
CATIE



LEADING TO INSTITUTIONAL STABILITY AND IMPACT:

**EXECUTIVE SUMMARY
1992 to 2000**

CATIE's HISTORY

IICA R&GE 1942

CATIE R&GE 1973

CATIE R,GE&TC 1995

CATIE

OUR VISION

The countries of Tropical America are using and implementing practices for sustainable development, reconciling production and conservation in tropical ecosystems, and enhancing the socio-economic well being of the population.

OUR MISSION

**To improve the well-being of
humankind by applying scientific
research and higher education to the
development, conservation and
sustainable use of natural resources.**

CATIE

CATIE's BOARD OF DIRECTORS

DESCRIPTION	1991 - 1998	1999 TO PRESENT
Members from the International Community	4	5
Members from Member Countries	4	4
Member elected by the IABA	1	1
Member selected by IICA	1	1
Chairman of Governing Council	-	1
Member selected by the Governing Council	-	1
TOTAL	10	13

CATIE

CATIE Member Countries



- 1- COSTA RICA
- 2- DOMINICAN REP.
- 3- EL SALVADOR
- 4- GUATEMALA
- 5- HONDURAS
- 6- NICARAGUA
- 7- PANAMA



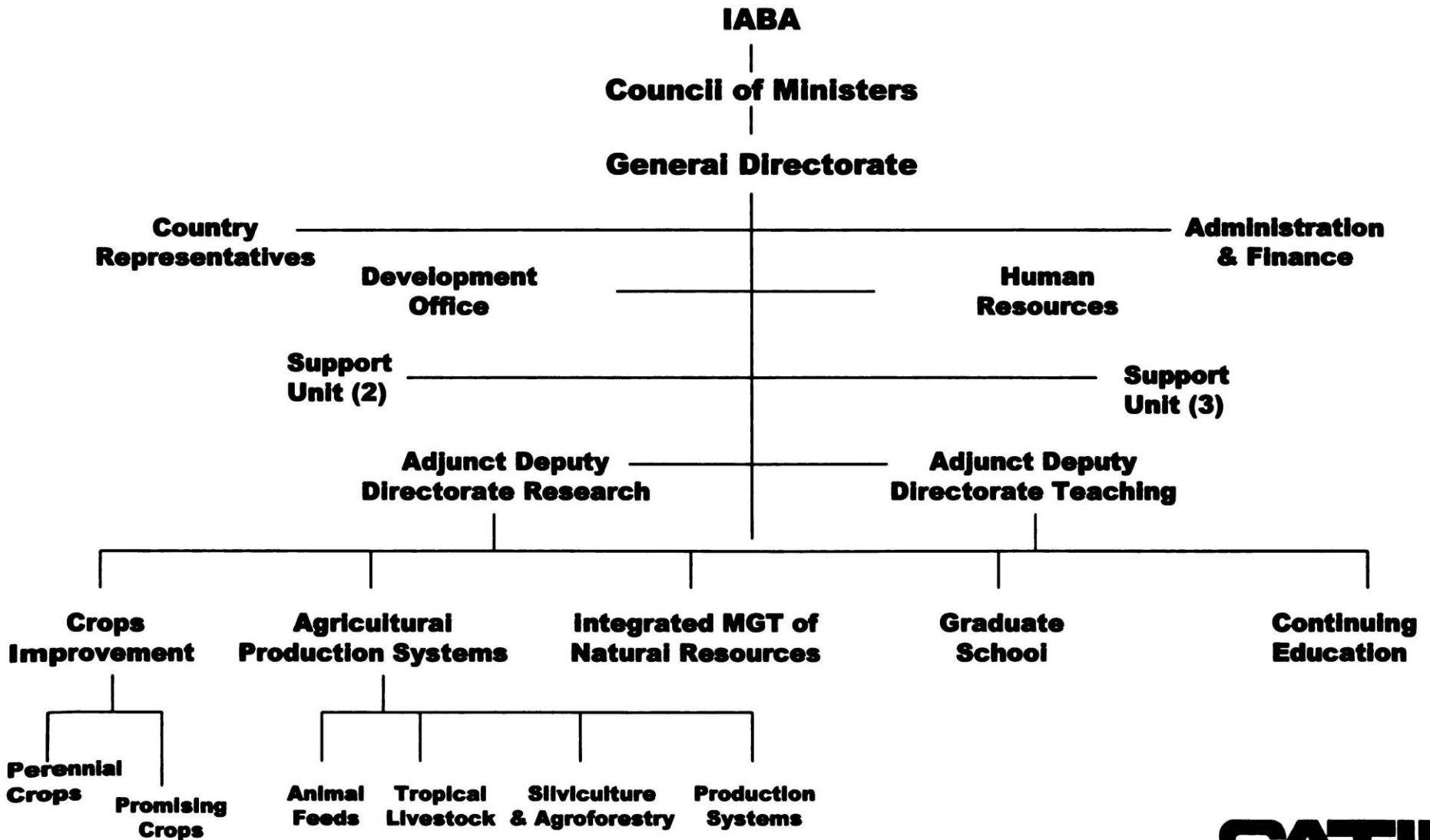
- 1- COSTA RICA
- 2- DOMINICAN REP.
- 3- EL SALVADOR
- 4- GUATEMALA
- 5- HONDURAS
- 6- MEXICO
- 7- NICARAGUA
- 8- PANAMA
- 9- VENEZUELA (pending)



- 1- COLOMBIA
- 2- COSTA RICA
- 3- BELIZE
- 4- DOMINICAN REP.
- 5- EL SALVADOR
- 6- GUATEMALA
- 7- HONDURAS
- 8- MEXICO
- 9- NICARAGUA
- 10- PANAMA
- 11- VENEZUELA

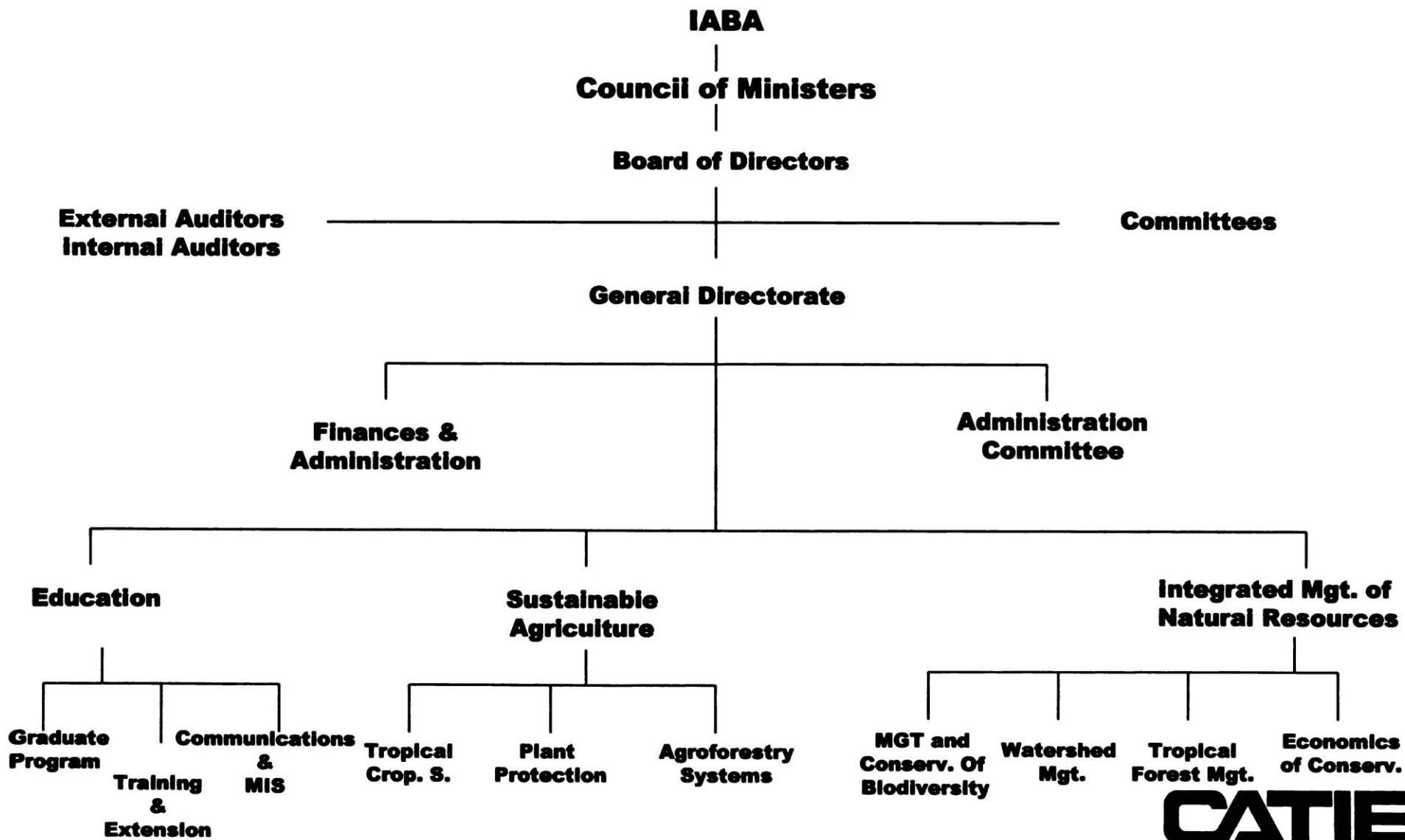
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ORGANIZATIONAL CHART 1991



CATIE

ORGANIZATIONAL CHART 1992 - 1994



CATIE

ORGANIZATIONAL CHART 2000

GOVERNING AUTHORITIES

DIRECTOR GENERAL

FINANCE AND
ADMINISTRATION

STRATEGIC PLANNING
EXTERNAL RELATIONS

PROGRAMS

EDUCATION

RESEARCH

OUTREACH

GRADUATE
SCHOOL

TROPICAL
ECOLOGICAL
AGRICULTURE

AGROFORESTRY
SYSTEMS
AND
WATERSHED
MANAGEMENT

MANAGEMENT
OF
TROPICAL
FORESTS
AND
BIODIVERSITY
CONSERVATION

ENVIRONMENTAL
SOCIO-
ECONOMICS

COMMUNICATION
&
INFORMATION
SYSTEMS

TECHNICAL
TRAINING

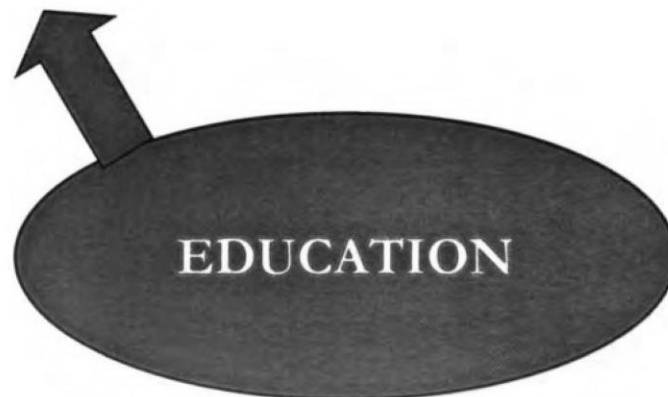
TECH.
COOPERATION
&
MARKETING

CATIE

OUR STRENGTHS



**PRODUCING WHILE CONSERVING,
CONSERVING WHILE PRODUCING**



CATIE

OUR STRENGTHS

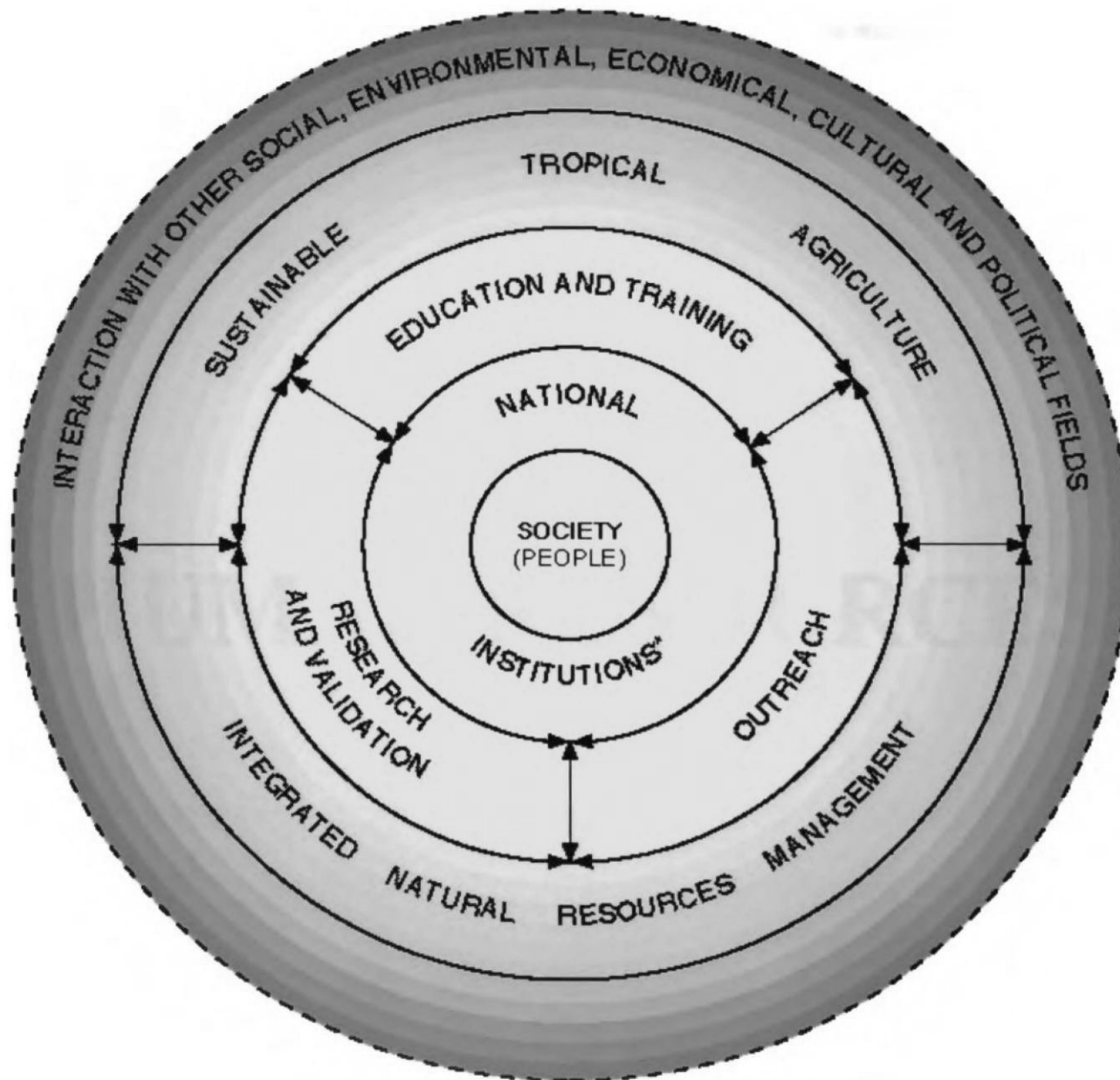
RESEARCH

**PRODUCING WHILE CONSERVING,
CONSERVING WHILE PRODUCING**

OUTREACH

EDUCATION

CATIE



Focus of CATIE's activities during the last decade of the millennium and thereafter.

