










Inter-American Institute for
Cooperation on Agriculture

Process Manual 2 Communication & Image



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Macroprocess

2 Communication and Image.

Objective

Guarantee the development of an organizational image consistent with IICA's strategy and identity, by communicating effectively with key groups to increase awareness about IICA and to enhance its visibility and reputation.

Scope

Hemispheric level.
Technical-regulatory actions at the hemispheric level.
Centralization at strategic levels and at Headquarters.
Decentralization at the tactical and operational level, by region and country.

Inputs	Processes	Outcomes
<p>IICA's Strategic, Tactical and Operational Plans. Existing communication policies, strategies and plans. Current positioning of IICA. Institutional communication requirements.</p>		<p>Increased awareness about IICA and enhanced visibility and reputation.</p>
	<p>2.1 Formulation of a Channel, Media and Content Plan.</p>	<p>Effective positioning in the minds of groups identified as key target groups.</p>
		<p>Consistency between IICA's identity and the communication content.</p>
	<p>2.2 Publicity and Mass Media Dissemination.</p>	<p>Satisfactory delivery of Strategic Audiovisual and Print Production services.</p>
		<p>Institutional Communication Policies and a Corporate Image Manual to guide actions and decision-making.</p>
	<p>2.3 Audiovisual and Print Production.</p>	<p>Tactical Communication Plan; Channel, Media and Content Plan; and an Operational Communication Plan to guide actions and decision-making.</p>
		<p>Effective internal and external communication mechanisms, designed and implemented.</p>

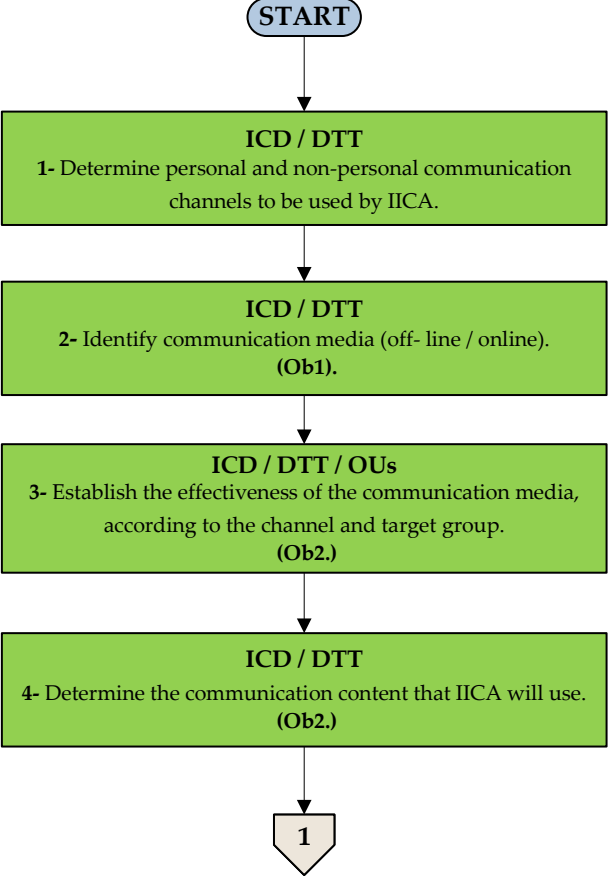
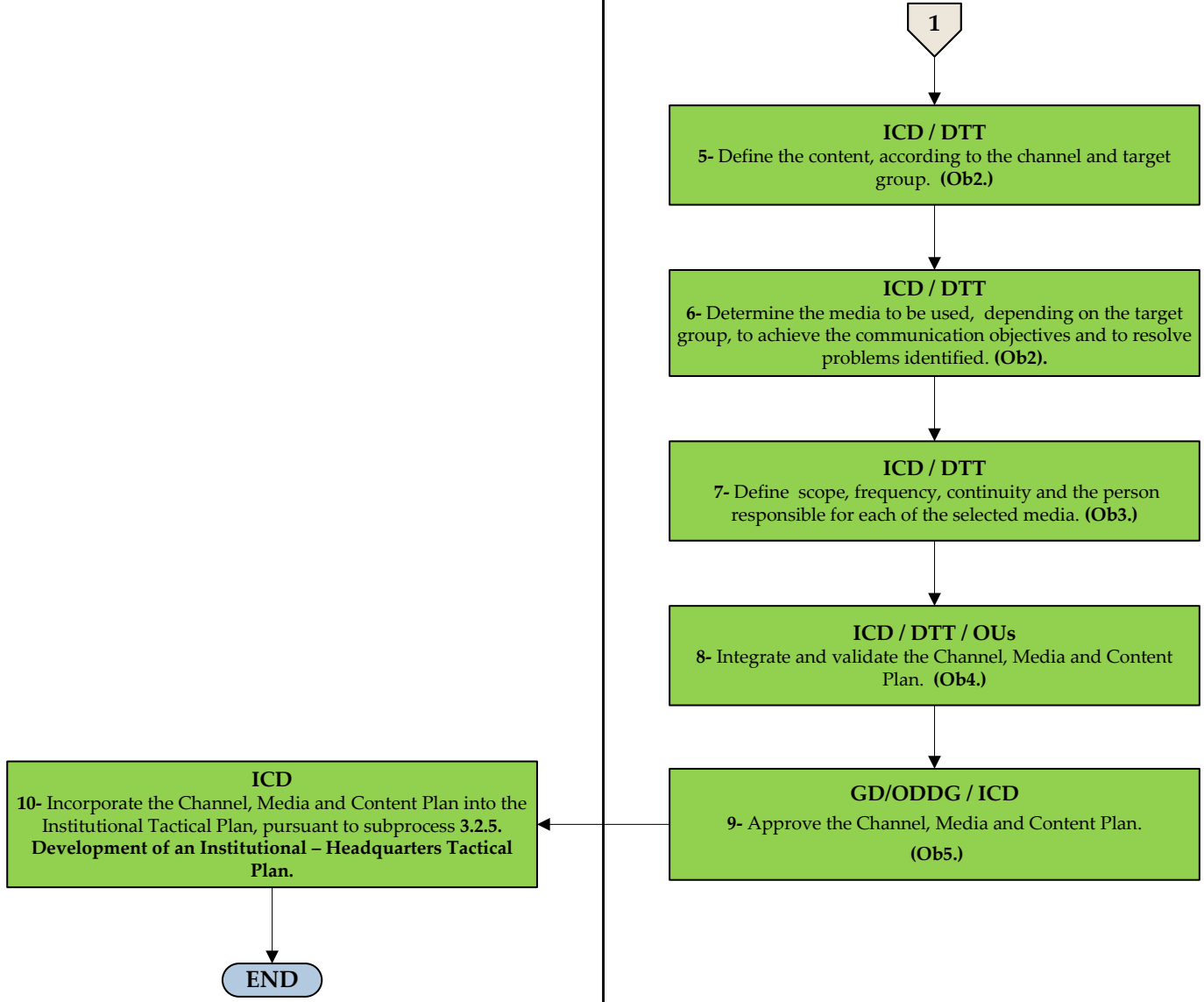
Process

