

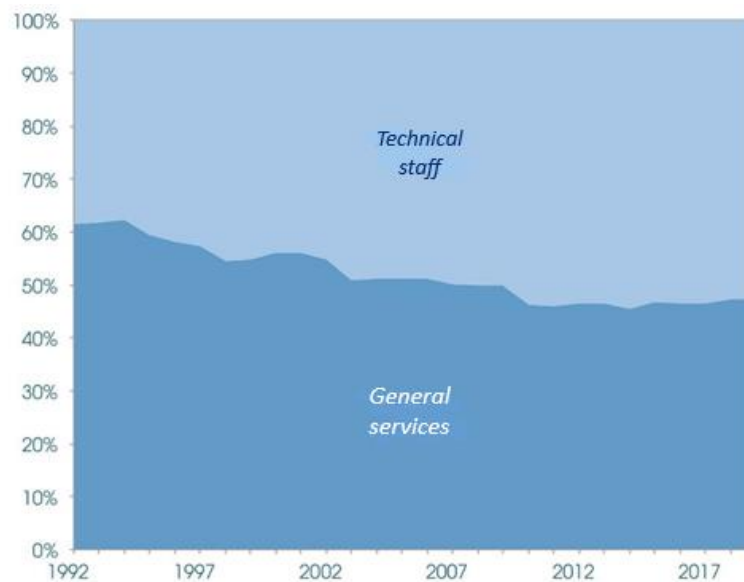
Resources

In order to perform technical cooperation actions, IICA has access to financial, human, technical, relational, information, logistic and infrastructure resources that provide it with a high installed capacity, thus setting high expectations in terms of impact and results. Its resources are comparable to those of other competing or partner institutions in the Region.

Human resources

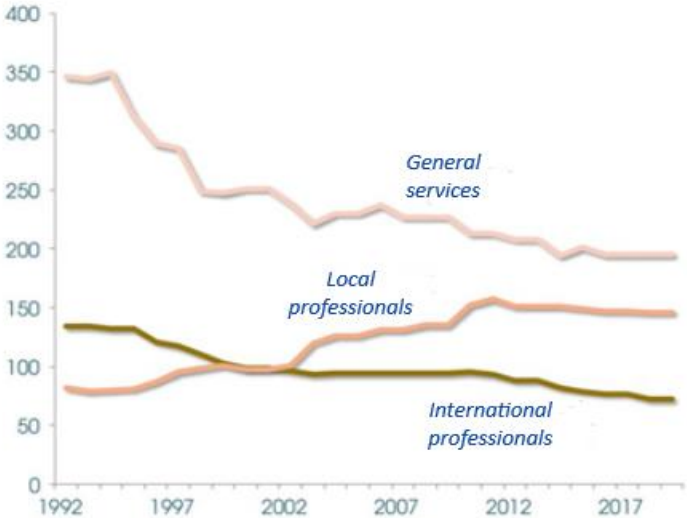
IICA's technical strength lies in its human resources, who are the custodians of the institutional know-how, of the knowledge capital and the relational capacity required to achieve the Institute's Mission. The appreciation of the institutional technical capacity is reflected in the knowledge accumulated by its specialists; however, it is also embodied by the potential to move forward in new scenarios. The essence –current competencies– and the potential –performance in the face of new challenges and processes– strike the balance that the Institute needs.

The proportion of IICA human technical resources to service staff has risen from 38% in 1992 to 53% in 2010, and has remained at that level to date.



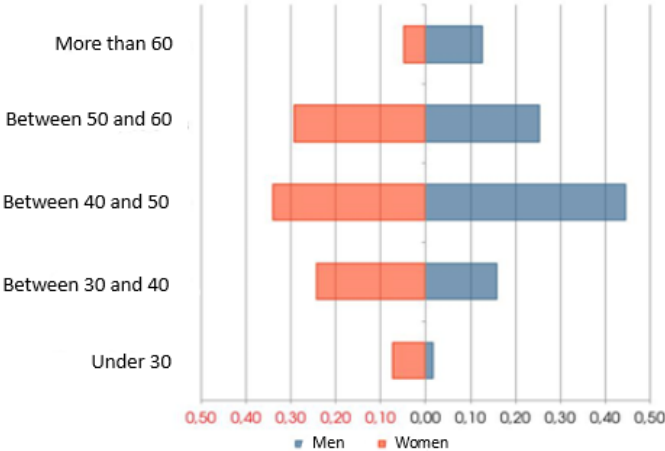
Source: IICA, Program-budget 2019, 2018

Whereas the number of general services employees and international professionals has dwindled, the amount of local professionals has grown, which is indicative of decentralization.



