Project Design, Implementation and Management

Debra Adams
FAD Senior Economist
Outline of presentation

- Why are these elements of the reform process so important?

  - Project Design
  - Project Implementation
  - Project Management

- What is involved?
  - Inputs
  - Outputs
  - Enablers

- How can authorities do them better?
- How can technical assistance help?
• Define scope of reform – incremental or transformational
• What is the “project”?
• Determine prioritization and sequencing
• Develop details of reform program
  • Identify specific areas for intervention
  • Define outcomes
  • Establish milestones and key indicators of success
  • Identify risks and mitigation strategies
• Identify resource requirements, including TA needs
• Baseline diagnostic reports on current performance and areas for improvement
• Senior management seminars etc on strategy, objectives, outcomes
• Assignment of full time team to undertake the design work
• Extensive stakeholder consultation – internal and external – to identify strategic direction and ways to address the areas for improvement
• Approved strategic reform plan
• Approved medium terms reform plans
• Key outcomes and indicators
• Resource requirements
• Budget approval
• Communications plan
Project Implementation: Key Tasks

- Establish reform governance framework
- Design reform agenda and implementation calendar
- Develop and implement communication plan
- Assign and mobilize resources
- Identify TA needs
- Operationalize reforms into daily business
- Continue to carry out regular business
• Strategic reforms plan
• Medium term reform plan
• Assignment of full time reform team
• Resource requirements
• Key outcome and indicators
• Key stakeholder consultations on detailed actions plans
Project Implementation: Key Outputs

- Reform governance framework
  - Project management – project managers, project teams, reform office, reference group
  - Monitoring and evaluation
- Detailed action plans and timetables
- Allocated budget
- Communication plan
Project Management: Key Tasks

• Prepare periodic progress reports
• High level monitoring of reform execution and results
• Continuous monitoring of strategic and operational performance
• Prepare annual reports
• Undertake internal reviews of progress and results
• Undertake taxpayer surveys to determine change/impact
• Conduct independent (external) reviews of progress and results
• Prepare final assessment of project achievements
• Reform governance framework
• Action plans and timetables
• Period external reviews
• Independent (external) evaluations
• Key stakeholder consultations
Project Management: Key Outputs

• Progress reports
• Updated action plans, timetables, communication plans and budget
• Regular internal reviews
• Annual reports
• Taxpayer survey reports
• Stakeholder feedback reports
• External review and evaluation reports
• Political support and approval
• Leadership and management commitment and capacity
• A visible leader or “champion”
• Reform ownership – at all levels
• Staff capacity and time
• Communication
• Stakeholder engagement
• Governance framework
• Resource availability
• Targeted and coordinated TA
• Use throughout the project process from diagnosis to management
• Request a sufficient amount
• Target it appropriately - at skills and institutional capacity gaps
• Make sure it is responsive and flexible
• Avoid delegation of reforms to TA providers
• Actively coordinate the TA
Thank you

Questions?