CATIE

HUMAN RESOURCES

CATIE

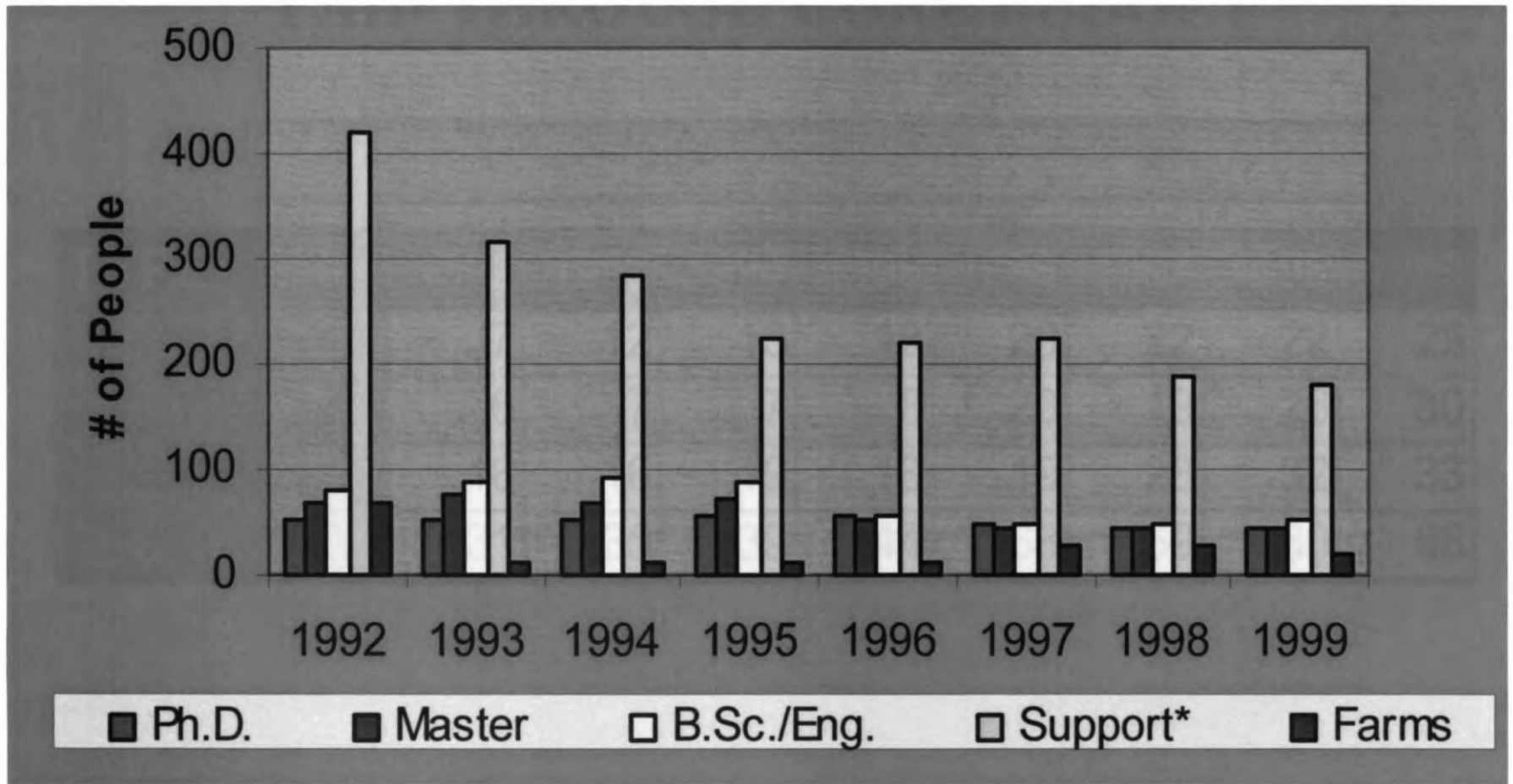
TOTAL NUMBER OF EMPLOYEES AT CATIE 1992-1999

TYPE	1992	1993	1994	1995	1996	1997	1998	1999
Ph.D.	51	52	54	56	55	50	46	45
Master	67	78	70	72	54	44	45	45
B.Sc./Eng.	82	87	91	90	55	49	49	52
Support*	422	317	286	223	220	224	190	181
Farms	68	14	14	14	14	28	28	20
Total	690	548	515	455	398	395	358	343

***Support:** Library, Human Resources, Purchasing, Internal Security Clerical Work, Maintenance, Printing Shop, Secretaries, Club, Gym, Laundry, Medical Services, Field workers.

CATIE

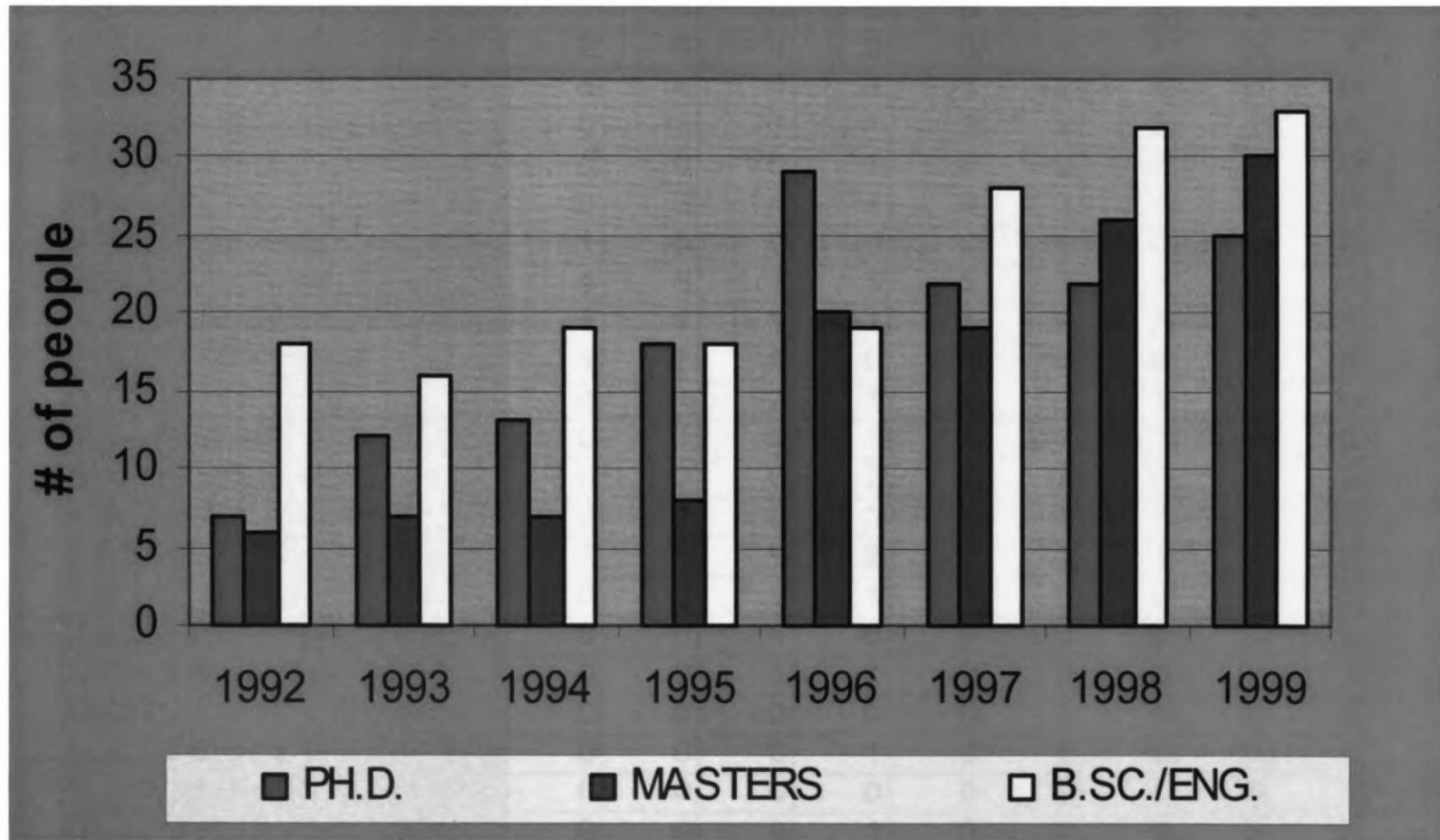
TOTAL NUMBER OF EMPLOYEES AT CATIE 1992-1999



PROFESSIONAL STAFF PAID THROUGH CORE BUDGET

TYPE	1992	1993	1994	1995	1996	1997	1998	1999
Ph.D.	7	12	13	18	29	22	22	25
MASTERS	6	7	7	8	20	19	26	30
B.Sc./ENG.	18	16	19	18	19	28	32	33
TOTAL	31	35	39	44	68	69	80	88

PROFESSIONAL STAFF PAID THROUGH CORE BUDGET



ASSOCIATE STAFF IN CATIE, 1991-1999

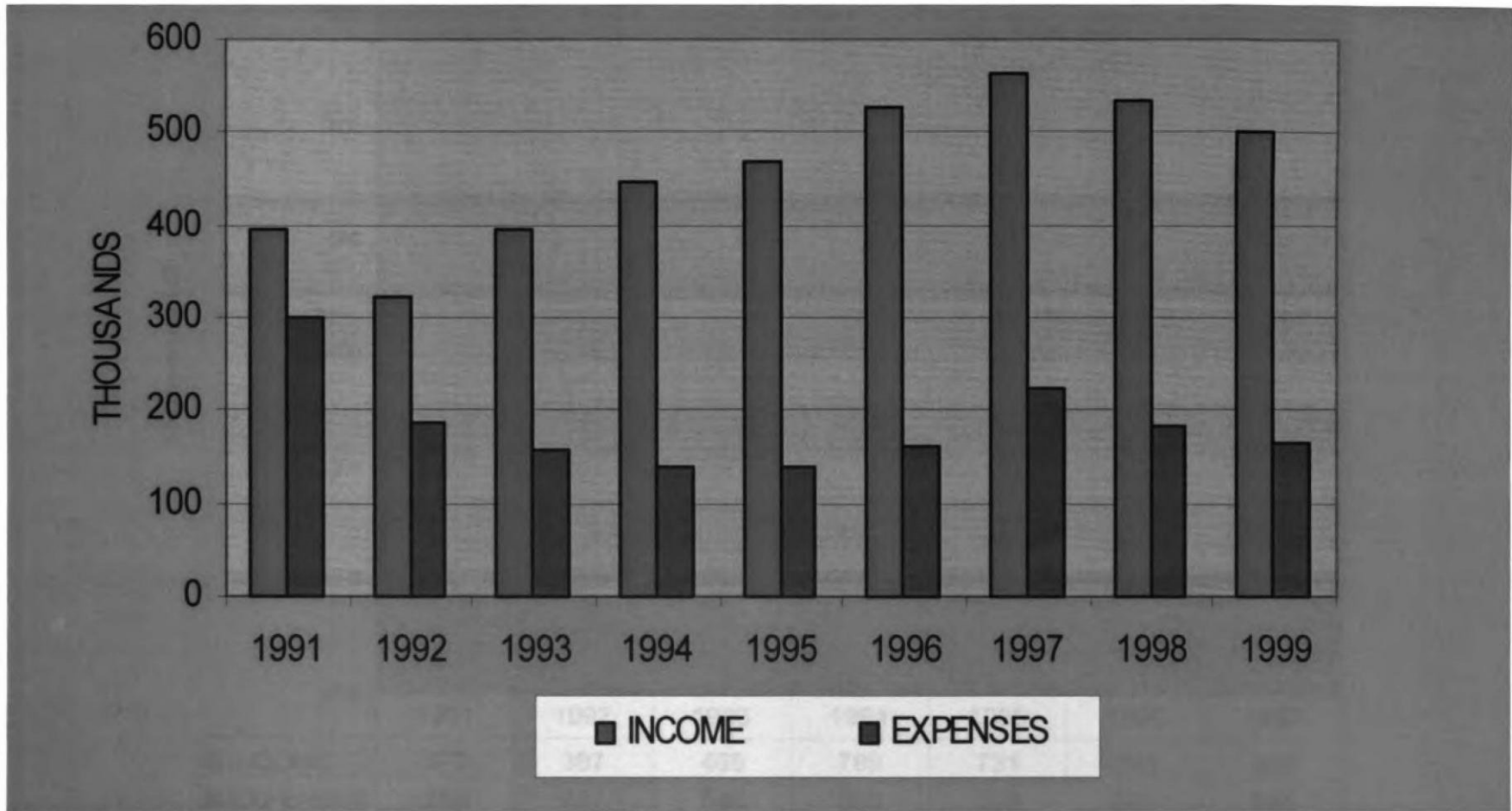
ORGANIZATION/YEAR	1991	1992	1993	1994	1995	1996	1997	1998	1999
CABI/USDA	0	0	0	0	0	0	0	1	1
CIFOR	0	0	0	1	1	1	2	1	0
CIM-Germany	1	0	0	0	0	1	2	2	2
CIRAD-France	2	4	4	5	5	4	4	3	3
COSUDE-Switz.	4	4	4	4	3	2	1	0	0
DANIDA-Denmark	0	3	1	1	2	2	2	1	1
DUVM	0	0	0	1	0	0	0	0	0
FINNIDA	0	3	4	4	4	3	1	0	0
FPN-Costa Rica	1	0	0	0	0	0	0	0	0
GTZ-Germany	4	5	3	3	3	2	2	2	1
INIBAP-France	1	1	1	1	1	2	2	2	1
INRA/MAE-France	1	0	0	0	0	0	0	0	0
IUCN-Costa Rica	4	4	2	1	1	1	1	1	0
MFA-France	0	1	1	1	1	1	1	0	0
M of CD. The Neth.	0	0	0	2	3	3	3	3	2
NRI-United Kingdom	0	1	3	3	3	1	1	0	0
ORSTOM-France(IRD)	2	1	1	2	2	1	1	1	2
Penn State ACRI	0	0	1	1	1	0	0	0	0
SCIRO-Australia	0	0	1	0	0	0	0	0	0
SIDA-Sweden	0	0	1	1	0	0	0	1	1
UNDP	0	0	0	0	0	1	1	0	0
U. Of Cornell	0	0	0	1	0	0	0	0	0
U. Of Idaho	0	0	0	0	0	0	1	0	1
U. Of Minnesota	0	0	0	1	0	0	0	0	0
UA Wageningen	1	4	4	3	3	3	3	3	0
WWF-US	1	2	2	3	3	3	2	2	3
TOTAL	22	33	33	39	36	31	30	23	18

