



## “IICA’S BUSINESS MODEL”

### ¿What is a business model and why is it important for IICA?

As part of its institutional transformation process, the Inter-American Institute for Cooperation on Agriculture (IICA) is redesigning its business model to advance towards IICA 4.0: a well-targeted, innovative, relevant and sustainable institution. Although the interest in transforming the Institute originated before the pandemic, the current unprecedented circumstances have strongly influenced development dynamics and the manner in which international organizations like IICA must deliver their services to add value for the benefit of their “customers”<sup>1</sup>, in response to the demands of their partners.

A **business model** is a description that states what an organization offers to the “market”, how and to whom it provides its services, and the value beneficiaries are willing to offer in exchange for those services.

To adjust the business model, three areas of relevance to institutional management must be taken into account. The first area relates to the current situation, characterized by spontaneous or induced demand resulting from the strong impact of the current economic recession on the sector; this, in turn, forces the Institute to identify new ways to maximize the contributions of its knowledge management and capacity for innovation. The second area corresponds to IICA’s internal aspects, particularly the level of productivity of its processes, systems and human, technical and financial assets, as well as their level of impact on the work areas described in the institutional mission. The third area is the manner in which the Institute relates to its surroundings, recognizing the chains to which it contributes.

The present roadmap is based on an analysis of the Institute’s business model, as a way to represent how IICA “creates, delivers and captures value for their customers” and an assessment of information collected over the past six months, together with internal advisors, consultants and multidisciplinary teams. The proposal seeks to provide strategic support to assist senior management in making and implementing decisions.

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<sup>1</sup> Customers are categorized as beneficiary customers, which are entities responsible for public policies and rural beneficiaries; supplier customers, namely research centers, universities and the technological development industry; and third-party customers, which are involved in development aid.

## What is the value proposition of IICA?

The Convention on IICA (1979), which describes the Institute's basic duties, allows for clearly defining the nature of IICA's competencies and the technical cooperation it provides.

IICA has the mission to “encourage, promote and support its Member States in their efforts to achieve agricultural development and rural well-being”<sup>2</sup>. It achieves this mission by providing its Member States with technical cooperation services, which are defined as “the set of actions aimed at providing contextualized and innovative solutions to the main challenges posed by agricultural and rural development in the Americas”<sup>3</sup>. To deliver this technical cooperation of excellence, which seeks to add value and generate significant transformations, the Institute undertakes joint, collaborative responsibilities with strategic partners, serving as a mobilizer and facilitator of actions.

IICA's mandate can be summarized as follows. First, fostering the advancement and dissemination of science and technology as it applies to agriculture and rural life; this primarily involves knowledge management, but also innovation as a concrete element. Second, establishing and maintaining cooperation and coordination relationships with institutions that pursue similar objectives; to this end, the Institute manages networks and serves as an innovation platform. And third, serving as a body that advises on, manages and executes technical programs and projects within the framework of agreements with governments and other regional entities; this essentially involves project management. Additionally, the Institute develops and executes plans, programs, projects and operations to respond to the needs of governments and the private sector in the Member States.

Value proposition: an **innovation platform** for the development of the agriculture sector and rural well-being, that aligns knowledge management with the innovative solutions requested by final users.

### Knowledge management as an international public good

In this context, the first factor that is emphasized in the 2018-2022 Medium-term Plan (MTP) is the Institute's technical and scientific capacity for knowledge management, based on its role as a facilitator for national and international scientific research networks, technological development and the adoption of best practices in public policy management.

