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CUSTOMS MODERNIZATION HANDBOOK

# ESTABLISHING AND IMPLEMENTING A CUSTOMS PROGRAM MANAGEMENT PROCESS



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This publication was produced for review by the United States Agency for International Development. It was prepared by Robert E. Mitchell for Booz Allen Hamilton.



### **FASTrade Customs Modernization Handbook**

Through the FASTrade Project, USAID/EGAT has commissioned a series of handbooks that are written to provide detailed guidance to a customs administration wishing to reform a particular aspect of customs procedures to better facilitate trade while maintaining or improving control and protecting the revenue. These guides are written in such a manner that if followed, a developing country customs administration should be able to institute the recommended reform measures with little or no outside technical assistance

All customs modernization efforts are dependent upon a commitment to reform and clear direction from top management. This is an essential foundation for success. Customs modernization and reform may involve many policy, program, and procedural areas, and these areas tend to support each other as they begin to be implemented. For example, an honest workforce and transparent regulations are essential to the attainment of a modern, efficient, and effective organization. But organizational integrity may be significantly enhanced by certain procedural reforms such as clear and consistent methods for classification and valuation of goods based upon international standards; and risk-based selective screening of people, conveyances, and goods.

The absence of ambiguity in the application of rules and procedures—and the practice of little or no scrutiny of compliant transactions at the border—remove opportunity for “facilitation fees” and significantly speed the overall clearance process.

Taking these types of interrelationships into account, the subject matter of the FASTrade handbooks will tend to focus on areas deemed to be of the highest importance on the road to successful customs modernization and reform.

# ESTABLISHING AND IMPLEMENTING A CUSTOMS PROGRAM MANAGEMENT PROCESS

This Trade Facilitation Customs Modernization Handbook was written by Robert E. Mitchell under the U.S. Agency for International Development (USAID) Trade Facilitation and Capacity Building Project. Through the FASTrade Project, USAID's Bureau for Economic Growth, Agriculture and Trade (EGAT) works with USAID field missions, other U.S. agencies, the U.S. private sector, other donors, and a range of developing country government agencies and private sector stakeholders to streamline clearance procedures, meet new security requirements, and reduce incoming and outgoing transaction costs at international borders. The project, implemented by Booz Allen Hamilton, focuses on building and strengthening developing countries' institutional foundations to ensure that training, technology transfer, and new infrastructure can have a strong and sustainable long-term impact on economic development. Visit <http://tcb-fastrade.com> for more information.

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# ESTABLISHING AND IMPLEMENTING A CUSTOMS PROGRAM MANAGEMENT PROCESS

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# EXECUTIVE SUMMARY

*The purpose of this handbook is to serve as an easily understood, easily applied tool for the science and art of the program management process. It outlines the key elements of critical importance to a Customs Chairman to ensure successful management and control of a complex organization.*

Practical guidance is provided for a Customs or other organization to improve its management by providing a step-by-step description of the process. Furthermore, it outlines the functions of a Program Management Staff for assisting the Head of the organization to ensure that the program management process works effectively in carrying out key managerial and organizational priorities.

In addition to assisting the Customs Chairman or other organizational head, this guidance can alert USAID Mission officials to important areas where reform may be required by their client Customs Administrations and where technical assistance may be appropriate.

Program management is both a science and an art. The science is in the structure and methodologies. The art is in the application of those to the program management process. Effective program management is less like a symphony and more like jazz. A symphony dictates every note in advance. Jazz, on the other hand, involves learning how to play an instrument by outlining a general approach and then building the music (process) as it proceeds. Successful administration of the program management discipline requires the jazz approach.

This Strategic Program Management Handbook:

- Defines programs and program management,
- Outlines the program management process,
- Provides a structure for self-assessment of where the organization is in the program management process,
- Focuses on well-managed projects as an effective way to bring about organizational change,
- Provides a simple project plan structure,
- Describes the project plan preparation process,
- Provides an example of a completed project plan,
- Describes the project review session,
- Identifies challenges and how to address them, and
- Proposes key actions to institutionalize program management.

