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UN/CEFACT structure, mandate, terms of reference and procedures

Feedback from the Netherlands

Submitted by the delegation of the Netherlands

Summary

The text of this document is being submitted to the Plenary as received. The document contains the comments of the Netherlands on the Plenary documents submitted under agenda items 6 and 8. It is divided into two parts: Part 1 is an executive summary of the suggested approach contained in Part 2.

Introduction

Part 1 of this document contains the comments of the Netherlands on the documents published under UNECE/TRADE/C/CEFACT/2010/1, the provisional agenda for the sixteenth session of the Centre for Trade Facilitation and Electronic Business. It should be seen as a management summary of further extensive comments that have been made by the constituents of the Netherlands. The latter are contained, together with a description of a suggested approach, in Part 2. The reason for this Key Topics / Annex document structure is to ensure a proper guidance of the discussions, while facilitating that all UN/CEFACT delegations have the opportunity to understand the essence of the objections.

Part 1

Key topics

1. This document is submitted to express very serious doubts and questions regarding the effect of the proposed changes to, among others, the Terms of Reference and the structure contained therein (as published in documents ECE/TRADE/C/CEFACT/2010-15,16,17,18,19,20,21,22,23 and 24) in relation to the necessary changes, and to make suggestions for further improvement.
2. Having high regard to the Mission and Mandate of UN/CEFACT, having high regard to the efforts of the people that dedicate their effort, many of them on a voluntary basis, to help achieve the goals.
3. The Netherlands, having studied the respective documents, understands and supports the urgency for change, as we do see the need for timely, more and better quality results within and from UN/CEFACT.
4. The Netherlands fully supports the need to ascertain the availability of instruments ensuring proper interoperability and simplification of procedures in International Trade and Transport.
5. The Netherlands however feels a discrepancy between - on the one hand - the sense of urgency and - on the other hand - the assurance that the proposals as provided will indeed resolve the various issues¹.
6. The Netherlands is of the opinion that the Mission of UN/CEFACT, as written in the Mandate, and its mission statement, as contained in document R 650, are of the utmost importance to ensure a proper focus on the deliverables. The Mandate is a very powerful instrument and sets the boundaries for the work to be done, this is then further specified in the Terms of Reference. For this reason it is surprising that the Mandate and Terms of Reference have been combined – The Netherlands does not understand any reason for this change.
7. The Netherlands does have serious doubts regarding the functioning of the UN/ECE secretariat under the terms as indicated in the present documents. Although the budgetary resources are apparently considered relatively small, the constant and continued role and involvement of the secretariat is vital to ensure continuity, credibility and authority to the work of UN/CEFACT. Moreover the secretariat is seen as the centre of communication

¹ See Part 2.

with all international organizations, both public and nongovernmental. This is also applicable for the co-ordination and information exchange with WTO, WCO, OECD, UNCITRAL, UNCTAD, the respective standardisation organisations ISO, IEC and ITU under the MoU, and the other divisions of the UNECE such as the transport division and the statistical division.

8. The Netherlands urges the Centre for Trade Facilitation² to first (re-)determine the products and services ('deliverables') that it is expected to deliver in the near future, as well as in the longer term. This could be tools to facilitate Trade and Transport such as standards and aligned Trade and Transport procedures and processes. A clear and unambiguous dialogue with the stakeholders is a prerequisite here. This determination, which may imply abolishment of certain existing deliverables or the inclusion of new ones, will give a solid basis for the activities needed to perform the required changes as well as for the definition of UN/CEFACT's future way of work. It could be contemplated whether some of the specialist and technical work cannot be outsourced to dedicated organisations to ensure faster and reliable results. Obviously the resulting standards and instruments after quality control should still be available through the UNECE for the facilitation of Trade and Transport. Moreover a good maintenance policy and organisation with respect to the available UN standards and recommendations is of the utmost importance to ensure continued credibility and quality, this is at the moment not visible in any of the available documents.

9. The Netherlands do think, that as long as the required deliverables have not been (re-) determined and hence the requirements and effects of the necessary changes are not clear, the Requests of the Plenary and the requirements of the Member States' cannot be mapped into nor effectuated properly in the Programme of Work³.

