Looking back with a view to the future

“We are preparing for years of turbulent change. With its invaluable human capital as the backbone, the social capital represented by the governing bodies such as the Board of Directors and the Governing Council, as well as its valuable network of strategic partners, our institution starts out on its voyage toward the future with a relevant strategy, a renewed managerial system, committed personnel and a more than promising financial outlook.”

The First 100 Days. CATIE, June 2008

Four years ago, CATIE (Tropical Agricultural Research and Higher Education Center) began a journey with the destination in mind. However, plenty gave way to global financial scarcity. Since then, neither the institution nor the world has been the same. Today food and environmental challenges grow ever more acute for lack of collective action and decisive policy. Global pressures mount while human beings deplete natural resources and compromise the future.

CATIE has lived years of intense change, based on a strategy that seeks to consolidate its unique and relevant work. Its approach and its actions have enabled it to strengthen solid foundations and influence and contribute to solutions for urgent problems that overwhelm the planet and those who inhabit it.

We wish to share our journey—looking back while we look toward the future. We are convinced that CATIE’s four decades of existence have not passed in vain and that what has been learned (expressed in our systemic and collaborative approaches, designed to build climate-smart territories) leads us to act collectively at different scales. But let’s not get ahead of ourselves.
Strategic management: the starting point

To achieve proposed objectives, CATIE created a shared mission and vision that marked the course for day-by-day efforts and supported the Institutional Strategy Statement. We have made the most of our unique nature as an International Land-Grant University, which combines the generation of scientific knowledge, graduate education and training, and innovation for development through strategic projects in the countries.

These concepts were fundamental in the revision of our Institutional Strategic Plan in which strategic objectives and goals were established along a timeline. Using the methodology of the Balance Scorecard, we established the way to monitor achievements and impacts. With clear purposes defined, we could turn attention to the precise paths to reach them. Through specified indicators of achievement, we could know which goals and objectives were attained. The final result, possible through agreement and integration, was an intense and exciting change in the culture of the institution.

The process of collective reflection allowed us to put the finishing touches on the strategy statement that defines us at the same time that it indicates a clear institutional path toward our niche: “To be a recognized leader in the development of systemic and collaborative approaches that facilitate innovative and sustainable solutions to the complex challenges facing agriculture and natural resources in Latin America and the Caribbean.”
Building on this foundation, CATIE set forth the following fundamental approaches to support its day-by-day work.

- **Sustainable livelihoods**: emphasize capitals of communities and territories to build sustainable livelihoods

- **Territories**: integrate productive, economic, environmental, social and political components, working at a cross-sectional scale to contribute to sustainability of territories as well as the communities and ecosystems within them

- **Value chains**: involve all stakeholder in the chain (from producer to final consumer) to improve social responsibility and equity

- **Sustainable agricultural and forestry systems**: Its objective is sustainable and competitive production of food, fiber, and fuel.
Finally, CATIE built a matrix with three scientific programs focused on production systems and two intersectoral and systemic programs. This structure would offer a strategic platform for launching one of the most ambitious initiatives, in terms of scope and impact, that the institution has led.
The Mesoamerican Agroenvironmental Program (MAP) is an ambitious intersectoral platform with multiple partners and donors (Norway, Sweden and Finland) for knowledge management and innovation. It uses the livelihoods approach to multiply ecologically healthy, economically competitive and socially equitable use of natural resource and to achieve sustainable land management and use. Its ultimate goal is to improve human well-being in rural areas of Mesoamerica.

From its beginnings, MAP placed its sphere of action in two key territories: the region of Trifinio (El Salvador, Guatemala and Honduras) and the southern zone of Bosawas (northern Nicaragua).

In the past four years, the proposal carried out a cycle of technical and research work that resulted in innovative solutions. In this way the livelihoods of people in the territories are interwoven with actions vital to human security, such as water, food, social and environmental security and climate change.

Across the length and breadth of Central America, and in areas as diverse as coffee, vegetables, cocoa, forests and watershed management, MAP has introduced a novel approach that is both integrated and integrating.

In these four years, some 30,000 families benefitted directly or indirectly through coordinated actions of 20 MAP units in the most diverse production areas. This confirms the development objectives set by the program in its three thematic areas: adaptation to climate change, markets and value chains and ecosystem services. The purpose was to achieve a better quality of life in terms of income and productive and organizational conditions through knowledge management activities.

The MAP effect spread even further thanks to an extensive network (with more than 50 partners and 200 governmental and nongovernmental entities and a host of participants).
to develop strategies in rural development, agroenvironmental development and climate change, transferring technologies and resources developed by CATIE for sustainable land management. This type of work has strengthened financial management and ensured that the results and impacts of the intervention are lasting.

Gender equity had special attention, as did the opening of opportunity for young people to produce and to build knowledge. At the same time, the approach to the work, based on the family structure, facilitated development of instruments and forms of support for the productive units that had a more social, participatory demeanor, closer to the social reality of the rural sector.
Years of intense evolution

Ecosystem approaches at the territorial scale evolved with the question: “Why territories?” That gave rise to our proposal for climate-smart territories. As we will see in detail later, these involve socio-geographic spaces where the ecosystem services are maintained or restored to improve the well-being of the local population while mitigation of and adaptation to climate change is optimized. This innovative approach (the result of decades of work at CATIE with its partners) will guide the work of the institution in the coming years.
Research: complex and collaborative

The fundamental element of CATIE’s work has been the knowledge generated by its scientific personnel and their students, which for 40 years has provided practices, projects and policies that have contributed to solutions for urgent developmental and environmental needs.

Among the many areas of action, emphasis is on integration through platforms with multiple approaches and collaborative endeavors, which translates into internal and external teamwork. Farmer field schools are also an area for action, in which gender and the nuclear family are taken into consideration to propose solutions to production problems (as well as to determine the scope, issues and relations with the producer) and to respond to the needs of rural populations from the perspective of social and cultural dynamics.

The interdisciplinary and collaborative approach permitted work through the Platform of Scientific Collaboration, from which CATIE developed initiatives with organizations such as the French International Center for Agricultural Research for Development (CIRAD), INCAE Business School, Bioversity International, the Regional Cooperative Program for the Technological Development and Modernization of Coffee Cultivation (PROMECAFE) and CABI. Other examples of collaboration are with the Ibero-American Model Forest Network (IMFN) and the platforms of the Latin American and Caribbean Environmental Economics Program (LACEEEP) and Environment for Development (EfD) in topics related to environmental economics.

