

STRATEGY 1: Resilience agenda to tackle the post-pandemic crisis

Forecasting and convergence of agendas (demand)

<p>Overview</p>	<p>The economic crisis ensuing from the measures to contain the COVID-19 pandemic is affecting the performance of the agriculture sector and the livelihood of the hemisphere's rural population in different ways. The speed and extent of the expected changes has led us to believe that Governments will face severe fiscal difficulties, and that there will be disruptions in trade flows and in the income of production actors. Uncertainty about the scope, extent and duration of the crisis poses an even greater challenge for those overseeing public policies, as well as for the private sector, which must operate amidst a new normal that involves temporary closures of production activities and restricted movement of consumers.</p> <p>The vulnerability of the agriculture and rural sector to technological, economic, environmental, production and political shocks is a key consideration in the strategy of the Inter-American Institute for Cooperation on Agriculture (IICA), as evidenced in the priority given to risk management, as one of the program areas established in its Medium-Term Plan. This has acquired even greater meaning, in the face of an external shock, such as the health crisis, which is of a magnitude not seen in many decades. Due to the great vulnerability of ecosystems, production systems and social structures, agrifood systems and the livelihood of the rural population are extremely exposed, and thus, IICA should assist Member States to improve their resilience.</p>
<p>What does the strategy seek to achieve?</p>	<p>The aim of this strategy is to adjust the Institute's technical cooperation agendas to offer responses that better satisfy the demands of partners, allies and clients, in response to the new requirements arising from the management of the crisis and the recovery process. Proposals for cooperation should seek to streamline decision-making processes about public policies and private investment during the crisis and about the new recovery agendas. To this end, IICA should establish itself as a benchmark institution, with the capacity to anticipate and forecast, and with a greater demand for its improved and specialized cooperation services.</p>
<p>What are the expected results?</p>	<p>The Member States will have less uncertainty amidst the disruptions stemming from the pandemic and the Institute will have reinforced its image as a proactive and innovative actor in processes to formulate public policies, investment and the social management of territories, as well as to enhance the competitiveness of chains and the resilience of agrifood systems.</p> <p>The Member States will have developed national resilience agendas to address the vulnerability of agrifood systems and rural livelihoods in the medium-term – 2021 to 2026. Based on these agendas, IICA will formulate regional and hemispheric agendas that will define the scope, components, factors and processes to be considered as supranational actions to guide technical cooperation and the creation of international public goods.</p> <p>The Institute's agendas will include guidelines developed based on prospective scenarios, and specifically, on the new challenges stemming from the economic recession, confinement measures and the suspension of global economic activity.</p>
<p>What are the possible courses of action?</p>	<p>Define and adapt prospective methodologies to implement a process to analyze trends and projection models for agricultural and rural development; validation of scenarios and identification of key actors and actions to tackle future risks, as well as priorities and critical factors that will inform resilience strategies.</p> <p>Undertake a prospective analysis that tailors IICA's work to focus on the outlook for agriculture, to assist in:</p> <ul style="list-style-type: none"> ▪ Determining the effects of the crisis on food supply chains and markets. ▪ Using measurement models to determine the potential impact of the crisis on the current situation of agriculture and rural life. ▪ Identifying negative trends and the mechanisms to counteract them, as well as key drivers and positive trends in the agrifood scenario (scenario building). ▪ Creating intermediary products (early gains) to better guide the use and development of cooperation products and to inform discussions that will guarantee the consolidation of "a single IICA" in the aftermath of the crisis; and undertaking an analysis and partial results and ensuring their availability to support institutional bodies. <p>Apply systemic vulnerability models to identify and estimate sources of pressure, vulnerability and the capacity of systems and rural territories to adapt – an analysis that will be guided by sectoral forecasting and outlooks.</p> <p>Update the Institute's agendas and tactical plans, including baseline indicators, strategic areas of focus, actions, goals, indicators, assumptions, risks and the identification of actors.</p> <p>Identify areas of sectoral convergence, synergies and coordination requirements that should be taken into account in the planning of matrix actions—involving one or more program areas—and mechanisms for collaborative project management activities (cross-cutting, multidisciplinary and inter-thematic agendas).</p>
<p>What are the expected outputs of these actions?</p>	<ul style="list-style-type: none"> ▪ A shared vision and interpretation of critical factors in relation to the crisis, its impact on the sector and priorities for decision-making in the future. ▪ A prospective approach and outlook on agriculture: critical factors and key drivers, to be developed annually, emphasizing the basis for actions, targeting Member States, partners and allies.

	<ul style="list-style-type: none"> ▪ Concrete methodology, directives and guidelines for the development and management of IICA's technical agenda, to enable the technical teams to adopt a common strategy and approach to post-crisis management. ▪ An external and internal communication strategy that properly positions the task in the minds of external actors, as well as of potential clients or partners. ▪ A priority agenda for technical cooperation, focusing on resilience at the national, regional or hemispheric level to tackle the challenges of resilience, risk management and the sustainability of agricultural systems and rural livelihoods, as well as the following related sub-products: <ul style="list-style-type: none"> ○ Guiding strategies for technical cooperation management in each of the Delegations and the basis for identifying causes and key messages that will help to focus institutional efforts. ○ A methodology to systemically address risk scenarios, which the Institute's cooperation teams can apply in a generalized way, as an analytical technical tool.
What is the timeline?	Sectoral forecasting and scenario building: September 2020 Consensus on forecasts and methodology to support the agendas: December 2020 National, regional and hemispheric agendas: 2021
Who should be a part of this working group?	The working group will be coordinated by Miguel Altamirano and will comprise the Office of the Chief of Staff, the Directorate of Technical Cooperation, the Communication Division, the Project Management Unit, the Directorate of Corporate Services, the Delegations and the Regional Coordinators.