Drafting project implementation plans for TF reforms

First International Forum for National Trade Facilitation Committees

Geneva, 23-27 January 2017

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Key topics

- Definition of Projects and Project Proposals
- Standard requirements for Project Plans and Proposals
  - Situation analysis
  - Project objectives
  - Project strategy
  - Resource requirements
  - Project management
  - Other key aspects

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Projects are the processes taking you from where you are to where you want to be
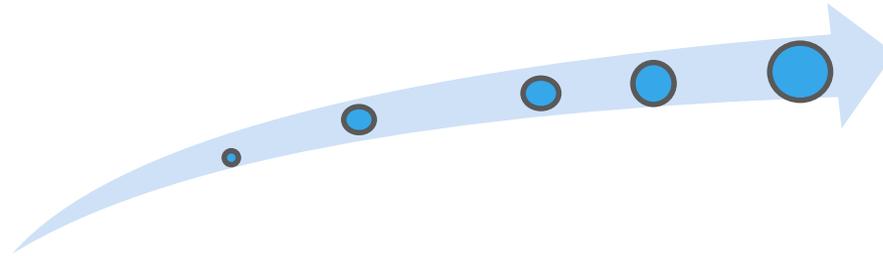
- *"A project is a series of activities aimed at bringing about clearly specified objectives within a defined time period and with a defined budget"* **(EU)**

- Projects are
  - An effective management tool
  - Measurable

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Project Proposals

present a plan of action, outline the reasons why the action is necessary, and convince the reader to agree with and approve the implementation of the actions recommended

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Project Proposal Structure

Despite varying templates, all project plans and proposals have common elements and standard requirements

Situation analysis	Project objectives	Project strategy	Resource requirements	Project manage-ment	Other key aspects

It is advisable to follow the same methodology (even if resources are internal)

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Situation analysis (I)

It all starts with a self-assessment
(potentially with assistance from external experts)

➢ What is your starting point? Complying overall? Implementing a specific TFA measure? Solving an identified problem?

Legal and policy framework

➢ Review current legal framework and how it affects the implementation of the specific measure of the TFA
➢ Review whether any work is already being undertaken to amend national laws to reflect existing international obligations

Existing procedures and institutional framework

➢ Review the current procedures related to the specific TFA measure
➢ Review the existing organisation set-up to manage the service under consideration

Existing resources

➢ **Human resources & training** - Review the existing staffing, training and organisational structures of the agencies in relation to the TFA measure
➢ **ICT** - Review the technical infrastructure and the quality of HR within the customs and border-control organisations completed by communications strategy (both internal and external)

Situation analysis (II)
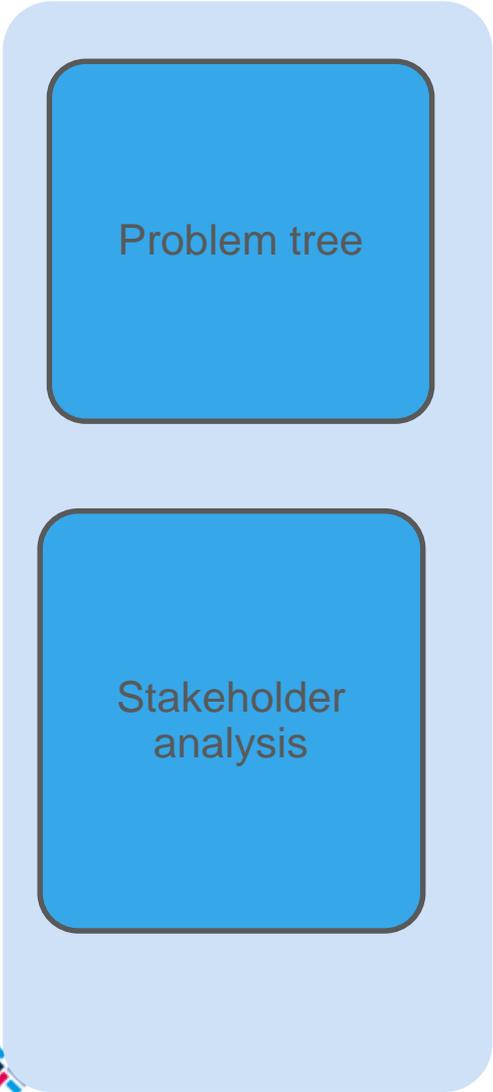
Problem tree

➤ Map whether and how the different issues contribute to problem, and the causes of those issues. Try to get to the root of each problem.

