



“EXPORTS THROUGH POSTAL SERVICES FOR MICRO, SMALL AND MEDIUM-SIZED ENTERPRISES – (MSMEs)”

A Project within IIRSA's Implementation Agenda based on Consensus 2005-2010

PROJECT IMPLEMENTATION GUIDELINES

1. SUBMITTING AN EXPRESSION OF INTEREST

Interested countries must formalize with IIRSA their willingness to participate in the *Exports through Postal Services for MSMEs* project by sending an official letter prepared by IIRSA's *National Coordination* to IIRSA's CCT Secretariat, from where it will be distributed to other National Coordinators and to the regional team engaged in the project. The purpose of this document is that the country must officially express its intention to form part of the group of countries whose actions towards project implementation will be supported, for example with a technical visit for pre-diagnostic purposes intended to gaining insight into the conditions required for the development of the project in their own local markets.

Once this formality is concluded, a *Confidentiality Agreement* will be signed among all the parties participating in the project in order to ensure that any information shared during the pre-diagnosis, design and implementation stages of the project be duly protected and to prevent such data from being disclosed or used for other purposes or by other parties.

2. DEFINING THE NATIONAL COORDINATION TEAM

Each country shall appoint a team of high-ranking officials from agencies and bodies related to the project and export process (*customs, postal services, foreign trade, transportation and/or communication ministries and MSMEs promotion institutions*), that will be supported by the valuable participation of IIRSA's National Coordination.

The team shall meet the following basic requirements:

- *to be as accurate as possible in the generation of information, the description of procedures, the carrying out of routine activities as well as in the compliance with national rules and regulations.*
- *to analyze the support given to the project by such institutions and agencies.*
- *make a diagnosis to indicate whether the country's existing environment is favorable enough to implement the project.*

The responsibility for appointing the team members shall be assumed by the following institutions:

- *IIRSA's National Coordinator*
- *High-ranking officials from the postal sector regulator*
- *Authorities from export-related agencies and entities*

3. ANSWERING THE PROJECT QUESTIONNAIRE

The questionnaire, sent to all IIRSA's member countries by the CCT Secretariat, is aimed at gathering the minimum information on export processes required to serve as a basis for the pre-diagnostic technical visit that will be made in order to raise awareness on the project and analyze the feasibility of implementing it in the country where the technical assistance is being granted. The survey will also enable us to identify the country's key agents as well as the minimum requirements to provide support to the visit.

The national coordination team will be responsible for completing the questionnaire and, once the information required is collected, for sending it to IIRSA's CCT Secretariat.

4. THE TECHNICAL VISIT FOR PRE-DIAGNOSIS AND AWARENESS RAISING PURPOSES

The pre-diagnostic technical visit is aimed at:

- presenting IIRSA's *Exports through Postal Services for MSMEs* project, which sums up the Brazilian experience with the *Exporta Fácil* project as well as the experience gained in the country where this project has already been implemented (Peru, Uruguay, etc.)
- identifying the feasibility of developing the project in the country and identifying whether the public postal operator meets the minimum conditions required.
- Moreover, the pre-diagnostic visit will help strengthen the raising of awareness among entities and key authorities concerned with the project as well as identify the financing of the project and the institution(s) best suited to assume a leadership role in implementing the project at the national level.

The **product** of this visit will be a *pre-diagnostic report*, which will include an analysis of the context where the project is to be implemented —namely, its strengths, weaknesses, opportunities and risks. Depending on the country's needs, this report may be submitted for discussion during a second technical visit to the host country.

The first technical visit will be **financed** by the requesting country, either with its own funds, by resorting to the financial institutions participating in IIRSA's CCT (IDB, CAF and FONPLATA) or to other agencies.

The first technical visit takes from 8 to 10 days, and may be followed by a second 2 or 3-day visit to discuss the pre-diagnostic report.

