





















































IICA



Inter-American Institute for
Cooperation on Agriculture

Process Manual 3 Strategic Development

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Macroprocess

3 Strategic Development

Objective

Ensure institutional strategic alignment and organizational changes to increase the IICA effectiveness.

Scope

Hemispheric level.
Technical-normative and execution policies.
Centralization at strategic levels and at Headquarters.
Decentralization at the tactical and operational level.

Inputs	Processes	Outcomes
Guidelines and International Agreements.	3.1 Strategic Planification	Strategic, tactical and operational level actions strategically aligned. Effective organizational change.
Macroeconomic data.		
Country Development Plans.	3.2 Tactical Planning	
Strategic, tactical and operational management reports.		
Organizational change requirements.	3.3 Programming and Budgeting	
Current process, procedures and organization manuals..	3.4 Monitoring, Evaluation and Management Capitalization.	
Institutional policies and guidelines on planning, monitoring and evaluation.		
	3.5 Organizational Design	

Process

3.1 Strategic Planning.

Objective	Define the Medium-Term Plan (MTP) as a development roadmap and guide for the actions of IICA in each of the Member States.
Scope	Hemispheric level. Political, management and technical-regulatory actions.
Specific Policies and rules	1. Should be in keeping with the guidelines and directives issued by the IABA. 2. Convention on IICA and the Institute's policies and rules.
Information Systems	Online forms and methodologies, for consultation or data collection.
Indicators	<ul style="list-style-type: none"> • Percentage of strategic proposals (framework and strategic plans) approved in the specified period. • Percentage compliance with the formulation plan. • Percentage compliance with the formulation methodology.

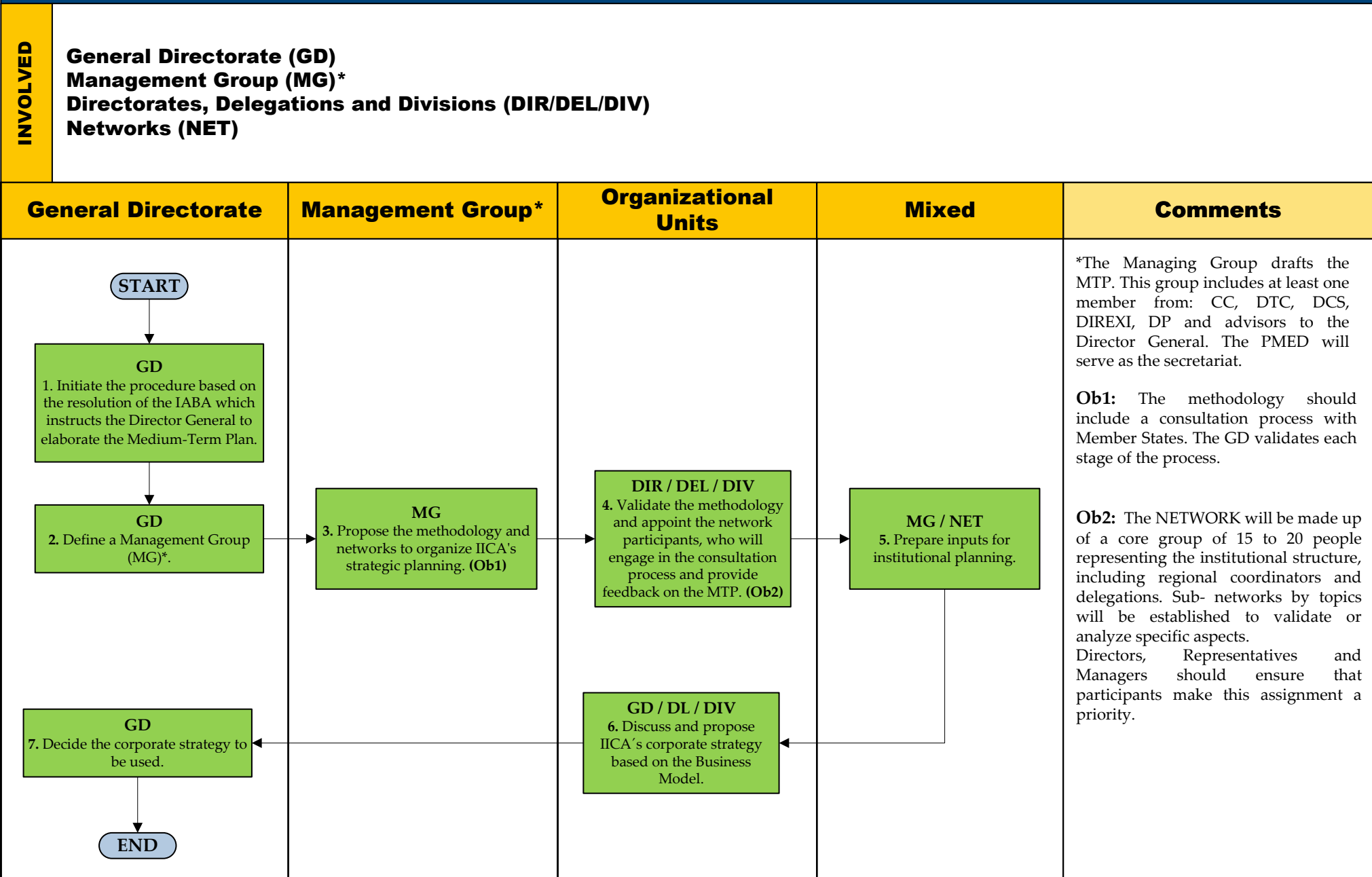
Process	Subprocess
3.1 Strategic Planning.	3.1.1 Organization to elaborate the Medium-Term Plan.
	3.1.2 Formulation of the Medium-Term Plan.
	3.1.3 Implementation of the Medium-Term Plan.
	3.1.4 Evaluation of the Medium-Term Plan.

Subprocess

3.1.1 Organization to elaborate the Medium-Term Plan.

Objective	Organize the formulation and implementation of the MTP based on networking.	
Inputs	Background Information	Reference Material
	<ul style="list-style-type: none"> • Studies on the internal situation of IICA in the last 4 years. • Studies on IICA's Environment. • Regulation of the General Directorate. • IABA resolution for the preparation of the MTP. • Institutional regulations. 	<ul style="list-style-type: none"> • Previous Medium-Term Plans. • Manual of strategic planning and tactical planning processes.
Products	<ul style="list-style-type: none"> • Networks and teams formed for the formulation with the participation of representatives from the Offices and Headquarters. • Defined methodology . • Prepared inputs. • Definition of the strategies to be used in the Medium-Term Plan. 	

3.1.1 Organization to elaborate the Medium-Term Plan.

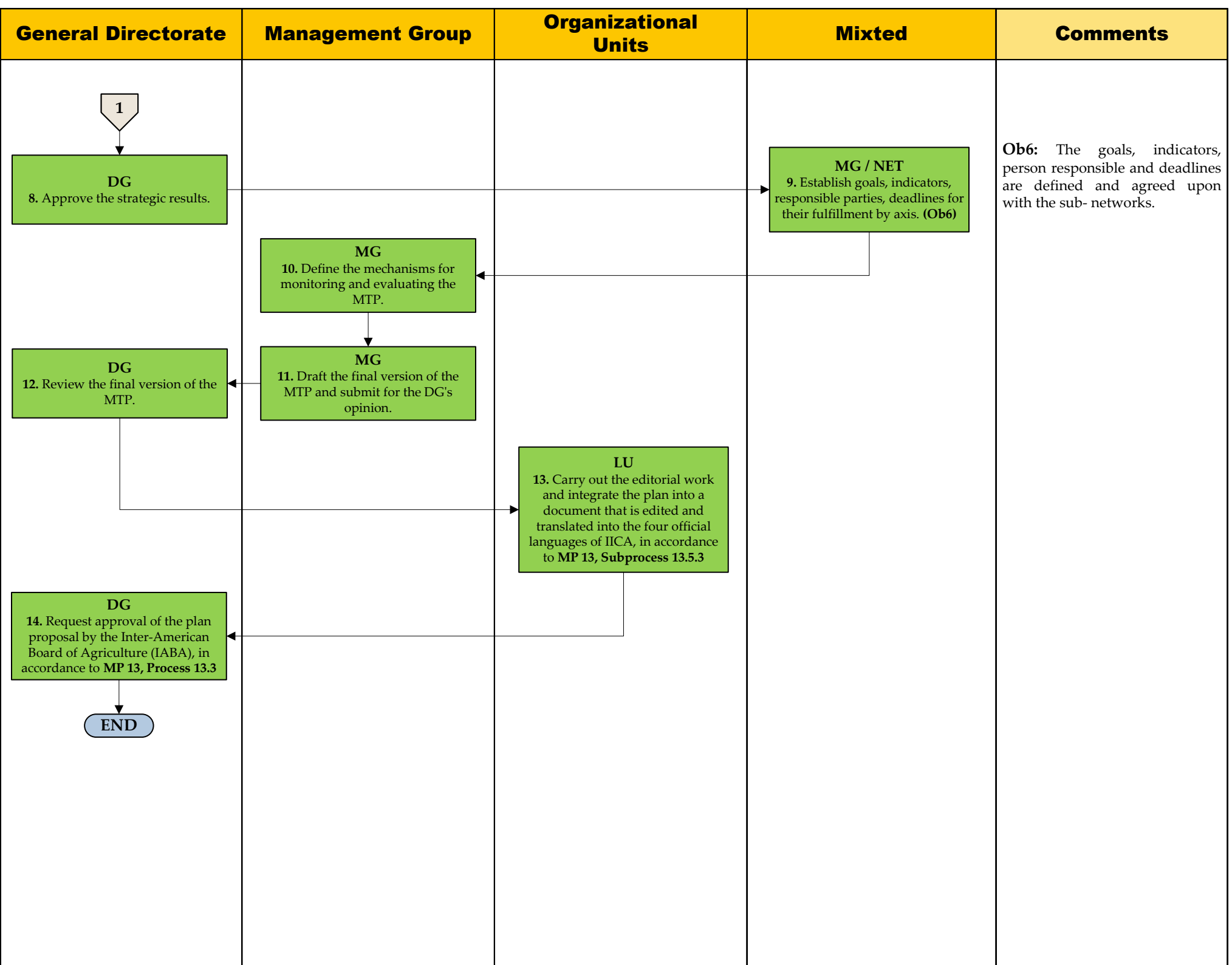
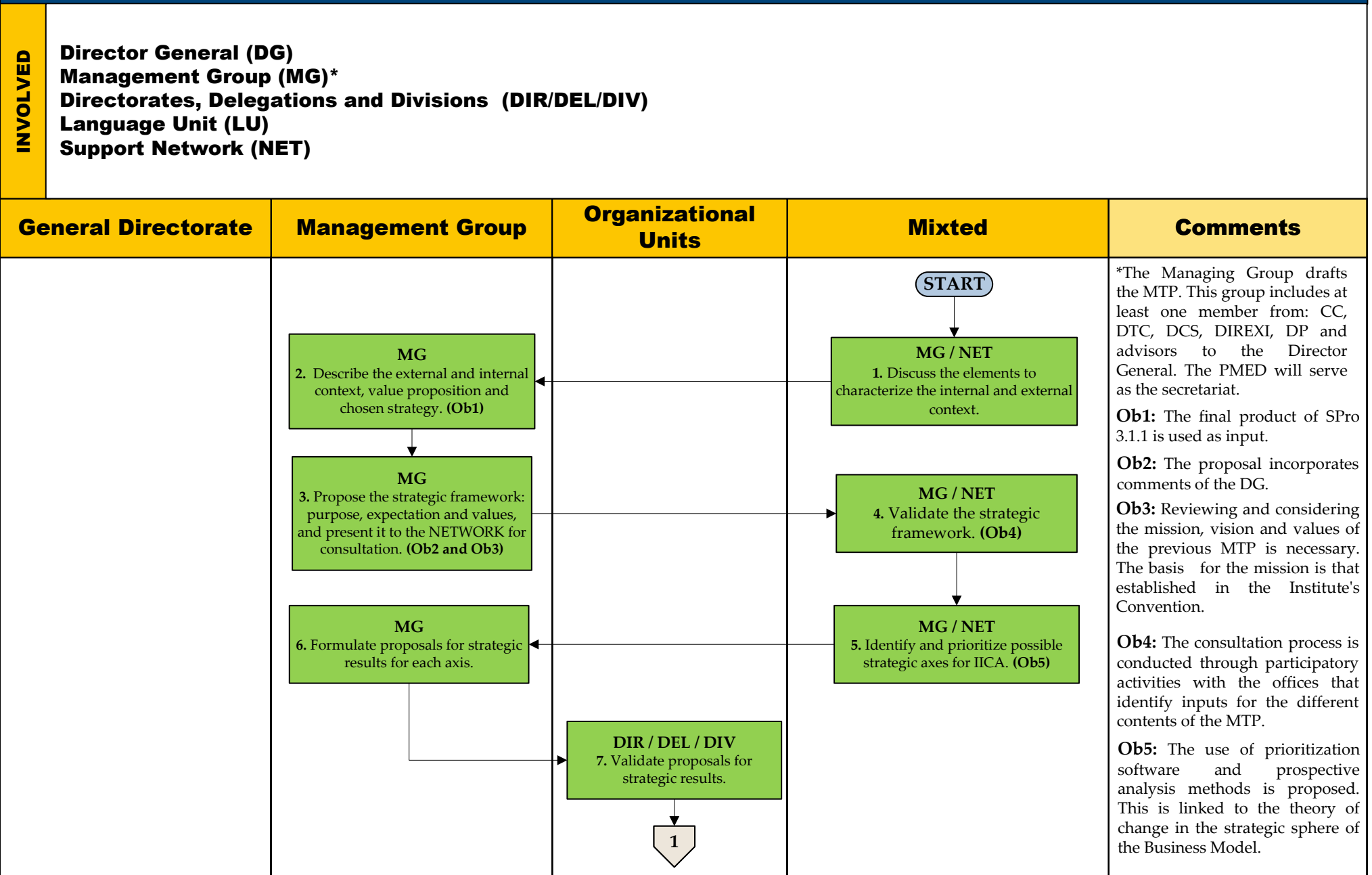


Subprocess

3.1.2 Formulation of the Medium-Term Plan.

Objective	Formulate IICA's Strategic Plan in a participatory manner with a scope of work for the next four years.	
Inputs	Background Information <ul style="list-style-type: none"> • Analysis of the internal and external environment of IICA. • Strategies discussed at the organizational level of the formulation team. • Business model. 	Reference Material <ul style="list-style-type: none"> • Previous Medium-Term Plans.
	Products <ul style="list-style-type: none"> • Formulated Medium-Term Plan. 	

3.1.2 Formulation of the Medium-Term Plan.



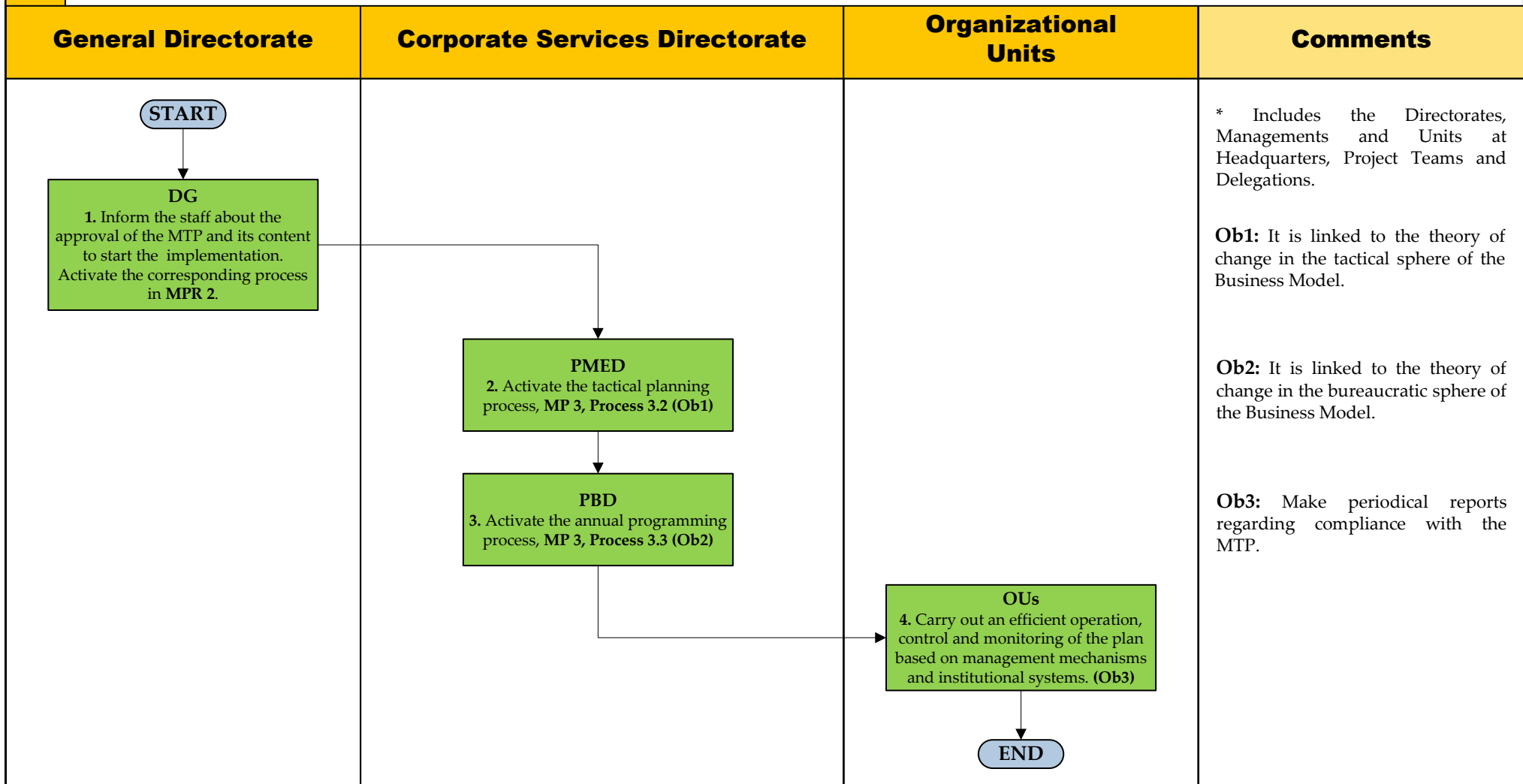
Subprocess

3.1.3 Implementation of the Medium-Term Plan.

Objective	Implement the Strategic Plan, based on a road map, as a guiding instrument for IICA's actions over a four-year period.	
Inputs	Background Information	Reference Material
	<ul style="list-style-type: none"> Approved Strategic Plan. 	<ul style="list-style-type: none"> Previous Annual Reports. Annual country leaves. Monitoring reports. Monitoring plans. Evaluations of projects, actions and units.
Products	<ul style="list-style-type: none"> Articulation of tactical and operational action plans aligned with the strategies defined in the strategic plan. Communication plan related to the MTP for its proper implementation throughout the Institutional environment. Regular operation of the Institute according to specific plans for generating results. 	