10. The Netherlands does not, at present, have any indication that the foreseen structure⁴ will indeed solve the issues:

- a) Whilst it may seem to be beneficial to have teams of specialists and project teams, this will become not manageable in more than one aspect whenever a considerable amount of projects runs at the same time;
- b) If the specialists are appointed by the national delegations, matters regarding the quality of the results need to be dealt with e.g. subject matter expertise should be assured;
- c) It is not clear how such a structure becomes interoperable;
- d) The obvious 'inside out' approach does not take into account the needs of the 'end-user' stakeholders, both in the public and private sector, who – in the end – provide the resources for the work to be carried out.

11. The Netherlands considers it vital that there is more emphasis on Trade Facilitation issues and not on the technical tools to accomplish this. It is deemed of the utmost importance that Recommendations such as the Single Window are promoted and their implementation closely followed and that the additional recommendations receive a widespread support.

² See also para 42 of http://www.unece.org/cefact/cf_plenary/plenary09/cf_09_28E.pdf.

³ See http://www.unece.org/cefact/cf_plenary/plenary10/ECE_TRADE_C_CEFACT_2010_7E.pdf, where around 60 topics are mapped into the draft ToR.

⁴ See http://www.unece.org/cefact/cf_plenary/plenary10/ECE_TRADE_C_CEFACT_2010_15E.pdf.

Summary

The Netherlands suggest that an approach needs to be followed, where first of all the core tasks, deliverables and stakeholders of UN/CEFACT are totally made clear and adequately accepted. The (amended) organisation and required processes, including stakeholder involvement, can then be built around the defined tasks and deliverables. Tasks that are seen as better suited for other organizations, might indeed better be delegated or transferred to those organisations or perhaps carried out in close co-operation with those organisations, creating the optimal linkages and - in the end - optimal deliverables over-all for the variety of stakeholders. The Netherlands will gladly assist in elaborating the suggested approach further and where required help to get support and endorsement from other Member States.

Part Two

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1. Introduction

12. Since a couple of years, UN/CEFACT is increasingly facing issues that jeopardize the goals it is trying to achieve. The issues have been categorised at a certain moment in time⁵ as follows:

- Governance and Strategy;
- Resources;
- Linkages with other organisations involved in trade facilitation and electronic business;
- The participation of countries with economies in transition;
- The mode of functioning of its private-public partnerships.

13. These issues were mirrored in remarks received from delegations participating in the discussion around that moment, who indicated their desire for:

- more timely delivery of outputs;
- adequate communication – including management information on the website;
- more emphasis on trade facilitation and implementation; and
- more capacity building.

14. These issues need to be dealt with in a structured manner, as not doing so implies that less resources will be available for UN/CEFACT's activities, this will in turn have a negative impact on the required deliverables, which in the end will lead to marginalizing the acceptance, effect and benefits of the standards and recommendations.

15. During the last years a number of attempts have been made to stop this downward tendency through efforts of the constituency to ensure that UN/CEFACT is working on solutions. The timeline in Reference 5.2 shows the major topics, initiatives and meetings underpinning this.

16. The proposal of UN/CEFACT⁶ to strengthen its processes - following a series of *suggestions and recommendations from Plenary delegations, the UNECE Executive Committee and other stakeholders* - is seen to be in intended line with these attempts already mentioned.

17. The Netherlands recognizes that there is a huge need to change, as presently the support for UN/CEFACT seems to be decreasing both from the United Nations organisation itself, as well as from the constituents. A clear structure with well described goals and resources would probably give a drive again to the very important work in the area of (global) Trade Facilitation.

18. However, The Netherlands feel a discrepancy between - on the one hand - the sense of urgency and - on the other hand - the assurance that the proposal as provided will indeed resolve the various issues. This is clarified through the track record of the issues as highlighted in the presented "Timeline". The enclosed comments from the Netherlands are aimed to optimize the presented solutions and to support the team in trying to come to an

⁵ EXCOM Informal Group - Summary of Discussions on UN/CEFACT - 23 September 2008.

⁶ http://www.unece.org/cefact/cf_plenary/plenary10/ECE_TRADE_C_CEFACT_2010_15E.pdf, I. Introduction - paragraph 2.

acceptable proposal ensuring a continued support for the work and products of UN/CEFACT.

2. Reform

2.1. General

19. Any organisation facing issues such as mentioned in the introduction will need to come to a phased approach towards the required solutions - '*strengthening processes*' alone does not suffice, especially in the actual situation. In this situation we find a legacy of various activities and initiatives for solutions, ranging from the Working Party 4 up to the present UN/CEFACT structure, and all the time trying to cope with increasing challenges and facing similar problems of involvement and support.

