

MOMENTO DE INTERCAMBIO-EXCHANGE MOMENT MODELO DE NEGOCIOS-BUSINESS MODEL



SESSION

Presenters

- Miguel Angel Arvelo
 - Federico Villareal
 - Alejandra Mozes
 - Graciela Quesada
 - Jose Miguel Pérez
 - Braulio Heinze
- Jefe de Gabinete- Coordinador de Estrategia de Demanda
Director de Cooperación Técnica- Coordinador Estrategia de Oferta
Gerente de Recursos Humanos- Coordinadora Estrategia Competencias
- Gerente de Diseño Organizacional- Coordinadora Estrategia Redes
Especialista de Relaciones Externas- Coordinadora Estrategia Alianzas
Director de Servicios Corporativos- Coordinador Estrategia de Arquitectura financiera

Strategy 1.

Technical cooperation agendas- Business Model

Coordinator: Miguel Ángel Arvelo

Workteam:

Chief of Cabinet: Miguel Á. Arvelo, Kembly Phillips and Fanny Zapata

Technical Cooperation Directorate: Joaquín Arias and Karen Montiel



Strategy & expected products

To establish a cooperation roadmap for the medium and long term, so that all institutional capacity is effectively focused on the issues and actions that are a priority for our Member States.

- Strengthening and more efficient technical and managerial management.
- Construction of agreements and agendas to prioritize target actions aimed at achieving high-impact results.

Related flags(emphasis 2 and 4)

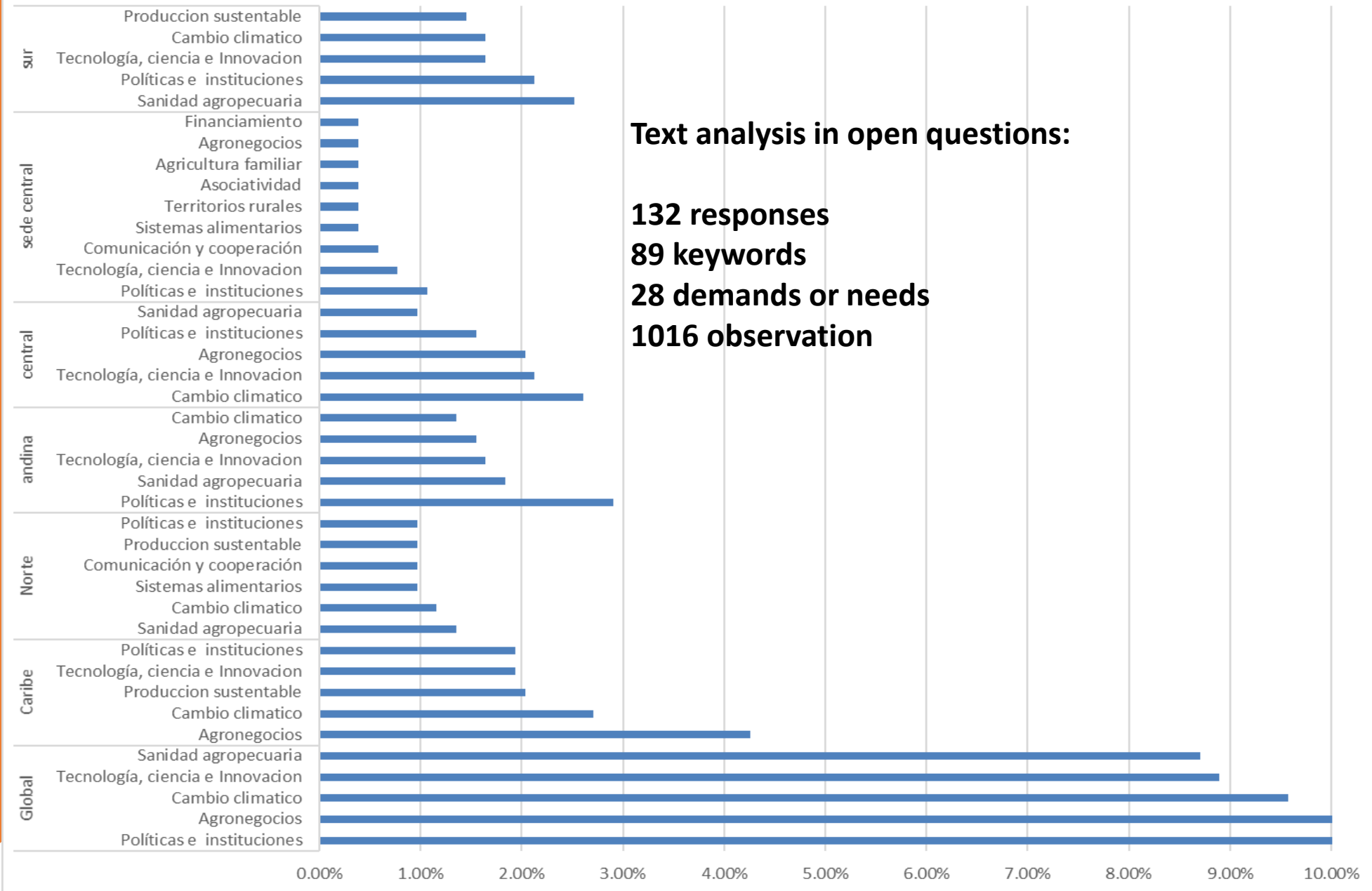
- 01. Policy Observatory;
- 02. Medium-term country agreements; Y
- 04. Products and services platform