The collaborative approach also favored development of regional and international learning alliances (value chains and rural sustainability) and the development of CATIE as a key regional partner for the CRP research program of the Consultative Group on International Agricultural Research (CGIAR) in Central America and as a participant in the recently created Association of International Research and Development Centers for Agriculture (AIRCA).
We have perfected and applied a system of concepts and approaches based on secure and equitable livelihoods, inclusive and sustainable value chains and territorial development—all under the umbrella of our scientific programs and MAP.

Some concrete results have been territorial co-management, integrated approaches to climate change mitigation and adaptation, and strengthening value chains to reduce poverty. This resulted in methodologies for agricultural and forestry sectors that permit quantification, valorization and payment for ecosystem services as well as establishment of criteria and schemes for certification and comparison among them (which allows a basis for scientific analysis about different certifications).

Given the importance of genetic diversity that CATIE has conserved in its germplasm banks since the 1940s, the institution has invested significantly in the maintenance and long-term preservation of its collections. This effort has been recognized by the International Board for Plant Genetic Resources (IBPGR), an organization that recognizes the genetic diversity and representativeness of the resources conserved by CATIE. In the 1970s, the coffee and cocoa collections were assigned the rank of “international collection” and peach palm, fruits in the Sapotaceae family and orthodox seeds such as chile and squash were designated as a “base collections.”
Thanks to the agreement signed between CATIE and the Food and Agriculture Organization of the United Nations (FAO) in 2004 and ratified by CATIE and the Governing Body of the International Treaty on Plant Genetic Resources for Food and Agriculture in 2006, all CATIE collections now are in the public domain. This means that the material conserved is distributed under the Standard Material Transfer Agreement, which ensures easy access to resources preserved for research, improvement and training purposes in the service of food and agriculture. The agreement also stipulates the just and equitable distribution of the benefits from its use.

Interdisciplinarity is more than a declaration of good intentions. It requires creation of new forms of working and an enabling environment. It is more than a group of people of different specialties working together. It is about working in a different way, with common objectives and redirection of efforts toward a common point where the particularities of the different specialties converge.
Agroforestry and Sustainable Agriculture Program

The Agroforestry and Sustainable Agriculture Program (PAAS, Spanish acronym) consists of three physical groups and one functional group. The physical groups are coffee, cocoa and agroecology in the CATIE Livestock and Environmental Management Program (GAMMA, Spanish acronym), the Scientific Collaboration Platform with CIRAD and the close relationship with the World Agroforestry Center (ICRAF) and Bioversity International. PAAS offers two master’s degrees, has a chair and publishes two CATIE journals.

At the global level

PAAS has carried out intensive work during these years. It has become an important scientific center in the world of agroforestry in general—in particular, in coffee and cocoa.

Thanks to ever-closer ties with the scientific community (especially CGIAR—Bioversity and ICRAF—and CIRAD), we have made successful presentations in international forums and consultative groups in the cocoa and coffee sectors. The presence of PAAS and its projects in the coffee and cacao sectors of Central America has been widely recognized and effective.

The development of new clones of cocoa that are tolerant to moniliasis (frosty pod disease) and produce high-quality chocolate (series CATIE_Rx) stands out. These clones were established in the entire Central American region through the Central American Cocoa Project (PCC, Spanish acronym) in MAP, in cooperation with cocoa-producer organizations, agricultural schools, county agricultural centers, foundations and other local institutions. The current demand for these clones far exceeds the supply. These clones will be the pillars of cocoa production in Central America and Mexico in the coming years.

The profound impact of CATIE research and influence on key national and regional actors are joined to the important gene pool in crops such as coffee and cocoa. This is translated into frontline agroecological concepts that have been designed, validated and taught by CATIE to producers, producer organizations, technicians, academics and political leaders throughout the region.
Livestock

370,000 hectares. In 2010, the livestock sector in the region directly benefitted from the work of CATIE’s Livestock and Environment Program (GAMMA), whose primary objective centers on implementation of a model in which productivity and sustainability go hand in hand to benefit rural families dedicated to livestock production and the environment.

Forests

32 million hectares, 8 million people. CATIE has established a network with diverse partners that covers 28 model forests in 14 countries, for a total of about 32 million hectares that are home to some 8 million people. This platform enables sharing knowledge and best practices on topics as varied and relevant as biodiversity and community development, sustainable forest management, management and restoration of degraded landscapes, protected areas, and territorial planning and land-use regulations, among others.

These processes have been strengthened by ties with international cooperation, with organizations such as the International Union of Forest Research Organizations (IUFRO), FAO, International Model Forest Network (IMFN), forest research institutes in Finland and South Korea, the Center for International Forestry Research (CIFOR), Spanish National Institute for Agriculture and Food Research and Technology (INIA), and the World Bank, among others.
Climate change
The topics of climate change and climate variability have become very important. Four years ago, our capabilities were limited by a small staff, principally working in mitigation. We decided that promoting actions in adaptation was a priority for our region and that these actions should achieve synergies with mitigation. We fortified our capabilities and initiatives in adaptation since that topic required an interdisciplinary and systemic focus that would be more in line with the niche we had defined and where we had the greatest strengths.

To date, practically every area in CATIE implements actions in climate change. We have more specialists who address this issue in agricultural and livestock production, forest management, watersheds and protected areas, and environmental policy. In these years, we have implemented at least 30 projects in climate change as well as a large number of activities in education and training. One example is the Cooperative Project on Mitigation and Adaptation to Climate Change in Sustainable Forest Management in Ibero-America (known as MIA), which was an initiative of a group of institutions (among them CIFOR, INIA-Spain and CATIE) to generate information and knowledge and strengthen regional capabilities in mitigation and adaptation to climate change in sustainable forest management in Ibero-America.

Society
50,000 families. In these four years the development and implementation of innovative approaches and best practices, such as farmer field schools, carried out with some 400 local and national partners has helped more than 50,000 families improve the quality of their lives and the management of their farms and territories though development of skills and knowledge.

Advocacy
CATIE has taken part in initiatives of the Central American Integration System, such as the Central American Strategy for Territorial Rural Development (ECADERT, Spanish acronym), Central American Integration System for Agricultural Technology (SICTA, Spanish acronym), Regional Agroenvironmental and Health Strategy (ERAS, Spanish acronym), Regional Strategic Plan for Management of Forest Ecosystems (PERFOR, Spanish acronym) and the Regional Strategy for Climate Change. In these forums, CATIE has contributed to the development of regional policies.
A powerful IDEA

The past five years have been as challenging as successful for the team of the IDEA Program. The creation in 2007 of the Environment for Development in Central America Program marked a change in direction. A reactive approach with a strong emphasis on short-term consultancies and courses moved to a long-term strategy centered on the potential for research by team members of the IDEA Program.