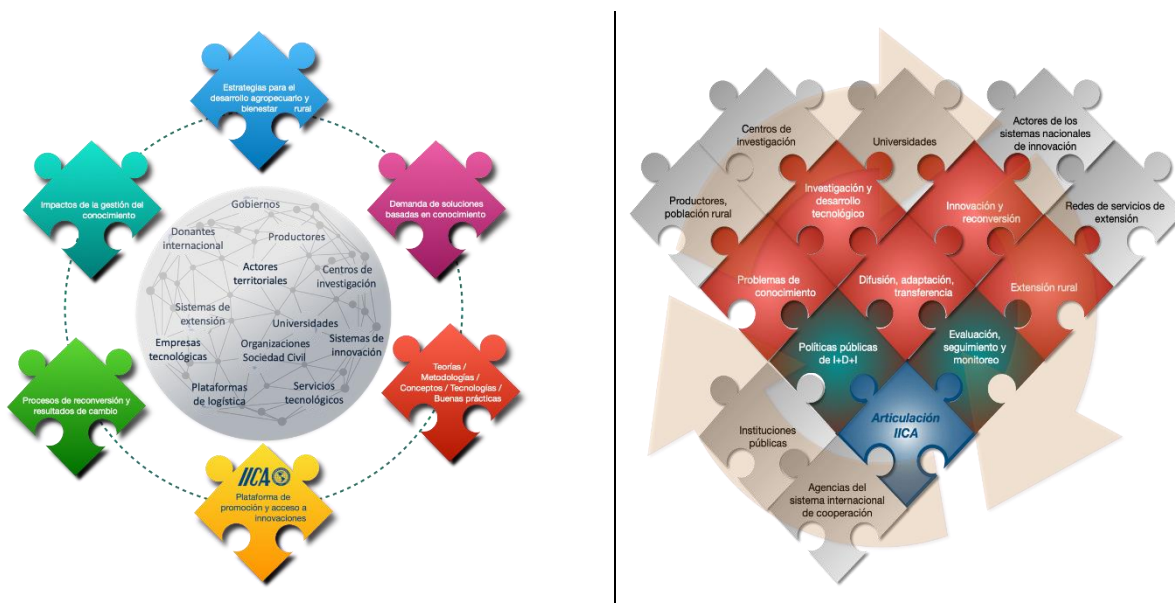
Figure 1 illustrates IICA's knowledge management model, and its aim to utilize its store of relevant and timely knowledge as an international public good, enabling access to it, for its application and transformation.

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<sup>2</sup> Convention on IICA, 1979

<sup>3</sup> 2018-2022 Medium-term Plan

**Figure 1: Knowledge management model and the role of the Institute as a facilitator**



Knowledge management enables IICA to present its services as a value chain that evolves in the following sequence: i) the identification and formulation of knowledge-related problems, which are a product of the social and economic dynamic and are based on concrete challenges; ii) the interpretation of these problems, to guide the implementation of research and development activities by specialized centers or academics that have the capacity to systematize them into theories, instruments, technologies or best practices; iii) facilitating access to these products for those who are demanding solutions, which will require processes involving knowledge transfer, diffusion, access and adaptation and iv) the process to evaluate and provide follow-up on the results and impact of innovation processes, for subsequent expansion.

### Applied knowledge: innovation

The second differentiating factor is IICA’s capacity to identify and adapt scientific, technological or practical knowledge<sup>4</sup>, developed within and outside of the Institute, converting it into concrete solutions, in response to the demand for interventions in the political, economic or social agendas of member countries.

These theory- and science-based solutions can be translated into applied innovation, meaning that they can be used to bring about changes in economic and social practices, through the technical cooperation services in the IICA platform<sup>5</sup>.

<sup>4</sup> We use three categories of knowledge to emphasize the source rather than the type of knowledge. Scientific knowledge is the result of the systematized application of the scientific research method, using controlled processes, which usually take place in specialized research centers. Technological knowledge is derived from the instrumentalization of knowledge, in particular, during its adaptation and application by companies that are developing technology and offering technology services. Practical knowledge is accumulated knowledge that is usually not systematized. It is gained by the community of actors participating in social, economic and production dynamics and is the result of experience, best practices or lessons learned from real processes.

<sup>5</sup> This includes consultancy services, oversight, administration and execution of programs, projects or actions, through knowledge management networks and platforms for innovation, to address the demands of the governments of Member States that are seeking concrete solutions for their policies and the demands of knowledge institutions that are aiming to expand the scope of their transfer or extension systems.

Innovation, as a practice that is applied for agricultural development and rural well-being, includes the improvements made to products, as well as to production practices in all activities in the value chain; to the organization of all aspects of the production unit, tangible or otherwise; and to the management of markets, including models for distribution, storage, supply platforms, marketing, and consumption. It also transforms social processes, creating solutions that differ from those offered by the public sector (State initiatives) or the market (private sector initiatives), based on an interest from communities and from organized civil society, and includes the modernization of key organizations, developing all aspects of sectoral and territorial governance<sup>6</sup>.



This knowledge and innovation management platform is based on IICA’s extensive track record of delivering high-quality, timely, relevant, flexible and easily accessible services, through its technical teams that are ideally suited for knowledge integration; its network of offices that provide it with a physical presence throughout the hemisphere; its demonstrated administrative, legal and operational capacity; and its network of linkages with international programs and entities.

## Roadmap for implementing the new business model: the time is now

The roadmap illustrated in Figure 2 describes three implementation approaches. The first approach involves better targeting the Institute’s technical cooperation agenda, based on the current priorities of the Member States. The second approach involves increasing the productivity of institutional resources. The third approach involves bolstering these efforts to sustainably and significantly increase the relevance of the Institute’s cooperation agenda. This roadmap, which is not necessarily sequential, must become part of the Institute’s permanent management.