2.1 Formulation of a Channel, Media and Content Plan.

Objective	Determine the Channel, Media and Content Plan that will enable IICA to implement its communication strategy for internal and external groups.
Scope	Hemispheric level. Technical-regulatory actions at the hemispheric level. Centralization at strategic levels and at Headquarters.
Specific Policies and rules	
Information Systems	Online forms and methodologies for consultation or data collection – SUGI - SAP (FM, CO, PS, GM, FI) – SAPIENS - MS Office (Excel)
Indicators	<ul style="list-style-type: none"> • Percentage adherence to methodology used to formulate the Channel, Media and Content Plan. • Percentage of the internal and external target groups included in the Channel, Media and Content Plan.

	Background information	Reference material
Inputs	<ul style="list-style-type: none"> • Existing Channel, Media and Content Plan. 	<ul style="list-style-type: none"> • Current Institutional Communication and Information policies. • Internal and external target groups defined and prioritized. • IICA's Strategic, Tactical and Operational Plans. • Strategic, tactical and operational administrative reports.
Products	Updated Channel, Media and Content Plan. Effective internal and external communication mechanisms, designed.	

2.1 Formulation of a Channel, Media and Content Plan.

INVOLVED		
Institutional Communication Division	Mixed	Comments
<p>General Directorate / Office of the Deputy Director General (GD/ ODDG) Institutional Communication Division (ICD) Designated Technical Team (DTT) Organizational Design Division (ODD) IICA Organizational Units (OUs)*</p>	 <pre> graph TD START([START]) --> B1[ICD / DTT 1- Determine personal and non-personal communication channels to be used by IICA.] B1 --> B2[ICD / DTT 2- Identify communication media (off-line / online). (Ob1).] B2 --> B3[ICD / DTT / OUs 3- Establish the effectiveness of the communication media, according to the channel and target group. (Ob2.)] B3 --> B4[ICD / DTT 4- Determine the communication content that IICA will use. (Ob2.)] B4 --> C1{{1}} </pre>	<p>* Includes the Directorates, Divisions and Units at Headquarters, Project Teams and Delegations.</p> <p>Ob1: The following communication mass media must be considered: personal, print, audiovisual broadcasting, digital, outdoor media, environmental media and events.</p> <p>Ob2: Given the partial decentralization at the tactical and operational level, by region and country, there may be variations between the Delegations. Delegations must develop their own Channel, Media and Content Plans, under the direction and guidelines of Headquarters.</p>