20. This requirement to a phased approach is related to the fact that there is a hierarchical relation between processes, deliverables and mission/mandate: processes need to be in place to support the development and production of the respective deliverables required within the framework of the Mandate and the Mission and the involved people need to have a structure within the organisation that brings them together to fulfill a certain mission. Focusing on the process(es) alone, i.e. on the development and production only will – given the actual situation – probably result in a misplaced focus and hence in a decreased control. For instance:

- a) a strategy may need amendments;
- b) to ascertain that the produced deliverables still meet the requirements;
- c) where, compared to the current set of deliverables, some deliverables need to be added, corrected or deleted and;
- d) the required link with other organisations is still available and suitable.

21. In addition - from an implementation point of view - a framework needs to be defined allowing proper decisions to be made during the implementation phase, regarding the available choices in respect to the required direction and results (in the context of the stated problems which were to be solved).

22. The Netherlands are of the opinion, that regarding (above)

- a) there should NOT be a discussion about UN/CEFACT as an organisation, nor does the mission of UN/CEFACT need a review; however it recommends stating the Mandate explicitly in the '*Draft revised mandate, terms of reference and procedures for UN/CEFACT*⁷ as a whole.
- b) - d) the current proposal (as presently can be deduced from the elements scattered over the various documents available⁸) gives no clarification whether or not the mentioned issues have been given the required consideration.

23. It is felt that without further precautions, different - and perhaps ambiguous - perceptions of the issues and problems will co-exist, which will hamper finding the required solutions. So recognizing the fact that a reform is most certainly required, it is suggested that the proposal starts with a clear indication which problems need to and will be solved (i.e. a re-determination of the required deliverables and an analysis of the gap

⁷ http://www.unece.org/cefact/cf_plenary/plenary10/ECE_TRADE_C_CEFACT_2010_15E.pdf.

⁸ http://www.unece.org/cefact/cf_plenary/plenary10/DocumentList_2010.html.

between current and desired), and how that is envisaged to take place, based on a proposed new structure. It is felt that the current proposal does not address the main current issue of UN/CEFACT as it is perceived: the quality and usability of the presented solutions such as the published standards e.g. the Core Component Library. In addition it is felt that there is an inability of the user domain groups and the technical groups to agree on a common way forward.

24. With the introduction of the new foreseen structure new issues are already envisaged, e.g. regarding the direct management of a large number of projects. This is seen as almost impossible. The same applies to the process of how to ascertain the quality of the specialists.

2.2. The reform process

25. The ‘Draft revised mandate, terms of reference and procedures for UN/CEFACT’ suggests that follow-up is being given to ‘suggestions and recommendations’.

26. From an outside view, without further explanation being available, this leads to the conclusion that a reform process is being followed as depicted in Figure 1 below.

