competitiveness, sustainability, equity, and governance set forth in the AGRO 2003-2015 Plan of Action and the Declaration of Ministers of Agriculture San Jose 2011.
4. This Declaration contributes to the achievement of the Millennium Development Goals and supports the efforts of the United Nations on behalf of the integrated management of water resources set out in initiatives such as the *International Decade for Action, "Water for Life", 2005-2015*; the *Decade for Deserts and the Fight against*

³ Bolivia understands this to mean food security and food sovereignty.

Desertification (2010-2020); the United Nations Framework Convention on Climate Change; resolutions 66/288 and 64/292 of the General Assembly of the United Nations, “The Future We Want” and “The Human Right to Water and Sanitation”; and the International Year of Water Cooperation, 2013.

5. Principle 2 of the Rio Declaration on Environment and Development recognizes sovereign right of the states over their own resources.

Mindful that:

6. In order to strengthen food security, it is necessary to increase agricultural productivity and, at the same time, use resources sustainably; and, in that regard, agriculture in the Americas is called to play a major role in the current international context characterized by the constant growth in the demand for food.
7. In order to contribute to the sustainable development of the countries, with social inclusion, agriculture faces major challenges, including the need to increase production and productivity with a view to meeting the rising demand for food of a continually growing population; the loss of fertility of farmland caused by soil degradation; the competition from growing urbanization; the effects of climate change; the pressure on the use of water exerted by different sectors of the economy and society, and inequitable access to water.
8. Water availability and affordability are key factors for improving agricultural productivity and, therefore, development. Improved soil quality often equates to increased available water for crops and improved production during periods of drought.
9. Freshwater is a finite, vulnerable, essential and strategic resource for sustainable development.
10. Our hemisphere has abundant water resources, but their distribution and availability are highly uneven and vary significantly between regions and countries, as reflected in the fact that vast territories of the Americas consist of arid and semiarid land.
11. Climate change and its resultant effect of climate variability are modifying the spatial and temporal patterns of the water cycle.
12. The countries are engaged in efforts of different kinds to improve integrated water resource management, the adaptation of agriculture to climate variability and the fight against desertification and drought.
13. The integrated management of water in agriculture in each country calls for a multidimensional and participatory approach that takes into account the economic, social, environmental, and political-institutional aspects of territories and the national context.

14. Agriculture is an important user of water, therefore its different stakeholders are faced with the challenge of using the resource efficiently and promoting its conservation, while keeping the pollution of surface and groundwater to a minimum. Agriculture, therefore, must make more efficient and productive use of water in order to obtain larger quantities of food and other agricultural products and byproducts with less water and fewer social and environmental effects.
15. Smallholders, in particular women farmers, face inequalities in access to and use of water resources in parts of the Americas, and are often entirely dependent on rainfall for agricultural activities.
16. Innovation contributes to optimizing the integrated management and sustainable use of water resources in agriculture, since it makes it possible to raise productivity and thereby free up water for other uses, reduce environmental degradation and improve the food security and well-being of the population.

Bearing in mind that:

17. The demand for water is multi-sectoral in nature, as it is needed for different purposes especially agriculture, it is therefore essential for there to be integrated and coordinated water management.
18. Integrated water resource management should be done in accordance with public policies implemented through integrated programs and projects that promote development within the framework of international conventions and agreements that have been signed in each country.
19. The existence of a multi-sectoral institutional framework to address the needs of numerous users and various aspects of integrated water management poses a challenge for the activities of the ministries of agriculture, in particular, and of the agrifood sector, in general.
20. Devising and implementation of national public policies for integrated water management calls for a multi-sectoral and participatory approach to meet the needs of the different groups of users in an equitable manner.

Urge:

21. The donor countries to support agriculture projects in the Hemisphere, the international financing and cooperation agencies, the research centers and the regional agricultural research and innovation mechanisms to foster the implementation of national and regional programs designed to increase national capabilities, innovation and transfer of technology, the adoption of innovative practices and products and sharing of know-how for the sustainable use of water in agriculture and the rural milieu.
22. The Inter-American Institute for Cooperation on Agriculture (IICA), the Food and Agriculture Organisation of the United Nations (FAO) (Canada), the Economic

Commission for Latin America and the Caribbean (ECLAC), the Regional Office for Latin America and the Caribbean of the United Nations Environment Programme (UNEP-ROLAC), the United Nations Development Programme (UNDP), the Caribbean Agriculture Research and Development Institute (CARDI) and other, related agencies to spearhead, coordinate and support a technical cooperation program designed to promote the integrated management of water in agriculture that necessarily includes the strengthening of the capabilities of the ministries of agriculture and other institutions in the sector.