3.1.3 Implementation of the Medium-Term Plan.

INVOLVED
Director General (DG)
Planning, Monitoring and Evaluation Division (PMED)
Programming and Budgeting Division (PBD)
Organizational Units (OUs)*

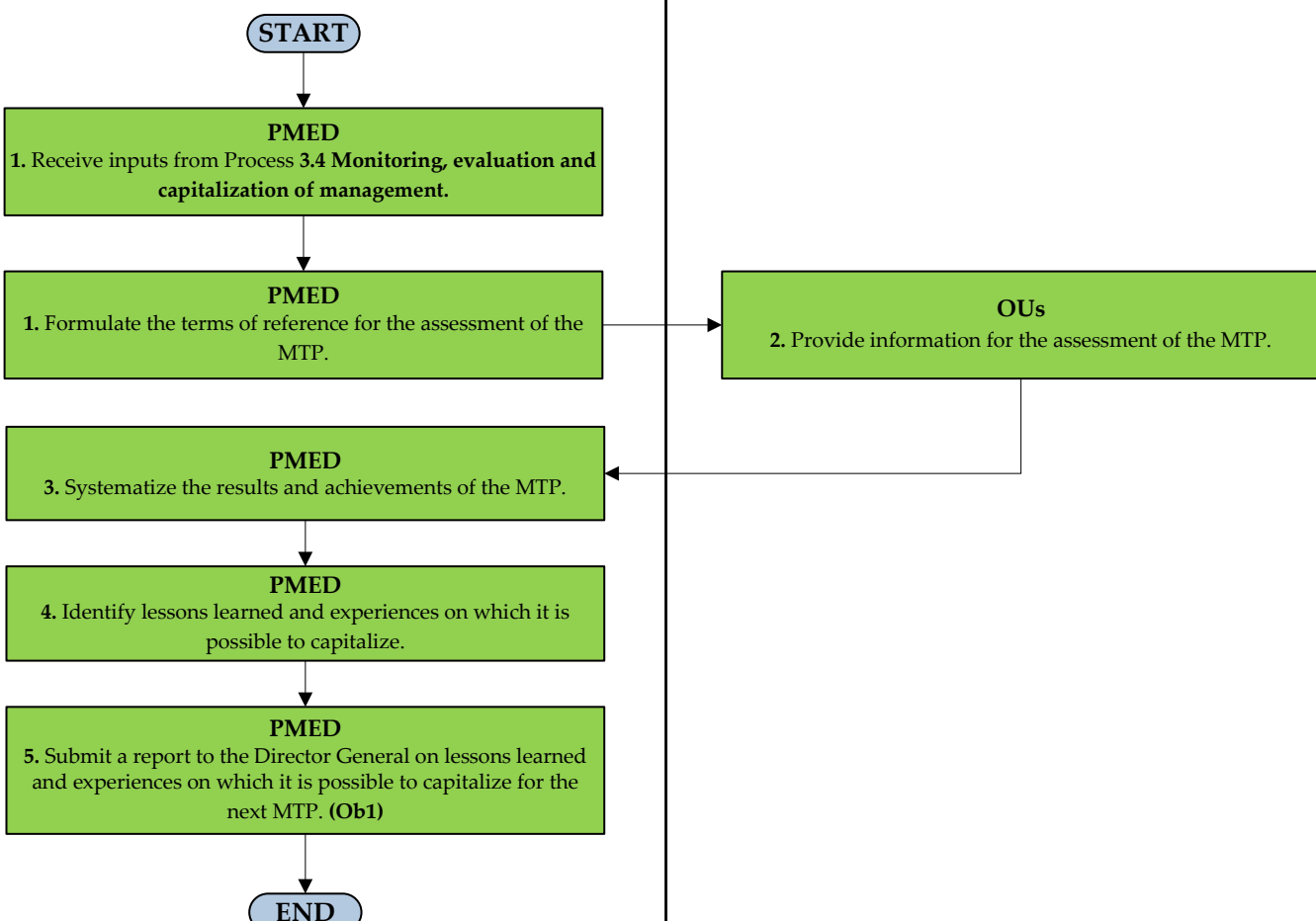


Subprocess

3.1.4 Evaluation of the Medium-Term Plan.

Objective	Demonstrate, based on IICA's evaluation criteria, the levels of implementation, compliance and lessons learned from the Strategic Plan (MTP).	
Inputs	Background Information	Reference Material
	<ul style="list-style-type: none"> • Institutional strategic plan or MTP. • Guidelines for results-based management. • Institutional evaluation policy. 	<ul style="list-style-type: none"> • Tactical Plans. • Annual Plans. • Annual reports. • Country sheets. • Annual reports. • Business intelligence dashboards.
Products	<ul style="list-style-type: none"> • MTP evaluated. • Specific reports of strategic interest. • Lessons learned and best practices for managing for results. 	

3.1.4 Evaluation of the Medium-Term Plan.

INVOLVED	Planning, Monitoring and Evaluation Division (PMED) Organizational Units (OUs)	
	Planning, Monitoring and Evaluation Division	Organizational Units
	Comments	
	 <pre> graph TD START([START]) --> PMED1[PMED 1. Receive inputs from Process 3.4 Monitoring, evaluation and capitalization of management.] PMED1 --> PMED2[PMED 1. Formulate the terms of reference for the assessment of the MTP.] PMED2 <--> OUs[OUs 2. Provide information for the assessment of the MTP.] OUs --> PMED3[PMED 3. Systematize the results and achievements of the MTP.] PMED3 --> PMED4[PMED 4. Identify lessons learned and experiences on which it is possible to capitalize.] PMED4 --> PMED5[PMED 5. Submit a report to the Director General on lessons learned and experiences on which it is possible to capitalize for the next MTP. (Ob1)] PMED5 --> END([END]) </pre>	
	<p>* Includes the Directorates, Managements and Units at Headquarters, Project Teams and Delegations.</p> <p>Ob1: After this step the opening of spaces to communicate the lessons learned and the evaluation of the MTP is recommended.</p>	

Process

3.2 Tactical Planning.

Objective	Define the action plan for each directorate, management, unit and representation of IICA that allow the implementation of the Medium-Term Plan.
Scope	Hemispheric level. Organizational Units
Specific Policies and rules	<ol style="list-style-type: none"> 1. Medium Term Plan. 2. Risk Management Policy. 3. Guide for the elaboration of results and indicators.
Information Systems	Forms and methodologies in SUGI.
Indicators	<ul style="list-style-type: none"> • Percentage of Tactical Plans formulated. • Percentage of Tactical Plans approved. • Percentage compliance of the approved Tactical Plans. • Number of Tactical Plan monitoring exercises. • Number of evaluations related to Tactical Plans.

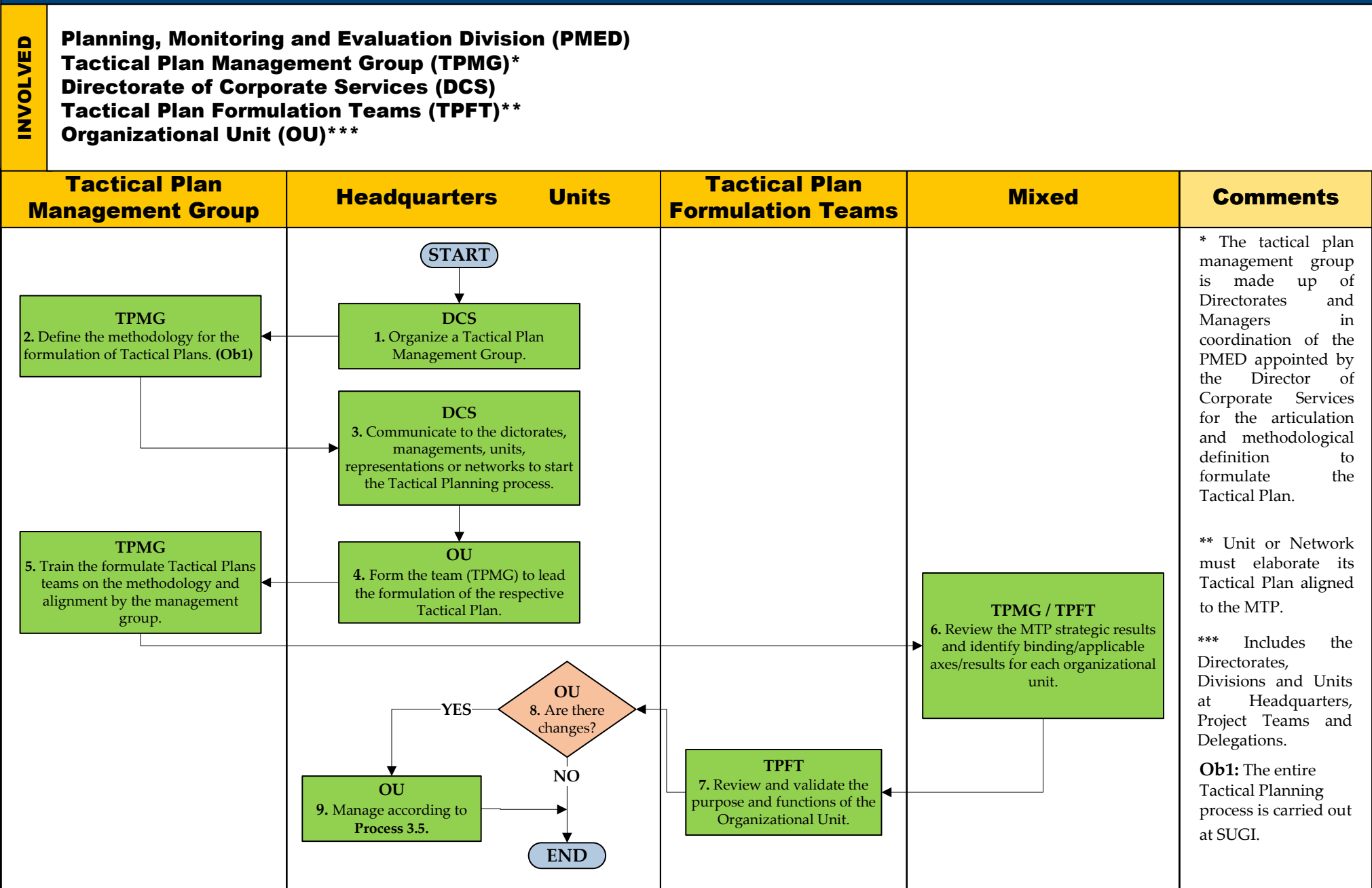
Process	Subprocess
3.2 Tactical Planning.	3.2.1 Organization to elaborate the Tactical Plans. (Preliminary study by each organizational entity).
	3.2.2 Formulation of the Tactical Plans by each Organizational Entity.
	3.2.2.1 Procedure to identify, record and analyze institutional risks.
	3.2.3 Implementation of the Tactical Plans by each Organizational Entity.
	3.2.4 Monitoring and Evaluation of Tactical Plans.
	3.2.5 Formulation of the Budget Program (2 years).

Subprocess

3.2.1 Organization for the elaboration of Tactical Plans. (Preliminary study by each organizational entity).

<p>Objetive</p>	<p>Define those involved and the methodology for the elaboration of the tactical plans of each direction, management, unit and representation of IICA.</p>	
<p>Inputs</p>	<p>Background Information</p> <ul style="list-style-type: none"> • Current Medium Term Plan. • Methodology for the formulation of Tactical Plans developed by the PMED. • Purposes of the organizational entities. 	<p>Reference Material</p> <ul style="list-style-type: none"> • Previous Tactical Plans. • Monitoring reports of previous Tactical Plans. • IICA Annual Reports. • Country Sheets.
<p>Products</p>	<ul style="list-style-type: none"> • Organization of the Tactical Plan Management Group and the Tactical Plan Formulation Teams. • Definition of the methodology for the formulation of the Tactical Plans. • Training of those involved on the process to be developed. • Identification of strategic results binding each organizational entity. • Validation of the purposes and functions of each organizational entity. 	

3.2.1 Organization for the elaboration of Tactical Plans. (Preliminary study by each organizational entity).



Subprocess

3.2.2 Formulation of the Tactical Plans by each organizational entity.

Objective	Formulate the Tactical Plans of each notified organizational unit with a scope of 4 years.	
Inputs	Background Information	Reference Material
	<ul style="list-style-type: none"> • Products of the tactical plan organization stage. • Risk Management Guide and the Institutional Risk Matrix. 	<ul style="list-style-type: none"> • Current Medium Term Plan. • Previous Tactical Plans. • IICA Annual Reports. • Country Sheets.
Products	<ul style="list-style-type: none"> • Establishment of tactical results for the strategies of the Medium-Term Plan. • Establishment of the tactical matrix for each organizational unit. • Identification of requirements for the execution of the Tactical Plan. • Identification of linkage of the organizational entity of Tactical Plan with other units. • Updated risk matrix. • Defined performance indicators. 	

3.2.2 Formulation of the Tactical Plans by each organizational entity.

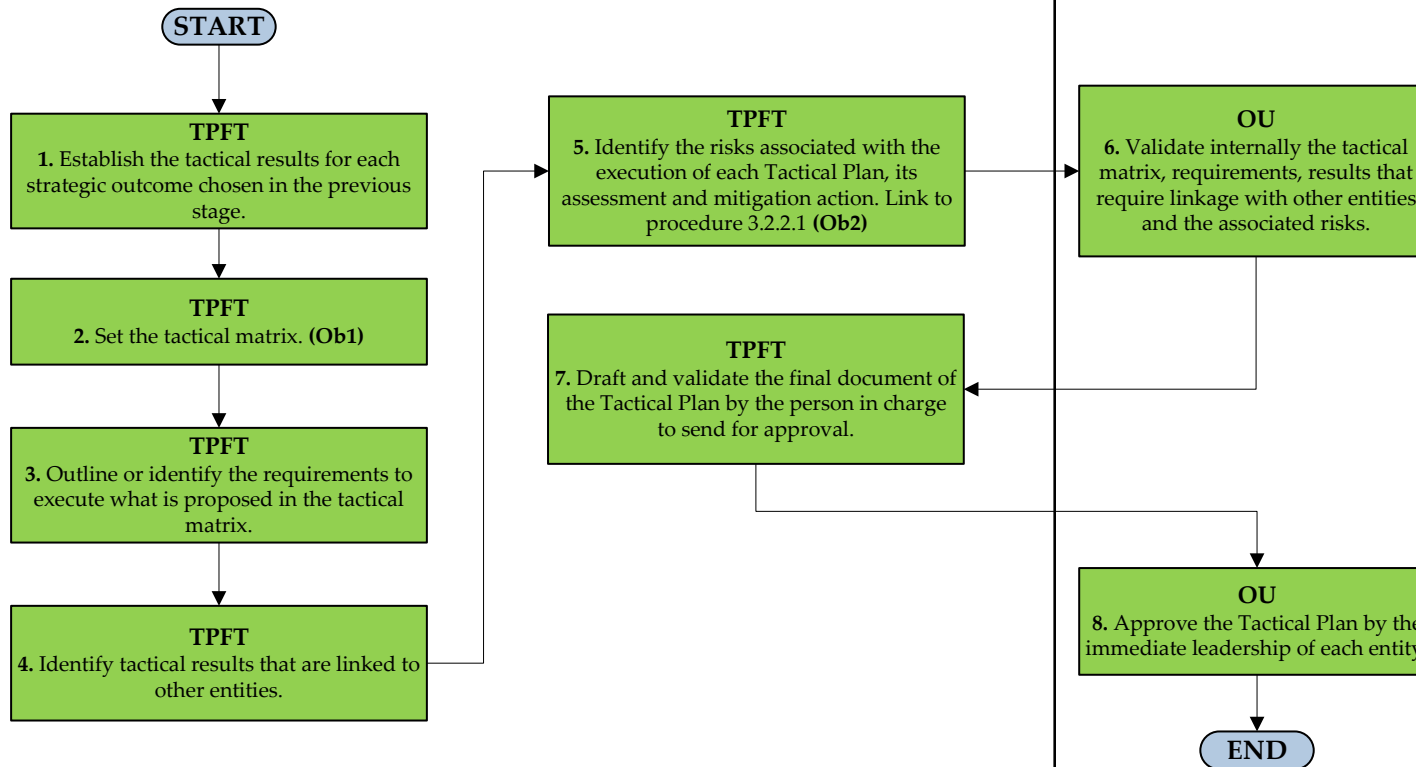
INVOLVED

Planning, Monitoring and Evaluation Division (PMED)
Tactical Plan Management Group (TPMG) *
Tactical Plan Formulation Team (TPFT) **
Organizational Units (OU)***

Tactical Plan Formulation Team

Organizational Units

Comments



* The tactical plan management group is made up of Directorates and Managers in coordination of the PMED appointed by the Director of Corporate Services for the articulation and methodological definition to formulate the Tactical Plan.

** Unit or Network must elaborate its Tactical Plan aligned to the MTP.

*** Includes the Directorates, Divisions and Units at Headquarters, Project Teams and Delegations.

Ob1: Includes axis, strategic result, tactical result, goals; indicators; start and end period; responsible and resources (include approximate amounts).