Institutional Communication Division	Mixed	Comments
<p>10- Incorporate the Channel, Media and Content Plan into the Institutional Tactical Plan, pursuant to subprocess 3.2.5. Development of an Institutional – Headquarters Tactical Plan.</p> <p style="text-align: center;">END</p>	 <pre> graph TD C1{{1}} --> B5[ICD / DTT 5- Define the content, according to the channel and target group. (Ob2.)] B5 --> B6[ICD / DTT 6- Determine the media to be used, depending on the target group, to achieve the communication objectives and to resolve problems identified. (Ob2.)] B6 --> B7[ICD / DTT 7- Define scope, frequency, continuity and the person responsible for each of the selected media. (Ob3.)] B7 --> B8[ICD / DTT / OUs 8- Integrate and validate the Channel, Media and Content Plan. (Ob4.)] B8 --> B9[GD/ODDG / ICD 9- Approve the Channel, Media and Content Plan. (Ob5.)] B9 --> B10[ICD 10- Incorporate the Channel, Media and Content Plan into the Institutional Tactical Plan, pursuant to subprocess 3.2.5. Development of an Institutional – Headquarters Tactical Plan.] B10 --> END([END]) </pre>	<p>Ob3: Scope: Number of individuals in the target group exposed to the message or media chosen during a specified time period.</p> <p>Frequency: Average number of times that an individual in the target group is exposed to the message or chosen media during a specified time period.</p> <p>Continuity: Distribution of the exposure throughout the year. This refers to the regularity of the exposure. It may be continuous, with periods of greater intensity (pulsing) or may concentrate on specific dates (intermittent).</p> <p>Ob4: The Technical Team works with the Delegations to integrate the Channel, Media and Content Plan, which should be validated by the Institutional Communication Division.</p> <p>Ob5: The Institutional Communication Division submits the Channel, Media and Content Plan to the General Directorate.</p>

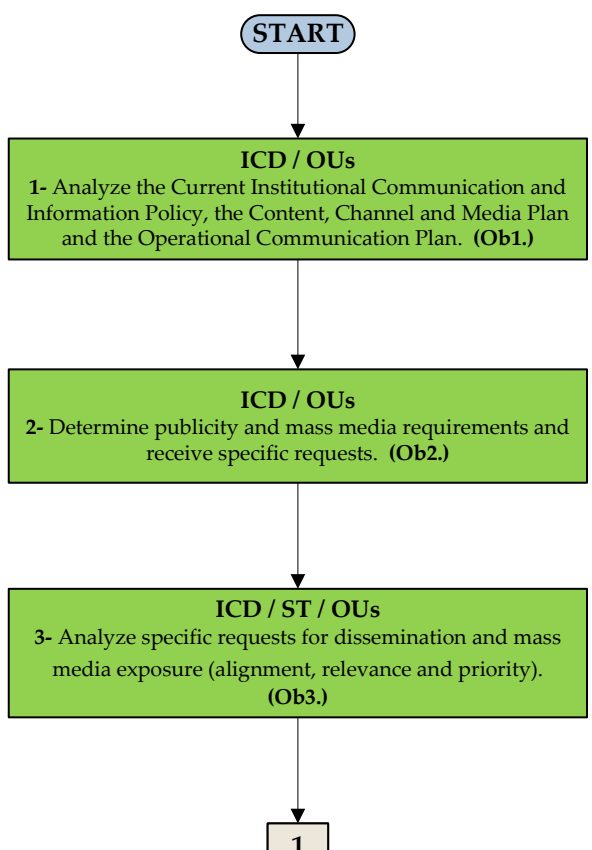
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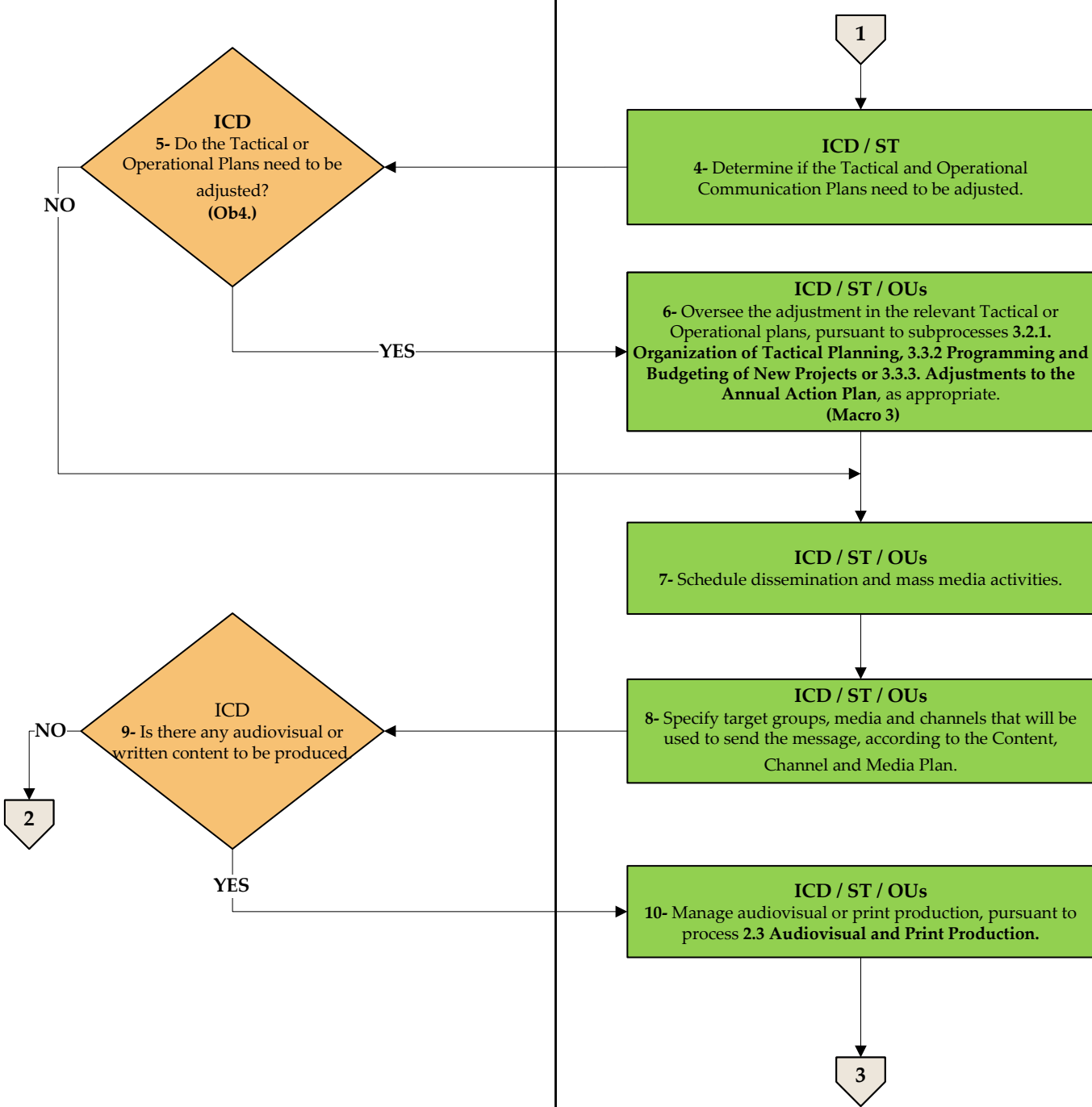
2.2 Dissemination and Mass Media Exposure