*Program management, as outlined in this handbook, contains the full spectrum of efforts*

*that will help an organization to effectively manage the changes required for continued mission accomplishment. Programs are defined as the broad areas of interest designed to carry out the mission and goals of the organization; projects are collections of related, measurable initiatives that focus on meeting these goals.*

The primary audience envisioned for this handbook is a Customs Administration. This handbook provides the tools for program management by a Customs Administration, but the approaches and tools offered may be applied as well to other organizations with complex missions. Program management, as described in this handbook, includes vision, strategic planning, annual planning, programs, projects, line organizations, staff organizations, performance measurement, benchmark/baselines, and performance plans and appraisals.

*Appendix 1* contains a guide for conducting a Program Management Self-Assessment to help an organization determine which elements should be the focus of program management and project development and management efforts. Free Internet resources are suggested for use in development and improvement of the program management elements.

The main focus of this handbook is on managing change through projects in order to move beyond planning to actual implementation of plans that will bring about substantive change. The key approach recommended for bringing about change is the effective use of project management tools, beginning with a project plan emphasizing actions, target dates, and responsible party. A sample project plan structure is contained in *Appendix 2*. A project plan process is proposed that consists of selecting a priority project, defining who is responsible, using a trained facilitator, selecting stakeholders, establishing ground rules, and preparing a plan.

It is recommended that a Project Review Session be conducted for the Head of the organization focusing on progress, using effective presentation tools and including key team member participation, and disseminating results from the briefing.

Critical areas to address for program management to be successful are described, including identifying and addressing key issues, building teamwork, reaching and acting on decisions, involving stakeholders, designing projects and making adjustments as they proceed, listening, and keeping a positive attitude.

Actions are proposed to launch program management, including institutionalizing program/project management, ensuring management support, providing training, and establishing a program management organization. *Appendix 3* outlines the skill requirements and provides a description of the attributes for a successful Program Management staff member. *Appendix 4* provides the skill requirements and a functional description for the Director of a Program Management organization.



# PROGRAM MANAGEMENT PROCESS

*An example of the application of program management would include developing a strategic plan to address terrorism; preparing an annual plan with quantifiable objectives to prevent terrorism in such an area as the international supply chain of goods into the country; implementing projects to achieve those objectives, such as implementing secure supply chain management in cooperation with specific foreign suppliers; institutionalizing anti-terrorism processes derived from such projects; monitoring and measuring performance; and making appropriate adjustments on an ongoing basis to ensure effective performance.*

The program management process includes all of the essential elements and steps for planning and institutionalizing change. Below are the key elements of the program management process.

- **Vision:** This may come from some or all of the following: review of relevant background information, deliberate conceptualizing, incubation, sublimation, and brilliant insight.
- **Strategic Plan:** Consists of the mission, goals, and broad objectives.
- **Annual Plan:** Outlines quantifiable annual objectives that are derived from the strategic plan.
- **Programs:** Cover the broad areas into which the work of an organization is organized.
- **Projects:** Provide a method to meet goals and objectives and implement change within the organization. They include:
  - Project planning of objectives, deliverables, responsible parties, time frames, outputs, outcomes;
  - Reporting on project progress; and
  - Implementation of project objectives;

This leads to the institutionalization of positive outputs into strategic and annual plans and programs.

- **Line Organization:** The organization with direct responsibility for the successful implementation of project objectives.
- **Staff Organization:** The support manager/organization with direct responsibility for guiding implementation.
- **Performance Measures:** The intended outputs and outcomes as well as the guidelines on how to measure them.
- **Benchmark/Baseline:** The measure of where the organization is prior to the implementation of a project that enables a measurement of the impact of change.
- **Performance Plans/Appraisals:** The means for assuring individual accountability for success (or failure) in meeting project objectives.

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<sup>1</sup>For the purposes of this handbook, the generic term “program management” is used to describe the process of managing change within an organization—both the systematic process of managing overall programs and the individual projects within those programs.

The above elements constitute a complete and effective program management process. Most mature organizations have most or all of these related elements in place. At the same time, most organizations need improvement in some or all of them. It is vitally important for the establishment of an effective program management process to employ a systemic approach for assuring that all of the critical elements are in place, that they support each other, and that they meet high standards of performance. Therefore, the recommended first step in establishing a well-functioning program management process is the conduct of a “Program Management Self-Assessment.”

*Appendix I* contains a guide for use in conducting a Program Management Self-Assessment. It will help the organization to determine which of the above elements need improvement and which should be the focus of program management/project development efforts. Free Internet resources are suggested for use in developing each of these program management elements as appropriate. For example, additional information and support for strategic planning may be obtained in Appendix I by accessing/clicking on [www.customs.gov](http://www.customs.gov), [www.quickmba.com](http://www.quickmba.com), [www.des.calstate.edu](http://www.des.calstate.edu), and [www.unm.edu](http://www.unm.edu).

