



Inter-American Institute for
Cooperation on Agriculture

Macroprocess 8 Comprehensive Project Management



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Macroprocess

8 Comprehensive Project Management.

Objective

Ensure the effective management of national, regional or multinational technical cooperation projects at all stages of the project cycle.

Scope

Hemispheric, regional and national levels.
Centralization in technical-regulatory actions.
Partial decentralization by level of prior approval (Headquarters, regional and national).
Technical cooperation projects.

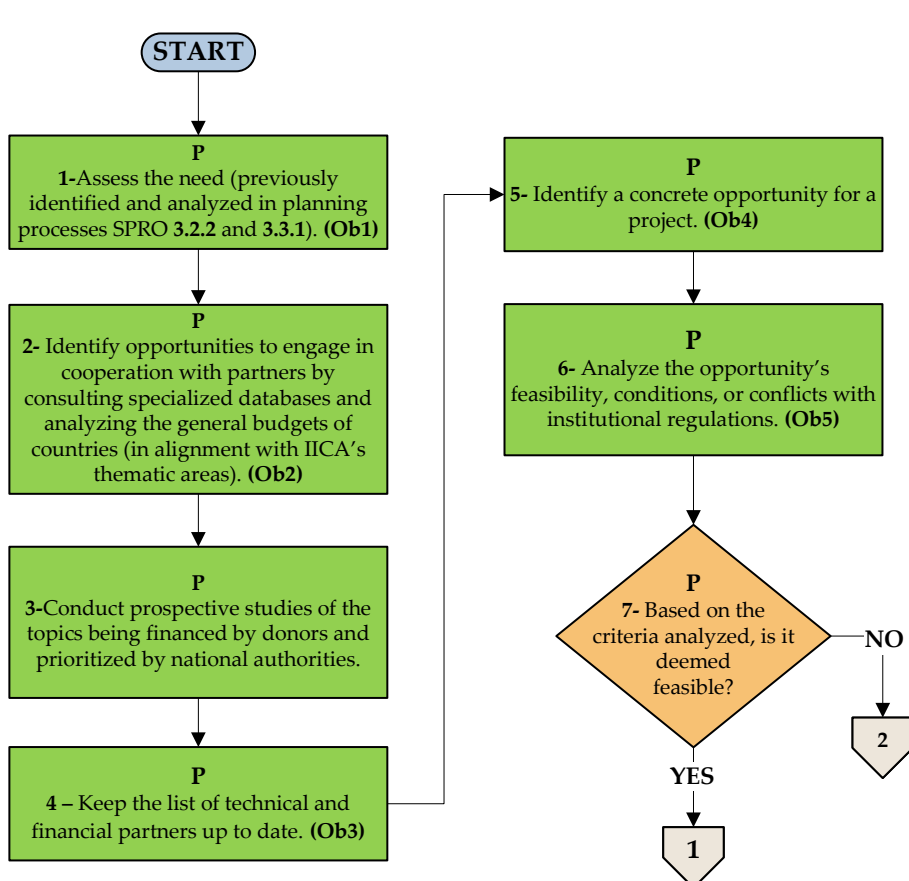
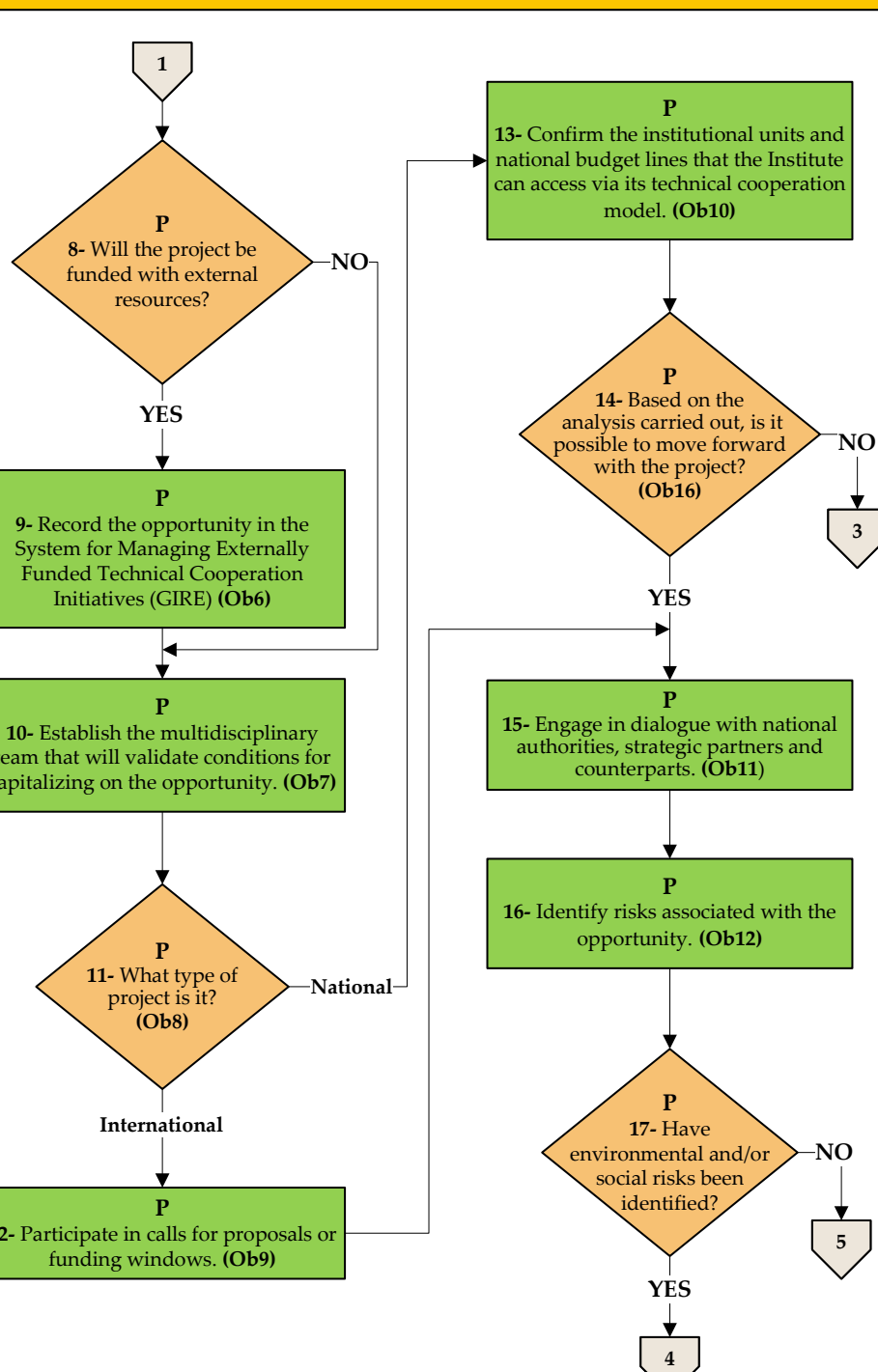
Inputs	Processes	Outcomes
<p>Strategic information on calls for proposals and their alignment with the needs of countries and/or potential partners.</p> <p>IICA policies and regulatory guidelines (including the Manual for the management of external resources).</p> <p>Feasible project proposals and related documents.</p> <p>Financial resources (including pre-investment funds).</p> <p>Implementation Plan and Monitoring and Evaluation Plan.</p>	8.1 Identification of Project Opportunities.	Documents providing justification for the project.
	8.2 Project Negotiation.	Legal and other contractual instruments.
	8.3 Project Formulation and Approval.	Approved project proposals with allocated resources.
	8.4 Project Execution and Control.	Mechanisms for mobilizing and executing projects.
	8.5 Project Evaluation and Closure.	Evaluation reports and documents on good practices (including lessons learned).