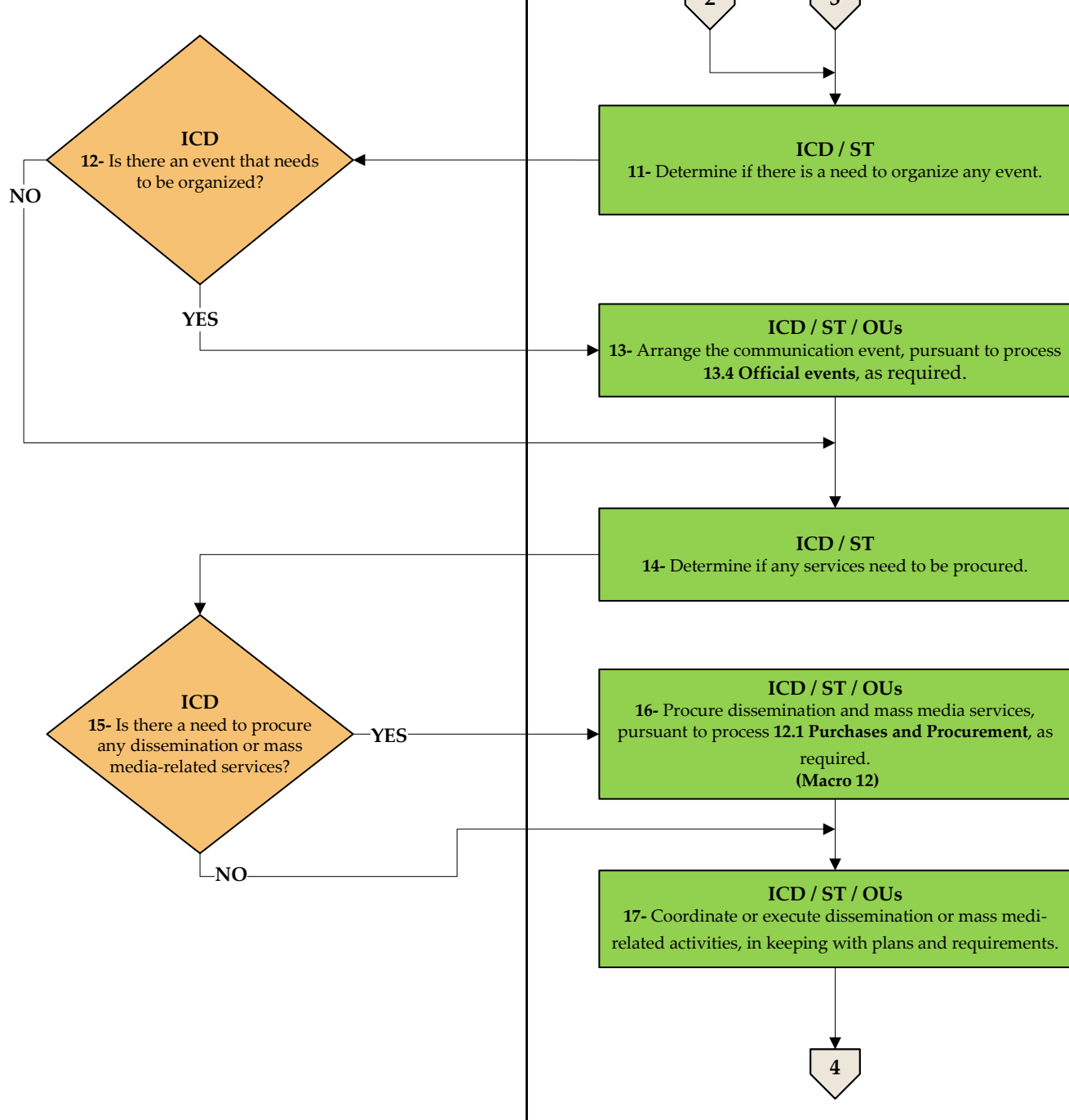
Objective	Expose and publicize the activities of the Institute in a consistent and regular manner, using a variety of formats capable of reaching mass audiences, in order to increase knowledge, visibility and the positioning of IICA.
Scope	Hemispheric level Technical-regulatory actions at the hemispheric level. Centralization at strategic levels and at Headquarters. Partial decentralization at the tactical and operational levels, by region and country.
Specific Policies and Rules	
Information Systems	Intranet - Drupal (webpage) - Odoo (mass mailing platform) -SIDD (Integrated design and layout system) - Deposit (image data bank) - Adobe CC, Protools, Final cut (video editing) – SoundCloud - Radioteca (platform to download the AgroEnlace program)
Indicators	<ul style="list-style-type: none"> • Percentage reach of social media messages. • Percentage of mentions and impact in mass media. • Percentage of the target group that has received the message. • Percentage response to requirements and requests for dissemination and mass media exposure.

