

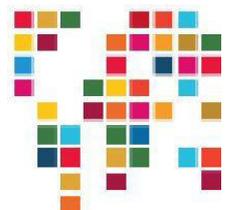


Capacity Building on Proposal Writing in the GTI Framework

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About this Workshop



From September 26-27, the programme Support for Economic Cooperation and Sub-Regional Initiatives in Asia (SCSI) of Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, organised the first capacity building workshop for the Greater Tumen Initiative (GTI) Mongolian Focal Points (FP), in Ulaanbaatar. The training was hosted by the Mongolian Ministry of Finance and co-organised by the GTI Secretariat. The following pages summarise the purpose, themes and results of this event. Detailed information including the content of lectures and discussions can be retrieved from the respective summaries.

Background and Purpose

In order to strengthen the GTI cooperation mechanism by improving the quality of project proposals and hence, contribute to improved policy coordination and the implementation of concrete projects, the GIZ SCSI Programme organised a capacity training on terms of references (ToR) and proposal writing from 23-25 November 2015 for GTI Secretariat staff, GTI National Coordinators, and delegates from relevant line ministries of GTI member countries.

Within the three-day interactive training, participants learned principles for effective project and proposal formulation, practiced ToR and proposal editing on concrete GTI examples, and deepened their understanding on how to implement the GTI Strategic Action Plan. The learning process and the interaction among participants from different member countries and the GTI Secretariat staff also strengthened their commitment towards overall goal and objec-

tives. In the meantime, as proposed by Mongolian participants and echoed by representatives from other member countries as well as the GTI Secretariat, there was a need to organise similar training events in GTI member countries. On the national level, line ministries as well as local governments engaged in the various working groups and boards of GTI would greatly benefit from such training.

To upscale the outcome of the capacity building training of 2015, the SCSI Programme organised this training with focus on proposal writing for GTI FP Mongolia. The target participants were Mongolian government officials who are actively involved in GTI activities and responsible for proposal formulation and submission, GTI Mongolian National Coordinators, delegates of the various GTI boards and committees of Mongolian government ministries and departments, representatives from the three Northeast Asia (NEA) Local Cooperation Committee (LCC) member aimags Dornod, Sukhbaatar, Khentii, as well as the members of NEA Export-Import (EXIM) Bank Association, and NEA Research Institutions Network.

The training introduced the basic principles of proposal formulation by introducing the concept of logical framework based proposals. The workshop familiarised the participants with the GTI Guidelines for Soft Projects and Proposal Template approved at the 16th GTI Consultative Commission (CC) Meeting and the GTI Strategic Action Plan. As a result, the participants deepened their commitment and understanding of the GTI Strategic Action Plan within Mongolian national policy context and are enabled to apply the learned principles of proposal writing within the context of the GTI Strategic Action Plan for projects utilising the GTI proposal template. In the medium term the effect will be an increased capacity of Mongolian decision makers and managers with regard to planning and implementation of regional economic cooperation in the GTI framework.

1. Key Tasks to follow-up the Workshop

During the closing session of the workshop, participants compiled a TO-DO list respectively decided on a way forward to follow up on the workshop. These included tasks for the Mongolian participants as well as for the facilitators from GTI Secretariat and GIZ SCSI Programme. Some tasks, e.g. improving networking opportunities, were conducted immediately after the training with the Ministry of Finance (MoF) establishing a Facebook group for further exchange among Mongolian FP within the GTI context.

1. List of GTI Projects from GTI Secretariat
2. Provide GTI Proposal Framework in Mongolian language
3. List of Focal Points (Mongolia)
4. Improve Networking Opportunities through Mailing List, Facebook Group, LinkedIn Group
5. Follow-up on project proposals from Workshop
6. Further improve Project Proposals
7. Forward improved Proposals to GTI Secretariat/Boards and respective Ministries in Mongolia

1. List of GTI Projects from GTI Secretariat

The list is needed to fit in new project proposals in the GTI framework, to create continuity and synergy and to avoid duplication. The GTI Secretariat should provide the list to the participants by email. This list should also be updated online and publically accessible on <http://www.tumenprogramme.org>.

2. Provide GTI Proposal Framework in Mongolian language

GIZ is drafting a translation in Mongolian language of the GTI Guideline for Soft Projects, to facilitate active participation of all Mongolian stakeholders also in the provinces and will improve the provinces capacity to formulate project proposals. As English is the official language within the GTI framework proposals must be drafted and submitted in English. Translated documents shall just be a tool to improve the knowledge of the GTI project proposal framework.

3. List of Focal Points (Mongolia)

Publish a GTI Address Book online with full names and contact details for all stakeholders in a password protected member area on the GTI website. Include even potential stakeholders

in the sub-region, to make them feel included in the GTI framework. It would help to communicate across border and across sectors. Consider publishing a GTI Address List of all (potential) stakeholders with email addresses (contact points) as an annex to the GTI Annual Report.

4. Improve Networking Opportunities through Mailing List, Facebook Group, LinkedIn Group

Participants should keep contact via direct e-mails for working together on GTI proposals and further networking to include the aimags better within the proposal process.

