I . I . R . S . A

INITIATIVE FOR THE INTEGRATION OF THE REGIONAL SOUTH AMERICAN INFRASTRUCTURE
(IIRSA, in Spanish)
IMPLEMENTATION AGENDA BASED UPON CONSENSUS 2005-2010 (AIC, in Spanish)

INFORMATION SYSTEM FOR THE STRATEGIC MANAGEMENT OF PROJECTS (SIGE, in
Spanish)

- KEY ACTIONS -

Introduction

Since the debate related to the Workshop on the Result-Oriented Intensive Management of Strategic
Projects (SIGE Workshop), held between August 9th and 10th, 2006, it was possible to make
progress in a better understanding, by all the parties involved in the AIC (Project Managers,
National Coordinators and People Responsible for the CCT), of the importance of the system as an
instrument for intensive management of projects for decision-making, instead of as a computing
tool for information demand on the projects and their progress.

It was clearer that it is vital for the management network of the AIC – SIGE NETWORK,
composed of the Project Manager, the National Coordinators and the People Responsible for the
CCT, works in a coordinate manner to identify appropriately the problems that could arise in the
development or execution of the projects, contributing to the overcoming of difficulties that could
come up.

Nevertheless, there are some points that arouse from the Workshop for which lines of action were
identified and on which it will be necessary to work the rest of the year and during the next years in
order to strengthen the intensive management of projects of the AIC.

Key actions

1. **Project Managers need to feel the support from the National Coordinators and the
    People Responsible for the CCT in order to make progress in relation to the
    implementation of the projects of the AIC**. They are responsible for the execution of the
    projects and the updating and quality of the information of the SIGE.

2. **It is important that the IIRSA National Coordinators foster the creation, in each
    country, of a more active implementation environment in IIRSA,** articulating the national
    systems for the intensive management of the projects of the AIC and incorporating as a
    central topic in the IIRSA national agenda the execution of the projects of the IIRSA
    Portfolio. They must favor and lead a strong articulation of the governmental organizations in
    relation to the projects. Also, they must be the "bridge" to access to the decision-making
    levels and facilitate the interministerial and multisectorial coordination.

3. **The Person Responsible for the CCT will seek to assume his role of "driving force" in the implementation of the projects; that is to say, to facilitate reaction without participating directly.** It is expected that these parties support more actively the Managers and National Coordinators in the overcoming of their restrictions, as well as in the definition and starting-up of the projects of the AIC.

4. **It is vital for the representative Ministers before the CDE and other authorities that may make decisions on the projects of the AIC** to be informed about the progress of the projects of the AIC as well as the other projects of the IIRSA Portfolio. It will also be useful that they know the SIGE deeply and the usefulness it may have for them as an instrument for the support of the improvement of project management.

5. **The Secretary of the CCT of IIRSA in INTAL will continue to support the good operation of the SIGE**, supporting the people Responsible for the CCT, the National Coordinators and the Project Managers.

Specific lines of action

1. **Use of the SIGE**. It is desirable that the IIRSA National Coordinators and the People Responsible for the CCT use the SIGE more frequently so that this tool for the following-up and monitoring of projects is useful for the progress of the projects and the support to the Project Managers.

2. **Articulation of the SIGE NETWORK – Support from the CCT.**

   a. The People Responsible for the CCT, guided by the data from the SIGE (critical stages, restrictions, etc.), play an important role regarding meeting periodically with the Project Managers and, when possible, the National Coordinators, in order to help in the creation of a cooperative management environment for the IIRSA projects. It is advisable that taking profit from work missions to a certain country the Responsible for the CCT hold meetings with the parties of the SIGE NETWORK of the country involved.

   b. **Bi-monthly videoconferences** among the People Responsible for the Projects in the CCT and the Secretary of the CCT in order to evaluate the progress of the projects of the AIC, as well as the existing difficulties, and also to discuss the main progress and challenges in the intensive management of projects of the Agenda. It is advisable that at least one of these sessions in the year be a "face-to-face" meeting, taking profit from some of the coordination meetings of the CCT.

3. **National Implementation Meetings.** With the object of creating an environment for the execution of the IIRSA projects in each country, it is advisable that the IIRSA National Coordinations meet monthly with the Project Managers of the AIC, and other project managers of the IIRSA Portfolio, in order to evaluate on the whole the progress of all the projects in which the country is involved and give feedback to the managers regarding the progress of the IIRSA Initiative. As regards the **bi-national projects of the AIC,** it would be

advisable to hold additional **quarterly meetings** of the teams from the two countries involved (videoconferences in the institutions of the CCT and/or "face-to-face" meetings).

4. **SIGE Workshop - 2007.** Apart from activities related to the implementation of the projects that may be planned in the IIRSA Work Plan for 2007, it is recommended to perform a Workshop of the SIGE NETWORK (Management Network of the AIC: Project Managers, National Coordinators and People Responsible for the CCT) for all the countries in order to evaluate the progress of the projects and exchange experience regarding the application of the intensive management system and the use of the computing tool SIGE, as well as to discuss the experience related to good practice in the field of result-oriented project management.

5. **Meetings of the CDE – Implementation of projects**. It is vital to include in the Ministers' agenda, within the framework of the CDEs, the implementation of the projects as one of the main priorities of the Initiative. Taking into consideration the CDE, in Quito, in December of 2006, it could be possible to create a specific section in this forum to deal exclusively with the progress of the projects of the AIC, the management system of the AIC (SIGE), and the implementation of the rest of the projects of the IIRSA Portfolio.

6. **Improvements in the SIGE**. As regards the computing tool, the CCT hired the operation and maintenance of the SIGE that will allow ensuring the operation of the system, which is critical in view of the unexpected increase in users, and it also established a schedule to incorporate improvements and new functionalities. One of the immediate improvements is the incorporation of **interactive communication tools in the SIGE** to facilitate the operation of the **SIGE NETWORK**. Also, the search of a solution for the translation of the contents of the bi-national projects will be a priority.