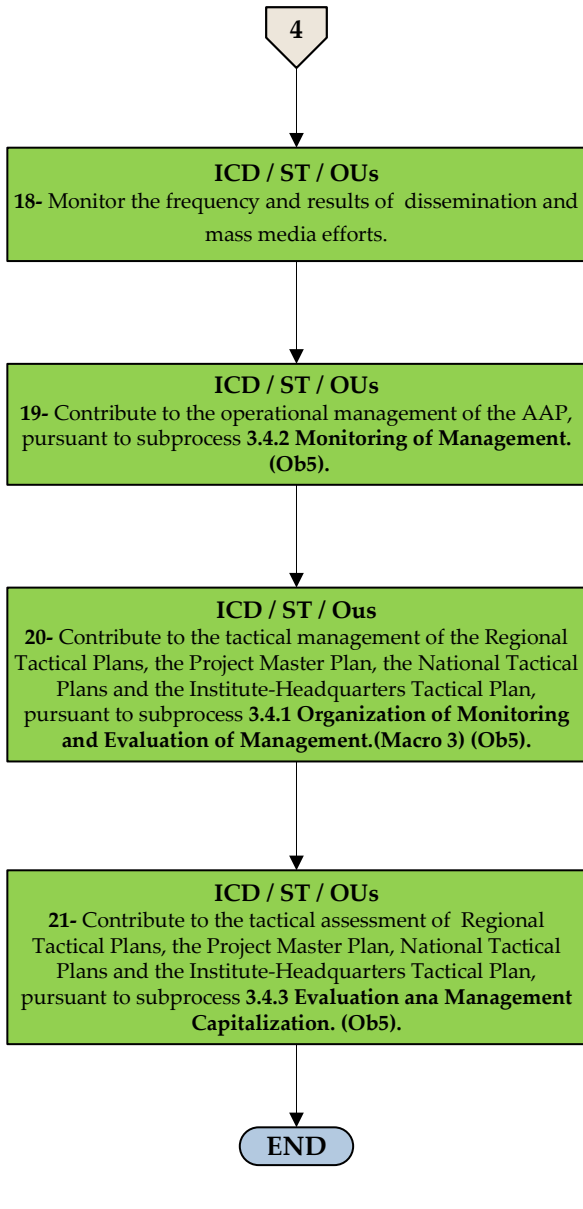
	Background information	Reference material
Inputs	<ul style="list-style-type: none"> • Effective internal and external communication mechanisms, designed. • Requirements and requests for dissemination and mass media exposure. 	<ul style="list-style-type: none"> • Current Institutional Communication and Information Policies • Internal and external target groups defined and prioritized. • IICA Strategic, Tactical and Operational Plans. • Strategic, tactical and operational management reports. • Existing graphic identity manual. • Existing press kit.
Outcomes	<p>Effective internal and external communication mechanisms, implemented. Effective and satisfactory execution of dissemination and mass media activities Improved awareness, visibility and image of IICA.</p>	