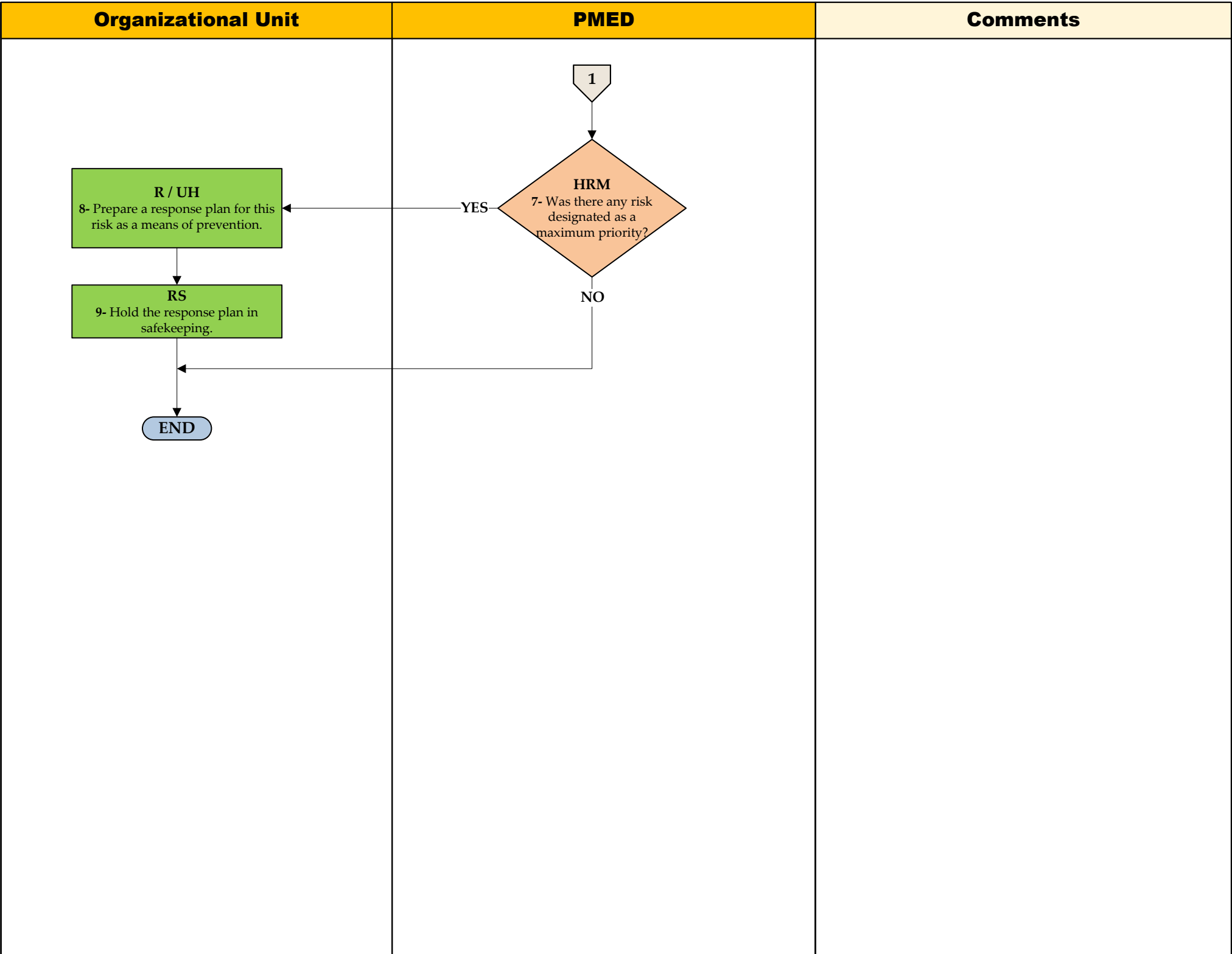
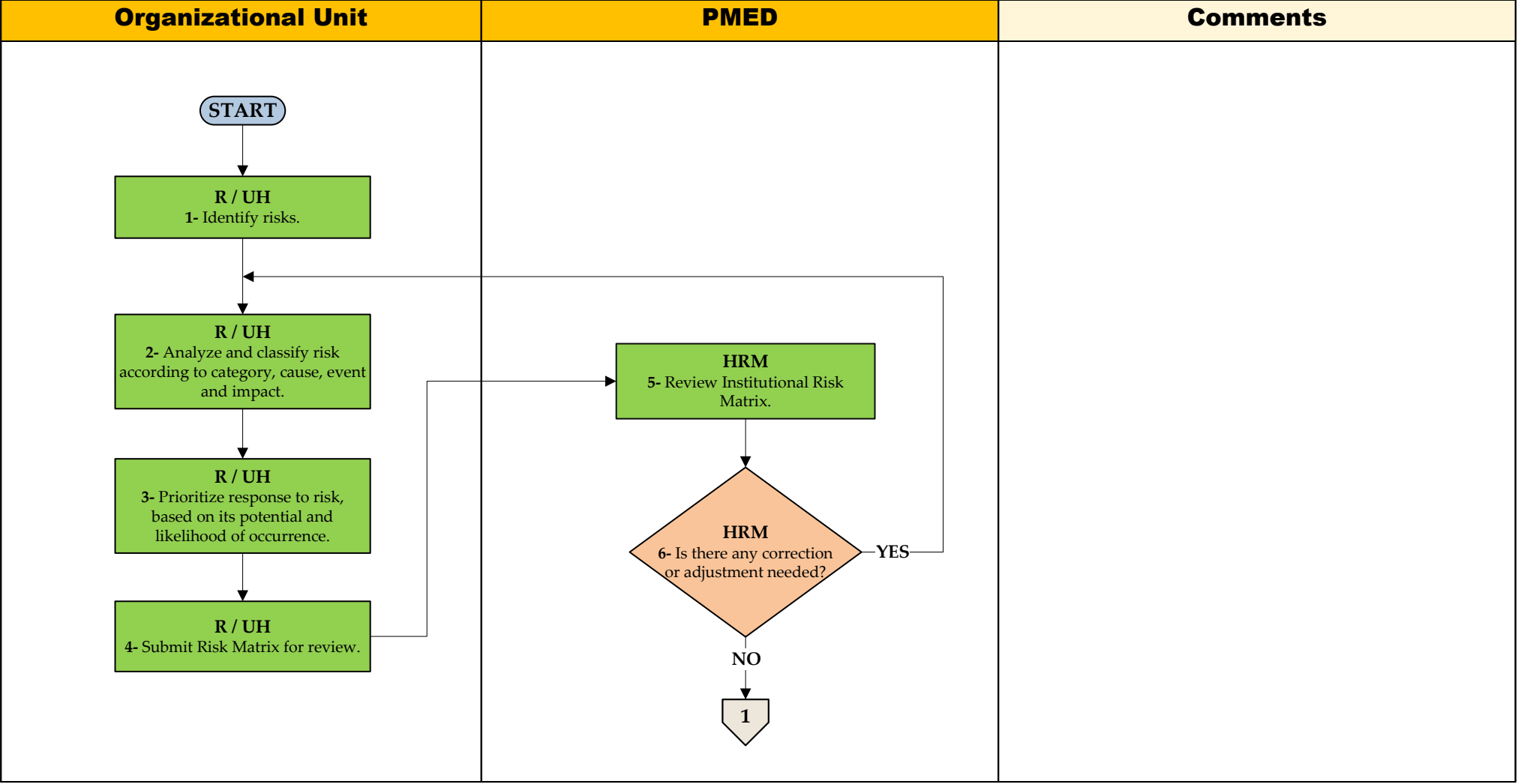
Ob2: See Risk Management Guide and the Institutional Risk Matrix. If the risk manifests itself, it is appropriate to carry out the response plan for it. Link to procedure 3.2.2.1 Identify, record and analyze institutional risks.

3.2.2.1 Procedure to identify, record and analyze institutional risks.

<p>Objective</p>	<p>Develop an analysis and construction exercise of the risk matrix, based on the conditions of the context and the different possible national and international scenarios.</p>	
<p>Inputs</p>	<p>Background information</p>	<p>Reference Material</p>
	<ul style="list-style-type: none"> • Historical information. • Systematizations, prior experiences, audits, evaluations. • Document analysis, interviews and workshops. • IICA Guide to Risk Management. 	<ul style="list-style-type: none"> • Medium-term Plan • Business plan. • IICA Environmental and Social Sustainability Policy.
<p>Products</p>	<ul style="list-style-type: none"> • Institutional Risk Matrix for the unit or office. • IICA Institutional Risk Matrix. 	

3.2.2.1 Procedure to identify, record and analyze institutional risks.

INVOLVED	Representative (R) Unit Head (UH) Planning, Monitoring and Evaluation Division (PMED) Head of Risk Management (HRM) Risks Secretariat (RS)
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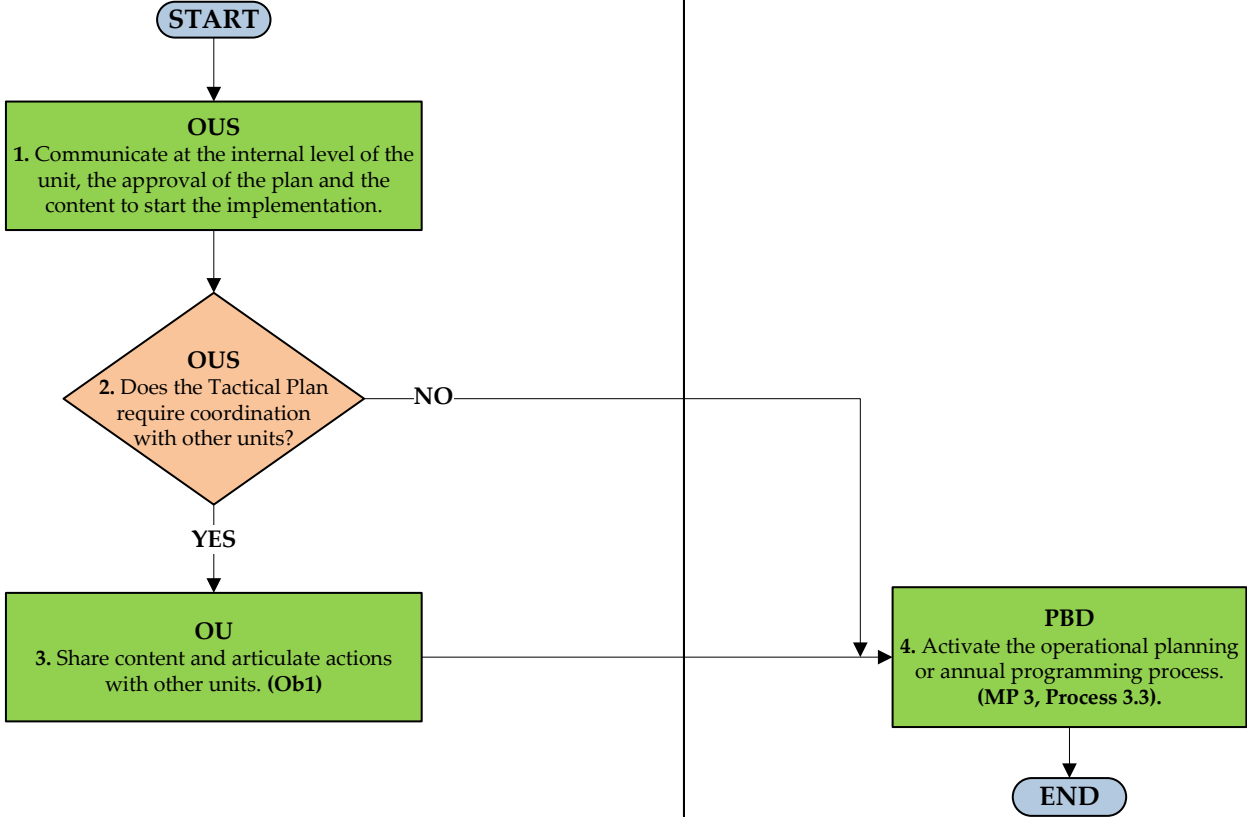


Subprocess

3.2.3 Implementation of the Tactical Plans by each organizational entity.

Objective	Articulate the Tactical Plans linked between organizational entities and initiate the process of operational planning or annual programming.	
Inputs	Background Information	Reference Material
	<ul style="list-style-type: none"> Approved Tactical Plans. 	<ul style="list-style-type: none"> Previous Tactical Plans.
Products	<ul style="list-style-type: none"> Articulation of Tactical Plan between organizational entities. Activation of the operational planning process or annual programming. 	

3.2.3 Implementation of the Tactical Plans by each organizational entity.

INVOLVED	<p>Planning, Monitoring and Evaluation Division (PMED) Programming and Budgeting Division (PBD) Tactical Plan Management Group (TPMG)* Organizational Units (OU)** Organizational Unit Supervisor (OUS)</p>		
	Organizational Units	Programming and Budgeting Division	Comments
	 <pre> graph TD START([START]) --> OUS1[OUS 1. Communicate at the internal level of the unit, the approval of the plan and the content to start the implementation.] OUS1 --> DEC{OUS 2. Does the Tactical Plan require coordination with other units?} DEC -- NO --> PBD[PBD 4. Activate the operational planning or annual programming process. (MP 3, Process 3.3)] DEC -- YES --> OU[OU 3. Share content and articulate actions with other units. (Ob1)] OU --> PBD PBD --> END([END]) </pre>		<p>*The tactical plan management group is made up of Directorates and Managers in coordination of the PMED appointed by the Director of Corporate Services for the articulation and methodological definition to formulate the Tactical Plan.</p> <p>** Includes the Directorates, Divisions and Units at Headquarters, Project Teams and Delegations.</p> <p>Ob1: Through the intranet or SUGI.</p>

Subprocess

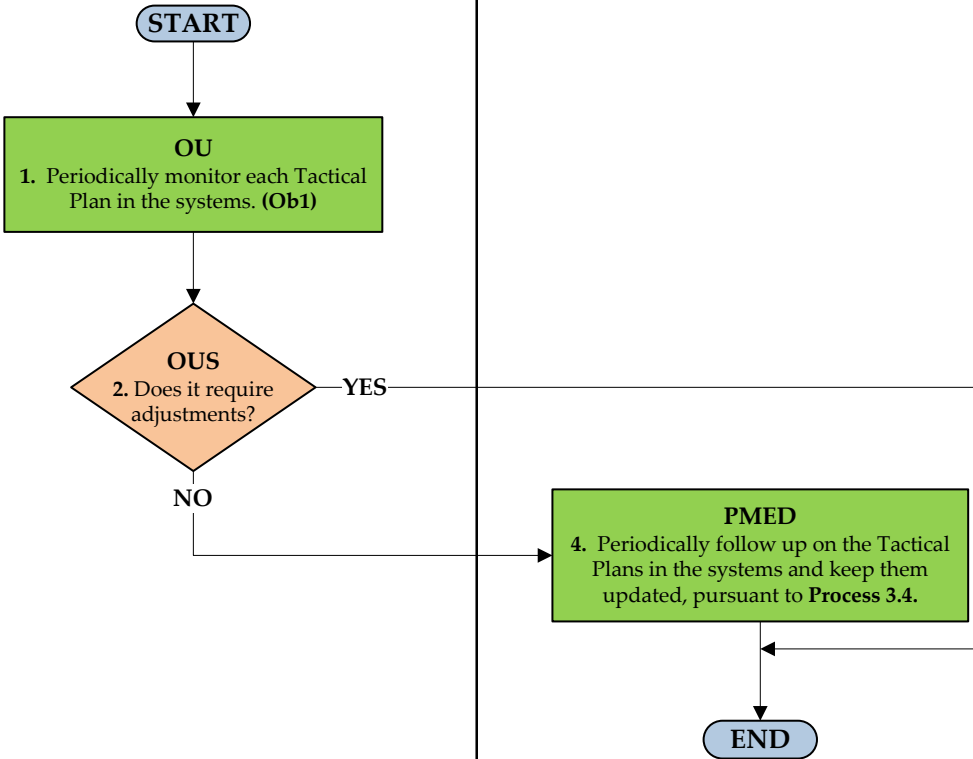
3.2.4 Monitoring and Evaluation of Tactical Plans.

Objective	Monitor the Tactical Plans periodically in SUGI and make the necessary adjustments.	
Inputs	Background Information	Reference Material
	<ul style="list-style-type: none"> • Approved tactical plans of the organizational entities. • Evaluation methodologies-documents or guides. • Monitoring reminders. • Business intelligence dashboards. • Monitoring processes. 	<ul style="list-style-type: none"> • Process 3.4 Control and Evaluation Management .
Products	<ul style="list-style-type: none"> • Organizational units monitoring reports. • Report on contributions of Tactical Plans to the Strategic Planning Process (SPP). • Business intelligence dashboards updated every 24 hours. 	