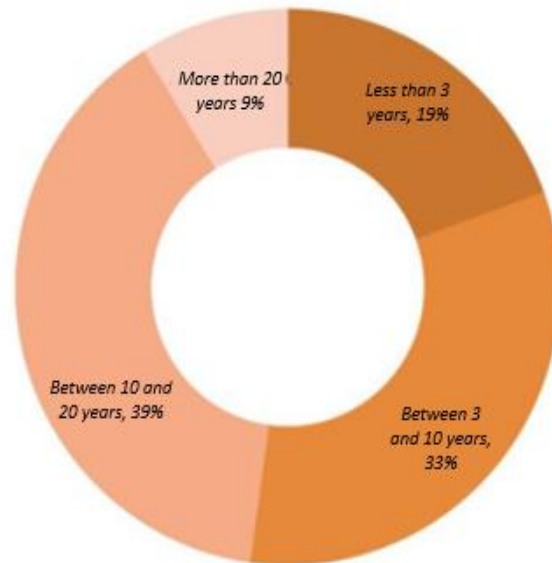
Source: IICA, Program-budget 2019, 2018

The average age of specialists at the Institute is 47 years; 23% of whom are under 40 and the majority is between 40 and 50 years of age.



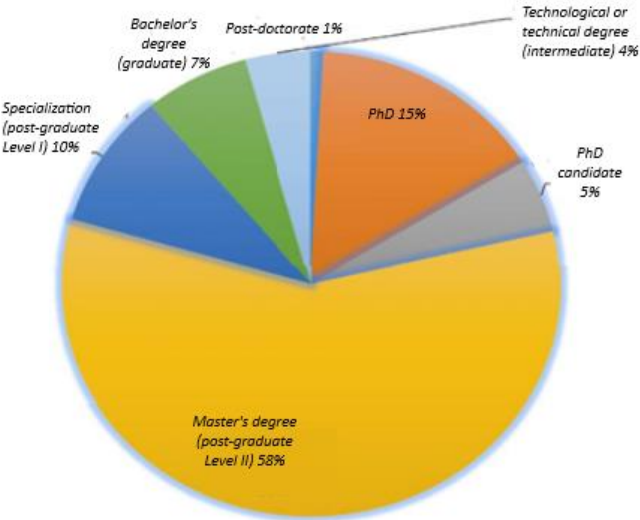
Source: IICA, Internal survey to technical experts, 2020

A significant turnover is observed in IICA's human resources. Nearly 20% has been at IICA for less than 3 years, and 52% for less than 10.



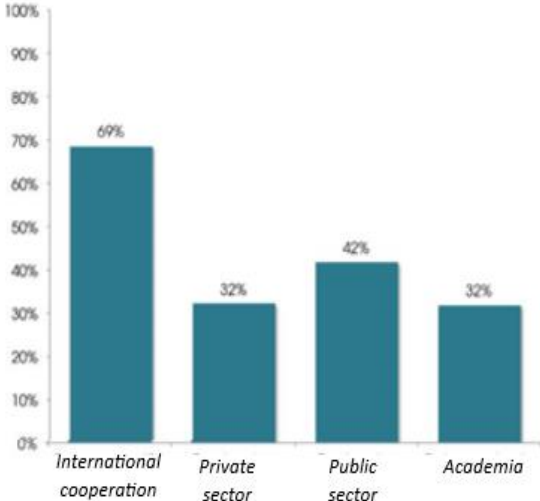
Source: IICA, Internal survey to technical experts, 2020

The specialists consulted (117) have a significantly high academic and educational background. 89% of them have completed post-graduate studies and 82% have at least a Master's degree.



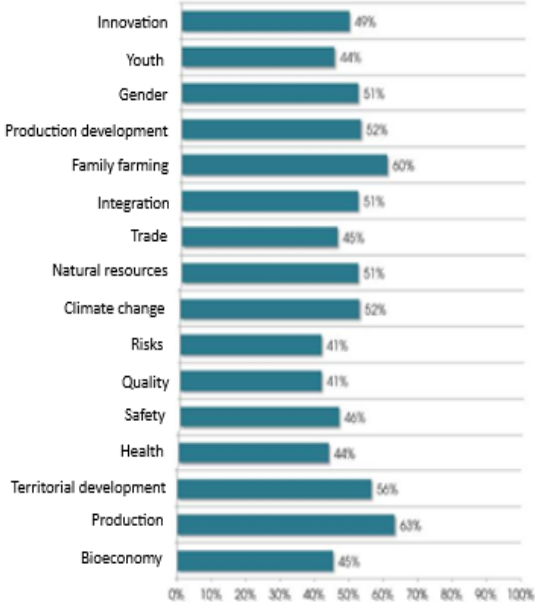
Source: IICA, Internal survey to technical experts, 2020

Their professional experience focuses on international cooperation. However, one third of the specialists have experience in the private sector and a similar percentage does so in academia. 42% have previous experience in the public sector.



