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FIRST INTERNATIONAL FORUM FOR NATIONAL TRADE FACILITATION COMMITTEES

Boosting capacities and partnerships for implementation

23 January 2017

PREMIER FORUM INTERNATIONAL SUR LES COMITÉS NATIONAUX DE FACILITATION DES ÉCHANGES

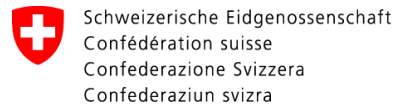
Renforcement des capacités et des partenariats pour la mise en œuvre

HOW TO GUIDE AND LEAD YOUR NTFC IN THE PROCESS OF DRAFTING A 3-5 YEAR TRADE FACILITATION ROADMAP WITH KEY PERFORMANCE INDICATORS

Maria Teresa Pisani, UNECE, Poul Hansen, UNCTAD, Pamela Ugaz, UNCTAD, Arántzazu Sánchez, UNCTAD
Julian Fraga-Campos, UNECE



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A Trade Facilitation Roadmap means
you are going into a

JOURNEY

Imagine that the members of the NTFC are the ones asked to undertake that journey.



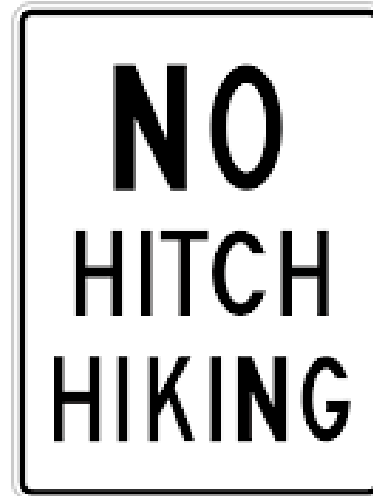
To start this journey, you need to know...

1) WHERE

exactly you are going

2) WHAT

is the best way to reach
there



So... what do you need?



The TF Roadmap is a
GPS for the NTFC



In the journey of establishing and implementing a roadmap many things can happen...

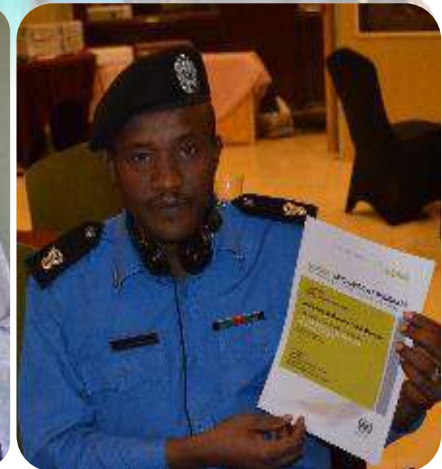
- ❖ You can run out of fuel (**financing**)
- ❖ Your driver might leave you in the middle of your journey (**rotation of participant**)
- ❖ Your members don't know how to read a map or do not want to ask for the way.
(**lack of engagement**)

ESTABLISHING A ROADMAP IS NOT AN EASY TASK TO DO, that is why...



UNCTAD EMPOWERMENT PROGRAMME

for National Trade Facilitation Committees



1. What is a roadmap
2. How to draft a roadmap
 - 2.1 - Process of drafting a roadmap
 - 2.2 - Content of the roadmap

Your team today



WHAT IS A ROADMAP AND ITS BENEFITS



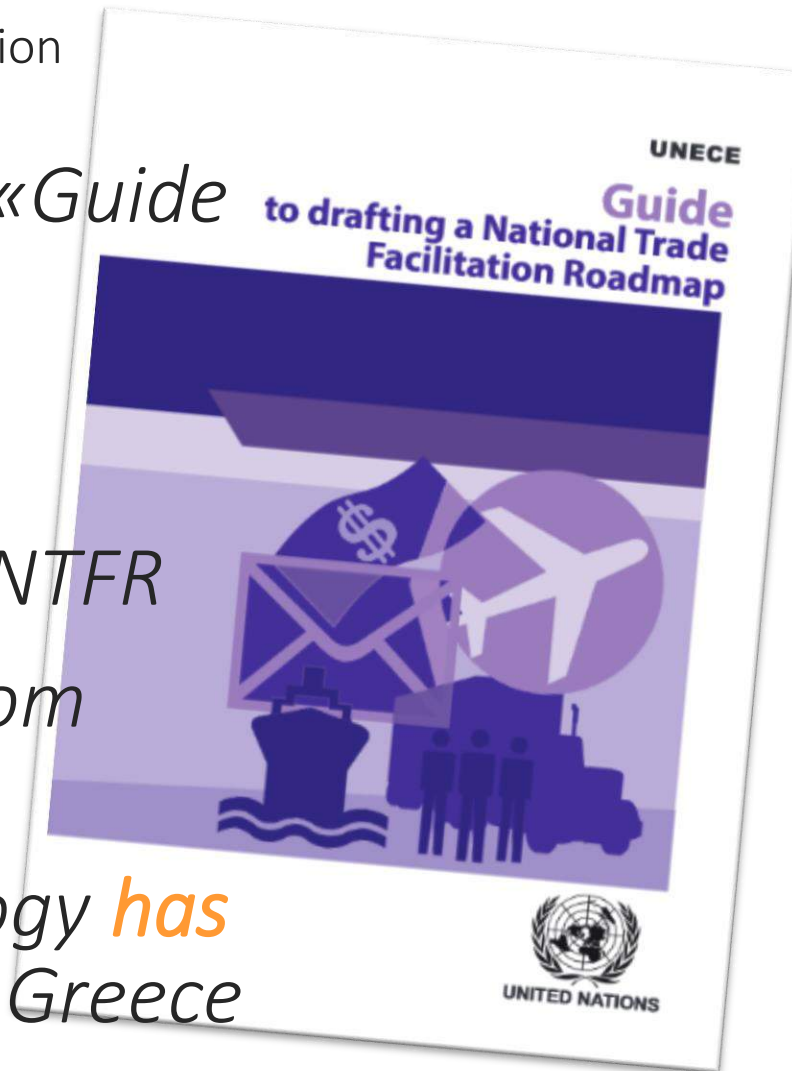
Maria Teresa Pisani

Acting Chief, UN/CEFACT Support
Unit, UNECE

Trade Facilitation Roadmap Guide

UNECE Technical Assistance for Trade Facilitation Implementation

- In 2015 **UNECE** published a «Guide to drafting a National Trade Facilitation Roadmap»
- The Guide has **tailor-made methodology** for drafting a NTFR
- Based on lessons learned from experts around the world
- The TF Roadmap methodology **has been successfully applied** by Greece



What *is* a National Trade Facilitation Roadmap and what *is not*?

a National Trade Facilitation Roadmap Is:

- Is a short but comprehensive **document**
- Laying down a **strategic vision for implementing TF reforms** in a country
- Within a **given period** (usually three to five years)
- Includes set of **Activities** in order to reach pre-defined **goals** that will be measured
- With the help of **performance indicators**.

→ Not an easy task to do...

A TF ROADMAP IS NOT...



A **project proposal** for a particular measure



An **annual plan** for the National Trade Facilitation Committee or a particular agency (i.e. Customs)



A WTO TFA **Implementation Plan**



Does it
works?

The Context



- The **Greek economic crisis** led to a **severe contraction of the internal market** and exporting was considered a key condition for economic recovery.
- However, Greek exporters **faced widespread administrative barriers to trade**. **Simplifying customs** and other trade procedures become a key objective of the Greek Government.
- In 2012, the Government developed a **national trade facilitation strategy** to support economic recovery by simplifying export procedures and reducing export time and cost.

The project



- In 2012, **UNECE supported the Greek Government to launch the Greek Trade Facilitation Roadmap 2013-2014**, a holistic trade facilitation reform programme including key performance indicators (KPIs) to measure progress.
- This Roadmap was approved by the Parliament and became part of the lending agreement between Greece and the international donors. **Its delivery was seen as a crucial milestone to establish trust in the Greek economy and to return to sustainable economic growth.**
- The Roadmap contained **25** specific reform programmes such as:
 - **Simplification** of export procedures,
 - **Reorganization of customs procedures and their automation,**
 - Implementation of **paperless trade**
 - **Reform of agriculture** trade procedures

It all started in Greece...



