Project Management in a Customs Context

WCO Knowledge Academy
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Definitions

A project is a series of coordinated activities aimed at bringing about clearly specified objectives within a defined time-period and with a defined budget.

Projects are temporary endeavors that deliver specific results that enable Organizations to methodically adapt to emerging demands and realities. In the modern sense, projects are “tools” for Change Management.

PROJECTS DELIVER CHANGE!
Project Management
Overall Concepts

Why do we undertake a Project?

• To **positively impact** society and meet the missions of the organization

• To **improve** and/or sustain the level of organizational performance

• To **effectively respond** to emerging needs, demands and opportunities
Project Core Competing Constraints in Customs context

- **SCOPE**
  - Internal resources
  - Donor resources
  - International experts and consultants
  - Global Customs community and WCO accredited experts

- **QUALITY**
  - Infrastructure
  - Information technology, automation
  - Legislation, policy and procedures
  - Training and capacity building

- **TIME**
  - Government / Donor timelines
  - TFA category “B” and “C” notifications
  - Internal timelines, strategic plan
  - Co-dependencies

- **COST**
  - Internal resources
  - Donor resources
  - International experts and consultants
  - Global Customs community and WCO accredited experts
Project Management
Overall Concepts

Where Do Projects Fit? Example

- **Vision**
  - e.g. Long-term National Vision, Agenda 2030

- **Mission**
  - e.g. National Development Strategy, Political Mission

- **Organizational Strategy & Objectives**
  - e.g. Institutional Strategic Plan

- **Functional Activities**
  - recurring day-to-day work, e.g. goods clearance, responding to inquiries

- **Programmes & Project Activities**
  - e.g. OSBP Implementation Project

**Organizational Resources**
Drivers of Projects in the Customs Environment

**International agreements and standards**
- 2017 Coming into force of the WTO TFA, Revised Kyoto Convention, regional trade agreements

**New government directions**
- Private sector development, international / regional competitiveness, e-government, budget restrictions

**Stakeholder demands and expectations**
- Expectations of trading community for simplified, transparent and harmonized cross-border procedures

**Availability of external resources and support**
- Increasing availability of best practices, expert resources, international funding to support Customs reform and modernization
## Value of Project Management in an Organization

Project Management **enhances** organizational performance.

Project Management **supports** the organization’s **effectiveness** in providing a clear methodology and path towards the achievement of desired results.

Project Management **supports** the **efficient use** and allocation of resources.
Value of Project Management in an Organization

Organizations use project management

- 74% Projects meet goals
- 26% Projects did not meet goals

Organizations do not use project management

- 52% Projects meet goals
- 48% Projects did not meet goals

Project Management
Organizational Project Management Framework (OPM)

The Four Pillars

- Strategic Alignment
- PM Methodology
- Governance
- Competency Management
Pillar 1: Strategic Alignment

Results-Based Management (RBM)

Logic Models (logical framework)
Project Management
Organizational Project Management Framework (OPM)

Pillar 2: Project Management Methodology

- Consistency
- Transparency
- Facilitates decision-making
- Institutionalizes knowledge
Project Management
Organizational Project Management Framework (OPM)

Pillar 3: Governance

E.g. Governance Framework:

1. Project Steering Committee (PSC)
2. Project Director
3. Project Manager
4. Team 1
5. Team 2
6. Team 3

Stakeholders:
- Stakeholder 1
- Stakeholder 2
- Stakeholder 3

Implementation: Team 1, Team 2, Team 3

Strategizing: Project Director, Project Manager

National Customs Modernization Programme
Internationally-financed Public Financial Management Programme
AEO Project
WCO Mercator Support

Internal
External
XXXX
Project Sponsor

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Pillar 4: Competency Management

- Project Management Competencies
- Technical and non-Technical Competencies
Programme vs Project

Overall Objective

Programme A
- Project A1
- Project A2
- Project A3

Programme B
- Sub-Programme B1
  - Project B1.1
  - Project B1.2
  - Project B1.3
- Project B1
- Project B2
A Project can also be part of several programmes…

- National Customs Modernization Programme
- Internationally-financed Public Financial Management Programme
- OSBP Project
- WCO Mercator Support
Examples of Customs Projects