Stakeholder analysis

➤ Review who will be affected by your planned project. Who will benefit, who will loose out? Who can provide insights or services?

  ➤ Ministries
  ➤ Border regulatory agencies
  ➤ Chamber of Commerce
  ➤ Private sector representatives
  ➤ Development partners
  ➤ Border communities

➤ Review who may become a supporter or an opponent of the project, and what their priorities are.

➤ Consider how you can deal with opposition, and how you can mobilise the supporters to help your project.

Project objectives and expected impact

Set clear and measurable project objectives

Meeting TFA requirements	➤ Review all related TFA requirements and their nature ➤ Review the specific implementation modalities
Solving identified problems	➤ Reflect on what you would need to accomplish, to resolve the problems you identified earlier
Addressing additional needs	➤ Think beyond TFA requirements to implement a solution that may have extra benefits for the stakeholders, with the overall goal to improve the trade environment of the country

Expected long-term impact	➤ Describe the envisaged benefits arising from the implementation of the measure
	   ➤ What are the benefits the direct beneficiaries will derive from the project?
	   ➤ What are the expected long-term effects produced by the intervention at macro-level?

Project strategy

Small concrete steps can become big achievements

Results and Intervention Chain

- ➢ Starting from your main project objective (outcome), map out the intermediate results (intermediate outcomes) you need to achieve for achieving the main objective
- ➢ Repeat this consideration at the next level(s)
- ➢ Determine what you need to deliver, to accomplish these results (outputs), and which activities are needed to deliver the outputs

Logical Framework

- ➢ Build a logframe table (based on the intervention chain) with indicators for each outcome which should be relevant to the key activities within it

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Intervention logic is the causal relationship between the inputs, activities, results and purpose of the project

OVERALL OBJECTIVE (Goal or Impact)

Longer term

⬆

PROJECT PURPOSE (Outcomes)

Medium term

⬆

Intermediate Results (Intermediate Outcomes)

Short/medium term

⬆

RESULTS (Outputs)

Immediate/Short term

⬆

ACTIVITIES

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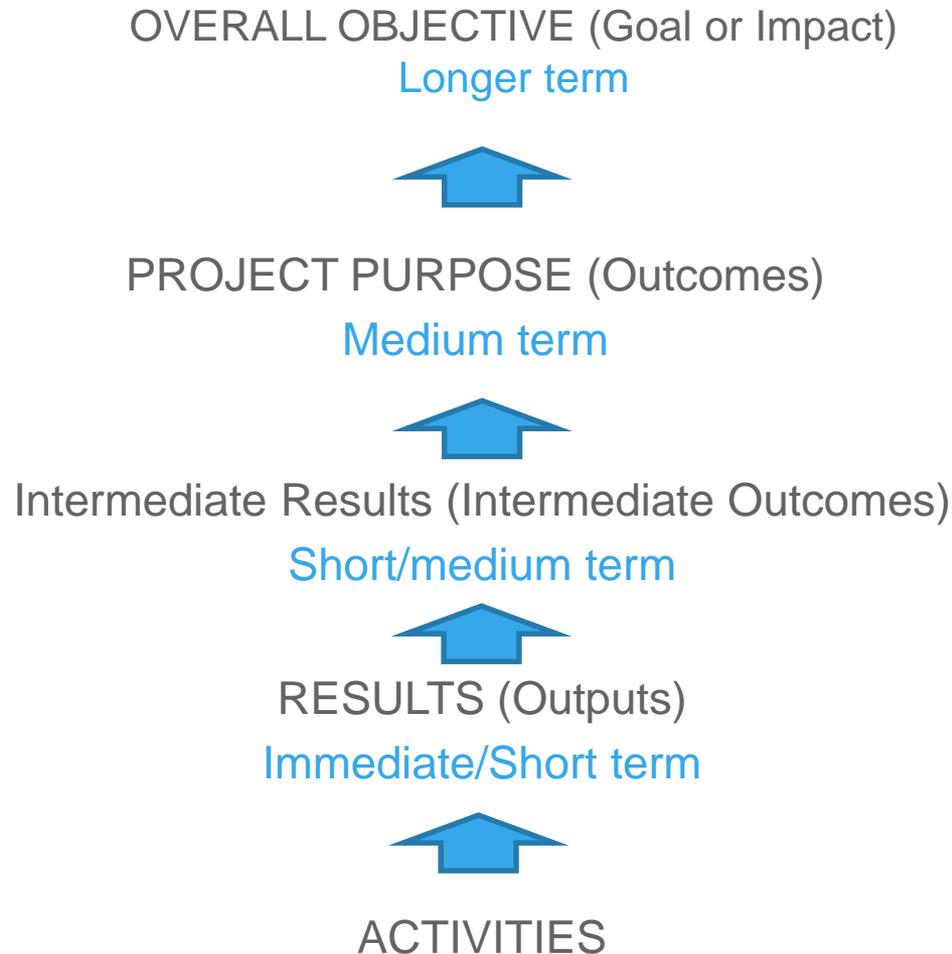
'Logframe' (Logical Framework)