Request:

23. That the Secretariat of the Summit of the Americas of the OAS and the Chair of the VII Summit of the Americas, Panama 2015, consider including on the agenda of that Summit topics related to the comprehensive management of water, in general, and to the agreements adopted in the present Declaration, in particular.

Commit:

Public policies

24. To develop and consolidate participation by the ministries of agriculture in defining and implementing national policies for the integrated management of water, with the aim of ensuring access to and supply of water in the quantity and quality necessary for facing the challenges of agriculture and rural development, dealing with diverse geographical conditions, different uses and various users.
25. To promote long-term agricultural policies based on solid technical and scientific principles which take into account the sustainable use of water resources, as well as the new challenges arising from climate change.
26. To devise policies that enable the development, commercialization and use of products from innovation including biotechnology, that can reduce agriculture's consumption of water, improve its adaptation to climate change and increase agricultural productivity.

Institutional strengthening and capacity building

27. To foster the strengthening of capacities within the ministries of agriculture, related public institutions and producers' organizations in the following areas : i) design and implementation of policies and instruments for the integrated management of water in agriculture and the rural environment, within the framework of the national policy on this topic, ii) dialogue and consensus-building with the other national economic and social sectors, and iii) coordination of efforts with international organizations to strengthen local capacities and meet national objectives.
28. To promote the participation of representatives of agriculture in the national multi-sectoral institutional mechanisms that deal with matters relating to the integrated management of water and its governance, as well as the preparation and execution of

national plans for adaptation of agriculture to climate change and for combating desertification and drought.

29. To encourage, jointly with the educational institutions in each country, renewal and strengthening of the agricultural education systems, including water management in both teaching and research, and adoption of a comprehensive vision.
30. To carry out, without affecting the competitiveness of agriculture, capacity development programs to improve the management and use of water, in agriculture, directed at entrepreneurs, producers, rural folk, women as well as young people and their organizations, ensuring that these programs take into account the different productive systems and conditions of the users, so as to build awareness of the need for efficient utilization of water.
31. To adopt measures to promote agricultural research, extension services, training and education, so that each one of our countries can advance towards the identification and characterization of the uses of water in the different production systems, and by the different types of producers, so that the appropriate actions can be taken in each case.
32. To promote the development and transfer of technologies, for collection as well as productive and efficient use of water, prioritizing the identification of appropriate and attainable technologies for the different types of producers, in particular for effective irrigation, recycling of treated wastewater, as well as water collection, storage and distribution.

Integrated management of water and climate change

33. To promote integrated management of water in agriculture that contributes to its adaptation to climate change, based on scientific principles and in keeping with the legal framework of each country as well as the culture and traditions of the nations, and the knowledge of communities and indigenous peoples.
34. To strengthen and modernize agricultural information systems so that they are interlinked with the national systems responsible for water management, so that there is timely information on the volume of water used by this sector, information that will facilitate decision-making regarding its use.
35. To initiate or strengthen the processes of agricultural planning, implementation of programs and use of technologies that facilitate their adaptation to climate change and availability of water, including, among others, projects relating to diversification, transformation, direct seeding, irrigation systems and relocation of production.
36. To strengthen the public and private inter-sectoral work aimed at risk management for agriculture and the rural milieu caused by meteorological events such as recurrent flooding and drought, taking into account the needs of the most vulnerable economic and social sectors, and/or those located in the areas of greatest impact.

37. To facilitate, in collaboration with the national institutions and regional mechanisms and, as needed, with the assistance of relevant international organizations and the strengthening of:
 - a. The systems for hydro-meteorological information, early warning, risk management, climatic scenarios, forecast and prevention of extreme events, as a basis for the design and implementation of strategies for adapting agriculture to climate change and for the use of management tools on farms, in production areas, territories, and watersheds.
 - b. The coordination and integration of hydro-meteorological and early warning information systems and the incorporation of new technologies for satellite and telemetry, geo-processing and geo-referencing.