The project had several deliverables. Some of the project results are:

A Operational Steering Committee and six Working Groups to manage the different reform programmes were established

Substantive reform of Customs procedures initiated, support to the automation of the customs procedures (ICISNet rollout) and implementation of an automated risk assessment system

Authorized economic operator scheme rolled out

More than **15 workshops and capacity building events** organized

Business Processes Analysis and simplification undertaken using UNNEXT Business Process Analysis Method

Authorized Traders Scheme established with over 40 exporters registered (accounting for 40% of the total exporting activity in fresh fruits and vegetables)

Proposal for a **competitive agriculture export strategy (Greek Smarter Food) developed** pilot project for the implementation of a **Single Window launched**

What are the results?



- Since 2012, Greece has **improved** its ranking in the World Bank Doing Business study by 39 positions from position **100 to 61** in 2014.
- The competitive position of Greece in the Logistic Performance Index has improved by 22 positions. The concrete results for Customs are overwhelming with an improvement by 52 positions, **from 94 to 42**.
- The **time to export and import** has been **reduced** by 25% and 44% respectively.
- The **cost to export and import** has **gone down** by approximately **10%**.

What are the
specific benefits of
a Roadmap?

BENEFITS of a Roadmap

- I. Provides a **common vision** to all TF stakeholders (Public and Private)
- II. Provides **continuity to public agencies** implementing reforms (change of Gov.)
- III. The Roadmap **complements other TF planning tools** (WTO TFA needs assessments)
- IV. **Support** the work of a National Trade Facilitation Committee and other TF implementation bodies.

To sum up, Today we have covered...

- Documentation available
- What is a Roadmap
- What is not
- Share case study to reflex the utility of a RoadMap
- Benefits



Provides a **common vision**

Provides **continuity to public agencies**

The Roadmap **complements other TF planing tools**

Support the work of a National Trade Facilitation Committee.

A **project proposal** for a particular measure

particular agency (i.e. Customs)



UNITED NATIONS

A useful tool... The TFIG

DE
TION
NTATION GUIDE



United Nations

Intro Domains Itineraries Instruments Organizations Case Stories Training English

ne to the **Trade Facilitation Implementation** Guide
r simplifying cross-border trade

Introduction to Trade Facilitation

Itineraries Instruments Organization



Itineraries:

Itineraries respond to a number of frequently asked questions (FAQs) for trade facilitation and, through roadmaps, explore the Guide.



Setting up a National Trade Facilitation Body

This itinerary is not only a WTO requirement but also an effective means for better policy decision and implementation. A successful NTFB is a platform for dialogue and cooperation of all relevant stakeholders including from the private and public sector.

[See more...](#)



Developing a National Trade Facilitation Roadmap

This itinerary presents the components of a National Trade Facilitation (NTF) Roadmap and describes how such a document can be drafted in a country. It presents a tailor-made methodology and document structure and is based on lessons learned from trade facilitation (TF) experts around the world.

[See more...](#)



Identifying business opportunities

Learn how a business analysis (BPA) can identify problems and bottlenecks, assess current conduct of procedures and formalities for cross-border trade. Understand how to undertake a BPA.

[See more...](#)

Developing a National Trade Facilitation Roadmap **itinerary:**



ART. Click on the individual items of the graphic above to navigate the itinerary!

- National Trade Facilitation Roadmap (NTFR) Concept
- Components and structure of a NTFR
- Tailor-made methodology for drafting a NTFR
- Based on lessons learned from experts around the world
- From the initial stage to the implementation stage

PROCESS OF DRAFTING A TRADE FACILITATION IMPLEMENTATION ROADMAP



Poul Hansen

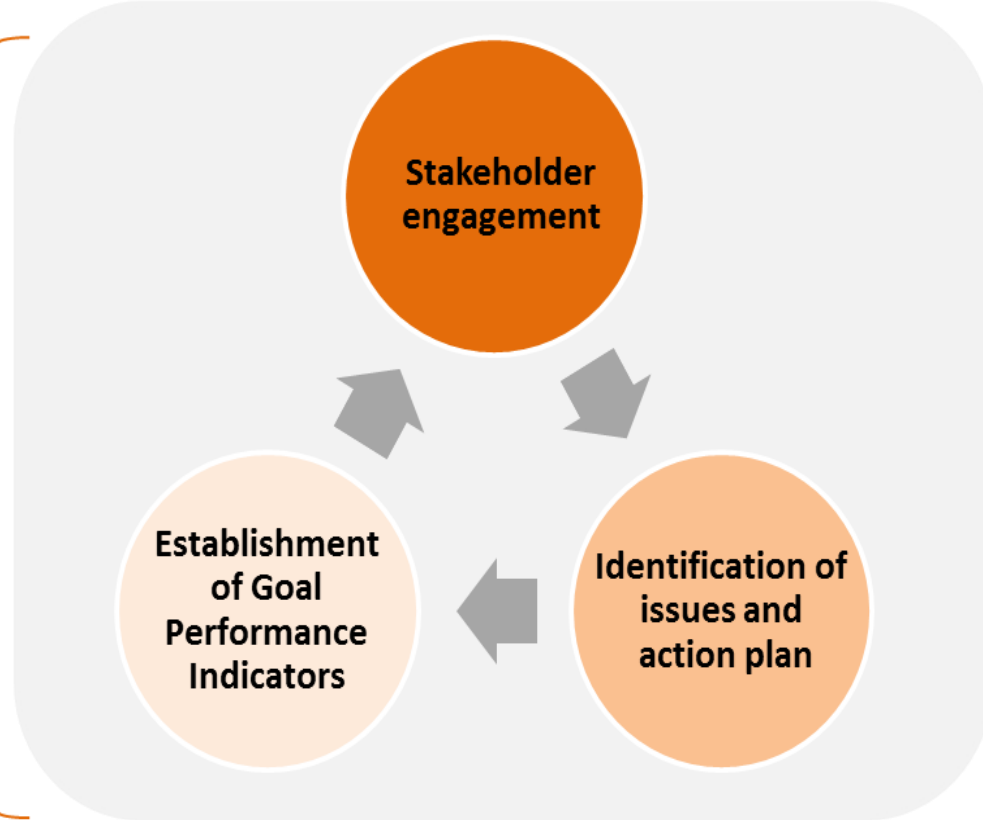
Officer in Charge, Chief, Trade
Facilitation Section, UNCTAD

PROCESS OF DRAFTING A TRADE FACILITATION IMPLEMENTATION ROADMAP

INITIATION
PHASE

Mandate
and establishment of Drafting Team

CONCEPTION
PHASE



VALIDATION
PHASE

Approval of the Roadmap

INITIATION
PHASE

Mandate
and establishment of Drafting Team

1. a high level authority needs to **mandate** (request) the development of a document that describes the national trade facilitation reform programme.
2. This authority also needs to nominate the **Lead Editor or Drafting Team** that will lead the drafting process.