A Group Chat on <https://www.facebook.com/groups/333931640331760/> was opened by Ms. Tugs-Oyun as a representative of the Ministry of Finance and deputy National Coordinator for GTI in Mongolia. It is a non-public closed group with Ms. Tugs-Oyun as moderator who will give access to any participant and further colleagues who need and want to be updated on GTI process in general and in Mongolia especially.

5. Follow-up on project proposals from Workshop

The Workshop led to good project ideas, which are documented in this report. Especially the customs project has good perspectives. However, much more is possible and came to the minds of participants during the workshop. Participants now have a better understanding of what is required and can do a quick self-assessment of their project ideas. There are also good project ideas across sectors (trade, transport, tourism) and networks (local governments, think tanks network, EXIM Banks).

6. Improve Project Proposals Further

The project proposals can gain more visibility within the GTI framework when getting stakeholders from other member countries involved. Joint planning will give the proposals a higher chance for being approved by the respective GTI mechanisms. It became obvious, that the stakeholders with local knowledge of the situation and the problems are a valuable source for GTI. Representatives from provinces need to be encouraged and supported to communicate their situation within the GTI framework. GTI must thrive to become a platform for result oriented projects on the ground (low-hanging-fruits). To improve project proposals further, the Ministry of Finance should issue a Call for Proposals to all stakeholders in Mongolia and select the most promising ones in close cooperation with the GTI Secretariat.

7. Forward improved proposals to GTI Secretariat/Boards and respective Ministries in Mongolia

The respective officer in the GTI Secretariat will review the proposals and give input to improve the document. The Focal Points at the respective ministries in Mongolia should also have resources to support the project formulation. As we noticed, many good ideas come up from the stakeholders. But there is a continuing need for guidance through the GTI requirements.

2. Scope and Wishes



Participants started the workshop with discussing wishes and needs regarding the GTI mechanism. The results of the survey display first and foremost a need to know more about the GTI mechanism and processes in general and in addition, to learn the common principles of proposal writing.

<p>Knowledge about GTI</p> <ul style="list-style-type: none"> Understanding of GTI Knowledge about the transport board Learn about GTI The Importance of the province to GTI 	<p>GTI Proposal Framework</p> <ul style="list-style-type: none"> Knowledge about proposal training Want to learn how to write any project idea in GTI framework Clear Principle
<p>Proposal writing</p> <ul style="list-style-type: none"> Order of proposal writing Main principles of proposal formulation Basic principles More interested in project evaluation Proposal writing techniques Relevance of project objective and outcome. 	<p>Wishes</p> <ul style="list-style-type: none"> GTI to become an international organisation for example the Northeast Asia Economic Cooperation Organisation (NEAEC) Needs strong government support Country specific analysis Need initiative from provincial management side

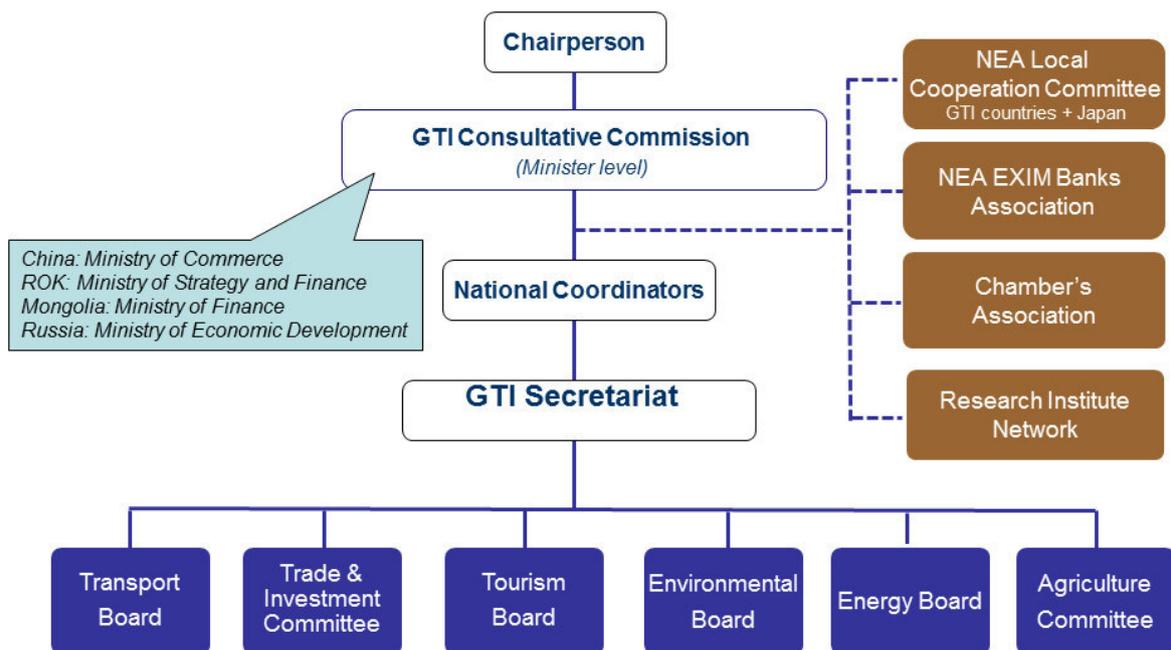
3. Greater Tumen Initiative: A Regional Cooperation Mechanism

As a primer for the event Mr. Batkhuyag from the GTI Secretariat presented an overview of GTI as an organisation and cooperation mechanism. This session served the purpose of freshening up the participant's existing knowledge on GTI and the Greater Tumen Region (GTR) as well as to provide newcomers with a foundation of knowledge.