2.2 Dissemination and Mass Media Exposure

INVOLVED	<p>General Directorate / Office of the Deputy Director General (GD/ODDG) Institutional Communication Division (ICD) Support Team (ST)* Organizational Design Division (ODD) IICA Organizational Units (OUs)**</p>	
Institutional Communication Division	Mixed	Comments
		<p>* Multidisciplinary team to support the Institutional Communication Division or the Delegation, which includes internal and external staff, to facilitate the actions of dissemination and mass media exposure, as well as those of audiovisual and written production.</p> <p>** Includes the Directorates, Divisions and Units at Headquarters, Project Teams and Delegations.</p> <p>Ob1: The Delegations, project teams and other IICA Organizational Units have the responsibility to undertake dissemination and mass media exposure, under the direction and guidelines of Headquarters.</p> <p>Ob2: The dissemination and mass media requirements are determined by the Operational Communication Plan. Specific dissemination and mass media requests may also be received from IICA's Organizational Units.</p> <p>Ob3: A multidisciplinary team will assist the Institutional Communication Division to execute the dissemination or mass media actions. The Delegations should analyze their respective requests for dissemination and mass media exposure.</p>

Institutional Communication Division	Mixed	Comments
		<p>Ob4: Depending on the scope of the request, the required adjustments must be determined by the Delegation or the Institutional Communication Division.</p>

Institutional Communication Division	Mixed	Comments
		

Institutional Communication Division	Mixed	Comments
		<p>Ob5: They must do so in response to the results obtained from the institutional communication actions executed at the regional and national levels and at Headquarters, as required.</p>

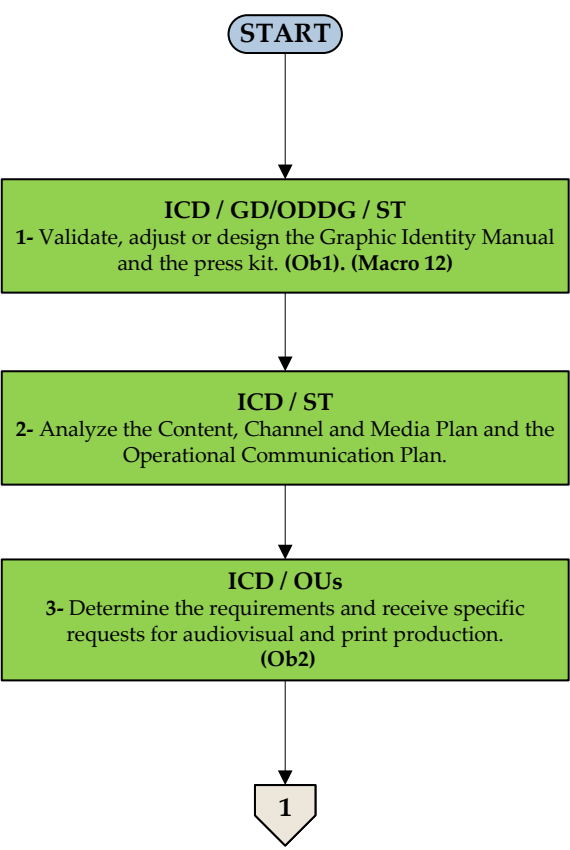
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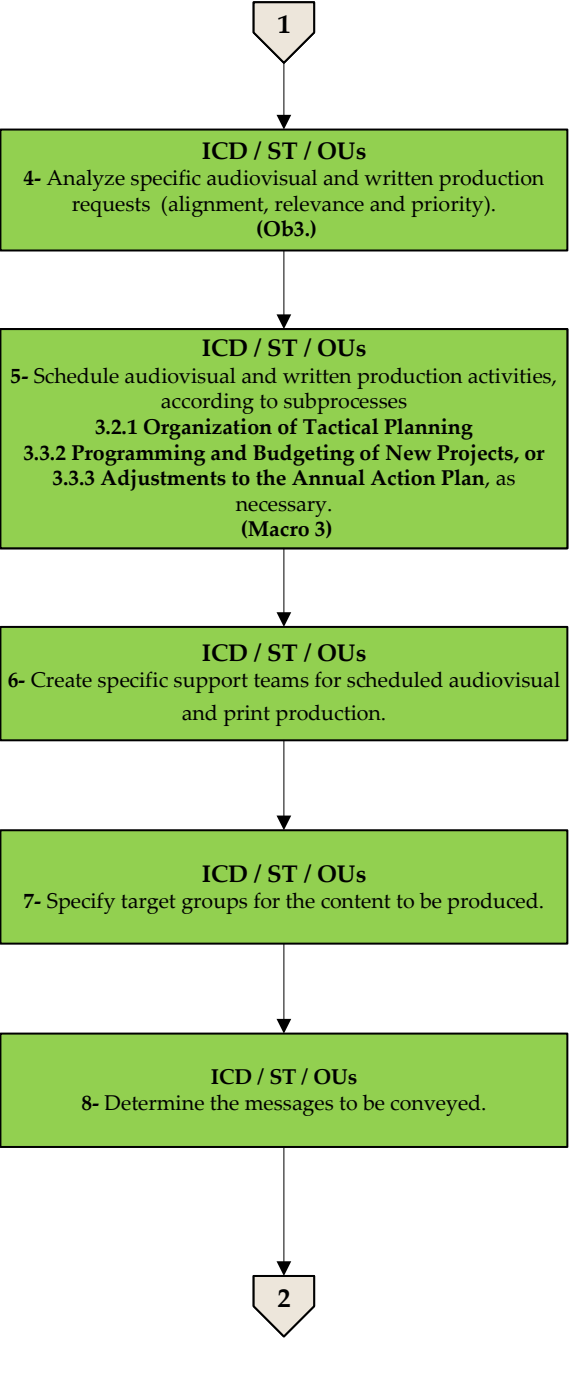
2.3 Audiovisual and Print Production.