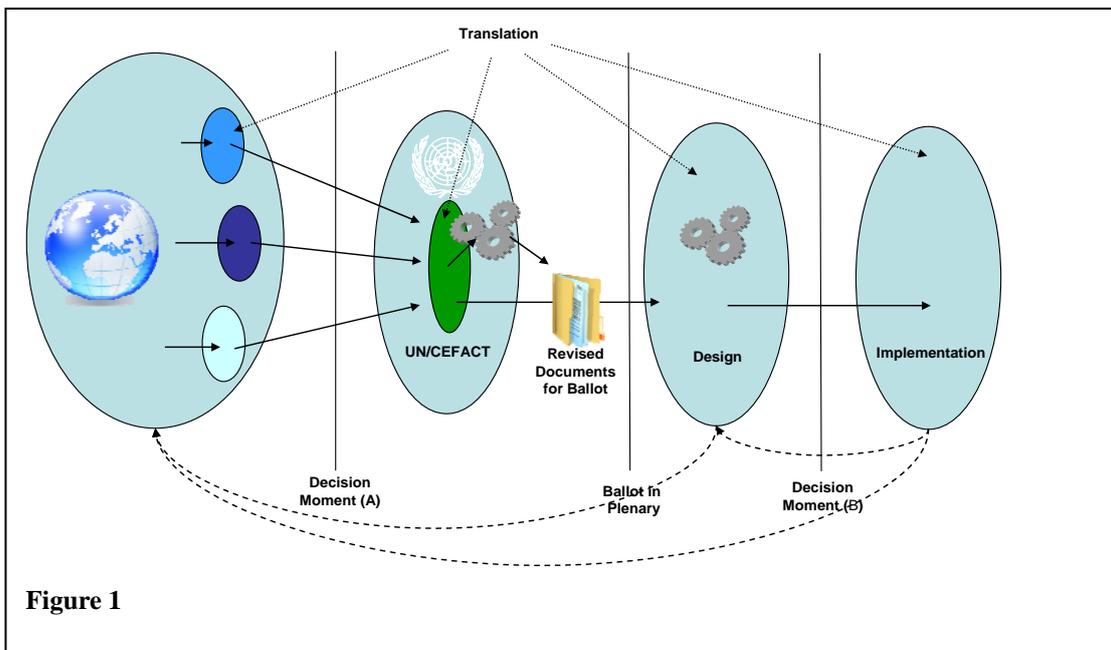


Figure 1

27. Obviously, observations have been made (by stakeholders, far left of the diagram) that they translated into the ‘suggestions and recommendations’ received by UN/CEFACT. So in fact, rather than precisely describing the observed problem, this was conveyed in terms of a ‘suggestion or recommendation’ i.e. a solution. There is a risk here that this suggestion may seem to solve the problem observed, from the stakeholder point of view, but in practice does not as the stakeholder was not able to do the proper ‘translation’. The suggestions and recommendations - in turn - have led to the documents now available as ‘the proposal’ (which is in fact another translation). This proposal does not currently go into details of the envisaged changes, so it will still be translated into a design of (amended)

processes. (Note that it is unknown at this stage whether or not perhaps this design is already available and already has served as a basis for the documents available). After that, the design will be put into practice following an implementation based on the principles of project management. (Summarized in Reference 5.3).

28. So, between problems observed by stakeholders and activities carried out to solve them there are at least three levels of translation, each adding to the complexity.

29. It will be clear that mechanisms need to be in place to ascertain that, after all the sequential translations, the changes as implemented indeed resolve the issues as experienced originally.

2.3. Suggested approach

30. The Netherlands suggests that, instead of the obvious process described above, an approach should be chosen which is driven by clearly identified starting points and problem descriptions rather than on perceived issues and some suggestions. One of the major reasons for this suggestion being, that *'there is no time anymore for a trial and error approach'*. The Netherlands will gladly assist in elaborating its suggested approach further and help get support and endorsement from other Member States.

31. It should be stressed, that The Netherlands does not envisage a discussion around UN/CEFACT as an organisational entity, nor its mandate; this mandate exists and should be the core of UN/CEFACT's activities. However, within the mandate the UN/CEFACT organisation should concentrate on its core activities and deliverables, where it is clear that these need reconsideration and - where applicable - either change or (re-)confirmation.

32. So, the question boils down to: *'does the reorganisation as proposed contribute to the realisation of the goals and deliverables of UN/CEFACT'*, in fact preceded by the question *'is there still a global consensus about the goals and tasks of the UN/CEFACT organisation within the context of its remit'*?

33. Note that this latter question already simply follows from the fact that the world of standardization, e-Business and Trade Facilitation has changed significantly over the recent years; the position of governments on the use of standards has - based on targets related to efficiency - shifted towards the use of standards⁹ rather than the development of them. Frameworks for interoperability are an implication of that. UN/CEFACT has an important role here, certainly with the appropriate linkages with other organisations involved in trade facilitation and electronic business.

34. These developments alone would already be sufficient to justify the questions mentioned above.

35. The Netherlands suggest that an approach needs to be followed, where first of all the core tasks, deliverables and stakeholders are made totally clear and accepted. The (amended) organisation and required processes, including stakeholder involvement, can then be built around the defined tasks and deliverables. Tasks that are seen as better suited for other organisations, might indeed better be delegated or transferred to those organisations or perhaps carried out in close co-operation with those organisations, creating the optimal linkages and - in the end - optimal deliverables over-all for the variety of stakeholders.

⁹ The adition of UBL may serve as an example here.