<sup>6</sup> According to the Oslo Manual on innovation indicators for OECD countries, which provides guidelines to enable one to understand innovation from a practical and applied perspective.

**Figure 2: Overview of the roadmap to adjust the business model**

**Line of action 2: Increase corporate productivity in meeting the challenges of the new agenda**

**Strategy 4. New institutional governance model (improving operating conditions)**

- Action 4.1. Establish and formalize hemispheric and regional technical networks
- Action 4.2. Manage synergistic, inter-thematic projects and actions using a modern approach

**Strategy 5. Broader scope of external and international relationships and greater institutional presence**

- Action 5.1. Protocols and agreements for external and international relations
- Action 5.1. Institutional communication and positioning

**Strategy 6. Strengthening of funding models for cooperation**

- Action 6.1. Develop the legal, political and financial aspects of the Innovation for Resilience Cooperation Fund
- Action 6.2. Institutional strategy to expand the project agenda and portfolio



**Line of action 1: Agree on a relevant, updated agenda to guide the delivery of the technical cooperation based on real demands**

**Strategy 1. Demand: A resilience agenda to overcome the post-pandemic crisis.**

- Action 1.1. Post-pandemic outlook and perspectives for the sector
- Action 1.2. Develop a hemispheric, regional and nation agenda to address vulnerability, risks and resilience
- Action 1.3. Update and adjust the IICA's program agendas

**Strategy 2. Supply: Platform for the innovation value chain**

- Action 2.1. Observatory and Reference Center for Innovation in Agriculture and Rural Areas
- Action 2.2. Management of collaboration agendas to drive innovation in and agreements on the innovation value chain.
- Action 2.3. Create a portfolio of technical cooperation products

**Strategy 3. Strengthening of human talent**

- Action 3.1: Build up, perfect and provide certifications for technical skills
- Action 3.2: Formalize a single system of Work Incentives.

**Line of action 3: Achieve diplomatic and political relevance as well as technical recognition to expand the project portfolio**

These implementation approaches include six strategies that are divided into fourteen actions. It is worth noting that this strategic roadmap has two objectives: on the one hand, to improve the Institute's capacity to respond to the sector's recovery needs amidst the current crisis, and, on the other hand, to significantly expand the Institute's project portfolio and sale of services.

These fourteen actions, which are currently at varying stages of development, seek to adapt previous institutional processes to this new framework.

## Schedule for the implementation of approaches, strategies and actions

Business Model				August	September	October	November	December
Nº	Approach	Strategies	Innovative solutions: products					
1	TARGETED ACTIONS	Resilience agenda to overcome the post-pandemic crisis (A)	Prospective analyses that examine trends and outlooks for development	☑	☑			
2			Relevant national, regional and hemispheric technical cooperation agendas (based on the analysis of vulnerability and risk management models)	☑	☑	☑	☑	
3			Agenda that addresses technical cooperation priorities and the corresponding plan, which is tied to institutional strategies		☑	☑	☑	
4		Platform for innovation (B)	Observatory or Reference Center for Innovation (diagram of stakeholders involved and incorporation of knowledge management tools)	☑	☑			
5			Agendas to collaborate with key partners in matters related to innovation (pilot experience)		☑	☑	☑	☑
6			Technical booklet: technical cooperation protocols and portfolio (including training to manage and promote the products)		☑	☑	☑	
7	PRODUCTIVITY	Institutional governance (A)	Organizational/cybernetic restructuring exercise	☑				
8			Model for the technical and administrative network (new organizational structure)	☑	☑			
9			Procedures, protocols and mechanisms for coordinating, managing and carrying out work via networks		☑	☑	☑	
10		Project management macro-process (identification, development, coordination, evaluation and capitalization)	☑	☑	☑	☑		
11		Strengthening of human talent (A-B)	Development of the induction process, capacity building and perfecting of skills (regulations, development of content, evaluations and certifications)-A	☑	☑			
12			Validation of incentives and mechanisms for promoting staff and driving their professional careers-B			☑	☑	
13	Implementation of the first training processes				☑	☑	☑	
14	RELEVANCE AND SUSTAINABILITY	External relations and institutional presence	Strategy for becoming involved in the field of cooperation for development	☑	☑			
15			Protocols for external relations		☑	☑	☑	☑
16			Comprehensive strategy for external communication (brand, portfolio of products and services, marketing)		☑	☑		
17		Internal communication campaign	☑	☑	☑	☑		
18		Financial architecture for cooperation (A)	Operation protocols for the funding system	☑	☑	☑		
19			Cooperation fund	☑	☑			
20	Evaluation of strategies to negotiate external projects				☑	☑		

**Line of action 1. Targeted actions:** Agree on a relevant, updated agenda to guide the delivery of technical cooperation based on real demands.