Expected products:

- Baseline information for country pilot plans (opportunity and demand analysis)
- Characterization of countries and regions according with the type of demand
- Portfolio of products and services (technical demands and needs, support and administrative services required by counterparts)

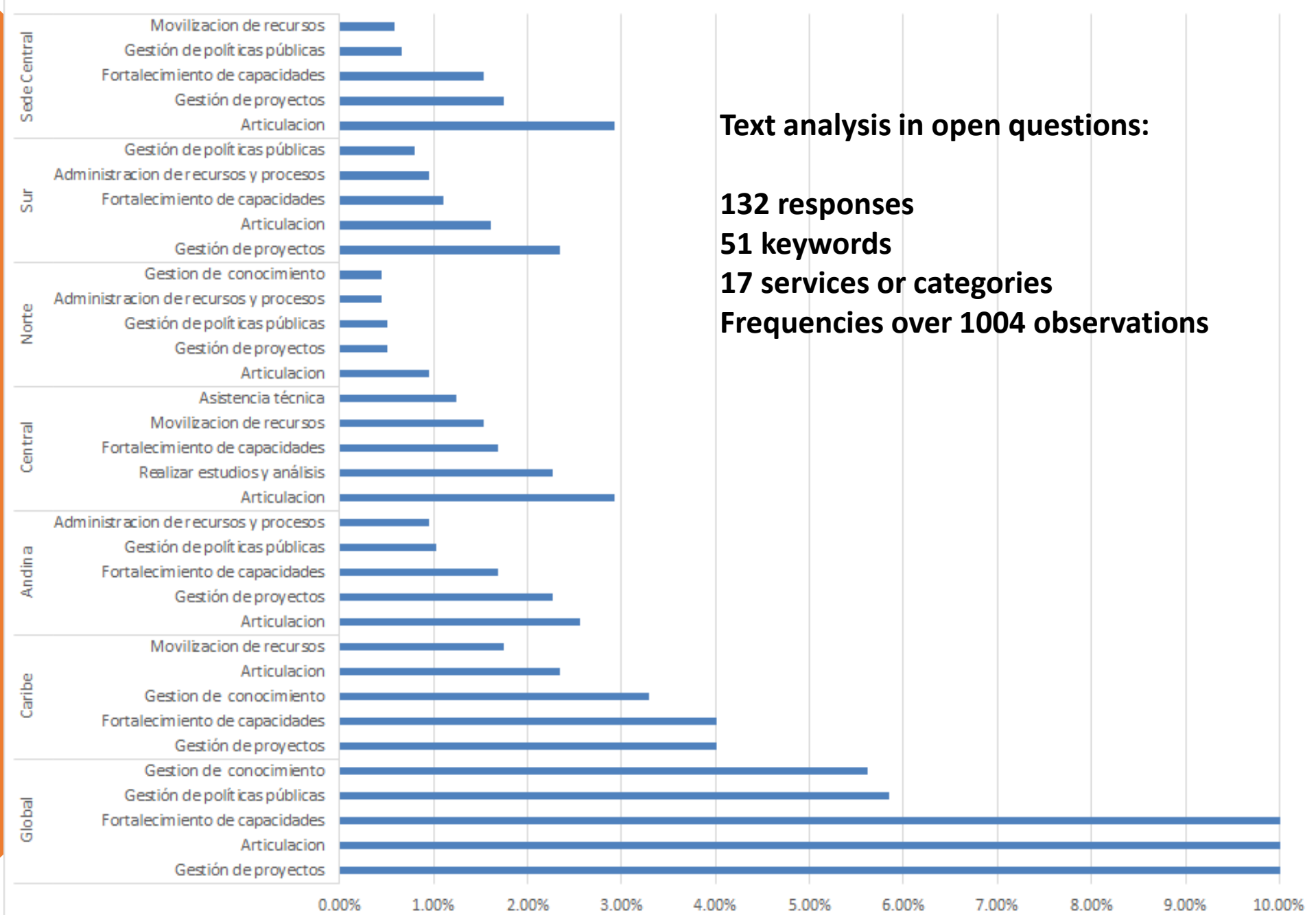
What are the cooperation needs and demands that should be addressed as a priority in the country or region according with your analysis of the agricultural reality?