36. The Netherlands suggest that, following the relevant sections in **0** and using the tools and techniques related to that, the approach is structured around the following steps:

I. What are exactly the issues to be resolved?

37. *This includes to first (re-)determine the products and services ('deliverables') that UN/CEFACT is expected to deliver in the near future, as well as in the longer term. A clear and unambiguous dialogue with the stakeholders is a prerequisite here.*

II. What steps must be taken to resolve them individually or in connection?

38. *The determination mentioned under I), which may imply abolishment of certain existing deliverables or the inclusion of new ones, will give a solid basis for the activities needed to perform the required changes as well as for the definition of UN/CEFACT's future way of work. The resulting proposals should also contain elements, indicating how the agreed changes will be implemented and the criteria to determine whether or not the required progress is made.*

III. What is the profile that the HoD is presumed to have?

39. *This is essential, as meeting these requirements is essential for the interaction between UN/CEFACT and the Member States.*

IV. How to operate the new organisation, including how to obtain the required resources and guarantee their availability and (level of) expertise?

40. Detailed input presumed to facilitate in answering the questions above, following the project management approach as indicated in **0**, is given in paragraph 4 below. The Netherlands will gladly assist in elaborating the approach further and help get support and endorsement from other Member States.

3. Implementation

41. A prerequisite is that the approach is endorsed and supported by as many delegations to the UN/CEFACT Plenary as possible, as well as in the possible related standardization activities. The Netherlands, given the experience it has in this area, does envisage a role for itself in contributing here as well.

4. Input

42. This paragraph mirrors the (sometimes detailed) comment that was given as feedback from the Dutch constituency after having been briefed on:

- the reorganisation proposal as given in one of the presentations held at the recent UN/CEFACT Forum meeting in Geneva, as well as on;
- the draft revised R650.4 document as available on the UN/CEFACT website.

43. This comment mixes up editorial comment - with respect to the document mentioned - as well as more general comment and feedback.

- (a) The Mission statement of UN/CEFACT is not mentioned here, this is the basis for all the work that is and has been done and should be explicitly stated, mirroring the existing remit;

- (b) The Mandate of UN/CEFACT is missing; as the document is presumed to be self-contained, it should be explicitly stated, mirroring the existing remit;
- (c) It is said in the document, under 'structure', that the centre consists of a Plenary and a Bureau. It is not clear in any way how the various national experts are being represented or recognised. In the original Terms of Reference, the FORUM was also mentioned. How the experts will now be recognised in another structure, is left open for any interpretation and should be clarified;
- (d) Whilst in the earlier Terms of Reference the UN/CEFACT Plenary meeting was indicated as the highest authority regarding all aspects of UN/CEFACT work, we now see other phrases which may mean almost the same - however it is not clear for what reason the original text was changed. It is therefore suggested to retain the original text;
- (e) We do not see any role for the UN/Secretariat mentioned in the document. As this role is vital to ensure credibility and authority to the work of UN/CEFACT, we propose to insert the original sentences to avoid any misunderstandings. Whilst we understand that the FMG - following the proposal - will no longer exist, we would like to ensure that the bureau receives sufficient support for its very extensive tasks. This might even mean more resources from the secretariat to ensure aligned and harmonised development and maintenance;
- (f) We would like to suggest that it would be beneficial to specify the foreseen products /deliverables and services which can be expected from UN/CEFACT (and have been agreed upon). This could be:
- (i) tools to facilitate Trade and Transport, such as standards and aligned Trade and Transport procedures and processes, but also;
 - (ii) the required and needed maintenance of all the existing Recommendations and standards in close co-operation with the secretariat and the respective involved organisations. Note that this may imply the recognition of other standard setting bodies and the ability to leave the development of real technical standards to the appropriate standard bodies such as, W3C, OASIS, ISO¹⁰; semantic standardisation processes clearly entail user involvement and engagement throughout the process. This aspect should be carefully evaluated and included as a critical attribute of a new approach to standardisation. In doing so, close cooperation between such user companies, where needed together with solution providers, has proved to be essential. By bringing together requirements and feasible solutions, new applications of ICT can find the markets they require for a successful roll-out in a very effective manner. This principle applies to other communities of companies as well¹¹.
- (g) More co-operation is required between the various UN/ECE divisions such as the Transport Division and the Statistical Division to ensure aligned development of the various tools to facilitate Trade and develop shared solutions such as the various standards. This should be part of the Terms of Reference and also need to be part of the tasks of the secretariat;

¹⁰ Note that this is not meant to be an exhaustive list, but just giving examples.

¹¹ As an example: the global GS1 organisation, represented in over 100 countries and serving over 1 million companies, develops and supports standards for a large group of companies wanting to streamline the use of modern ICT for their business processes.