A dynamic group of researchers has been consolidated that is financially successful and has received significant international recognition. The cohesive team has assumed the challenge of recruiting young researchers and preparing them for their doctorates. Five young researchers have followed this path in the past four years.

Financing depends on research funds and creation of research capabilities. IDEA has attracted the interest of foundations (for example, Tinker Foundation and 3EI), multilateral organizations (such as the World Bank and the Inter-American Development Bank) and bilateral donors (such as Sweden and the Canadian International Development Research Centre—IDRC).

Therefore, the research projects today have greater and more stable and long-term funding and are much more diversified than five years ago.

In addition it has managed to maintain and strengthen the Latin American and Caribbean Environmental Economics Program (LACEEP). This program enjoys great prestige in Latin America and the world and places CATIE as a reference point in the field of environmental economics.

The third achievement has to do with our partners and clients. Research should be designed with the decision maker in mind and respond to a problem that is relevant for the region. It is imperative to view decision makers as active subjects and involve them in the process of knowledge generation from the moment in which a research problem is conceived. Learning alliances have been formed with decision makers that have marked our research agenda with topics such as management of protected areas, payment for environmental services, analysis of public policy, evaluation of impacts and management of water resources.
Strategic and corporate communication

Through strategic and corporate communication, and incorporation of new and more effective tactics, we are positioning ourselves as leaders in the development of systemic and collaborative approaches that facilitate innovative and sustainable solutions to the complex problems that confront agriculture and natural resources in Latin America and the Caribbean.

Supported by moving the Communications and Policy Office (OCI) to the Division of Outreach and Development, as well as policies, guidelines and manuals, our communication strategy during these four years has included media, public relations and protocol management, consolidation of corporate image, internal communication, and production of publications and print and digital promotional materials.

Results were swift, as shown in the figure: press coverage has been constantly increasing, achieving record levels in 2011 and 2012, as well as press releases and production of publications and promotional materials.
Chains that liberate

The Competitiveness and Value Chains Program is a clear example of CATIE’s significant impact in key areas such as poverty reduction (2007), the world food crisis (2008) and work with the private sector (2009–2011).

An example is the development, in conjunction with the Regional Unit for Technical Assistance (RUTA), of the strategic “Green Businesses” of ERAS. In addition to providing support to programs such as MAP, Forests and Forest Management in Central America (Finnfor), the work transcended borders thanks to the leadership provided in the Learning Alliance on the Impact of the Value Chain Approach on Poverty (an international alliance with partners in the United States, Asia, Africa and Latin America).

CATIE’s multidisciplinary work permitted the Competitiveness and Value Chains Program to lead the launch and execution of the Master’s in Agribusiness Management with INCAE Business school and the Master’s in International Sustainable Tourism with the University of North Texas (both in English).

These milestones and the products and services provided by the Competitiveness and Value Chains Program has a very direct relationship with CATIE’s mission and strategy by providing concrete solutions for reducing poverty without compromising sustainability of natural resources.
Recognized and diverse graduate programs

The great strength of CATIE’s graduate system is its designation as an International Land Grant University. Students and professors work shoulder to shoulder with producers, development managers, decision makers from the public and private sectors in different countries en what we can call “the international factory of knowledge for development.”

From 2008–2012, the CATIE Graduate School created innovative academic programs. Two are the Master’s in Development Practice and a specialization on the same topic, which require an interdisciplinary structure in health science, social science, natural science and the science of development management. With this program, CATIE is a member of the Global Network of Master’s in Development Practice, made up of 22 other leading universities at the global level, which is supported by the John D. and Catherine T. MacArthur Foundation.

Based on the success of our academic programs with the University of Idaho, Bangor University and INCAE, we strengthened our international environment and expanded our joint programs, including the Master’s in International Sustainable Tourism (MIST) with
the University of North Texas, and we are developing new programs with New Mexico State University and strengthening cooperation with renowned academic centers in Latin America, Europe and North America. We have also broadened cooperation with organizations that offer educational loans in the region.

In 2010 Costa Rica’s Legislative Assembly approved modification of CATIE’s Constitutive Law, which recognized its character as an international university and permits us to begin the process of accreditation of our academic programs and management of the quality of education. The next step was joining the National System of Accreditation for Higher Education (SINAES, Spanish acronym). That agreement signaled a milestone in the history of our school, expressly recognizing the unique nature of the institution in integration of its three key functions of education, research and innovation for development as well as ratifying it as an international university. During 2011 we sowed a seed of distance education by giving two international courses, with more than 100 participants. Now we are dedicated to innovation in our academic offering by providing other diploma programs and specializations through distance education.
A horizon with many flags

“Each member country is CATIE and CATIE is for each member country.” This maxim expresses our strong interest in strengthening an institutional cross-cutting approach, from the improved financing of the National Technical Offices (NTOs), the broadening of communication channels and the adoption of innovative strategies that seek a holistic view of our work, that is, with neither frontiers nor limitations.

In “The First 100 Days” we mapped out our commitment to strengthening the NTOs as the ideal way to strengthen ties with the member countries and increase the impact of our work. In 2008 alone, there was a significant increase in resources (more than a million dollars), which resulted in an enormous impact from MAP mentioned earlier. Thanks to this, the links became stronger and the work of CATIE deepened in the territories.

During the past four years, we created National Advisory Committees (CAN, Spanish acronym), which are groups made up of persons key to CATIE’s work. These support teams have proven to be of invaluable strategic importance by informing us of needs in the countries and better target what we have to offer. They have enriched the discussion about topics in which CATIE can have impact in the countries and strengthen our network of allies. The CAN serve as a vital support and have complemented the Technical Support Groups (GAT, Spanish acronym), made up of coordinators of projects in the countries. With both groups, we have clarified the core points for influencing policy-making processes and forums.

In addition to these initiatives is the commitment to annual events that have to do with accountability and the Country Reports—mechanisms to better divulge CATIE’s work in the countries and practice the value of institutional transparency.
With these collaborations, the extensive and intensive work of CATIE and the strengthening of the NTOs will increase CATIE’s impact in the countries. The management and operation is ever more integrated and our network of partners and allies has allowed us to penetrate into processes of political incidence and development.

CATIE is different not only because it generates and manages knowledge but also because it offers possibilities to implement it through the quantity and diversity of its partners. In addition, our graduate students find a unique training opportunity, linked to knowledge management and innovation for development.
Sustainable supply of knowledge in a context of changing funding

An important part of the strategy to come up with funding options was creation of the Management of Opportunities and Services Unit (UGO, Spanish acronym) in 2010. UGO makes the knowledge that exists at CATIE available for use in the countries through development of proposals and actions coordinated among different instances (NTOs and programs). At the same time, it captures resources to support financial sustainability. Under this model, UGO stimulated integration of CATIE professionals and graduates and the knowledge and methodologies generated.