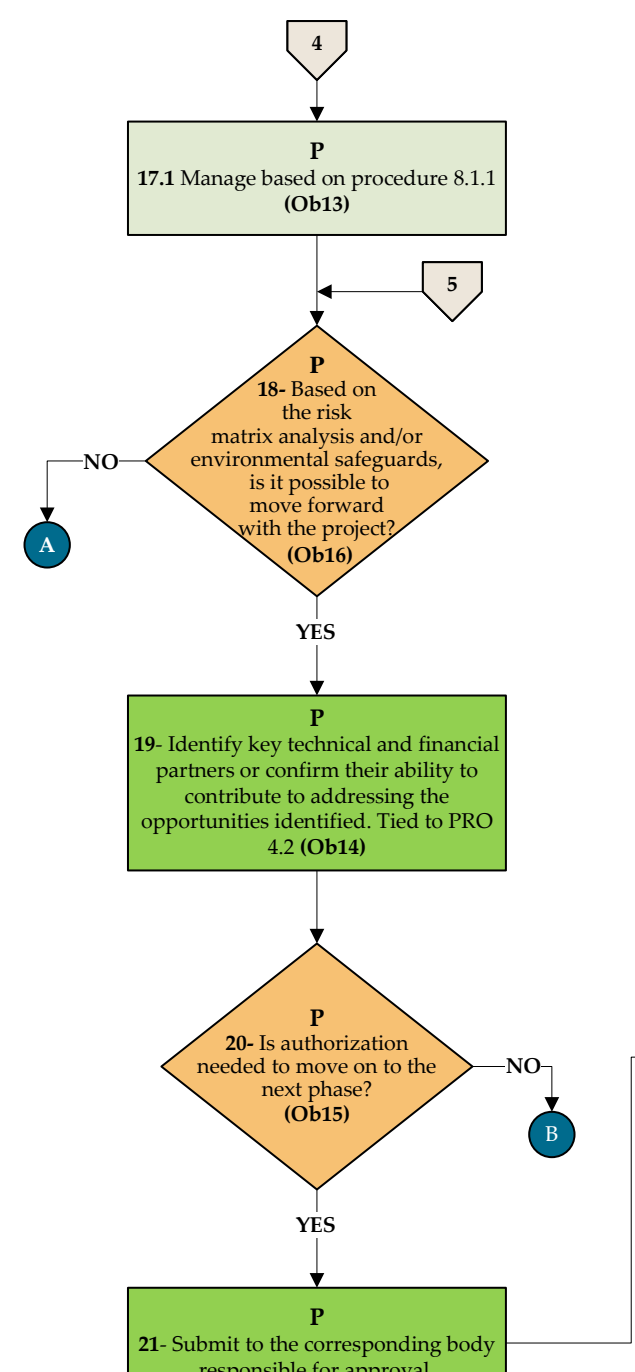
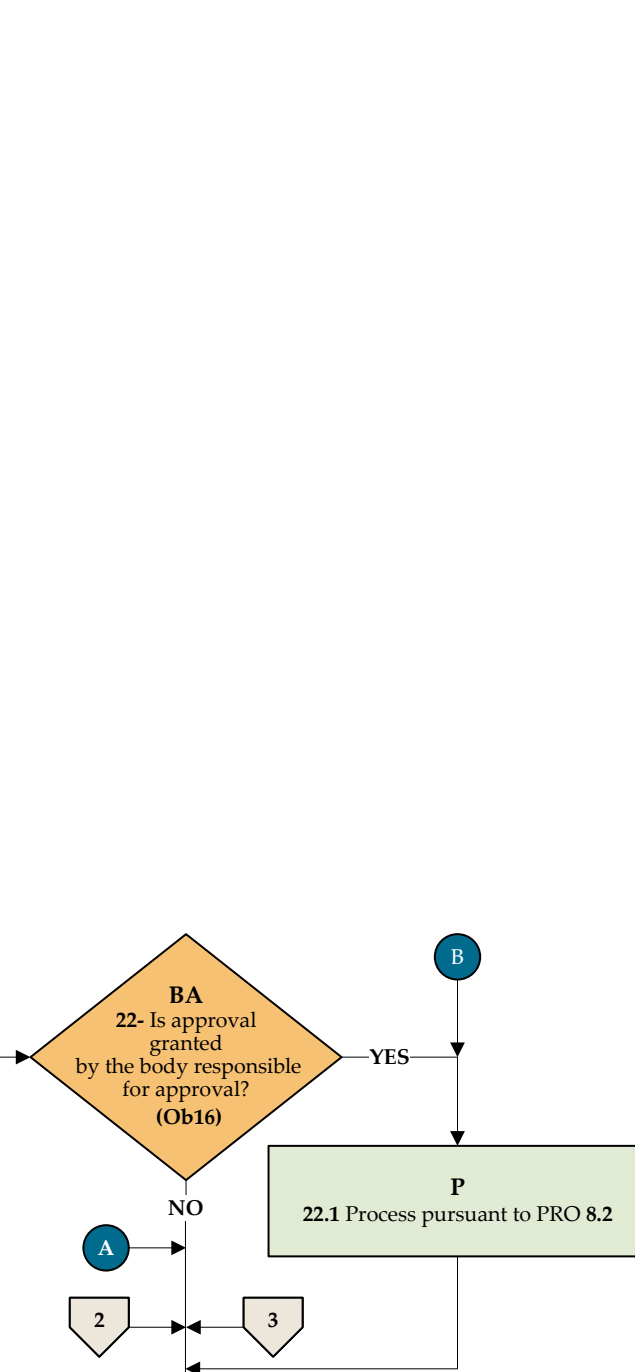
Process		
8.1 Identification of project opportunities.		
Objective	Identify opportunities for projects that are aligned with the Institute's Development Strategy.	
Scope	Hemispheric, regional and national levels. Centralization in technical-regulatory actions. Partial decentralization by level of prior approval (Headquarters, regional and national). Technical cooperation projects.	
Specific policies and rules	<ol style="list-style-type: none"> 1. Manual for the Management of External Resources. 2. IICA Guide to Risk Management. 3. Guide for the Process of Issuing Calls for Project Proposals – Annex 3 of the Manual for the Management of External Resources. 4. Guide to Negotiating and Formulating Projects in Networks. 	
Information systems	<ol style="list-style-type: none"> 1. System for Managing Externally Funded Technical Cooperation Initiatives (GIRE). 2. System for Mobilizing External Resources (dashboard). 3. Databases of the Directorate of Projects. (DP). 4. Application for mobilizing external resources. 5. Unified Institutional Management System (SUGI). 6. SORTIS (paid database to search for resources). 7. Free access sites: Webgate (European Union), Grant.gov (Department of Agriculture of the United States); and the website of the Spanish Agency for International Development Cooperation (AECID) 8. Websites of International Cooperation Agencies. 9. Agriperfiles – project, etc. 10. Costing tool for technical cooperation initiatives. 11. Donor directory map. 	
Indicators	Number of opportunities identified that will advance to the formulation or negotiation stage. Success rate (% of opportunities being addressed through the submission of full proposals).	
Inputs	Background information	Reference Materials
	<ul style="list-style-type: none"> • Project initiatives or ideas from governments and cooperation agencies. • Institutional requirements for development projects. • Current pre-investment funds available. • External resources from governments and cooperation agencies. 	<ul style="list-style-type: none"> • Good project management practices. • Current Medium-term Plan (MTP). • Policies and guidelines of IICA and donor agencies. • Guide for the Process of Issuing Calls for Project Proposals – Annex 3 of the Manual for the Management of External Resources. • Guide to Negotiating and Formulating Projects in Networks.
Products	Database of project opportunities in which IICA could be successful.	

Process	Procedure
8.1 Identification of Project Opportunities.	8.1.1 Procedure for Identifying and Categorizing Projects with an Environmental Impact.



