

2019

**Guide for the 2020 programming of
national and regional technical
cooperation actions.**

DIRECTORATE OF TECHNICAL COOPERATION

INTER-AMERICAN INSTITUTE FOR COOPERATION ON AGRICULTURE (IICA)

Guide for programming technical cooperation actions of the Directorate of Technical Cooperation

Programming 2020

The programming of technical cooperation actions is necessary for the Institute to advance in the development of the first Strategic Declaration that has been proposed, which indicates that IICA must work to “provide technical cooperation of excellence through its network of offices, within the framework of five programs aimed at fostering sustainable agricultural and rural development, following the interdisciplinary and focused work principles” (Strategic Statement # 1).

A first innovative, participatory and articulated pilot will be implemented this year with delegations and regional coordinations, to identify technical cooperation demands. For this, the following stages are proposed:

First stage: update on technical cooperation offer

- Review information shared by the programs: reference documents, PowerPoint presentations and videos. This information is available on the intranet in the technical cooperation section, by clicking on each of the Programs. In case of doubts or need for inquiries or clarifications, we ask you to contact directly the management or technical team of each program.
- Participate in the virtual meeting promoted by the Directorate of Technical Cooperation to answer questions in general about the programming process. The meeting will have simultaneous translation and will be virtual. It is scheduled for the week of October 7 and will be promptly announced.

Result: knowledge of the technical cooperation that the hemispheric technical programs offer.

Duration period: Deadline October 7.

Second stage: Identification and preliminary formulation of the demands of technical cooperation.

For the fulfillment of this second stage the following sequence is suggested.

1. Preliminary identification of topics in which is considered that technical cooperation actions can be developed. For this, it is suggested, taking into account institutional reference documents (MTP, speeches by the Director General, etc.), to consult: political decision makers, donors, producers’ associations, reference frameworks for national agricultural policy and leading companies, among others.
2. From the previous exercise, make a formal request for collaboration to the programs deemed best fit for the development of the technical cooperation actions that are considered of national relevance. The request must be made by email to the Program Manager with a copy to the corresponding Regional Coordinator. The objective of

this is to convene the technical team of the program to participate in preparing a pre-proposal for technical cooperation.

3. The teams of the delegation, together with those of the Directorate of Technical Cooperation, will proceed to prepare a proposal for technical cooperation action. It must follow the structure indicated in Annex 1 of this guide.
4. Each delegation can submit up to 5 demands by country (no more than 2 of the same program). All proposals must be prepared and submitted in coordination with the corresponding programs.
5. In addition to the above, the regional coordinators together with the representatives involved in the proposal and the technical teams of the Program may submit up to 3 demands for regional technical cooperation actions.

Result: Identification of relevant technical cooperation actions in countries and regions, preparation of technical cooperation actions proposals in which technical teams and representatives of the delegations, regional coordinators and teams of the Directorate of Technical Cooperation are involved.

Duration period: from October 7 to November 8.

Third stage: selection and prioritization of technical cooperation actions

A working group will be formed to select and prioritize the demands received. The group will have the participation of: The Director of Technical Cooperation, 5 Program Managers, 1 Coordinator of cross-cutting area, 5 Representatives of delegations, 2 Regional Coordinators, and 1 representative from the Project Management Unit.

This team will meet in person for a week, and should be able to:

1. Define criteria for selection and prioritization of technical cooperation demands.
2. Apply criteria to select the proposals that should be considered taking into account the existing restrictions (budgetary and operational)
3. Apply criteria to prioritize all demands.
4. Develop suggestions for improvement for prioritized demands and facilitate the channeling of those that can be considered to apply to other internal mechanisms (FONPRI, RRA, Office Funds, etc.)
5. Communicate to the delegations the results endorsed by all the members of the work team.

Result: selection, prioritization and communication of the actions of TC in an agreed manner and articulated with delegations, regional coordinations, hemispheric action programs and Project Management unit.

Duration period: from November 11 to 15.

Fourth stage: Preparation of document with technical cooperation and programming action

- Managers coordinate with the proponents of the selected demands, the elaboration of a technical cooperation action document (Annex 2). This document functions as the agreement developed for the proposal presented among all the actors involved (employment contract) and as the guide for the implementation of the proposal. The format already established contemplates all the administrative information currently required by all IICA administrative systems (SUGI, SAP, etc.)
- The Directorate of Technical Cooperation sends a document with technical cooperation action for the review group (DTC, GPP and GPME) that suggests adjustments and then sends to GPP to enable for its implementation.
- The deadline for sending technical cooperation action documents to DCT is November 30, 2019.