Innovation and productivity of water

38. To strengthen innovation in production systems throughout the agrifood chain in order to improve the management of water in rainfed and irrigated agriculture.
39. To reinforce the information and dissemination systems on innovations that enable countries to make better use of water in agriculture.
40. To focus efforts on the promotion of innovations designed to increase the productivity of water in the following priority areas:
 - a. Identification, assessment, and dissemination of techniques and/or technologies for the sustainable use of water in agriculture including, those derived from local and indigenous knowledge.
 - b. Development and strengthening of precision agriculture (precision irrigation, drip irrigation and sub-irrigation) and other technologies that make more efficient use of water, such as fertigation and hydroponics.
 - c. Strengthening the capacities of national science and technology and extension systems, and organizations and, in order to increase knowledge and education related to the sustainable use of surface water and groundwater, harvesting of water and the utilization of recycled water in agriculture.
 - d. Development of biotechnological innovations in agricultural production that would improve efficient management of water such as bioremediation and the development of varieties tolerant to water stress.
 - e. Improvement of knowledge of watershed management to gain a better understanding of the water cycle for the productive use of water.

41. To improve the interlinking of agricultural innovation systems and exercise proactive leadership in the allocation of human, financial and material resources for conducting research on the efficient use of water in agriculture.

Investment

42. To foster investments in water infrastructure (especially irrigation and drainage agrometeorology and the incorporation of spatial and communication technologies in the efficient management of water, in consonance with national policies.

Water quality: pollution and food safety

43. To strengthen technical assistance programs to improve the quality of the water used in irrigation and throughout the productive agrifood chains, to contribute to food safety.

National and international cooperation

44. To promote public-private partnerships within the agricultural sector and with other sectors that contributes to more efficient management of water in agriculture.
45. To promote South-South and North-South cooperation designed to strengthen the capabilities of the ministries of agriculture and other public institutions related to integrated water management, with the support of all the international organizations that operate in the hemisphere.
46. To promote and strengthen the existing regional mechanisms for the analysis and establishment of strategies with regard to the integrated management of water resources for agriculture.
47. To continue to support IICA's efforts to improve its capabilities for working with its member countries on a hemispheric agenda for water in agriculture, in accordance with the present Declaration.

Signed in the City of Campana, Province of Buenos Aires, Argentina on the twenty-six day of September, two thousand and thirteen.

Annex 2

List of projects of IICA's Competitive Fund for Technical Cooperation (FonTC) implemented in 2013

Name of project	Countries involved	Amount allocated in 2013 (USD)
Revitalizing a cherished crop: Mango chain development in Haiti	Haiti, United States	93,881
Development of local strategies for adapting to climate change (DLSACC) for sustainable development in municipalities in Guatemala, Honduras and El Salvador	Guatemala, Honduras, El Salvador	53,800
Appropriate intensive small ruminant production systems for the Caribbean, based on local feed resources	Barbados, Jamaica, Suriname, Trinidad and Tobago, Dominican Republic	53,133
Economic, social and environmental management of small- and medium-size rural properties in seven (7) countries of Latin America	Brazil, Chile, Honduras, Paraguay, Peru, Dominican Republic, Ecuador	77,950
Agricultural innovation for the sustainability of the biodiesel y biokerosene value chain	Brazil, Colombia, Mexico	56,500
Reducing the Impact of Climate Change on Agriculture: Enhancing Institutional Capacity to Promote and Support Climate Smart Agriculture in the Caribbean Region	Dominican Republic, Jamaica, Grenada, St. Lucia, St. Vincent and the Grenadines	62,350
Design of a strategy for the differentiation of products from the family agriculture sector based on their ties to the territory	Argentina, Brazil, Uruguay, Spain, PROCISUR	27,000
Virtual school for phytosanitary inspectors	Argentina, Bolivia, Brazil, Chile, Colombia, Paraguay, Peru, Uruguay	85,544
A systemic tool for evaluating the economic, social, environmental and institutional impacts of agricultural research and innovation	Ecuador, Mexico, Peru, Uruguay	52,000
Validation of a framework instrument for the preparation of tourism development programs in rural territories of Latin America	Spain, Paraguay, Venezuela, Panama	54,250
Improvement of public tuberculosis and brucellosis programs in the Southern Cone	Argentina, Brazil, Paraguay, Uruguay, PROCITRÓPICOS	24,385
Improvement of public tuberculosis and brucellosis programs in the Andean Region	Bolivia, Colombia, Ecuador, Peru, Venezuela	44,919