**Line of action 2. Productivity:** Increase corporate productivity in meeting the challenges of the new agenda.

**Line of action 3. Relevance and sustainability:** Achieve diplomatic and political relevance as well as technical recognition to expand the project portfolio.

## ANNEXES

### Fact sheets outlining six strategies to guide reflections and actions over the next three months

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

##### Forecasting and convergence of agendas (demand)

Overview	<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>
What does the strategy seek to achieve?	<p>The aim of this strategy is to adjust the <b>Institute's technical cooperation agendas</b> 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>
What are the expected results?	<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>
What are the possible courses of action?	<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"> <li>▪ Determining the effects of the crisis on food supply chains and markets.</li> <li>▪ Using measurement models to determine the potential impact of the crisis on the current situation of agriculture and rural life.</li> <li>▪ Identifying negative trends and the mechanisms to counteract them, as well as key drivers and positive trends in the agrifood scenario (scenario building).</li> <li>▪ 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.</li> </ul> <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"> <li>▪ 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.</li> <li>▪ 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.</li> <li>▪ 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.</li> <li>▪ 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.</li> <li>▪ 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"> <li>○ 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.</li> <li>○ A methodology to systemically address risk scenarios, which the Institute's cooperation teams can apply in a generalized way, as an analytical technical tool.</li> </ul> </li> </ul>
<p>What is the timeline?</p>	<p>Sectoral forecasting and scenario building: September 2020  Consensus on forecasts and methodology to support the agendas: December 2020  National, regional and hemispheric agendas: 2021</p>
<p>Who should be a part of this working group?</p>	<p>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.</p>



## ANNEX 2. STRATEGY 2: innovation value chain platform Technical cooperation products and services (portfolio)

<p>Overview</p>	<p>Knowledge management is a value chain that brings together a series of specific processes, specialized actors and intermediary products that act as inputs from one link to the next. It includes the definition of a knowledge problem, based on a concrete need; scientific and technical research seeking to provide a solution; the systematization of a best practice, invention or technology, based on the findings or on an innovation or reconversion process, resulting in the adoption, adaptation and scaling-up of suggested solutions.</p> <p>The Inter-American Institute for Cooperation on Agriculture (IICA) is one link in the knowledge management chain—with extensive specialization in innovation processes—that is heavily interdependent on the other links, particularly those involved in knowledge generation and consumption. However, currently, it is not fully integrated in the chain, thus it is operating below its potential. Of even greater concern, is the fact that it not fulfilling its major responsibility.</p> <p>This is partially because its linkages with actors in the chain are weak, intermittent or sometimes non-existent—except for one-off, rather than structural linkages—since the technical teams at IICA have not all embraced the concepts and strategies of the value-added knowledge chain, shared values and innovation.</p> <p>The Institute’s program agenda is divided into five programs and two cross-cutting areas of focus that span all the priority agendas of the sector. Innovation is identified as a cross-cutting issue in IICA’s 2018-2022 Medium-term Plan, which emphasizes its capacity to transform and its contribution to the achievement of development goals, but within the constraints of the technological innovation of agricultural research institutions. Thus, innovation should be considered a critical part of all the Institute’s program agendas and should no longer be relegated solely to technological and production areas.</p> <p>The knowledge value chain calls for the creation of long-term agendas that cover the entire knowledge chain—from conception to use—so that it can be applied to resolve concrete problems. IICA is involved in ongoing efforts to identify common objectives with institutions linked to these chains. However, these links do not lead to permanent long-term agendas, but instead are limited, in most cases, to temporary and sporadic actions. Thus, the Institute has not managed to consolidate strong, long-term linkages with value chain actors.</p> <p>The Institute’s technical cooperation services include mentoring, advisory and training activities, as well as project execution for a user or client. These services draw on the technical expertise that the Institute has acquired, based on two pillars: the skills and abilities of its professional teams, on the one hand; and on the other, the concepts, methodologies and tools developed in the knowledge management value chain of IICA’s area of activity. The development, formalization and dissemination of these products are not a major part of the Institute’s activities, which has reduced the number of technical solutions in its portfolio of services, given the low level of production and the underuse of the store of available knowledge.</p> <p>Currently, the Institute’s portfolio is restricted mainly to its expertise, which, although valuable, is extremely limited, given the challenges and potential of the new situation. The technical cooperation services offered by the Institute rely on the knowledge and capacity of the technical team to satisfy the requirements of the demand. Overall, IICA has not been able to devise instruments that have been widely recognized at the international level as products of the Institute. Technical products developed by the Institute in recent times have been utilized only to a limited extent by its own technical staff, which has limited and restricted their internal impact and has had an even greater effect on their perceived importance by users, clients and partners. Thus, another weakness that has been identified is the excessive caution in developing products and in the failure to disseminate them internally.</p>
<p>What does the strategy seek to achieve?</p>	<p>It seeks to apply the underlying logic of the model and value proposition of IICA’s technical cooperation services, in the form of an <b>innovation platform</b> to: a) determine the current situation in the knowledge management networks and chains in the spheres of action of the Institute’s technical agenda; b) implement an action strategy that leads to significant value-added partnerships with complementary links in the innovation chain, which will consolidate IICA’s role and competence as a contextualizer, bridge and facilitator; and c) strengthen the institutional culture of developing technical cooperation products, which includes the formalization, documentation and implementation of technical content for users and clients, as solutions to their needs.</p>
<p>What are the expected results?</p>	<p>The Institute will have consolidated its position as a leading institution in innovation processes and established the idea that “IICA knows who knows”.</p> <p>IICA will have integrated the logic of the value chains, the principles of shared value and collaborative services into its technical cooperation services, programs and operations, with a view to developing mechanisms for permanent and long-term partnerships and fair compensation to the parties involved.</p> <p>IICA will have developed a series of practical instruments, tools or technical products—as final solutions, adaptable to specific contexts—in support of technical cooperation services in the innovation platform.</p>
<p>What are the possible courses of action?</p>	<ul style="list-style-type: none"> <li>▪ Develop a map of key actors and analyze the situation in each specific area of knowledge, the available products and the demand, as well as the relevance of the knowledge to the cooperation agendas of the Institute at the national, regional and hemispheric levels.</li> <li>▪ Systematize information about the portfolio of cooperation services, the innovation products and the structure of</li> </ul>