8.1 Procedure for identifying and categorizing projects with an environmental impact.

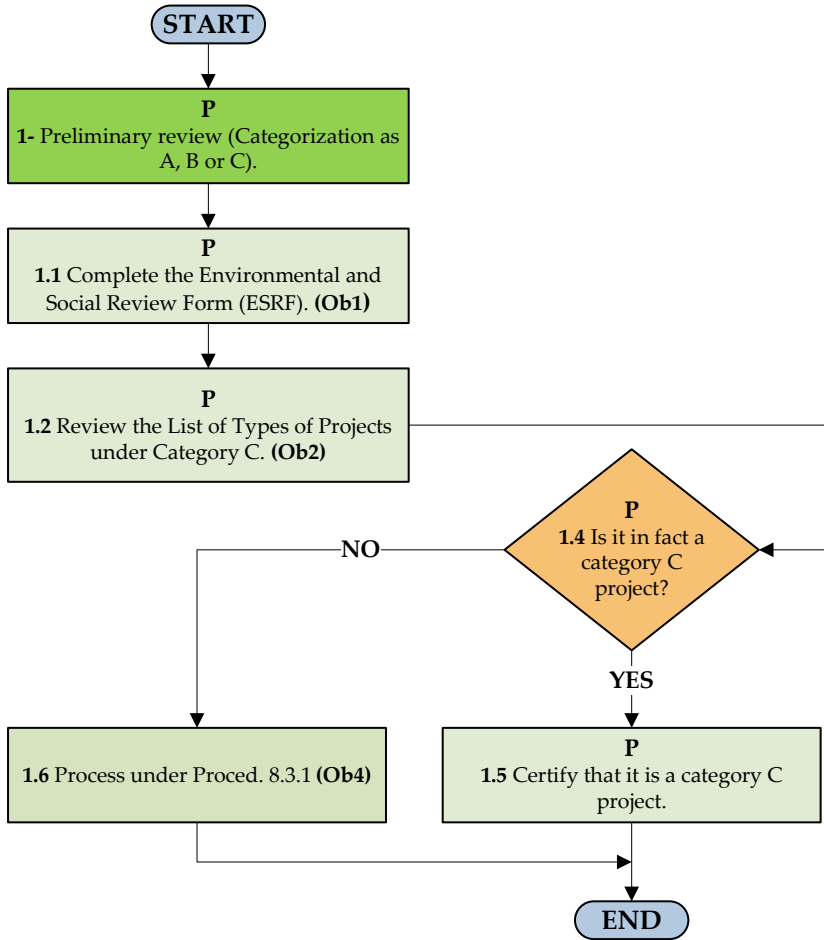
INVOLVED	Organizational Unit*	Responsible for approval	Comments
<p>Proponent* (P) Body responsible for approval (BA)</p>			<p>* The organizational entity and proponent can be any IICA Delegation or Directorate. Ob1: Demand analysis is an ongoing process throughout the year. It is tied to subprocesses 3.2.2 Formulation of the tactical plans by each organizational entity and 3.3.1 Formulation of the annual action plan. Ob2: When the opportunity is of a national scope, the Delegation directly addresses it; when it is of an international scope or the Institute's infrastructure is required, the Delegation coordinates with the corresponding directorates, as appropriate. To identify donors, it is recommended to consult the donor directory map. Ob3: This is an ongoing exercise. At the national level, this is the responsibility of the Delegations. Management of Institutional partners is the responsibility of Directorate of External and Institutional Relations (DIREXI) (MPR 4), with feedback from the different organizational entities. Ob4: In the identification phase, expressions of interest are processed as soon as possible with the corresponding organizational entities. Ob5: An evaluation system is applied by means of an interactive spreadsheet that facilitates decision-making by users. It includes environmental and social evaluation criteria. This also includes an analysis of the institutional cost of the initiative through the costing tool for technical cooperation initiatives.</p>
			<p>Ob6: All concrete opportunities for externally funded projects, even those processed through decentralization, must be recorded in the system for managing externally funded technical cooperation initiatives (GIRE), early in the identification phase. In cases where several organizational entities are involved, only the organizational entity leading the proposal will record information in the system. Consultation processes with project support teams should be carried out via the GIRE platform, where all progress will be recorded. Where applicable, it is also possible to consult with the Technical Secretariat. Ob7: In the case of externally funded projects, information on the teams is recorded in GIRE. Ob8: Regardless of the type of project, delegations may request support from the directorate of projects, the technical programs of the DTC, or any other specialized unit depending on the topic being addressed. Priority will be given to regional or multi-country projects. Ob9: The evaluation system is applied by means of an interactive spreadsheet that facilitates decision-making by users. Ob10: Budgets, private sector resources, the possibility of participating in bids or contracting processes and participation in national calls for proposals or funding windows must be analyzed. Ob11: Dialogue with authorities, partners or counterparts is an ongoing activity. Those responsible for this activity must remain attentive in order to identify project opportunities.</p>

Organizational Unit*	Responsible for approval	Comments
		<p>Ob12: Regardless of the source of funding, a risk matrix must be prepared for all projects. In addition to risks, the risk matrix identifies opportunities to address the IICA's Strategic Objectives. In the case of externally funded projects, the identification of risks is carried out on the GIRE platform. Ob13: Tied to Procedure 8.1.1 Identification and Categorization of Projects with an Environmental Impact. Ob14: If a new partner is involved, the proposing unit will submit the information to DIREXI to assess the partner's suitability/due diligence. Tied to PRO 4.2 Management of IICA's political-diplomatic partnerships with key actors. Ob15: If there is at least one exception to institutional rules, it must be recorded in the GIRE platform early in the identification phase. Via the system, the information will then be forwarded to the corresponding body responsible for approval (Technical Secretariat (TS) / Programming Committee (PC)). Ob16: In steps 14, 18 or 22, or at any point in the project cycle, the proponent may deregister the project, providing justification in the GIRE platform.</p>

8.1.1 Procedure for Identifying and Categorizing Projects with an Environmental Impact.

Objective	Determine the steps required to identify and categorize projects as type A, B or C, as well as the impact of environmental risks, in accordance with the Institute's Environmental and Social Sustainability Policy.	
Inputs	Background information	Reference Materials
	<ul style="list-style-type: none"> • Indicative List of Types of Projects. • Environmental and social review form (ESRF). • Environmental screening form for projects. • Checklist of Basic Policy Requirements for Field Projects in the Main Production Sectors. 	<ul style="list-style-type: none"> • Environmental and Social Sustainability Policy. • IICA Guide to Risk Management.
Products	Projects categorized as A, B or C.	

