

## STRATEGY 4: New institutional governance

### Organizational chart, networks and project management

<p>Overview</p>	<p>One of the key factors in institutional productivity is the governance model—organizational cybernetics—that includes the structures, processes, systems, flow of information, delegation, products and value chains. Hierarchical models or assigning of responsibilities and competencies determine the productivity and the efficiency of the institution.</p> <p>Organizational assessments undertaken within the Inter-American Institute for Cooperation on Agriculture (IICA) identified areas for improvement in its operational structure. Although significant efforts have been made in terms of alignment, restructuring of the organizational chart, reduction of bureaucracy and improving the operational efficiency, there are still obvious problems, such as deficiencies in the creation of internal networks and value chains, the absence of the concept of internal clients, limitations in structures for delegation, decentralization and management, and the lack of synergy mechanisms.</p>
<p>What does the strategy seek to achieve?</p>	<p>The aim is to create the conditions for a <b>productive network operation</b>, involving IICA's technical units, that is aligned with the value chains of the technical cooperation services (including administration), by redefining structures for relationships, delegation and reporting in the operational units, to achieve greater flexibility, coverage and the capacity to respond to the demands arising from the current crisis.</p> <p>Moreover, the objective is to ensure more comprehensive technical cooperation and to streamline technical resources, by increasing productivity through the delivery of cooperation services, using effective <b>project management</b>.</p>
<p>What are the expected results?</p>	<p>The establishment of internal thematic networks for the delivery of technical cooperation services, optimizing the use of available human resources and the establishment of operational rules that will determine functional relationships—hierarchical or otherwise—within a single team. Specifically, the aim is to promote:</p> <ul style="list-style-type: none"> <li>• Human resources that have been optimized, based on a strategy of technical network structures that establishes technical hubs within the hemisphere and develops criteria and rules governing the flow of information and products between thematic or program hubs in the territories—localized in the countries—and at Headquarters – localized at Headquarters.</li> <li>• A new structure for work coordination and integration, defined based on each of the thematic networks and their projects, including protocols for reporting, assigning of tasks, coordination and supervision in a matrix structure.</li> <li>• The formulation of comprehensive, permanent and long-term work agendas for each of the thematic networks.</li> </ul> <p>The Institute will have increased its productivity, by offering relevant cooperation services that are backed by effective <b>project management</b>, more integrated technical cooperation and the optimizing of its technical resources. Specifically, this result will be reflected in:</p> <ul style="list-style-type: none"> <li>• A new management strategy, which organizes projects according to thematic areas, thereby facilitating inter-thematic intervention and the Institute's capacity to respond to technical cooperation demands in any of its operational scenarios.</li> <li>• The strategy of the Project Management Unit, as the unit executing technical cooperation, which guides the actions of the units in implementing strategies for project formulation and structuring.</li> <li>• A series of action protocols that facilitate an agile and efficient project cycle, with extensive technical participation.</li> <li>• High levels of technical cooperation assigned to externally funded projects, in which IICA will apply comprehensive criteria, jointly defining its technical contributions with the technical teams from the thematic networks.</li> </ul>
<p>What are the possible courses of action?</p>	<ul style="list-style-type: none"> <li>• Assess the resources available in each thematic area to meet the needs identified in the resilience agenda.</li> <li>• Formalize a model of technical networks for each of the programs, which should bring together all of the technical specialists at Headquarters and in the Delegations. To this end, the basic structure of a network cell should be defined.</li> <li>• Reallocate resources based on an evaluation of resources available and needs, assigning specific duties to each network member.</li> <li>• Establish procedures, protocols and mechanisms for coordinating and managing the networks.</li> <li>• Carry out an institutional restructuring process (organizational cybernetics) to establish efficient protocols for coordination between the leaders of the technical programs and representatives in the member countries.</li> <li>• Develop agendas for the networks, which will allow for launching and driving the new corporate culture.</li> </ul>
<p>What are the expected outputs of these actions?</p>	<ul style="list-style-type: none"> <li>• A matrix organizational chart, in which technical specialists that form part of the networks have been reassigned to new positions to meet the needs of the adjusted agendas.</li> <li>• Rules and protocols for the management and operation of the networks, which provide clarity regarding responsibilities, reporting and coordination between the directorates at Headquarters and the Delegations, and which align hemispheric, regional and national priorities with the limited resources available.</li> </ul>

	<ul style="list-style-type: none"> <li>• Well-established cooperation agendas, with specific duties assigned at all levels of the technical network.</li> <li>• Protocols for<sup>1</sup> developing and managing projects; for coordinating the resources and technical contributions of the thematic areas and projects in each Delegation and within the technical units responsible for providing cooperation services; as well as for evaluating and capitalizing on the experiences of projects that are already underway.</li> </ul>
What is the timeline?	<p>Development: October 2020  Implementation: January 2021</p>
Who should be a part of this working group?	<p>Graciela Quesada will serve as the Coordinator of this group, which will be made up of the Directorate of Corporate Services/Organizational Design Division, the Project Management Unit, the Planning, Monitoring and Evaluation Division, the Office of the Chief of Staff, the Human Talent Division, and the Center for Knowledge Management and Horizontal Cooperation Services.</p>

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<sup>1</sup> This aspect is very advanced at the Institute, given the fact that the majority of the Delegations have extensive experience in project management, as does Headquarters, which has a Project Management Unit and carries out various institutional evaluation exercises in accordance with specific policies.