	<p>networks and technical capacities, aiming to provide high-level knowledge that would enable one to properly assess the existing portfolio and other products that should be included in the technical cooperation agenda.</p> <ul style="list-style-type: none"> <li>▪ Agree on collaborative actions to integrate innovation agendas, which would require a process of identifying, negotiating, contacting and establishing relationships, based on mutual areas of interest, objectives and goals between IICA's specialist teams and their technical counterparts in other organizations.</li> <li>▪ Based on a joint innovation agenda with partners and collaborators, establish focused, relevant and targeted criteria that incorporate long-term objectives and precise elements with respect to technical content; the management structure and logic of project portfolios; institutional engineering; process modality; project actions and the identification of funding strategies, among other aspects of governance and verification.</li> <li>▪ In keeping with specific parameters, ensure that cooperation products are strictly in keeping with the priorities of cooperation agendas and that they are disseminated and applied in all the Institute's cooperation agendas. Program managers must incorporate the development and implementation of actions in the collaboration agendas into their work.</li> <li>▪ Ensure consistent and structured development of products, in keeping with the strategies for the collaboration agendas that have been agreed on with chain actors, partners and collaborators.</li> <li>▪ Develop a protocol that establishes guidelines for the development of cooperation products, including criteria, requirements, quality standards, criteria of applicability and documentation rules.</li> <li>▪ Implement a more rigorous process to evaluate the development of products and their applications in specific cooperation actions.</li> </ul>
What are the expected outputs of these actions?	<ul style="list-style-type: none"> <li>▪ A map of actors (including the Institute) that are actively involved in the knowledge value chains, to identify and capitalize on technical cooperation opportunities.</li> <li>▪ An innovation process observatory or reference systems<sup>7</sup> that facilitate the identification, classification, systematization and integration of knowledge that is relevant to the management of agricultural and rural development in the hemisphere, while ensuring its availability.</li> <li>▪ Joint innovation pilot projects by IICA and its partners, aiming to assess collaborative strategies as a permanent mechanism for institutional management.</li> <li>▪ Negotiated collaboration agreements that are designed and signed with organizations and entities linked to the innovation value chain.</li> <li>▪ Concrete collaboration agendas that include action and project portfolios, implementation strategies and funding mechanisms.</li> <li>▪ Technical protocols that define standards for cooperation products, establishing categories of concepts and methodologies; training or capacity building; communication, applied techniques and digital tools, among others.</li> <li>▪ A product line in each of the program areas, in keeping with national, regional and hemispheric priorities.</li> <li>▪ An array of projects that make up the Institute's portfolio, which will be available in all the Delegations, with different areas of emphasis, depending on the specific needs of each country.</li> <li>▪ Ongoing evaluation methodologies for technical cooperation products and processes, in keeping with institutional policies.</li> <li>▪ Strategies and training material covering the management and application of cooperation products, geared towards technical staff – specialists and project or cooperation service officers.</li> </ul>
What is the timeline?	<p>Map of actors and pilot project: December 2020  Implementation of agreements, agendas and observatory: August 2021  Protocols, rules, methodologies and training strategies: July 2021</p>
Who should be a part of this working group?	<p>The group will be coordinated by Federico Villarreal and will comprise the Directorate of Technical Cooperation, the Center for Knowledge Management and Horizontal Cooperation Services, the Office of the Chief of Staff, the Directorate of External and Institutional Relations, the Directorate of Corporate Services (the Divisions of Planning, Monitoring and Evaluation; Information and Communication Technologies; and Human Talent).</p>