Survey: Identification of cooperation demands and needs for IICA



Survey: Identification of cooperation demands and needs for IICA

The first 5: Services that would allow meeting the needs or demands of the countries



Strategy 2 – Business Model

Coordinator: Federico Villarreal

Workteam:

- Joaquín Arias
- Federico Bert
- Francisco Mello
- Adriana Campos
- Eugenia Salazar
- 5q
- Viviana Palmieri
- Daniel Rodríguez
- Manuel Messina
- Karen Montiel
- Hugo Chavarría



Strategy & expected products

Goal 1. Pertinence and foresight

- Pertinence of the supply of technical cooperation services.

Strategy 2: Supply of .

Flag 03:

- Product: Reference center (Information source).
- Producto: Innovation platform.

Flag 04:

- Product: Product and service bank.

OBSERVATORY OF PUBLIC POLICIES FOR FOOD SYSTEMS

A space for reflection,
exchange of knowledge and
foresight on public policies for
LAC agri-food systems



UNDER **CONSTRUCTION**

COMPONENTS



PUBLIC
POLICY
NETWORK



PUBLIC
POLITICIES



FORESIGHT
Anticipating
changes

Towards a new generation of public policies

METODOLOGY

IN LINE
PLATFORM:

Information,
knowledge and
data management



NETWORK of
technicians
and managers
of public
policies



**DELPHI
POLLS**
In real-time



Evidence based policies

OPERATION

Led by CAESPA with the participation
of the TCD, Chief of Staff,
Representations, Advisory Council and
the Policy Network



PHASE I
In progress

METHODOLOGY

HEADQUARTERS AND OFFICES COORDINATION



LOGISTICS AND ROLES AMONG IICA STAFF



COORDINATION AND JOIN WORK BETWEEN REGIONAL TEAMS



LAUNCH + SURVEY

REGIONAL MEETINGS
HEMISPHERICAL MEETING

AGENDA AND METHODOLOGY REGIONAL MEETINGS



SURVEY WITH GCS ACCORDING WITH REGION PRIORITIES



GAME CHANGING PRIORITIZED SOLUTIONS AND REGIONAL CONSENSUS



RESULTS

RESEARCH, DEVELOPMENT AND INNOVATION (R+D+I) IN AGRIFOOD SYSTEMS

PRIORITIZED IN 5 REGIONS



DIGITIZATION OF AGRICULTURE

PRIORITIZED IN 3 REGIONS



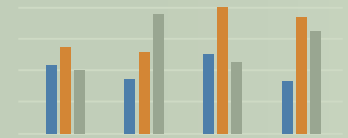
"ONE HEALTH"