ANNEX 1

TECHNICAL COOPERATION ACTION SHEET

(maximum 2 pages)

1. Name or title of the Technical Cooperation action:

Objective + Scope of Action = Name

2. Applicant country or countries

Single country, multi-country or regional action

3. Applicant Institution / origin of demand

Public or private institution requesting or origin of the claim justifying the request

4. Partners or allies

Other participating institutions, contributions and type of contribution in cash or in kind

5. Hemispheric Action Program

Name of the Hemispheric Action Program to which it belongs and the line of action of the Program.

6. Related Hemispheric Action Programs

It is specified which Hemispheric Action Programs there is a coordination or linkage. It is necessary to specify the corresponding line of action and how this linkage occurs, and if it does not exist, also mention it.

7. Articulation of activities with cross-cutting areas

The specific activities that will be articulated to the cross-cutting themes are indicated. In addition to the above, it is necessary to specify how this link is given, that is, how the actions linked to cross-cutting areas are integrated, and if it does not exist, also mention it.

8. Description:

The technical cooperation action is briefly explained (not greater than 200 words) by developing the main idea of what is intended to be done and its justification. It is also contextualized within the hemispheric program to which it is a part.

9. Objective:

The central purpose is described, that is, the desired end (not the means) on what is sought to be achieved. The general objective answers the question, what is the project for?

10. Main results:

They are the achievements or changes expected in the short term.

11. Estimated cost:

The estimated cost in dollars (USD) of the technical cooperation action is indicated.

12. Team involved in the preparation

Appoint the person in charge of the team and the other personnel involved in the office and corresponding program according to the guide.

ANNEX 2

Guide for the design of cooperation projects of the Inter-American Institute for Cooperation on Agriculture (IICA)

1. Name and title of a project
 2. Key words
 3. Hemispheric action program
 4. Related hemispheric action programs
 5. Articulation of activities with cross-cutting areas
 6. Nature of the project
 7. Objectives of the project
 8. Results:
 9. Direct beneficiaries:
 10. Outputs:
 11. Output indicators and goals:
 12. Schedule:
 13. Global project budget :
- Bibliographic references

ANNEX 2

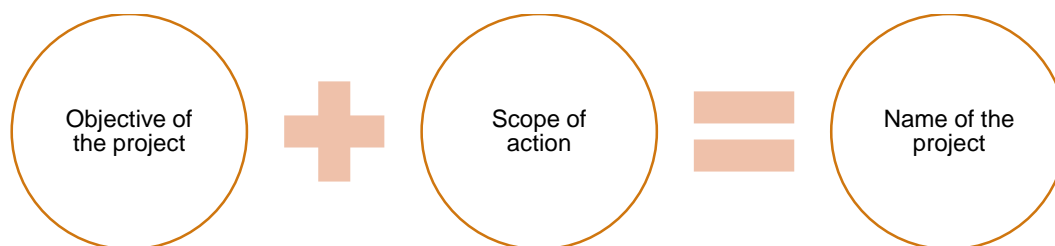
Guide for the design of cooperation projects of the Inter-American Institute for Cooperation on Agriculture (IICA)

The "Guide for the design of cooperation projects of IICA" aims to standardize a framework for the design of the hemispheric, regional, multi-country and country projects of each of the technical programs established in the 2018-2022 Medium Term Plan (PMP). This guide is intended to guide the programming of the demands made to the Directorate of Technical Cooperation (DTC) for 2020 and beyond.

Below are the components that will be considered in the technical file that contains the project. Some of the components provide examples with what is expected of the section.

1.Name and title of the project

Indicate precisely what you want to do by specifying the following:



Example of a project title of the Territorial Development and Family Farming Program:



The statement should not refer to the problem (Lack of ...) or its solution (Project for the integral development of rural youth). In addition, in relation to the scope of action, it must be specified whether it is national, multi-country, regional or hemispheric.

2.Key words

Indicate the keywords associated with the Agrovoc¹ thesaurus that will refer to the main issues related to the project. Keywords must be linked to: the topic addressed, the Hemispheric Action Program, products and expected results. They should not necessarily be in the title or exceed 4 words to facilitate your search

(With Knowledge Management there are two proposals: 1. Technical team of the programs propose them, 2. The project is sent to the Knowledge Management library team and this team proposes keywords)

3. Hemispheric action programs

Name of the Hemispheric Action Program to which it belongs.

4. Related Hemispheric action programs

It is specified which Hemispheric Action Programs there is a coordination or linkage. It is necessary to specify the corresponding line of action and how this linkage occurs, and if it does not exist, also mention it.

