

GRA Project Management Framework Implementation

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Outline of Presentation

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- **Past project management experiences**
- **Development of GRA Project Management Framework**
- **Features of the GRA Project Management Methodology Guide**
 - **Project Alignment**
 - **Project Management Governance Framework**
 - **Project Life Cycle**
- **Implementation of the Project Management Guide**
- **Achievements**
- **Challenges**
- **Next Steps**





Introduction

- ▶ **The Gambia has a Revenue Authority which, merged the Customs Administration with the Income Tax Department into one Administration; a corporate body for the assessment and collection of revenue due to Government**
- ▶ **In addition to the two Operational Departments there are 6 other Specialized Departments supporting their operations**
- ▶ **The Operations as a unified Corporate body effectively started in 2007**
- ▶ **The operations of the Authority's had been through the guidance of a Corporate Strategic Plan since 2008**
 - ▶ **The first CSP was the 2008 - 2010,**
 - ▶ **The second was the 2010 - 2014 and**
 - ▶ **The third 2015 – 2019**
- ▶ **The Authority is presently developing its 4th Corporate Strategic Plan i.e. 2020 - 2024**





Project Management Prior the GRA

Project Management Framework

- **No standard procedure/process to guide the process**
- **The Project Management governance structures weak or lacking**
- **Stakeholder/beneficiary identification and/or engagement was weak/lacking – Critical stakeholders often missing**
- **No holistic approach to project identification/ implementation**
- **Project scope and period not often clearly specified**
- **Project required resources (Human, Financial, Technical) not comprehensively determined**
- **Weak monitoring/evaluation mechanism (scope, quality, time and cost)**
- **Weak/no change management strategy**
- **Acceptance, ownership and sustainability rarely factored**





Past Projects: Challenges and Lessons Learnt

- **Implementation of Asycuda++**
- **Implementation of Value Added Tax (VAT)**
- **HR Management Reforms & Modernisation (WACAM)**
- **Gamtaxnet Roll Out**
- **Provision of Alternative Energy for Offices**
- **Infrastructural Expansion and Rehabilitation**

- **Key Challenges**
 - **Weak Monitoring of project implementation**
 - **Resistance to change (internal and external)**
 - **Political interference**
 - **Stakeholder misconception**
 - **Inadequate public unawareness (VAT)**
 - **No formal closure and/or Evaluation of projects**

- **Lessons Learnt**
 - **Improve on Project Management governance**
 - **Adopt good change management strategies**
 - **Conduct comprehensive user trainings**
 - **Carry out intensive public sensitization programs**
 - **Solicit strong political support**





Development of the GRA Project Management Framework

- **Expression of interest by the GRA to the WCO – WACAM Project for support in Strategic Management (Strategic Plan Dash Board & Project Management)**
- **Scoping mission by WCO-WACAM Project Manager in 2017**
- **GRA staff trained on project management (≥ 20)**
- **Project management team constituted within GRA (≤ 15)**
- **Review of different project management methodologies by GRA**
- **Selection of the Project Management Methodology of the European Union (EU PCM (2004), and Project Management Methodology PM2 (2016))**
- **Working session held to develop GRA's Project Management Methodology Guide**
- **GRA Project Management Methodology Guide approved by Management and Board (2018)**
- **GRA Project Management Methodology Guide printed and distributed among key staff**
- **Adoption and implementation of the GRA Project Management Methodology Guide (e.g. WCO-GRA-GIZ Trade Facilitation Project)**





Features of the GRA Project Management Methodology Guide

➤ About this document

- Use and Users
- Structure of the document
- Abbreviations
- Terminology

➤ Introduction

- What is a project
- Project Management
- Competences of the Project manager
- Project governance framework

➤ Project Life Cycle

- Identification
- Formulation
- Implementation and monitoring
- Evaluation and Closing

➤ Annexes

- Key documents per phase of the project life cycle
- Key tasks and responsibilities per phase
- Key tools and templates per phase





