

Getting started on the ground: the project inception phase Argentina's project experience

Climate Finance Readiness Seminar

Mario Nanclares - Unit for Rural Change

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UCAR's process: from accreditation to project inception

- The Unit for Rural Change is the agency of the Ministry of Agriculture, Farming and Fishing that develops and implement programs and projects financed by external resources devoted to reduce poverty and contribute to the production of sustainable agriculture.
- Key dates in the process:
 - Accreditation as NIE: April 2012
 - Concept Note Submission: April 2012
 - Concept Note Approval: July 2012
 - Full Project submission: February 2013
 - Project Approval: April 2013
 - UCAR-AF Legal Agreement: April 2013
 - Inception Workshop: October 2013

From project approval to the inception workshop:

- Main objective: “*put the train in motion*”.



- Main challenge: keep the commitment of previous phases.



From project approval to the inception workshop:

- Key tasks and activities:
 - Put together the team responsible for project supervision.
 - Go over the project once again reading it from “*the execution point of view*”.
 - Properly inform on the project activities and organization to the different areas involved in its supervision: legal, agreements, procurement, human resources, monitoring and evaluation.
 - Commence dialogue and meetings with executing institutions to sign the execution agreements.

Main challenges and errors we made

- Things that took the longest:
 - Obtain support and commitment from people not directly involved with project objectives but with key positions regarding its execution: legal area, procurement, human resources.
 - Reach agreements on implementation procedures with the relevant area of the UCAR and executing entities.
 - Sign execution commitments.
- What we would do differently:
 - Not to think that the project approval was the “finish line”.
 - Avoid reaching the Inception Workshop with so many “open”, “inconclusive” commitments and tasks.
 - We should have held more meetings prior to the inception workshop with everyone involved.
 - Not to think that with the Inception Workshop our objective was achieved.

Stakeholder interaction at the Inception Workshop

- Excellent opportunity to know each others, to share a common message.
- The message conveyed by the political steering of each institution was fundamental for engaging technicians.
- In institutions whose authorities attended the workshop, project began faster and had a better response from the technicians.



Key advice for other NIE regarding project inception phase

- Involve and engage the political authorities of each institution (NIE, executing institutions) from the very first stages of the project.
- For projects with more than 1 executing institution, conform a Steering Committee bringing together the main technical leaders of each entity.
- Capitalize on the momentum generated by the Inception Workshop to bring attendants to enter into commitments. Hold similar workshops on a regular basis to assess achievements and difficulties.
- Consider specific training to implement Environmental and Social Policy standards.

THANK YOU

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