Stakeholder engagement

Identify

Communicate

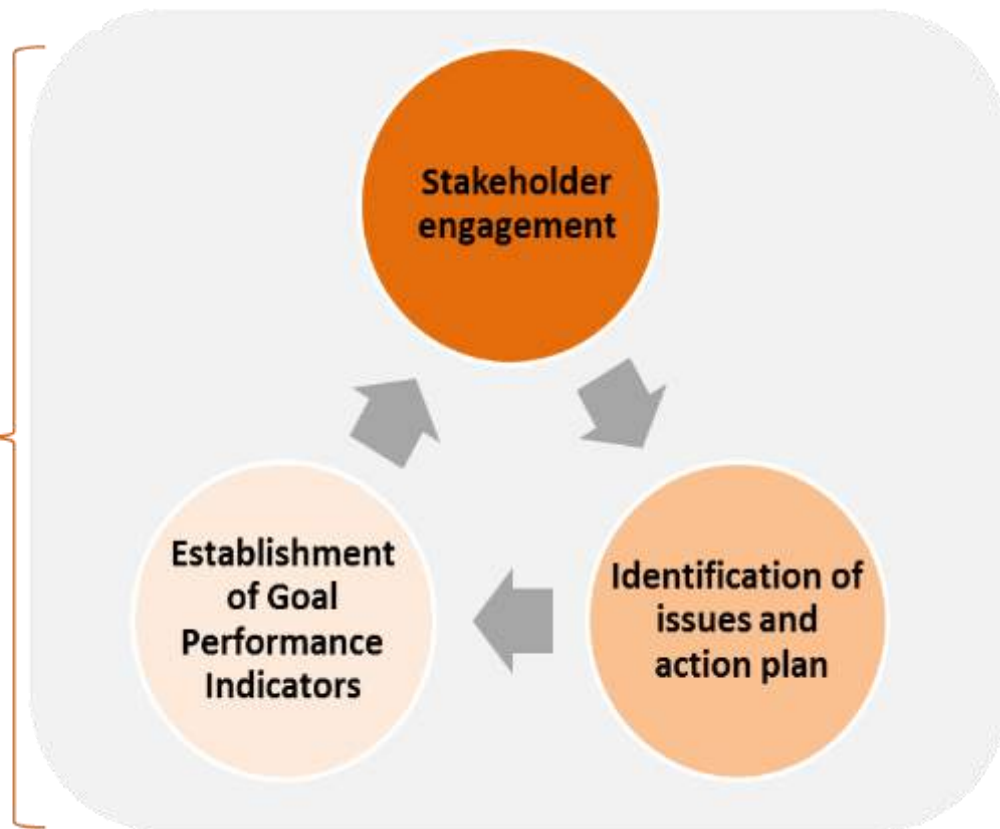
Ensure
support

CONCEPTION
PHASE

Stakeholder
engagement

Establishment
of Goal
Performance
Indicators

Identification of
issues and
action plan



VALIDATION
PHASE

Approval of the Roadmap

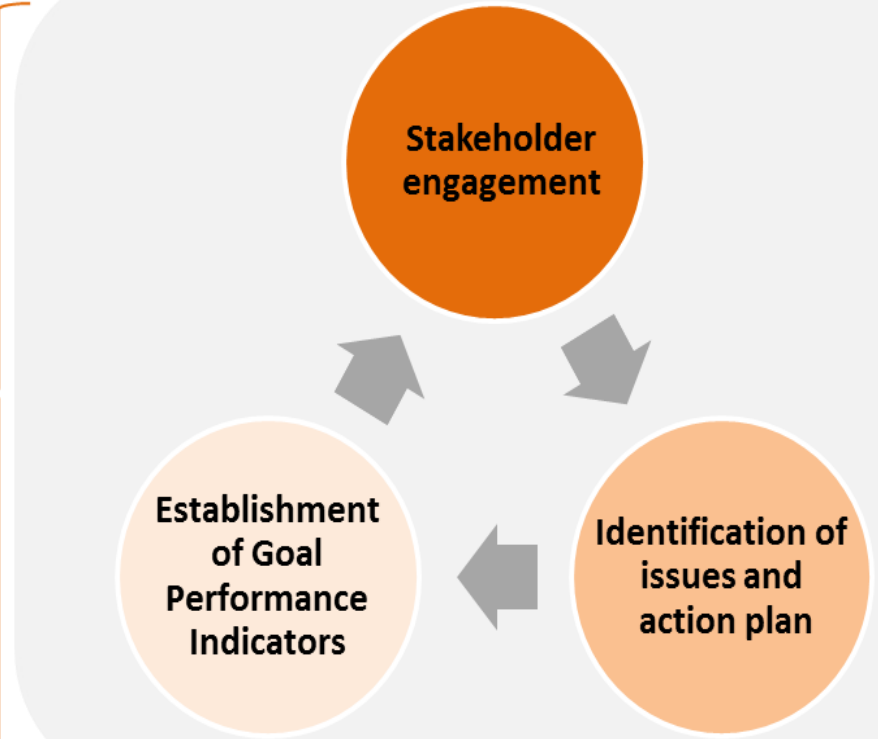
1. Drafting Team submit the **final draft** of the Roadmap to the project Sponsor for approval.
2. If draft is supported by Sponsor, Drafting Team organise a **public event** to inform a broader range of stakeholders.
3. Sponsor needs to ensure that Roadmap receives the **legislative and political approval**

PROCESS OF DRAFTING A TRADE FACILITATION IMPLEMENTATION ROADMAP

INITIATION
PHASE

Mandate
and establishment of Drafting Team

CONCEPTION
PHASE



VALIDATION
PHASE

Approval of the Roadmap

Main challenges you might face during that process



Arántzazu Sánchez

Economic Affairs Officer, Trade
Facilitation Section, UNCTAD

Your challenge #1



How to deal with it?

- Get support (from above and below)
 - Divide the work among institutions
- TOOL: what about including this exercise in your future requests for assistance?



Your challenge #2

- Participation always by the same people
- Some organization don't raise their voices



How to avoid that?

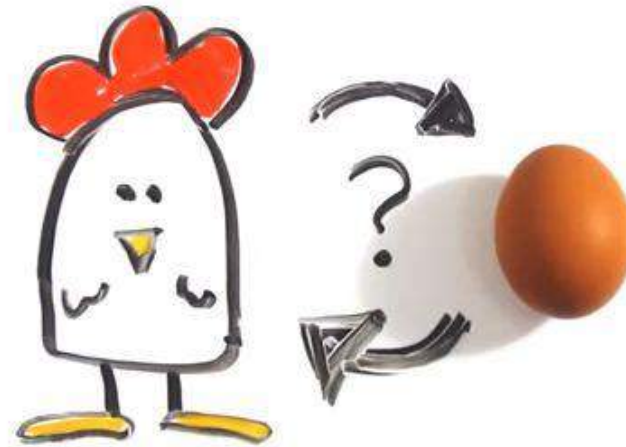
- Be inclusive
 - Give a voice to everyone
 - Don't let some stronger personalities overtake discussions
 - Create a trustful environment
 - Use the power of anonymity
 - Give a true opportunity to everyone to give their opinions
- **TOOL:** use an anonymous survey to gather key information



Your challenge #3

- Discussions without end
- People don't get to the point
- No decisions are taken

"THE CHICKEN - OR - THE CHICKEN EGG"



