



**IIRSA - AGENDA DE IMPLEMENTACIÓN CONSENSUADA 2005-2010
(AIC, in Spanish)
(IMPLEMENTATION AGENDA BASED ON CONSENSUS)
Workshop on the Result-Oriented Intensive Management of Strategic
Projects**

**Information System for Strategic Management
(SIGE, in Spanish):
Experience from the start-up of the project**

**Rosario Santa Gadea
International Consultant**

Río de Janeiro, August 9th-10th, 2006



The Focus of the SIGE

- The objective is not only to follow the development of a project but also to **monitor** its preparation and execution.
- It is important to **detect obstacles** related to the development of a project in order to **favor action** of the corresponding levels with the aim of reaching a solution.
- The aim is to develop a **proactive attitude** in relation with problems, which widens the possibilities of being successful in a project.
- The SIGE is not only an information system. **It is also a cooperation space.**



Reality of the SIGE

- It arises interest in the countries, it looks operative, agile, and useful. But its acid test is when problems arise in the projects.
- To reassert that the management team is composed not only by the Manager but also by the National Coordinator for IIRSA and the CCT Responsible for the project. Active participation of the three members is essential.



Work Carried Out by Managers

- The Critical Stages schedule has been re-worked with the Managers during the SIGE missions in all the projects (except for the ones that correspond to Bolivia).
- The identification of the Critical Stages is now more precise and detailed. Additionally, it has achieved coherence.
- This will be the base of Restriction Management.



The Challenge of Intensive Management in Binational Projects (1)

- To review Managers' ***alternation***:

Recommendation: To allow simultaneous access of both Managers of a binational project as “active” managers.

- To favor ***consensus*** between Managers regarding the information provided to the SIGE:

The challenge is to achieve a joint test and reach consensus on the contents of the SIGE.



The Challenge of Intensive Management in Binational Projects (2)

- A **risk to examine**: to condition entry of information in the SIGE to the formation of binational mixed commissions, whose meetings, most of the times, are held with a regular recurrence of many years.

The countries will be able to take more profit from the SIGE if they use it as a monitoring instrument and not only as a base for recording the agreements that belong to the mixed commissions.

- Recommendation: To examine the situation of the SIGE in the case of binational projects with countries that speak **different languages**.

It is advised to see the feasibility of setting a procedure for the translation of the contents of those projects.



National Coordinators: Some Suggestions

- National Coordinators and Managers could examine whether it is convenient or not to organize **internal meetings with the national parties** that take part in the execution of each project and where each Manager has the possibility of presenting the SIGE in his project.
- In this way, the **Manager's role in the SIGE would be more evident** within the governmental entities that are related to the project, and that will benefit its execution.



SIGE Reports

- To consider whether it is necessary an *ad-hoc* training for the National Coordinators regarding some functions of the SIGE.
- To reassert their knowledge of the “report” function usefulness in the SIGE in order to monitor projects:
 - Complete report of all the projects
 - Summary of the situation of the projects
 - Existing restrictions in the projects
 - Critical stages (XX days in advance)
 - Critical stages that have not been overcome (red)
- The report function is specific for the National Coordinators. Managers do not have access to this function.



Identification of the SIGE “Users”

- **Representative ministers before the CDE and other authorities** that make decisions regarding the development of the AIC projects:

It is convenient to ensure their access to the SIGE. Through the system, they may obtain executive reports of the projects that belong to their countries.

- **List of the SIGE Users**

Each National Coordinator or Manager may hand in a list of users to the IIRSA Secretary in order for them to be able to get access to the SIGE. This would help create an “intensive management environment” around the AIC projects.

- It is necessary to evaluate, in practice, the usefulness of the SIGE for decision-making: ¿who reads the SIGE and what decision does he make with the information he reads?



Participation of the National Coordinators and CCT Responsibles in the Restriction Management (1)

This field of the SIGE is understood as restriction **identification** (by the Manager) rather than as restriction **management** (by the project team), which is composed by the National Coordinator and the CCT Responsible for the project.

- ✓ Identification: A restriction is registered and nothing happens afterwards.
- ✓ Management: Once a problem regarding the development of the project is identified, the National Coordinator and the CCT Responsible cooperate with the Manager to solve it.



Participation of the National Coordinators and CCT Responsibles in the Restriction Management (2)

- “Restriction Management” is the **only field of the SIGE** in which the three parties from the management team can register information.
- It is here where the SIGE works, exactly, as a **cooperation space**.



CCT Responsibles of Projects: Some Suggestions

- To favor the **greatest** possible **communication** among the Manager and the CCT Responsibles for the projects.
- **To define some common guidelines** regarding the way in which the CCT Responsible for the projects must take part in the SIGE, particularly, in Restriction Management, which could be included in a procedure guideline.



IIRSA Secretary

- All the parties show an **attitude of relative caution** regarding the **new process** that the SIGE represents.
- To collaborate with the process, it is advisable to go on developing “**support**” for the **Managers**, by the IIRSA Secretary, which implies:
 - ✓ To observe the system. To detect downgrades and boost the solution.
 - ✓ To encourage the main parties - Managers, CCT Responsibles and National Coordinators - to act and link among each other.



Some Important Methodology Matters for Monitoring

- **Restriction** concept in the SIGE: ¿current obstacle or one that will be visualized in the future?
- Definition of **Critical Stages**:
 - ✓ Life cycle of the project for the purposes of the SIGE: Up to the termination of the execution of a project.
 - ✓ Difference between strategic and operational monitoring.
 - ✓ Scope: ¿only infrastructure and associated sectorial processes or also inclusion of social and productive aspects?



Indicators of the AIC Development: Towards the Enrichment of Criteria

- General panorama due to **execution conditions** (pre-investment projects, bidding or building) and **development extent** (under implementation, with delays or restrictions).
- Nonetheless, components **within the same project** could be in a pre-investment stage, under a bidding process and under construction. Some of them could be delayed.
- As a consequence, the development schedule of the AIC projects would require a **more detailed vision**.
- A general schedule with the **planned date for completion** of the projects would allow the visualization of the items that must be speeded up.



SIGE Start-up: Current Stage

- After the initial stage (completion and updating of information), it is important to boost usefulness of the SIGE as a **management instrument**.
- It is a different time. Here, it is necessary the **interaction among the main parties**.
- Meetings like this one should lead us to reinforce this focus, exchange experience and should also help us to apply intensive management jointly.
- Additionally, **computing improvement** of the SIGE is under way.



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