PRIORITIZED IN 2 REGIONS



SOIL HEALTH

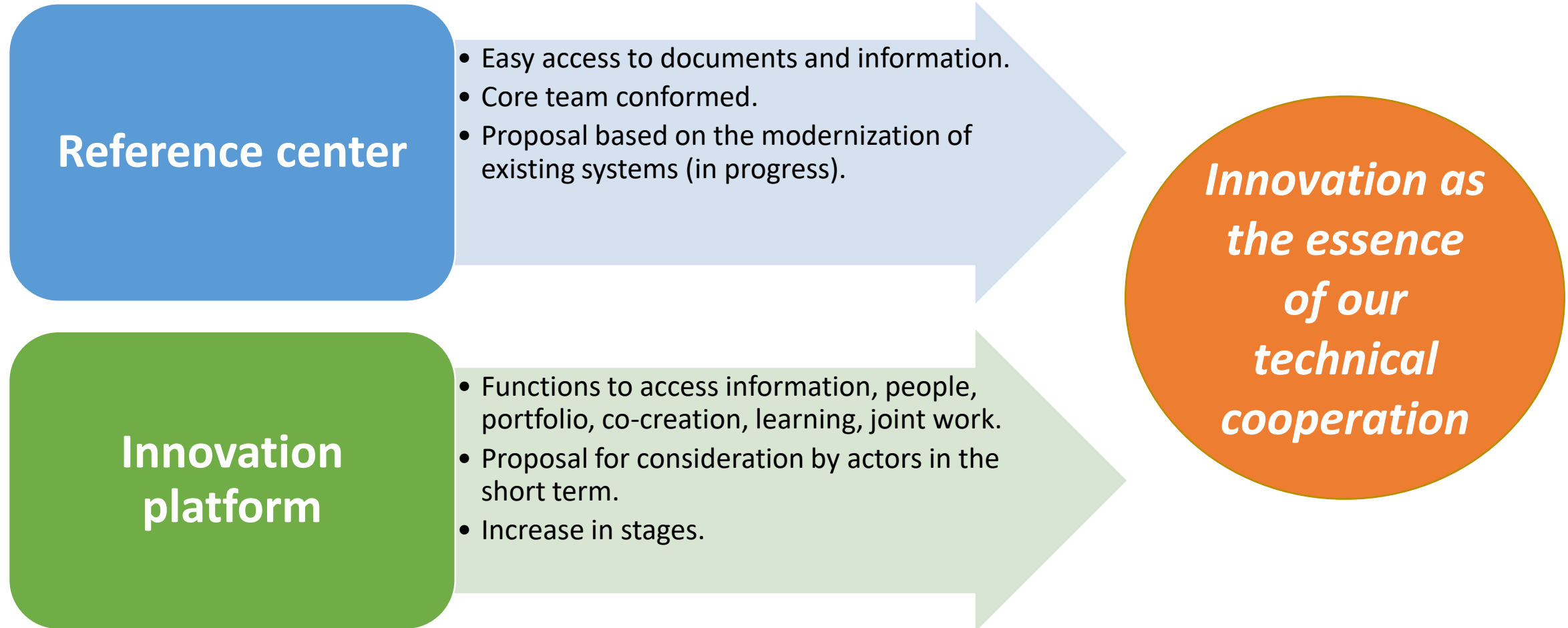
PRIORITIZED IN 2 REGIONS



PRIORITIZED STRATEGIC AREAS

Business Model: Strategy 2 - Flag 3

Achievements 30/6



Products

Characteristics - Actions

Federico Bert
Viviana Palmieri

Business model: Strategy 2 - Flag 4

Achievements 30/6

Objective

“To create a portfolio with key specialized services or products that IICA has to support member countries in meeting their needs and demands framed within the institutional priorities defined by the IICA MTP that will improve the technical positioning of the Institute.”

Focus

Formulation and negotiation; promotion and positioning; challenges / problems and opportunities; technical cooperation processes and strategic issues.