The goal to achieve high-level synergies required enabling conditions, which were reached with a high-level technological platform.
Rationalize expenditure and diversify income sources

Another important objective during the past four years was to provide CATIE with sound finances, so a financial strategy was developed on two fundamental fronts.

The first front had to do with putting the financial house in order. This process helped restore liquidity (which began with USD 324,000 in 2008 and closed at USD 1.5 million in 2011). The actions taken by the different divisions allowed a reduction of the accounts receivable and increased the financial income in 350% through policies of the treasury. In addition, the investment portfolio of trusts, and a greater yield for financing research and education activities directed by the Graduate School and the Forest Production and Conservation Program, as well as for the capitalization of the patrimonial fund, which is currently US$ 12.2 million. The costing of shared services (using activity-based costing) generated resources needed to carry out these processes, as part of a comprehensive effort to recuperate indirect costs. Additionally, review and optimization of operational processes was completed, which permitted a total reduction in expenditures (savings) of US$212,000 in 2010, a figure superior to the US$150,000 originally proposed.

The second revolved around diversification of income sources, which began with creation of the Commercial Division, with the goal of generating resources framed with a strategy that seeks to promote entrepreneurship at CATIE. The vision is that the Commercial Division be a first-rate laboratory for educational processes and development of innovative and sustainable practices and productive resources. In these past years the work has been intensive. In 2010 an investment of US$500,000 was made in renovation of sugar cane and coffee plantations and the dairy farm, which will result in significant increases in productivity and crop yields and income in the short term.

Special mention should be made of the climate-smart dairy on the Commercial Farm—one way to teach the integrated vision that CATIE proclaims by example. The investment strategy was to develop a model of milk production under a careful business plan based on profitability and productive and environmental sustainability. On one hand, the work focused
on production (based on silvopastoral systems) and animal management (to avoid caloric stress common in tropical dairies). The other focus was on a strategy to mitigate the environmental effects of the primary phases of the dairy industry and propose a type of management system for livestock.

Finally, the dairy incorporated a technological package developed by CATIE’s GAMMA Program, with aspects such as reduction and mitigation of greenhouse gas emissions, water harvesting, clean energies and internationally recognized certifications. These practices will result in an increase in the dairy’s productivity, adoption of environmentally sustainable practices, improvement in the quality of milk (recognized by the Dos Pinos R.L. Milk Producers Cooperative, maintenance of the Blue Flag Ecological Award for the Commercial Farm and other processes underway related to certification of the dairy by important international agencies.

“CATIE’s vision for the future should not only look toward implementation of adequate models for agricultural and livestock processes in the countries but also move toward achieving sustainability—which in current and future times becomes an imperative for any institution with a nature similar to that of CATIE.

—Rosalía Arteaga, past member of the CATIE Board of Directors.

With great vision, the biotechnology laboratory and germplasm and forest-seed banks incorporated these paradigms of business viability. In the past four years, it became urgent to address the genetic erosion of the germplasm collections through better management of assigned funds and collaboration between staff of the Research Division and the Commercial Division. The
process has been successful in safeguarding the plant genetic resources of the region, which are a patrimony of all humanity.

In this area, the capacity of CATIE achieves its true dimension, finding a meeting point between its generation of knowledge, application of that knowledge and business potential (innovation put into practice). The business approach reached into CATIE’s hospitality services, also in the Commercial Division, showing an important upturn in total earnings.

In 2011, the efforts to increase the quality and effectiveness of our operations permitted us to extend to the main campus the Blue Flag Ecological Award, which the Commercial Farm had received in 2010. Now we are working to obtain Rainforest Alliance certification for livestock production on our Commercial Farm.

By incorporating business plans into CATIE’s commercial work, we capitalize on generation of knowledge, promote entrepreneurship and innovation and take firm steps toward financial strength.
Commitment and rewards

In the process of analysis to define our direction, the need to change staff training became an institutional objective. The Continuing Education Program invested about $218,000 (in 2010 alone) to improve the skills and abilities of personnel, with more than 9,500 hours of training. As the range of beneficiaries broadened, the topics became more diverse, including managerial leadership, technological tools and languages.

Another commitment was to ensure competitive salaries. A tool for analysis allowed us to compare our salary structure with similar positions in other institutions; we adjusted benefits so that 74% of staff were at or above the average market salary. This was an important effort for CATIE finances and vital for getting collaborators with competitive salaries. Although in 2010 this percentage fell (as a result of the strong depreciation of the dollar in relation to the Costa Rican colon), CATIE continued its commitment to offer competitive salaries.

Building a network

With the bases for work settled, providing the institutional community with collaborative tools for integrated work was a priority. For the first time in many years, CATIE totally transformed its technological platform by acquiring the latest technological systems. This had a very positive impact in the way in which staff members carried out their work and communicated with each other and with collaborators outside of CATIE.

State of the art communication that enabled accessibility and power of teamwork, such as an efficient institutional e-mail, platforms that favored common work spaces in an effective way and integration via videoconferences and virtual spaces enabled working together on documents and inputs of highly varied natures.
Four years of hard work found CATIE invigorated and with a challenging and relevant agenda. Definition and implementation of the Strategic Management Plan strengthened human, technological and financial resources for the integration. We confronted the financial crisis that shook the world and moved forward, thanks to our common commitment, the strength of our differentiated and innovative work and the health of our finances.

What will be our institutional answer to the challenges of tomorrow, to make our work more relevant?
Our vision for the future
Climate-smart territories

For 40 years, CATIE has worked diligently in the creation of innovative models for generating knowledge and the development of tools to facilitate their application. Systemic approaches form our paradigm. In the years to come, CATIE will promote the concept of climate-smart territories on all of our fronts.

This model seeks to reinvent the way that individuals relate to their surroundings. It takes into account the power of collective action in each territory—where each actor, who is guided by a common vision, supports conservation, management or restoration of the territory. Among the objectives are to increase the territory’s production capacity, reduce emission of gases responsible for climate change and variability, and augment capacity of adaptation of the territory, its inhabitants, its productive systems and ecosystems to the growing pressures caused by global changes. In synthesis, it is a proposal to put in practice the new paradigm of “green development.”
Sustainable and inclusive human well-being

Climate-smart territories

- Optimization of the production of food, materials and other ecosystem services
- Greater social and ecological resilience
- Reduction of emissions and ecological footprint
- Inclusive and equitable use of natural resources and agrobiodiversity

Germplasm and genetic materials
- Sustainable agricultural, agroforestry and forestry systems
- Management of landscapes, ecosystems and ecosystem services
- Sustainable agribusiness and value chains
- Livelihoods, community capitals and institutionality
- Monitoring and knowledge management
- Impact on policies, institutions and development processes
This is a novel concept in the following aspects:

*Its stakeholders:* it involves all persons who influence the way in which environmental, social and productive resources are administered in the territory.