Project Alignment

Regional Development Strategies or Policies



Gambia National Development Plan



GRA Corporate Strategic Plan

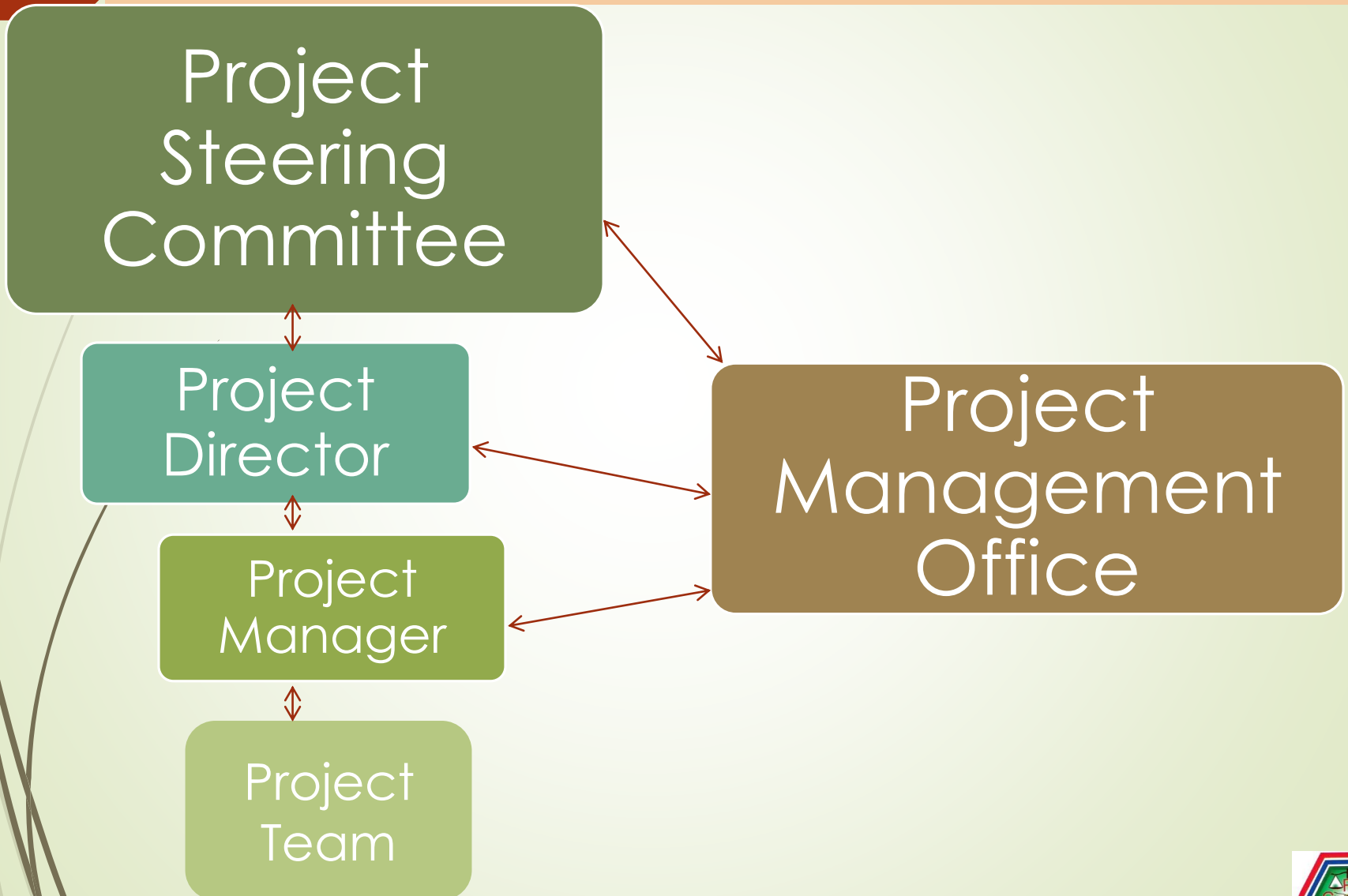


Projects



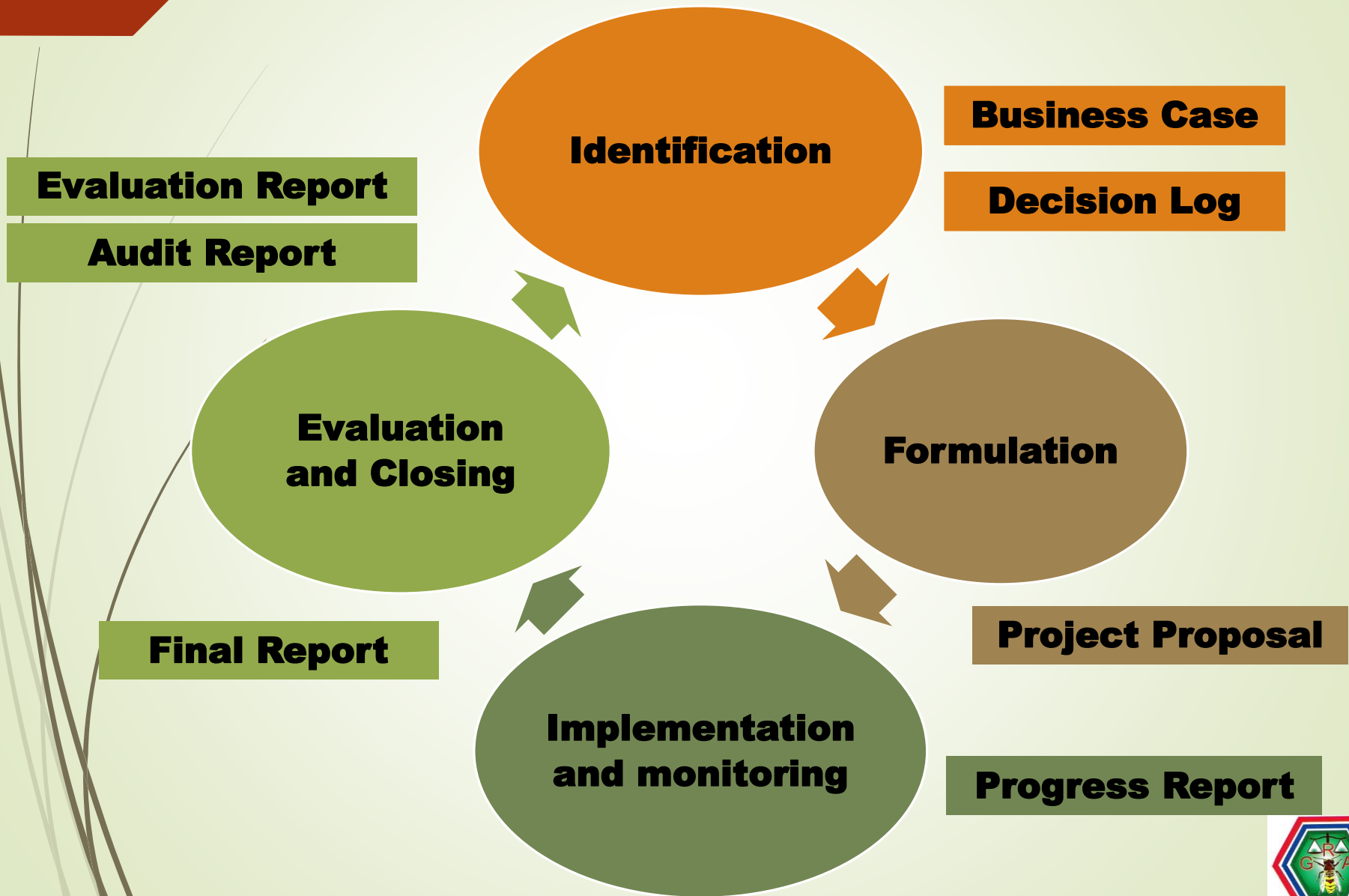


Project Management Governance Framework





PROJECT LIFE CYCLE





Use of the PMF in the Implementation of Projects (The WCO-GRA-GIZ Trade Facilitation Project)

Project: Implementation of Priority Trade Facilitation Measures of the WTO-TFA

1. Time Release Study (TRS)

2. Integration of Risk management in Customs Operations

► **Project Identification**

► **Source of Funding – GIZ**

► **Coordinating/Funding Management WCO/ROCB**

► **Implementing Agency – GRA**

► **Project Focus – Trade Facilitation**





Use of the PMF in the Implementation of Projects (The WCO-GRA-GIZ Trade Facilitation Project Cont....)

➤ **Project Objectives**

➤ **Overall objective**

- **To support the GRA in the implementation of priority trade facilitation measures of the WTO-TFA by creating the conditions for a more efficient risk-management system and better cooperation between border-control bodies in The Gambia.**

➤ **Specific objective**

- **Enable the Gambian authorities to periodically measure clearance and release times (by use of the WCO Time Release Study) and implement concrete measures to speed up clearance of commercial goods.**
- **Further develop the Gambian authorities' holistic & intelligence based risk management, in line with international standards and best practices**





Use of the PMF in the Implementation of Projects (The WCO-GRA-GIZ Trade Facilitation Project)

- **Project Formulation**
 - **GRA (Project Team)**
 - **WCO**
 - **ROCB**
- **Project Implementation & Monitoring**
 - **GRA – through the PM Governance Structures (Steering Committee, Project Director, Project Manager, Project Assistant, Project Team)**
 - **WCO – Technical support and oversight functions**
- **Project Evaluation & Closing**