Developed files

Six files on issues related with trade, biomass, bioeconomy, family farming, biotechnology and AHFS

Strategy 3 – Business Model
Strengthening Human Talent
Coordinator: Alejandra Mozes

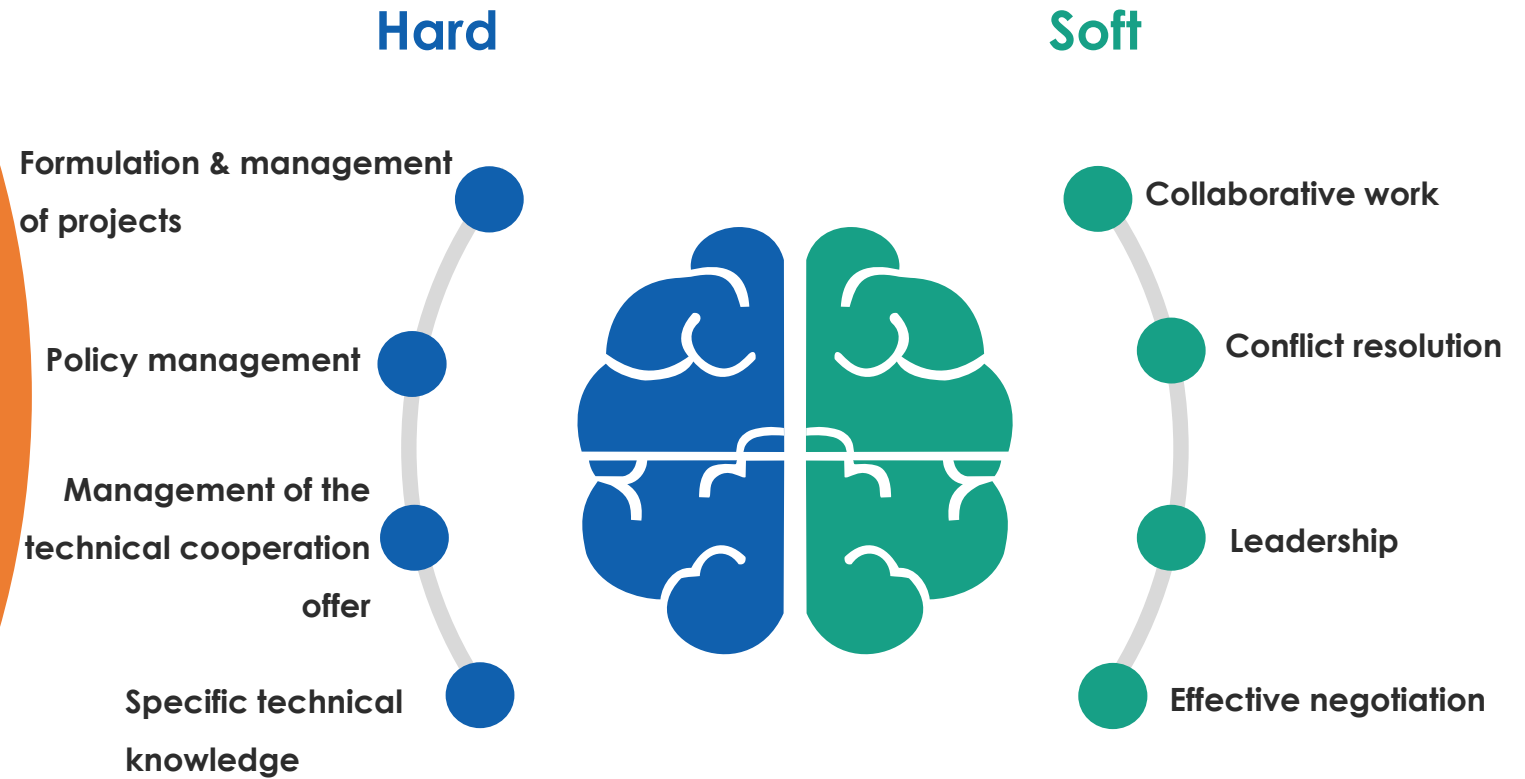


Strategy & expected products



Training and Certification of Competences

Advances



Advances

- Leadership Hub, 38 graduates July 2021
- Effective negotiation, 20 staff members
- Digital induction, 94% participation
- Digital competencies
- Languages, 78 licenses



