

# 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 rebinding.

**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**