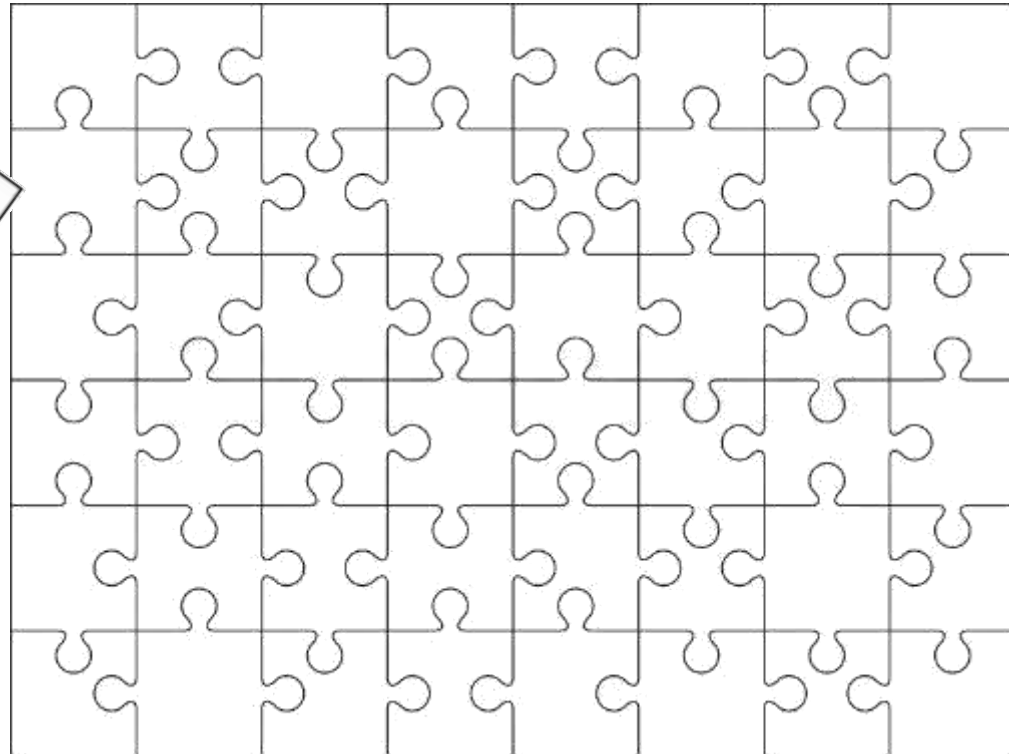
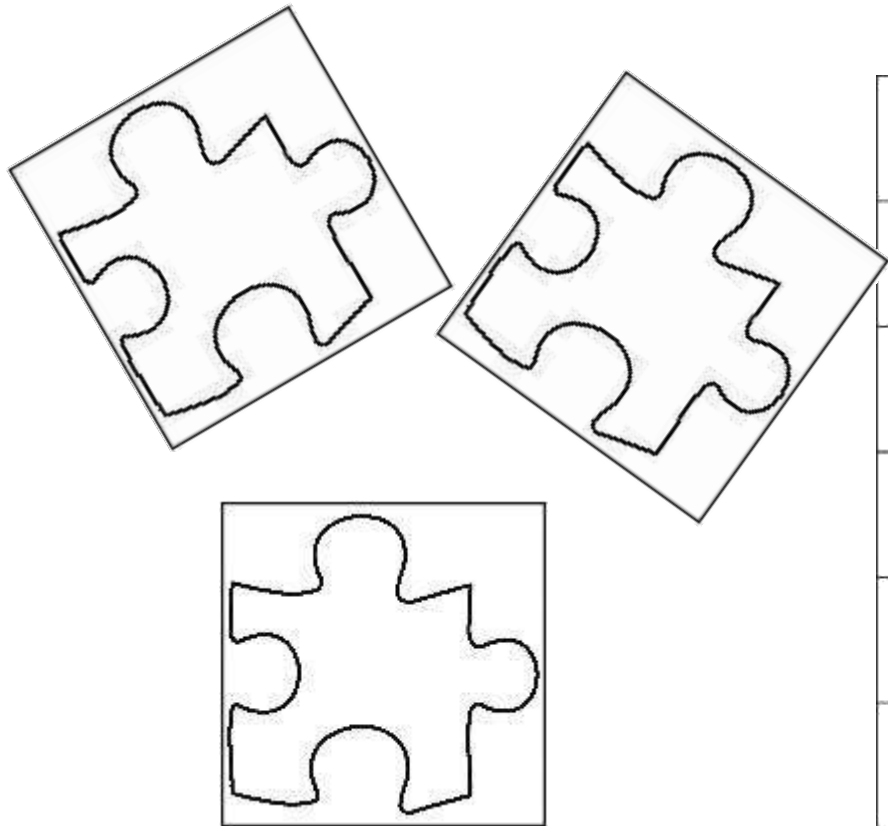
How to avoid that?

- Lead fruitful discussions
- Lead efficient discussions
- TOOL: prepare always a proposal based on facts to start and lead discussions
- TIP: hold some discussions with people standing up

**What
The
Fact!**

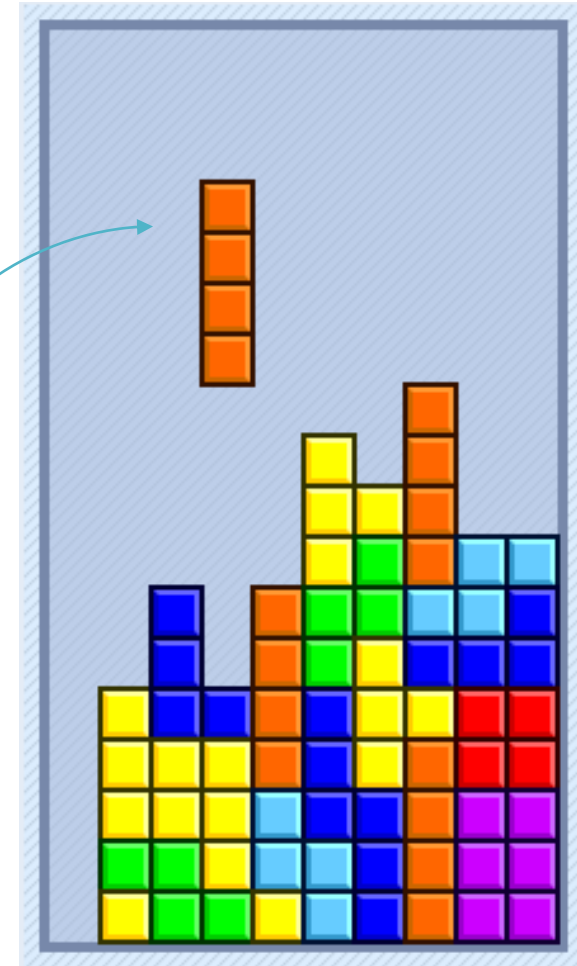
Your challenge #4

- From discussion to agreement



How to ensure that?

- Synthetize ideas and present them to the team
- Make people agree on a concrete proposal
- TOOL: Use a neutral person with that capacity to do this function if you feel overwhelmed
- TIP: use a smart time schedule to provide you with time to synthetize the ideas of the brainstorming (coffee breaks, after workshop, half day workshops - people are more motivated, they get to go ½ to work, they are less tired)



Establishing a vision

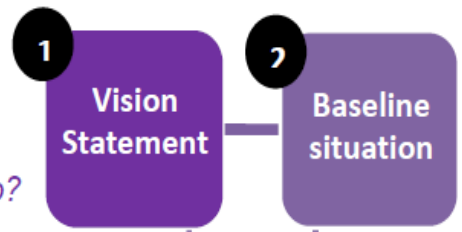


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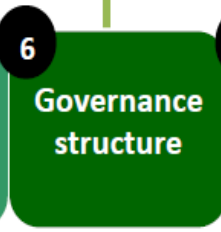
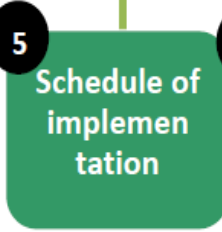
The Rationale:
Why is the reform necessary? Where do we stand, where do we want to go?



The Strategy:
What do we want to do and how we will do it?



Implementation of the Roadmap: Who will do what? When? And how much will it cost?



Conditions:
What are the risks and assumptions that need to be considered?

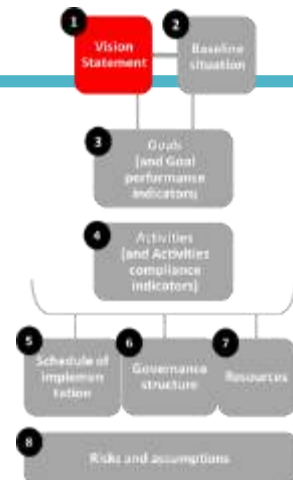




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1. VISION STATEMENT

- Summarizes the **objectives** of the trade facilitation reform and the **benefits** for the country.
- Express benefits of trade facilitation reform in a language that is more understandable to the general public → help gather **political support** and commitment
- Provides **guidance** and direction for the reform process
- Serves as **inspiration** and a source of motivation.
- A vision statement should not be confused with a mission statement. A mission statement explains why the organisation exists, not what it wants to achieve in the future.



1. VISION STATEMENT

- it should be formulated in a **clear and concise** way, focusing on what and when - and not necessarily on how - this is going to be achieved.
- It should display the benefits to be achieved in quantifiable form (using figures) and timelines by which they should be achieved (dates).

Reaching results

- “By [date], the trade facilitation reforms in [country] will result in an increase/decrease of [indicator] by [percentage]”
- Indicators can be, for example, an increase in the Gross Domestic Product (GDP), exports, employment or a reduction in the time and costs required for import, export and transit.

Reaching benchmarks

- “By [date], [country] will rank among the Top XX countries of the world in [performance indicator]”.

High level policy objective, such as the implementation of a regional or global trade agreement or a key project

- “By [date], [country] will implement all provisions included in [trade agreement]”.
- “By [date], [project/trade reform] will be in place in [country]”.

- Or a vision statement including the 2 or 3 of these types of vision description

Building a vision "reaching benchmarkings"

In 2016, (Country) was in position XX of the 189 countries ranked in the World Bank Doing Business – Trading Across Borders Ranking. Given the ongoing trade facilitation reforms in your country, in which position do you see (Country) in the next 5 years (i.e. Doing Business ranking of 2019)?


