

STRATEGY 5: Greater institutional presence and impact

Relationships and communication

<p>Overview</p>	<p>The Inter-American Institute for Cooperation on Agriculture (IICA) is a specialized agency of the Inter-American System of the Organization of American States. As such, IICA is a multilateral technical institution that interacts with other organizations within a legal, diplomatic and political framework that governs international relations, which gives IICA an advantage over other organizations that provide similar services. However, there are certain unique features of the Institute's nature that limit some of its actions.</p> <p>Consequently, institutional relationship protocols must be governed by the rules of international relations; therefore, it is necessary to establish protocols to provide all staff members with basic training in international relations.</p> <p>A better institutional image and presence also depends on positioning strategies, in which external and internal communication play a crucial role in fostering the flow of information within the organization and its environment. At an internal level, these strategies allow for maintaining cohesion, integrity with respect to the institutional mission, adherence to institutional principles, and institutional alignment while incorporating management by networks and value chains. At an external level, these strategies serve as a tool for integrating stakeholders and interested parties related to the Institute's areas of work.</p> <p>Adjusting the institutional agenda to the needs of the critical external context involves repositioning the Institute vis-à-vis its partners, clients and users, as well as implementing rigorous internal information flows to support the adjustments required by any institutional transformation process.</p> <p>Weaknesses in external relationship and communication strategies generate uncertainty and inertia in the face of change, the loss of opportunities and difficulties for counterparts with respect to the assessment, identification and implementation of more impactful actions.</p>
<p>What does the strategy seek to achieve?</p>	<p>The goal is to strengthen the foundations for IICA's legal, diplomatic, political and technical relationships with stakeholders in its field of work, by strengthening linkages with users, partners and clients; broadening the coverage, scope and relevance of the Institute's activities; and increasing recognition for its work among the Member States.</p> <p>Furthermore, efforts will be undertaken to design and implement a comprehensive internal and external communication strategy that is aligned with the institutional changes aimed at strengthening the management and sale of technical cooperation services. This strategy would allow for strengthening the Institute's identity and consolidating a single, unified institutional discourse and image at both the internal and external levels.</p>
<p>What are the expected results?</p>	<p>The role of the Institute, which is founded on international/multilateral management, can be improved by strengthening external relationships within the context of global and regional cooperation for development. More specifically, this can be achieved by developing:</p> <ul style="list-style-type: none"> • An evaluated scenario in which IICA carries out its cooperation agenda as a multilateral organization, establishing priorities for diplomatic and political relations in order to strengthen its capacity to exert influence on the agriculture and rural sectors at the international level. • Protocols and guidelines for the actions undertaken by the representatives and all those responsible for technical cooperation projects and services. • New formalized cooperation agreements that consolidate relationships between the Institute and key agencies involved in cooperation for development, and that support the creation of a project portfolio and innovative funding mechanisms for the priority agendas of the Member States and IICA. <p>To drive the institutional transformation process, the Institute's business model must succeed in:</p> <ul style="list-style-type: none"> • Guaranteeing the integrity of the spirit, objective and strategy behind the institutional transformation process; developing campaigns, messages and communication platforms to adequately manage the transformation process and the expectations that it generates; fostering commitment and controlling fake news and fears that arise during this process of change; fostering participation by different institutional entities in discussions regarding the changes implemented; and creating a pleasant work environment, among other actions aimed at boosting productivity levels. • Repositioning the Institute's image at the external level, in accordance with the value proposition set out in the business model, particularly the definitions for innovation platforms, value chains of the knowledge management chain, collaborative management, a collaborative economy for funding technical cooperation and other key concepts pertaining to the institutional strategy. • Boosting commitment to achieving new goals related to external relationship strategies, particularly with international research and cooperation for development centers. • Establishing communication protocols to guide the different units in their outreach activities, in order to deliver a unified message that clearly conveys the concept of "a single IICA".
<p>What are the possible courses of action?</p>	<p>With respect to relationships, the following actions are recommended:</p> <ul style="list-style-type: none"> • Improve the competencies and responsibilities of the different management bodies, assigning

	<p>clear responsibilities to representatives, technical specialists and administrators within the framework of relationships and the signing of agreements with governments, multilateral agencies, private organizations, the productive private sector and other organizations.</p> <ul style="list-style-type: none"> • Develop guidelines for engaging in more effective relationships with entities of special interest based on the technical agendas, such as the Inter-American System, the Development Assistance Committee, donor foundations and international cooperation agencies in donor countries and the Institute's Member States; institutions of the Consultative Group for International Agricultural Research and United Nations funding sources; among other entities that are important for the Institute's performance and the attraction of external resources. • Understand the different funding mechanisms that are available to multilateral agencies like IICA at the international level, particularly given the diversity and complexity that characterizes the opportunities afforded by and the rules that govern the attraction of external resources within the framework of international cooperation actions. • Guide the Institute's technical and operational units in executing the Horizontal and Triangular Cooperation Plan, as a key tool for strengthening the technical cooperation agenda. • Provide advice on the signing of agreements that formalize collaborative partnerships derived from the innovation value chain strategy. <p>With respect to communication, the following is recommended:</p> <ul style="list-style-type: none"> • Develop external communication campaigns that address requirements for implementing this business model, as well as internal campaigns to prepare for the institutional transformation process, including a strategy to adequately report on this process. • Carry out processes to train IICA's technical teams on the application of communication strategies and actions, in accordance with the institutional strategy. • Prepare a communications protocol that includes the components of this business model.
<p>What are the expected outputs of these actions?</p>	<ul style="list-style-type: none"> • Precise strategies for successfully becoming involved in the field of cooperation for development, within the framework of the Paris Declaration on Aid Effectiveness, and in horizontal and triangular cooperation, within the framework of the Buenos Aires Declaration to Promote Cooperation among Developing Countries. • Protocols for establishing external and international relationships with other institutions that provide guidance on processes, powers and responsibilities. • A curriculum plan geared towards personnel involved in these processes, to train them and improve their capacity to engage in international relationships. • Agreements signed with external organizations to establish new models for managing the value chain and cooperation agreements to fund technical cooperation agendas. • A comprehensive communication strategy based on the concept of "a single IICA" that clearly establishes the ways in which communication contributes to the successful implementation of the new business model. This strategy should guide external and internal communication campaigns, as well as the communication protocols to be applied by the different technical and administrative units.
<p>What is the timeline?</p>	<p>December 2021</p>
<p>Who should be a part of this working group?</p>	<p>Beverly Best will coordinate matters related to the Institute's external relations. Her team will be made up of the Directorate of External and Institutional Relations, the Legal Unit, the Secretariat of the Governing Bodies, the Center for Knowledge Management and Horizontal Cooperation Services, and the Office of the Chief of Staff.</p> <p>Randall Cordero will coordinate communication matters. His work team will be made up of the Institutional Communication Division, the Office of the Chief of Staff, the Directorate of Technical Cooperation, the Directorate of External and Institutional Relations, and the Human Talent Division.</p>