

Effective Implementation

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TC PROJECT HAS :

→ OBJECTIVES

→ INPUTS

→ OUTPUTS/OUTCOMES

→ IMPACT

OBJECTIVES OF TC PROJECTS

↑ To strengthen/Upgrade

**To Increase/improve
Services/Support**

↑ To establish

**To Provide Quality
Services/Support etc..**

↑ To develop

**To Provide Services/
Support . etc..**

To introduce new ...

VISIBLE IMPACT

To reach the Objectives

INPUTS → **OUTPUTS** → **OUTCOMES** → **IMPACT**



INPUTS

- IAEA:**
- Training Abroad
Human Resources Development
(Fellowships/Scientific Visits/Training
Courses/Workshops... etc.)
 - Equipment
 - On-the-job training
(expert missions)
- NATIONAL:**
- Infrastructure, Laboratory and
Field Work, Staff, Regulation/
Administration

IMPLEMENTATION

- **IS A RESPONSIBILITY SHARED BY ALL STAFF CONCERNED WITH TC ACTIVITIES**
 - ALL SECTIONS WITHIN TC
 - RELATED SECTIONS IN TECHNICAL DIVISIONS
 - RELATED SECTIONS IN ADMINISTRATION
 - COUNTERPARTS AND GOVERNMENT

THE COMBINED EFFORTS RESULT IN PROGRAMME DELIVERY TO REACH THE OBJECTIVES.

IMPLEMENTATION RATE “%”

...IS A MEASURE, IN FINANCIAL TERMS, OF THE PROGRESS BEING MADE IN EXECUTING THE TC PROGRAMME. IT IS A PERCENTAGE RATIO THAT IS OBTAINED BY DIVIDING THE VALUE OF THE ACTIVITIES ALREADY EXECUTED BY THE TOTAL ADJUSTED TC PROGRAMME (=THE TOTAL VALUE OF APPROVALS PLUS ANY APPROVED ASSISTANCE FROM PREVIOUS YEARS THAT IS STILL AWAITING IMPLEMENTATION).

General Issues on Ensuring Effective Implementation of TC Projects

EXPERT ISSUES

- ↓ DETAILED **JOB DESCRIPTION**
BY COUNTERPARTS/T.O.
- ↓ CHOICE OF THE EXPERT
- ↓ **TIMING OF THE MISSION**
- ↓ COUNTERPARTS **PREPARATION**
MAXIMISE THE IMPACT OUT OF
EXPERT MISSIONS (INVOLVEMENT OF
OTHERS, NATIONAL SEMINARS & VISITS)
- ↓ POST MISSION **CONTACT/COLLABORATION**

EXPERT ISSUES

- **DETAILED DESCRIPTION OF DUTIES**
- **CHOICE OF EXPERTS**
 - **WOMEN**
 - **FROM THE REGION AND/OR OTHER DEVELOPING COUNTRIES (TCDC)**
 - **FOOTNOTE 'A' PROJECTS**
- **LINK TO EQUIPMENT DELIVERY**
- **WORKING WITH RADIOACTIVE SOURCES**
- **BACKGROUND INFORMATION**
- **BRIEFING/DEBRIEFING**
- **EVALUATION OF MISSION REPORTS**
- **MISSION REPORTS OF TECHNICAL OFFICERS**

TC IMPLEMENTATION ISSUES EXPERT SERVICES

- **EXPERT REPORTS**
- ◆ **DELAYS IN SUBMISSION TO GOVERNMENTS**
- ◆ **EXPRESSED OPINIONS**
- ◆ **RECOMMENDED ACTIONS**

**FOR THE COUNTERPART
FOR THE GOVERNMENT
FOR THE AGENCY**

TC IMPLEMENTATION ISSUES

EXPERT SERVICES

⌘ COUNTRY OF ORIGIN

- ☒ FROM INDUSTRIALISED COUNTRIES
- ☒ FROM THE REGION (TO BE PROMOTED)
- ☒ FOR FOOTNOTE -a/ PROJECTS

⌘ COUNTERPART PREPARATION FOR MISSION

- ☐ ENSURE ALL STAFF/EQUIPMENT/SUPPLIES ARE AVAILABLE
 - ☐ PREPARE A CONCRETE BUT REALISTIC PROGRAMME

IMPLEMENTATION ISSUES

Fellowships/SVs

1. Identification of **suitable staff** for training/
Preparation for the training
2. Ensure proper completion of **application forms**
3. Short list, if large number of applicants for
similar kind of training
4. Ensure forwarding of applications
in **proper time**, considering implementation
stage of the project.