This program management handbook is based on the assumption that most bureaucratic organizations, particularly government organizations, tend to be better at producing planning documents than at actually implementing plans that bring about substantive change. Therefore, the primary focus of this handbook is on utilization of the program management process to manage change.

## FOCUS ON CHANGE MANAGEMENT PROJECTS

Government organization bookshelves and electronic databases are filled with beautifully written strategic plans. However, strategic plans often are not effectively used by managers and employees responsible for managing programs and implementing change and for doing the day-to-day operational work of the organization.

Government organizations also have dedicated employees who are frustrated with the resistance to change and with co-workers, protected by government service job security, who sincerely believe they have made a great contribution if they have pointed out why something cannot be done. Those who focus on reasons why a given change cannot be made certainly make change management and progress a more difficult challenge.

It has been claimed that Shakespeare said nothing because he said it all. Zen has a saying, “Don’t mistake your finger for the moon.” The first statement implies a lack of focus – trying to cover everything at once. The second statement warns against failing to realize the interdependence of the observer and the observed, and against mistaking one’s projections with reality or with attainment of the goal. Effective program management avoids both of these problems by providing for the right focus at the right time to effect change that improves organizational performance.

This handbook focuses on a process for bringing about organizational change within a Customs Administration. It assumes that Customs, like most government organizations, has issued a strategic plan but could do a better job of carrying out the plan. The purpose of this handbook and of successful program management is to promote not only good design but also effective implementation of projects. Therefore, a disciplined approach to establishing a project is stressed, with sequential steps that define its objective, plan its implementation, establish responsibility, set target dates for deliverables, and track implementation.

The completed project plan and project tracking and reporting software are the key tools used. This focus on bringing about organizational change requires moving beyond the well-founded premise that in government organizations it is far easier to plan than it is to implement. Effective project management is the science and the art of making change happen.

## THE PROCESS OF PREPARING PROJECT PLANS

The project outline below contains the structure for a simple project plan:

- Project Title
- Date Initiated
- Project Manager
- Project Objective
- Description
- Planned Steps:
  - Action
  - Target Date
  - Responsible Party
- Planned Outputs/Outcomes/Measures
- Issues/Challenges/Contingencies/Resources

An example of this structure is contained in *Appendix 2*.

The mechanics of preparing a project plan are easy. The challenge is in the substance of the plan, in communications within the organization, and in team building. Hence, the process of preparing the plan is critical. The plan provides the structure for necessary interaction.

A proposed process for this plan and preparation for this interaction are as follows:

- Ensure that the selected project addresses an organizational priority;

- Select a respected, effective, and empowered program/project manager;
- Consider using a trained facilitator;
- Select participants who have a stake in the success of the project;
- Establish ground rules for interaction;
- Prepare a draft plan;
- Give participants a reasonable amount of time to review and coordinate with each other; and
- Prepare the plan in final form.

### THE PROJECT REVIEW

Techniques for motivating human beings to work effectively together have been studied extensively. The Project Review approach recommended below is based on the premise that people are proud of achievement, do not want to be publicly embarrassed, enjoy teamwork, and value social recognition. Formal project review sessions are a key tool for motivating workers and ensuring progress.

Project Review Sessions should:

- Be conducted no less than monthly;
- Focus on presenting to the Head of the organization an objective progress status report, including key issues and next steps;
- Use effective presentation tools, such as projecting onto a screen information captured in Microsoft Project 2003;
- Be conducted by the Project Manager;
- Include the presence and participation of key team members and participating officials; and
- Capture and disseminate in writing key decisions and directions from the Head of the organization.

Effective organizations create a Program Management Staff to support, facilitate, and report on Project Review Sessions. Responsibilities include:

- Managing the overall program management process;
- Developing and maintaining the organization's Strategic and Annual Plans;
- Acting as agents of change management through advice and assistance with the development of project plans;
- Assisting with the implementation of plans and making vision a reality;
- Monitoring and measuring the success of efforts to modernize and reform as called for in planning documents; and
- Providing direct staff support to the Head of organization in other program management areas.