ADMINISTRATION

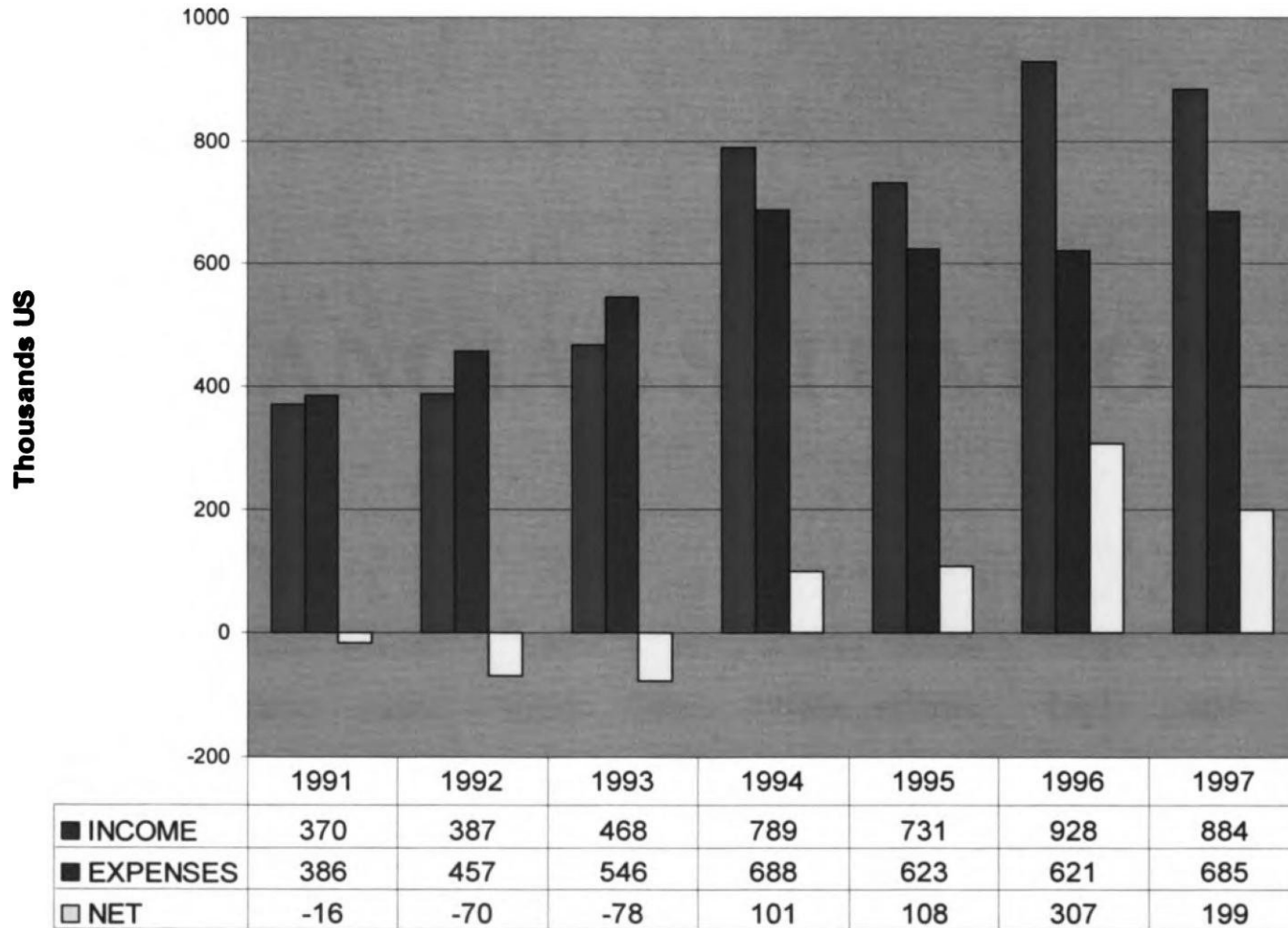
**INCOME VS EXPENSES FROM HOUSING & RENT
IN THOUSAND US\$
1991-1999**

TYPE	1991	1992	1993	1994	1995	1996	1997	1998	1999
INCOME	396.6	322.9	396.6	447.6	467.7	528.1	561.9	532.9	501.4
EXPENSES	299.7	187.8	155.5	138.9	137.3	160.9	221.9	184.6	165.5
NET	97	135	241	309	331	367	340	348.3	335.9

INCOME VS EXPENSES FROM HOUSING & RENT IN THOUSAND US\$ 1991-1999



CATIE NET INCOME FROM FARMS IN US\$ 1991-1997



CATIE

FINANCIAL SITUATION

CATIE

INCOME VS EXPENDITURES 1998

IN US\$

Total Income	24,024,406	23,747,504
Total Expenditures	23,542,642	23,660,667
Income - Expend. (surplus)	481,764	86,837

CATIE

INCOME AND EXPENSES, 1995-1999*

IN THOUSAND US\$

	1995	1996	1997	1998	1999*
INCOME					
Membership	1,811,700	1,811,700	1,861,700	1,700,600	1,550,000
Technical Support Service	128,066	158,972	232,684	351,430	262,884
Teaching Activities	537,690	533,812	627,516	529,452	537,961
Productive Activities	1,705,353	2,019,232	2,016,323	1,856,366	1,732,927
Logistical and Administrative Support	1,234,481	943,312	689,510	1,003,536	1,050,509
Exchange rate	51,099	8,994	(18,476)	(34,127.14)	(4,037)
Other incomes	199,191	418,585	327,391	241,913.14	632,584
Specific Donations and contributions	48,797	2,187,548	2,401,420	2,407,178	2,747,939
Funds in custody		2,134,739	2,128,589	1,954,827	2,152,944
Subtotal	5,716,377	10,216,894	10,266,657	10,104,175	10,663,711
Projects	10,980,356	6,876,745	7,004,650	6,079,357	7,034,477
Total Income	16,696,735	17,093,639	17,271,307	16,183,532	17,698,188
EXPENSES					
Support & Management	1,691,531	1,922,840	2,010,469	1,771,412	2,037,352
Technical Programs	1,915,343	4,139,971	4,265,054	4,590,059	4,885,671
Productive Activities	1,120,676	1,419,637	1,491,001	1,196,020	1,500,906
Funds in custody		2,134,739	2,128,589	1,954,827	2,152,944
Subtotal	4,727,551	9,617,187	9,895,113	9,512,318	10,576,873
Projects	10,980,358	6,876,745	7,004,650	6,079,357	7,034,477
Total expenses	15,707,909	16,493,932	16,899,763	15,591,675	17,611,350
Income-Expenditures Surplus	988,826	599,707	371,544	591,857	86,838

**1999* Information from CATIE's Financial Statements as of 31 of December
Not Audited**



CORE AND PROJECT INCOME, 1991-1999* **IN THOUSAND US\$**

	1991	1992	1993	1994	1995	1996	1997	1998	1999
INCOME	4,292,542	4,358,997	4,976,362	5,613,458	5,716,377	10,216,894	10,266,657	10,104,175	10,663,711
PROJECTS	11,093,642	11,794,224	11,503,868	11,170,857	10,980,358	6,876,745	7,004,650	6,079,357	7,034,477
TOTAL	15,386,184	16,153,221	16,480,230	16,784,315	16,696,735	17,093,639	17,271,307	16,183,532	17,698,188

**1999* Information from CATIE's Financial Statements as of 31 of December
Not Audited, excludes contracts.**

CATIE

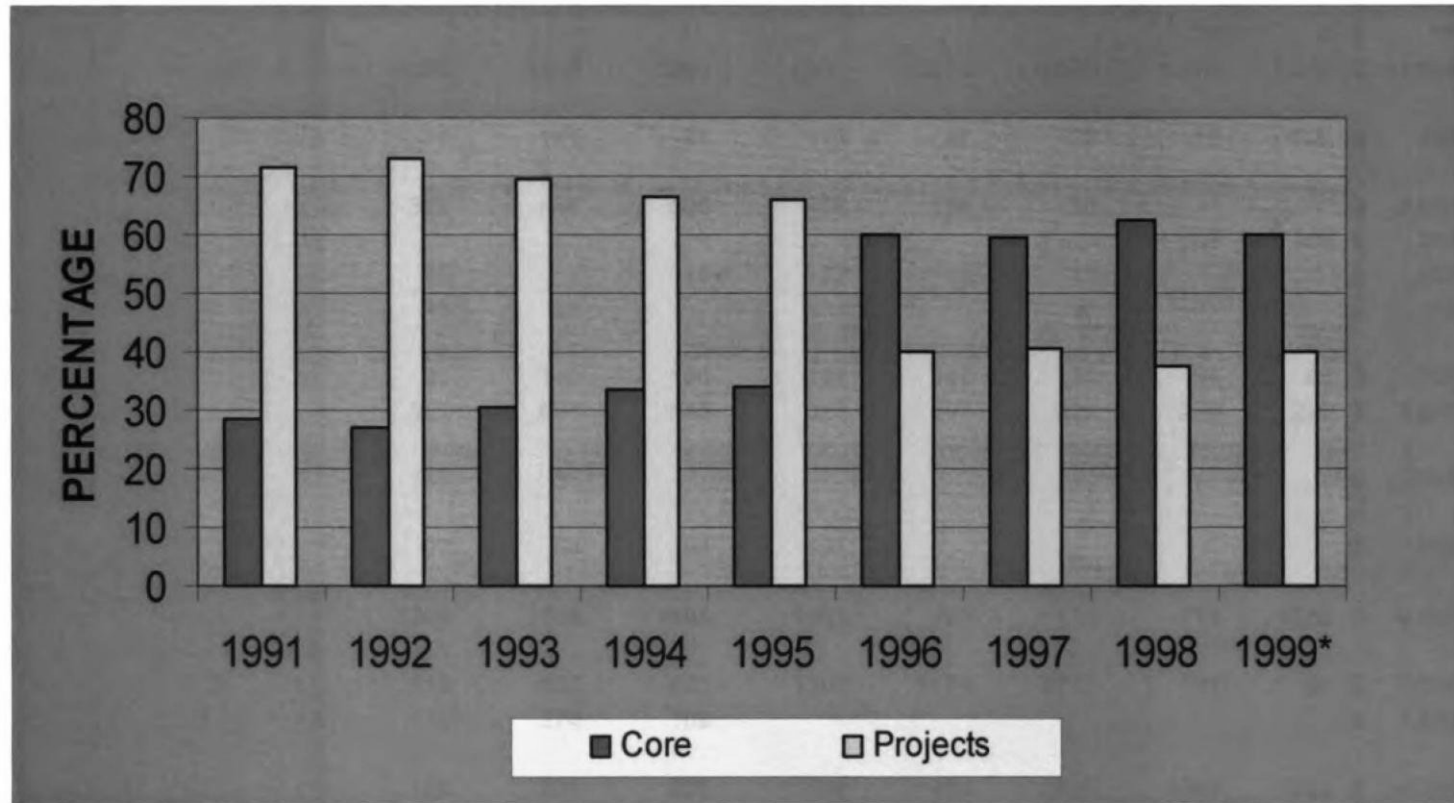
CORE VS. PROJECT BUDGET DISTRIBUTION IN %, 1991-1999*

	1991	1992	1993	1994	1995	1996	1997	1998	1999*
CORE	28.7	26.9	30.4	33.4	34.2	59.8	59.4	62.4	60
PROJECTS	71.3	73.1	69.6	66.6	65.8	40.2	40.6	37.6	40
TOTAL	100	100	100	100	100	100	100	100	100