Strategy 4 – Business model Governance

Coordinator: Graciela Quesada

Workteams: Adriana Campos, Christian Fischer, Christian Navarro, Edgar Cruz, Margarita Baquero, María Andrade, María Hernández, Nathalia Coto, Pedro Cavalcante, Santiago Vélez, Wilmot Garnett

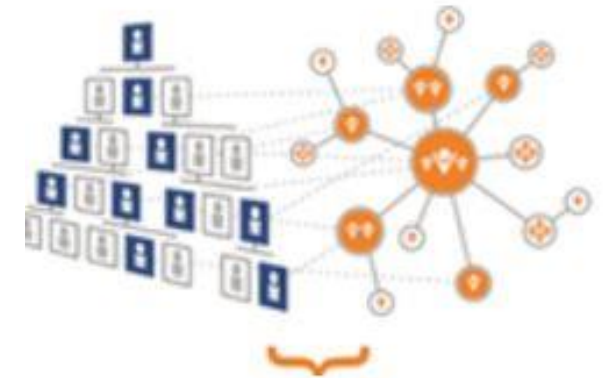


Strategy
and
expected
products

Strategy 4

New

Institutional
Governance



Establishment of Corporate Networks
(Technical and Administrative)

Result 1

Corporate networks
in operation

Result 2

Proposal on
structural changes



Project Management Strengthening

Result 3

Protocol for formulating and negotiating
projects in networks

Achievements



Analysis of technological applications to facilitate working in networks



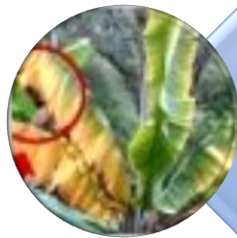
Selection of TEAMS and training of 240 staff members



Application and analysis of survey on networking at IICA



Preparation of a conceptual document
(principles, guidelines, success factors, risks of working in networks)



Formation of and support for the initial networks, in accordance with the established principles:

- Pilot project (10 countries)
- *Fusarium Tropical* Race 4 (FTR4)

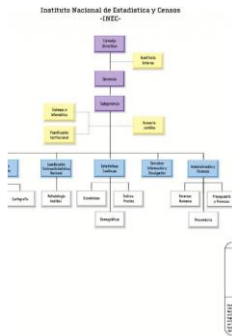
Next steps



Formation of upcoming networks:
Livestock production
Water resources



Guidance and sending out of messages about working in networks



Proposal on structural changes



Guide for formulating and negotiating projects in networks

Strategy 5- Business model

Diplomacy and communications

Coordinator: Beverly Best



Strategy & expected products

Framework

- Strategic statement 3
- Business model
- Strategy 5: Diplomacy and communications
 - Flag 9: External relations

Results

- Comprehensive diplomacy protocol for our international cooperation that is expressed in fluid relations with national and international authorities at all levels.

Expected products

- Harmonized institutional strategic framework for external partners
- Strengthening of external and institutional relations
- Management of external relations at IICA

Achievements

Harmonized institutional strategic framework for external partners

- Strategy document prepared
- Shared and under discussion: Management Team, Regional Coordinators and Representatives
- Observations and comments (to be finalized)

Achievements

Strengthening of external and institutional relations

- **Accreditation to International Organizations**

- GCF Stage 3 (pending Board decision)
- Two GCF regional proposals (Stage 2) approved and in implementation

- **EU: Political Support**

- Post-Cotonou: 8 concept notes for the Caribbean region prepared and presented to the European Union.

- **Relations with Regional Organizations**

- Cooperation Agreements with regional actions (CAC, CARICOM, CAIS, OIRSA, CDF)
- Meetings / consultations with GRULAC.

- **Intercontinental Associations**

- Agreement with CSAYN Global
- Collaboration in 4 UNFSS actions independent dialogues.

Achievements

Management of external relations at IICA

- **Partners data base:**
Dic 2020: 211 Jun 2021: 213
- **New partners 2021:**
Approved 31 In process 9
- **Updating of strategic actions with new partners for 2021**
- **Strategic intelligence of new partners: summaries made.**

Work roadmap

Harmonized institutional strategic framework for external partners

- Preparation of protocols.
- Preparation of a training video of the strategic framework.
- Diplomacy and international relations training.