*Its scale:* a territory is the smallest unit for achieving a real and collective impact that reaches beyond the environmental, social or productive. It is something like "seeing the whole film" to make the impacts of joint actions more effective.

*Its approach:* climate is increasingly a decisive, fundamental and critical variable for any approach to sustainable development. Climate-smart territories incorporate climate in the mitigation of impending present and future global changes. For the first time, a multitude of variables are taken into account for responding to the complex problems of human beings and their environments in an effective and holistic manner.

Climate-smart territories are an answer to these challenges. They are a product of decades of work at CATIE, dozens of projects and hundreds of partners that have reached a million people in hundreds of thousands of square kilometers in Latin America, incorporating successful experiences from other regions of the world.

Anticipated impacts include the following:

- strengthening democracy and local government (and therefore human rights and equity) through formal and informal consultative platforms
- joint planning processes among main stakeholders in the territory
- development of innovative financial mechanisms that, through market mechanisms and other incentives, foster the application of production and conservation practices that lead to an increase in productivity and production
- adaptation to and reduction of emissions
- monitoring mechanisms
- mechanisms of learning for stakeholders in the territory

Integration of the preceding should enable each territory to optimize its production capabilities while conserving or restoring the ecosystems and the services that they provide to us. This turns the climate-smart territories into a concrete territory to advance toward a green economy.

Under this concept, we will promote land uses and practices that reduce greenhouse gas emissions and increase the ability of production systems and human communities to adapt. We will promote
effective production methods in order to conserve the natural resource base that we need now and for future generations: soils, water and biodiversity.

A very clear example is the transformation of traditional livestock systems into silvopastoral systems, which incorporate trees in pastures. These systems achieve the preceding and increase milk and meat production. Agroforestry systems, such as coffee or cocoa with shade trees, achieve similar results. We will repeat successful experiences (co-management of watersheds, model forests and biological corridors) as well as successful policies (payment for ecosystem services and other economic instruments).

People closest to a natural resource understand and recognize better its importance to their livelihoods—for example, springs from which they receive water. This concept gives a preponderant role in management of natural resources to stakeholders in the territory, encouraging individuals to have a more harmonious relationship with their surroundings and understand how their actions have an impact on the benefits that nature provides to us.

In these next four years, we intend to consolidate the concept, divulge information and bring about its widespread use. We will seek to facilitate concerted action among central and local governments, the private sector, inhabitants of the territory and academic and scientific organizations and society in general that are linked with the territories.
The Graduate School: a world of possibilities

One of the areas of greatest dynamism will be the Graduate School. In the medium term, we hope to complete implementation of a business plan to achieve financial sustainability. This involves a project with clear goals and objectives that also will evolve and adapt to results and to the changing environment of academic offerings.

In this way we will formally approve the paths for growth and we will know how the Graduate School’s different components help achieve the financial plan. We will also fine-tune our services to respond to the needs of current and potential students.
These actions include broadening and diversifying educational possibilities through interchanges, joint or shared training programs with other universities, diplomas, courses and new master’s and chairs. It will open a palette of possibilities that draw to CATIE a broader range of interests and options. We are working to establish additional benefits (such as development of joint graduate programs) that permit a student to receive additional certificates (in specific areas) in addition to the title corresponding to graduate program he or she is enrolled in.

The core of the vision for the future is to strengthen options for virtual academic and professional education. This is a field in which much remains to be done but in which there are enormous possibilities for bringing the recognized quality of our faculty to those who need it, unlimited by time or space.

This reinforces our goal of consolidating CATIE as an international university specializing in interdisciplinary approaches to sustainable development. The richness CATIE offers to its students and professors is precisely the link with the processes of knowledge generation and innovation for development.

**International Land-Grant University**

All of the processes that occupy us in these next years will be aligned with a strong, clear and precise conception of our role in the formation of leaders as active agents for change. In this way, we will work to consolidate CATIE as the only International Land-Grant University in the Latin American region.

CATIE’s international character is tied to the symbiosis between a diverse international faculty and student body and to the incredible potential we offer in our offices and projects in various countries. This permits CATIE to offer a first-rate laboratory to validate and enrich its educational work.

This seals our character as a land-grant university, where students and professors conceive and are conceived as agents of change through knowledge management for productive sectors and political decision-making bodies.

The formation of our students carries a unique and distinctive character, arising from the teaching process in which knowledge is postulated, created and validated in two-way processes in a rich interchange between the student and his environment.
After four years of efforts to leave a profound and visible footprint in our area of mandate, we now prepare to strengthen and increase this process of integration and incidence. We will promote research actions and participatory action and development projects based on scientific knowledge (in other words, innovation for development), strengthen teaching and attract more students, and have a greater influence on policies and territories (advocacy for development). Work in the countries will lead to an integrated and integrative effort that promotes institutional commitment and collaboration.

In the medium term, we propose what we call Affiliated CATIE Specialists, essentially graduates who attend the demand for technical services and support basic functions while they carry out outreach and advocacy activities. This program, with enormous potential, will require a pre-process of skill recognition and definition of conditions.

Another area for key action will be strengthening a culture oriented toward assertive communication of our work. Through this we will achieve greater impact from our work and will be even more efficient when seeking allies and enriching knowledge through collective efforts.
In addition to fortifying its platform for cooperation with international research centers, CATIE plans to divulge its work in regional and world forums on agroforestry, coffee, cocoa, forestry, climate change water management and others. Concrete results of these efforts will be an increase in the use of genetic diversity (with improved materials) and an increase in policy and market instruments that promote sustainable production systems.
Four years ago, the absence of systematized information and an adequate costing tool constituted important stumbling blocks in the search for a clear and sound financial panorama. We overcame these challenges with a clear road map; efforts focused on diversifying sources of income and reducing financial vulnerability.

Specifically, the efforts to increase income are the following:

- continue collaboration between our scientific programs and international cooperation partners to implement research projects for development
- carry out more effective fundraising for education (scholarships and infrastructure) with the support of our board of directors and our two foundations (Fundatropicos and The Tropics Foundation)
- implement commercial activities aligned with our mission and our nature
- strengthen the sale of specialized technical services as a way to carry our new knowledge to countries in the region
- continue effective financial management, which includes recuperation of indirect costs, reception of more member country quotas and continuation of the savings program.
As we will see later, the strategy is complemented by new chairs and a greater academic offering as well as diversification of highly specialized products and services. The goal is to strengthen the core budget to permit sustained and strategic growth of shared services offered to internal clients.