Source: IICA, Internal survey to technical experts, 2020

Their experience is more generalized than specific, as can be observed in the number of key areas of the Institutional Plan where they have some degree of experience. This indicates that their duties involve dealing with integrated, multidisciplinary content.



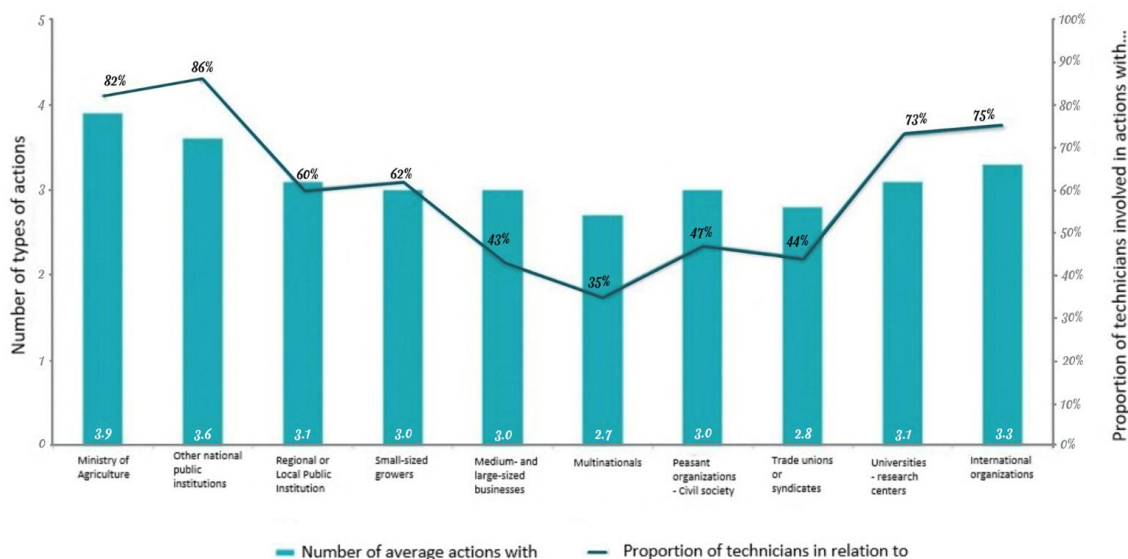
Source: IICA, Internal survey of technical experts, 2020

Based on these numbers, one could infer that there is a strong human resources base. However, the agendas also reflect a saturation that is not necessarily consistent with institutional results, as mentioned in the general remarks made by the leadership.

A high level of dispersion in actions and functions was observed, which may explain this saturation. The proportion of staff members that must simultaneously deal with different stakeholders and the many different types of intervention each one must carry out is high. This is not necessarily a negative thing, but does explain the saturation in the agendas reported by the specialists.

In any case, there is a clear perception that the Institute has insufficient human resources to address the countries' demands as reflected in the current agendas. This deficit is not solely quantitative, but mostly refers to profiles and backgrounds that do not always fit the requirements. This may lead to possible problems when allocating the human resource, and to fall below the optimal technical level. It is recommended that this aspect be revised in order to introduce the necessary adjustments, in keeping with a new plan to assign tasks and responsibilities according to the different profiles and competencies.

The relational capital – contacts and identification of counterparts of the Institute's technical experts – is presumably high if we observe the following indicator, which reflects the proportion of specialists that have a relationship with different entities.