5. Articulation of activities with cross-cutting areas

The specific activities that will be articulated to the cross-cutting themes are indicated. In addition to the above, it is necessary to specify how this link is given, that is, how the actions linked to cross-cutting areas are integrated, and if it does not exist, also mention it.

6. Nature of the project

To explain the nature of the project, the following elements are contemplated to be developed: scope of action of the project, operational unit, responsible, co-responsible, participants, description, baseline of the project, alignment with the strategic objectives, alignment with the strategic lines of the program, alignment with components, alignment with instruments established in the MTP for each Program and alignment of the project with the Sustainable Development Goals (SDGs).

6.1 Scope of the project: it is specified whether the scope is national, multi-country, regional or hemispheric. (indicate country / countries / region)

6.2 Operational unit: specify who will execute the project, that is, who receives the resources (DTC or Delegation).

6.3 Responsible: program manager or member of the core team that the manager assigns to be accountable for the progress of the project.

¹ Agrovoc is available in FAO Webpage or in the following link:
<http://agrovoc.uniroma2.it/agrovoc/agrovoc/en/>

6.4 Co-responsible: program specialist assigned by the program management, Representative or technical person of the Delegation, who are responsible for implementing and monitoring the progress of the project. This co-responsibility is associated with the implementation of the products.

6.5 Participant (s): contributes to the execution of the project, but they are not directly responsible.

6.6 Description: the project is briefly explained (no more than 200 words) developing the main idea of what is intended to be done. It is also contextualized within the hemispheric program to which it is a part.



Sample Description of an International Trade and Regional Integration project

During 2018, in coordination with the Embassy of Argentina in Costa Rica, work was carried out to identify products and small producers with trade opportunities in complementary areas between both countries, of which some are in a position to initiate commercial exchange processes, but a large majority still require different support and technical assistance on key issues that allow them to achieve this goal.

In this sense, an approach such as the one proposed by the International Trade and Regional Integration Program is necessary, where there is a need to support companies and producers in the generation of market intelligence that allow a better insertion of small producers to international markets, based on informed decision making and subsequent to an adequate preparation process; on the other hand, in the full use of the options of agreements and commercial treaties that can in one way or another facilitate access to these markets.

6.7 Background: in this section two aspects are approached, on the one hand, the need to carry out the project is justified, through a logical argument, and

on the other, the importance and urgency of addressing the problem to be solved is explained.

In relation to the justification of the project, the analysis of the problem to which it is sought to be solved is specified and data that support its execution are provided. It also refers to taking advantage of the opportunities and potential to be developed.

Regarding the importance and urgency of addressing the problem, the technical reasons (objective reasons that motivate the project) and the political reasons, or the explicit demand or request made by public or private institutions (indicate if the project is linked to any political program, public policy or existing plans) to develop it, which must be articulated with the medium-term strategic planning with the countries.

Example of justification of a Bioeconomy and Productive Development project

The project prioritized by the Delegation in Ecuador constitutes an opportunity for the consolidation of the technical-political cooperation actions in force with the governing institution, as is the case of the Ministry of Environment, as well as of the agricultural sector entities, specifically the Ministry of Agriculture and Livestock and Subnational Governments, the latter with agro-productive competences at national and territorial level. In all cases, the related institutions have identified the Bioeconomy as an opportunity to enhance productive activity, moving from a primary production model to a high value-added one based on the sustainable use of products, sub products and processes, generating goods and services.

The justification must not exceed 200 words.

6.8 Alignment with the strategic objectives established in the MTP: the linkage of the project with any of the strategic objectives defined in the MTP is specified.

6.9 Alignment with the strategic lines of the program: the link between the project and the strategic lines defined by the programs is specified.

6.10 Alignment with program components established in the MTP: the linkage of the project with the program components defined in the MTP is specified.

6.11 Alignment with instruments established in the MTP: the linkage of the project with the instruments defined in the MTP is specified.

6.12 Alignment of the project with the Sustainable Development Goals (SDGs): what SDGs and their respective goals the project is linked to.

7. Objectives of the project

7.1 General objective: it is the central purpose, that is, the desired end (not the means) of what is sought to be achieved. The general objective answers the question, what is the project for?

7.2 Specific objectives: these are the steps or logical order of actions (no more than three) to achieve or consolidate the general objective. The objectives (general and specific) should be written in infinitive.

8. Results:

These are the achievements or changes expected in the short term (1-2 years) of the scheduled product (s), as a logical consequence of the intervention of the Program (or Project, or Action), depending on the periodicity or validity established for Project execution. The results are linked to the guidelines established in the MTP, not to the components.