IMPLEMENTATION ISSUES

Fellowships/SVs

5. Ensure proper **utilisation** of fellow's training upon **return** from fellowships
6. Guard against **brain drain** (motivation, job satisfaction, etc..)
7. Keep in mind **sustainability** of development

FELLOWSHIPS/SCIENTIFIC VISITS/OTHER ISSUES

- **Subject of the Training**
- **Host Institute/Country**
- **Supervisors Choice/Contacts**
- **Duration of Training**
- **Relationship with any project in operation**
- **Previous Training**
- **Consistency with country's level of technical achievements**
- **More than one application on the subject**
- **Keep **inventory** of trained personnel for assessing future needs of the country and avoid “Professional Applicants”.**

IMPLEMENTATION ISSUES FELLOWSHIP TRAINING OBJECTIVES

FELLOWSHIP CYCLE

TYPE OF FELLOWSHIPS

TYPE I

TYPE II

PRIORITIES

BY GOVERNMENT

BY THE IAEA

RELATED TO PROJECT (+)

FORMAL ACADEMIC TRAINING (-)

AGE (-)

REPEATED APPLICANTS (---)

TRAINING BEYOND LOCAL CAPABILITIES

IMPLEMENTATION ISSUES

FELLOWSHIP TRAINING

FELLOWSHIP **FORMS** SHOULD BE COMPLETED
IN ALL RESPECT IN PARTICULAR:

☒ CLEARLY **SPECIFY** TRAINING REQUIREMENTS

☒ SUGGESTIONS REGARDING **HOST** COUNTRY ARE
WELCOME, PARTICULAR WITH RELEVANCE
TO BILATERAL COLLABORATION

☒ **LANGUAGE** REQUIREMENTS (TOEFL OR BRITISH
COUNCIL CERTIFICATE)

☒ **PHOTO/MEDICAL TESTS**

IMPLEMENTATION ISSUES

FELLOWSHIP TRAINING

DELAYS

- ✉ USE OF OFFICIAL CHANNELS (PROTOCOL)
- ✉ TIME CONSTRAINS AT HOST INSTITUTIONS
- ✉ HIGH COST OF TRAINING/MATERIALS
- ✉ AVAILABLE OF AWARENESS TO START TRAINING
- ✉ POLITICAL

EQUIPMENT ISSUES

EQUIPMENT ISSUES

↑ LEAD TIME

TIMELY SUBMISSION OF REQUEST IS OF UTMOST IMPORTANCE. LEAD-TIME FOR EQUIPMENT VARIES DEPENDING ON NATURE OF PROJECT:

EACH STEP HAS ITS OWN LEAD TIME:

↓ ISSUING OF A REQUEST (CP-TO-AO-FPS)

↓ BIDDING BY FPS

STANDARD ITEM

2-4 WEEKS

NON STANDARD ITEM

1-2 MONTHS

EQUIPMENT ISSUES

- ↓ **WHAT EQUIPMENT AND WHY?**
- ↓ **DETAILED SPECIFICATIONS**
- ↓ **MAINTENANCE**
- ↓ **AVAILABLE IN THE COUNTRY/
WHERE ELSE**

EQUIPMENT ISSUES

- ↓ WHERE ELSE CAN BE USED/PROVIDE SERVICES TO OTHERS
- ↓ LOCALLY AVAILABLE TO PURCHASE
- ↓ INFRASTRUCTURE REQUIREMENTS
- ↓ WHO IS GOING TO WORK ON
- ↓ WHERE IS GOING TO BE INSTALLED
- ↓ CUSTOM CLEARANCES

EQUIPMENT ISSUES

↓ AS A RULE NOT FOR BASIC INFRASTRUCTURE

↓ DEGREE OF SOPHISTICATION

↓ COMPATIBILITY WITH OTHER EQUIPMENT
AVAILABLE AT THE COUNTERPART INSTITUTE

↓ CONVENIENT AFTER SALES SERVICE

↓ FOOTNOTE 'A' PROJECTS

**REMEMBER: THE PROJECT IS TO BE EXECUTED AT THE
COUNTERPART INSTITUTION BY THE COUNTERPART STAFF.**

EQUIPMENT ISSUES

EQUIPMENT SELECTION

- ↓ BY THE COUNTERPART (TC REQUEST)
- ↓ BY PROJECT'S TECHNICAL OFFICER (RFP)
- ↓ DEGREE OF SOPHISTICATION
- ↓ COMPATIBILITY WITH EXISTING EQUIPMENT
- ↓ LOCAL MAINTENANCE/SERVICES
- ↓ EXPORT LICENSES

EQUIPMENT ISSUES

☺ EQUIPMENT REQUIRING SPECIAL JUSTIFICATION OR CLEARANCE

☺ Purchase of conventional equipment such as: cars, air conditioners, refrigerators, PCs, Copiers etc. is discouraged.