- a little bit worse than now, because other countries are improving faster
- no change in ranking
- a little bit better than now
- a lot better than now

Building a vision "reaching results" - Time to export

According to the 2016 World Bank Doing Business – Trading Across Borders report, the time to export in COUNTRY (the time for border compliance, which includes time for obtaining, preparing and submitting documents during port or border handling, customs clearance and inspection procedures) is XX days and XX hours. The average in REGION is XX. Considering this and the current capacity of implementing trade facilitation in XX, how much do you think that the time to export could be reduced In 5 years?

Answer Choices	Responses
I believe time will increase, not reduce in the next three years	0.00% 0
Reduction of time by less than 10% meaning time to export will be reduced by less than 1 day	6.90% 2
Reduction of time by 10% meaning average time to export equals 7 days and 21 hours	6.90% 2
Reduction of time by 20% meaning average time to export equals 7 days	6.90% 2
Reduction of time by 40% meaning average time to export equals 5 days and 6 hours	24.14% 7
Reduction of time by 50% meaning average time to export equals 4 days and 9 hours	10.34% 3
Reduction of time by more than 50% meaning average time to export will be less than 4 days and 9 hours	44.83% 13
Total	29

77% believe reduction by 40% or more



EXAMPLE - VISION GREECE

"25 actions to reducing time to export by 50% and costs by 20% by the end of 2015, thus leading to at least 10% increase in exports' value, 1.7% increase of the GDP and 80,000 new jobs"



EXAMPLE - VISION SUDAN



The Sudan Trade Facilitation Implementation Roadmap will help mainstream trade facilitation in Sudan's development policy and improve the security and well-being of Sudanese consumers.

Through the implementation of the actions included in this Trade Facilitation Roadmap, by the end of 2021 Sudan will reduce the time of import and export by 40% and remove unnecessary costs for traders, thus, leading to at least a 25% increase of exports' volume.

It is expected that the implementation of this Roadmap will have a substantive positive impact on Sudan's Gross Domestic Product as well as on the county's position in international logistics rankings such as the World Bank Trading Across Borders.

Baselining



Pamela Ugaz

Associate Economic Affairs
Officer, Trade Facilitation
Section, UNCTAD

- Self-Assessment
- Look at the “as-is”

- Compare to the “to be”
- Basis to set up goals and activities



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What to look for?



Trade
Policy
environ
ment

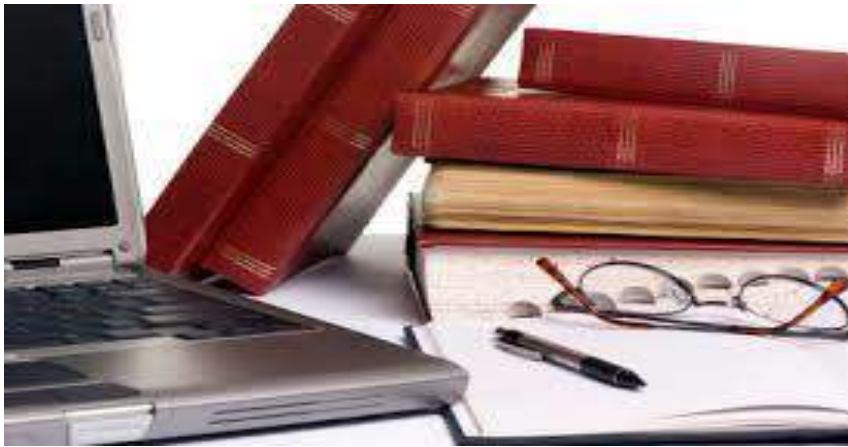


Ongoing
initiatives



Competi
veness
situation

How to find information?



Desk research

- Reports & studies
- Global indicators

Gap analysis

- Methodology to compare
- Clear desired outcome



How to find information?



Consultations and interviews

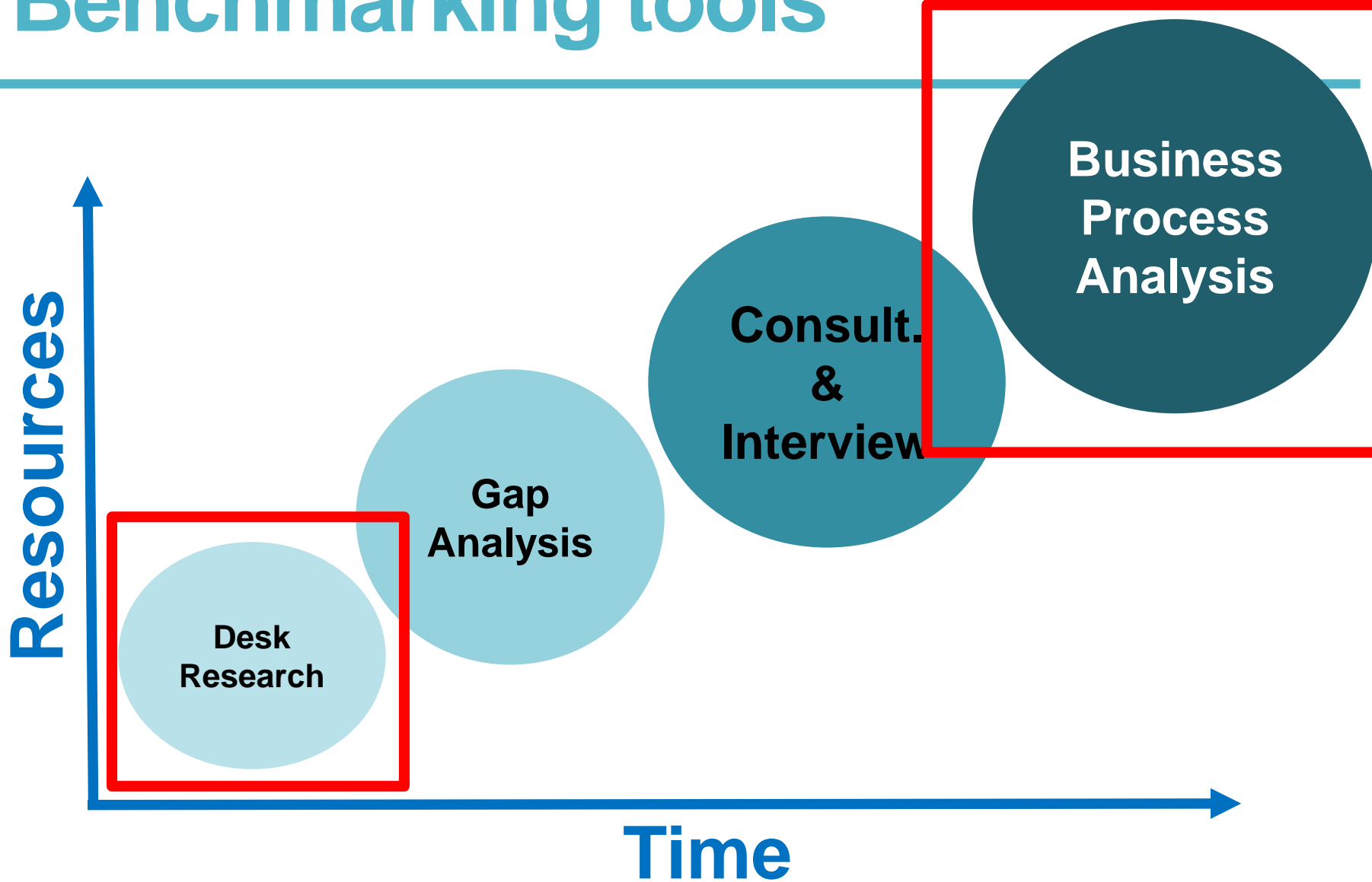
- Primary source
- Different techniques

Business process analysis

Efficiency of export and import processes



Benchmarking tools



What to find at the end?



Current situation

- Weaknesses
- Gaps
- Bottlenecks
- Strengths

Main challenges to address



Not an easy task.....





Rankings



WB Doing Business 2016 – Trade Across Borders

184th position out of the 189 countries

WB Logistics Performance Index

2007 - 64 position
2014 - 153 position
2016 - 103 position



WB Doing Business Report

Indicator	Sudan	Sub-Saharan Africa	OECD High income
Time to export (hours)	352	196	15
Cost to export(USD)	1,378	813	186
Time to import (hours)	276	251	13
Cost to import (USD)	1,513	996	141

WHY is TIME to export and import so high in Sudan?