Fact Box Greater Tumen Initiative (GTI)	
Founded	1990 - 1991
Member Countries	People's Republic of China, Mongolia, Republic of Korea and Russian Federation.
Population	ca. 142,000,000
Goal	Build a great partnership for common prosperity between Strengthening cooperation under the GTI framework to increase benefit
Focus	Transport, trade and investment, tourism, energy, environmental sustainability
Serves as	A catalyst to expand multilateral policy dialogue among the member a platform for regional economic cooperation

Organisational Structure:

The decision-making body of GTI is the Consultative Commission, which is comprised of senior official representatives on the Vice-Ministerial level from each member country. Meanwhile, National Coordinators are responsible for the coordination between the Consultative Commission and the GTI Secretariat. The latter, based in Beijing, PR China, serves as the executive body of GTI, implementing the decisions of the Consultative Commission. GTI has created working groups, so-called boards and committees, for each of its six priority sectors – Transport, Trade and Investment, Tourism, Energy, Environment, and Agricultural cooperation – in order to enhance and streamline cooperation efforts in respective fields. The LCC acts as a Governor level platform to ease cooperation among the regional governments, as well as to strengthen policy coordination between local and central governments. The NEA EXIM Bank has been initiated to improve access to public as well as private credit for regional development projects, while simultaneously supporting intraregional trade and hence closer integration of the region. It is an association among the EXIM Banks of the PRChina and the Republic of Korea (RoK), the Development Bank of Mongolia and the Bank for Development and Foreign Economic Affairs of Russia.



Mandate:

GTI was set up to strengthen cooperation in the following **six priority sectors**. In the **Transport** sector, GTI aims to develop key regional transport corridors through connecting major ports, railways, and roads in the region. In the **Energy** sector, GTI seeks to provide stable, cost effective and sustainable energy (energy security) to the region. Activities in the **Tourism** sector seek to substantially increase the number of cross-border visitors in the region in order to fully utilize the region's capacity in this field. It has thus far been one of the more active sectors of GTI cooperation with the Study on Multi-Destination Tourism, supported by German Development Cooperation through GIZ, being a recent example. GTI provides a platform to facilitate trade and promote investment in the region within the scope of its **Trade & Investment** sector. Northeast Asia commands over enormous human and natural resources, which have remained largely untapped to date. However, the region remains one of the world's few multi-border regions without a comprehensive regional trade agreement in place. GTI actively seeks to change this. With the recently established Agricultural Committee GTI seeks to improve development, cooperation, and trade facilitation within the **Agricultural** sector in the region. The **Environment** sector needs to improve cooperation in environment protection and sustainable development once again. GTI needs to endorse the flagship project, "Proposal of GTI Environment Cooperation Strategy in Northeast Asia", to reactivate environmental cooperation in the region.

Funding:

During its initial years, UNDP had been the sole financier of the initiative. With the launch of GTI however, ownership was transferred to the member states through the establishment of a Common Fund by the member states, which finances the operational budget. UNDP's role has matured into being primarily supportive, especially in running the GTI Secretariat. Apart from specialised funds for certain activities by member states, GTI receives funding from different outside sources. However, the key challenge is to channel funding for hard infrastructure projects into the region. For this task, the Northeast Asia EXIM Bank Association was founded under the GTI framework.

