



Trade Sector Wide Approach (Trade SWAp) Retreat 2013



Pillar 1 Working Group Discussion Results

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Supported by:



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A- LESSONS LEARNED AND BEST PRACTICES

1-Factors that Contributed to the Success of the Pillar 1 Roadmaps:

- Adequate Fund Support from Donors
- Adoption of Project Logistics, Budgeting, Procurement, Financial Management, & M & E
- Adherence to OHARA Principle: (1) **Ownership** of Stakeholders and Project Proponents; (2) **Harmonization** of Rules; (3) **Alignment** of Functions and Responsibilities; (4) **Results** Oriented Monitoring; (5) **Accountability** of Officers

- Strong and Capable Human Resources
- Commitment of Project Leaders and Staff
- Complete Participation from IAs (Incomplete Participation means failure on project implementation)
- Proper Training on the Required Project Management Skills
- Presence of Technical Experts to Write Proposals and Assist in Implementing Projects.

2- Key Challenges and Constraints in Implementing the Pillar Roadmaps:

- Inadequate capacity of the Officers and Staff in implementing projects;
- The Consultants do not have enough understanding on the local culture and environment , and may not adopt quickly to the real requirement of the Project.
- TAs' approach in running the project is too modern and can be adopted only in his/her country's origin.
- Sense of ownership is inadequate since majority of the work are done of consultants.

- Willingness and commitment of Project staff to undertake the work, but absence of any incentive.
- Absence of majority of the members of the Pillar Working Group: there are 43 members but only 10 are present.
- Indicators adopted for each of the Strategic Outcomes and Building Blocks may not capture the real measurement of success in each Area.

3- Addressing the Challenges or Constraints in Past Years' Implementation:

- Allocation of proper inputs (e.g. enough funds, equipment and vehicles, human resources, adoption of project management methods);
- Setting up of proper mechanism in implementing project (i.e. budgeting tools, financial management, procurement, and project reporting);
- Finding an alternative to POC; new incentive system that can be adopted for implementing agencies that are revenue centers (i.e. IAs with capacity to earn its own revenue for budget utilization)
- Conduct more training programs to improve skills and capacity of Project Officers and staff.

4- Key Lessons Learned and Good Practices for Future Implementation of Projects

- **Formulation of New Proposals:** TAs provided great help in preparing proposals.
- **Monitoring System for each Pillar:** Review the indicators for each Strategic Outcomes and Building Blocks in the Pillar; Adopt indicators that are practical, easy to measure, attainable/realistic, and time bounded.
- **Capacity Development:** Someone has to take the lead in institutional and individual capacity building effort. Leaders in each Working Group must lead in capacity building efforts with support from their deputies.

- **Project Coordination and Management:** Selection of the most appropriate, capable, and committed people to run the project; Clear task assignments of staff by providing TOR; TAs should not compromise the success of the project by not transferring the technology to the staff.
- **Commitment of Members and Sub-Working Group under each Pillar:** Members of the Pillar and the Sub-Working Group might be at a loss because of vague job descriptions. Each member must be properly oriented on their tasks and responsibilities, including the resources that they need to commit in the Trade SWAp.
- **Sustainability of Project Under Each Pillar:** Allocation and use of the department or agency's resources (e.g. manpower, funds, equipment, facilities, etc.) even after completion of the Project.

B-RECOMMENDATIONS FOR THE PILLAR ROADMAP UPDATE AND IMPLEMENTATION (2013-2018)

1- Recommendations to Update the Pillar Roadmaps:

- **Number of Reform Areas and Building Blocks:** Review of the number of reform areas and building blocks must be made in October (i.e. after election and after the new sets of Government Officials are in place); By October new platforms and strategies are known.

- **Getting Good KPIs which are acceptable/applicable to Stakeholders:** KPIs must be set not too high or too low; it should be within the expertise of stakeholders and project implementers to attain.

Actions to be Taken to Ensure Understanding and Ownership of the Updated Roadmaps:

- Consultation with Pillar Members and ensure their participation in updating the Roadmaps and reform areas;
- Understanding the templates in updating the Trade SWAp Roadmap.



2- Recommendations in Strengthening the Role of the Pillar WGs and Sub-Working Groups

- More dialogues and discussions in improving the operation of the Pillar WGs and Sub-Working Groups.
- Involvement of key leaders in the Pillar WGs in DTIS Update 2013 and in Updating the Trade SWAP Roadmap for 2013 to 2018.
- Define the Specific Roles of the Pillar WGs, Sub-Working Groups, including their Leaders and Members

3- Recommendations to Donors Concerning the Implementation of the Roadmap:

- Accept the realities, solve the problems and bridge the gap.
- Adopt a more workable mechanism in providing incentives to Pillar Members, including provision of transportation allowance in every meetings and workshops.

4- Recommendations to Improve Relationship between Private Sector and Trade SWAP

- Pillar 1 does not have a private sector representative, hence the inclusion of a private sector representative is welcome.
- Private sector representative may initially observe Pillar 1 meetings.
- A new mechanism for private sector membership and initiatives must be carefully studied and adopted by the Pillar 1 WG.

5- Improving M & E of the updated Roadmaps:

- Selection of workable indicators for Strategic Outcomes and Building Blocks;
- Selection of a Project Officer who is committed, capable, and understands M & E to serve as focal person in monitoring the Pillar Roadmaps

Thank You!

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