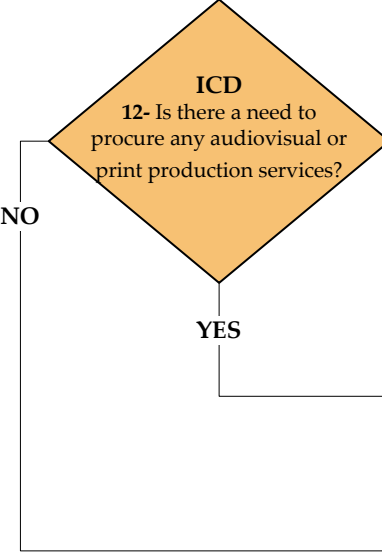
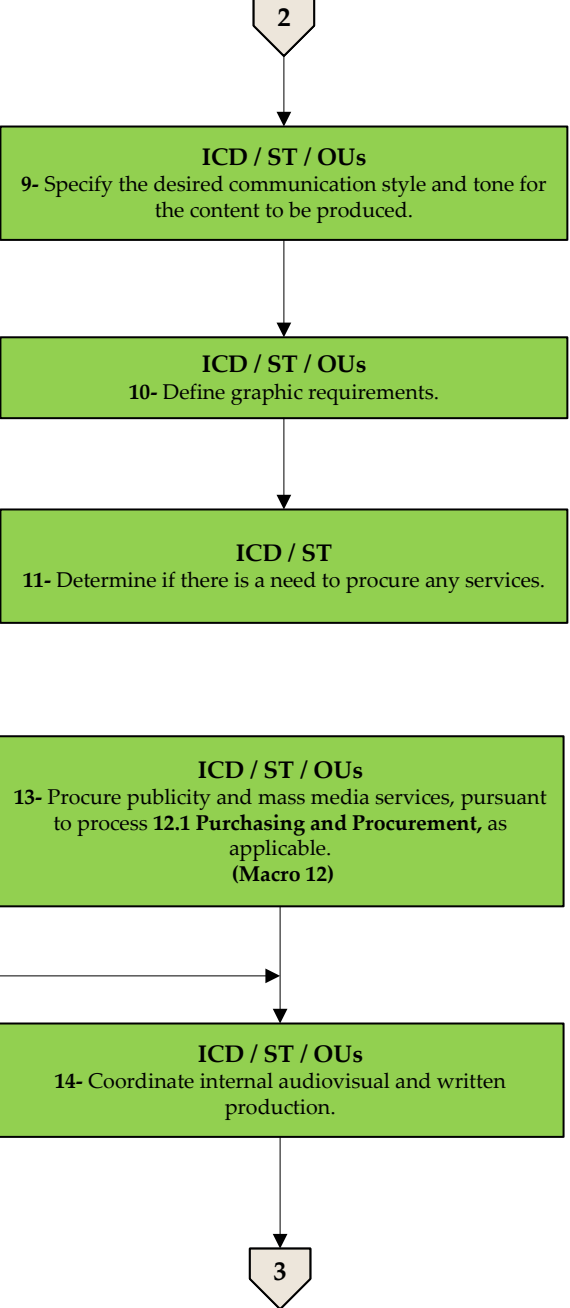
Objective	Guarantee effective audiovisual and print production of official speeches, press releases, publications, webpages, intranet, email, social media, billboards, environmental media, etc.
Scope	Hemispheric level Technical-regulatory actions at the hemispheric level. Centralization at strategic levels and at Headquarters. Partial decentralization at the tactical and operational levels, by region and country.
Specific Policies and Rules	
Information Systems	Intranet - Drupal (webpage) - Odoo (mass mailing platform) -SIDD (Integrated design and layout system) - Deposit (image data bank) - Adobe CC, Protocols, Final cut (video editing) – SoundCloud - Radioteca (platform to download the AgroEnlace program)
Indicators	<ul style="list-style-type: none"> Percentage fulfillment of requirements and requests for audiovisual and print production.