8.1.1 Procedure for Identifying and Categorizing Projects with an Environmental Impact.

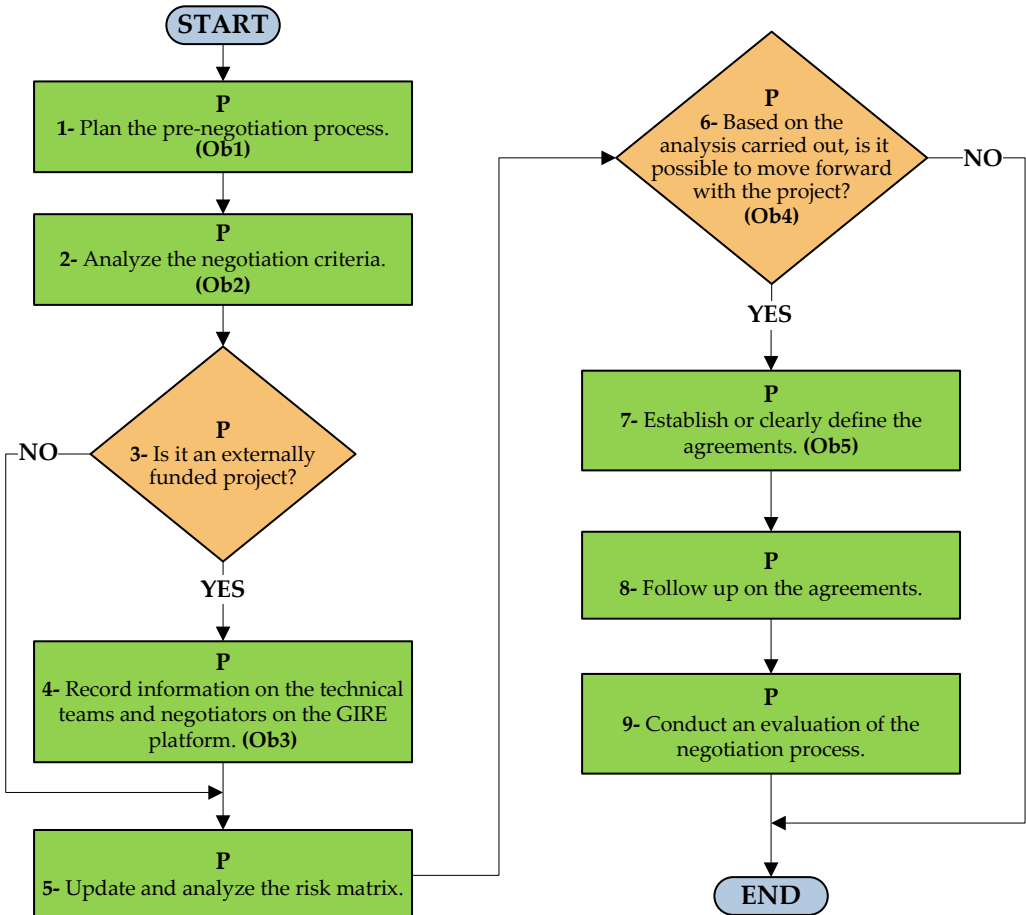
INVOLVED	Organizational Unit	Teams	Comments
<p>Proponent (P) Environmental Risks Support Team (ERST) Project Team (PT) Risk Secretariat (RS) Directorate of Projects (DP) Planning, Monitoring and Evaluation Division (PMED)</p>	 <pre> graph TD START([START]) --> P1[P 1- Preliminary review (Categorization as A, B or C).] P1 --> P2[P 1.1 Complete the Environmental and Social Review Form (ESRF). (Ob1)] P2 --> P3[P 1.2 Review the List of Types of Projects under Category C. (Ob2)] P3 --> ERST[ERST 1.3 Review and approve the form. (Ob3)] ERST --> D1{P 1.4 Is it in fact a category C project?} D1 -- YES --> P4[P 1.5 Certify that it is a category C project.] D1 -- NO --> P6[P 1.6 Process under Proced. 8.3.1 (Ob4)] P4 --> END([END]) P6 --> END </pre>		
			<p>Ob1: Includes a preliminary review of the environmental policies, laws and regulations of the country in which the project will be carried out and with which the project must comply.</p> <p>The ERST can provide support in this regard.</p> <p>Ob2: This list allows for comparing the activity being analyzed with projects or activities that are classified as category C due to their low level of risk.</p> <p>Ob3: This is carried out by the Project Support Team member who is an environmental specialist and can therefore approve the form.</p> <p>Ob4: Tied to 8.3.1 Procedure for Conducting Environmental Screening and Scoping.</p>

Process

8.2 Project Negotiation.

Objective	Conduct effective negotiations that allow for reaching agreements with partners and counterparts regarding projects of institutional interest.	
Scope	Hemispheric, regional and national levels. Centralization in technical-regulatory actions. Partial decentralization by level of prior approval (Headquarters, Regional and National). Technical cooperation projects.	
Specific policies and rules	<ol style="list-style-type: none"> 1. Manual for the management of external resources. 2. IICA Guide to risk management. 3. Guide for the process of issuing calls for project proposals – Annex 3 of the Manual for the Management of External Resources. 4. Guide to Negotiating and Formulating Projects in Networks. 	
Information systems	<ol style="list-style-type: none"> 1. System for Managing Externally Funded Technical Cooperation Initiatives (GIRE) 2. System for mobilizing external resources (dashboard). 3. Application for mobilizing external resources. 4. Unified Institutional management system (SUGI). 5. Costing tool for technical cooperation initiatives. 	
Indicators	Success rate (% of negotiated projects that advance to the formulation phase).	
Inputs	Background information	Reference Materials
	<ul style="list-style-type: none"> • Projects identified in the phase: identification of project opportunities. • Institutional requirements for development projects. • Database of partners. 	<ul style="list-style-type: none"> • Good Project Management Practices. • Current Medium-term Plan. (MTP) • Policies and guidelines of IICA and donor agencies. • Guide for the Process of Issuing Calls for Project Proposals – Annex 3 of the Manual for the Management of External Resources. • Guide to Negotiating and Formulating Projects in Networks.
Products	<ul style="list-style-type: none"> • Projects successfully negotiated, with clear agreements among all parties involved. 	

8.2 Project Negotiation.

INVOLVED	Organizational Unit*	Comments
<p>Proponent* (P) Directorate of Projects (DP) Body responsible for approval (BA)</p>	 <pre> graph TD START([START]) --> P1[1- Plan the pre-negotiation process. (Ob1)] P1 --> P2[2- Analyze the negotiation criteria. (Ob2)] P2 --> D3{3- Is it an externally funded project?} D3 -- NO --> P5[5- Update and analyze the risk matrix.] D3 -- YES --> P4[4- Record information on the technical teams and negotiators on the GIRE platform. (Ob3)] P4 --> D6{6- Based on the analysis carried out, is it possible to move forward with the project? (Ob4)} D6 -- NO --> P5 D6 -- YES --> P7[7- Establish or clearly define the agreements. (Ob5)] P7 --> P8[8- Follow up on the agreements.] P8 --> P9[9- Conduct an evaluation of the negotiation process.] P9 --> END([END]) </pre>	<p>* The organizational entity and proponent can be any IICA Delegation or Directorate.</p> <p>Ob1: The negotiation process will depend on the nature of the project. In bidding processes or calls for proposals, for instance, there is not much room for negotiation with the donor. In certain processes, negotiations are neither programmed nor planned; opportunities are simply presented in such a way as to secure resources in the best possible manner.</p> <p>Ob2: Individuals negotiating projects must possess the necessary skills: Broad knowledge of institutional regulations, the corresponding technical area, relevant policies and the project's context. The negotiation criteria include: - Characteristics of the project - Deadlines - Technical and administrative components - Technical approach - Update of minimum operating costs using the costing tool for technical cooperation initiatives - ICR - Disbursements - Operational structures - In the case of externally funded projects involving more than \$150,000.00, additional implementation structures to complement those that already exist.</p> <p>Ob3: Project support teams may be consulted at any stage, as necessary.</p> <p>Ob4: If the process will be suspended, justification must be provided in the GIRE platform.</p> <p>Ob5: Tied to PR 5.1 Legal institutional support, if necessary.</p>