Special justification required.

☺ Request for radioactive sources needs clearance by radiation safety services/NENS.

EQUIPMENT ISSUES

AVERAGE LEAD TIME NEEDED FOR ORDERING:

- (I) MAJOR ITEMS OF EQUIPMENT
- (II) SPARE PARTS AND ACCESSORIES

For value of order

<\$1k:	2 weeks,
up to \$10k:	3 weeks
up to \$100k:	5 weeks
over \$100:	14 weeks

EQUIPMENT ISSUES

For all purchase orders exceeding **\$25,000**, a minimum of **three bids** are needed. There is also an internal rule within FPS to call for bids for anything estimated to cost over **\$10,000** in the absence of acceptable justifications for a waiver.

EQUIPMENT ISSUES

\$ limits for Procurement Authorization Committee (PAC) approval:

For all purchase orders of \$70,000 and above, PAC approval is needed.

For all procurement requests exceed the equivalent of \$150,000, sealed tenders are required.

EQUIPMENT ISSUES

↓ EXCEPTIONS TO COMPETITIVE BIDDING

- (a) NEED FOR COMPATIBILITY,
INTER CHANGEABILITY OF PARTS ETC.
- (b) STANDARDISATION AT CP INSTITUTE
- (c) AVAILABILITY OF LOCAL SERVICE

POSSIBILITY FOR COMPETITIVE BIDDING MAY
BE RESTRICTED IN CASE:

FUNDS UNDER EXTRA-BUDGETARY CONTRIBUTION
ARE UTILISED FOR WHICH THE DONOR HAS
STIPULATED CERTAIN CONDITIONS.

EQUIPMENT ISSUES

Provision of shipping documents
including proforma-invoice to counterparts, on time:

These are sent by vendors to the UNDP and the counterpart,

Provision of manuals: Equipment suppliers are always instructed by FPS to provide manuals in English, Spanish or French, as appropriate to the recipient country.

After sales services: Warranty - is for one year after Shipment.

EQUIPMENT ISSUES

Responsibility for customs clearance:

- ❑ It is the **counterpart responsibility** for customs clearance.
- ❑ Normally all equipment supplied by the Agency are duty free, subject to Government regulations in some countries.
- ❑ Counterpart needs to take a certificate/endorsement from the local UNDP office to that effect before clearance from the local customs.

EQUIPMENT ISSUES

INSURANCE CLAIM:

To be made normally **within 30 days** of receipt from customs. Insurer requires a letter of protect be sent to the carrier **within 14 days** after receipt of goods.

EQUIPMENT ISSUES

PROBLEM CASES

RFP: Specifications are **too vague** to allow bidding or to obtain meaningful bids. About 10% of RFPs are in this category. This causes delays, often requiring rebidding.

T.O: Some technical officers may be unable to provide necessary support due to limits to technical expertise.

C.O: Country officer sometimes agree to unrealistic project schedules that constantly require special handling by FPS, interfering with other work and jeopardizing project success.

EQUIPMENT ISSUES

CPT: Some counterparts delay clearing equipment from customs, resulting in demurrage fees, loss of material with limited storage for half life, loss of rights under warranty, etc..

EQUIPMENT ISSUES

Problems encountered in implementing the equipment of a project may be summarized as follows:

- Lack of detailed and appropriate specification by the counterpart.**
- Change of list of equipment or their specification by the counterpart.**

EQUIPMENT ISSUES

Requests for spare parts

The cost of the equipment

The Agency regulations

Custom-made equipment/Systems

Non-receipt of receiving information

EQUIPMENT ISSUES

↓ DELIVERY ISSUES

↓ TIME FOR PROCESSING REQUESTS (TO-AO-FPS)

↓ PURCHASE PROCEDURES
OF THE SHELF
UNDER CONTRACT FOR CONSTRUCTION
PAC

↓ CUSTOMS CLEARANCE

↓ DELAYS BY THE SUPPLIERS

↓ TRANSPORT (TO COUNTRY - TO COUNTERPART)

↓ PURCHASE ORDERS

↓ INSURANCE

↓ CONFIRMATION OF RECEIPT AND OPERATIONAL
CONDITIONS.

Project Design

- ✉ **Right Formulation/Good design**
- ✉ **National and IAEA Inputs**
- ✉ **Right Institute**
- ✉ **Right counterparts/team**
- ✉ **Collaboration with end users**
- ✉ **Collaboration with other Institutions**
- ✉ **Integration with other National Activities**