Answer choice	
Delay in Customs procedure	13.79%
Too many documents are requested	55.17%
Repetitive and unproductive processes in clearance	31.03%
Unnecessary inspections	13.79%
Poor quality declarations lodged by clearing agents	6.9%
Delayed payments of duties and taxes by importers	17.24%
Lack of interconnectivity between Customs and other agencies	44.83%
Opening hours at ports and public agencies	10.34%

WHY is COST to export and import so high in Sudan?



Answer choice	
Too many documents are requested	55.17%
Existence of repetitive and unproductive process	24.14%
Unnecessary inspections	27.59%
Existing road blocks	24.14%
Delays in Customs procedures	13.79%
Lack of Interconnectivity between Customs and other agencies	37.93%
Opening hours at ports	13.79%
Lack of maritime connection	3.45%

*“you cannot know **where**
you're **going** until you know
where you have been”*

George Santayana

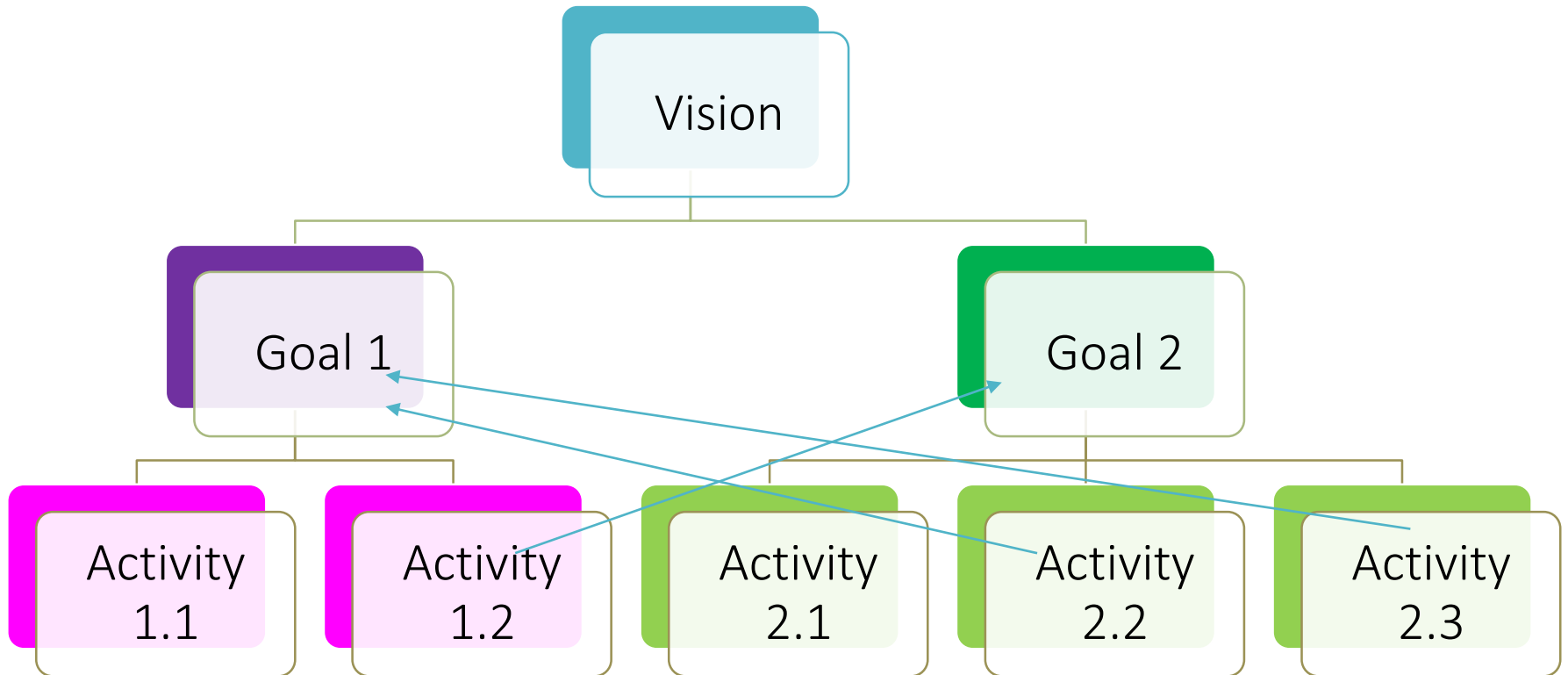
ESTABLISHING GOALS



Arántzazu Sánchez

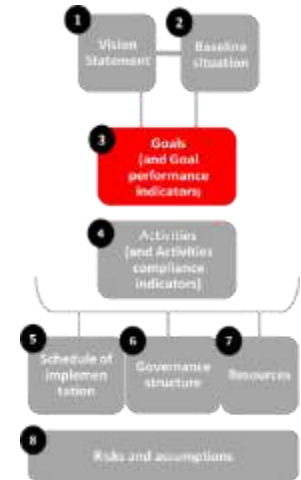
Economic Affairs Officer, Trade
Facilitation Section, UNCTAD

What we are working towards



3. GOALS

- define the future outcome that needs to be achieved.
- can go into detail about the results to be attained, building on the possible solutions to the previously described impediments detailed in the Baseline.
- goals contemplated in the strategy should be S.M.A.R.T.



SMART GOALS

Definition



SPECIFIC

What exactly do you want to achieve?



MEASURABLE

Establish clear definitions to help you measure if you're reaching your goal.



ATTAINABLE

What steps can you take to reach your goal?
Outline the exact steps to accomplish your goal.



RELEVANT

How will meeting this goal help you? Does your goal relate to your mission?



TIME-BOUND

How long will it take to reach your goal?

3. GOALS

For instance:

“Goal 1: To reduce transaction time by (percentage) by establishing paperless trade for exports by (date). Traders will be allowed to submit all documents requested for export electronically.”

“Goal 2: To reduce release times by (percentage) for imports by upgrading the Customs risk management system and implementing risk management systems in other Agencies dealing with inspections such as the MoA and the Min of Health by (date).”

3. GOALS need to include performance indicators

Example of Goal Performance Indicator **with internal** benchmark

Average import clearance time for ordinary containerized cargo in the sea-ports will decrease by [percent]

Example of Goal Performance Indicator **with external** benchmark

Improvement of international ranking for the time to import as published in the World Bank Doing Business Index from position X in [year] to position Y in [year]



TIPS TO GET YOUR NTFC TO GO FROM BRAINSTORMING TO ACTUAL GOALS

- Before separating them into the groups, **make sure that they all understand the difference between a goal and an activity** (trust me, it is not that simple)
- Each group shall **present the outcome of the discussion** in plenary
- Give the opportunity to participants to explain themselves but also to **comment and ask** questions about the goals presented by each group
- As a chairperson, identify goals that are somehow **repetitive**
- Make sure you **don't have too many** goals (some of them might be re-agrupped)
- Check the **scope**:
 - Does it fits to Trade Facilitation or it goes to other areas?
 - Does it serves the vision?
- Consider **semantic** of the formulation of the goal
- Consider if these are **goals or activities**
- Consider if the goals are **S.M.A.R.T.** If not, reformulate them in plenary

EXAMPLE GOALS SUDAN

Mainstream trade facilitation into Sudan's development policy

Reduce time of exports and imports by 40%

Reduce cost of import and export by 10%

Reduce the average number of documents requested for import and export procedures of 10 key products by 20%

Implement at least 70% of the measures of the Trade Facilitation Agreement

Foster paperless trade by connecting electronically at least two trade border agencies and by providing the possibility of using e-payment at all border posts



Goals		Goal Performance Indicator	
		Means of verification	Source of verification
1	Mainstream trade facilitation into Sudan's development policy	Trade facilitation is mentioned the next Sudan development policy	Sudan Development Policy Document
2	Reduce time of exports and imports by 40%	Time reduced by 40%	Time Release Study WB Doing Business Trading Across Borders
3	Reduce cost of import and export by 10%	Cost is reduced by 10%	WB Doing Business Trading Across Borders
4	Reduce the average number of documents requested for import and export procedures of 10 key products by 20%	Number of documents is reduced by 20% in 10 key products	Business process analysis undertaken by NTFC
5	Implement at least 70% of the measures of the Trade Facilitation Agreement	50% of measures are implemented and categorised as A	Update UNCTAD Implementation Plan by NTFC
6	Foster paperless trade by connecting electronically at least two trade border agencies and by providing the possibility of using e-payment at all border posts	2 border agencies are electronically connected E-payment is available in all border posts	NTFC to certify that this has been achieved

A GOAL

**WITHOUT
A PLAN
IS JUST A
WISH**

4. ACTIVITIES

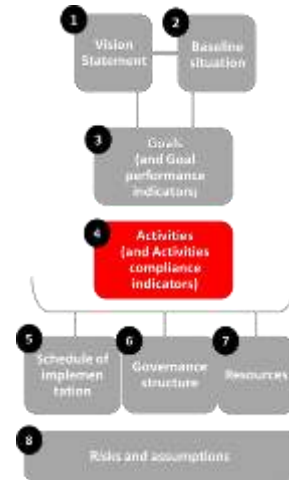
- an Activity is a specific action or project that will implement a trade facilitation instrument or solution.