Example of result

The technical and operational capacity installed in the Ministries of Agriculture and Environment of Panama by the end of 2020.

9. Direct beneficiaries:

9.1 Public and / or private: target group of the public or private sector that will benefit from the execution of the project.

10. Outputs:

The measurable, practical, and planned goods or services that are generated or come from the activities developed by the Program (Project, Action), and are aimed at achieving a result. It is recommended not to exceed three products.

Example of outputs

1. Training program on climate change adaptation of rice production, aimed at technicians and extension workers in the Chiriquí region, implemented.
2. Key actors of the rice producers' associations in the Chiriquí region trained in good environmental practices and agronomic and agroeconomic measures to adapt rice production to climate change.

11. Output and Goal Indicators:

An indicator is the unit that allows measuring the reach of a goal in the established period. An output indicator is the one that measures the quantity of goods and services that are provided and are the result of the execution of the project.

The output indicators measure the result in the short term, they are directly related to the specific objective, and measures aspects related to the relevance of the project and what the unit that executes is able to control. (MIDEPLAN, 2018)

To define output indicators, you should consider the following characteristics:

- a. measurable,
- b. factual (mean the same to everyone without ambiguities),
- c. valid (measure what you say you are going to measure),
- d. reliable (the conclusions based on them must be the same, even if the measurement is made by different people, at different times and in contrasting circumstances), and
- e. specific (based on available data).

For the preparation of the indicator, the formula that will be used must be specified and always try to start with "Number of..." or "Percentage of..."

The goal is the quantification that you want to achieve in the established time.

Next is presented the description where the elements of the indicator are defined, as well as their respective goal:

Element	Description
Indicator´s name	Expression of what is going to be measured.
Conceptual definition	Brief description of the information that the indicator will provide.
Measurement Unit	Magnitude in which the indicator is measured (percentage, quantity, average, rate, index)
Calculation formula	Mathematical expression in which the indicator is calculated.
Baseline	Data or initial figure of the indicator.
Goal	Quantification that you want to achieve in the established time.
Measuring frequency	Specify the frequency of measurement: quarterly, semi-annually or annually.
Data source	Name of the entity that will produce or supply the information.
Classification	() Effect. () Product
General comments	Relevant aspects concerning the indicator.

Source: personal elaboration based on Mideplan, 2018.

Example of the indicator data sheet

Element	Description
Indicator´s name	Number of agricultural sector officials of the Pacific Alliance member countries trained in 2020.
Conceptual definition	Number of agricultural sector officials from the Pacific Alliance member countries trained in international trade and regional integration issues by 2020.
Measurement unit	Quantity.
Calculation formula	Number of trained officials.
Baseline	0
Goal	20
Measurement frequency	Annual.
Data source	National Service.

Classification	() Effect (x) Product
Comments	

12. Schedule:

Set of concrete activities planned to reach the planned products in a certain period. The various activities identified must be presented in a logical sequence and each one of them specified with their means of verification.

Example of activities

1. Conduct studies;
2. Conduct surveys,
3. Hire consultants,
4. Organize the workshop logistics;
5. Research a topic on internet;
6. Manage a trip

The means of verification are the appropriate sources of information (physical or digital) that allow verifying the result of the expected outputs in the schedule. Not to be confused with an “indicator”.

Examples of Verification Methods

1. List of attendees to the training course and photographs of the event;
2. Evaluation of the course quality, materials, trainers and relevance, by the same trained attendants;
3. Electronic copy of training materials;
4. Minutes of meeting with authorities or direct beneficiaries, with agreements and responsible;
5. Statement issued by the beneficiaries or partners about their satisfaction with the product delivered;

The Schedule’s structure is the following:

Schedule	Verification Methods	January	February	March
Output 1				
Activity 1.1				
Activity 1.2				
Output 2				
Activity 2.1				
Activity 2.2				

13.Global Project Budget:

Resource programming by output is performed linking it with each GMO.

Travel information

Detail the scheduled trips on the items of spending larger 3 and 4

Origin and destination of the trip		Estimated Date	Duration	Traveling official	Purpose and need of the trip (explain, in a convincing, precise and brief manner, what you intend to achieve with the trip and why, despite the available	Cost USD
Desde	Hacia					
TOTAL						

Consulting information

Detail of scheduled consultancies including fees, other costs and travel expenses

Purpose and need of consulting (explain, in a convincing, precise and brief manner. What is the plan to achieve with this consultancy and why, despite the human capacities available at IICA, it is absolutely	Place of recruitment	Expected products	Estimated Date	Duration	Fees and other costs USD	USD Travel Cost	Total cost USD
TOTAL							-

Bibliographic references

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