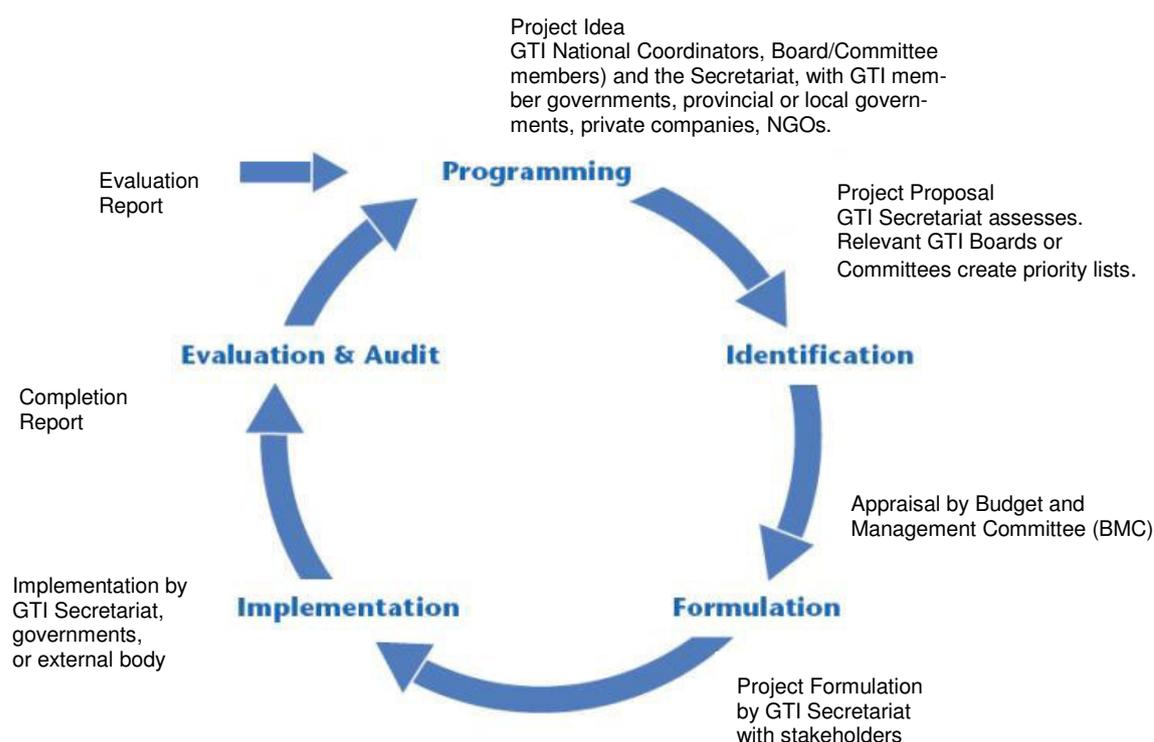
Ownership:

GTI's unique framework, which is based on the membership and commitment of the four countries involved as well as the UNDP, has achieved to establish dialogues among its members, which in itself ought to be seen as a tremendous success in the politically sensitive environment of the Tumen area. The member countries agreed to enhance the cooperation as the organisation is currently in the process of transferring itself into an independent legal entity. The process, which is scheduled to be completed by 2017, will lift the level of the organisation to a recognised international organisation.

4. The GTI Project Cycle

This session aimed at clarifying how to get from an idea to a proposal which can be successfully submitted. In order to learn writing tangible proposals knowledge of the GTI Project Cycle is essential. Even though most project cycles follow a similar pattern it is important to familiarise oneself with the specifics of the GTI Project Cycle. Awareness of the decision-making process can be helpful in formulating a proposal and can increase the chances of the proposals to be accepted within the GTI framework. Project Proposals should clearly elaborate on the objectives of the project idea, activities and the expected outcomes. First a specific problem needs to be identified. Second, measures of how to solve or ameliorate the situation should be presented. A Project Proposal has to follow the GTI Guideline and be prepared using the GTI Project Template.

Chart of GTI Project Cycle



Requirements for Project Ideas and Documents from GTI

The GTI Project Guidelines specify a number of requirements which can be utilised as a checklist when identifying issues to be evolved into project proposals. Aside from ten minimum requirements, guidelines lay out five additional provisions for orientation (see next page for List of Minimum and Additional Requirements for project idea). The requirements for project ideas can be found in the **GTI Guideline for Soft Projects**. Project ideas can come from many sources, including the GTI Member States, provincial or local governments, private companies, NGOs, or the GTI Secretariat. However, given that the GTI is an inter-governmental cooperation mechanism, the right to bring up the project idea should only be given to the Member States (GTI National Coordinators, Board/Committee Members, local governments) and the GTI Secretariat. A project idea should identify a specific problem and describe the ways and means of how to solve or ameliorate the situation. The respective GTI Guideline for Soft Projects, GTI Project Proposal Form, GTI Action Plans, and a GTI List of approved/ongoing/completed projects can be requested at the GTI Secretariat. Please ensure the usage of up-to date guidelines and proposal forms.

Minimum Requirement for Project Idea

1. Support the **overall objectives of GTI**
2. Address a **regional or cross-border problem** and contribute to the solution of the problem.
3. Have reasonable prospects of achieving its stated objectives
4. Fall within the priority areas: **transport, energy, trade and investment, tourism, environment and agriculture**
5. Be in line with the GTI Strategic Action Plan and sectoral action plans
6. Require a financial volume adequate with the means of GTI
7. Be completed within a reasonable time frame
8. **No duplication** of previous work by GTI or another institution
9. Have **active participation** of a large number of GTI members
10. The government proposing the project provides at least **30% matching funds** of the total budget of the proposed project

Additional Requirements

11. Complement previous activities of GTI
12. Link with activities of the Member States or other institutions
13. Involve the private sector
14. Have prospects of obtaining co-financing
15. Has a potential to lead larger scale intervention from the Member States or private sector

5. The Application of a Logical Framework

The Logical Framework Approach is a methodology frequently used for designing, monitoring and evaluating international development projects. The Logical Framework (logframe) Approach takes the form of a four-by-four project table. While the rows represent types of events that take place as a project is implemented (activities, outputs, purpose and goal), the column form the types of information about the events: objectively verifiable indicators, means of verification and assumptions. A specific challenge is the proper distinction between **goals, objectives** and **output** (see also logframe-matrix page 12). The **goal** of a project is a broad, abstract and intangible statement of how the project will contribute to the solution of the challenge that is tackled during implementation. There is always usually only one goal for each proposal which then is accomplished through a certain number of objectives (3-4). Therefore, the **objectives** of a project are specific and tangible targets the project needs to achieve the overall goal. The objectives shall be quantitatively and/or qualitatively defined so that their attainment can be measured and achieved through a series of activities.