3.2.4 Monitoring and Evaluation of Tactical Plans.

INVOLVED

Planning, Monitoring and Evaluation Division (PMED)
Tactical Plan Management Group (TPMG)*
Organizational Units (OU)**
Organizational Unit Supervisor (OUS)

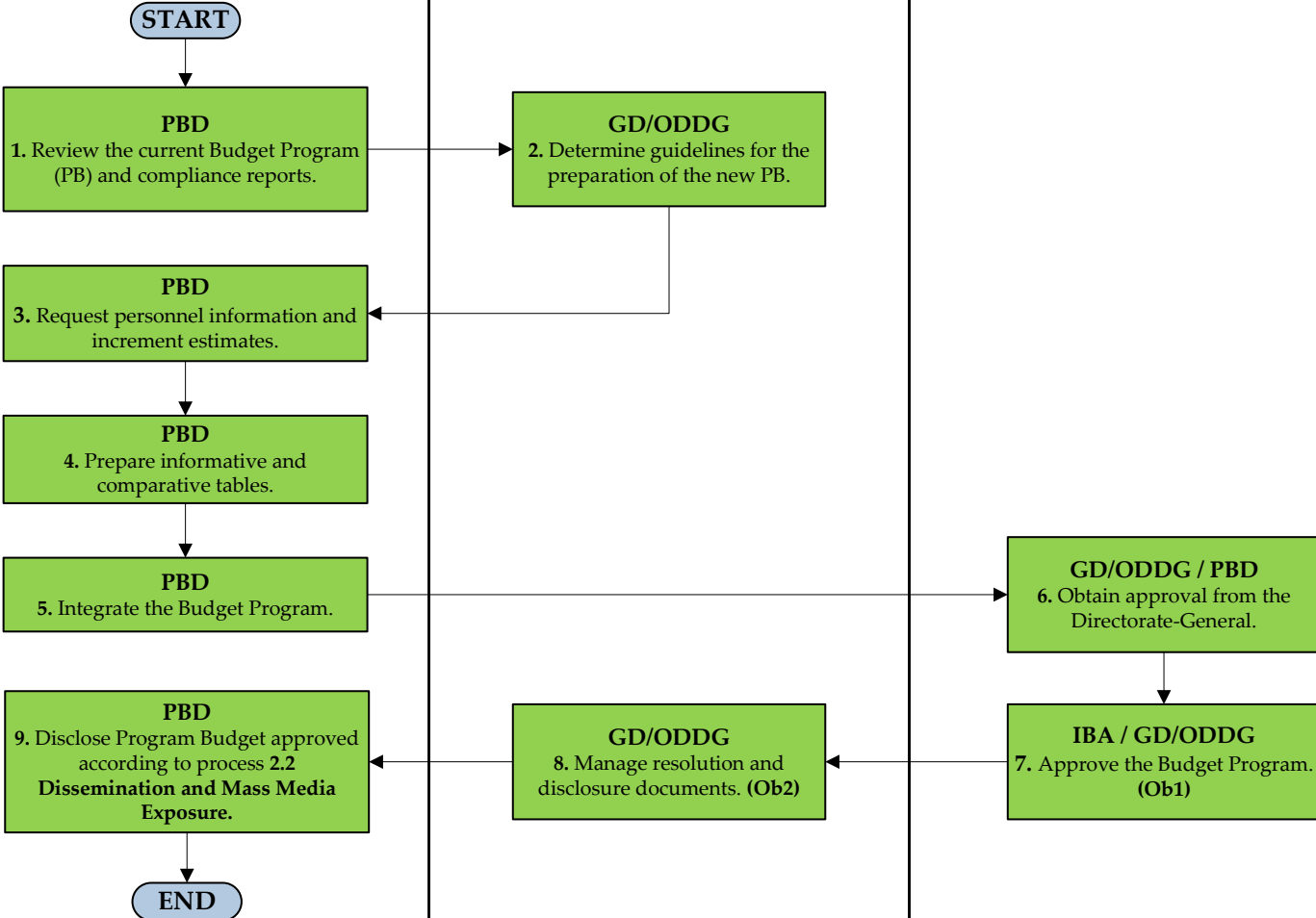
Organizational Units	GPME	Mixed	Comments
 <pre> graph TD START([START]) --> OU[OU 1. Periodically monitor each Tactical Plan in the systems. (Ob1)] OU --> OUS{OUS 2. Does it require adjustments?} OUS -- YES --> OUS_PMED[OUS / PMED 3. Approve changes and keep tactical plans up to date.] OUS -- NO --> PMED[PMED 4. Periodically follow up on the Tactical Plans in the systems and keep them updated, pursuant to Process 3.4.] OUS_PMED --> PMED PMED --> END([END]) </pre>			<p>*The tactical plan management group is made up of Directorates and Managers in coordination of the PMED appointed by the Director of Corporate Services for the articulation and methodological definition to formulate the Tactical Plan.</p> <p>** Includes the Directorates, Divisions and Units at Headquarters, Project Teams and Delegations.</p> <p>Ob1: Monitoring reports in the SUGI are inputs for evaluation.</p>

Subprocess

3.2.5 Formulation of the Budget Program (2 years).

Objective	Prepare the biennial Program Budget (PB) proposal to operationalize the Medium-Term Plan (MTP) according to the program-budget structure designed.	
Inputs	Background Information	Reference Material
	<ul style="list-style-type: none"> Existing Program Budget (PB). Existing Medium-Term Plan (4 years). 	<ul style="list-style-type: none"> Planning Model. Regional Tactical Plan. Project Master Plan. National Tactical Plans. Institutional Tactical Plan - Headquarters. Budget and programmatic management information systems. Tactical management reports.
Products	<ul style="list-style-type: none"> Updated Program Budget (PB). 	

3.2.5 Formulation of the Budget Program (2 years).

INVOLED	Inter-American Board of Agriculture (IABA) General Directorate/Office of the Deputy Director General (DG/ODDG) Directorate of Corporate Services (DCS) Programming and Budgeting Division (PBD) Management of Information and Communication Technologies and Digital Agriculture (MCIT-DA)			
	Programming and Budgeting Division	IICA Directorates	Mixed	Comments
	 <pre> graph TD START([START]) --> PBD1[PBD 1. Review the current Budget Program (PB) and compliance reports.] PBD1 --> GDODDG2[GD/ODDG 2. Determine guidelines for the preparation of the new PB.] GDODDG2 --> PBD3[PBD 3. Request personnel information and increment estimates.] PBD3 --> PBD4[PBD 4. Prepare informative and comparative tables.] PBD4 --> PBD5[PBD 5. Integrate the Budget Program.] PBD5 --> GDODDG_PBD6[GD/ODDG / PBD 6. Obtain approval from the Directorate-General.] GDODDG_PBD6 --> IBA_GDODDG7[IBA / GD/ODDG 7. Approve the Budget Program. (Ob1)] IBA_GDODDG7 --> GDODDG8[GD/ODDG 8. Manage resolution and disclosure documents. (Ob2)] GDODDG8 --> PBD9[PBD 9. Disclose Program Budget approved according to process 2.2 Dissemination and Mass Media Exposure.] PBD9 --> END([END]) </pre>			<p>Ob1: The Director General is responsible for submitting the Budget Program for approval to the IABA.</p> <p>Ob2: The document must be translated for dissemination by request to the Language Unit.</p>

Process

3.3. Programming and Budgeting.

Objective	Determine operational actions and allocation of budgetary resources, in accordance with guidelines and established plans, to ensure the timely, consistent and reliable management of IICA.
Scope	Hemispheric level. Technical-regulatory actions and execution. Centralization at Headquarters. Decentralization at the operational level, by region and country.
Specific Policies and rules	1. Convention on IICA and institutional policies and rules.
Information Systems	SAP (FM, CO, PS, GM, FI) – SUGI - MS Office (Excel) – OneDrive, SIG.
Indicators	<ul style="list-style-type: none"> • Percentage compliance with the programming and budgeting plan. • Percentage of organizational units and project teams that undertake programming and budgeting actions on a timely basis. • Percentage of requirements and requests effectively addressed, in keeping with the AAP.

Process	Subprocess
3.3 Programming and Budgeting.	3.3.1 Formulation of the Annual Action Plan.
	3.3.2 Programming and Budgeting of New Projects.
	3.3.3 Adjustments to the Annual Action Plan.

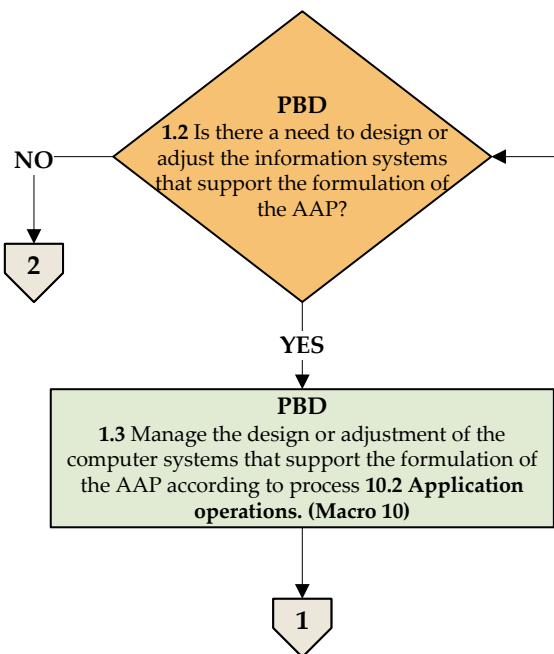
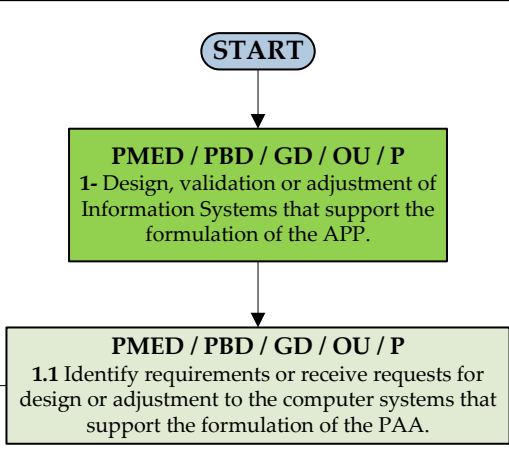
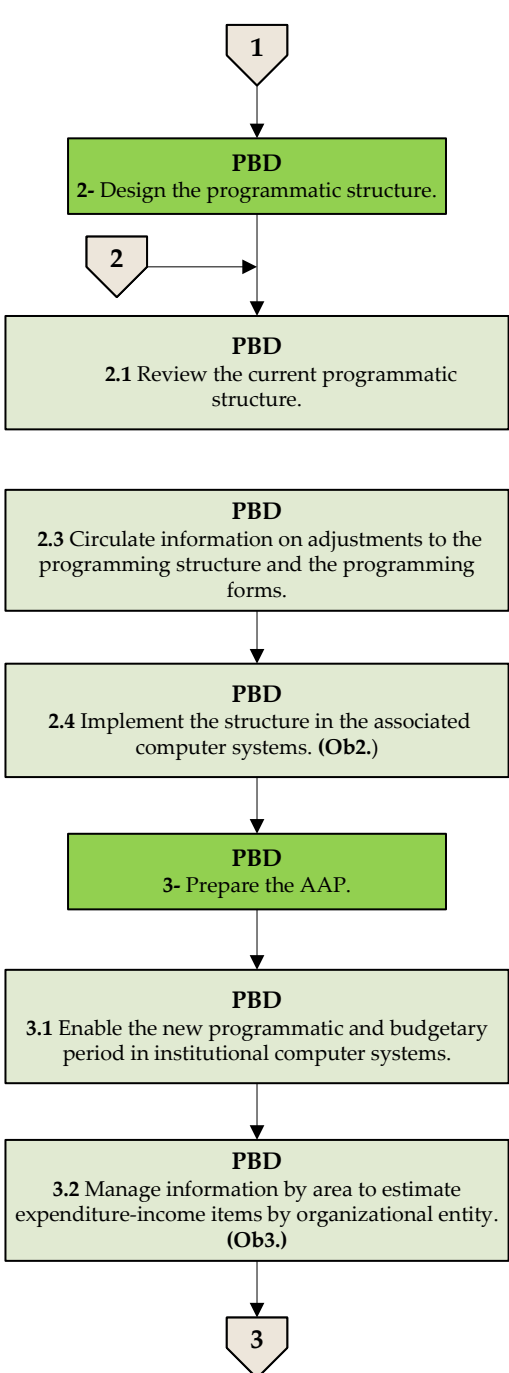
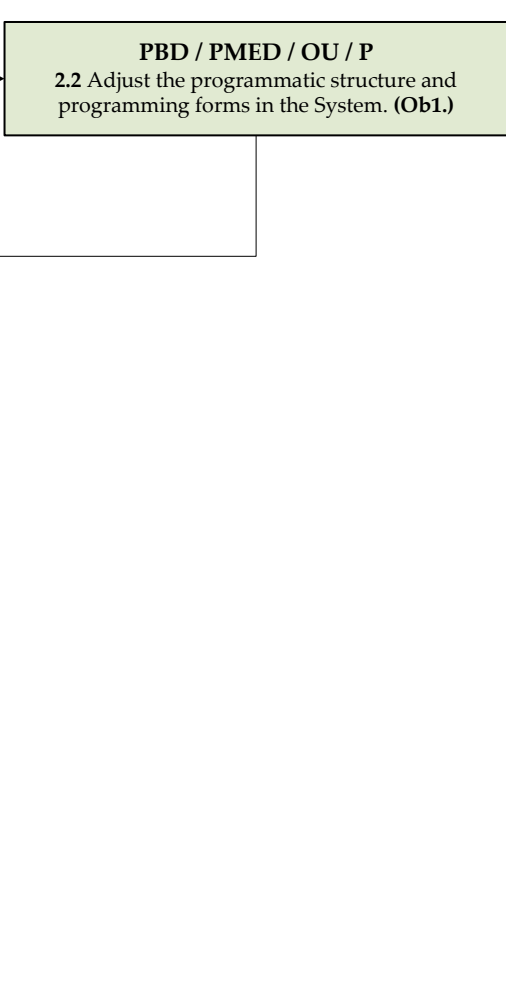

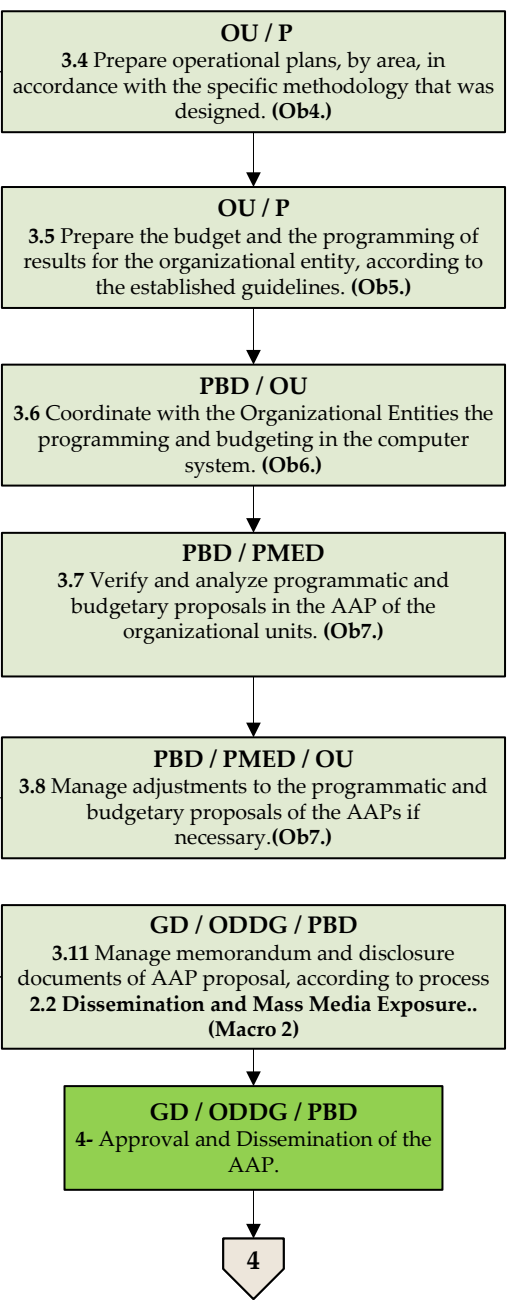
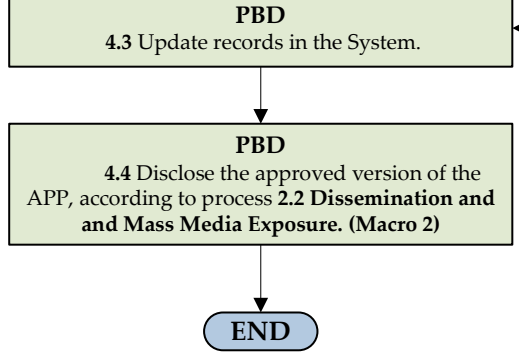
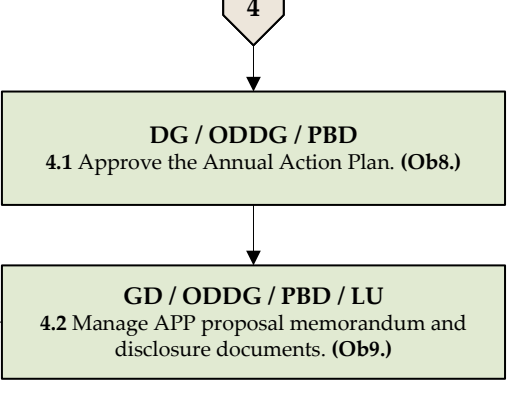
Subprocess

3.3.1. Formulation of the Annual Action Plan.

Objective	Determine management commitments (products or services, operational indicators, and delivery or production targets), activities, dates, designated persons and budgets, by object of expenditure, which should be adhered to in order to obtain the expected results of the Tactical Plans.	
Inputs	Background Information	Reference Material
	<ul style="list-style-type: none"> Existing Annual Action Plan. 	<ul style="list-style-type: none"> Planning Model. IICA's Strategic and Tactical Plans. Tactical and operational management reports.
Products	Updated Annual Action Plan.	

3.3 Programming and Budgeting.

3.3.1 Formulation of the Annual Action Plan.

INVOLED	General Directorate (GD) Directorate of Corporate Services (DCS) Programming and Budgeting Division (PBD) Planning, Monitoring and Evaluation Division (PMED) IICA Organizational Units (OU)* Proyects (P) Language Unit (LU)	
Programming and Budgeting Division	Mixed	Comments
		<p>* Includes the Directorates, Divisions and Units at Headquarters, Project Teams and Delegations.</p>
		<p>Ob1: The forms are adjusted in collaboration with the Programming, Monitoring and Evaluation Division, and subsequently with the ITC team, if the system needs to be adjusted.</p> <p>Ob2: Consult the information system manuals, with respect to executing and validating adjustment actions.</p> <p>Ob3: Items associated with personnel, benefits and salary scales, historical execution, projects and legal instruments in force are considered.</p>
		<p>Ob4: Each area will define its operational plans in which, in addition to establishing macro activities to be executed, dates and responsible, the management commitments integrated by the products or services of each organizational entity, the operational indicators for each product or service and the delivery or production goals for each indicator are defined.</p> <p>Ob5: It is made in the established format.</p> <p>Ob6: Organizational entities must feed the following information into the system: Management commitments (products or services, operational indicators and delivery or production goals), dates, responsible, budget by object of expenditure.</p> <p>Ob7: Organizational entities must feed the following information into the system: Management commitments (products or services, operational indicators and delivery or production goals), dates, responsible, budget by object of expenditure.</p>
		<p>Ob8: The Programming and Budgeting Division sends the plan to the General Directorate for approval.</p> <p>Ob9: The document must be translated by the Language Unit, for subsequent dissemination.</p>

Subprocess

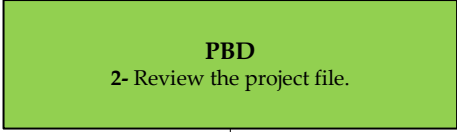
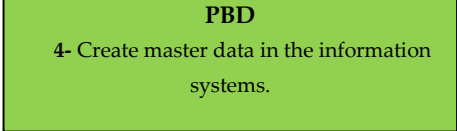
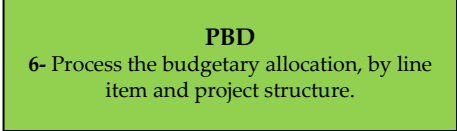

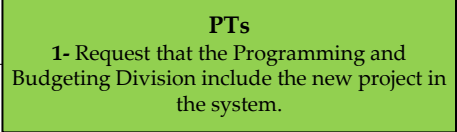
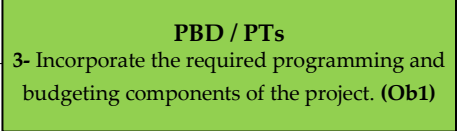
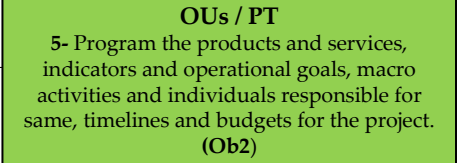
3.3.2 Programming and budgeting of new projects.