A **necessary condition** to be met by the host country before the visit is that the following data (part of which is asked in IIRSA's questionnaire) should have been supplied beforehand:

- *The organizations involved in the development of the project and the role played by each one of them.*
- *The organizations concerned with export processes.*
- *Export statistics (destinations, amounts, products).*
- *An analysis of export processes.*
- *Information on public or private postal operators engaged in the postal service market segment.*
- *Specific organizations and programs concerned with assisting, training or advising exporting MSMEs or MSMEs in general.*
- *Confirmation of the statistics and data on MSME's export share.*
- *An analysis of the communication channels available to reach MSMEs.*
- *The communication instruments used to reach the MSMEs (press, TV or radio programs, specialized magazines, websites, others).*
- *The geographical location of public and private operators.*
- *A chart describing in detail the process undertaken by a postal operator in the postal service segment.*
- *The situational analysis of regional postal services. Characteristics, location, coverage and impact.*
- *Training capacity in the public postal sector.*
- *Legislation concerning the following:*
 - *Tariff preferences.*
 - *Export customs procedures.*
 - *Value and pesos limitations.*
- *An analysis of the goods exported and imported under these conditions.*
- *Legal rules concerning the simplified export process.*

5. DEFINING THE TERMS AND CONDITIONS OF THE MEMORANDUM OF UNDERSTANDING OF THE TECHNICAL COOPERATION AND THE SIGNING OF THE DOCUMENT

Based on the conclusions of the pre-diagnostic report and the interest of the country in developing the project, the terms and conditions for the memorandum of understanding of the technical cooperation will be discussed with a view to supporting the national team commissioned with the task of designing and implementing the simplified export service.

A country-specific project will be designed in line with the items specified in point 6 above, making the necessary adjustments to allow for the characteristics of the country concerned.

The following documents will be produced at this stage:

- *The Memorandum of Understanding of the Technical Cooperation, to be signed by the leading institution(s).*
- *Operational conditions for the development of the project.*
- *Behavioral adjustments, related to the obligations of confidentiality governing all information disclosed.*

6. PROJECT DEVELOPMENT STAGES

a) A Technical Visit of the Team based in the Country Willing to Develop the Project to the Country where the Service Provision is Already in Place

As part of the development of the project, it is advisable that the working team should make a technical visit to one of the countries where the project has already been implemented or is currently being implemented. A visit to Brazil is highly recommended, since in that country the project is fully developed.

The purpose of the visit of the experts from the country concerned to Brazil is to give them the opportunity of gaining insight into the *Exporta Fácil* service in Brazil (or to its equivalent implemented in IIRSA's other member countries), the simplified export process, the institutions involved and of learning from the service in full operation.

In this case, the requesting country will be responsible for the financing or it may be funded by the financial institutions participating in IIRSA's CCT (IDB, CAF and FONPLATA), or by other agencies.

b) The Stage of Analysis and Diagnosis

Creation of a multi-sectoral team at the regional level to work directly and in coordination with the corresponding institutions in the country of the multi-sectoral team.

At this stage, consultants will undertake their activities in coordination with each representative appointed by each institution and agency involved in the export process. This task will demand a careful analysis of the roles played by each institution or agency and of their rules and regulations, so that a simplified export system for postal services may be organized.

At this stage, careful attention should be given to the following:

- *Export legislation;*
- *The rules governing UPU (Union Postal Universa) and other bilateral agreements;*
- *Qualified postal services;*
- *Processes;*
- *Market/commercial feasibility;*
- *Aspects related to the export culture;*
- *National and international logistics;*
- *Key importing postal services;*
- *Target segment;*
- *Economic-financial viability;*
- *Internet services and existing call centers;*
- *Techonology.*

c) Design of the Model to be Implemented

In this stage, the *Exporta Fácil* service will be designed for the public postal operator and adjustments will be proposed in export procedures in an attempt to simplify the operation and reduce its costs. This stage will involve the following:

- 1. Aspects not directly related to the postal service**
 - 1.1. *Legal adjustments*
 - 1.2. *Defining the responsibilities of the entities involved*
 - 1.2.1. *Coordination;*
 - 1.2.2. *Dissemination;*
 - 1.2.3. *Training of the public operator and of other institutions involved;*
 - 1.2.4. *Information on the market (tradable demand and supply);*
 - 1.3. *Training of exporting and non-exporting companies*
- 2. Aspects directly related to the postal service**
 - 2.1. *Defining resources*
 - 2.1.1. *Defining processes*
 - 2.1.2. *Defining the Exporta Fácil structure*

- 2.1.3. *Defining the need for human resources*
- 2.1.4. *Defining the need for equipment*
- 2.2. *Marketing and sales plan*
 - 2.2.1. *Product description*
 - 2.2.2. *Market identification*
 - 2.2.3. *Defining prices*
 - 2.2.4. *Defining admission channels*
 - 2.2.5. *Actions to promote the product*
 - 2.2.6. *Product positioning*
 - 2.2.7. *Identification of business opportunities to supplement Exporta Fácil*
- 2.3. *Communication planes*
 - 2.3.1. *External*
 - 2.3.2. *Internal*
- 2.4. *Standardization of the service*
- 2.5. *Pilot design*
- 2.6. *Training plan*

d) Structure of the implementation stage

- *Pilot implementation (follow-up, reports and model adjustments).*
- *Launching (follow-up, reports, model adjustments, transfer report).*

e) Project Follow-up

The project will be followed up in two stages —the first one to be undertaken six months after the Exporta Fácil service is implemented by the public postal operator, while the second stage is to be carried out one year after the initial framework of its launch.

The purpose of the project follow-up is to determine its progress, the adjustments needed, and the good practices developed by the local team in order to tap into them in future implementations in other countries.

These follow-ups will last one week and will take place in the country to which the technical cooperation has been granted.

f) Project Conclusion

This stage will take place six months immediately after the second follow-up; during its development, besides the activities listed in the item above, a workshop will be organized to

present the project achievements to the local authorities. The project will then be deemed concluded. This activity is expected to last two weeks.

Summary of the proposed stages

Stage	Estimated Duration	Products
Expression of interest		<ul style="list-style-type: none"> • Commitment signed • Confidentiality agreement
Defining the National Coordination Team		<ul style="list-style-type: none"> • Coordination of the project at the national level • Terms and conditions of the project
Questionnaire		<ul style="list-style-type: none"> • Identifying key agents • Identifying the minimum conditions to support the visit • Guide for the technical visit
Technical visit 1 Pre-diagnosis	8 working days	<ul style="list-style-type: none"> • Identifying the feasibility of the project • Identifying the minimum requirements for the public postal operator • Identifying the sponsor • Recommendations for creating the Exporta Fácil – Country project with the public postal operator available
Technical visit 2	2 working days	<ul style="list-style-type: none"> • Submitting the report • Terms and conditions of the technical cooperation agreement
Signing the technical cooperation document		<ul style="list-style-type: none"> • Ratification of the technical cooperation terms • Operational conditions of the project • Behavioral adjustment • Signing the technical cooperation document
Technical visit to Brazil	5 working days	<ul style="list-style-type: none"> • Gaining insight into the current state of the Brazilian Postal service - Exporta Fácil Brazil • Becoming familiar with the programs of the institutions supporting the Exporta Fácil project • Gaining insight into the operational and strategic sides of Exporta Fácil
	8 weeks	<ul style="list-style-type: none"> • Diagnosis
Technical cooperation	12 weeks	<ul style="list-style-type: none"> • Design of Exporta Fácil for the public postal operator • Design of a communication plan for Exporta Fácil (external entities) • Design of an in-house training plan (GTI) • Design of a training plan for target trainees concerned

Stage	Estimated Duration	Products
		with Exporta Fácil
	6 weeks	<ul style="list-style-type: none"> • Pilot • Proposed model adjustments • Project transfer report
Project Follow-up	2 visits lasting 1 week each	<ul style="list-style-type: none"> • Progress report, adjustments and good practices developed
Project Conclusion	2 weeks	<ul style="list-style-type: none"> • Workshop to present achievements to local authorities