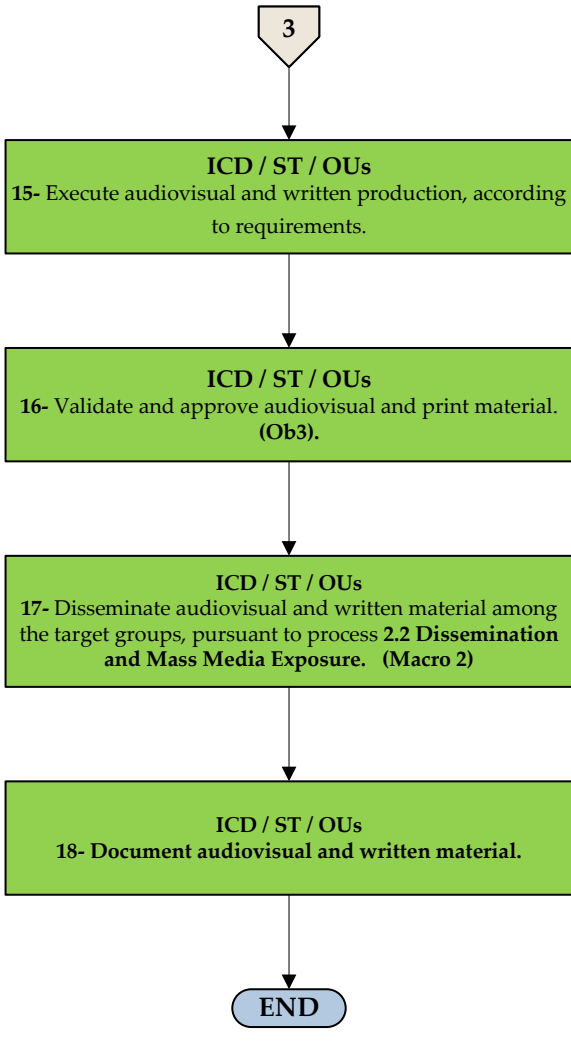
	Background information	Reference material
Inputs	<ul style="list-style-type: none"> Existing graphic identity manual. Existing press kit. Audiovisual and print production requirements and requests. 	<ul style="list-style-type: none"> Internal and external target groups, defined and prioritized. IICA Strategic, Tactical and Operational Plans. Strategic, tactical and operational management reports.
Outcomes	Updated graphic identity manual. Updated press kit. Fulfillment of audiovisual and written production requirements and requests.	

2.3 Audiovisual and Print Production.

INVOLVED	<p>General Directorate / Office of the Deputy Director General (GD/ODDG) Institutional Communication Division (ICD) Support Team (ST)* Organizational Design Division (ODD) IICA Organizational Units (OUs)**</p>	
Institutional Communication Division	Mixed	Comments
		<p>* Multidisciplinary team to support the Institutional Communication Division or the Delegation, which includes internal and external staff, to facilitate the actions of dissemination and mass media exposure, as well as those of audiovisual and written production.</p> <p>**Includes the Directorates, Divisions and Units at Headquarters, Project Teams and Delegations.</p> <p>Ob1: The Support Team develops the graphic identity manual. The Institutional Communication Division validates it and the General Directorate approves it. Eventually, the procurement of external services for its design may be required, pursuant to process 12.1 Purchasing and Procurement for minor purchases or subprocess 12.1.3 Identification of the Purchase Method, as required.</p> <p>Ob2: Audiovisual and print production requirements are determined by the Operational Communication Plan. Specific requests may also be received from IICA's organizational units.</p>

Institutional Communication Division	Mixed	Comments
		

Institutional Communication Division	Mixed	Comments
		

Institutional Communication Division	Mixed	Comments
		<p>Ob3: Audiovisual and written material is approved by the party making the request and then validated by the Institutional Communication Division or the Delegation, as applicable.</p>