## **ANNEX 3. STRATEGY 3: human talent development.**

### **Training, development and certification system for technical and administrative skills**

Overview	<p>An institution's capacity to fulfil its mission depends on its human talent, since it is the responsibility of staff to provide technical cooperation solutions through concrete, results-oriented actions. At the administrative level, the productivity of an organization depends on all its members rather than on specific individuals. Human resources are also the repository of the knowledge, skills, competencies and aptitudes of the organization. The productive capacity of a knowledge institution resides in its human talent, which is as essential a component as it is in any other type of production activity.</p> <p>The Inter-American Institute for Cooperation on Agriculture (IICA) is faced with the challenge of low overall</p>
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<sup>7</sup> The Institute has undertaken significant actions in relation to this product, including the Interpretive Center for Tomorrow's Agriculture, Agriprofiles and the Library System. These tools serve as the basis for an innovation reference and dissemination system, which includes directories, case studies, best practices, smart links, classification and consultation systems, as well as facilities for network management.

	<p>human resource productivity, despite the extensive availability of resources—amount, training, experience and commitment—and the results obtained by the Institute’s administration.</p> <p>This is due to the lack of technical alignment; the weak recruitment and induction systems; the absence of ongoing training and development processes; the failure to properly assign human resources to areas that match their skills; and performance incentives that have habitually been automatic, while bearing no relation to the performance of teams or the strategic goals to be met.</p>
What does the strategy seek to achieve?	<p>The aim is to enhance the <b>productivity of IICA’s human resources</b>, by strengthening human talent operations and by professionalizing and formalizing processes for selection, assigning of roles, development, training, certification, incentives and professional commitment.</p> <p>Furthermore, the aim is to transform the IICA team into an efficient structure, capable of executing the value proposition that defines its business model, displaying high quality standards, a greater commitment and a superior ability to sell its services. Therefore, the products developed as part of IICA’s portfolio of services will be delivered by a knowledgeable team, which is capable of guiding their application; providing services to the user or client; acting as “account executives” or project officers; and selling these services in the different situations in which the Institute is currently operating or in those that may arise as a result of the current crisis.</p>
What are the expected results?	<p>The Institute will have devised a system to develop, upgrade and certify the technical, professional and work competencies of its teams, which will include new induction and incentive processes that will classify all technical and administrative staff that join IICA from hereon. Specifically, this will mean that:</p> <ul style="list-style-type: none"> <li>• The Institute will have professional teams who are abreast of the latest developments in their field of specialization, with a sound knowledge of the scientific principles and instruments of each one of IICA’s cooperation program areas. They must be fully capable of utilizing the products, technical tools and instruments adopted by IICA to deliver technical cooperation services in their area of competence; must possess a basic knowledge about institutional regulatory frameworks and management of international institutional systems, in particular, development cooperation; and must have extensive knowledge about the regulatory framework, mission, vision, principles and corporate strategy of the Institute.</li> <li>• Staff members will have upgraded their technical, digital skills, in terms of their capacity to incorporate digital, technical tools into cooperation services and into their day-to-day professional life.</li> <li>• IICA will have developed a new culture of collaborative work that is service-oriented and recognizes the importance of shared values, which will guarantee not only a high-level of innovation, but also the capacity for team-work and network management.</li> </ul>
What are the possible courses of action?	<ul style="list-style-type: none"> <li>• Prepare a long-term plan to institute a continuous training and skills development system, which will be mandatory for the Institute’s technical teams. This plan will be determined, in keeping with established agendas and priorities.</li> <li>• Establish—based on a clear skills certification model—the classification requirements and training criteria for different technical and administrative teams. Given the different levels of technical officers, an evaluation process will be developed to certify their competencies. Those who are able to validate their competencies, will receive a certificate. If not, they will continue to undertake training to achieve certification, in keeping with their skills, experience, vocation and interests and the requirements of the institutional agenda.</li> <li>• Devise a post-graduate training and skills upgrading system. Diplomas will be designed and delivered by IICA specialists and through partnerships with high-level academic centers. Specifically, IICA will study the possibility of establishing short-term training visits to universities in the United States, Canada, Latin America and Europe, through its scholarship program.</li> <li>• Develop the necessary regulatory frameworks to introduce technical skills certification as a major part of human talent management in the Institute.</li> <li>• Upgrade the training platforms developed by IICA, in order to impart the corresponding technical components to internal training teams. This logistical capacity should equip specialists to conduct training, with the support of modern online education techniques.</li> </ul>
What are the expected outputs of these actions?	<ul style="list-style-type: none"> <li>• Regulation of selection, induction and skills upgrading processes for the Institute’s technical staff.</li> <li>• Instruments and protocols to evaluate competencies and assess training requirements.</li> <li>• The design of training content and an academic plan that will determine the training curriculum, as well as the pedagogical and didactic strategies of the internal training.</li> <li>• The renovation of the Institute’s online campus and its courses, with a view to certifying and upgrading human talent.</li> <li>• The identification of external academic courses—in centers of excellence—for professional upgrading and establishment of collaborative agreements, scholarship systems and alternative funding mechanisms.</li> <li>• Design and implementation of a certification system for administrative, technical and work competencies in international technical cooperation or its management, within IICA’s sphere of action.</li> </ul>
What is the timeline?	<p>Adjustments in selection and induction processes: November 2020  Design of the training plan proposal: October 2020  Pilot program: November 2020  Evaluation and validation of competencies: December 2020  Implementation of a training plan: 2021</p>