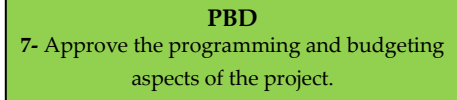

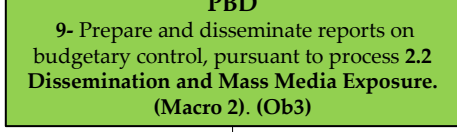

Objective	Determine the programming of activities and the budgets that will be required to execute the approved projects.	
Inputs	Background Information	Reference Material
	<ul style="list-style-type: none"> New, approved projects that have been strategically aligned. 	<ul style="list-style-type: none"> IICA's Strategic and Tactical Plans. Project proposals, including technical, financial, social, legal and logistical components. Tactical and operational management reports.
Products	Completion of programming and budgeting for new, approved projects.	

3.3 Programming and Budgeting

3.3.2 Programming and budgeting of new projects.

INVOLVED	<p>General Directorate/Office of the Deputy Director General (GD/ODDG) Programming and Budgeting Division (PBD) IICA Organizational Units (OUs) * Project Teams (PTs) Language Unit (LU)</p>
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Programming and Budgeting Division	Mixed	Comments
   	<p style="text-align: center;">START</p>   	<p>* Includes the Directorates, Divisions and Units at Headquarters, Project Teams and Delegations.</p> <p>Ob1: The Programming and Budgeting Division identifies all the information required for programming and budgeting. In the event that additional information or documentation is required, the project team will be asked to prepare and provide it.</p> <p>Ob2: This data should be included in the details section of the project profile.</p>

Programming and Budgeting Division	Mixed	Comments
   		<p>Ob3: This includes forms for programming and budgeting.</p>

Subprocess

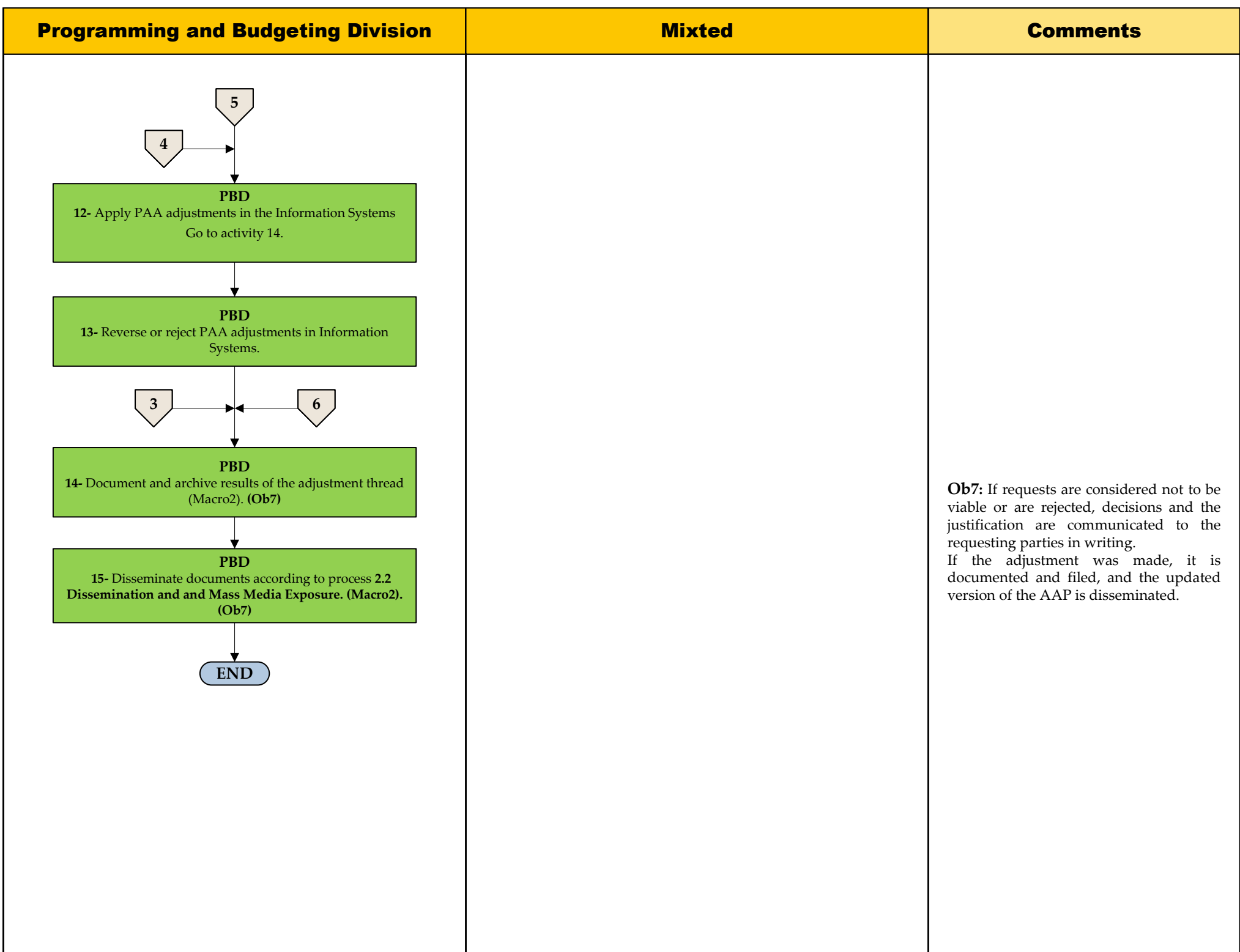
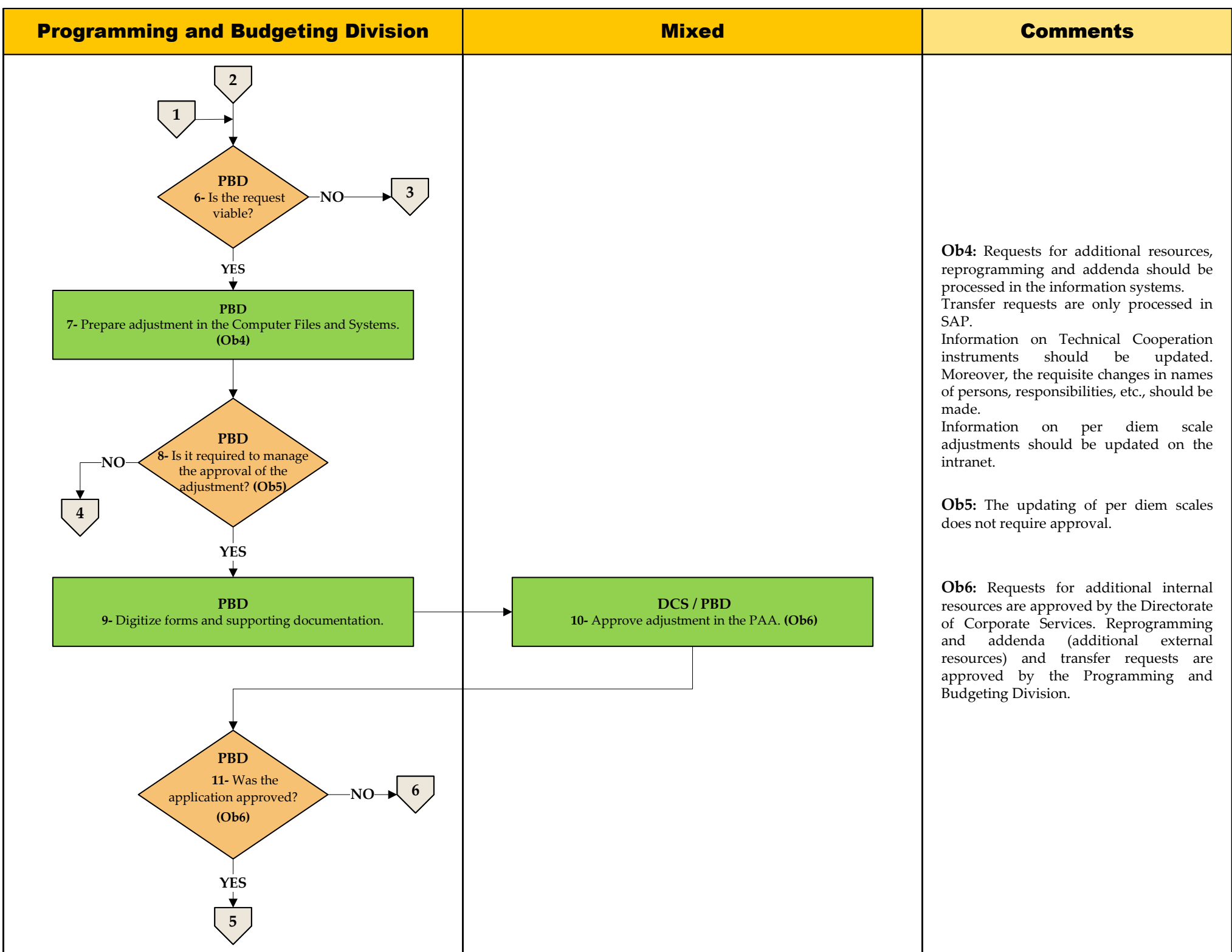
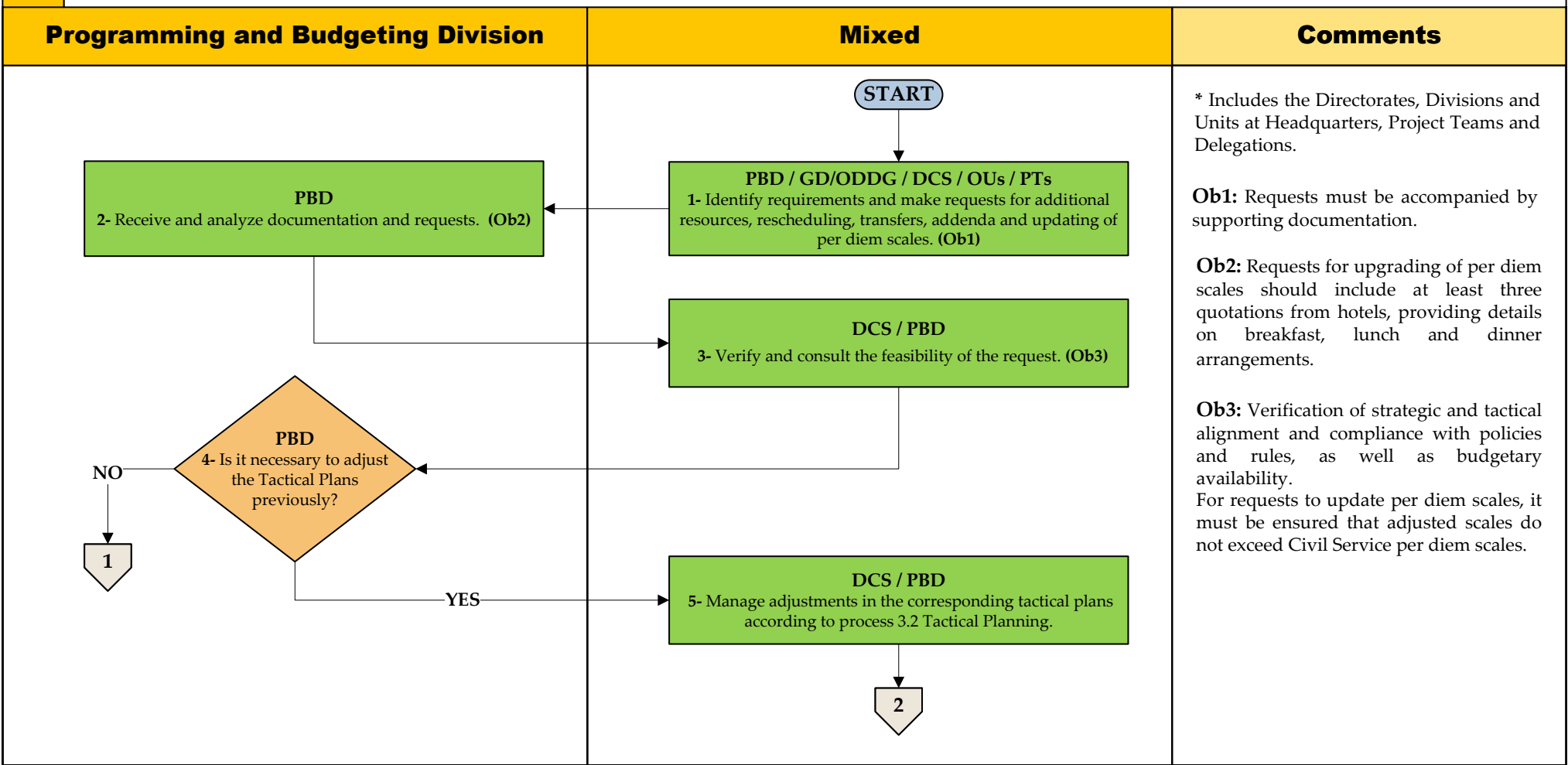
3.3.3. Adjustments to the Annual Action Plan.

Objective	Incorporate the required adjustments to the Annual Action Plan, with a view to ensuring its alignment, usefulness and effectiveness.	
Inputs	Background Information	Reference Material
	<ul style="list-style-type: none"> Existing Annual Action Plan. Requests for adjustments to the AAP. 	<ul style="list-style-type: none"> IICA's Strategic and Tactical Plans. Supporting documentation for the adjustment requests.
Products	Adjusted Annual Action Plan. Adjusted per diem scales.	

3.3 Programming and Budgeting

3.3.3 Adjustments to the Annual Action Plan.

INVOLVED	<p>General Directorate/Office of the Deputy Director General (GD/ODDG) Directorate of Corporate Services (DCS) Programming and Budgeting Division (PBD) IICA Organizational Units (OUs) * Project Teams (PTs)</p>
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Process

3.4 Monitoring, Evaluation and Capitalization of Management .

Objective	Guarantee compliance with the Strategic Framework and the strategic, tactical and operational plans, through the effective organization of management, monitoring, evaluation and capitalization management.
Scope	Hemispheric, regional and national level. Technical-regulatory actions and execution. Centralization at Headquarters. Decentralization at the operational level, by region and country.
Specific Policies and rules	1. Convention on IICA and institutional policies and rules. 2. Institutional evaluation policy. 3. Specific agreements with counterparts (some counterparts stipulate the need for control and evaluation mechanisms).
Information Systems	SAP, SAPIENS, SUGI, Workspace.
Indicators	<ul style="list-style-type: none"> • Percentage achievement of results and institutional management of Strategic, Tactical and Operational Plans. • Percentage budgetary execution. • Percentage implementation of corrective actions at the strategic, tactical and operational level.

Process	Subprocess
3.4 Monitoring, Evaluation and Capitalization of Management	3.4.1 Organization of monitoring and evaluation of management.
	3.4.2 Monitoring of Management.
	3.4.2.1 Monitoring and follow-up procedure for institutional risks.
	3.4.3 Evaluation and capitalization management.
	3.4.3.1 Procedure to evaluate the institutional risk management system.

Subprocess

3.4.1 Organization of monitoring and evaluation of management.

<p>Objective</p>	<p>Define the strategy for monitoring and evaluating institutional management based on the new PMP</p>	
<p>Inputs</p>	<p>Background Information</p>	<p>Reference Material</p>
	<ul style="list-style-type: none"> • New PPM. • Institutional Evaluation Policy. • Computer tools operating. 	<ul style="list-style-type: none"> • Existing Strategic and Tactical Plans. • Previous Strategic and Tactical Management Reports. • Auditing reports.
<p>Products</p>	<ul style="list-style-type: none"> • Monitoring and evaluation strategy approved. • Monitoring and evaluation routines implemented. • Dissemination of the Monitoring and evaluation strategy. 	