# CHALLENGES AND NEXT ACTIONS

## CHALLENGES AND POSITIVE APPROACHES

*Never underestimate the full spectrum of challenges to be met in providing effective program management. Murphy's Law of "If anything can go wrong, it will" seldom applies more than in this milieu. Consequently, the following elements must be addressed if a project is to come to fruition and produce its intended results, as identified below.*

- Recognize and address the issues when the project is being jeopardized by such factors as real or perceived lack of resources, changing priorities, other work, or personal and/or organizational self-interest.
- Constantly build teamwork and trust.
- Get decisions as needed and act on guidance.
- Involve major stakeholders but do so with caution and restraint, or no progress will be made because of the difficulty of pleasing everyone.
- Learn and adjust as the project proceeds, building on techniques, skills, knowledge, and abilities of the program management and implementation teams.
- Perfect the art of listening.
- Communicate clearly.
- Keep a positive attitude.

## NEXT ACTIONS

The following actions are recommended to facilitate the implementation of the essential elements of program management as described above.

- Institutionalize program management in the organization. Make it an integral part of how an organization carries out its mission and manages change.
- Ensure management support and commitment. Brief the Head of the organization and key management officials on the program management approach reflected in this handbook.
- Establish a program management organization.
- Assure that the new organization is headed by a well-qualified Program Management Director and well-trained and qualified staff.
- If further skill development is required, provide for project planning and management training and hands-on assistance with the establishment of new projects and the management of those that are ongoing. Appendix 3 describes the skill requirements and attributes of an effective Program Management Staff member, and Appendix 4 describes the skill requirements and functions of a qualified Program Management Staff Director.



# APPENDICES

**Appendix 1:** Program Management Self-Assessment

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Staff Member

**Appendix 4:** Skills and Functions of a Program Management Director

**APPENDIX I**  
**Program Management Self-Assessment**

CRITERIA	Y/N	PRIORITY	COMMENTS/ACTION
<b>1. VISION</b>			
a. Executive Leadership develops concepts and approaches for carrying out mission.			
b. Employee contribution and ideas are encouraged and rewarded in the performance appraisal, awards, and other recognition systems.			
c. Culture of the organization incorporates innovation and creativity.			
References: <a href="http://www.urban.uiuc.edu">www.urban.uiuc.edu</a> , <a href="http://www.boarddevelopment.org">www.boarddevelopment.org</a> , <a href="http://www.leader-values.com">www.leader-values.com</a>			
<b>2. STRATEGIC PLAN</b>			
a. Organization has produced a strategic plan.			
b. Plan provides overview of mission, goals, approaches, and general objectives.			
c. Plan is used to guide development of management approaches, including program creation, annual plan, performance standards, and resource requirements and allocation.			
References: <a href="http://www.customs.gov">www.customs.gov</a> , <a href="http://www.quickmba.com">www.quickmba.com</a> , <a href="http://www.des.calstate.edu">www.des.calstate.edu</a> , <a href="http://www.unm.edu">www.unm.edu</a>			
<b>3. ANNUAL PLAN</b>			
a. Plan is issued annually by the head of the organization.			
b. Plan defines objectives that are quantifiable.			
c. Plan is used to measure organizational and personal performance			
References: <a href="http://erc.msh.org/fpmh_english/chp2/p2.html">http://erc.msh.org/fpmh_english/chp2/p2.html</a> , <a href="http://www.scn.org">www.scn.org</a> .			
<b>4. PROGRAMS</b>			
a. Core programs of the organization are clearly defined.			
b. Programs provide the structure and carry out the mission, goals, and objectives in strategic and annual plans.			
References: Terms are self-explanatory.			