Process

8.3 Project Formulation and Approval.

Objective	Formulate and approve proposals for legal instruments and technically sound strategic projects that meet regulations.	
Scope	Hemispheric, regional and national levels. Centralization in technical-regulatory actions. Partial decentralization by level of prior approval (Headquarters, Regional and National). Technical cooperation projects.	
Specific policies and rules	<ol style="list-style-type: none"> 1. Manual for the Management of External Resources. 2. IICA Guide to Risk Management. 3. Guide for the Process of Issuing Calls for Project Proposals – Annex 3 of the Manual for the Management of External Resources. 4. Guide to Negotiating and Formulating Projects in Networks. 	
Information systems	<ol style="list-style-type: none"> 1. System for Managing Externally Funded Technical Cooperation Initiatives (GIRE). 2. System for Mobilizing External Resources (Dashboard of Calls). 3. Application for mobilizing external resources. 4. External Resources System. 5. Unified Institutional Management System (SUGI). 6. Costing tool for technical cooperation initiatives. 	
Indicators	<ul style="list-style-type: none"> • Number of formulated projects • Number of approved projects • Success rate (% of formulated projects that were approved). • Percentage of projects included in the project database. 	
Inputs	Background information	Reference Materials
	<ul style="list-style-type: none"> • Projects identified and negotiated by the Institute. • Conditions established in the calls for proposals. • Requests or invitations to IICA to participate in projects. • Institutional requirements for development projects. • Application for mobilizing external resources for projects. • Indicative List of Types of Projects. • Environmental and Social Review Form (ESRF). • Environmental Screening Form for Projects. • Checklist of Basic Policy Requirements for Field Projects in the Main Production Sectors. 	<ul style="list-style-type: none"> • Good Project Management Practices. • Current Medium-term Plan. (MTP) • Policies and guidelines of IICA and donor agencies. • Guide for the Process of Issuing Calls for Project Proposals – Annex 3 of the Manual for the Management of External Resources. • Guide to Negotiating and Formulating Projects in Networks.
Products	<ul style="list-style-type: none"> • Formulated and approved projects. 	

Process	Procedure
8.3 Project Formulation and Approval.	8.3.1 Procedure for Conducting Environmental Screening and Defining the Scope (Type A or B Projects).



8.3 Project Formulation and Approval

INVOLVED	Organizational Unit *	Mix	Comments
<p>Proponent* (P) Body responsible for approval (BA) Project Support Team (PST) Network (N) Programming and Budgeting Division (PBD) Counterpart (C) Technical Secretariat (TS)</p>			<p>* The organizational entity and proponent can be any IICA Delegation or Directorate.</p> <p>Ob1: When establishing the network, it is important to define IICA's and the counterpart's focal points to coordinate activities. Project support teams may be consulted at any stage, as necessary.</p> <p>Ob2: Projects formulated as part of a network enhance the Institute's capacity to respond to opportunities and allow for better capitalizing on internal capacities.</p> <p>Ob3: In the case of externally funded projects, the network is included in the GIRE platform in the negotiation phase.</p> <p>Ob4: The roadmap is different depending on whether international or national funds are involved.</p> <p>Ob5: This distribution includes both IICA's responsibilities and those of the counterpart. The roadmap establishes deadlines for each party. The negotiation process remains active during the formulation phase.</p> <p>Ob6: The Directorate of Projects monitors the system to provide follow-up and support for projects, as necessary.</p>

Organizational Unit *	Mix	Comments
		<p>Ob7: Includes the identification of the environmental policies, laws and regulations of the country in which the project will be carried out and with which the project must comply</p> <p>Ob8: Procedure for Conducting Environmental Screening and Scoping (Category A or B Projects).</p> <p>Ob9: The document includes the legal instrument and the technical annex / project document.</p>

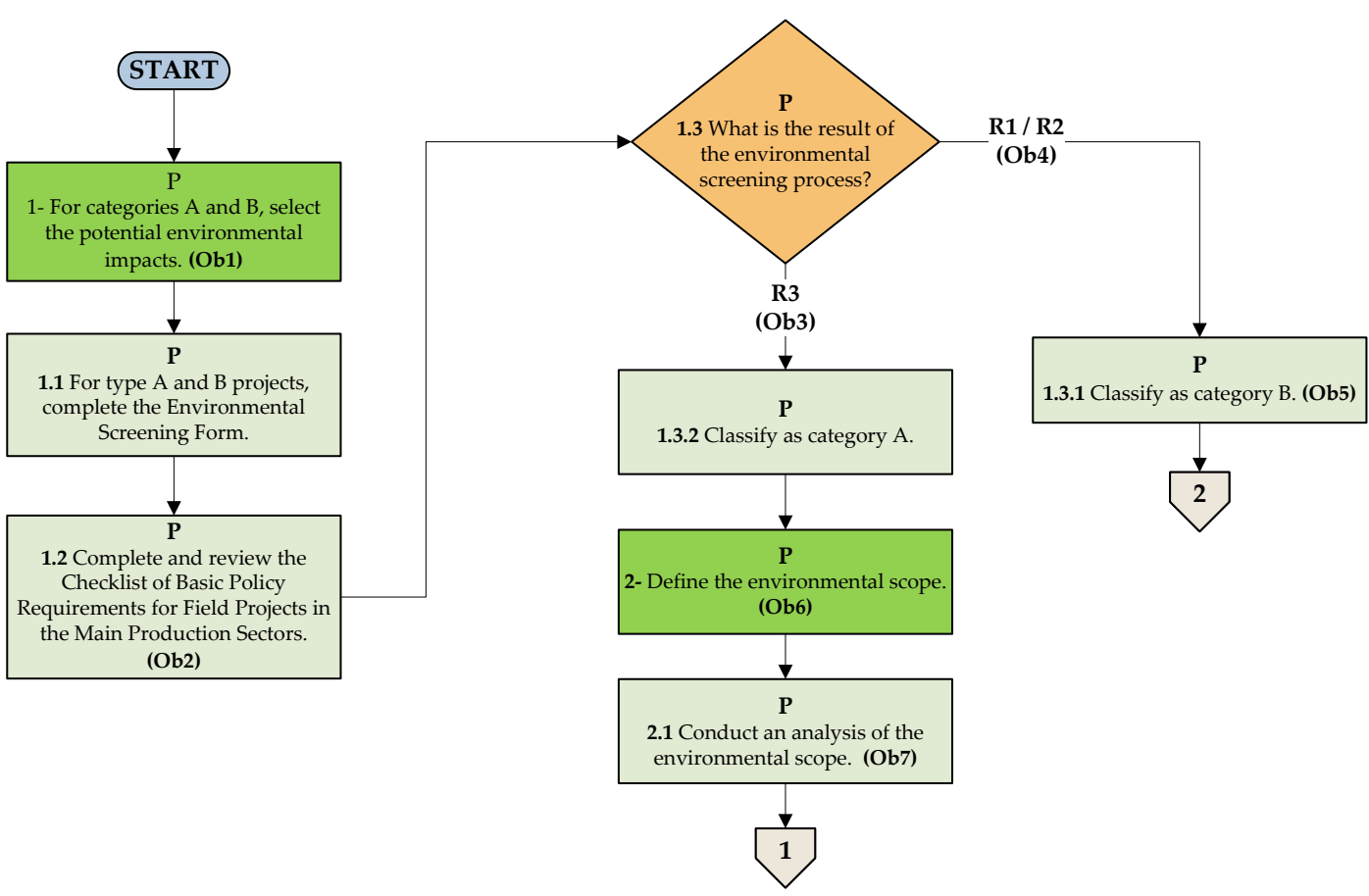
Organizational Unit *	Mix	Comments
		<p>Ob10: Depending on the project, it is authorized or approved by the Delegation before being forwarded to the Technical Sec. or the Prog Committee. Institutional costs must be updated using the costing tool for technical cooperation initiatives, which must be submitted for approval by the corresponding bodies. Approval is required either because it entails an exception or because the amount does not fall within the range required for decentralization.</p> <p>Ob11: In steps 10, 14 or 19, or at any point in the project cycle, the proponent may deregister the project, providing justification in the GIRE platform.</p> <p>Ob12: A signed project may include addenda, provided the project objectives remain unchanged.</p> <p>Ob13: Tied to SPro. 3.3.2 Programming and budgeting of new projects, during which the programming of activities and the budget required to execute the approved project are determined. The organizational entity is responsible for including the project information in SUGI.</p> <p>If the PBD detects any form of non-compliance with regulations or identifies any previously unnoticed risk, it must inform the TS so that it may take appropriate measures.</p>