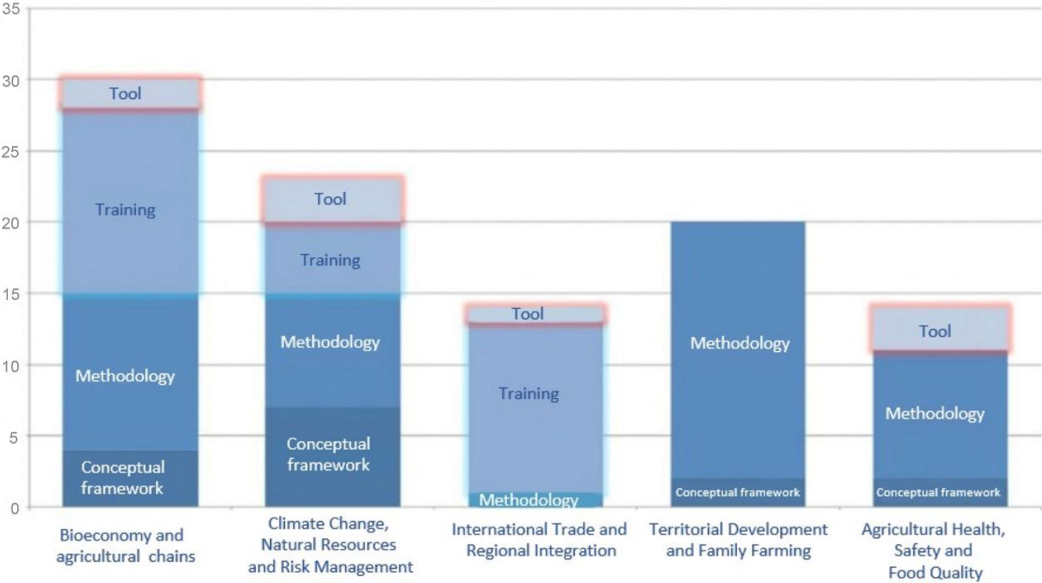
Source: IICA, Internal survey to technical experts, 2020

In addition to this basic work structure, there are different networks of advisors and external consultants associated with the Technical Cooperation Programs, as a reinforcement for the strategic, theoretical, conceptual or methodological strengthening of thematic areas.

Technical resources: repertoire of IICA products for technical cooperation services

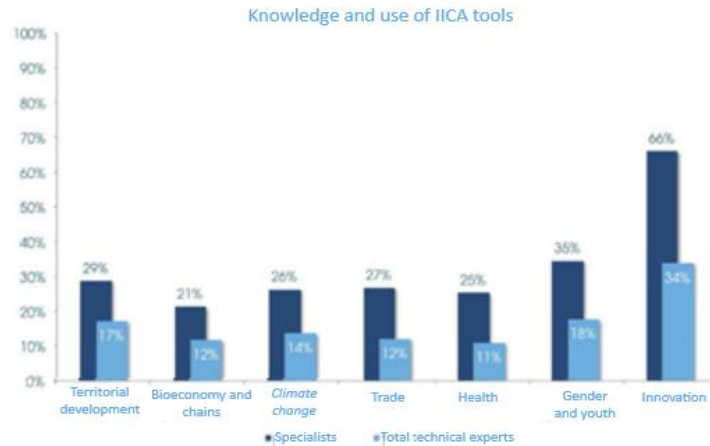
The technical component of services offered by IICA includes a vast knowledge that turns into solutions provided within an agenda or portfolio of services, in response to the demand and in keeping with the market segmentation. An inventory of tools developed by IICA was prepared, which includes technical packages that can be used to support the clients.

