

TA COMPLETION REPORT

Division: IWTC

TA NO./NAME: 2305-VIE:Computerized Management Information and Financial System			TA AMOUNT APPROVED: \$500,000 REVISED AMOUNT: \$477,000	SOURCE: JSF
EXECUTING AGENCY: Saigon Port Authority			TA AMOUNT UNDISBURSED: \$9,835.01	TA AMOUNT UTILIZED: \$467,164.99
APPROVAL: 2 March 1995	SIGNING: 24 March 1995	FIELD: 11 Mar. 1996	CLOSING : ORIGINAL: 30 September 1997 ACTUAL : 31 August 2000	

A. TA DESCRIPTION

The TA was intended to design and assist Saigon Port Authority (SPA) to procure a computerized management information system (MIS) tailored to the specific needs of Saigon Port. The consulting services comprised three phases: Phase I: diagnostic review, including systems design and specifications, tendering; Phase II: implementation and training; and Phase III: implementation review and follow-up.

B. TA OBJECTIVES AND SCOPE

SPA recognized the need to streamline and rationalize Saigon Port's operational and financial systems so that vital management information could be obtained easily and quickly. By installing a computerized MIS, SPA would be able to process important operational and financial information and make commercially oriented decisions on the basis of actual needs of users. The systems would also help establish a maintenance management program for Saigon Port assets and facilities that would enhance the level of reliability of the services. The study objectives were:

- (i) Assisting SPA in upgrading and enhancing existing computer-based systems, and in computerizing fundamental financial and operational systems such as: general ledger, billing and collection, cargo operations and management, facilities maintenance and vessel traffic data; and in analyzing adjustments to the fee structure and rates.
- (ii) Assisting SPA in developing and acquiring computer software systems for cargo operations and management.
- (iii) Helping SPA to design computer networks for integrating the information database centers of Saigon Port.

C. TA INPUTS EVALUATION

The TA covered 19.45 person-months of consulting services in the fields of institution, operations, engineering, finance, communication systems, and training. The TA implementation was extended by 3 years. The extension was due to the prolonged discussions on technical specifications between SPA and the consultants, module designs, and exceptionally long review periods by SPA. However, the cost of the extension was minimal and was covered within the TA budget. The consultants were competent in their field of expertise and their performance was satisfactory and SPA staff closely worked with them.

D. TA OUTPUTS EVALUATION

The MIS was installed as designed in the TA study. Saigon Port is the only port in Viet Nam that has installed an MIS. The MIS as installed includes seven modules: (i) billing system, (ii) accounts payable and receivable, (iii) general ledger, (iv) operations systems, (v) preventive maintenance system, (vi) Vietnamese accounting system, and (vii) management monitoring system. Installed hardware included: 6 net servers, 52 terminals, and 38 printers. The MIS and hardware supplier carried out an extensive training program for Saigon Port staff. The consultants assisted in implementing and monitoring the MIS. The MIS is operating satisfactorily. SPA is satisfied with the MIS, which considerably has improved the operational efficiency of the port. The usefulness of the MIS could be further enhanced if it is integrated with systems used by customs authorities and shipping lines.

E. TA OVERALL ASSESSMENT/RATING

The TA is rated successful, and it contributed considerably to the improvement of the operational efficiency of the port. The system has helped establish a maintenance management program for Saigon Port's assets and facilities that will enhance the level of reliability of services. Through introduction of the MIS, one benefit is that the billing time has been reduced by about 10 days. The MIS has also improved the operational efficiency of SPA in a number of other areas including, berth areas allocation, yard operation and management of facilities. With the installed computerized MIS, SPA is now able to process important operational and financial information and make commercially oriented decisions on the basis of actual user needs. The TA was completed successfully, albeit delayed (due to the complexity of the technical specifications and exceptionally long review periods by SPA), with no cost overrun.

F. MAJOR LESSONS LEARNED

The specific requirements for the MIS should have been discussed and agreed between the consultants and the end-users before proceeding with the design. After consultant's final design report had been reviewed by SPA, SPA insisted that two more modules (accounts payable/receivable and cargo and ship-dealing system) should be incorporated as part of the primary development. The consultants opposed SPA's idea and argued that there was a risk of specifying a complex MIS, which would prove difficult to implement. The preferred approach by the consultants was to specify a simpler, yet fully flexible system to which, in future, numerous additional modules could be added as Saigon Port's operational and administrative departments were prepared for automation. However, the wishes of SPA prevailed and the technical specifications were amended accordingly, which resulted in the delay of the completion of the TA.

G. FOLLOW-UP ACTIONS AND RECOMMENDATIONS

Updating the System.

The technological development of computer software and hardware is constantly changing. It is recommended that the MIS be periodically updated together with appropriate instructions and training to Saigon Port staff.

Integration of MIS

The introduction of MIS has considerably improved the operational efficiency of Saigon Port. The usefulness of the system could be further enhanced if it is integrated with systems used by customs authorities and shipping lines. This could suitably be done with assistance from external agencies.

Prepared by: Leo S. Saet

Designation: Associate Project Analyst