- An Activity can be, for example:

“Activity 1: Introduce an electronic payment system for importers and exporters at Customs clearance points.”

“Activity 2: Conduct a Business Process Analysis on the procedures and documents required for key national export products.”

- Including activities **performance indicators**



HOW CAN YOU STEER YOUR NTFC TO COME UP WITH ACTIVITIES FOR THE ROADMAP?

- ❖ Come up with a **pool of activities**
 - From your categorisation exercise of the TFA
 - From previous discussions of the NTFC
 - Ask each member of the NTFC to provide you with some activities
 - Usually, you will have **TOO MANY** for a period of 3 or 5 years
 - **REVISE** them (repetition, reaggrupation, out of scope...)

- ❖ Once the list is finalised, get support from members of the NTFC to figure out, what can **realistically** being done and what would have a **bigger impact** (thus, what should have a priority)

HOW CAN YOU STEER YOUR NTFC TO COME UP WITH ACTIVITIES FOR THE ROADMAP?

For Sudan, we include these kind of questions in a survey.

The results were shown to the NTFC to promote discussion NOT as given decisions



Being realistic, which of the following measures can be implemented in the NEXT FIVE YEARS in Sudan?



Answer Choices	Responses
Introduce the electronic payment system for importers and exporters at all Customs clearance points (not just the main ones)	68.97% 20
Conduct a Business Process Analysis on the procedures and documents required for key national export products	37.93% 11
Revise trade procedures for at least 10 key products in Sudan's economy and propose simplification for those procedures	44.83% 13
Introduce an electronic Port Management System in Port Sudan	44.83% 13
Implementing WCO best practices / guidelines on Customs laboratories and integrating with risk management principles	68.97% 20
Promote the use of the existing pre-arrival processing of goods among traders to ensure that this system is used by at least 20% of Customs declarations.	31.03% 9

Being realistic, which of the following measures can be implemented in the NEXT FIVE YEARS in Sudan?



Expand risk management techniques to all Customs offices	65.52%	19
Introduce risk management techniques in all border agencies not just Customs	44.83%	13
Harmonising data requirements in trade forms and transactions to ensure the online interconnectivity of all border agencies	41.38%	12
Starting the project of a national single window by interconnecting two major trade agencies (i.e. Customs and Ministry of Agriculture)	65.52%	19
Conducting a time release study every two years to monitor the progress and efficiency of trade facilitation reforms	51.72%	15
Promote and expand the Authorised Economic Operator system by incentivizing traders to apply for it	27.59%	8
Create a department of Post-Clearance Audit in Customs and ensure it is well-functioning	27.59%	8

Which of these activities would have the biggest impact on reducing costs in trade procedures?

Create a mechanism to periodically publish and review fees and charges imposed on or in connection with importation and exportation	29.17%	7
Change legislation for Customs and other border agencies to accept copies for the majority of trade documents	25.00%	6
Eliminate the obligation for traders to use a Customs brokers so as to reduce the intermediary costs that comes with this practice.	16.67%	4
Publish all laws, regulations, procedures related to import, export and transit in a user-friendly way in an online trade portal	37.50%	9
Create an enquiry point where national and foreign traders could seek information on import, export and transit procedures	33.33%	8
Change the existing law to enable a reasonable time between the publication of a new trade regulations and its entering into force	12.50%	3
Create an online or offline system to allow the general public to comment on proposals for new or amended rules before they enter into force	12.50%	3
Establish a system of advance ruling in Customs	12.50%	3
Revise the administrative and judicial appeal systems to ensure that traders who do not agree with an administrative decision can formally appeal that decision	4.17%	1
Change the law and procedures to grant the possibility for traders to run a second test in case they disagree with the results of the first test	12.50%	3
Publish the list of laboratories available for traders	16.67%	4





Work in groups
to identify
activities for
each of the
goals

HOW TO MAKE THE GROUPS?

- Identify groups with common interests
- Ensure representation of "weak" institutions
- Suggestion - at least 4 groups
 - Private sector
 - Trade
 - Customs
 - Health/Agriculture/Standards



HOW CAN YOU STEER YOUR NTFC TO COME UP WITH ACTIVITIES FOR THE ROADMAP?

- Each group should come up with **activities** indicating:
 - Activity performance indicator
 - Lead agency
 - To which goal do they MAINLY contribute to
- Put all results in a **table** and consult with the rest of the NTFC if they agree with the suggestion of the group

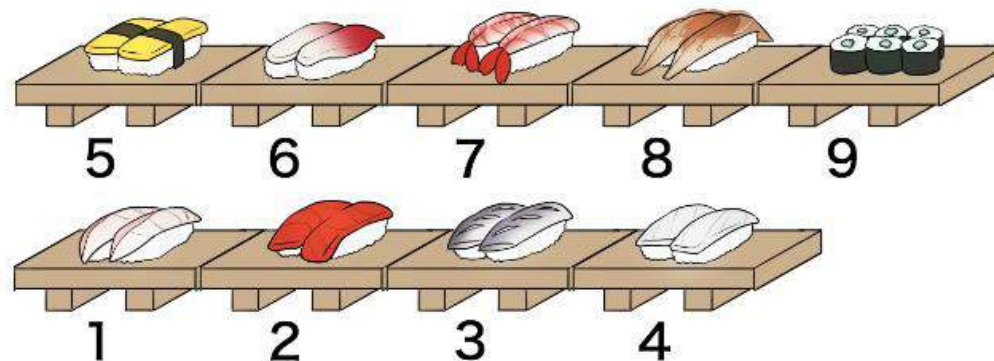
N°	Activities	Leading agency	Activity performance indicator
1	Identification of resources and finding financing for activities of the Roadmap Sudan Working Group on TF will make a division of the Roadmap activities to determine the costs of each activity and whether they can be covered by domestic resources. For those activities that need the intervention of an international donor, the lead agency will draft a project proposal and start contacting donors to ensure that the available resources are granted.	Sudan Working Group on Trade Facilitation	The necessary resources for the implementation of the Roadmap are identified. Resources for the implementation of Roadmap are secured.
2	Organise awareness at least five raising meetings to inform key stakeholders of Sudan's development policy on the importance of trade facilitation This activity will include: - Organisation of at least one press conference to engage the media - Organisation of at least four workshops for key stakeholders of Sudan's development policy, including parliamentarians and Non-Governmental Organisations (in four different regions such as Port Sudan, Gadariff, Blue Nile, and North State)	Ministry of Trade	Number of meetings that have taken place. Mention of trade facilitation in documents of Sudan's development policy.
3	Organise regular consultations with private sector (at least one every quarter) to inform them on ongoing trade facilitation reform This activity will include the organisation of at least one meeting per quarter with the private sector to discuss current and upcoming trade facilitation reforms and seek their feedback on those projects.	Ministry of Trade	Number of consultations with the private sector.
4	Organise training sessions for traders on trade facilitation matters This activity will include:	Chamber of commerce	Number of training sessions.

PRIORITIZATION OF ACTIVITIES

Activities should be scheduled according to their prioritization and interdependency.