**1999* Information from CATIE's Financial Statements as of 31 of December
Not Audited**

CATIE

CORE VS. PROJECT BUDGET DISTRIBUTION IN %, 1991-1999*



**1999* Information from CATIE's Financial Statements as of 31 of December
Not Audited**

CONTRIBUTIONS TO PROJECT'S BUDGETS BY ODA'S IN THOUSAND US\$, 1992-1999

GOVERNMENT ORG.		1992	1993	1994	1995	1996	1997	1998	1999	TOTAL
Canada	CIDA	772	566	217						\$ 1,555
	IDRC	457	76	185	70	22	33			\$ 843
	CIID							20	8	\$ 28
Denmark	DANIDA	592	1188	1209	2001	2213	2526	1,073	1,042	\$ 11,844
European U.		74	141	91	116	97	72	78	126	\$ 795
Finland	FINNIDA	332	446	506	488	134	135			\$ 2,041
	INDUFOR							104	159	\$ 263
France	CIRAD	20		18	37	19	13			\$ 107
	MAE	45	23							\$ 68
Germany	DAAD	67	140	166	142	141	120	91	88	\$ 955
	BMZ/GTZ	521	641	545	327	291	223	206	276	\$ 3,030
Italy	MOLISV	113	35							\$ 148
Japan	JICA	97	84	94	101					\$ 376
Norway	NORAD	1399	1635	1485	1361	798	712	714	1282	\$ 9,386
Sweden	SIDA	613	837	821	1306	1474	1782	101	85	\$ 7,019
	SAREC	710	274	169						\$ 1,153
Switzerland	COSUDE	168	231	225	232	485	899	1047	1063	\$ 4,350
The Neth.	DSO	210	201	440	520	463	407	327	177	\$ 2,745
	WAGEN.							32	10	\$ 42
United King.	ODA	29	29	29	29	29		299	70	\$ 514
	ODA/NRI	213	273	370	361	249	324			\$ 1,790
U. S. A.	ITE							66	43	\$ 109
	USAID	5503	4626	4296	3830	606	379	614	794	\$ 20,648
	USDA				72	152	141	139	244	\$ 748
TOTAL		\$ 11,935	\$ 11,446	\$ 10,866	\$ 10,993	\$ 7,173	\$ 7,766	\$4,911	\$ 5,467	\$ 70,557

INVESTMENT BY PARTNERS IN THOUSAND US\$ 1992-1999

DONOR ORGANIZATION	1992	1993	1994	1995	1996	1997	1998	1999	TOTAL
ACRI	-	-	-	30	50	48	50	47	225
ICRAF	-	-	20	-	12	8.5			40.5
IDB	-	-	-	135	445	542	732	513	2,367
CIAT - IDB	-	-	-	143	183	9	10	3	348
CIFOR - IDB	-	-	-	10	92	150	84	164	500
Falcon Bridge	18	-	-	-	-	-			18
IBPGR (IPGRI)/ INIBAP	44	39	5	40	29	78	27	52	314
IPGRI - IDB	-	-	-	-	64	28			116
IUCN	-	-	-	13	6	-			19
FUNDATROPICOS*		132	407	505	614	795	481	194	3,128
Organization of Am. States							61	8	69
U. of Florida	10	20	-	-	-	-			30
UA Wageningen	62	58	53	49	70	35			327
World Bank	229	125	-	-	-	-			354
World Relief	-	31	-	-	-	-			31
WWF	22	22	34	60	32	81	36	36	323
MISCELLANEOUS	-	-	-	98	109	191	21	104	523
TOTAL	385	427	519	1,083	1,706	1,966	1,502	1121	8,733

*FUNDATROPICOS: CATIE'S Foundation:

CATIE

FUNDATROPICOS
Established May 1993
1993 - 1998 (in Thousand US\$)

TYPE	1993	1994	1995	1996	1997	1998
Trust Fund (COFISA)	6184	5647	4942	4492	3900	
Trust Fund (COSUDE)			2491	2544	2607	2675
Trust Fund (CATIE)			246	251	257	264
Stock in Custody		182	154	136	123	110
TOTAL IN US\$	6,184	5,829	7,833	7,423	6,887	3,049

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OUTREACH PROGRAM

CATIE

OUTREACH IN RETROSPECT

1973-1995

- **Outreach synonymous to R&D Projects**
- **Americans: 80 % of funding**
- **Project-led strategy = enormous impact on:**
 - **disseminating forestry and agroforestry technologies,**
 - **IPM practices,**
 - **NR & Biodiversity management and conservation methods,**
 - **Watershed management systems.**
- **Weak technical capability remained (phase-in strategy)**

OUTREACH PROGRAM

- Outreach Program (ORP):
 - Created in 1996 to channel development funds more effectively & efficiently
 - Coordinating a quality assurance device
 - Focalized on serving national institutions and organizations = *multiplier effect* on impact.

ORP General Objective

To enhance National research, education and development capacities in A/NR management through training, information dissemination & technical assistance;

and,

to harness the support of CATIE's stakeholders and their constituencies.

CATIE

ORP Thrusts

- 1 Promotion, Cooperation & Technical Assistance.**
- 2 Participative validation, demonstration & transference of Management Practices.**
- 3 Continuing Education through Training & Conferences, Virtual Education.**
- 4 Information Management and Dissemination.**

PROMOTION, COOPERATION & TECHNICAL ASSISTANCE

- A. Promotion & Marketing**
- B. Demand Analysis & Feedback
Mechanisms**
- C. Technical Advisory Services**
- D. Multilateral Technical
Cooperation**

Countries in which CATIE has held activities during 1997-1998

**Belize
Bolivia
Brazil
Canada
Chile
Colombia
Costa Rica
Ecuador
El Salvador
Granada**

**Guatemala
Haiti
Honduras
Jamaica
Mexico
Nicaragua
Panama
Peru
Dominican Rep.
Venezuela**

CATIE

1998 CATIE PROJECTS

NAME	LOCATION (COUNTRIES)	NUMBER COUNTERPARTS	BENEFICIARIES (approx.)
OLAFO	5	7	2,000
PROSEFOR	7	11	10,000
TRANSFORMA	3	17	4,000
CONAP-PETEN	1	6	8,000
MIP	5	35	15,000
C. CHIXOY	1	2	25,000
OTHERS	8	33	41,615

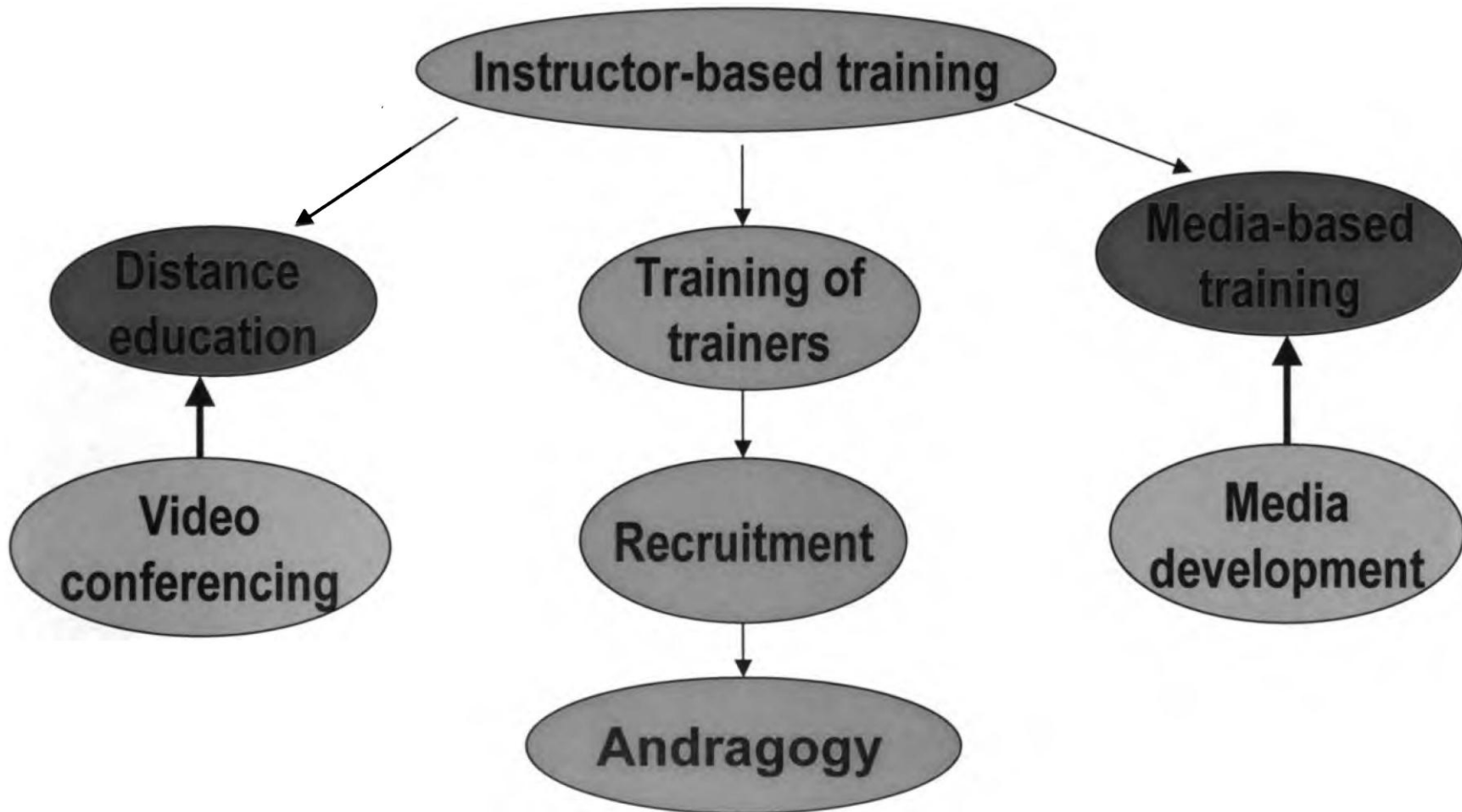
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**OUTREACH
TECHNICAL TRAINING**

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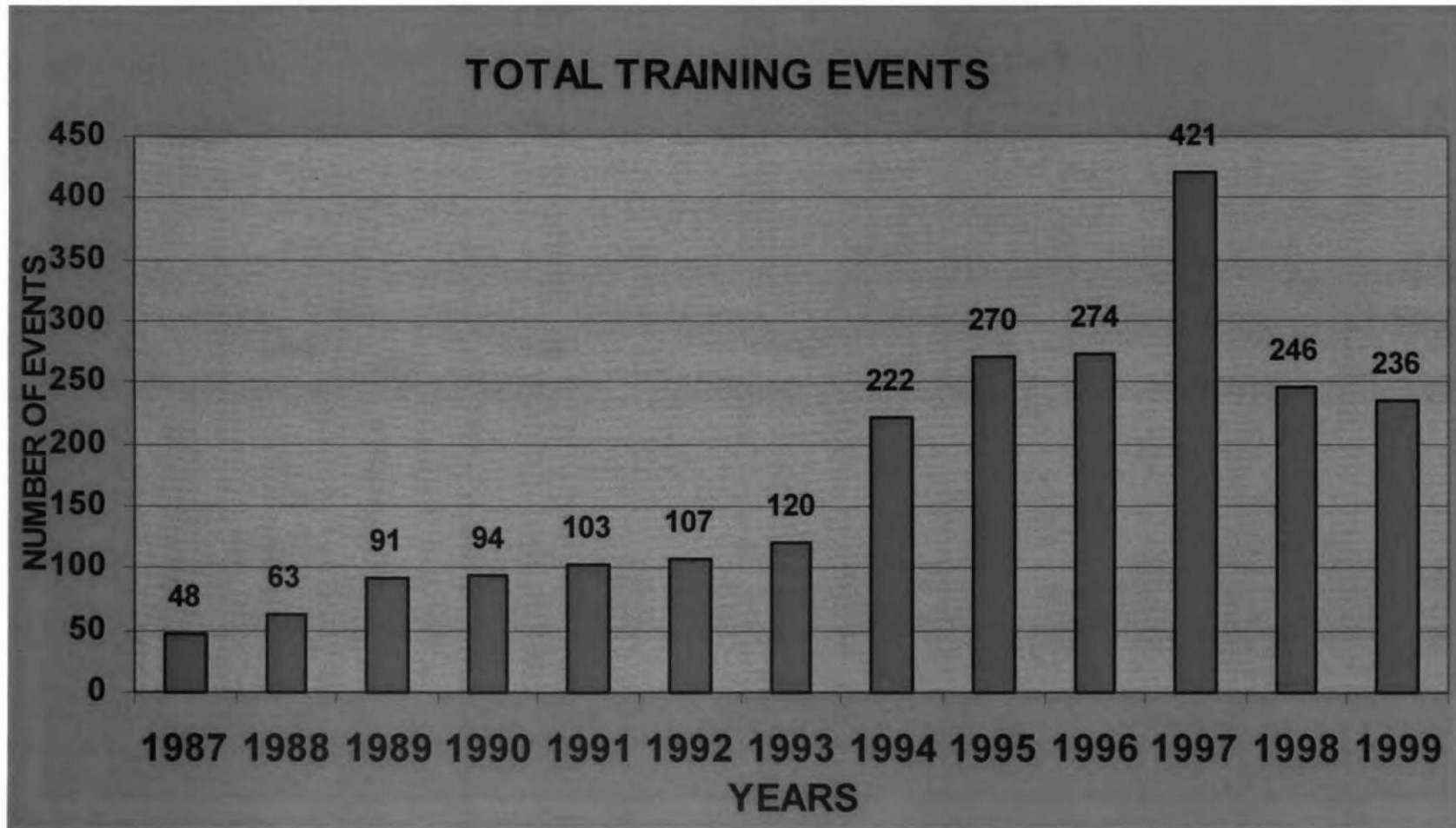
TECHNICAL TRAINING