(h) Whilst one of the goals as mentioned in the mandate is the Facilitation of Trade we would like to see this goal clearly mentioned in the document and to ensure that a separate team of specialists is dealing with the issue of Trade Facilitation and the respective Recommendations (such as Single Window) and the other Trade and Transport related issues. Also here is a need to indicate what would be the deliverables from this team in the short and longer term taking into account the requirements of the WTO, UNCTAD, WCO and other international organisations;

(i) Whilst it may seem to be beneficial to have teams of specialists and project teams, it will become almost not manageable whenever more than 20 projects run at the same time. If the specialists are appointed by the national delegations, matters regarding the quality of the results need to be dealt with. Also the question how such a structure becomes interoperable is something that is not clear. The obvious solution would be that one of the (vice) chairs is also chair of a team of specialists. This would mean a close relationship with the bureau. The only proviso would be that sufficient specialists are available for the various tasks;

(j) There is a huge need to change; a clear structure with well described deliverables, goals and resources is required that would probably give a drive again to the very important work in the area of Trade Facilitation¹². The success of the recommendation on Single Windows and the need to ensure interoperability should be the driving forces behind such a renewed organisation;

(k) In using the previous versions of the UN/CEFACT recommendations and in the latest modelling work using the most recent (still not finalized) versions of these recommendations the following conclusions can be drawn:

- (i) UN/CEFACT recommendations are not consistent among one other;
- (ii) UN/CEFACT lacks an overall view regarding its own set of recommendations;
- (iii) UN/CEFACT takes an outdated view on its core work leading too adopting a too broad responsibility;
- (iv) UN/CEFACT work has started lagging behind the “real world” requirements.

(l) It is strongly suggested that the approach be such, that these issues are ‘solved by design’;

(m) Section 6 of II ‘Terms of Reference for UN/CEFACT’ still leaves too much open to interpretation, meaning that the set of deliverables nor the method of obtaining them is narrowed down. While narrowing down, it should be taken into account that re-use is an aim: not only data, but also (parts of) processes. Therefore the modeling methodology should support this re-use need, including also the mechanism to customize these re-usable elements to business requirements as well as the possibility to use different technologies for the exchange of the same modeled information. Over time we expect new technologies replacing old ones, but we would like to be able to use various technologies at the same time as well. The above implies the need for maintenance for:

¹² Note that a major drive comes from Trade Facilitation - and the way in which it is filled in. If Trade Facilitation drops of the list and is no longer explicitly forming part of the UN/CEFACT remit, many parties will lose interest in participation.

- (i) Modelled business requirements;
- (ii) Re-usable processes and core components;
- (iii) Technology dependent elements (exchange formats and process definitions);
- (iv) UN/CEFACT recommendations.

(n) We don't see a task for UN/CEFACT in modelling the business requirements. Given an adequate UN/CEFACT modelling methodology, let the modelling itself be done by the business organisations. So the remaining first UN/CEFACT task is to provide and ascertain an adequate UN/CEFACT modelling methodology, including ensuring that the recommendations towards governments do give simple and easy to read tools for the facilitation of trade.. Where re-usable processes and core components are to be used over national and sector boundaries there may be a task for UN/CEFACT. But only with regard to specific details;

(o) Codes are at the basis of the re-usable data types. UN/CEFACT code lists have become corrupted over time. Also there are a number of codes and references which are at present contained in UN/Recommendations and international standards. Most frequent error in present code lists is codes representing more than just one characteristic. This has to be addressed, when we want to define proper core components. And the UN/CEFACT lists have to be split into real code lists and (EDIFACT) qualifier lists. We see a task for UN/CEFACT in cleaning and maintaining these code and qualifier lists which should somehow be incorporated in the future activities, taking into account that it is important that a lot of attention is given to the unique encoding of data;

(p) Once we have modelled the business requirements using re-usable elements (for both processes and data), we would like to specify the technology dependent elements for the actual exchange. When not already made available by other organisations, we could use recommendations drafted by UN/CEFACT. So we see room for Naming and Design Rules for the creation of XML schema's. But please let this be just a recommendation doing just that (and refrain from having an alternative version of CCTS within the NDR);

(q) A clear hierarchy is needed in the present UN/CEFACT Recommendations. Note the implied difference here between Recommendations meant to facilitate Trade and Transport and recommendations for the tools to do this. Only when we agree on this hierarchy of tasks, we will be able to come to an adequate organisational structure.