3.4.1 Organization of monitoring and evaluation of management.

INVOLVED	<p>Directorate of Corporate Services (DCS) Planning, Monitoring and Evaluation Division (PMED)</p>	
Directorate of Corporate Services	Planning, Monitoring and Evaluation Division	Comments
<div data-bbox="210 938 625 1081" data-label="Diagram"> </div>	<div data-bbox="957 656 1373 1373" data-label="Diagram"> </div>	<p>Ob1: It is defined every 4 years in alignment with the MTP.</p>

Subprocess

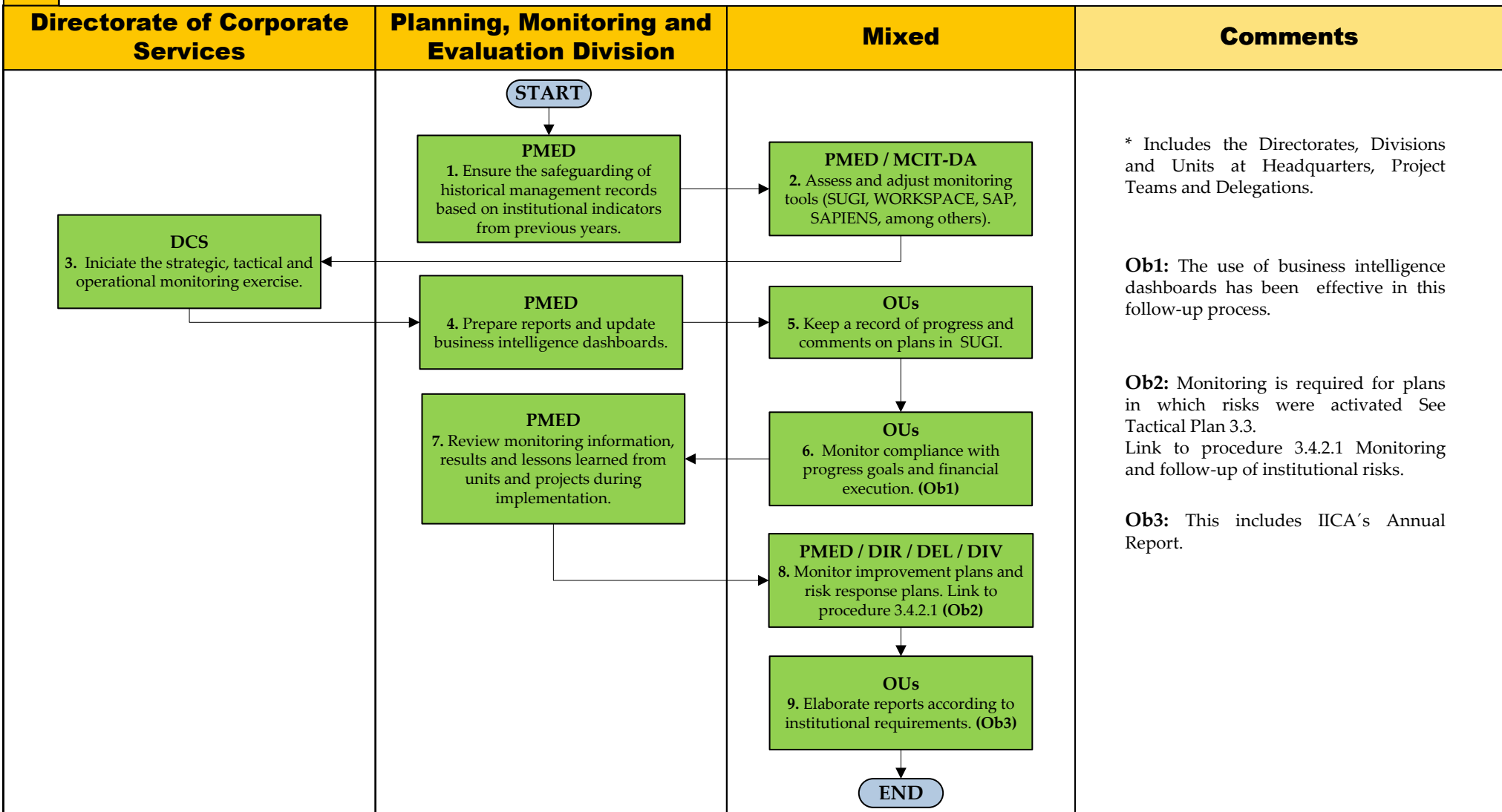
3.4.2 Monitoring of Management.

Objective	Apply the approved institutional monitoring mechanisms to guarantee the effective implementation of the plans, programs, projects and their results.	
Inputs	Background Information	Reference Material
	<ul style="list-style-type: none"> • M&E strategy approved. • M&E annual plans approved. • Existing strategic and tactical M&E mechanisms and instruments. 	<ul style="list-style-type: none"> • Existing Strategic and Tactical Plans. • Previous Strategic and Tactical Management Reports. • Strategic and tactical evaluation best practices.
Products	<ul style="list-style-type: none"> • Protected historical management records. • Institutional monitoring tools adjusted and validated. • Monitoring reports prepared and disclosed. • Updated and shared business intelligence dashboards. • Improvement and response plans to monitor risks. 	

3.4.2 Monitoring of Management.

INVOLVED

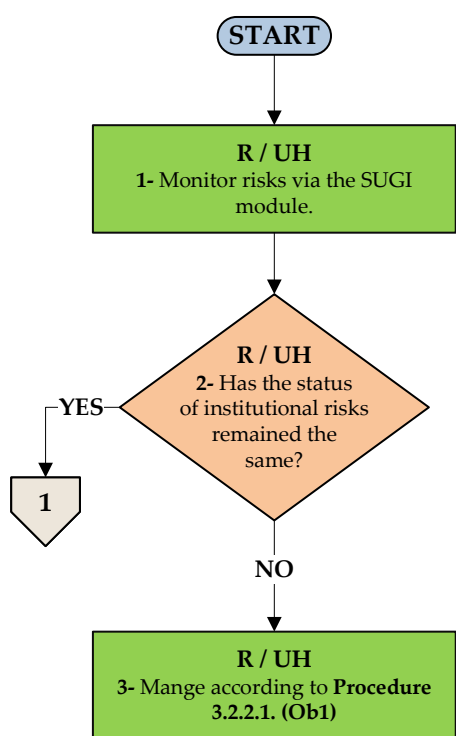
Directorate of Corporate Services (DCS)
Planning, Monitoring and Evaluation Division (PMED)
Management of Information and Communication Technologies and Digital Agriculture (MCIT-DA)
Directorates, Delegations and Divisions (DIR/DEL/DIV)
Organizational Units (OUs)*

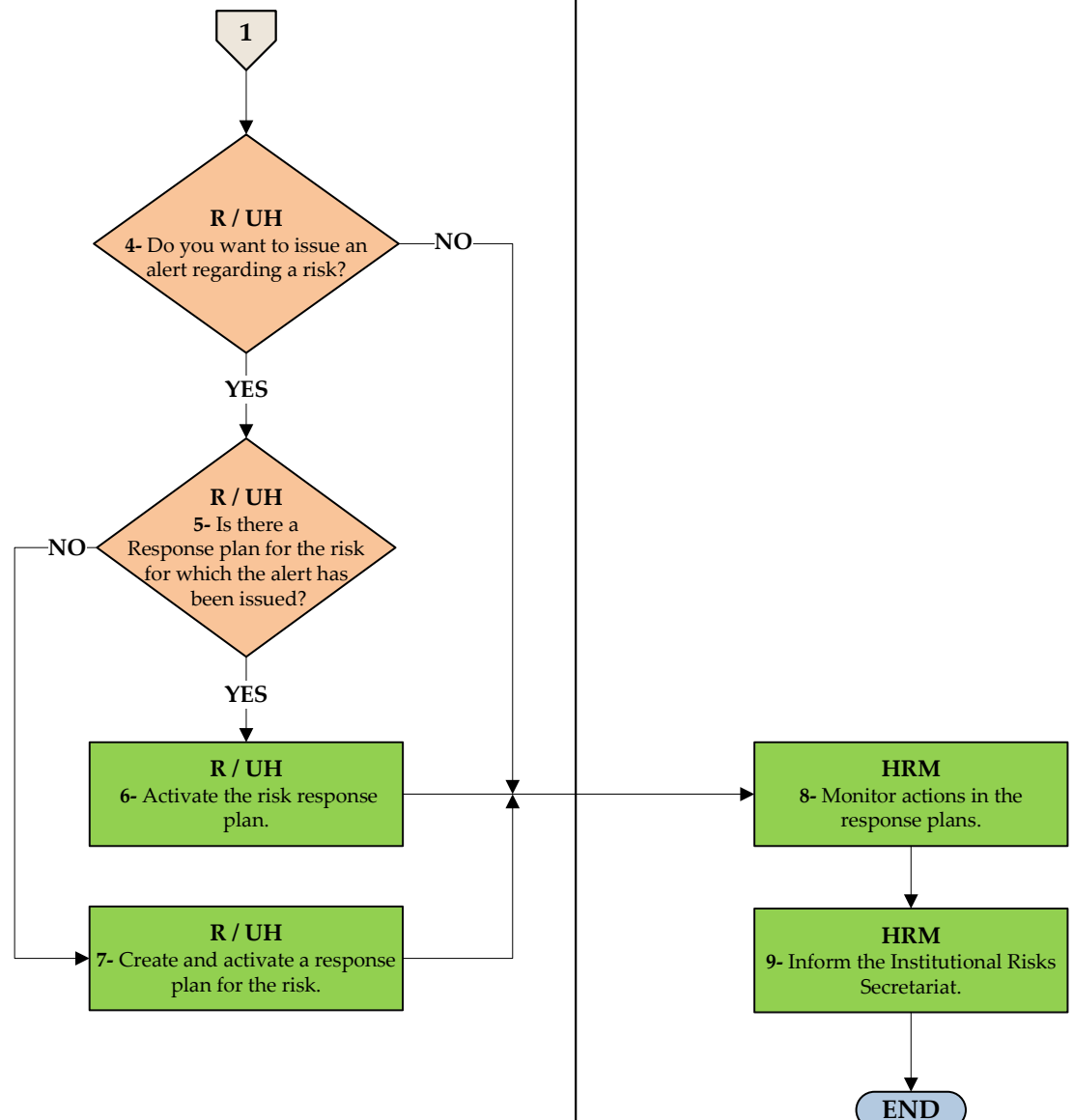


3.4.2.1 Monitoring and follow-up procedure for institutional risks.

<p>Objective</p>	<p>Monitor the risks identified in the matrix, ensuring their relevance, status and the need for any early alert.</p>	
<p>Inputs</p>	<p>Background information</p>	<p>Reference Material</p>
	<ul style="list-style-type: none"> • Risk matrix. • Response plans. • Socioeconomic data. • Institutional communication. 	<ul style="list-style-type: none"> • Official press advisories. • Advisories by counterparts and strategic partners. • Changes in institutional policy and strategy.
<p>Products</p>	<ul style="list-style-type: none"> • Monitored and updated risk matrix. • Alerts issued for risks that have materialized. 	

3.4.2.1 Monitoring and follow-up procedure for institutional risks.

INVOLVED	Representative (R) Unit Head (UH) Planning, Monitoring and Evaluation Division (PMED) Head of Risk Management (HRM) Risks Secretariat (RS)	
	Organizational Unit	PMED
 <pre> graph TD Start([START]) --> Step1[R / UH 1- Monitor risks via the SUGI module.] Step1 --> Decision2{R / UH 2- Has the status of institutional risks remained the same?} Decision2 -- YES --> Conn1{1} Decision2 -- NO --> Step3[R / UH 3- Mange according to Procedure 3.2.2.1. (Ob1)] </pre>		<p>Ob1: Proceed to point 2 of the Procedure. 3.2.2.1 Identification, recording and analysis of institutional risks.</p>

Organizational Unit	PMED	Observaciones
 <pre> graph TD Conn1{1} --> Decision4{R / UH 4- Do you want to issue an alert regarding a risk?} Decision4 -- NO --> Conn1 Decision4 -- YES --> Decision5{R / UH 5- Is there a Response plan for the risk for which the alert has been issued?} Decision5 -- NO --> Step7[7- Create and activate a response plan for the risk.] Decision5 -- YES --> Step6[6- Activate the risk response plan.] Step7 --> Step8[8- Monitor actions in the response plans.] Step6 --> Step8 Step8 --> Step9[9- Inform the Institutional Risks Secretariat.] Step9 --> End([END]) </pre>		

Subprocess

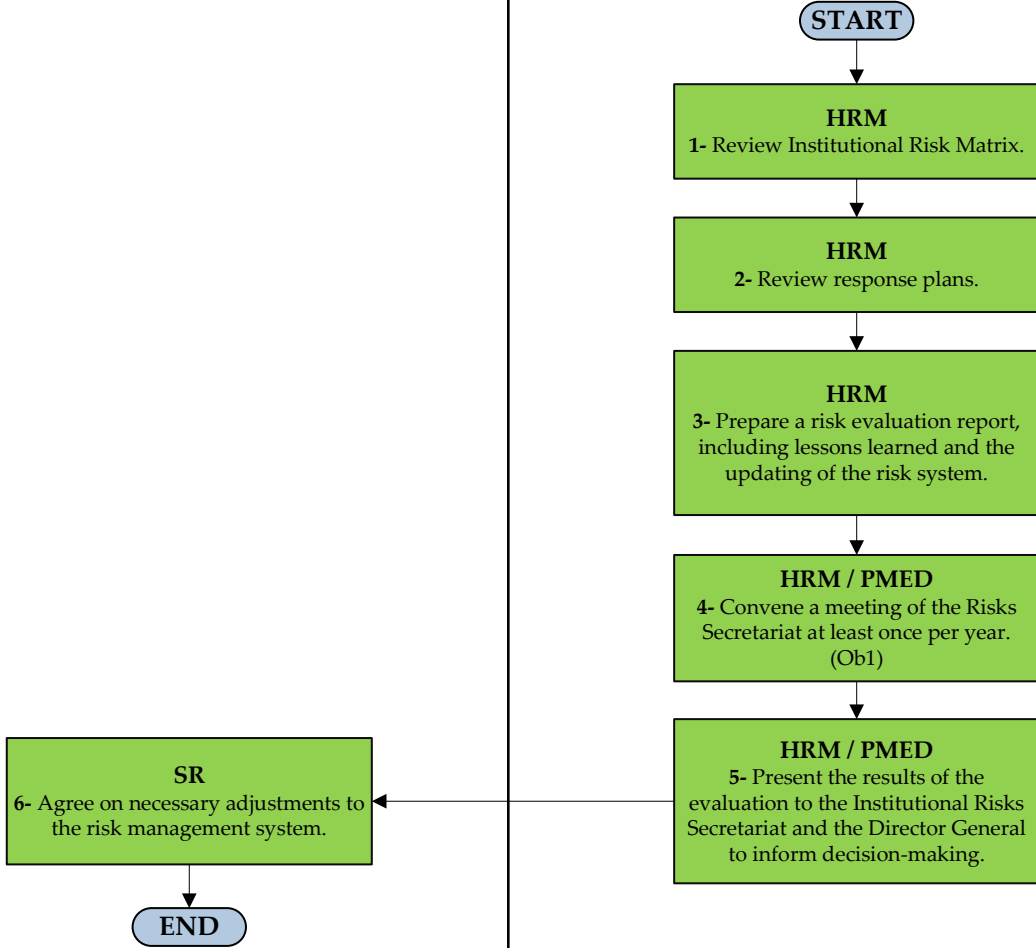
3.4.3 Evaluation and management capitalization.

Objective	Apply the approved institutional evaluation mechanisms to demonstrate the effective implementation of the plans. Manual of capitalization of experiences, programs, projects and results, as well as generating learning from cooperation experiences.	
Inputs	Background Information	Reference Material
	<ul style="list-style-type: none"> • Approved M&E strategy. • Approved annual M&E plans. • Current strategic and tactical M&E mechanisms and instruments. 	<ul style="list-style-type: none"> • Existing Strategic and Tactical Plans. • Previous Strategic and Tactical reports. • Best practices of strategic and tactical evaluation. • Manual of capitalization of experiences.
Products	<ul style="list-style-type: none"> • Annual evaluation plan prepared and approved. • Adjusted and validated evaluation and self-assessment instruments. • Evaluation exercises carried out according to the annual plan. • Evaluation reports prepared and presented to the respective instances. • Reports of capitalized experiences. • Capitalization training of IICA's experiences. 	

3.4.3.1 Procedure to evaluate the institutional risk management system.

Objective	Review the institutional risk procedure to ensure it is effective and up to date.	
Inputs	Background information	Reference Material
	<ul style="list-style-type: none"> • Risk monitoring report. • Institutional Risks Dashboard. • Risk alert report. • Institutional Risk Matrix. 	<ul style="list-style-type: none"> • Medium-term Plan. • Business model. • IICA Environmental and Social Sustainability Policy. • IICA Guide to Risk Management.
Products	<ul style="list-style-type: none"> • An institutional risk system that is operating effectively. 	

3.4.3.1 Procedure to evaluate the institutional risk management system.

INVOLVED	<p>Representative (R) Unit Head (UH) Planning, Monitoring and Evaluation Division (PMED) Head of Risk Management (HRM) Risks Secretariat (RS)</p>	
Organizational Unit	PMED	Comments
	 <pre> graph TD START([START]) --> HRM1[HRM 1- Review Institutional Risk Matrix.] HRM1 --> HRM2[HRM 2- Review response plans.] HRM2 --> HRM3[HRM 3- Prepare a risk evaluation report, including lessons learned and the updating of the risk system.] HRM3 --> HRM_PMED4[HRM / PMED 4- Convene a meeting of the Risks Secretariat at least once per year. (Ob1)] HRM_PMED4 --> HRM_PMED5[HRM / PMED 5- Present the results of the evaluation to the Institutional Risks Secretariat and the Director General to inform decision-making.] HRM_PMED5 --> SR[SR 6- Agree on necessary adjustments to the risk management system.] SR --> END([END]) </pre>	<p>Ob1: The Institutional Risks Secretariat is comprised of representatives from the OCS, the DCS and DTC.</p>

Process

3.5. Organizational Design.

Objective	Guide the design, effective implementation and updating of the processes and structure that IICA requires for compliance with its strategic framework.
Scope	Hemispheric level. Technical-regulatory actions and execution. Centralization at Headquarters. Decentralization at the operational level, by region and country.
Specific Policies and rules	1. Convention on IICA and IICA's policies and rules.
Information Systems	
Indicators	<ul style="list-style-type: none"> • Percentage of design or redesign requirements of processes and procedures satisfied. • Percentage of design or restructuring requirements of organizational units satisfied. • Percentage implementation of processes and procedures. • Percentage implementation of changes in the organizational structure.

Process	Subprocess
3.5 Organizational Design.	3.5.1 Development of Process and Procedures.
	3.5.2 Organizational Design Structure.
	3.5.2.1 Network Management Procedure.
	3.5.3 Management of Organizational Change.
	3.5.4 Document Management of Institutional Manuals and Forms.