FROM TRADITIONAL TO MODERN APPROACH



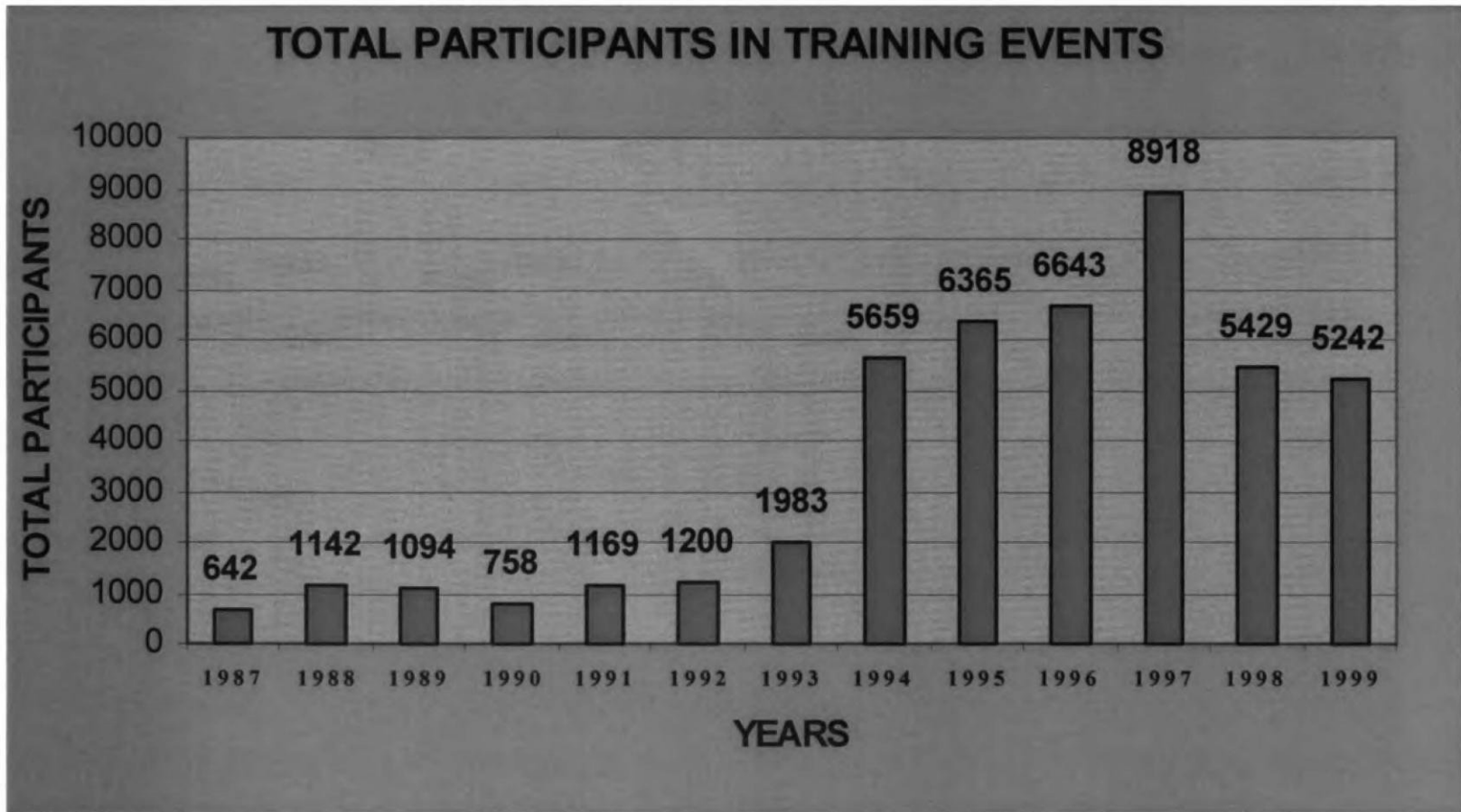
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NUMBER OF TECHNICAL TRAINING EVENTS 1987 - 1999



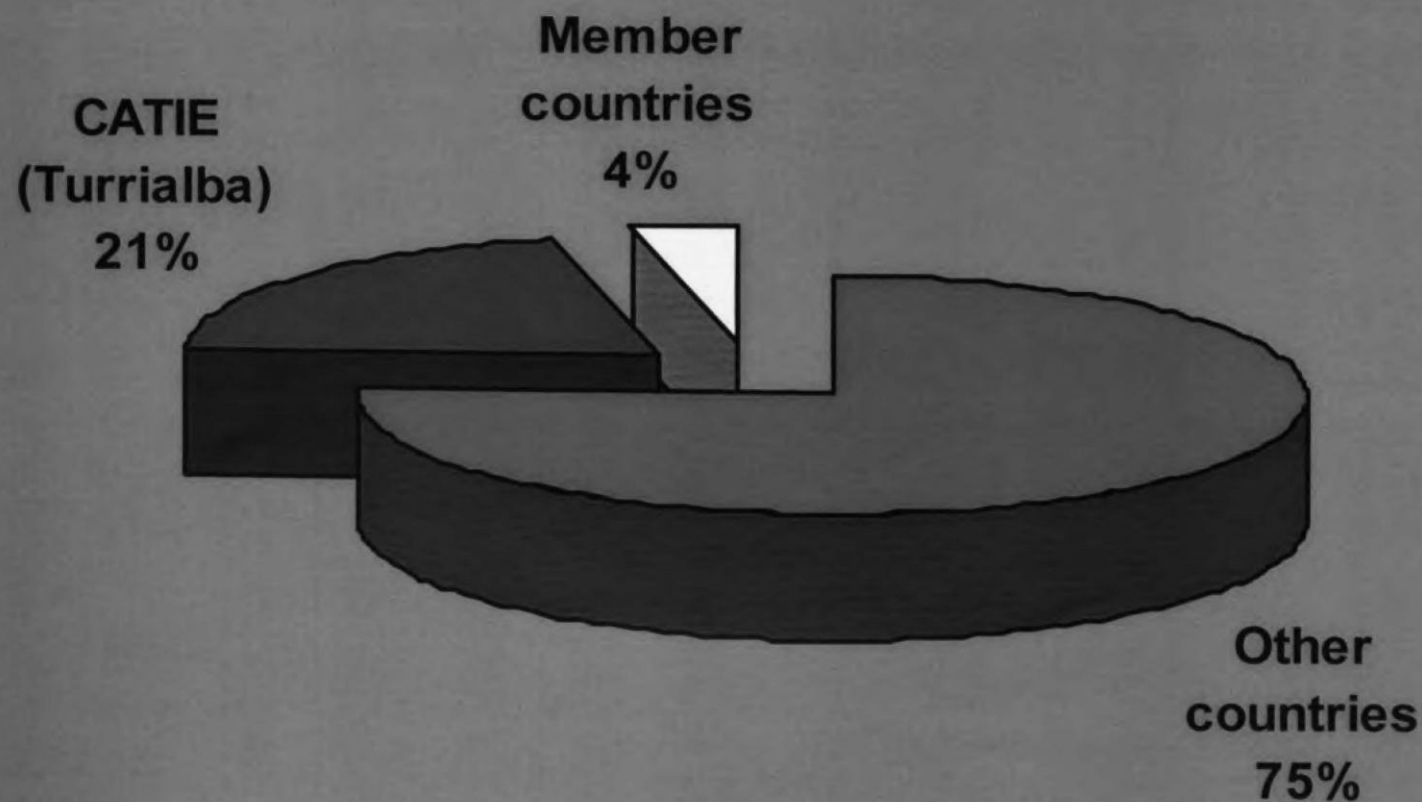
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NUMBER OF PARTICIPANTS IN TECHNICAL TRAINING EVENTS 1987 - 1999



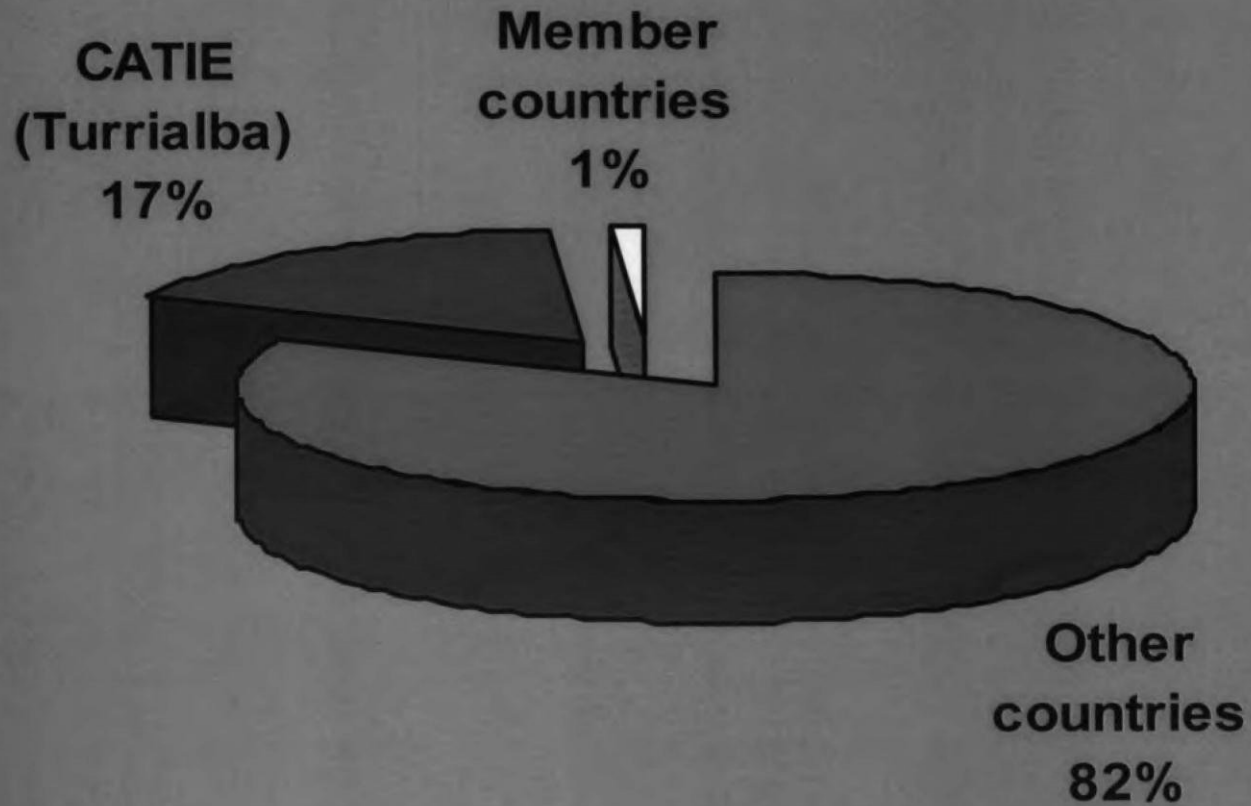
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Total Events Distribution (%) - 1995



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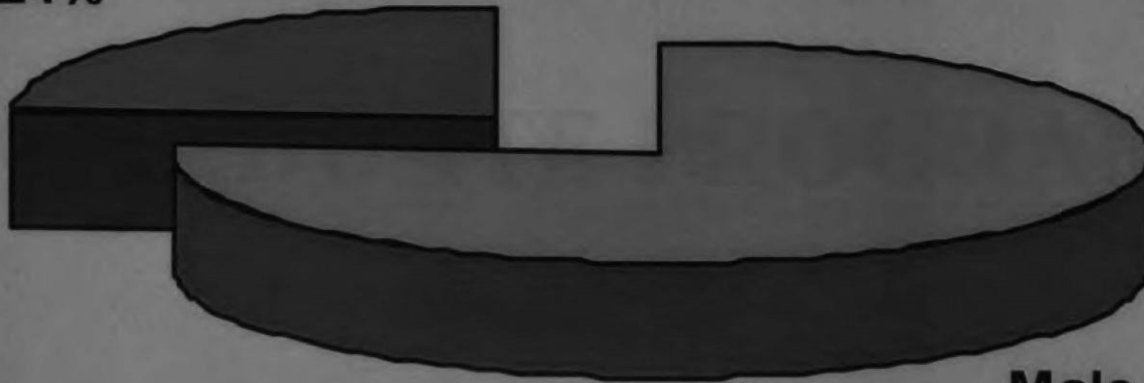
Total Events Distribution (%) - 1999



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Gender of Participants in Training Events - 1999