Activities are the actions or tasks that a project undertakes to produce **outputs**. Hence, outputs are the concrete, tangible or observable products of a project. **Indicators** must be measurable and reflect significant benchmarks for assessing progress towards achieving the objectives. Here, the use of **SMART** indicators has been proven helpful:

- **Specific** – target a specific area for improvement.
- **Measurable** – quantify or at least suggest an indicator of progress.
- **Achievable** (or Agreed, Acceptable).
- **Relevant** – state what results can realistically be achieved, given available resources.
- **Time-based** – specify when the result(s) can be achieved.

Means of **verification** are the sources of information that can be used to verify that the targets were achieved. **Assumptions** and **risks** describe the critical factors which cannot be controlled but which influence the implementation of the project and its success or failure.

The Logical Framework is used to communicate a project's objectives clearly and simply on a single page where it incorporates the full range of views of all stakeholders of a project. Filling out the logframe can be the start from an idea to an actual project proposal. The logframe summarises the key features of a project design at the time of project identification (what is it?) during definition (what should we do?) and appraisal (should we do it?). It is an up-front planner which provides the project team with essential planning information for the development of project plans. It is ideally suited for defining and designing soft projects. At the same time it needs to be stressed, that projects need to be focused. Avoid overloading single aspects of the logframe. However, paying special attention to the **outputs** is an important feature to convince decision makers and serves the purpose of awareness-raising. It provides viewers with a clear message of what you want to achieve with your project.

Logframe Format used in GTI

Project Elements	Indicators	Means of Verification	Assumptions
<p>GOAL</p> <p>is a statement of how the project or program will contribute to the solution of the problem (or problems) of the sector.</p>	<p>The indicators at Goal level describe how the overall impact of the project shall be measured. They are specific in terms of quantity, quality, and time (target group and location if relevant).</p>	<p>The means of verification are the sources of information that can be used to verify that the targets were achieved. They can include published material, visual inspection, sample surveys, etc.</p>	<p>(No further text here.)</p>
<p>OBJECTIVE</p> <p>is the direct impact to be achieved as a result of the Outputs produced by the project. It is a hypothesis about the impact or benefit that the project attempts to achieve.</p>	<p>The indicators at the Purpose level describe how the direct impact of the project shall be measured. They should include targets reflecting the end of project status (EOPS). They are specific in terms of quantity, quality, and time (target group and location if relevant).</p>	<p>The means of verification are the sources to which the executor and evaluator can refer to see if the targets are being achieved. They can indicate that there is a problem and suggest the need for changes in project Outputs. They can include published material, visual inspection, sample surveys, etc.</p>	<p>The assumptions indicate the events, conditions, or decisions that must occur in order for the project to contribute significantly to the achievement of the Goal.</p>
<p>OUTPUTS</p> <p>are goods, services, and trainings that the project executor is required by contract to complete. They should be expressed as work completed (systems installed, people trained, etc.).</p>	<p>The indicators for Outputs are succinct, but clear, descriptions of <u>each of the Outputs that have to be completed during execution</u>. Each should specify quantity, quality and timing of the goods, services, etc. to be delivered.</p>	<p>This cell tells where an evaluator can find the sources of information to verify that the products/services contracted have been delivered. Sources can include site inspection, auditor's reports, etc.</p>	<p>The assumptions are the events, conditions, or decisions that have to occur in order for the Outputs to achieve the Purpose for which they were undertaken.</p>
<p>ACTIVITIES</p> <p>are tasks that the executor must carry out <u>in order to produce each of the Outputs of the project</u> and that denote costs. Activities are listed in chronological order for each Output.</p>	<p>This cell contains the budget for each Output produced by the project.</p>	<p>This cell tells where an evaluator can obtain information on whether the budget was spent as planned. It is usually the accounting records of the executing unit.</p>	<p>The assumptions are the events, conditions, or decisions that have to occur in order to complete the Outputs of the project.</p>

6. Group Work I: Drafting of Project Proposal using the Logframe



After discussing proposal writing on a theoretical level, participants were divided into two groups. Both groups were then asked to apply their learned knowledge by drafting project proposals. After identifying an existing project proposal or choosing a hypothetical proposal the participants laid out a detailed logframe. They were then tasked with conceptualising a convincing proposal to present it to their peers just as a real project proposal would be presented in a GTI Board or Committee.

Participants were asked to briefly describe the evolution and/or present situation in one of the GTI sectoral Boards or Committees within the context of the proposed project. In doing so it was important to highlight problems, obstacles or undesirable situations which this project intends to address. Furthermore target beneficiaries and reasons for the proposed project to be pursued under the GTI framework should be outlined. Therefore it is necessary to check the GTI Strategic Action Plan again before drafting a proposal so that the proposed project is according to the identified challenges and visions of GTI. Given that, it has a greater chance of being accepted and successfully implemented due to a higher commitment from GTI members.