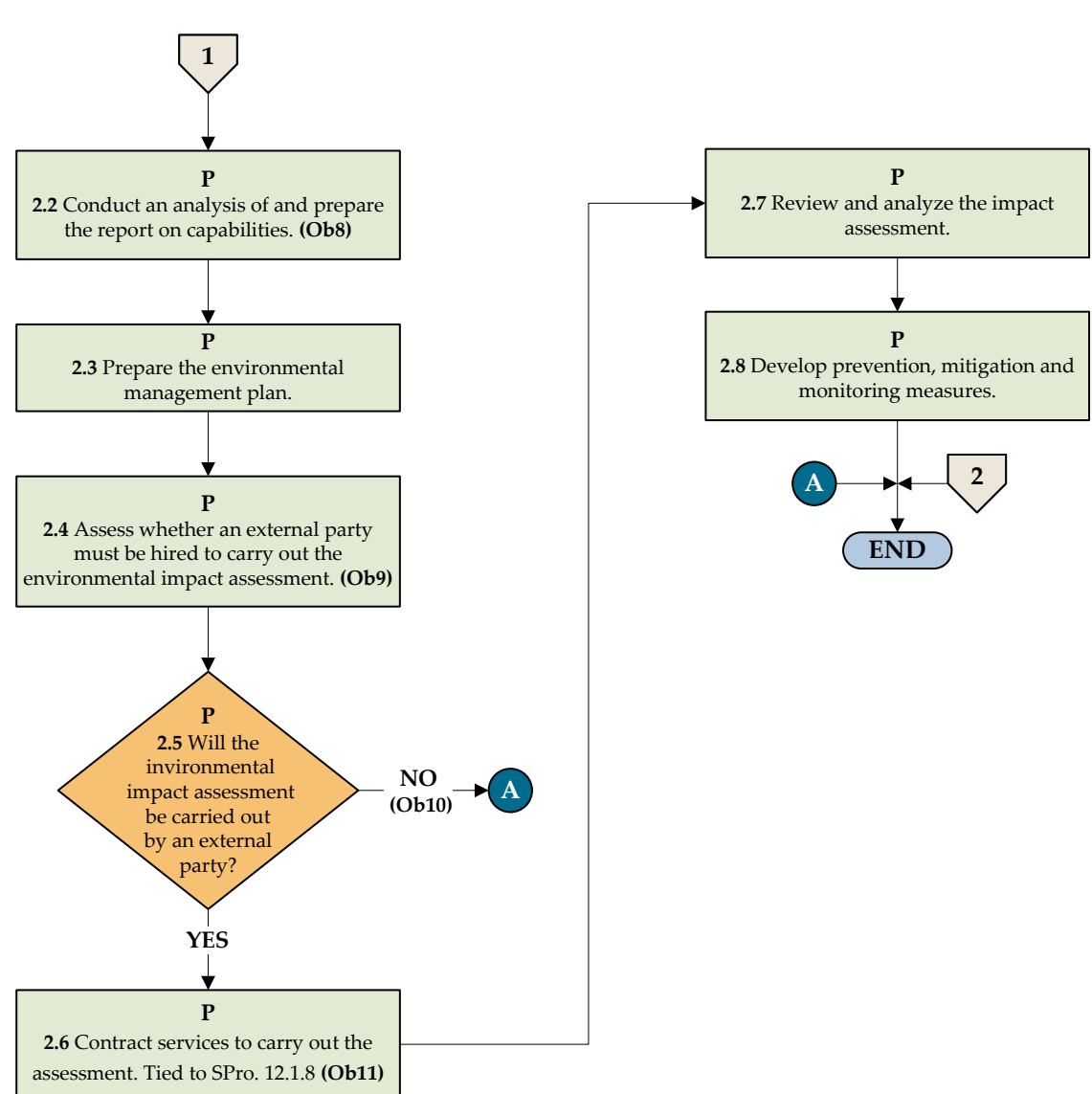
Organizational Unit *	Mix	Comments
		<p>Ob14: In the case of externally funded projects, this process is carried out on the GIRE platform.</p> <p>All instruments must be submitted to the Technical Cooperation Division.</p> <p>Project formulation includes the preparation of both the legal instrument and the technical instrument.</p>

8.3.1 Procedure for Conducting Environmental Screening and Scoping (Category A or B Projects).

Objective	Establish the steps required to evaluate the potential environmental and social impacts of category A or B projects.	
Inputs	Background information	Reference Materials
	<ul style="list-style-type: none"> • Indicative List of Types of Projects. • Environmental and Social Review Form (ESRF). • Environmental Screening Form for Projects. • Checklist of Basic Policy Requirements for Field Projects in the Main Production Sectors. 	<ul style="list-style-type: none"> • Environmental and Social Sustainability Policy. • IICA Guide to Risk Management.
Products	Projects categorized as A or B that have been evaluated to assess their positive or negative impacts.	

8.3.1 Procedure for Conducting Environmental Screening and Scoping (Category A or B Projects).

INVOLVED	<p>Proponent (P) Environmental Risks Support Team (ERST) Project Team (PT) Risk Secretariat (RS) Directorate of Projects (DP) Planning, Monitoring and Evaluation Division (PMED)</p>
Organizational Unit *	Comments
	<p>Ob1: Detailed description in Chapter II of the IICA Guide to Risk Management.</p> <p>Ob2: If the response to any of the boxes in the checklist is “Yes” (meaning a potential impact has been identified), the proposal will be subject to an external environmental impact assessment.</p> <p>Ob3: The potential adverse effects are considerable.</p> <p>Ob4: R1: The adverse effects identified can be prevented or mitigated. -R2: The scope of the adverse effects is not entirely clear.</p> <p>Ob5: If R2 applies, an environmental assessment report must be prepared.</p> <p>Ob6: Detailed description in Chapter II of the IICA Guide to Risk Management.</p> <p>Ob7:The assessment is carried out with support from the Committee for the Institutional Climate Financing Strategy (ICFS). It involves identifying the environmental policies, laws and regulations of the country in which the project will be carried out and with which the project must comply.</p>

Organizational Unit *	Comments
	<p>Ob8: Supports preventive and mitigation measures.</p> <p>Ob9: Given that a category A risk has been identified, the proponent confirms the importance of conducting an external environmental impact assessment.</p> <p>Ob10: The project is rejected or modified. -If the project is rejected, it moves on to the END of the process. -If it is modified, the risk assessment must be carried out again. Tied to Process 8.1 Identification of Project Opportunities.</p> <p>Ob11: Tied to Subprocess 12.1.8 Hiring of Consultants. Compliance with institutional rules for hiring consultants is required.</p>

Process

8.4 . Project Execution and Control.

Objective	Organize and carry out the actions required to execute the project based on its scope, schedules and budgets.	
Scope	Hemispheric, regional and national levels. Centralization in technical-regulatory actions. Partial decentralization by level of prior approval (Headquarters, Regional and National). Technical cooperation projects.	
Specific policies and rules	<ol style="list-style-type: none"> 1. Manual for the Management of External Resources. 2. IICA Guide to Risk Management. 3. Guide for the Process of Issuing Calls for Project Proposals – Annex 3 of the Manual for the Management of External Resources. 4. Guide to Negotiating and Formulating Projects in Networks. 5. Guidelines for Programming and the Budget: Document Seven: Guide for Assigning Budget Codes 	
Information systems	<ol style="list-style-type: none"> 1. System for Managing Externally Funded Technical Cooperation Initiatives (GIRE). 2. Unified Institutional Management System (SUGI). 3. SAP 4. Costing tool for technical cooperation initiatives. 	
Indicators	<ul style="list-style-type: none"> • Percentage of progress in meeting the project's goals. • Percentage of budget execution for the project. • Percentage of accountability reports presented. 	
Inputs	Background information	Reference Materials
	<ul style="list-style-type: none"> • Programming and budgeting of approved projects. 	<ul style="list-style-type: none"> • Legal instruments and technical annexes. • Regulations of the counterpart. • Approved project proposals. • Strategic and tactical plans of IICA.
Products	<ul style="list-style-type: none"> • Organized Project Team. • Projects executed. • Approved programming and budgeting reports. • Technical and/or financial progress reports for the project. 	