Name of project	Countries involved	Amount allocated in 2013 (USD)
Establishment of innovative financing schemes to strengthen market access of rural women entrepreneurs involved in community development in the Caribbean	Bolivia, Uruguay, United States	27,300
System for issuance of sanitary early warnings in territories susceptible to climate change	Paraguay, Peru	69,000
Identification and description of campesino and indigenous technologies used in Highland production systems susceptible to extreme climatic events in the Andean Region and Meso America	Bolivia, Ecuador, Guatemala, Peru	74,700
Implementation of a group traceability system for beef in Bolivia	Bolivia, Costa Rica, Uruguay	46,625
Formulation of a methodology for using renewable sources of energy in agroindustrial and agricultural activities in rural territories, as a means of increasing competitiveness and mitigating the impacts of climate change	Bolivia, Colombia, Ecuador, Venezuela	30,500
Repositioning the concept of "rural" and its implications for public policies in Latin America	Brazil, Chile, Ecuador, Costa Rica, Mexico, Uruguay	15,000

Source: Technical Secretariat of the FonTC

Annex 3

Profiles and cooperation projects prepared by IICA in 2013

National projects	<ul style="list-style-type: none"> • Costa Rica: Investment Project for the Renewal of Coffee Plantations • Nicaragua: Program to Make Beef Cattle Farming Competitive, Sustainable and Inclusive (at an advanced stage of preparation) • Paraguay: Strategic Plan and Investment Program for the Sheep Chain
Regional projects formulated or profiles at an advanced stage of preparation	<ul style="list-style-type: none"> • Central and Caribbean Regions: a) Integrated Program to Combat Coffee Rust and Restore Production Capacity in Central America and the Caribbean; b) Institution Building Project to Improve the Competitiveness of the Coffee Chain; and c) Strategic Plan and Investment Program to Promote the Seed Industry and the Competitiveness of the Coffee Sector in the Central American Region and the Caribbean • Andean Region: Andean Agrotourism Program
Projects formulated at the hemispheric level	<ul style="list-style-type: none"> • Hemispheric Technical Cooperation Program for the Integrated Management of Water for Agriculture

Source: Directorate of Technical Cooperation.

Annex 4

IICA knowledge products

Alliance of Agricultural Information Services SIDALC www.sidalc.net	The alliance, made up of 170 national institutions in 22 countries, facilitated access to 2.6 million references and 221,132 full-text documents in 329 databases. Over the course of the year, 1.9 million people visited the website at least once and 741,848 returning users benefited from this service.
Repository of resources for information management-IMARK www.imarkgroup.org	Working with FAO, IICA spearheaded the updating and adaptation of four courses for effective knowledge management and the use of information: <ol style="list-style-type: none">1. Sharing knowledge for development2. Investment in information for development3. Social networking for development4. Scientific writing Some 140,000 practitioners signed up for IMARK courses, 20% of them in Latin America.
Network for the Management of Innovation in the Agrifood Sector (INNOVAGRO Network) www.redinnovagro.in	70 members of the network (65 institutions based in 16 countries in Latin America, Europe and the Middle East, and five regional institutions, systems and networks) strengthened their capabilities.
Technical information management system www.infoagro.net	More than 21,000 registered users share information and receive regular bulletins about a range of technical issues in which IICA specializes. Over the course of the year, 52 bulletins were distributed, 200 new subscribers registered with the system and more than 2000 items were shared (documents, links, news and events, among others).
IICA website www.iica.int	In 2013, IICA published 44 books and technical documents, all of which are available in digital format under Creative Commons licenses.

Source: Inter-American Information and Editorial Production Center of IICA

Acronyms

AECID	Spanish Agency for International Development Cooperation
ARC	Audit Review Committee (IICA)
CAC	Central American Agricultural Council
CATIE	Tropical Agriculture Research and Higher Education Center
CC	Climate change
EC	Executive Committee (IICA)
ECLAC	Economic Commission for Latin America and the Caribbean
FAO	United Nations Food and Agriculture Organization
FonTC	IICA's Competitive Fund for Technical Cooperation
GEF	Global Environment Facility
IABA	Inter-American Board of Agriculture
ICOA	Inter-American Commission for Organic Agriculture
IDB	Inter-American Development Bank
IICA	Inter-American Institute for Cooperation on Agriculture
IPPC	International Plant Protection Convention
LAC	Latin America and the Caribbean
MIOA	Market Information Organization of the Americas
MTP	Medium-term Plan (IICA)
PAF	Family Agriculture Plan (El Salvador)
PAHO	Pan American Health Organization
SNC	National Certification Systems
UNEP	United Nations Environment Programme