Products and technical resources for cooperation services generated by IICA



Source: IICA, Internal survey to technical experts, 2020

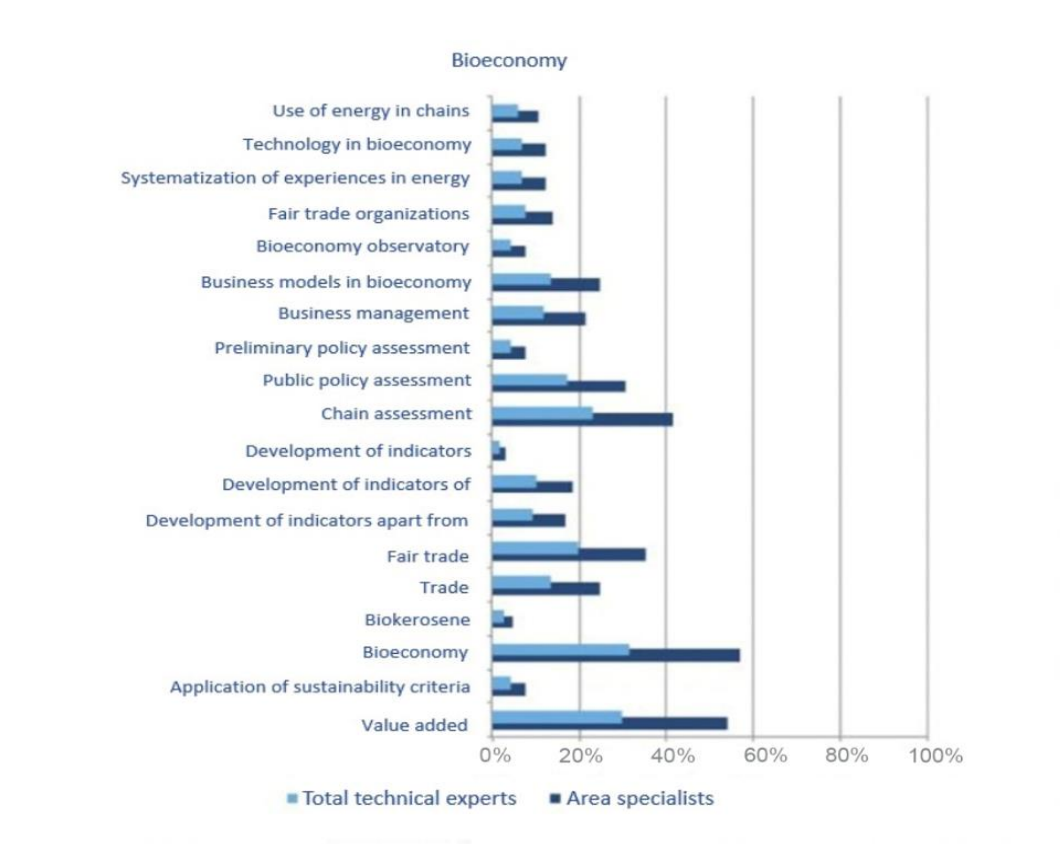
The inventory prepared by IICA identified 101 cooperation products or instruments. As can be seen in the following graph, only a small percentage of them are application tools. There are primarily conceptual and methodological products, and to a lesser extent formative ones. This reveals a weakness in the capacity of solution developers at IICA to apply the knowledge.



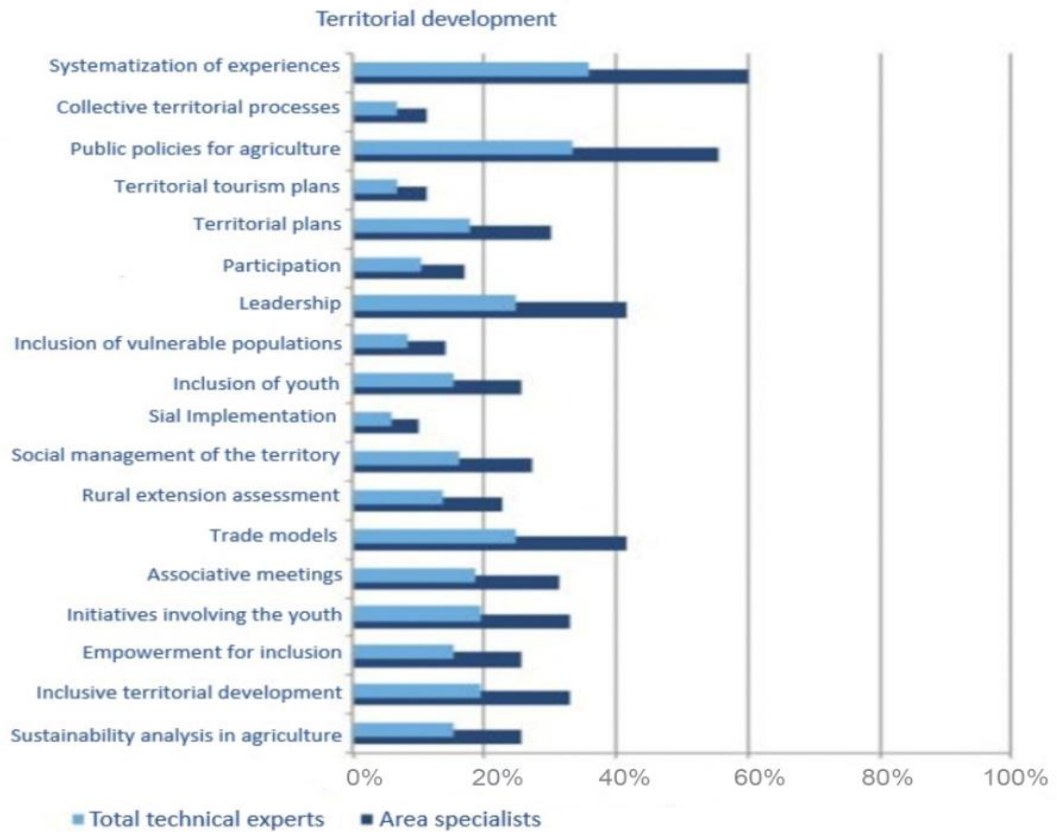
Source: IICA, Internal survey to technical experts, 2020