Work roadmap

Strengthening of external and institutional relations

- Accreditation to GCF (Stage 4)
- Review of the OECS MoU
- Meetings / consultations with GRULAC for the last quarter of 2021
- Meetings with EBV in July on the subject of Food Security in the Americas
- General Agreement with AGRA (to be signed in September)
- Four actions with AGRA and CSAYN (October joint youth summit)

Work roadmap

Management of external relations at IICA

- Institutional database of partners (continuous update)
- Update of the annual portfolio of strategic actions with new partners for 2021
- Concept note and design of the Network of Regional Alliances of IICA focal points
- Strategic intelligence database of new partners launched as a new IICA information system

Strategy 6 – Business Model

Strengthening cooperation financing models: **Financial architecture** and portfolio expansion



Coordinator:

Braulio Heinze, Corporate services director

Work team:

Karen Kleinheinz

Ronald Aragón

Teresa Maldonado

Nathalia Coto

Federico Sancho

Grettel Loría

Support: Rafael Echeverri

Hombray Taylor



Strategy and expected products

Innovation Fund for Resilience

Strategy 1: A resilience agenda to overcome the post-pandemic crisis- forecasting and convergence of agendas (demand)

Strategy 5: “Greater institutional presence and impact: external relationships and communication”

Quotas of the Members States

Over-quotas

Voluntary contributions

QUOTAS

Strategy 2: “Platform for the innovation value chain: technical cooperation products and services (supply)” / **Strategy 3:** “Strengthening of human talent: training, development and certification system for technical and administrative skills”

Miscellaneous

Diversification of investments

Offer and sale services

Miscellaneous

Operational costs

Strategy 4: “New institutional governance model: organizational chart, networks and project management”

External projects

Accreditations funds

PACE

SFTC

ICR

S06

New financial architecture

- To implement the protocols of a new financial architecture.
- Diversify sources of resources
- Promote alliances to apply and obtain better access to financing.