Who should be a part of this working group?	The group will be coordinated by Alejandra Mozes and will comprise the Directorate of Corporate Services/ Human Talent Division, the Office of the Chief of Staff, the Directorate of Technical Cooperation/ Program Managers/ the Center for Knowledge Management and Horizontal Cooperation Services; and the Directorate of External and Institutional Relations.
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## ANNEX 4. STRATEGY 4: new institutional governance. Organizational chart, networks and project management

Overview	<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>
What does the strategy seek to achieve?	<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>
What are the expected results?	<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>
What are the possible courses of action?	<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>
What are the expected outputs of these actions?	<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> <li>• Well-established cooperation agendas, with specific duties assigned at all levels of the technical network.</li> </ul>

	<ul style="list-style-type: none"> <li>• Protocols for<sup>8</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?	Development: October 2020 Implementation: January 2021
Who should be a part of this working group?	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.

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<sup>8</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.

## ANNEX 5. 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 <b>foundations</b> for IICA's legal, diplomatic, political and technical <b>relationships</b> 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 <b>comprehensive internal and external communication strategy</b> 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"> <li>• 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.</li> <li>• Protocols and guidelines for the actions undertaken by the representatives and all those responsible for technical cooperation projects and services.</li> <li>• 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.</li> </ul> <p>To drive the institutional transformation process, the Institute's business model must succeed in:</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• Boosting commitment to achieving new goals related to external relationship strategies, particularly with international research and cooperation for development centers.</li> <li>• 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".</li> </ul>
<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"> <li>• Improve the competencies and responsibilities of the different management bodies, assigning 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.</li> <li>• Develop guidelines for engaging in more effective relationships with entities of special interest based</li> </ul>

	<p>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.</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• Provide advice on the signing of agreements that formalize collaborative partnerships derived from the innovation value chain strategy.</li> </ul> <p>With respect to communication, the following is recommended:</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Carry out processes to train IICA's technical teams on the application of communication strategies and actions, in accordance with the institutional strategy.</li> <li>• Prepare a communications protocol that includes the components of this business model.</li> </ul>
<p>What are the expected outputs of these actions?</p>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Protocols for establishing external and international relationships with other institutions that provide guidance on processes, powers and responsibilities.</li> <li>• A curriculum plan geared towards personnel involved in these processes, to train them and improve their capacity to engage in international relationships.</li> <li>• Agreements signed with external organizations to establish new models for managing the value chain and cooperation agreements to fund technical cooperation agendas.</li> <li>• 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.</li> </ul>
<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>