CRITERIA	Y/N	PRIORITY	COMMENTS/ACTION
<b>5. PROJECTS/CHANGE MANAGEMENT</b>			
a. Projects are established as key tools and instruments in creating and implementing change.			
b. Projects involve key stakeholders in making effective change.			
c. Projects are derived from the annual plan, but are also created to effectively respond to unforeseen new requirements and priorities.			
d. Progress in project development is effectively tracked and reported upon.			
e. Project results are effectively implemented and monitored.			
f. Positive results are institutionalized into the strategic and annual plans and ongoing programs.			
Reference: <a href="http://www.strategy-business.com">www.strategy-business.com</a>			
<b>6. LINE ORGANIZATIONS</b>			
a. Organizational entities, positions, and responsibilities for carrying out day-to-day operational activities are clearly defined.			
<b>7. STAFF ORGANIZATIONS</b>			
a. Organizational entities, positions, and responsibilities for providing support to key line managers are clearly defined.			
<b>8. PERFORMANCE MEASURES/ BENCHMARK/BASELINE</b>			
a. Current levels of program performance are defined.			
b. Current performance levels are quantified where feasible.			
c. Benchmark/baseline measures are used as a basis for determining the need for and impact of change initiatives, including projects.			
d. Subjective measures of performance are used in conjunction with quantifiable measures.			
<b>9. PERFORMANCE PLANS/APPRaisal</b>			
a. Executive, mid-level, and first-line supervisory and employee performance plans and appraisals are systematically developed.			
b. Plans directly relate to the annual plan and project initiatives.			
c. Plans provide for individual accountability.			

## APPENDIX 2

### Sample Project Plan

Project Title: .....Integrity Self-Assessment  
Date Initiated: .....March 30, 2005  
Program/Project Manager: .....Director, Customs Modernization

**Program/Project Objective:** Set the foundation for improving public and trade confidence in Customs, facilitating the flow of legitimate cargo and passengers, and enhancing the pride of employees by completing, by June 24, 2005, a Customs Integrity Self-Assessment, identifying problems/threats and solutions/actions.

**Description:** The Three-Year Customs Reform and Modernization Action Plan 2003-2006 lists Customs Integrity as a major priority. Its “Technical and Financial Assistance Needs Matrix” contains an action: “Draft a comprehensive anti-corruption program that can be implemented without on-site technical assistance.” A comprehensive Customs Integrity Program Implementation Plan has been prepared by a consultant of the USAID/FASTrade Project, working in conjunction with local staff. The program design calls for the Director General (DG) to “conduct a formal integrity self-assessment using an internationally accepted instrument developed by the World Customs Organization (WCO).” In accordance with this emphasis, this program/project management plan:

- Outlines the action steps, target dates, and responsibilities for completing the integrity self-assessment and defining corrective actions by no later than June 24, 2005;
- Uses the WCO Integrity Development Guide, Self-Assessment, and Evaluation Document;
- Establishes an integrity baseline for measuring outputs and outcomes;
- Addresses alleged Customs deficiencies identified in the Transparency International Webpage (for the country) under “Forms of Customs Corruption”;
- Supports the mission and functions of the enhanced “Internal Inspections Unit”; and
- Provides a key foundation for all Customs modernization initiatives.

**Self-Assessment Actions:** World Customs Organization Integrity Areas

1. Leadership and Commitment
2. Regulatory Framework Group
3. Transparency
4. Automation
5. Reform and Modernization
6. Audit and Investigation

**7. Code of Conduct**

**8. Human Resource Management**

- Remuneration and conditions
- Recruitment, selection, promotion
- Deployment, rotation, and relocation
- Training and professional development
- Performance management/appraisal

**9. Morale and Organizational Culture**

**10. Relationship with the Private Sector**

**Steps for Completing Self-Assessment: Action/Due Date/Responsible Party**

<b>ACTION</b>	<b>DUE DATE</b>	<b>RESPONSIBLE PARTY</b>
Prepare Project Plan	3/29	Program Management Staff (PMS)
Prepare draft WCO grids	3/31	PMS Groups 1 and 2
Prepare draft WCO grids involving key stakeholders	3/29	Director of Modernization
Convene stakeholders meetings	4/4—4/24	Customs Director kickoff; PMS Facilitator
Complete draft self-assessment	5/9	PMS Staff
Obtain stakeholder comments on draft	6/10	Stakeholders; PMS Staff
Prepare final Integrity Self-Assessment	6/24	PMS Staff
Define actions to implement findings and recommendations in the Integrity Self-Assessment	Ongoing	As appropriate

**PLANNED OUTPUTS**

- Completed WCO self-assessment forms for each action item.
- Proposed actions to address deficient areas and/or to build upon positive areas.
- Prioritized actions, applying the criteria of importance, urgency, consequence of failure, probability of obtaining executive and staff commitment, impact, national/international obligations, ease of implementation, and cost.
- Formally issued “Integrity Self-Assessment.”
- Use of Microsoft Project 2003 or equivalent to track and report on implementation.