 - **Project on-going**





Achievements of the Implementation of the PMF

- **The GRA Project Management Methodology Guide approved**
- **The Guide is used in the identification and formulation of projects**
 - **Projects submitted to AfDB**
 - **E.g. Implementation of a Cargo Transit Tracking System and Capacity Building of Customs Agents – with the objective of setting up of a real time, electronic cargo-tracking solution (ECT) to facilitate the movement of transit cargo and assistance in the enforcement of customs and tax laws and maximize revenue collection (Already approved).**
 - **Projects submitted to WCO/WCA Vice Chairperson's Office for consideration at the forthcoming 2019 Donor's Conference to be held in Niamey, Niger**
 - **E.g. Border Agency Cooperation - with the objective of bringing together the relevant agencies at the borders to cooperate, streamline policies and coordinate activities to enhance trade and movement of people in line with national laws and regional protocols.**
- **The Guide is used to implement GRA Projects;**
 - **E.g. The implementation of the priority trade facilitation measures of the WTO-TFA**
 - 1. Time Release Study**
 - 2. Integration of Risk management in Customs Operations**





Challenges

- **Limited awareness/comprehension of the PMF by especially staff who are not members of the PMT or the RMC**
- **Few number of staff across the Authority are trained on PM**
- **No Training module on PM developed for the GRA induction program**
- **Total acceptance/adoption of the PMF in the implementation of the various projects including the CSP**





Next Steps

- **Sensitisation of staff on the PMF**
- **Development of a training module on the PMF for inclusion in Induction Program**
- **Training of staff (existing and new) on the PM methodology**
- **Total Integration and Adoption of the PMF in the implementation of the Authority's Reform and Modernisation Program**





Thank You

For your kind attention