Female
24%

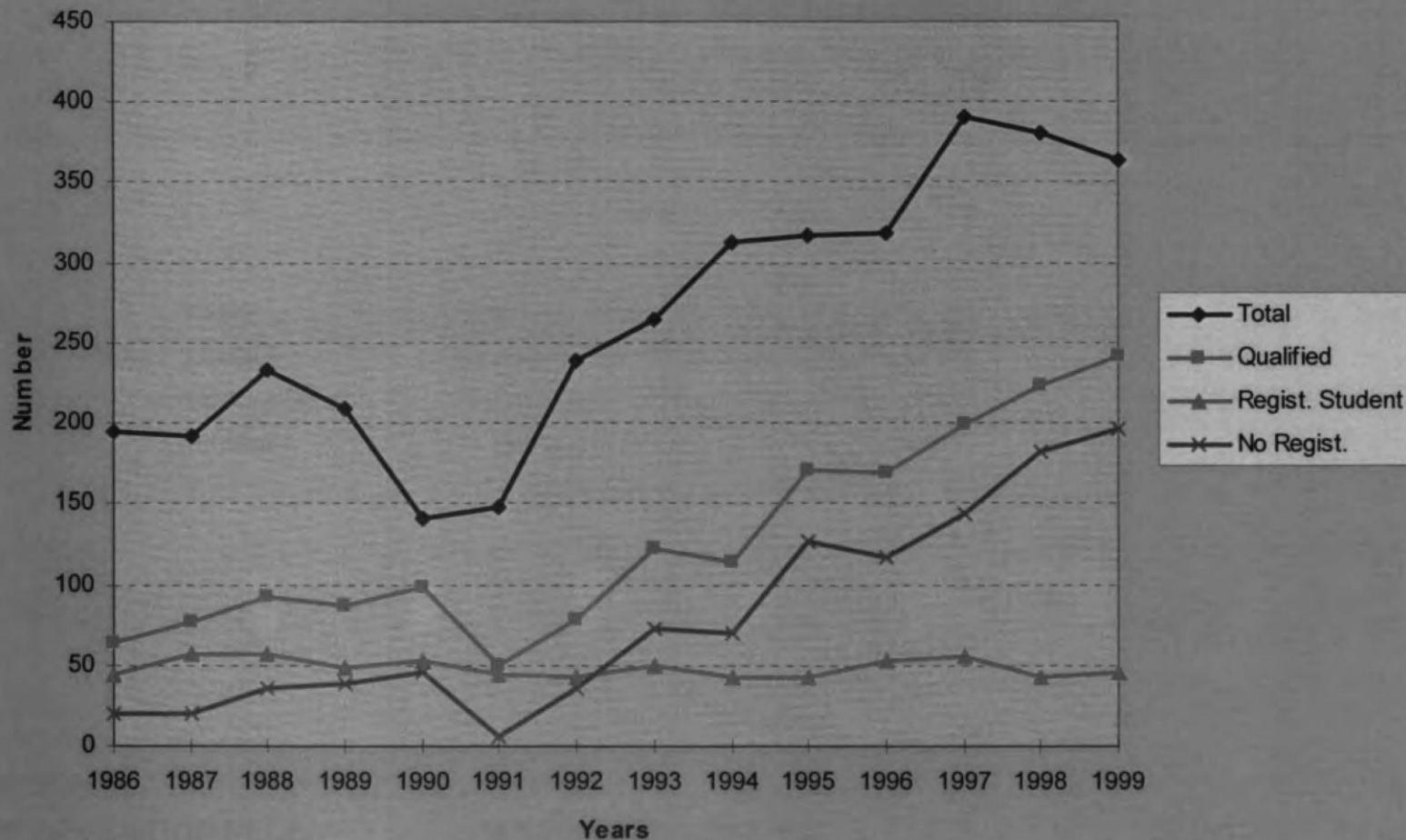


Male
76%

GRADUATE PROGRAM

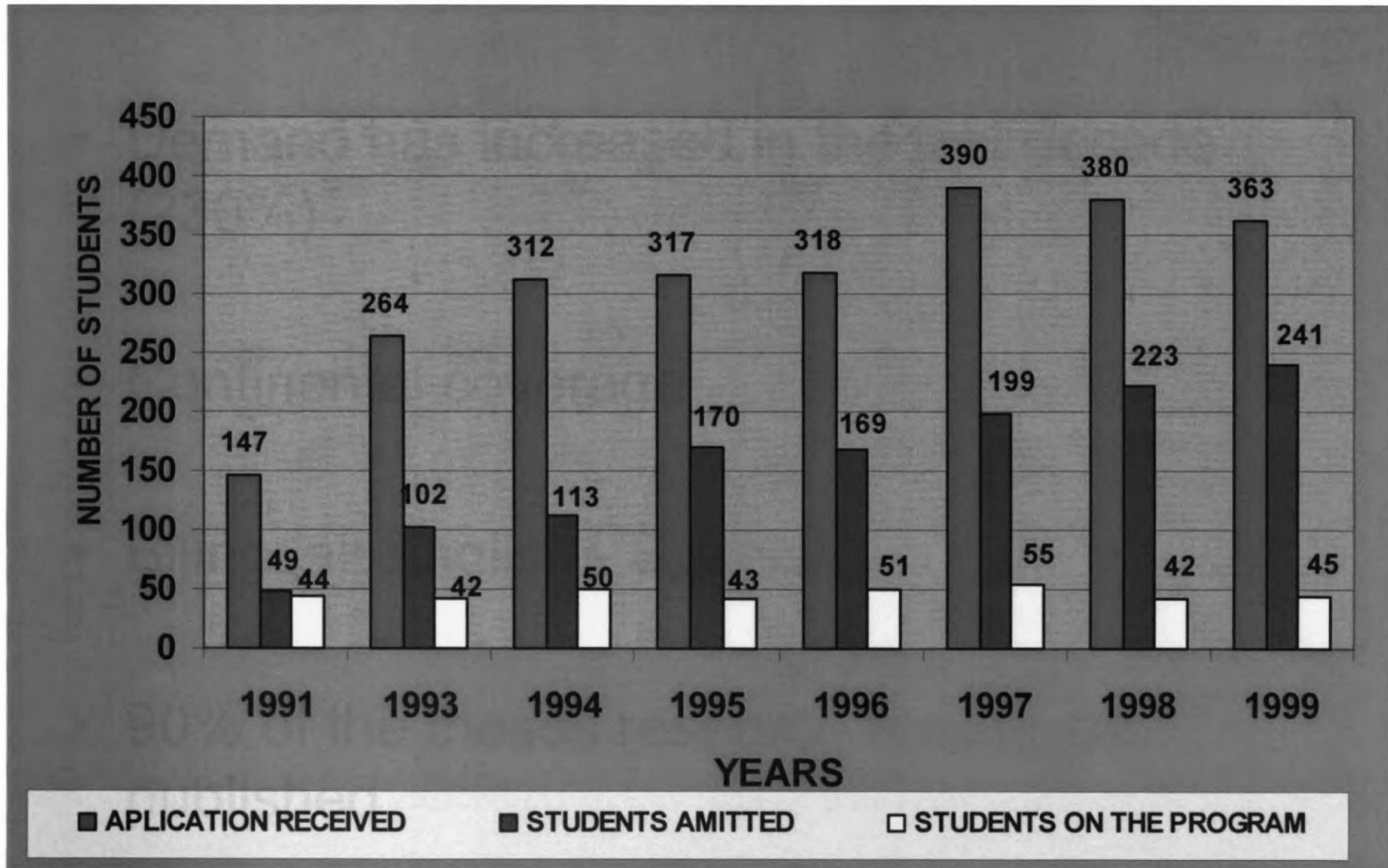
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Secular trend of the qualified and potential demand for graduate study in Tropiculture and Sustainable Production



◆ 1999, partial projection

APPLICANTS & SELECTION OF M. Sc. STUDENTS 1991-1999



EDUCATION

- Demand has increased in the last decade (230%)
- Continental coverage
- Bilingual: English - Spanish
- 90% of the theses research results are published

MASTER OF SCIENCE

- **ECOLOGICAL AGRICULTURE**
- **TROPICAL AGROFORESTRY SYSTEMS**
- **ENVIRONMENTAL SOCIO - ECONOMICS**
- **MANAGEMENT AND CONSERVATION OF TROPICAL FORESTS AND BIODIVERSITY**

SOURCE OF FUNDING (SCHOLARSHIPS) FOR M.Sc. STUDNETS

SOURCE	1990	1991	1993	1994	1995	1996	1997	1998	1999	TOTAL
ARGENTINA	-	1	-	-	-	-	2	-	-	3
BID	-	-	-	-	-	1	1	-	1	3
BOLIVIA	3	2	1	1	-	11	3	1	-	22
BRASIL	-	4	1	3	2	2	2	1	-	15
CANADA	1	-	1	-	-	-	-	-	-	2
CATIE	2	-	-	2	2	2.5	15	4	8	35.5
COLOMBIA	1	-	-	-	-	-	1.5	-	1.5	4
COSTA RICA	-	-	-	-	2	-	-	-	0.5	2.5
CUBA	-	-	-	-	1	-	-	-	-	1
DENMARK	-	-	-	-	1	8	-	1.5	5	15.5
EL SALVADOR	-	-	-	-	-	-	-	-	3.5	3.5
ECUADOR	-	-	-	-	-	-	1	-	1	2
FAO	1	-	-	2	-	-	-	-	-	3
FINLAND	-	-	-	-	1	-	-	-	-	1
GERMANY	1	6	6	5	5	5	3	3	5	39
GUATEMALA	-	-	-	-	2	1	-	-	-	3
IICA	-	-	-	-	2	.5	.5	-	-	3
MEXICO	1	4	2	1	1	-	2	-	-	11
NICARAGUA	1	-	1	-	-	-	-	-	2.5	4.5
NORWAY	11	1	-	-	-	-	2	-	-	14
OEA	1	2	2	-	-	-	-	1	1	7
SELF FINANCING	2	1	1	-	4	2.5	9	13.5	6.5	39.5
SPAIN	-	-	-	2	4	-	.5	-	-	6.5
SWEDEN	4	3	2	2	2	-	-	1.5	1.5	16
SWITZERLAND	-	-	-	-	1	1	1.5	3.5	6	13
THE NETHERLANDS	16	6	12	9	9	6.5	9.5	6.5	-	74.5
U.K.	3	5	1	5	3	3	.5	2.5	-	23
USA	5	8	12	19	1	2	2	-	1	50
VENEZUELA	-	-	-	1	-	1	1	2	1	6
WORLD BANK	-	-	-	-	-	1	-	-	-	1
WWF	-	-	-	-	-	.5	.5	-	-	1
TOTAL	52	44	42	50	43	51	55	41	45	423

EXCHANGE STUDENTS FROM DEVELOPED COUNTRIES DOING THESIS RESEARCH AT CATIE FROM 1991-1999

COUNTRY	No. OF STUDENTS
Brazil	1
Canada	16
Denmark	3
Finland	2
France	2
Germany	8
Spain	1
Sweden	1
Switzerland	4
The Netherlands	102
United Kingdom	4
United States of America	9
TOTAL	153

CATIE

Ph.D. PROGRAM

Exists since 1996

With emphasis in:

- Tropical Forestry Sciences**
- Tropical Agroforestry Sciences**
- Tropical Agricultural Sciences**

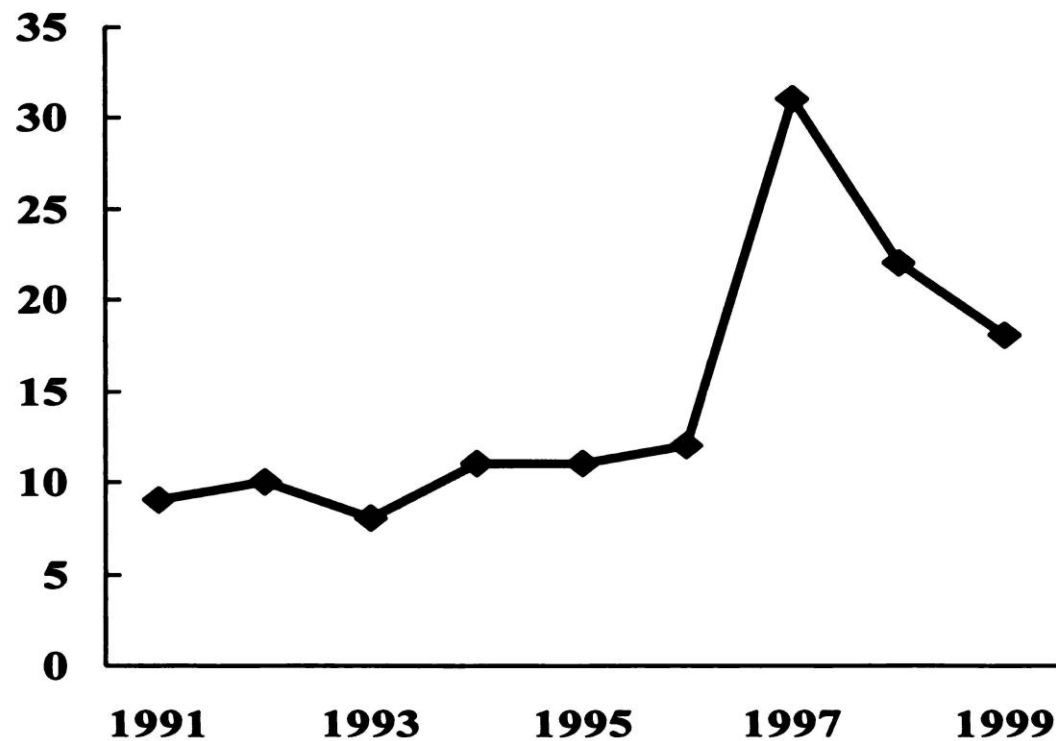
STATISTICS OF THE Ph. D. PROGRAM

YEAR	APPLICATION RECEIVED	APPLICANTS ADMITTED	STUDENTS STARTED
1996	45	21	1
1997	42	11	5
1998	28	8	4
1999	24	7	5
TOTAL	139	47	15

CATIE'S FIVE RESEARCH LINES

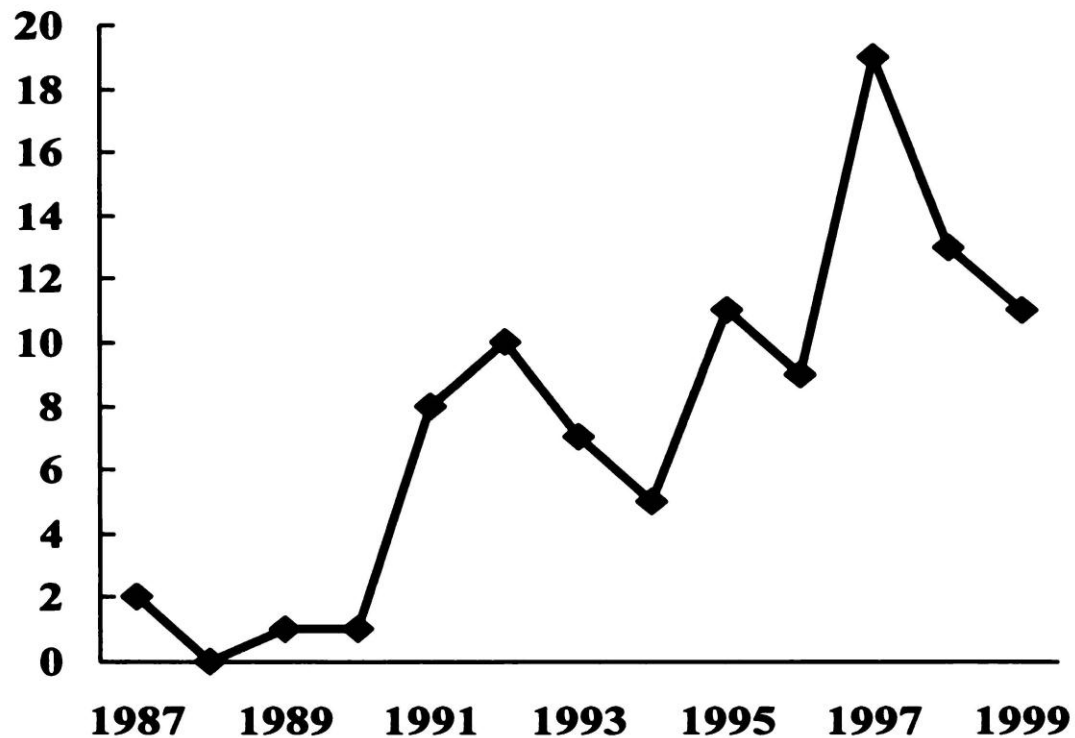
- Line 1** **Germplasm improvement and conservation of selected agricultural crops and forest species.**
- Line 2** **Agroforestry and forestry integrated pest management.**
- Line 3** **Tropical agroforestry systems for hillsides, frontier and degraded lands.**
- Line 4** **Development of technologies for the sustainable management of forests and their biodiversity.**
- Line 5** **Socio-economic analysis and valuation of policies, and the environmental goods and services of tropical ecosystems.**