Result of Group Work I

The following pages give an overview about the work on the logframes as well as the contents of the discussion between the two groups and the feedback provided by the trainer and the participants.

Project name: Building up capacity to implement a cross-border FTZ in NEA			
Project Elements	Indicators	Means of Verification	Assumptions
GOAL Promoting regional trade and investment	Higher volume of trade in USD than before Higher FDI levels	National statistic year-book, official reports	
OBJECTIVE Setup free trade cities that land-locked regions (Jilin, Heilongjiang, and others) can access sea ports Integrating different trade regimes among GTR countries to facilitate trade	Improved connectivity Region attracts more trade logistic investments	Integrated trade regimes within FTZ	GTI member countries decide in favor of regional trade and investment Choice on locations Logistic framework Necessary infrastructure development / Investors
OUTPUTS Recommendations for decision makers Decision makers raise capacity to implement a FTZ		GTR Trade Facilitation Index	Benefit and cost analysis Identify main barriers to trade and investment and how to overcome them
ACTIVITIES Feasibility study (paper) Capacity building: site visits, meeting of LCC members, information sharing	100 000 USD	Project Report	

Table: Logframe by Group 1

During the GTI Research Institutions Network meeting in Moscow, which was held shortly before the training in Ulaanbaatar, further project ideas within GTI were elaborated. Dr. Tumurpurev from the National Security Council of Mongolia, who attended the Network meeting, presented three project proposal drafts from the meeting within **Group 1**. After an intensive discussion, the topic of “Building a cross-border free trade zone (FTZ) in Northeast Asia” was chosen as an example for the logframe exercise. To avoid misunderstandings, the discussion among the group members was held in Mongolian. However, since English is the official language within GTI the outcomes were recorded in English. It was agreed that access to sea ports in Northeast Asia is especially important to Mongolia as a landlocked country. A FTZ, which would overcome the difference in trade regimes between the GTI member-countries would be a promising project to promote trade and investment.

The main discussion was about realising the project in form of research paper or including such a paper as analysis or study in the project itself. The latter was then decided on. A feasibility study (paper) was included as one of the activities of the project. Nevertheless, the scope of this study is very much depends on the projects overall budget. The estimated USD 100.000 would cover suggested activities like site visits and meetings of LCC members but could barely include a detailed feasibility study. Therefore, an evaluation paper or project report is more tangible and could also support recommendations for decision makers and raise the capacity to implement an FTZ. Given the budget, a project title that specifies the expected results in a more open manner would be another improvement: “Building up capacity to implement a cross-border FTZ in NEA”. As a means of verification the GTR Trade Facilitation Index was proposed. However, as it is not yet implemented other sources need to be considered for project proposals. Unfortunately the collection of national statistics is a long process, so for evaluation purposes the project team could for example try to constantly collect data from the private sector, chambers, or cooperate with regional research institutions on that matter.

Project name: Customs Cooperation			
Project Elements	Indicators	Means of Verification	Assumptions
GOAL Regional trade facilitation			
OBJECTIVE Joint customs control			
OUTPUTS Creating a Single Window platform / foundation	1-2 Pilot programme(s) / result based		High level commitment
ACTIVITIES Study tour, workshop, joint-seminar			Trainings, Bi-/ Trilateral Agreement for joint control

Table: Logframe by Group 2

Group 2 decided on the topic of “Customs Cooperation”. In general the GTI Trade and Investment Committee or the Customs Sub-Committee offers a platform for exchange on standards and national mechanisms among customs officials. Nonetheless, the region is still far away from having a joint customs control to facilitate cross-border trade. Creating pilot

programmes for a regional Single-Window platform could improve national capacities and serve as a first step towards a GTR-wide Single-Window.

The ASEAN Single Window (ASW) which connects and integrates National Single Windows of member states might be a best practice example. The ASW formed a basis from which ASEAN member economies started discussing an ASEAN Customs Union in 2015. Given that, high level commitment will be needed - even more than usual - to improve customs cooperation.

7. Group Work II: Improve the Project Proposal using the GTI Template

Breaking the proposal down to the bare essentials in accordance with the GTI project proposal and requirements is crucial for acceptance of the project by the relevant decision-makers; first in GTI Boards and Committees as well as the Consultative Commission later on. The session began with brief introduction to familiarise the participants with the GTI Project Proposal Template. After that the previous groups were tasked with reconceptualising the essential aspects from their projects into the GTI project proposal template. To use the time efficiently only the first page of the template was utilised for this exercise: Background, Goal, Objectives, and Outcomes/Activities. The groups could either work with their drafted logframes from the day before or choose a new project topic.