Flag

11

Trust funds and new sources of financing

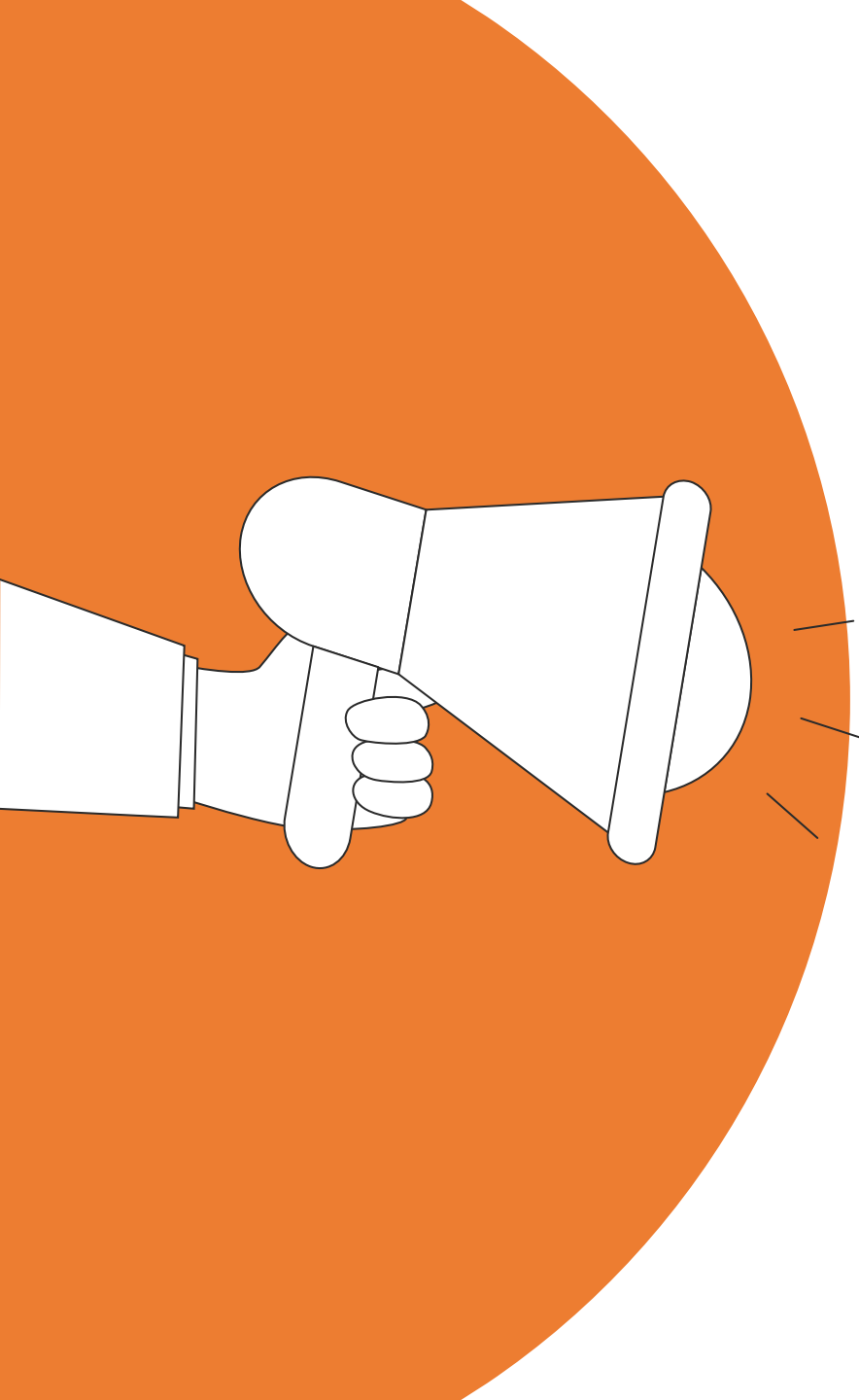


Flag

12

Marketing of technical cooperation projects






Achievements



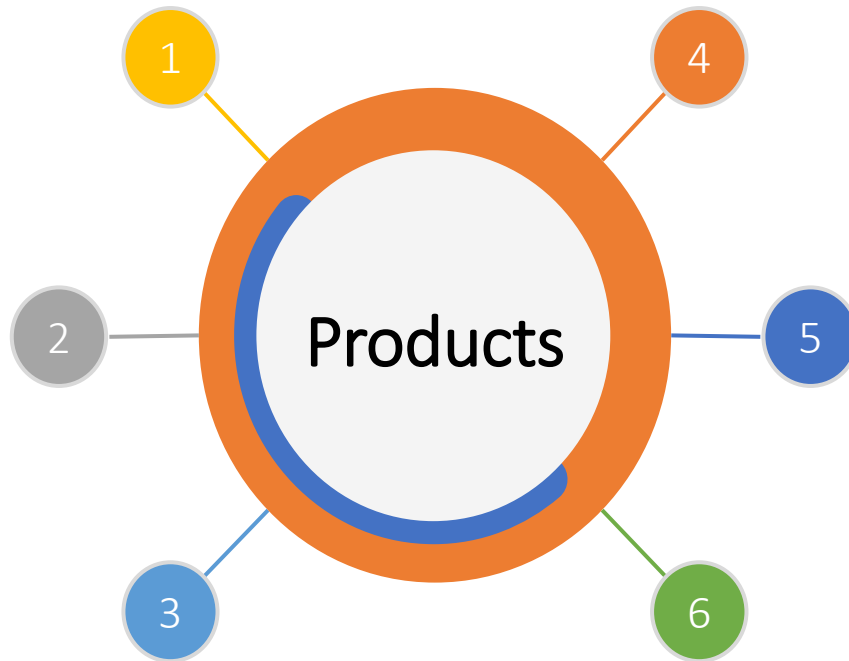

Costs
Institutional costing template



Investment
US to Costa Rica increasing the interest rate



Fund for Resilience
Concept note



Selling of services
Protocolo que se incorporará al Manual para la Gestión de RREE.



Accreditations
• Green Climate Fund
• European Union



Commercial Strategy
Institutional commercial capacity study





Work Roadmap: nexts steps