8.4 Project Execution and Control.

INVOLVED	Organizational Unit *	Project Team	Mix	Comments
<p>Proponent* (P) Project Team (PT) Counterpart (C) Risk Secretariat (RS) Directorate of Projects (DP) Directorate of Technical Cooperation (DTC) Programming and Budgeting Division (PBD) Planning, Monitoring and Evaluation Division (PMED) Office of the Chief of Staff (OCS)</p>	<p>START</p> <p>P 1- Establish the team that will execute the project.</p> <p>P 1.1 Identify the competencies team members should possess.</p> <p>P 1.2 Put together the team. (Ob1)</p> <p>P 1.3 Carry out an induction process to ensure that team members understand their roles and responsibilities.</p>	<p>PT 1.4 Define the coordination and accountability mechanisms.</p> <p>1</p>	<p>1</p>	<p>* The organizational entity and proponent can be any IICA Delegation or Directorate.</p> <p>The risk matrix can be updated at any point in this process. In the case of projects with a medium or high risk factor (category A or B), the management plan describing safeguard measures must be followed. At any point in the project cycle, the proponent may deregister the project, providing justification in the GIRE platform.</p> <p>Ob1: Tied to Macroprocess 9 Management of Human Capital and 12 Management of Contracting and Services.</p> <p>In this step, it is important to ensure that the job profiles and terms of reference for consultants are aligned with the project objectives.</p>

Organizational Unit *	Project Team	Mix	Comments
	<p>PT 2.2 Organize a kick-off meeting with the counterpart's team. (Ob2)</p> <p>PT 3- Manage the work team.</p> <p>PT 3.1 Hold meetings with the Project Team.</p> <p>PT 3.2 Drive motivation among team members to achieve results.</p> <p>PT 3.4 Make timely decisions and resolve internal conflicts.</p> <p>2</p>	<p>1</p> <p>PT / C 2- Kick off the project.</p> <p>PT / C 2.1 Address logistical matters required to kick off the project.</p> <p>PT / C 2.3 Hold the kick-off meeting.</p> <p>PT / C 2.4 Inform interest groups about the beginning of the project</p> <p>P / DTC / DP / PMED / PBD / PT 3.3 Provide the necessary knowledge and access to effective tools.</p>	<p>Ob2: Includes the preparation of the schedule of activities.</p>

Organizational Unit *	Project Team	Mix	Comments
	<p>PT 4- Carry out programmed and budgeted activities. Tied to Subprocess 11.4.2 (Ob3)</p> <p>PT 4.1 Carry out the project's programmed and budgeted activities.</p> <p>PT 4.2 Was the project categorized as A or B, based on environmental and/or social risks?</p> <p>PT 4.3 Incorporate the necessary environmental measures. (Ob4)</p> <p>PT 4.4 Identify the need for and request institutional support to carry out programmed activities.</p> <p>PT 4.5 Type of institutional support required to carry out activities.</p> <p>Purchasings 4</p> <p>Consultants 3</p>		<p>Ob3: Tied to Subprocess 11.4.2 Monitoring of Execution.</p> <p>Ob4: The necessary environmental measures are incorporated based on the recommendations of the consultants and the observations of the Ethics Committee or the Risk Secretariat.</p>

Organizational Unit *	Project Team	Mix	Comments
<p>RS 5.2 Does the project incorporate environmental and/or social measures? (Ob8)</p> <p>RS 5.3 Confirm the scope of necessary measures. (Ob9)</p> <p>DTC / OCS / PMED 5.4 Verify the level of compliance with project indicators. (Ob10)</p> <p>5</p>	<p>PT 5- Provide accountability and progress reports.</p> <p>PT 5.1 Carry out project monitoring pursuant to subprocess 3.4.2 (Ob7)</p>	<p>3</p> <p>P / PT 4.6 Contract the services of specific consultants, as necessary. Tied to SPro. 12.1.8 (Ob5)</p> <p>4</p> <p>P / PT 4.7 Carry out any procurement necessary, pursuant to the established schedule. Tied to MP 12 (Ob6).</p>	<p>Ob5: Tied to Subprocess 12.1.8 Hiring of Consultants. Compliance with institutional rules for hiring consultants is required.</p> <p>Ob6: Tied to the corresponding procurement subprocess detailed in Macroprocess 12 Management of Contracting and Services. Compliance with the guidelines of the Procedures Manual for the Procurement of Goods and Services is required.</p> <p>Ob7: Tied to Subprocess 3.4.2 Monitoring of Management, which includes monitoring of project risks. Monitor or analyze institutional costs using the costing tool for technical cooperation initiatives.</p> <p>Ob8: In the case of projects categorized as A or B based on environmental risks, an assessment of the conditions, context or policies must be carried out to ensure that the established mitigation and response plans are still in place. In the case of projects categorized as "C", it is important to verify, on an annual basis, whether this category still applies, by completing the form included in chapter II of the IICA Guide to Risk Management.</p> <p>Ob9: Follow up on the environmental scope or recommend following up on the external environmental impact assessment.</p> <p>Ob10: The DTC will be involved in monitoring indicators only in the case of projects in which it has been directly involved.</p>

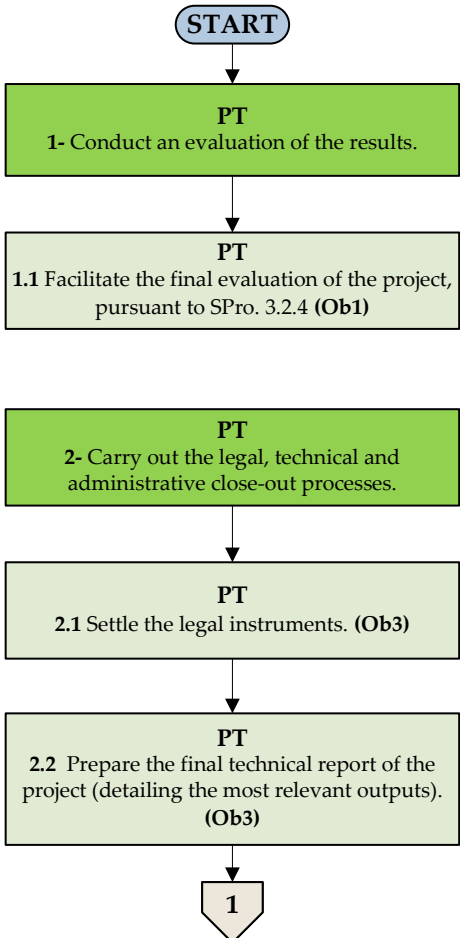
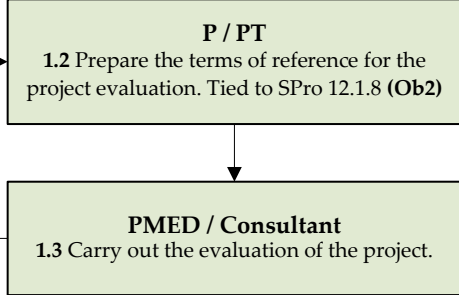
Organizational Unit *	Project Team	Mix	Comments
	<p>PT 5.6 Provide accountability reports pursuant to the legal instrument. Tied to Subprocess 11.4.3 (Ob11)</p> <p>END</p>	<p>5</p> <p>DTC / PMED / PT 5.5 Implement any necessary corrective measures. (Ob10)</p>	<p>Ob11: Tied to Subprocess 11.4.3 Rendering of accounts.</p>