When technical experts were asked about their knowledge and use of the tools, results showed a significant weakness in this aspect. As can be observed, the level of application is extraordinarily low, except in the case of innovation, where two thirds of the specialists showed expertise and application of the tools. In other fields, however, the level was low except for some cases depicted in the following graphs.

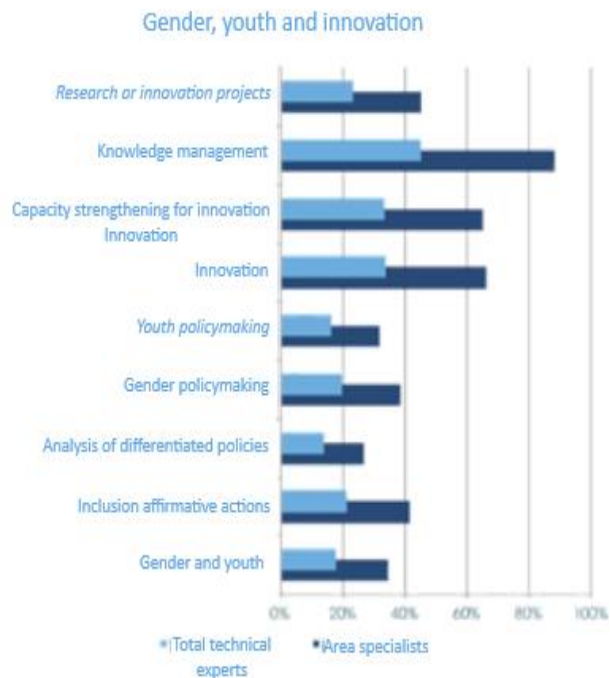
Knowledge and use of IICA tools and solutions by technical experts of the Institute per thematic area.