In three years, UGO operations should be consolidated and a marketing strategy developed to strengthen CATIE’s brand in commercial and services areas.

In the current context of climate change, the opportunity to create a patrimony based on forest and forest plantations is outlined. This forest patrimony (Green Fund) can benefit CATIE’s prestige, its capacity in the area of forestry and possible involvement of member countries under a model of mutual benefit.

From 2008 to 2011, CATIE was able to raise and stabilize its liquidity reserve (resources to cover operational costs) from US$324,000 to US$1.5 million. The internal investments made in 2011 and reduction in nonagricultural commercial surpluses reduced these funds to US$776,000 in 2012 (equivalent to 52 days of operation of the core budget). The goal for the near future is to get it a million dollars (equivalent to 67 days of operation) through yields from the investments mentioned and controlled management of expenses.

Complementary actions seek to improve the management and financial performance of the liquidity, structuring, and presentation of the financial and accounting information. They also seek to strengthen the organization and control of the computer processes associated with administrative and financial management of CATIE. Although the strategy aims at entrepreneurship and the commercial supply of products and services with high added value, at the same time that it will develop efforts to capture resources by mapping the corporate philanthropy sector and visualizing an institutional offer that coincides with the demands of this sector.
Strengthen the strength
For the next years, CATIE will continue with its Continuing Education Program to increase the abilities and skills of its greatest strength: the human resource. In four years, we expect to reach the goal of investing 3% of the CATIE budget in training to consolidate efforts initiated in 2009. Efforts will continue to procure competitive salaries for our staff.
Diversification is the name of the game

We have worked diligently to consolidate the Commercial Division and the goods and services it offers. This is based on our pressing need to reduce our financial vulnerability, promote entrepreneurship, apply technologies and knowledge to everyday practice, and favor the germination of new businesses.

We expect to increase productivity in the dairy and coffee and sugar cane plantations (via a strong injection of capital covered in our business plan). We also want to solidify operations of CATIENatura Park to increase visitation and occupancy in our housing infrastructure for short stays (Casa de Café, European Community housing). We also envision additional investment in infrastructure for an increased number of students.

We will continue the process of reinforcing the commercial viability of our biotechnology products, especially the F1 coffee hybrids. These hybrids are a potential generator of resources that will be the spearhead for innovation based on scientific knowledge.

Finally we will develop cooperation with the private sector, particularly the agroindustrial sector, including public-private alliances.
Building the future

We have briefly reviewed the work of the past four years while looking at CATIE’s future for the coming years. Never before has the world confronted a challenge that threatens natural resources, productive resources and human life.

In this context, CATIE’s work looks to be a solid source of theoretical and practical knowledge—validated in the field, the classroom, the negotiation table, international forums and everywhere that the well-being of rural people is the topic of discussion.

With concepts such as climate-smart territories, we plan to bring positive impacts and thus influence the construction of a world that future generations hope for and deserve using innovative and responsive formulas.

Let us move forward.
During four decades of work, CATIE has counted on the collaboration of hundreds of donors, allies and strategic partners whose assistance has allowed us to consolidate a significant and lasting impact in the region.

The ceaseless search for answers has led us to develop alliances and joint work, translated into financial support, scientific professionals from other organizations associated with CATIE, volunteers, consultants, information exchange, construction of knowledge and promotion of what we do.

We wish to recognize the support from national and local governments, diplomatic representatives, international cooperation entities, specific donors and the private sector, related academic and scientific centers, nongovernmental organizations and producer families, private sector businesses, governmental bodies and all those who walk with us on the marvelous adventure.

With your indispensable assistance
**List of acronyms**

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Full Form</th>
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<tbody>
<tr>
<td>AIRCA</td>
<td>Association of International Research and Development Centers for Agriculture</td>
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<td>Bioversity</td>
<td>Bioversity International</td>
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<td>CABI</td>
<td>CAB Internacional</td>
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<td>CAN</td>
<td>National Advisory Committees, CATIE</td>
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<tr>
<td>CATIE</td>
<td>Tropical Agricultural Research and Higher Education Center</td>
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<td>CGIAR</td>
<td>Consultative Group on International Agricultural Research</td>
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<tr>
<td>CIFOR</td>
<td>Center for International Forestry Research</td>
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<td>Cirad</td>
<td>French Agricultural Research Center for Development</td>
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<td>EID</td>
<td>Environment for Development Program</td>
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<td>ERAS</td>
<td>Regional Agroenvironmental and Health Strategy</td>
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<td>FAO</td>
<td>Food and Agriculture Organization of the United Nations</td>
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<td>Finnfor</td>
<td>Forests and Forest Management in Central America</td>
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<td>GAMMA</td>
<td>Mesoamerican Agroenvironmental Program</td>
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<td>GAT</td>
<td>Technical Support Groups</td>
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<td>IBPGR</td>
<td>International Board for Plant Genetic Resources</td>
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<td>ICRAF</td>
<td>International Center for Research in Agroforestry</td>
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<td>IDRC</td>
<td>International Development Research Centre</td>
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<td>INCAE</td>
<td>INCAE Business School</td>
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<tr>
<td>INIA</td>
<td>National Agriculture and Food Research and Technology Institute (Spain)</td>
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<td>IUFRO</td>
<td>International Union of Forest Research Organizations</td>
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<tr>
<td>LACCEP</td>
<td>Latin American and Caribbean Environmental Economics Program</td>
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<td>MAP</td>
<td>Mesoamerican Agroenvironmental Program</td>
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<tr>
<td>OTN</td>
<td>National Technical Offices</td>
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<tr>
<td>PAAS</td>
<td>Programa Agroforestería y Agricultura Sostenible</td>
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<td>PCC</td>
<td>Central American Cacao Project</td>
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<tr>
<td>PROMECAFE</td>
<td>Regional Cooperative Program for the Technological Development and Modernization of Coffee Cultivation in Central America, the Dominican Republic and Jamaica</td>
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<tr>
<td>RIABM</td>
<td>Red Iberoamericana de Bosques Modelo</td>
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<tr>
<td>RIBM</td>
<td>International Model Forest Network</td>
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<tr>
<td>RUTA</td>
<td>Regional Unit for Technical Assistance</td>
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<tr>
<td>SINAES</td>
<td>National Accreditation System for Higher Education</td>
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<tr>
<td>UGO</td>
<td>Management of Opportunities and Services Unit</td>
</tr>
</tbody>
</table>
List of collaborators, partners and allies