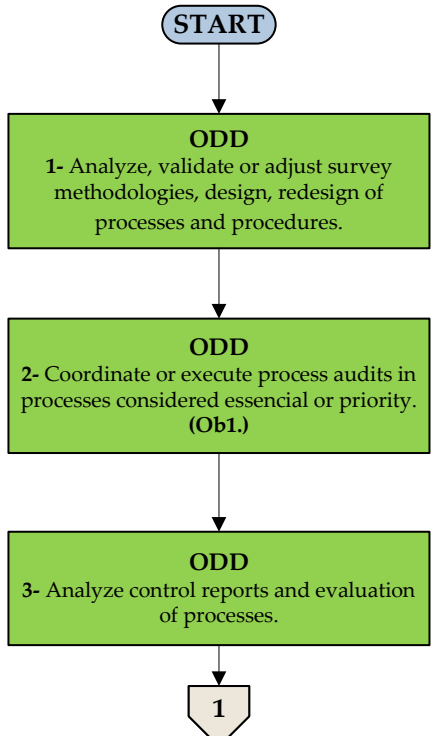
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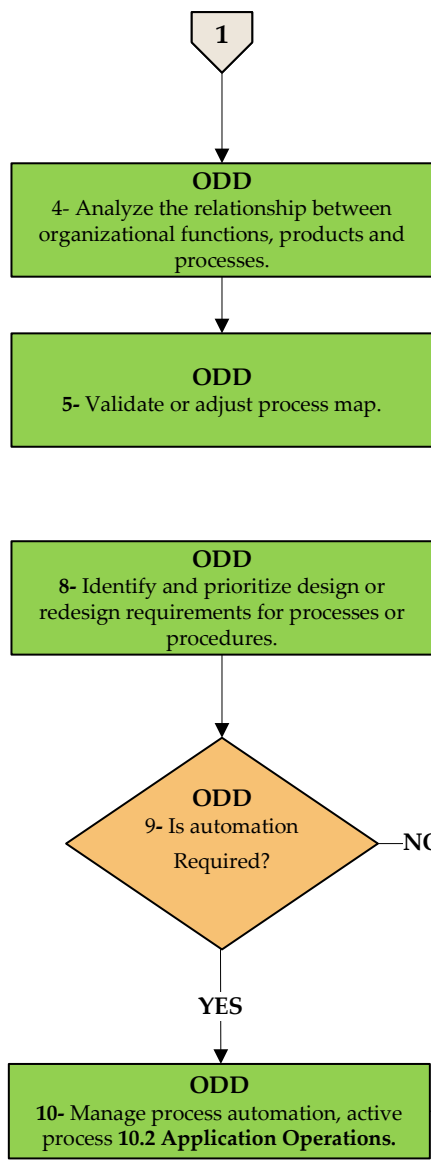
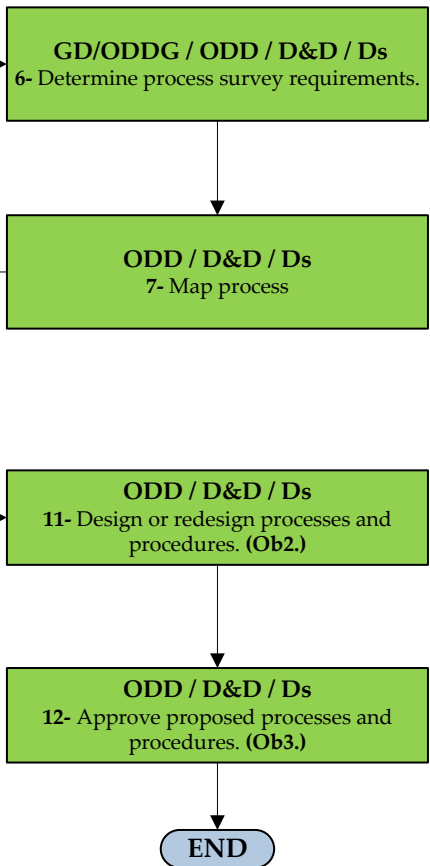
3.5.1. Process development and institutional procedures.

Objective	Design processes and procedures in keeping with the strategic framework and guarantee the provision of products and services of the highest quality.	
Inputs	Background Information	Reference Material
	<ul style="list-style-type: none"> • Design requirements for processes and procedures. • Existing process and procedure manual. 	<ul style="list-style-type: none"> • Methodologies for mapping, designing and redesigning existing processes and procedures. • Organizational design implementation reports.
Products	Updated process and procedure manuals.	

3.5 Organizational Design.

3.5.1 Development of Process and Procedures.

INVOLVED	General Directorate/Office of the Deputy Director General (GD/ODDG) Organizational Design Division (ODD) IICA Directorates and Divisions (D&D) Delegations (Ds)		
	IICA Directorates and Divisions	Mixed	Comments
			<p>Ob1: Audits can also be carried out by IICA's Internal Audit. These studies identify the gap between the processes designed and the way in which the processes are currently executed. They also identify whether the processes actually generate the products, for which they were designed, and whether the process indicators are effective and encourage continuous improvement.</p>

IICA Directorates and Divisions	Mixed	Comments
		<p>Ob2: The Directorates, Managers and Delegations participate as technical counterparts in the design or redesign of the processes. This includes the automation of processes or procedures.</p> <p>Ob3: The corresponding Directorates approve the processes at Headquarters. Delegations approve their processes. In both cases the ODD ensures institutional alignment.</p>

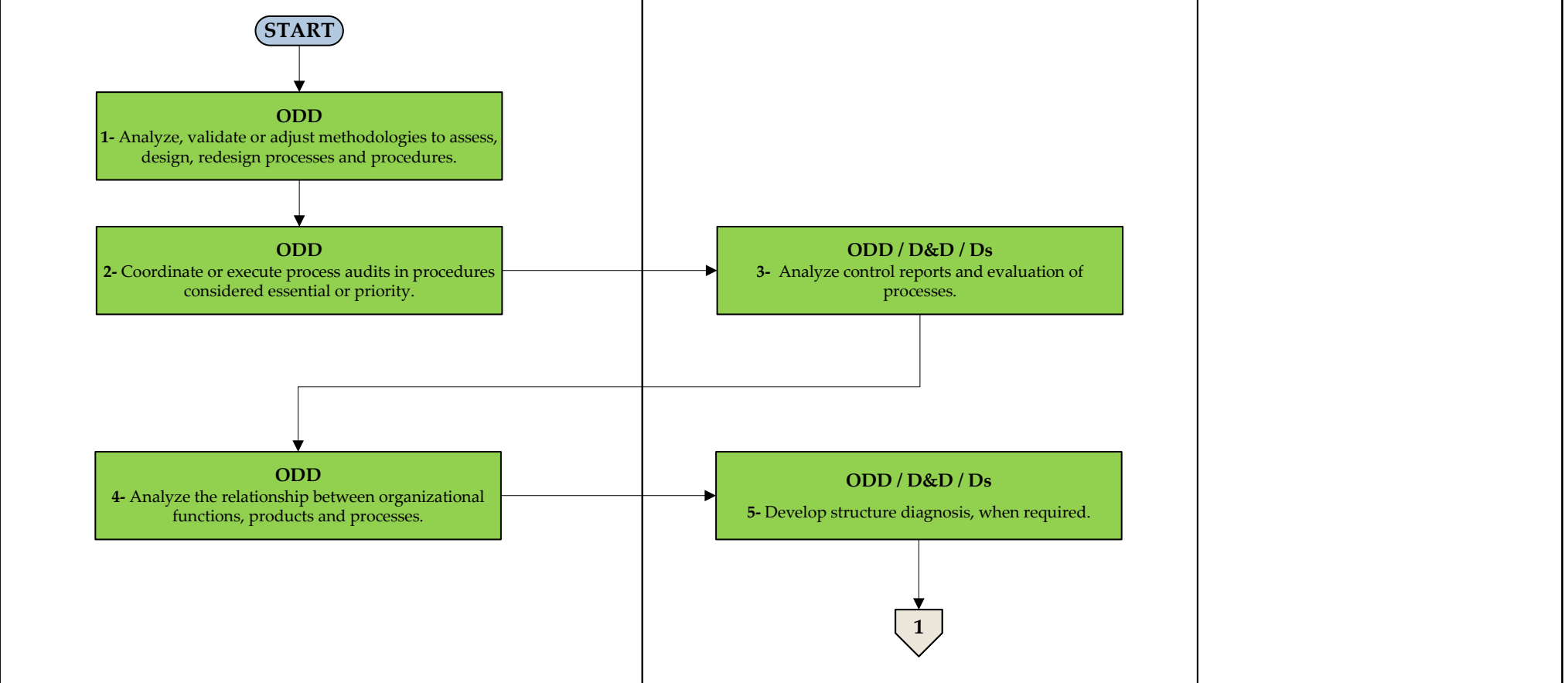
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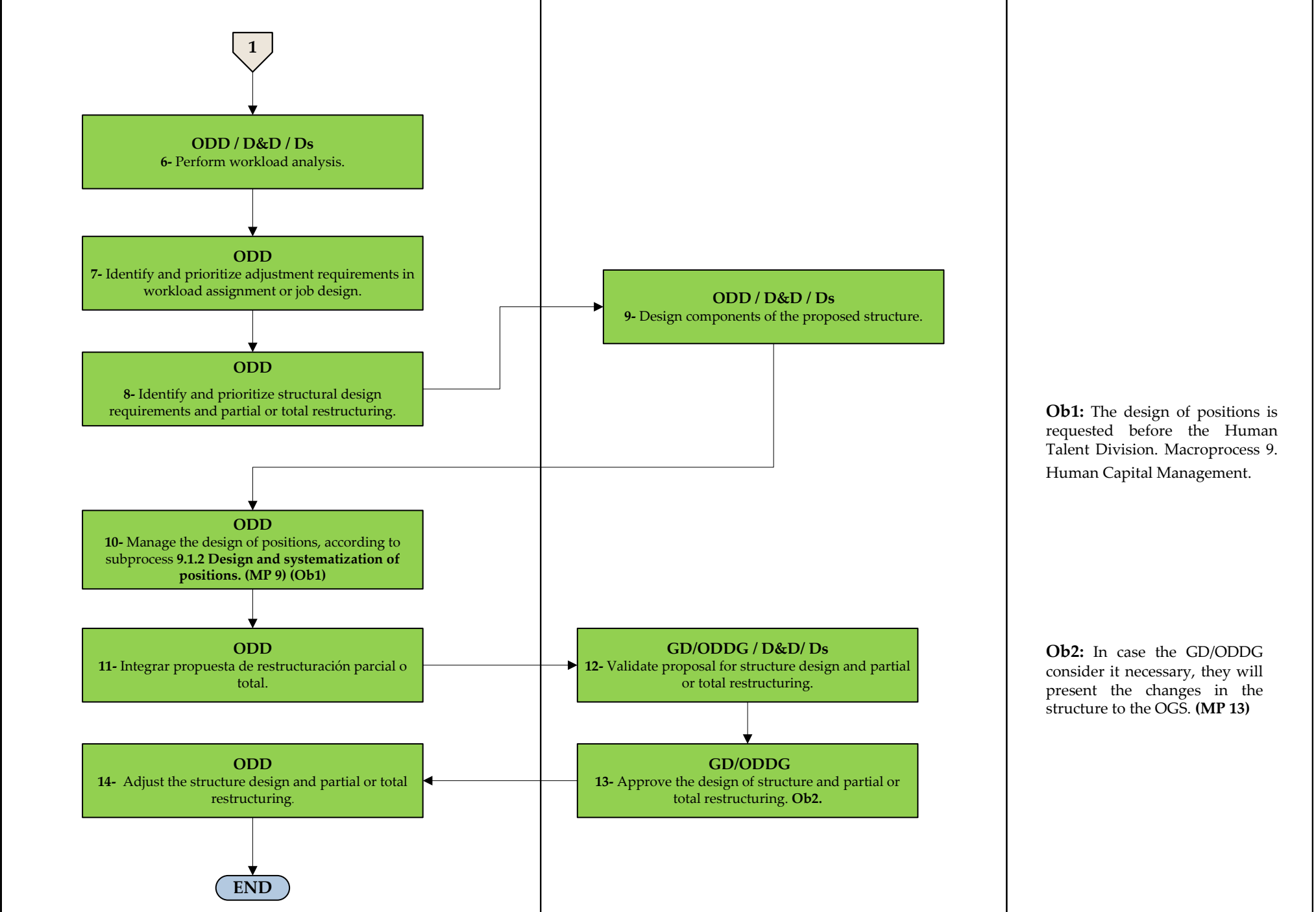
3.5.2. Design of Organizational Structure

Objective	Design the appropriate organizational structure, in keeping with the strategic framework and facilitate the implementation of IICA processes and procedures.	
Inputs	Background Information	Reference Material
	<ul style="list-style-type: none"> • Structural design requirements. • Existing organizational and structural manuals. 	<ul style="list-style-type: none"> • Existing process and procedure manuals. • Diagnostic, design and redesign methodologies and documentation regarding the organizational structure. • Organizational design implementation reports.
Products	Updated organizational and structural manuals.	

3.5 Organizational Design.

3.5.2 Organizational Design Structure.

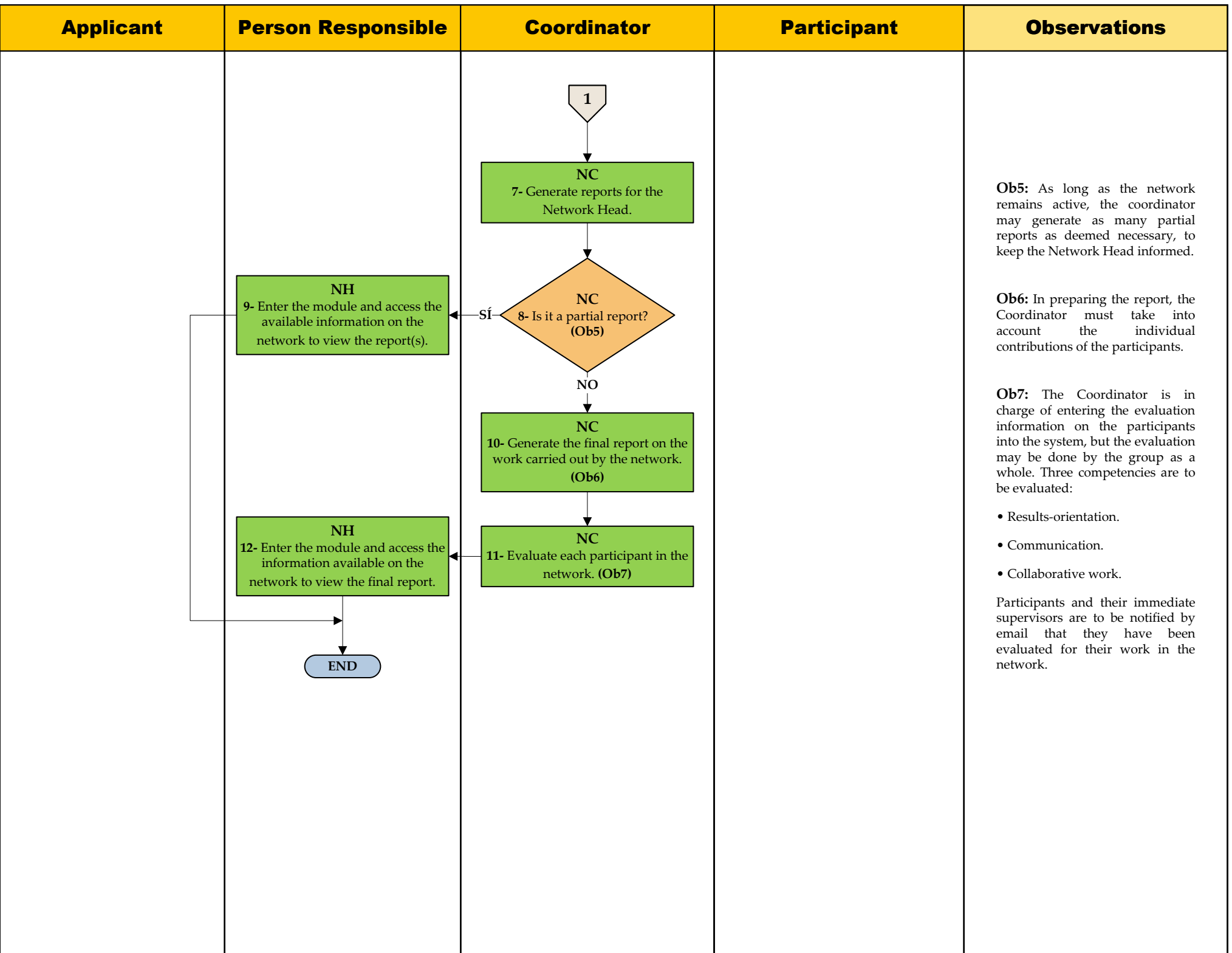
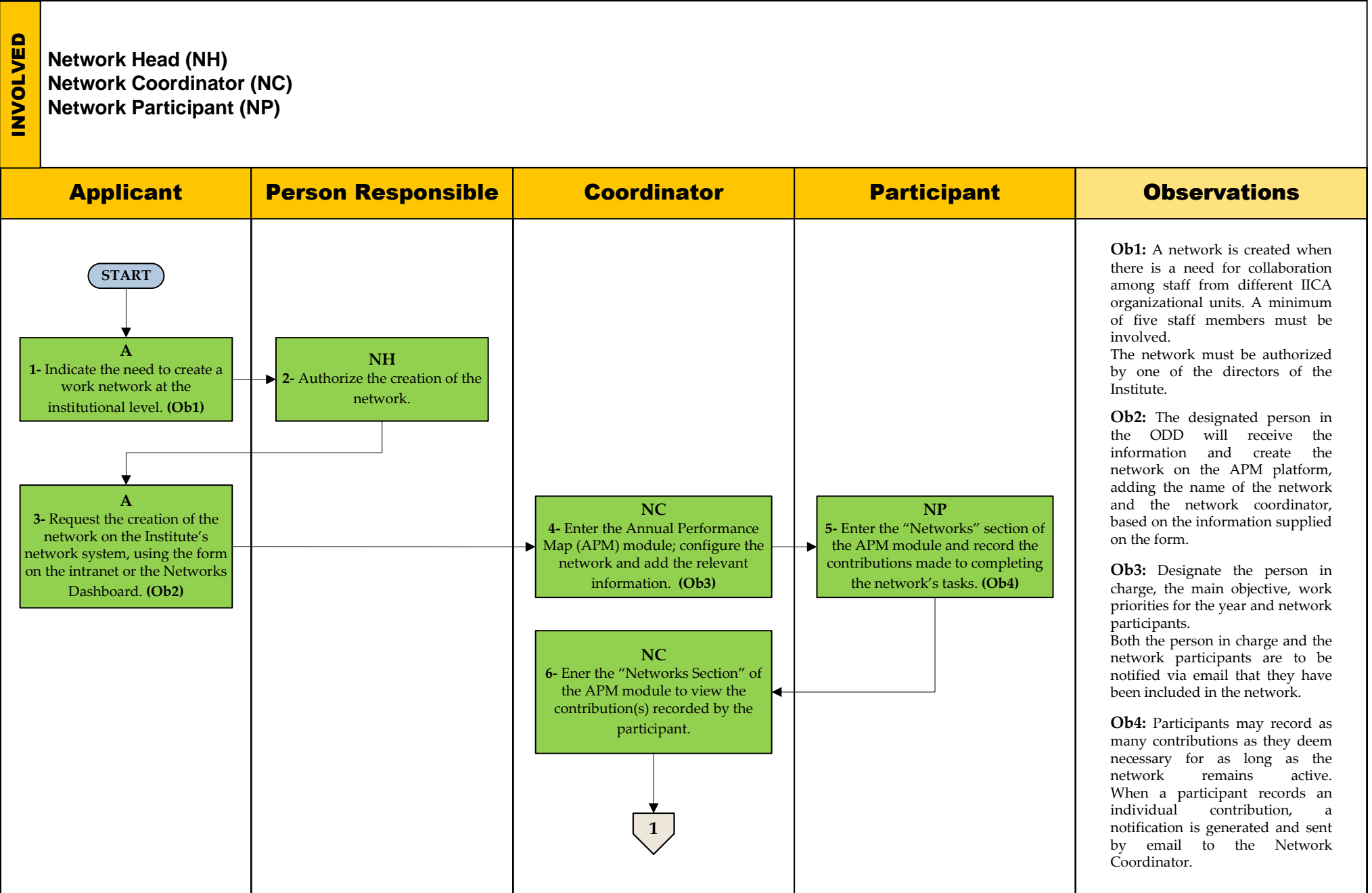
INVOLVED	<p>IICA's Highest Governing Bodies (GBs) General Directorate/Office of the Deputy Director General (GD/ODDG) Organizational Design Division (ODD) IICA Directorates and Divisions (D&D) Delegations (Ds)</p>	
Organizational Design Division	Mixed	Comments
 <pre> graph TD START([START]) --> ODD1[ODD 1- Analyze, validate or adjust methodologies to assess, design, redesign processes and procedures.] ODD1 --> ODD2[ODD 2- Coordinate or execute process audits in procedures considered essential or priority.] ODD2 --> ODD3[ODD / D&D / Ds 3- Analyze control reports and evaluation of processes.] ODD2 --> ODD4[ODD 4- Analyze the relationship between organizational functions, products and processes.] ODD3 --> ODD5[ODD / D&D / Ds 5- Develop structure diagnosis, when required.] ODD4 --> ODD5 ODD5 --> END1{1} </pre>		