The image shows a screenshot of the 'GTI PROJECT PROPOSAL' template. The header includes the GTI logo, the title 'PROJECT PROPOSAL', and a subtitle 'SECTOR'. A navigation bar shows '<Template>' and '4-7 pages'. The form is divided into several sections:

- Project Title:** Placeholder for the tentative name of the proposed project.
- Participating Countries:** Placeholder to specify GTI member countries to be covered in the project's scope.
- Developer/Partner(s):** Placeholder to list possible partners interested in participation, including ministries or government agencies in GTI member countries or other countries, any international, regional or bilateral organizations.
- Timeframe:** Placeholder for the conceivable period needed to evolve the project life-cycle.
- Estimated Budget:** Placeholder to specify estimated funding needed for the project.
- Proposed Funding Source(s):** Placeholder to suggest possible funding sources to implement the project, with a note to be aware that the GTI Common Fund was established to mainly support the GTI Secretariat's operational costs.

Below these fields are three main sections with instructions:

- Background & Rationale:** Instructs to briefly describe the evolution and/or present situation in a specific sector/sub-sector/geographical area, highlight problems, obstacles or undesirable situations, outline target beneficiaries and reasons for the project, and highlight how interventions contribute to the GTI Strategic Action Plan and sectoral action plans.
- Project Goal:** Instructs that the project goal is a statement of how the project or program will contribute to the solution of the problem (or problems) of the sector, and should derive or clearly show the linkages with the GTI Sectoral Strategy and Action Plan.
- Project Objective(s):** Instructs that the project objective is the direct impact to be achieved as a result of the Outputs produced by the project, and should be sufficient to accomplish the expected Objectives and contribute to the improvement of/upgrade situation(s) in the specific sector/sub-sector/geographical area.
- Expected Outputs & Activities:** Instructs to describe expected outputs as concrete or observable products of a project (e.g. workshop, training course, communication/cooperation framework, decision support system, analytical report, strategy paper, demonstration site, etc.) being a consequence of activities which are necessary in order to accomplish the objective(s). Every objective must be supported by at least one output. Activities are the necessary tasks to be carried out to achieve each output. The description of the activities commonly starts with a verb (assess, identify, prepare, conduct, coordinate, provide, review, etc.).

Results of Group Work II

The following pages give an overview about the revised proposals, as well as the contents of the discussion between the two groups and the feedback provided by the trainer and the participants.

Project Title	Capacity Building for tour operators in cross-border tourism in GTR
Participating Countries	
Development Partner(s)	
Timeframe	1 year
Estimated Budget	USD 30.000,00
Proposed Funding Source(s)	
Background & Rational	
<ul style="list-style-type: none"> • Not enough tourist facilities and services nor qualified professionals as well as a missing cooperation and exchange among professionals (tour operators, etc.). • Lack of PPPs within cross-border tourism sector 	
Project Goal	
<ul style="list-style-type: none"> • Enhance the service quality of tourist units in GTR and foster a broader exchange of tourists 	
Project Objective(s)	
<ul style="list-style-type: none"> • Training and educating of managers and service staff within the tourism sector (joint workshops) • Enhance the cooperation among tour operators in GTR • Exchange knowledge and experiences 	
Expected Outputs & Activities	
<ul style="list-style-type: none"> • Increased number of tourists (20% every year) • Satisfaction of tourists (plus 50%) • Better trained professionals within the tourist sector • Expert forum with GTI member countries to exchange on specific characteristics of each member countries tourist groups 	

Table: Project Proposal by Group 1

Group 1 decided to change the topic project proposal from FTZ in Northeast Asia to cross-border tourism in GTR. The proposed project aims at building capacity for tour operators in the region. During the discussion it became clear that bridging the gap between national and regional GTR projects proves to be a challenge when proposing projects. Initially Mongolian aimags Dornod, Khentii, and Sukhbaatar were aimed to be the beneficiaries of the project proposal. However, the participation of several GTI members within the region is one of the main requirements for project proposals as stated in the **GTI Guideline for Soft Projects**. Therefore, it is important to highlight the involvement and benefits for other GTI members already at the planning stage for a project proposal. The discussion thus led to a re-

formulation towards the exchange of knowledge among tour operators from all GTI countries.

GTI members with a more advanced tourism sector could serve as a knowledge-hub to support other countries to improve their institutional structures and capacities. Furthermore, activities would foster knowledge exchange among all members. Mongolian professionals in tourism would learn about needs and expectations of Chinese, Korean, and/or Russian tourist as well as the other members could improve their tours and offers regarding tourist destinations in Mongolia. Thus, cooperation among tour operators, hotels, bus companies in GTR was discussed which also could function as an incentive for potential PPPs together with respective provincial governments of GTI member countries. The aforementioned would also be a suitable objective as well as then an expected outputs / activities in this field.

With regard to outputs, the need for clear, understandable, and indeed measurable indicators was stressed. Hence, it was discussed that putting down expected outputs like “increased number of tourists (20% every year)” or “satisfaction of tourists (plus 50%)” are too vague. In both cases it would be unclear which numbers are taken into account. Is it an increase of tourists per Mongolian province, for all three provinces, or maybe the GTR region? Instead the geographical scope and the baselines should be clearly stated. Here again, it is advisable to keep the project proposal tangible by working with outcomes and activities that are visible as well as easy to evaluate and monitor.