## ANNEX 6. STRATEGY 6: strengthening of the funding models for cooperation.

### Financial architecture and expansion of the portfolio

<p>Overview</p>	<p>The management of the Inter-American Institute for Cooperation on Agriculture (IICA) is guided by the rules, practices and policies adopted by the international community at the hemispheric and global levels with respect to international public goods, institutional competencies and financial sustainability models.</p> <p>There are three main funding sources for technical cooperation: the commitments undertaken by Member States in the form of compulsory quota contributions; voluntary contributions by Member States and other stakeholders to fund specific projects; and voluntary resources from the international cooperation system, which includes a wide range of national public, private or multilateral donors. Over the past decade, the hemispheric resources that IICA has received have been less evenly distributed, not only because just two countries account for more than 75% of these resources, but also because the level of the remaining 25% has dwindled over time, without ever exceeding USD 35 million per year.</p> <p>At present, the Institute is facing a great deal of uncertainty regarding the financial sustainability of its technical cooperation agenda to address the needs of the agriculture and rural sectors in the Member States during these critical times.</p>
<p>What does the strategy seek to achieve?</p>	<p>The goal is to establish a <b>sustainability strategy aimed at transforming funding</b> into an effective tool for meeting the institutional mission while ensuring that the recipients of technical cooperation consider these services to be relevant, valuable and effective and are therefore willing to provide funding in exchange. This, in turn, will allow for expanding the Institute's portfolio of services, attracting new resources and achieving long-term institutional growth.</p> <p>This strategy also seeks to enhance the capabilities of stakeholders responsible for managing technical cooperation projects and external relations, specifically their ability to engage in <b>negotiations related to the project portfolio and to identify innovative funding options.</b></p>
<p>What are the expected results?</p>	<p>IICA will substantially and strategically increase the attraction of financial resources to expand the scope, coverage and extent of the support it provides to the Member States in their agricultural and rural development efforts. To this end, the Institute will rely on a funding strategy that covers matters related to pre-investment, co-funding, cooperation, multilateralism and value chains, and will design a financial model for cooperation that allows for structuring portfolios of projects that have been identified, negotiated, funded and executed in accordance with the new funding criteria.</p> <p>The Institute's technical and diplomatic teams will have greater commercial capabilities to identify, negotiate and carry out technical cooperation actions and projects. More specifically, IICA will possess a comprehensive, unified, systematic and technically structured strategy to improve the receptiveness of counterparts to cooperation proposals, which will describe aspects related to communication, information and technical support.</p>
<p>What are the possible courses of action?</p>	<ul style="list-style-type: none"> <li>• Redefine the model for spending and investing the Institute's resources, in accordance with its pre-investment and co-funding tactics and the rules and regulations of the Inter-American Board of Agriculture.</li> <li>• Review the criteria for allocating and monitoring budget items, in order to ensure that the accounting process allows for assessing the monetary value of all of IICA's contributions under a specific cost center, as well as carrying out its administrative and technical cooperation activities.</li> <li>• Strengthen the protocols for calculating the real cost of the activities carried out by the Institute within the framework of cooperation projects, as well as establish new mechanisms for recovering the cost of institutional management, in keeping with the funding criteria defined by the new model.</li> <li>• Make the mechanisms for negotiating and managing the cooperation services provided by IICA and its partners in collaborative projects more flexible and decentralized, which would allow for introducing financial innovations such as collaborative economies, based on the understanding that a project involves several stakeholders or value chain links.</li> <li>• Set up a financial fund to promote the technical cooperation delivered by the Institute, facilitating the implementation of long-term strategies and the co-funding of technical services that make it possible to develop international public knowledge goods, in accordance with the Institute's field of competence and areas of specialization. This will involve at least the following:             <ul style="list-style-type: none"> <li>▪ Evaluating alternative funding models based on the international context, available funds and IICA's past experiences.</li> <li>▪ Clarifying the legal aspects of the creation of the mechanism.</li> <li>▪ Designing a strategy for negotiating the establishment of the fund with the Member States and potential donor entities</li> <li>▪ Formalizing the rules and regulations governing the operation of the fund.</li> </ul> </li> <li>• Conduct an assessment of the practices, techniques, tools, skills and strategies for offering and negotiating the cooperation projects that are currently underway, in order to determine precisely which opportunities should be covered by a strategy to strengthen the Institute's commercial capacity.</li> <li>• Establish protocols and guidelines for managing the commercial components of technical cooperation at all levels, as well as the linkages in the Institute's areas of work.</li> <li>• Develop a model to strengthen and improve commercial and negotiation techniques among key</li> </ul>

	personnel involved in resource management.
What are the expected outputs of these actions?	<ul style="list-style-type: none"> <li>• Budget and investment models associated with the business model.</li> <li>• Rules and protocols for operating IICA's funding system for technical cooperation.</li> <li>• Innovation Fund for Resilience created and in operation.</li> <li>• Assessment of the Institute's commercial capacity.</li> <li>• Protocols for negotiating projects.</li> <li>• Trade training program (providing a quote, negotiating and selling).</li> </ul>
What is the timeline?	December 2020
Who should be a part of this working group?	Braulio Heinze will serve as the coordinator of this team, which will be made up of the Directorate of Corporate Services, the Office of the Chief of Staff, the Directorate of Technical Cooperation, the Directorate of External and Institutional Relations, and the Project Management Unit.