Organizational Design Division	Mixed	Comments
 <pre> graph TD END1{1} --> ODD6[ODD / D&D / Ds 6- Perform workload analysis.] ODD6 --> ODD7[ODD 7- Identify and prioritize adjustment requirements in workload assignment or job design.] ODD7 --> ODD8[ODD 8- Identify and prioritize structural design requirements and partial or total restructuring.] ODD8 --> ODD9[ODD / D&D / Ds 9- Design components of the proposed structure.] ODD8 --> ODD10[ODD 10- Manage the design of positions, according to subprocess 9.1.2 Design and systematization of positions. (MP 9) (Ob1)] ODD9 --> ODD10 ODD10 --> ODD11[ODD 11- Integrar propuesta de restructuración parcial o total.] ODD11 --> ODD12[GD/ODDG / D&D/ Ds 12- Validate proposal for structure design and partial or total restructuring.] ODD11 --> ODD14[ODD 14- Adjust the structure design and partial or total restructuring.] ODD12 --> ODD13[GD/ODDG 13- Approve the design of structure and partial or total restructuring. Ob2.] ODD13 --> ODD14 ODD14 --> END2([END]) </pre>		
		<p>Ob1: The design of positions is requested before the Human Talent Division. Macroprocess 9. Human Capital Management.</p> <p>Ob2: In case the GD/ODDG consider it necessary, they will present the changes in the structure to the OGS. (MP 13)</p>

3.5.2.1 Network Management Procedure.

<p>Objective</p>	<p>To provide members of IICA's internal networks with a tool to plan and establish the network's annual priorities and to highlight, follow up on and conduct annual evaluations of individual contributions and the achievements of the network.</p>	
<p>Inputs</p>	<p>Background Information</p>	<p>Reference Material</p>
	<ul style="list-style-type: none"> • Medium-term Plan. • Annual Action Plans of the Organizational Units 	<ul style="list-style-type: none"> • User Guide to Follow up on and Evaluate Work in Networks. • Guide to Negotiating and Formulating Projects in Networks
<p>Products</p>	<p>Networks created in alignment with institutional strategies.</p>	

3.5.2.1 Network Management Procedure



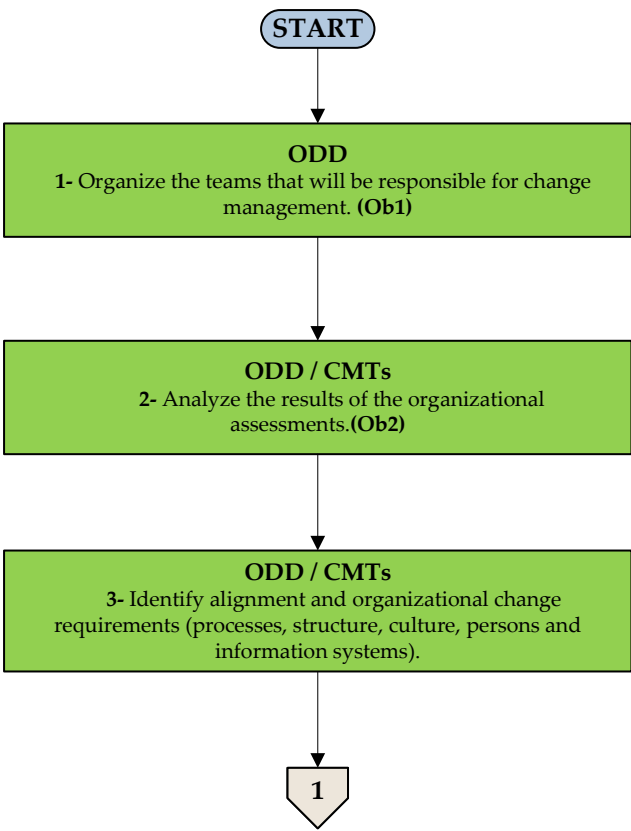
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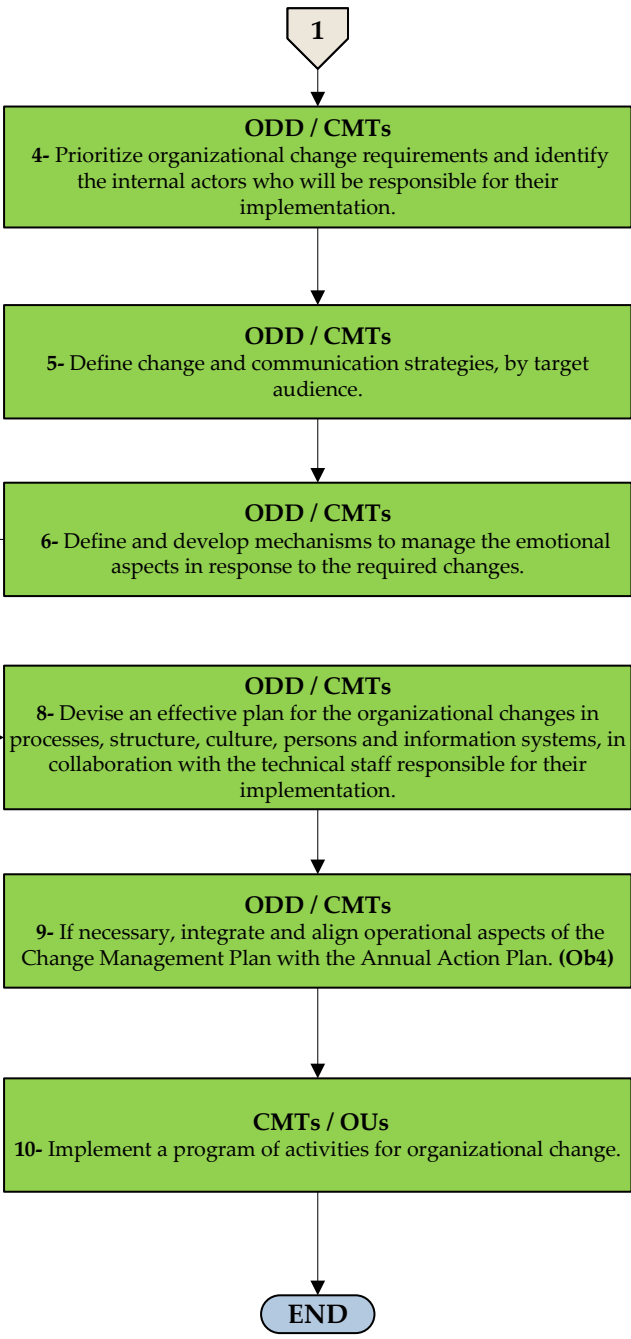
3.5.3. Management of Organizational Change.

Objective	Determine requirements, strategies and key actions to manage organizational change that should be promoted.	
Inputs	Background Information	Reference Material
	<ul style="list-style-type: none"> Organizational change requirements. 	<ul style="list-style-type: none"> Existing process and procedures manual. Existing organizational and structural manuals. Implementation assessments regarding organizational design (Processes and Structure), communication and image (Positioning and Image), strategic and tactical management (Corrective Action), human capital (Climate, Culture, Performance), information systems (Development requirements) and auditing (Recommendations).
Products	Change Management Plan.	

3.5 Organizational Design.

3.5.3 Management of Organizational Change.

INVOLVED	General Directorate/Office of the Deputy Director General (GD/ODDG) Organizational Design Division. (ODD) Change Management Teams (CMTs) Organizational Units (OUs)*	
	Organizational Design Division	Mixed
		<p>* Includes the Directorates, Divisions and Units at Headquarters, Project Teams and Delegations.</p> <p>Ob1: Depending on the type of change that is needed, change management teams will be established, based on the issue. The participation of the Human Talent Division is essential in these teams or networks.</p> <p>Ob2: Assessments may be undertaken in the following areas: implementation of organizational design (Processes and Structure); communication and image (Positioning and Image); strategic and tactical management (Corrective Actions); human capital (Climate, Culture and Performance); information systems (Development Requirements) and Auditing-Recommendations.</p>

Organizational Design Division	Mixed	Comments
	<p>Ob3: The Change Management Plan can be institutional or specific to a certain situation, it must always be aligned with the MTP and the Institutional Tactical Plans.</p> <p>Ob4: Reference should be made to subprocesses 3.3.1 Formulation of the Annual Action Plan or 3.3.3. Adjustments to the Annual Action Plan as appropriate.</p>	

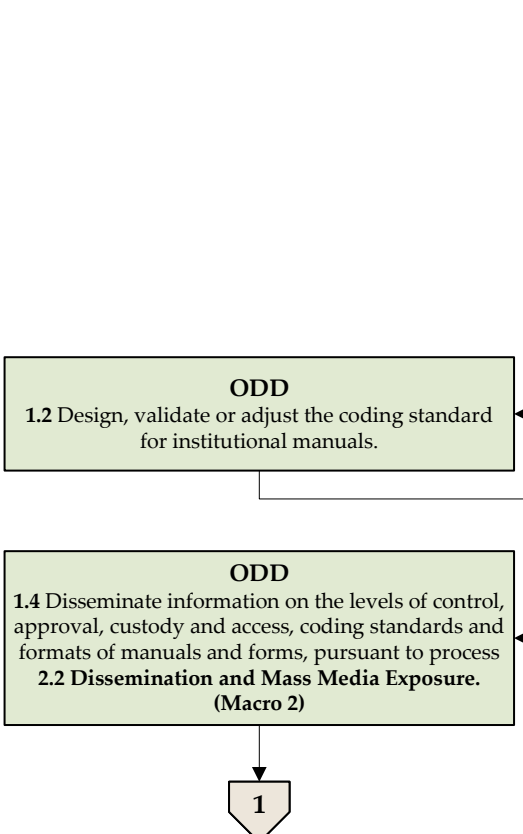
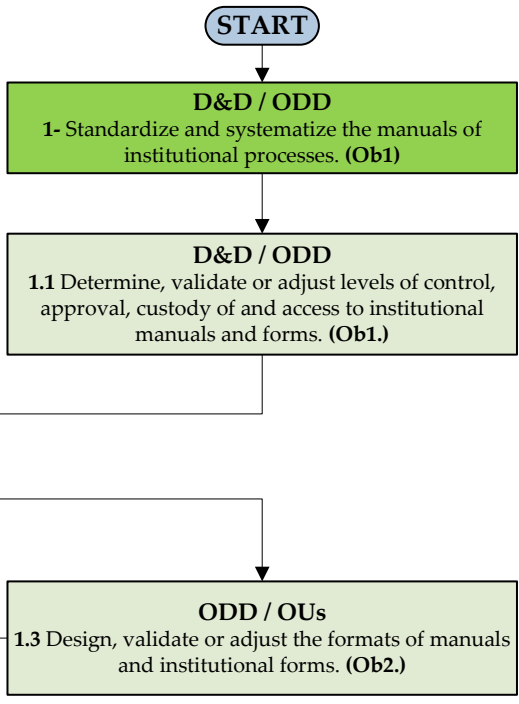
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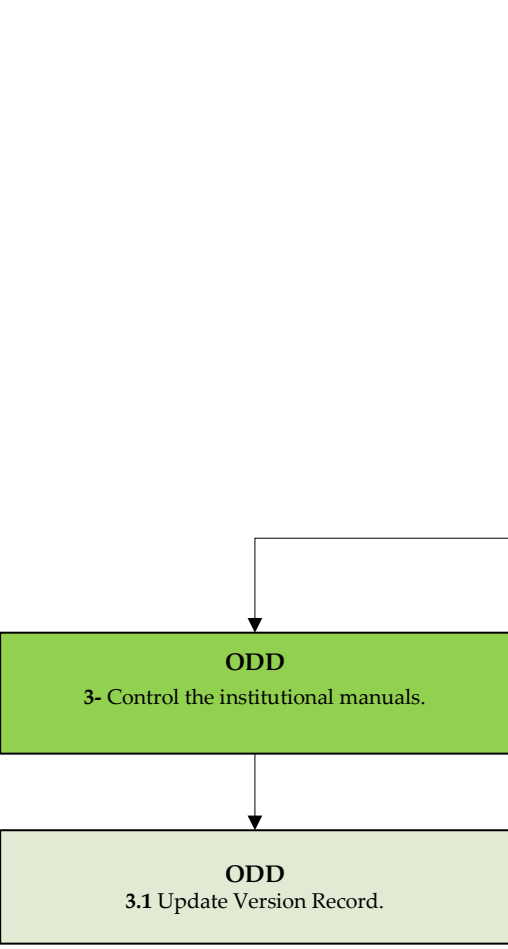
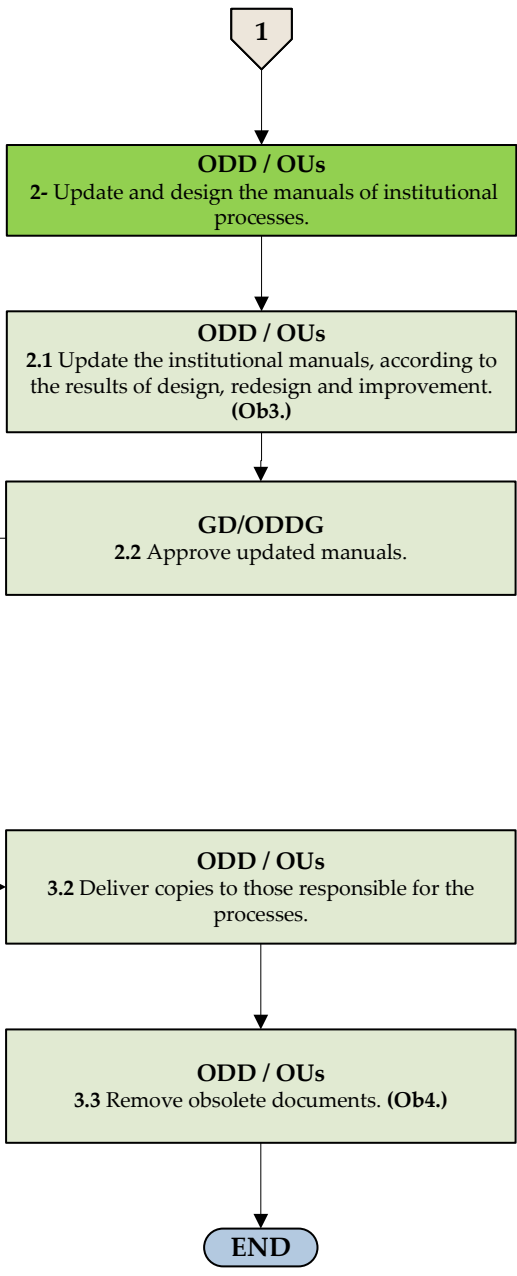
3.5.4. Document management of manuals of institutional processes.

Objective	Guarantee standardization, control and effective updating of institutional manuals and forms.	
Inputs	Background Information	Reference Material
	<ul style="list-style-type: none"> Existing manuals and forms. Existing levels of control, approval, custody of and access to existing institutional manuals and forms. Coding standard for existing manuals. 	<ul style="list-style-type: none"> Best practices for management of institutional manuals and forms.
Products	<p>Effective safekeeping of institutional manuals and forms. Updated levels of control, approval, custody of and access to institutional manuals and forms. Coding standard for updated institutional manuals. Updated manuals and forms.</p>	

3.5 Organizational Design.

3.5.4 Document management of manuals of institutional processes.

INVOLVED	<p>General Directorate/Office of the Deputy Director General (GD/ODDG) IICA Directorates and Divisions (D&D) Organizational Design Division (ODD) Organizational Units (OUs)*</p>	
Organizational Design Division	Mixed	Comments
		<p>* Includes the Directorates, Divisions and Units at Headquarters, Project Teams and Delegations.</p> <p>Ob1: For the main types of manuals, the responsible organizational entities must be determined according to the topic.</p> <p>Ob2: Organizational entities participate by providing technical criteria in their area of expertise.</p>

Organizational Design Division	Mixed	Comments
		<p>Ob3: The update includes the revision and design of forms.</p> <p>Ob4: After 5 years of keeping obsolete documents in custody, they will be discarded and definitively eliminated from the archive by drawing up a record in which evidence of said act remains.</p>