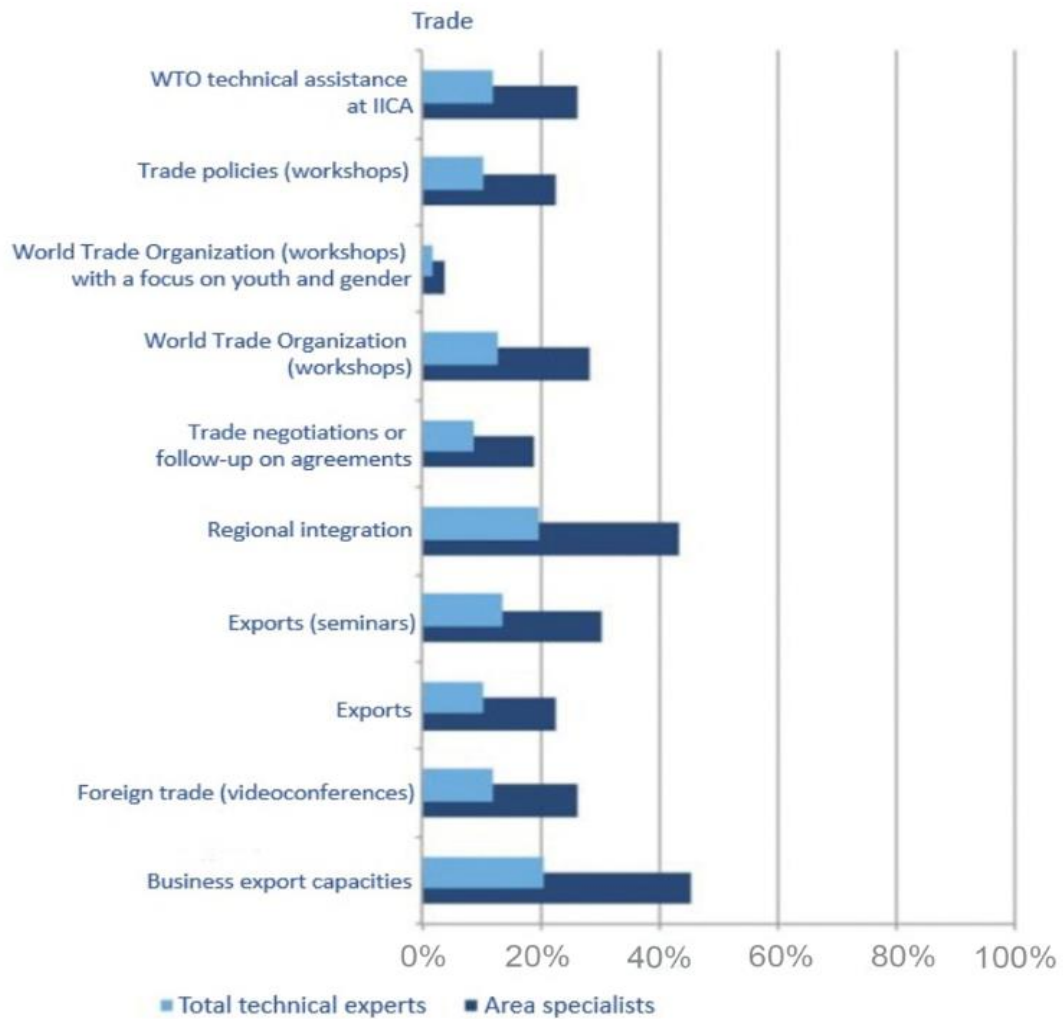


Source: IICA, Internal survey to technical experts, 2020

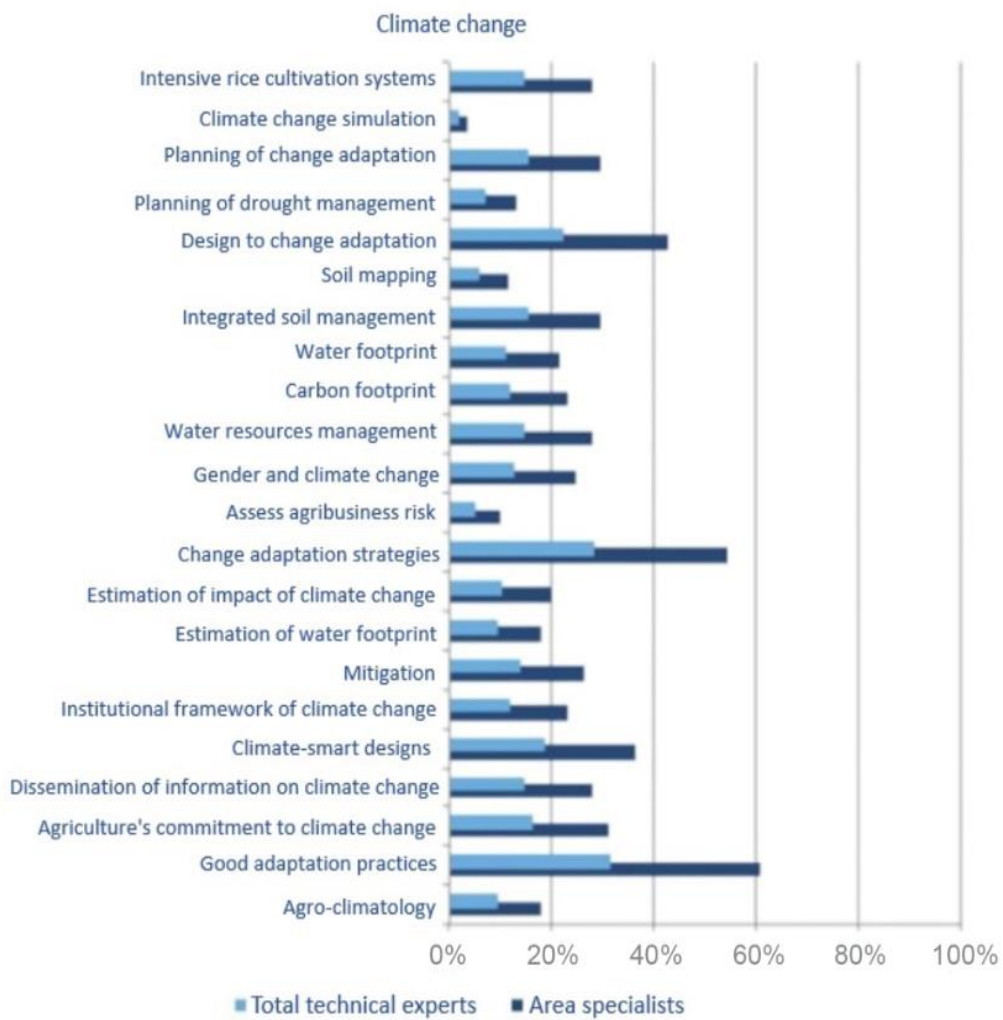


Source: IICA, Internal survey to technical experts, 2020

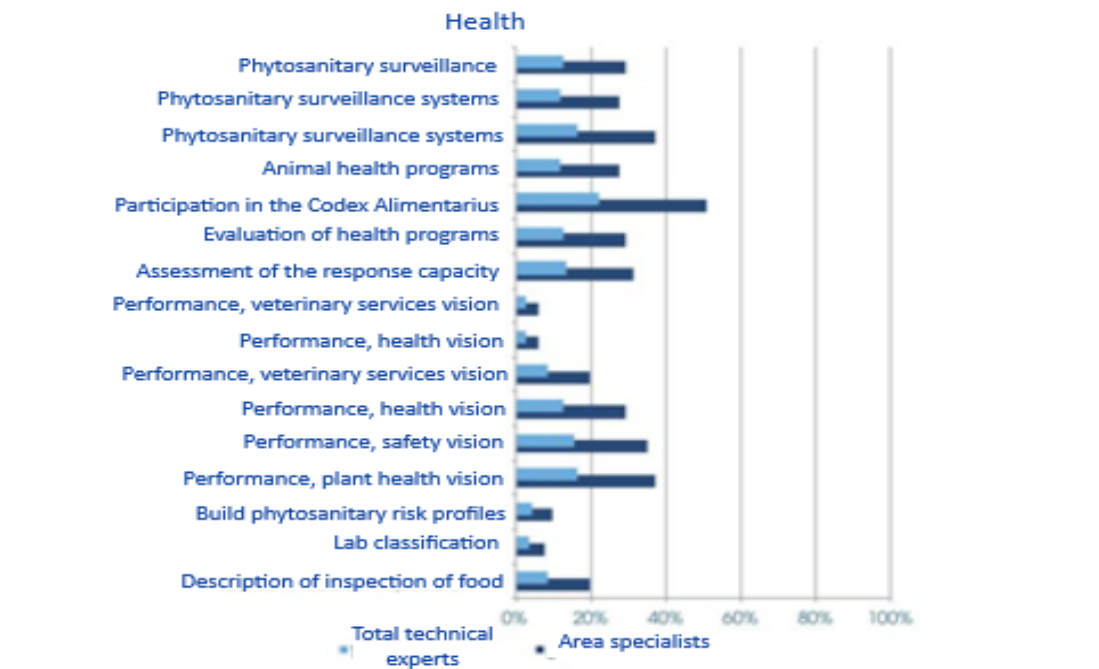




Source: IICA, Internal survey to technical experts, 2020



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The production and applicability of innovation solutions is a priority, given that despite the technical knowledge of IICA reflected in these instruments developed over years of technical work, these products are not being capitalized by technical experts in their cooperation actions.

Within the model of Platform for Innovation, technical teams should generate portfolios featuring solutions that can be offered, managed and sold to clients. The relationship with external research teams, support experts, and the optimization of technical resources should enrich these portfolios, and more importantly, be incorporated into the daily cooperation actions at all service levels provided by the Institute, and be supported by an ongoing process of professional development of IICA's technical teams. As with other knowledge-based institutions, the training, updating and technical alignment of the team should be an ever-present activity in the institutional agenda. The technical leaders of each area should be in charge of carrying this out, and the area of human talent must be responsible for its careful programming, coordination and evaluation.

Infrastructure for knowledge management

IICA must accelerate the structuring of a network model focusing on knowledge management, as defined in the MTP, by fulfilling a crucial role as liaison, and by providing contextualization, transfer and assistance by way of services based on innovation solutions, in order to respond to the concrete demands of clients in accordance with their differentiating characteristics.

Knowledge comes from specialized scientific and technological centers -system entries-, but also from the learning obtained through good system practices and expert stakeholders. However, knowledge mainly comes from the technical teams and the technical institutional repertoire, as well as from content and platforms of specialized information.

The combination of institutional technical intelligence and information capital constitutes the basis of the knowledge management process. This is where outputs are generated, which later translate into prospective scenarios and innovation solutions of interest to the clients.

In order for this model - knowledge management system - to be operational, different technical resources are needed, on which IICA has historically invested. Among other examples, it is worthwhile mentioning the specialized library systems; documentation centers; communication systems; training platforms; technological development centers -FabLab-; Atlas of Agriculture; and the IICA-Play platform.