5. References

5.1. Literature / documents

http://www.unece.org/trade/ct/ct_2009/2009_DocsList.html;

http://www.google.nl/url?sa=t&source=web&cd=3&ved=0CCcQFjAC&url=http%3A%2F%2Fwww.norstella.no%2Fgetfile.php%2F883677.177.suxcxbbyrt%2FBureau%2BNote%2Bon%2BEXCOM%2Band%2BeBGT.pdf&ei=kumtTOu-Ec-cOpXRnMEI&usq=AFQjCNGBq6YgYS3impMOguVPT_vf-QIVNw

http://www.unece.org/cefact/cf_plenary/plenary09/list_doc_09.html

http://www.unece.org/cefact/cf_plenary/plenary08/list_doc_08.html

http://www.unece.org/cefact/cf_plenary/plenary07/list_doc_07.htm

http://www.unece.org/cefact/cf_plenary/plenary10/DocumentList_2010.html

http://www.unece.org/cefact/cf_forums/Geneva_2010/Presentations.html

Especially:

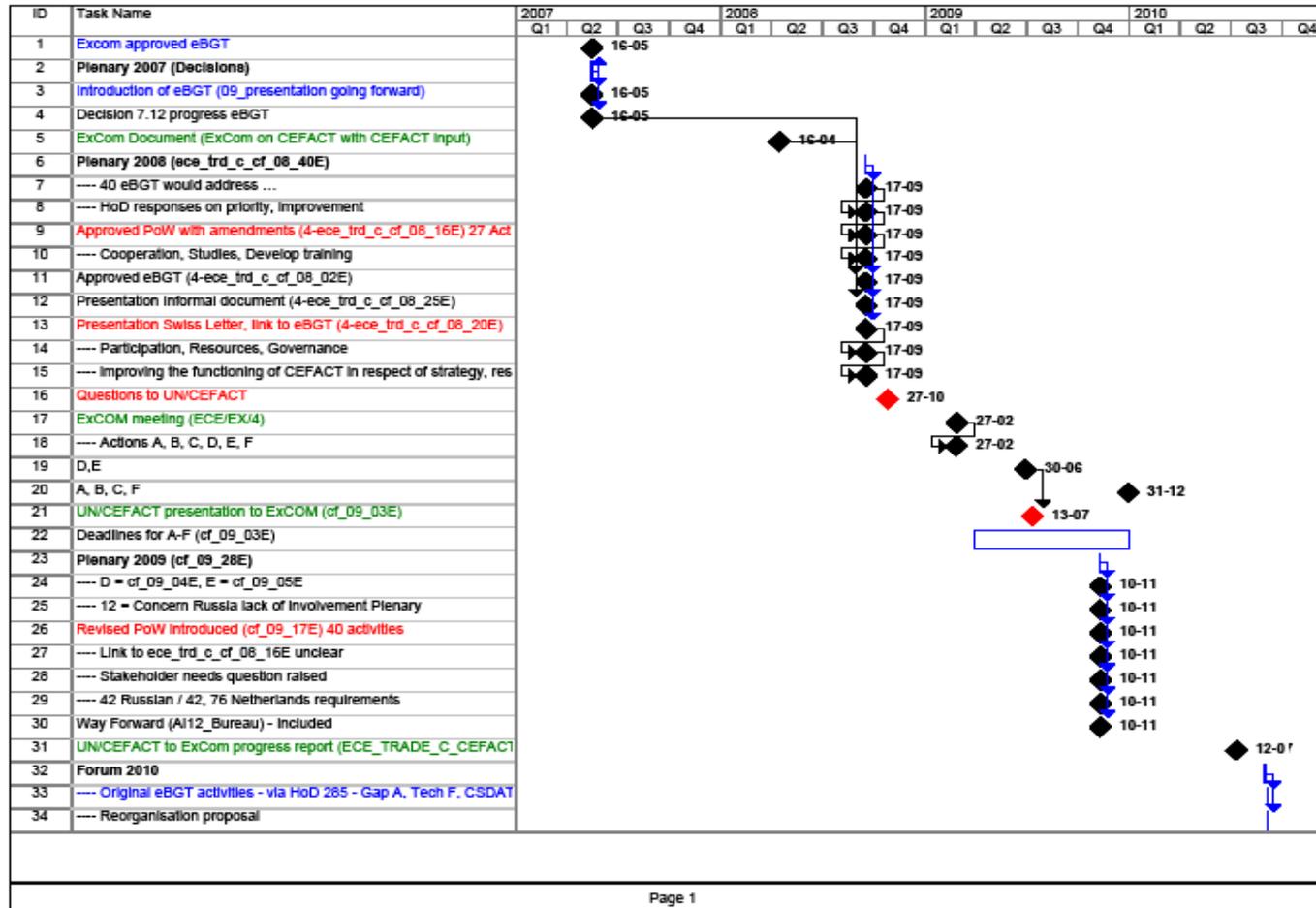
UN/CEFACT documents:

cf_09_28E, cf_09_03E, ece_trd_c_cf_08_16E, cf_09_17E, Technical Frameworks.pdf
ECE_TRADE_C_CEFACT_2010_15E.

UN/ECE document:

ECE/EX/4

5.2. Timeline



5.3 Project management basics

5.3.1 Requirements to meet

→ These should be specified.

5.3.2 Assumptions / preconditions

44. This section contains a number of assumptions and preconditions that serve as a basis for the rest. If these are not met then the approaches mentioned should be reconsidered.

→ These should be specified

5.3.3 Plan -> Do -> Check -> Act



45. An approach is assumed, that aims at achieving goals and developing deliverables as follows:

- On the basis of an analysis of (a.o.) the goals and deliverables within the constraints given by the playing field an inventory is made of the activities that should be deployed to be able to reach the results. (PLAN);
- These activities are carried out (DO);
- The effect of the activities is measured, preferably using a documented starting position (stage-0 measurement), to see how they actually contribute to the expected progress in attaining the deliverables (CHECK);
- The activities are adjusted if required (ACT).

This cycle is repeated until the desired results have been produced.

This approach is assumed to be followed 'over-all'.

5.3.4 Activities

46. It is essential that the activities have been defined based on an analysis of the best way to produce the required deliverables. This definition delivers, as a spin-off, the criteria that can be used to check progress ('Check').

5.3.5 Deliverables / WHAT

47. Deliverables should be described in terms of 'SMART objectives' as much as possible, in terms of WHAT.SMART work objectives are:

- a. Specific
- b. Measurable
- c. Achievable
- d. Realistic
- e. Timely

48. SMART work objectives focus on outcomes rather than activities and allow to measure the progress towards deliverables ('success'). Characteristics are:

Specific:

Well defined, Clear to anyone that has a basic knowledge of the project

Measurable:

Know if the goal is obtainable and how far away completion is

Know when it has been achieved

Agreed Upon

Agreement with all the stakeholders what the goals should be

Realistic

Within the availability of resources, knowledge and time

Time Based

Enough time to achieve the goal, Not too much time, which can affect project performance

49. Following this approach takes care of requirements(t.b.d.)

5.3.6 Process / HOW

50. Once the deliverables have been defined in SMART terms and agreed upon, the moment has arrived to define the activities that will lead in a predictable way to the deliverables. As these activities are dependent on the actual context (e.g. moment in time and content), no general description can be given here. Rather the following steps need to be followed:

(a) Analysis on HOW to obtain the deliverables; in case a deliverable is 'an update of (CWA) document' the HOW is significantly different from others like 'establish new standard' or 'change legislation';

(b) Preferably document WHY the HOW is expected to contribute to realising the WHAT;

(c) Higher level management takes care that no goals turn out to be out of scope at the end., i.e. the sum of all CWA group activities should cover the full set of over-all defined deliverables;

51. Following this approach takes care of requirements(t.b.d.)

5.3.7 Organisation / Staffing

52. Participation is on a voluntary basis. So on one hand this means that time spent by the participants cannot be enforced. But on the other hand: Governance is important. Not only to be able to ascertain that the deliverables will be available in time, but also because of the fact that people involved in these efforts do not like to see that time can be wasted on uncontrolled or uncoordinated activities, reducing over-all performance;

53. Not everyone is supposed to know all. Optimally make use of competences. Subject matter experts are not necessarily best process managers and v.v.

54. Mechanism: each group autonomous within own subject area (therefore should be mostly disjunct) where sum is taken care of using appropriate mechanism;

55. Agree on specific moments for meetings, time-lines, response times and sanction if not met. ('social control').

56. Following this approach takes care of requirements(t.b.d.)

5.3.8 Tools / methods

→ These should be specified.