Members of CATIE
Government of Belize
Government of Bolivia
Government of Colombia
Government of Costa Rica
Government of Dominican Republic
Government of El Salvador
Government of Guatemala
Government of Honduras
Inter-American Institute for Cooperation on Agriculture (IICA)
Government of Mexico
Government of Nicaragua
Government of Panama
Government of Paraguay
Government of Spain
State of Acre in Brazil
Government of Venezuela

Multilateral Financial Institutions
Banco Centroamericano de Integración Económica (BCIE)
Banco Interamericano de Desarrollo (BID)
Banco Mundial (BM)

Embassies
Embassy of Germany
Embassy of Argentina
Embassy of Australia
Embassy of Brazil
Embassy of Canada
Embassy of Chile
Embassy of China
Embassy of Spain
Embassy of Finland
Embassy of the United States of America
Embassy of Mexico
Embassy of Norway
Embassy of Sweden
Embassy of Switzerland
Embassy of the United Kingdom

**United Nations System**
Organización de las Naciones Unidas para la Agricultura y la Alimentación (FAO)
Organización de las Naciones Unidas para la Educación, la Ciencia y la Cultura (UNESCO)
Organización de los Estados Americanos (OEA)
Programa de las Naciones Unidas para el Desarrollo (PNUD)
Programa de las Naciones Unidas para el Medio Ambiente (PNUMA)

**Regional Organizations**
Comisión Centroamericana de Ambiente y Desarrollo (CCAD)
Consejo Agropecuario Centroamericano (CAC)
Fondo Regional de Tecnología Agropecuaria (FONTAGRO)
Foro de las Américas para la Investigación y Desarrollo Tecnológico Agropecuario (FORAGRO)
Organización de Estados Americanos (OEA)
Organización Internacional de las Maderas Tropicales (OIMT)
Secretaría General Iberoamericana (SGIB)
Sistema de Integración Centroamericano de Tecnología Agrícola (SICTA)
Sistema de la Integración Centroamericana (SICA)

**Ministries and National Authorities**
Asociación Nacional del Café (ANACAFE) de Guatemala
Autoridad Nacional del Ambiente (ANAM) de Panamá
Centro Nacional de Tecnología Agropecuaria y Forestal (CENTA) de El Salvador
Consejo Nacional de Áreas Protegidas (CONAP) de Guatemala
Consejo Nacional de Ciencia y Tecnología (CONACYT) de México
Departamento de Agricultura de los Estados Unidos (USDA)
Departamento de Recursos Naturales de Canadá (NRCan)
Empresa Brasileña de Investigación Agropecuaria (EMBRAPA)
Fondo Nacional de Financiamiento Forestal (FONAFIFO) de Costa Rica
Instituto de Desarrollo Rural (INDER) de Costa Rica
Instituto de Innovación y Transferencia de Tecnología Agropecuaria (INTA) de Costa Rica
Instituto de Investigaciones Agropecuarias de Panamá (IDIAP)
Instituto del Café de Costa Rica (ICAFE)
Instituto Hondureño del Café (IHCAFE)
Instituto Nacional de Bosques (INAB) de Guatemala
Instituto Nacional de Conservación y Desarrollo Forestal, Áreas Protegidas y Vida Silvestre (ICF) de Honduras
Instituto Nacional de Desarrollo Rural y de la Tierra (INDERT) de Paraguay
Instituto Nacional de Innovación y Transferencia en Tecnología Agropecuaria (INTA) de Argentina
Instituto Nacional de Investigación y Tecnología Agraria y Alimentaria (INIA) de España
Instituto Nacional de Investigaciones Agropecuarias (INIAP) de Ecuador
Instituto Nacional de Investigaciones Forestales, Agrícolas y Pecuarias (INIFAP) de México
Instituto Nicaragüense de Tecnología Agropecuaria (INTA)
Ministerio Agropecuario y Forestal (MAGFOR) de Nicaragua
Ministerio de Agricultura de República Dominicana
Ministerio de Agricultura y Ganadería (MAG) de Costa Rica
Ministerio de Agricultura y Ganadería (MAG) de El Salvador
Ministerio de Agricultura, Alimentación y Medio Ambiente (MAGRAMA) de España
Ministerio de Agricultura, Ganadería y Alimentación (MAGA) de Guatemala
Ministerio de Ambiente (MDE) de Haití
Ministerio de Ambiente y Recursos Naturales (MARN) de Guatemala
Ministerio de Ambiente, Energía y Mares (MINAE) de Costa Rica
Ministerio de Bosques, Pesca y Desarrollo Sostenible de Belice
Ministerio de Ciencia y Tecnología (MICIT) de Costa Rica
Ministerio de Desarrollo Agropecuario (MIDA) de Panamá
Ministerio de Desarrollo Rural y Tierras (MDRyT) de Bolivia
Ministerio de Economía Familiar, Comunitaria, Cooperativa y Asociativa (MEFCCA) de Nicaragua
Ministerio de Educación (MINEDU) de Bolivia
Ministerio de Medio Ambiente y Aguas (MMAyA) de Bolivia
Ministerio de Medio Ambiente y Recursos Naturales (MARN) de El Salvador
Ministerio de Medio Ambiente y Recursos Naturales de República Dominicana
Ministerio de Recursos Naturales y Agricultura de Belice
Ministerio de Relaciones Exteriores de Finlandia
Ministerio de Relaciones Exteriores de Noruega
Ministerio de Relaciones Exteriores y Comercio de Nueva Zelanda
Ministerio de Relaciones Exteriores y Culto de Costa Rica
Ministerio del Ambiente y los Recursos Naturales (MARENA) de Nicaragua
Ministerio Federal de Cooperación Económica y Desarrollo (BMZ) de Alemania
Programa Cooperativo de Investigación, Desarrollo e Innovación Agrícola para los Trópicos Suramericanos (PROCITROPICOS)
Programa Iberoamericano de Ciencia y Tecnología para el Desarrollo (CYTED)
Secretaría de Agricultura y Ganadería (SAG) de Honduras
Secretaría de Agricultura, Ganadería, Desarrollo Rural, Pesca y Alimentación (SAGARPA) de México
Secretaría de Desarrollo y Participación Social (SEDEPAS) de Chiapas, México
Secretaría de la Reforma Agraria (SRA) de México
Secretaría de Medio Ambiente y de los Recursos Naturales (SEMARNA) de México
Secretaría de Planificación y Cooperación Externa (SEPLAN) de Honduras
Secretaría de Pueblos y Culturas Indígenas de Chiapas, México
Secretaría de Recursos Naturales y Ambiente (SERNA) de Honduras
Secretaría del Campo de Chiapas, México
Secretaría Nacional de Ciencia, Tecnología e Innovación (SENACYT) de Panamá
Secretaría Nacional de Educación Superior, Ciencia, Tecnología e Innovación (SENESCYT) de Ecuador
Servicio de Pesca y Vida Silvestre de los Estados Unidos (USFWS)
Servicio Forestal de los Estados Unidos (USFS)
Sistema Nacional de Áreas de Conservación (SINAC)
Viceministerio de Ciencia y Tecnología (VCyT) de Bolivia
Secretaría del Ambiente (SEAM) de Paraguay
Universities
INCAE Business School, Costa Rica
Instituto de Agricultura, Recursos Naturales y Ambiente (IARNA) de la Universidad Rafael Landívar, Guatemala
Instituto Tecnológico de Costa Rica
Universidad Estatal de Luisiana, Estados Unidos
Universidad de Bangor, Reino Unido
Universidad de Córdoba, España
Universidad de Costa Rica
Universidad de Freiburg, Alemania
Universidad de Gales, Reino Unido
Universidad de Gotemburgo, Suecia
Universidad de Gotinga, Alemania
Universidad de Helsinki, Finlandia
Universidad de las Naciones Unidas, Japón
Universidad de Lleida, España
Universidad de San Carlos, Guatemala
Universidad de Valladolid, España
Universidad del Norte de Texas, Estados Unidos
Universidad de Idaho, Estados Unidos
Universidad EARTH, Costa Rica
Universidad Estatal Amazónica, Ecuador
Universidad Estatal de Nuevo México, Estados Unidos
Universidad Federal de Acre, Brasil
Universidad Federal de Amazonas, Brasil
Universidad Nacional (UNA), Costa Rica
Universidad Nacional Autónoma, Nicaragua
Universidad para la Paz, Costa Rica
Universidad Politécnica de Madrid, España
Universidad Purdue, Estados Unidos
Universidad Rey Juan Carlos, España
Universidad Técnica Particular de Loja, Ecuador
Universidad de Valencia, España