Legal Framework, Strategic Management
- Revisions to Customs law to align to TFA, Revised Kyoto Convention
- Establishment of a modernization and reform office

External Cooperation and Partnership
- Implementation of Authorized Economic Operator programme
- Implementation of a one-sop border post concept

Customs Systems and Procedures, Information Technology
- Development of a National Single Window
- Installation of a new Customs management system (i.e. ASCYUDA World)

Good Governance and Resources
- Establishment of an internal audit office
- Implementation of competency-based human resources management
Commonalities of Customs Projects

**Public in nature**
- Subject to domestic and international scrutiny

**Linked to wider strategies**
- Important component of long-term national development strategies, Poverty Reduction Strategy Papers, government strategies, Ministerial strategies

**Multidisciplinary**
- Require a variety of disciplines, such as IT, legal and analytical to be successful

**Well-supported by the international community**
- Extensive range of international support, standards and expertise, including WCO instruments and tools
Project Management & Organizational
Project Management Framework

Typical Project Life Cycle Phases

- Startup & Initiation
  - Starting the Project

- Planning
  - Organizing and Preparing

- Implementing
  - Carrying Out the Work

- Closing & Evaluating
  - Closing the Project

Cost and Staffing Level

Time

Project Management Outputs

- Project Charter
- Project Management Plan
- Accepted Deliverables
- Archived Project Documents
Typical Project Lifecycle Phases

- Startup & Initiation
- Planning
- Implementing
- Closing & Evaluating

“RETURN ON INVESTMENT” FOR ACTIVITIES

PROJECT MANAGEMENT OUTPUTS

PROJECT INITIATION DOCUMENT
PROJECT MANAGEMENT PLAN
ACCEPTED DELIVERABLES
ARCHIVED PROJECT DOCUMENTS
The tailor-made track of the Mercator Programme is a WCO / Customs-specific application of the Project Cycle.
Logical Analysis:

- Results chain, logical framework analysis
- Performance measurement, performance indicators
- Assumptions

Causal or logical relationships between the inputs, activities, results
Demonstration of measurable results
Appreciation of Externalities, Inhibiting Factors
Logic Results Chain:

- **Activity**
- **Output**
- **Outcome**
- **Impact**

**Overall Objective**

**Project Purpose**

**Change in state**

**Change in behavior**

**Change in capacity resulting from an activity product**
Facilitated trade, economic growth, and revenue collection in line with strategic goals by reducing time and costs for trade.

One-Stop Border Post (OSBP) effectively implemented at border, reducing time and costs for compliant trade.

Streamlined procedures, better information sharing mechanisms, and improved infrastructure at OSBP.

Establishment of joint working groups to streamline procedures, workshops, infrastructure design and build, etc.
Project Management – A Little quiz for fun

1. The evaluation criterion « efficiency » provides a measure of a project’s performance answering the following question:

A. To what extent has the project achieved its stated results and purpose?
B. To what extent has the project achieved its stated objectives by making the best possible use of resources?
Project Management – A Little quiz for fun

2. The organizational project management framework is built on the following 4 pillars

A. Political Will, Strategic Alignment, Governance, Competency Management

B. Strategic Alignment, Governance, PM Methodology, Competency Management
Project Management – A Little quiz for fun

3. When referring to indicators, what does the acronym QQT mean?

A. Quantifiable, Qualifiable, Time-related
B. Quantifiable, Qualifiable, Tested
Project Management – A Little quiz for fun

4. The main documents produced during the planning phase are:

A. Business case, logical framework, risk matrix, stakeholder matrix and budget estimate

B. Work Breakdown Structure, work schedule, detailed budget, communication plan, resource allocation matrix
Project Management – A Little quiz for fun

5. Your stakeholder analysis shows that one stakeholder has little interest in your initiative but has a high level of influence/power. What would be the most appropriate mode(s) of engagement for this stakeholder?

A. Inform and empower
B. Consult, involve and collaborate
What is **Project Management**, especially in a Customs context?

**Organizational Project Management Framework**

What is the **Project Life Cycle**?

Project **Initiation**

Project **Planning**

Project **Implementation: Execution, Monitoring and Controlling**

Project **Closure and Evaluation**