## PLANNED OUTCOMES

- Improved trust in Customs by trading community.
- Improved assessment by Transparency International.
- Enhanced morale and pride by Customs managers and employees.

## ISSUES/CHALLENGES/CONTINGENCIES/RESOURCES

Completing this action plan will require that the program management function be effective in providing staff support, that key personnel participate, that actions be clearly defined, that an effective tracking and reporting tool be used, and that the Head of the Customs organization provide continuing priority emphasis and guidance as actions are implemented.

## APPENDIX 3

### Skills and Attributes of a Successful Program Management Staff Member

#### SKILLS

- Investigative and data gathering skills – Ability to follow leads and recognize pertinent and critical information.
- Strong analytical skills – Ability to sort information, synthesize it into logical groupings, and arrive at conclusions and recommendations.
- Communication skills – Ability to write clearly and to make effective presentations, both in writing and orally.

#### ATTRIBUTES

- Candor
- Courtesy
- Confidentiality
- Creativity
- Ability to listen
- Ability to focus attention on priorities
- Enjoyment of work
- High morale/positive attitude
- Open mind
- Sense of humor
- Participatory attitude
- Good attendance
- Punctuality and responsiveness

## APPENDIX 4

### Skills and Functions of a Program Management Director

#### SKILLS

- Conceptual skills – Understanding of abstract ideas and relationships and ability to develop ideas to creatively address requirements and solve problems.
- Technical skills – Knowledge and proficiency in the art of program management, including the ability to effectively prioritize and manage diverse technical programs and projects.
- Human skills – Ability to effectively delegate work and responsibility and to cooperate and communicate with people.

#### FUNCTIONS

##### **Scope of Work**

The Director of Program Management serves in a staff support position and reports to the Head of the organization who has direct responsibility for carrying out the mission and programs of the organization. The incumbent is responsible for ensuring that the full scope of program management is effectively developed and implemented throughout the organization.

##### **Duties**

The scope and elements of program management duties for which the incumbent is responsible include developing strategic and annual plans, defining programs, developing projects in support of programs, defining the responsibilities for line organizations and staff organizations, developing performance measurement, defining benchmark/baselines, and ensuring that employee performance plans and appraisals are derived from and integral to the program management process.

The incumbent will develop systematic approaches for determining the organization's specific program management needs and will provide the services and training to ensure relevant program elements and projects are developed and implemented.

The incumbent will ensure that change is effected and managed by focusing on project development and management, including effective use of project management tools. This will entail beginning with a project plan that emphasizes actions, target dates, and responsible party. Tracking methods include arranging for and managing project review sessions for the Head of the organization that focus on progress and use effective presentation approaches, including key team member participation and dissemination of results from the briefings.

To ensure organizational-wide support of effective program management and implementation, he/she will develop training and provide assistance in areas to include: defining/resolving issues; building teamwork; launching program management; producing and acting on decisions; involving stakeholders; seeking and listening to feedback, making necessary adjustments as the project proceeds; institutionalizing program/project management; and ensuring management support.

The incumbent uses the full spectrum of management tools to ensure that program management is implemented, including: preparing directives and issuances for the signature of the Head of the organization; developing and conducting program management training; conducting briefings on program management technologies; facilitating problem definition and project development; providing training in the use of project tracking tools; developing simple, effective, and efficient performance measurement; and designing performance measurement systems that reflect organizational priorities and include deliverables that have been defined in project plans and initiatives.

Based on the effective use of program management tools, the incumbent advises the Head of the organization on the status of key programs and project initiatives and proposes corrective and constructive adjustments to ensure achievement of the goals and objectives of the organization and its senior managers.

#### ***Chain of Command***

The incumbent reports to the Head of the organization and performs with a minimum of supervision.

This handbook provides the tools for program management by a Customs Administration. Program management, as described in this handbook, includes vision, strategic planning, annual planning, programs, projects, organization, performance measurement, benchmark/baselines, and performance plans and appraisals.

The means of instituting program management are discussed, including firm and consistent direction and support from top management, the establishment of a Program Management organization, and the training of staff in program management approaches and techniques.

The main focus is on managing change through projects in order to move beyond the planning stage to the actual implementation of plans that will bring about substantive and effective change in an organization. The key approach recommended for bringing about change is the effective use of project management tools, including the development and management of project plans that emphasize actions, target dates, performance indicators, and responsible parties.



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