Logframe is the standard tool used to present the intervention logic, and how project progress will be measured

Logic	Indicators	Source of Verification	T A R G E T S	A S S U M P T I O N S
Overall objective (Impact)	How the objective is to be measured (quantity, quality, time); Benchmark; Target;	How will the information be collected, when and by whom		
Project purpose (Outcome)	How the purpose is to be measured (quantity, quality, time) Benchmark; Target;	As above		
Results (Output)	How the results are to be measured (quantity, quality, time);	As above		
Activities				

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Source: World Bank Group

Key project requirements

Build in the big four – people, money, tools and time

Resources -Human -Financial	➤ Scope and involve people with the right skills and experience for the different responsibility areas of the project ➤ Build a budget summary by intermediate outcomes, outputs, and activities ➤ ….as well as by expenditure type
Tools / Equipment technical expertise	e.g. Training, ICT, Advisory Services on • Legal reviews and drafts • BPA/BPR • Implementation guidelines
Time	➤ Establish a timetable of implementation

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Project management

Determine the responsibilities and how decisions will be taken

Organisation

Monitoring and Evaluation

➢Address the following points
- ➢Who will manage the project
- ➢What are the project governance structures?
- ➢Who are the funding & implementing partners?
- ➢Who will be the lead implementation agency?

➢Address the following points
- ➢Apart from the results indicators, which other aspects will you track? (milestones, timelines, budget, …)?
- ➢Who is responsible? What will be reported to whom and how often?
- ➢Have you planned for a project evaluation?
- ➢Have you budgeted for Monitoring and Evaluation?

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Other key aspects

Assumptions

➢ Assumptions are: External factors which could affect the progress or success of the project but over which the project manager/team has no direct control
➢ Review the implicit and explicit assumptions

Risk assessment and managent

➢ Risk are the possibility that an event will occur and adversely affect the achievement of project objectives
➢ Review the risks and consider how they can be managed;

Sequencing

➢ Pay attention to sequencing:
 E.g. when implementing several TFA measures within a project, consider their complementarities, and whether some measures are prerequisites for others

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Take into account all possible scenarios

Risk assessment

Type of Risk	Risk description and preventive measures	Level
Political	**Risk:** **Preventive measure:**	High/Mid/Low
Economic / Financial	**Risk:**. **Preventive measure:**	High/Mid/Low
Social / Cultural	**Risk:** **Preventive measure:**	High/Mid/Low
Environmental	**Risk:** **Preventive measure:**	High/Mid/Low
Management / Institutional	**Risk:** **Preventive measure:**	High/Mid/Low
Infrastructure / Technological	**Risk:** **Preventive measure:**	High/Mid/Low

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Factors affecting sequencing

- **Whether commitments are prerequisites for others:** For example, border agency cooperation (Article 8) is needed before a country can implement effective Integrated Compliance Management measures.

- **Whether commitments are simple or more complex:** Publishing criteria for customs brokers (Article 10.6) is a less demanding exercise than participating in, and implementing relevant International Standards (Article 10.3).

- **Whether national legislation, policies, technology and institutional reforms are required to embark on specific reforms:** This includes such legislation as a public information act, an appeals act, laws governing electronic commerce, as well as an e-Government strategy.

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Source: World Bank Group

Thank you for your attention