Project Title	Customs Cooperation
Participating Countries	
Development Partner(s)	
Timeframe	2 years
Estimated Budget	USD 50.000
Proposed Funding Source(s)	
Background & Rational Main problems (now): <ul style="list-style-type: none"> • Duration • Conflict of regulations • Lack of information exchange 	

<ul style="list-style-type: none"> • Different stakeholders and their interests • Customs of two countries • Transport providers • Private sector (traders)
<p>Project Goal</p> <ul style="list-style-type: none"> • Regional Trade Facilitation
<p>Project Objective(s)</p> <ul style="list-style-type: none"> • Harmonisation and simplification of customs procedures • Capacity building for selected customs officials
<p>Expected Outputs & Activities</p> <ul style="list-style-type: none"> • Analysis of regulations and current situation • Capacity building for customs officials for joint checking • Alignment of documentation • Promote to stakeholders • Joint seminar, trainings • Joint customs control • 1-2 pilot programmes (result based) • Exchange of experience

Table 4: Project Proposal by Group 2

Group 2 did work further on the topic of customs cooperation from the day before. Therefore, the participants could go directly into the discussion regarding the project proposal. Although the project is build up mainly to improve cooperation between customs agencies, other agencies and actors should be considered as well. Background and rational of the project already show that customs agencies are not the only stakeholder involved in cross-border trade processes. This includes the private sector in general, and transport providers specifically.

Thus with respect to goals and activities other involved stakeholders should be considered carefully. This pertains to customs agencies, phytosanitary inspection services, and veterinary inspection services, licensing agencies, legal compliance, transport management, etc., in order to overcome delays at the border. Therefore, an inter-agency cooperation within joint seminars could be a way to address challenges to a broader audience and adjust them in pilot programmes. It would also further clarify the respective impact on border management per stakeholder involved.

GIZ Programme “Support for Economic Cooperation in Sub-Regional Initiatives in Asia (SCSI)”

Background

Initiatives in support of regional cooperation and integration have increasingly come to be understood as key to Asia’s future development as they enhance the region’s division of labour, its capabilities to attract investments, as well as its access to global markets. Moreover, sub-regional initiatives improve the connectivity between interior lands and peripheral areas, whereby they not only contribute to the reduction of regional disparities and thus poverty, but also facilitate the development of regional competitive advantages.

Our Approach

Sub-regional initiatives foster regional economic cooperation and integration and play an important role for economic as well as social development in Asia. Apart from dismantling trade barriers, the initiatives promote cross-border investment and improve the capacity of regions to connect to

Fact Box SCSI	
Project Name	Support for Economic Cooperation in Sub-Regional Initiatives in Asia
Commissioned by	German Federal Ministry for Economic Cooperation and Development (BMZ)
Key Subjects	Cross-Border Cooperation, Trade Facilitation, Maritime Cooperation, Private Sector Involvement
Duration	2015 – 2019

the global market, thus, establishing new economic corridors. By boosting less developed areas in border regions they contribute to economic development and job creation. The GIZ Programme “Support for Economic Cooperation in Sub-Regional Initiatives in Asia (SCSI)” works with regional economic communities (RECs) like the Greater Tumen Initiative (GTI) and Pan Beibu Gulf Economic Cooperation (PBG) to strengthen selected core processes of regional integration between Cambodia, Lao PDR, Viet Nam, and Mongolia with the PR China. The goal is to contribute to sustainable and inclusive development in the region.

Focus Areas

- Strengthening the organisational structure of sub-regional initiatives by provision of international expertise at providing knowledge sharing platforms, and technical trainings regarding internal institutional processes.
- Strengthening the implementation capacity development of actors involved in sub-regional initiatives regarding project planning, implementation and monitoring within the frame of RECs.
- Improving the private sectors’ utilisation rate of the ASEAN-China Free Trade Agreement (ACFTA) in cooperation with export oriented business associations and chambers to overcome barriers to trade.

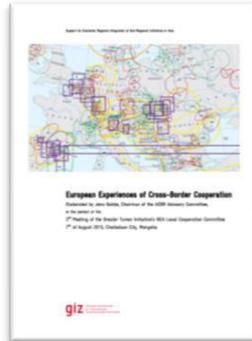
Other publications by SCSI

The GIZ SCSI Programme publishes regular updates on its activities to offer insights and disseminate regional knowledge on integration processes in Asia. To download please refer to <http://connecting-asia.org/scsi-in-asia-phase-2-2015-2019/>

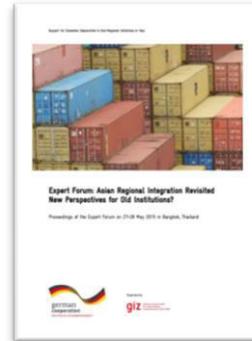
Inputs and Materials



[Regional Infrastructure Investment Initiatives: Zero-Sum Game or Win-Win Collaboration?](#)



[European Experiences of Cross-Border Cooperation](#)



[Expert Forum: Asian Regional Integration Revisited – New Perspectives for Old Institutions](#)

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