CATIE: Papers in refereed international journals 1991-1999^{*)}



^{*)} 1999: Preliminary figures

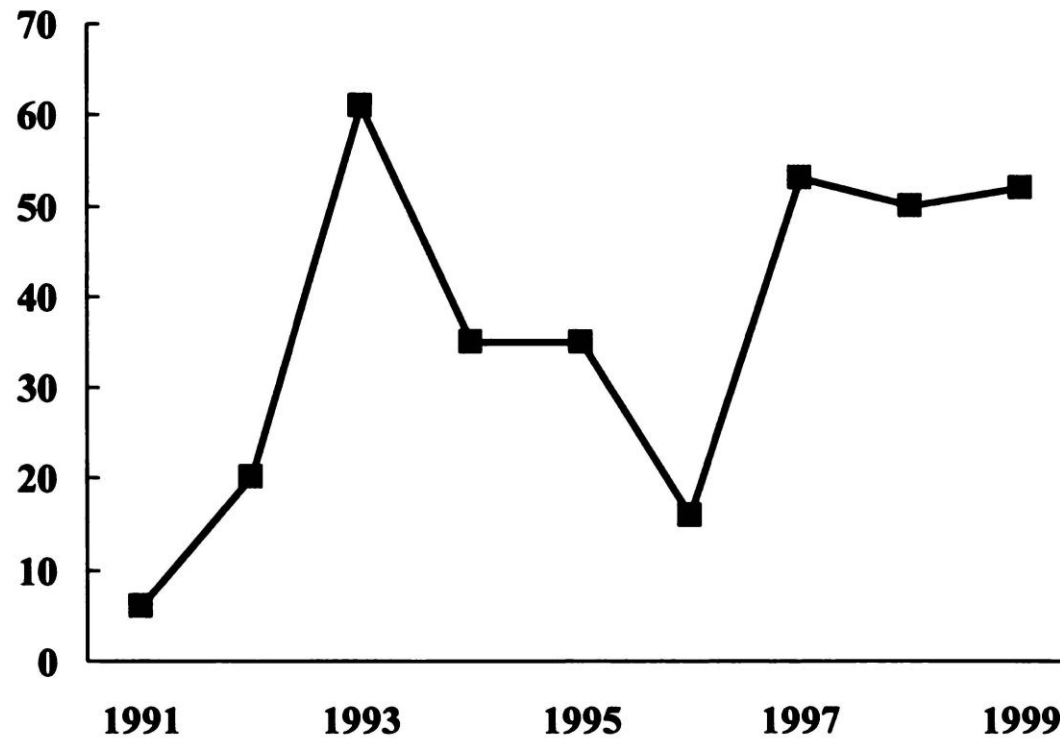
CATIE: Papers in journals listed in Science Citation Index 1987-1999 *)



*) Source: Science Citation Index 1987-1997
1998 and 1999 are estimates

CATIE

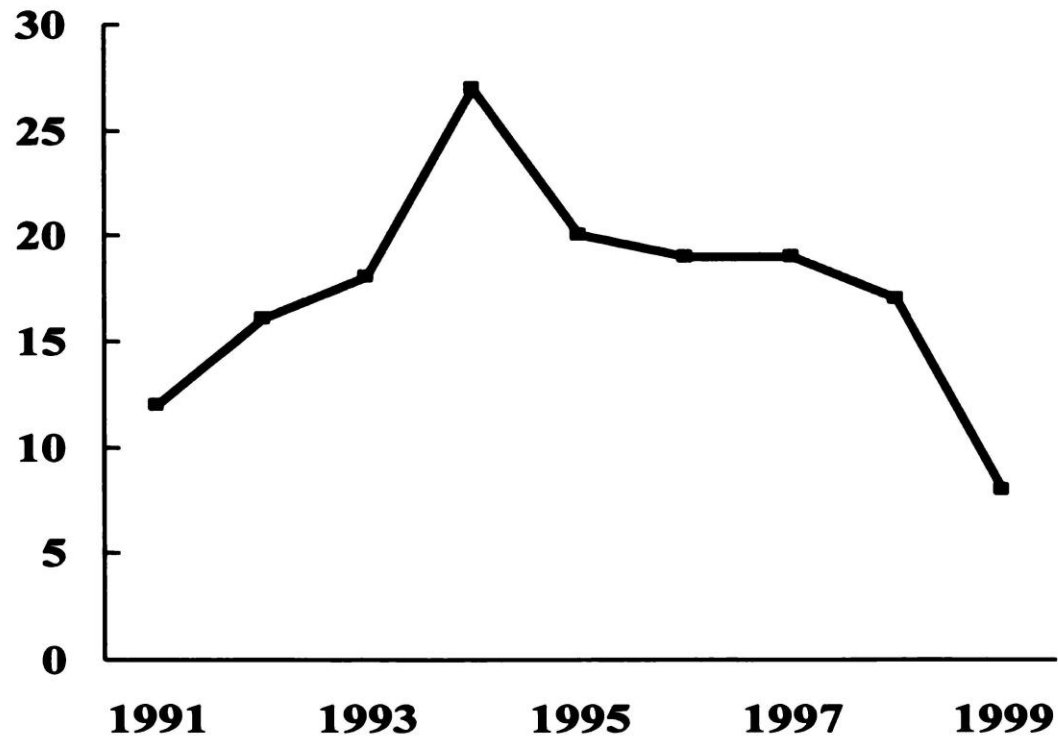
CATIE: Papers in technical journals 1991-1999*)



*) 1999: Preliminary figures

CATIE

CATIE: Publications in “Serie Técnica” 1991-1999*)



*) 1999: Preliminary figures

CATIE

CATIE: Publications and presentations 1999 by areas (*)

	A	AF	FB	E	TOT
<u>Journal</u>					
Scientific journal	3	3	11	1	18
Technical journal	19	19	10	4	52
<u>Other scientific</u>					
Books/Chapters in books	7	5	3	1	16
Papers in proceedings	12	16	2		30
Abstracts etc.	2	2			4
Semana Cientifica	34	27	23	10	94
<u>Technical</u>					
Serie técnica (CATIE)		1	3	1	5
<u>General</u>					
Popular articles/bulletins	1	1	23		25
Progress report etc.			1		0
<u>Academic</u>					
Course materials	1	2			3
Thesis M.Sc.					
Total	79	76	76	17	248

*) Preliminary figures



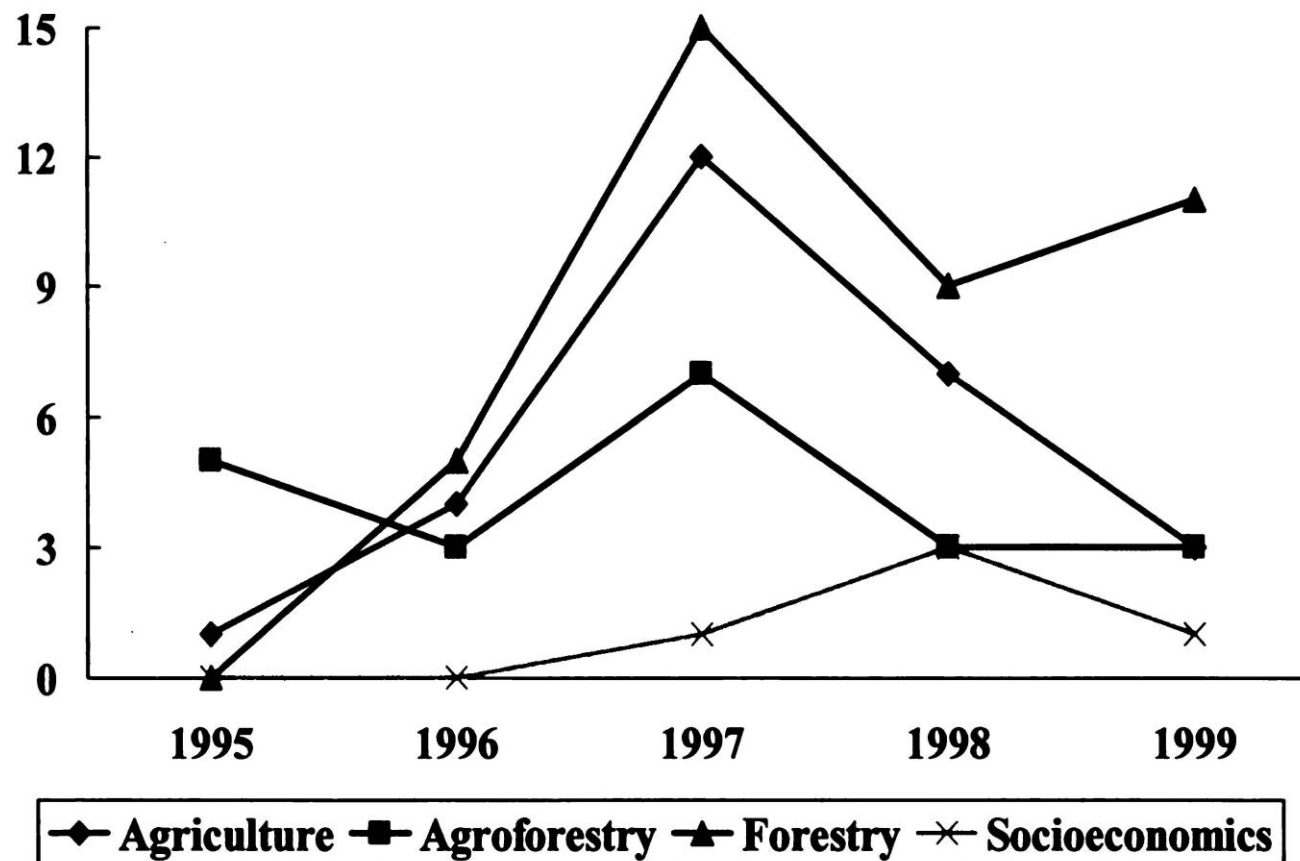
CATIE: Publications and presentations 1999 by lines (*)

	1	2	3	4	5	TOT
<u>Journal</u>						
Scientific journal	2	3	3	10		18
Technical journal	3	19	20	8	2	52
<u>Other scientific</u>						
Books/Chapters in books	4	3	5	4		16
Papers in proceedings	1	11	16	2		30
Abstracts etc	1	1	2			4
Semana Cientifica	14	23	27	20	10	94
<u>Technical</u>						
Serie técnica (CATIE)	1		1	2	1	5
<u>General</u>						
Popular articles/bulletins	19	1	1	4		25
Progress report				1		1
<u>Academic</u>						
Course materials		1	2			3
Thesis M.Sc.						
Total	45	62	77	51	13	248