NGOs and Other Organizations
Asociación Salvadoreña de Ayuda Humanitaria (PROVIDA)
Catholics Relief Service (CRS)
Conservación Internacional (CI)
Cuso Internacional
Ecoagriculture Partners
Eptisa (España)
Fondo de la Iniciativa para las Américas (FIAES)
Fondo del Milenio (FOMILENIO)
Fondo Mundial para la Naturaleza (WWF)
Forest Stewardship Council (FSC)
Forest Trends
Foro Global para la Investigación Agrícola (GFAR)
Geólogos del Mundo, España
GITEC (Alemania)
Global Crop Diversity Trust (GCDT)
Global Water Partnership (GWP)
Heifer Internacional
Iniciativa Internacional de Protección del Clima (ICI/BMU) de Alemania
Instituto Forestal Europeo (EFI)
Instituto Nacional de Biodiversidad (INBio)
Integration (Alemania)
International Finance Corporation (IFC), Banco Mundial
Junta de Castilla y León (JCL)
Lutheran World Relief
Programa Cooperativo Regional para el Desarrollo Tecnológico y la Modernización de la Caficultura de Centroamérica, República Dominicana y Jamaica (PROMECAFE)
Programa Regional de Seguridad Alimentaria y Nutricional para Centroamérica (PRESANCA)
Rainforest Alliance
Red de Pueblos ESNA, Norteamérica y El Salvador
Red Iberoamericana de Bosque Modelo (RIABM)
Red Internacional de Bosques Modelo (RIBM)
Servicio Holandés de Cooperación al Desarrollo (SNV)
The Nature Conservancy (TNC)
Unidad Regional de Asistencia Técnica (RUTA)
Unión Europea (UE)
Unión Internacional para la Conservación de la Naturaleza (UICN)

Research Centers
Academia China de Ciencias de Agricultura Tropical (CATAS)
African Insect Science for Food and Health (icipe)
Asociación de Centros de Investigación y Desarrollo Internacionales para la Agricultura (AIRCA)
Basque Centre for Climate Change (BC3)
Bioversity International
Centro de Biociencia Agrícola Internacional (CABI)
Centro de Cooperación Internacional en Investigación Agronómica para el Desarrollo (Cirad)
Centro Internacional de Agricultura Tropical (CIAT)
Centro para la Investigación en Sistemas Sostenibles de Producción Agropecuaria (CIPAV)
Centro para la Investigación Forestal Internacional (CIFOR)
Crops for the Future (CFF)
Instituto Americano de Investigaciones de Cacao (ACRI)
Instituto de Investigación Forestal de Corea (KFRI)
Instituto Finlandés de Investigación Forestal (METLA)
Instituto Interamericano para la Investigación del Cambio Global (IAI)
Instituto Internacional de Agricultura Tropical (IITA)
Instituto Internacional de Investigación en Ganadería (ILRI)
Instituto Nacional de Biodiversidad (INBio)
Instituto Noruego para la Investigación sobre la Naturaleza (NINA)
Instituto Noruego de Bosques y Paisaje (NFLI)
International Center for Biosaline Agriculture (ICBA)
International Centre for Integrated Mountain Development (ICIMOD)
International Fertilizer Development Center (IFDC)
International Network for Bamboo and Rattan (INBAR)
Servicio Alemán de Intercambio Académico (DAAD)
Unión Internacional de Organizaciones de Investigación Forestal (IUFRO)
World Agroforestry Centre - Centro Internacional para Investigación en Agroforestería (ICRAF)
World Coffee Research (WCR)
World Vegetable Centre (AVRDC)

Foundations
Fundación Climate WorksFundación CRUSA
Fundación Ford
Fundación Hondureña de Investigación Agrícola (FHIA)
Fundación Kellogg
Fundación McArthur
Fundación Mundial del Cacao
Fundación Nacional de Ciencias de los Estados Unidos
Fundación New Society
Fundación Open Society (OSF)
Fundación para el Desarrollo de la Cordillera Volcánica Central (Fundecor)
Fundación para el Desarrollo Tecnológico Agropecuario y Forestal de Nicaragua (FUNICA)
Fundación para la Genética Wallace
Fundación Rockefeller
Fundación Salvadoreña para el Desarrollo Económico y Social (FUSADES)
Fundación Suiza de Cooperación para el Desarrollo Técnico (Swiss Contact)
The Tropics Foundation
Fundación Tinker (TIF)
Fundatrópicos

Private Sector
Café Britt
Cooperativa de Productores de Leche Dos Pinos R.L., Costa Rica
Grupo Illy
MARS Incorporated
We also thank the hundreds of persons and organizations that have made possible our work day by day and that give meaning and purpose to that work.