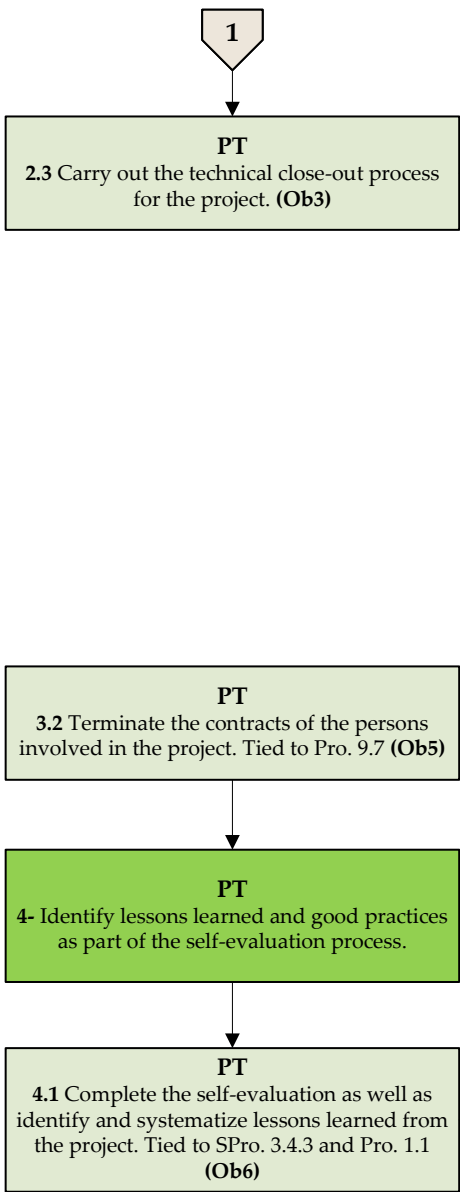
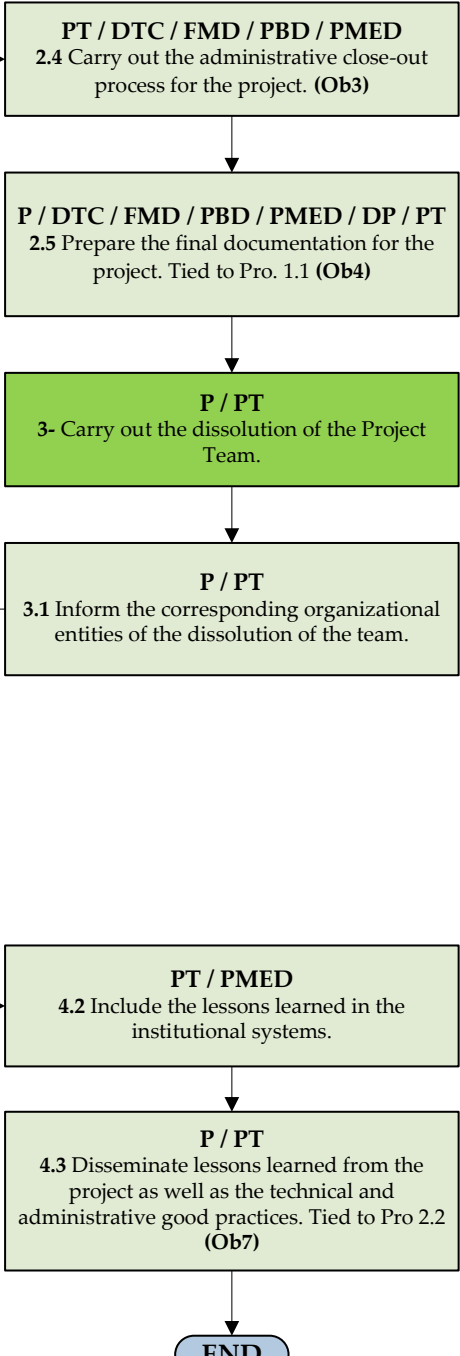
Process

8.5 Project Evaluation and Closure.

Objective	Guarantee the effective legal, technical and administrative closure of projects implemented.	
Scope	Hemispheric, regional and national levels. Centralization in technical-regulatory actions. Partial decentralization by level of prior approval (Headquarters, Regional and National). Technical cooperation projects.	
Specific policies and rules	<ol style="list-style-type: none"> 1. Manual for the Management of External Resources. 2. Guide on Procedures for Overseeing the Execution of Resources at Headquarters. 3. IICA Guide to Risk Management. 	
Information Systems	<ol style="list-style-type: none"> 1. System for Managing Externally Funded Technical Cooperation Initiatives (GIRE) 2. Unified Institutional Management System (SUGI) 3. SAP 4. Costing tool for technical cooperation initiatives. 	
Indicators	<ul style="list-style-type: none"> • Percentage of projects closed out in accordance with the legal, technical and administrative commitments. • Number of projects for which self-evaluations were completed in the institutional systems. 	
Inputs	Background information	Reference Material
	<ul style="list-style-type: none"> • Financial and technical reports of the project. • Audit and evaluation reports. • Asset delivery and safekeeping certificates. • Legal instruments of the project. 	<ul style="list-style-type: none"> • Legal instruments and technical annexes. • Counterpart regulations. • IICA's strategic and tactical plans. • Tactical and operational management reports.
Products	<ul style="list-style-type: none"> • Project settlement records. • Completed self-evaluation forms. • Project evaluation reports disseminated. • Lessons learned and good practices: Capitalization of experiences. • Final report. • Approved final accountability document. • Closing audit report (as applicable). • Signed project close-out document. 	

8.5 Project Evaluation and Closure.

INVOLVED	Proponent* (P) Project Team (PT) Counterpart (C) Directorate of Projects (DP) Directorate of Technical Cooperation (DTC) Programming and Budgeting Division (PBD) Planning, Monitoring and Evaluation Division (PMED)		
	Project Team	Mix	Comments
			<p>* The organizational entity and proponent can be any IICA Delegation or Directorate.</p> <p>The risk matrix can be updated at any point in this process.</p> <p>At any point in the project cycle, the proponent may deregister the project, providing justification in the GIRE platform.</p> <p>Ob1: Tied to Subprocess 3.2.4 Monitoring and Evaluation of Tactical Plans.</p> <p>Ob2: Pursuant to the evaluation policy, evaluations must be carried out by parties that are not involved in the execution of the project. This process must therefore be coordinated with the PMED. ToR must be prepared for cases in which consultants will be hired.</p> <p>Tied to Subprocess 12.1.8 Hiring of Consultants.</p>

Project Team	Mix	Comments
		<p>Ob3: The project must be closed out in the programming and budgeting systems, as well as in the strategic and tactical control mechanisms. Tied to Subprocess 11.4.4 Administrative closure. Actual institutional costs at project finalization must be determined or calculated using the costing tool for technical cooperation initiatives.</p> <p>Ob4: The Project Teams must put together the final documents and submit them via the corresponding systems to the PMED, PBD and the FMD, who will be responsible for the safekeeping of the documents and for uploading them to the institutional repositories. Final documents corresponding to decentralized projects will be kept in the Delegations.</p> <p>Tied to Process 1.1 Institutional Knowledge Management.</p> <p>Ob5: Tied to Process 9.7 Termination.</p> <p>Ob6: Tied to Subprocess 3.4.3 Evaluation and Management Capitalization and Process 1.1 Institutional knowledge Management.</p> <p>Ob7: Tied to Process 2.2 Dissemination and mass media exposure.</p>