*) Preliminary figures

CATIE

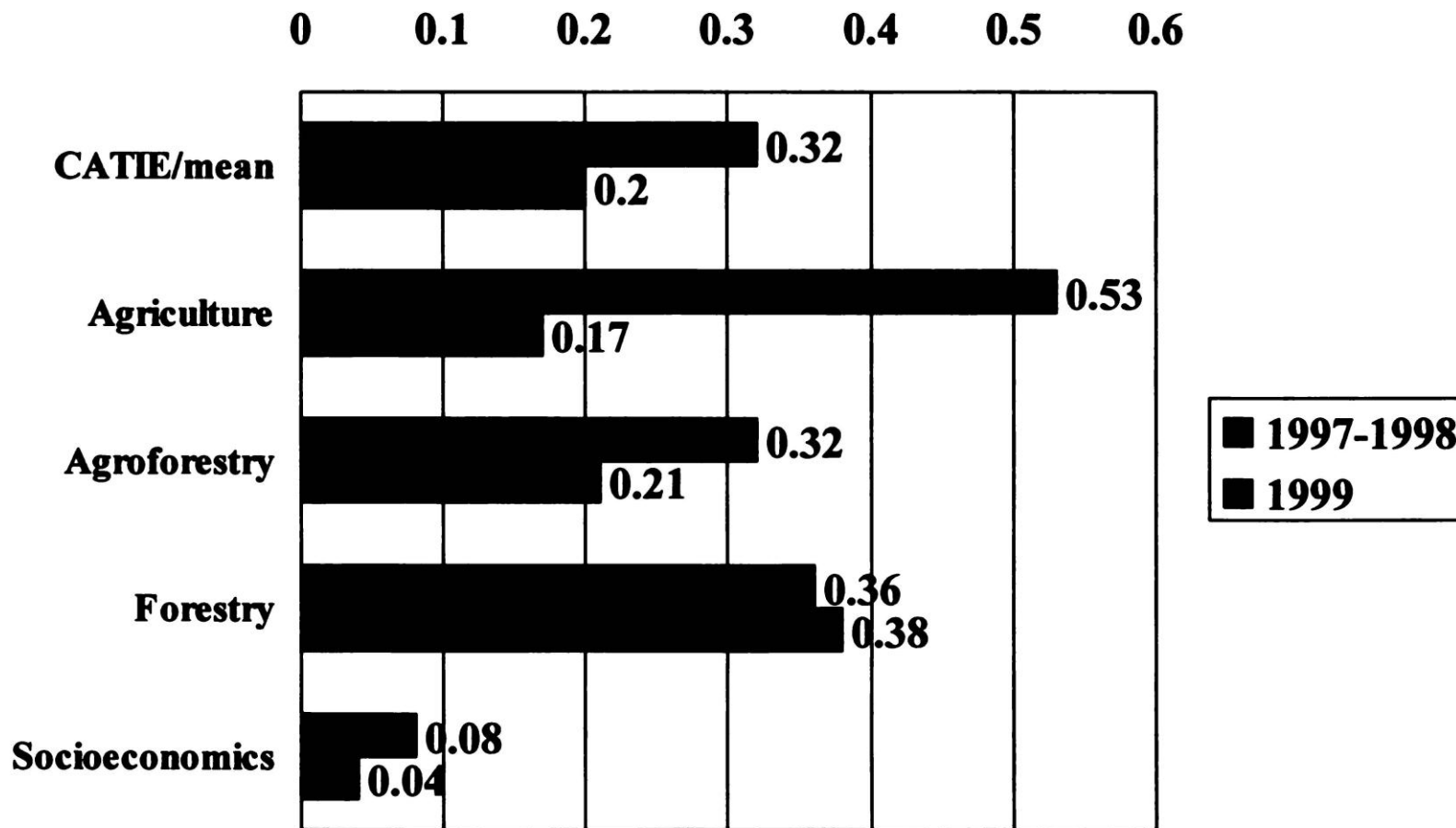
Papers in refereed international journals 1995-1999: By Areas



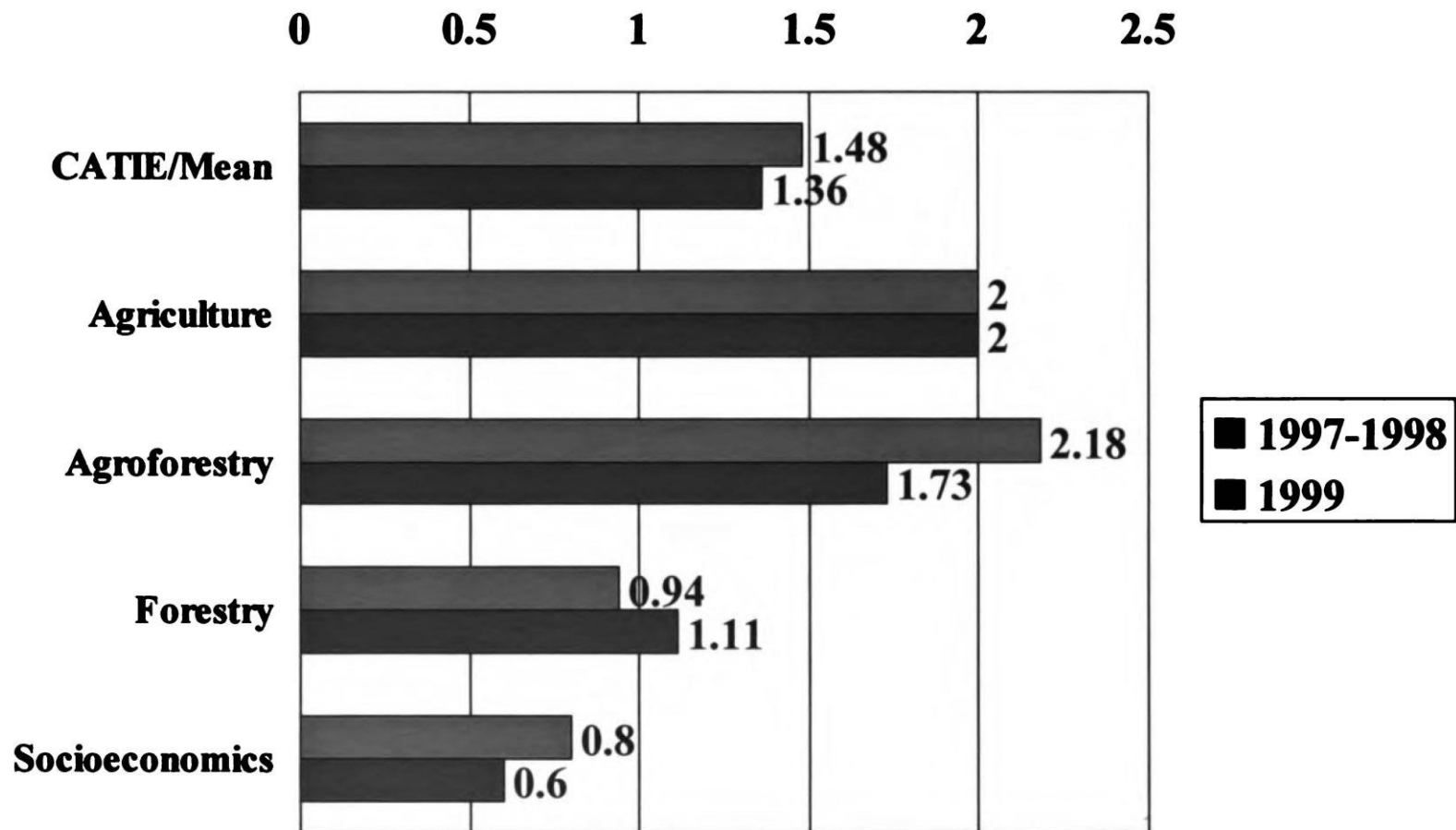
*) 1999: Preliminary figures

CATIE

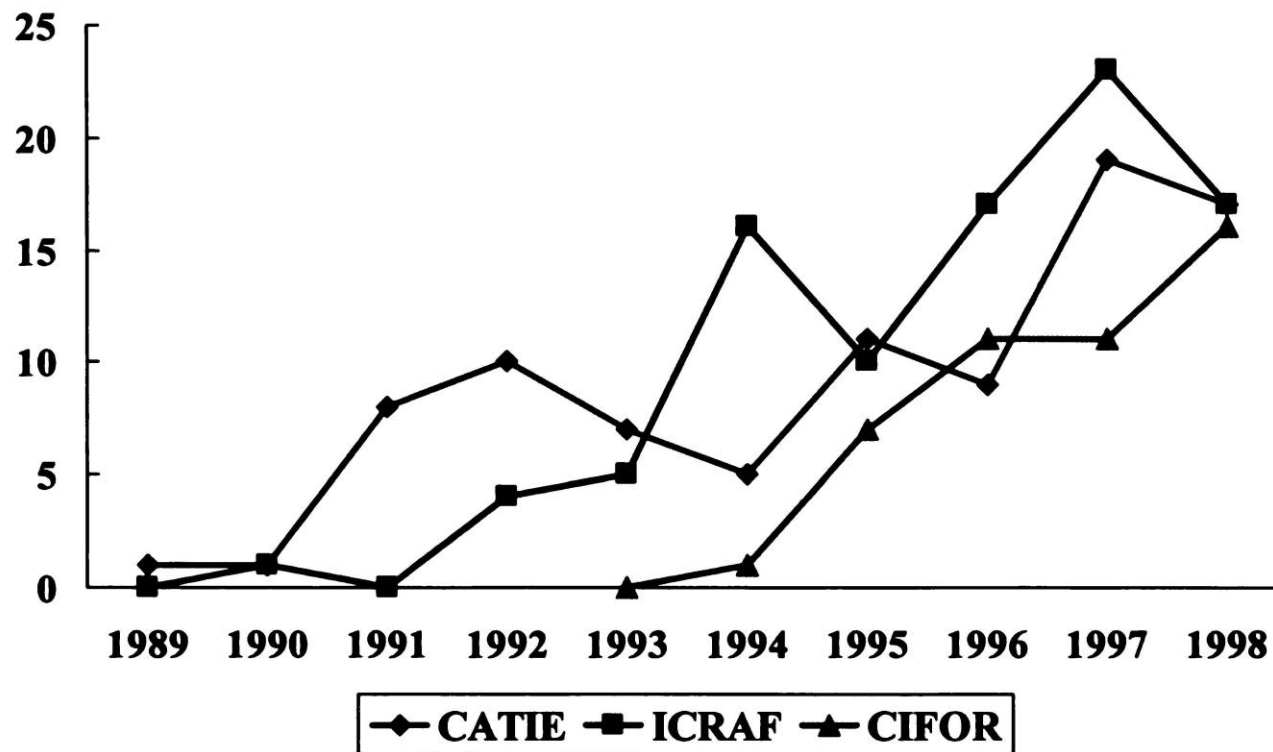
Scientific publications/ faculty member 1997-1999



Technical publications/ faculty member 1997-1999



CATIE, ICRAF and CIFOR: Publications listed in SCI 1989-1998



Source: Science Citation Index 1987-1998
(the 1998 figures are preliminary)

CATIE

Research Projects 1998

Research lines	No. of Projects
1. Genetic resources	14
2. Pest Management	17
3. Agroforestry Systems	11
4. Forestry and Biodiversity	17
5. Economics and sociology	8
TOTAL	67

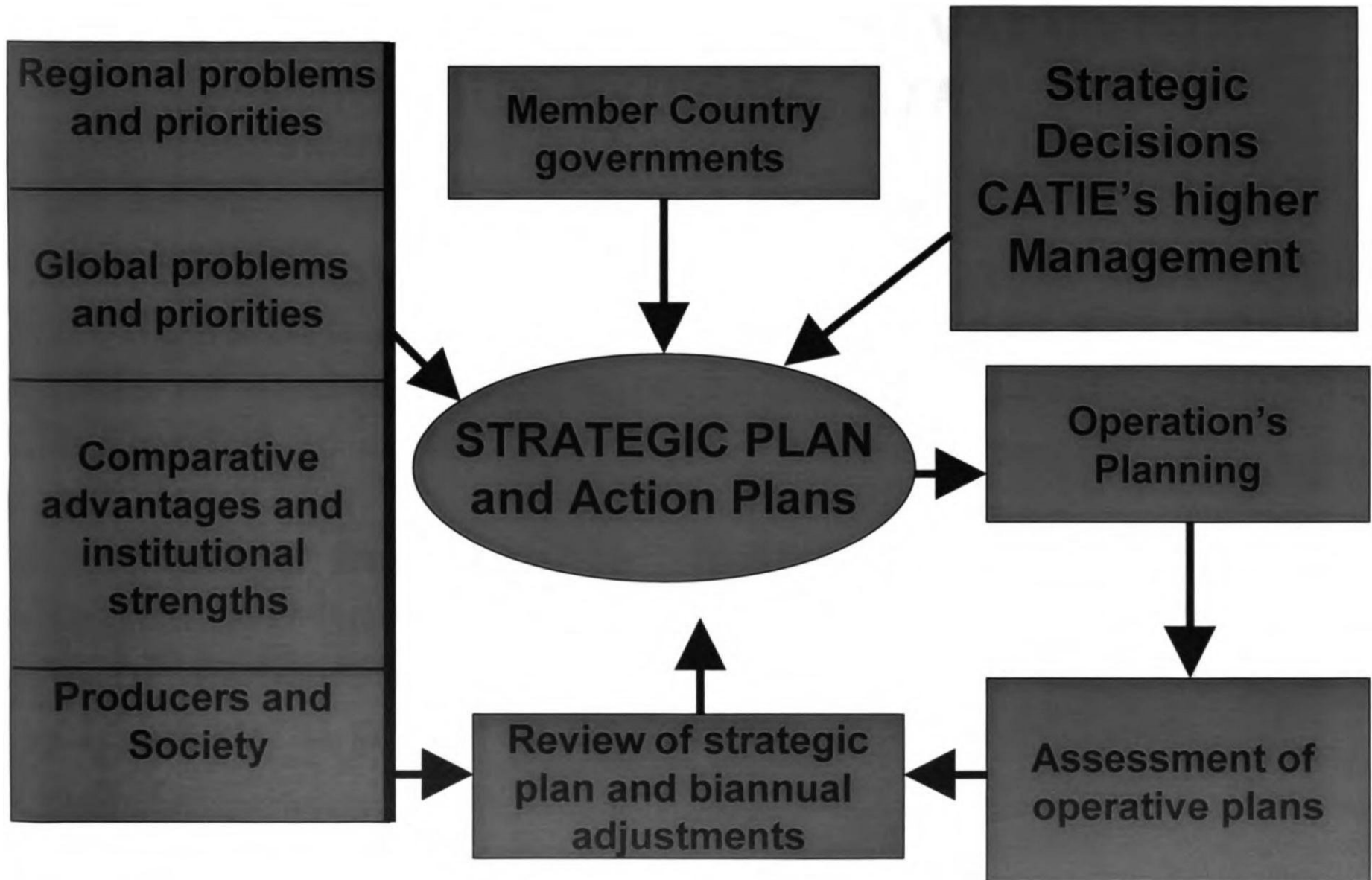
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Professional Personnel of the Research Program

Ph.D.	32
M.Sc.	33
B.Sc.	15
Grad. Students	119
TOTAL	199

**STRATEGIC PLANNING
AND
EXTERNAL COOPERATION**

STRATEGIC PLANNING



IMPACT MONITORING AND EVALUATION : OUR *RAISON D'ÊTRE*

•...If the know-how, technologies and alternative practices are not available and are not put into the hands of end users...there is hardly a justification for the Center to exist...

•... Clear, measurable indicators should show whether we have truly contributed to the sustainable use of ecosystems and, therefore, to breaking the cycle of rural poverty and degradation of land...

THANK YOU

CATIE