➤ **Interdependency** means that some measures can only be achieved after others have already been implemented.

➤ **Prioritization** is the process of evaluating the effort and time needed to implement an Activity and the impact it will have on the Goals compared to other Activities.



ORGANISE ACTIVITIES IN 3 GROUPS

- **Quick wins:** Activities with low to medium effort, realised in the short term. Moderate impact.
- **Leverage:** Activities with medium to high effort, realised in mid term. Considerable impact.
- **Strategic:** Activities with greater effort, realised in the long term. High impact on Goals.

ORGANISE ACTIVITIES IN 3 GROUPS

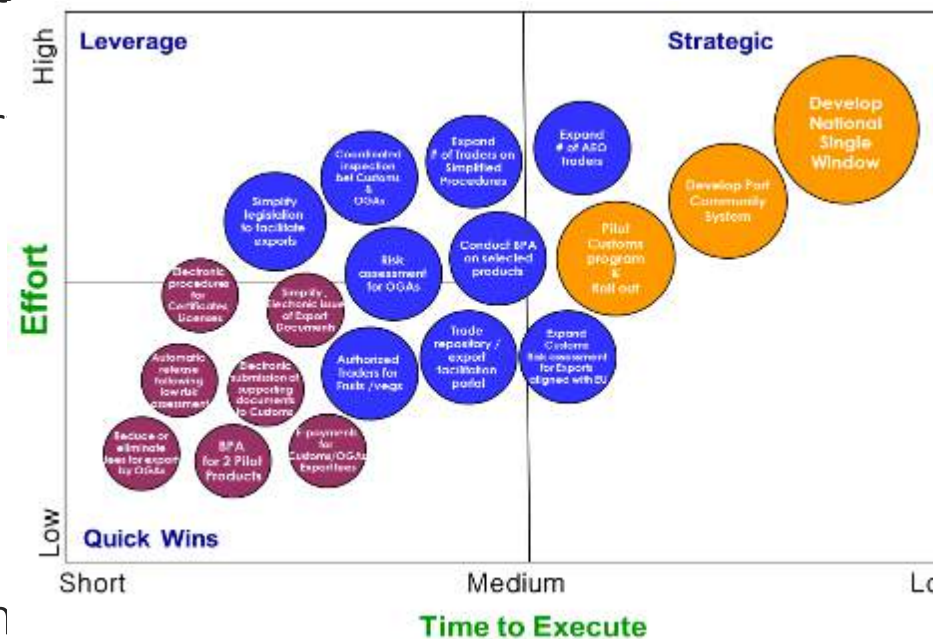
Activities are presented graphically in a chart

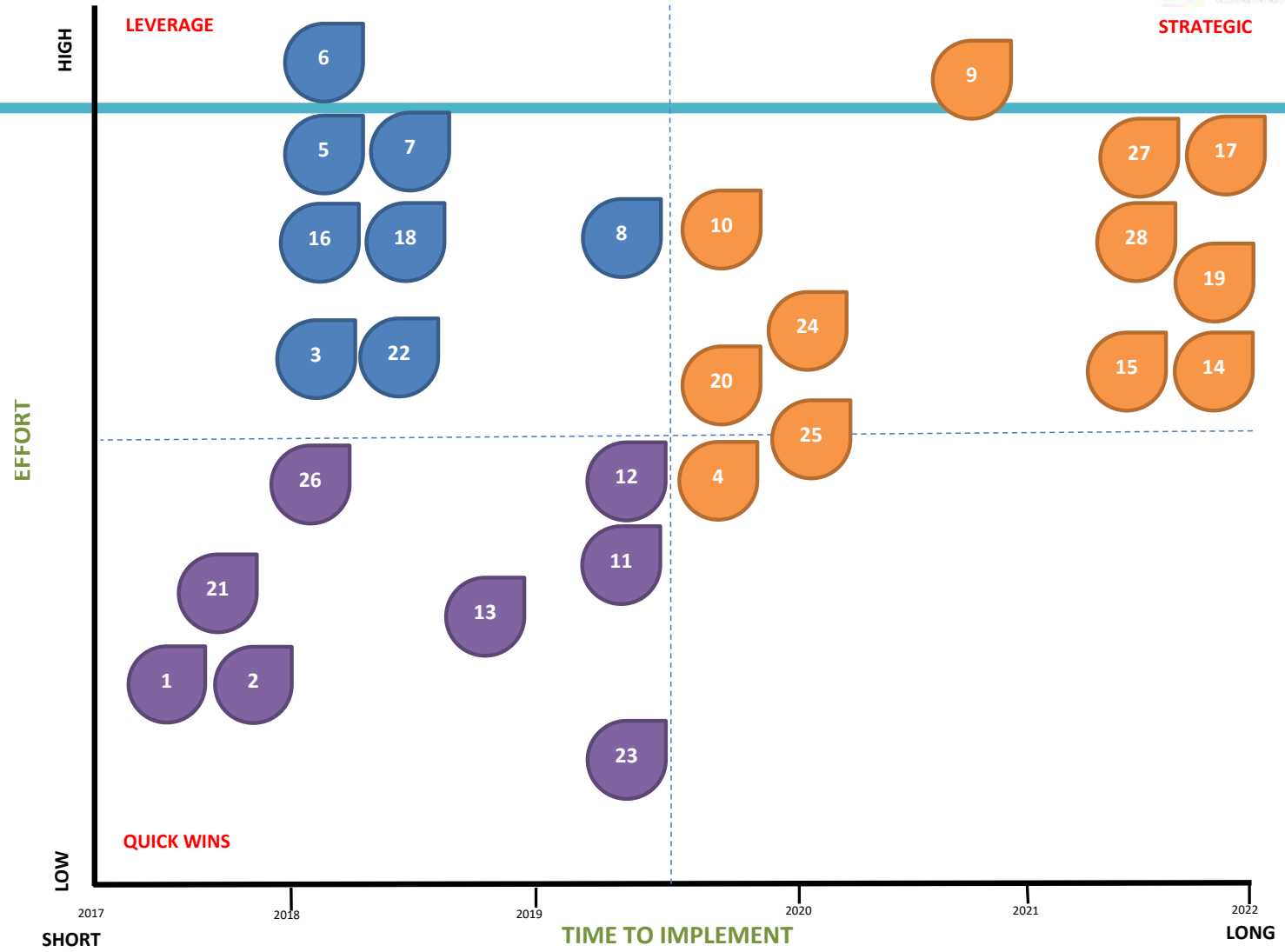
1 axis represents the time required to implement the Activity

1 axis represents the amount of effort (in terms of cost and/or change management) required for the implementation of the Activity.

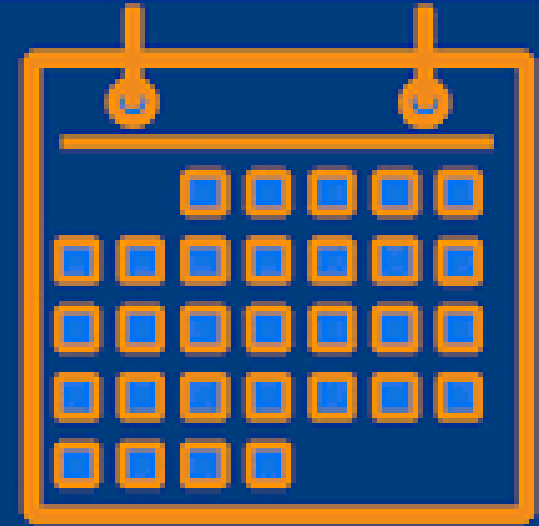
The Activity itself is depicted as a circle within the chart.

The expected impact/benefit of the Activity is represented by the size (diameter) of this circle; the bigger the circle, the bigger the impact of the Activity to the achievement of Goals.

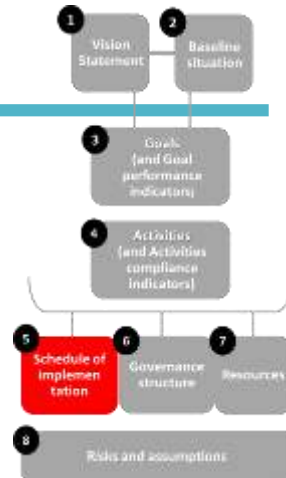




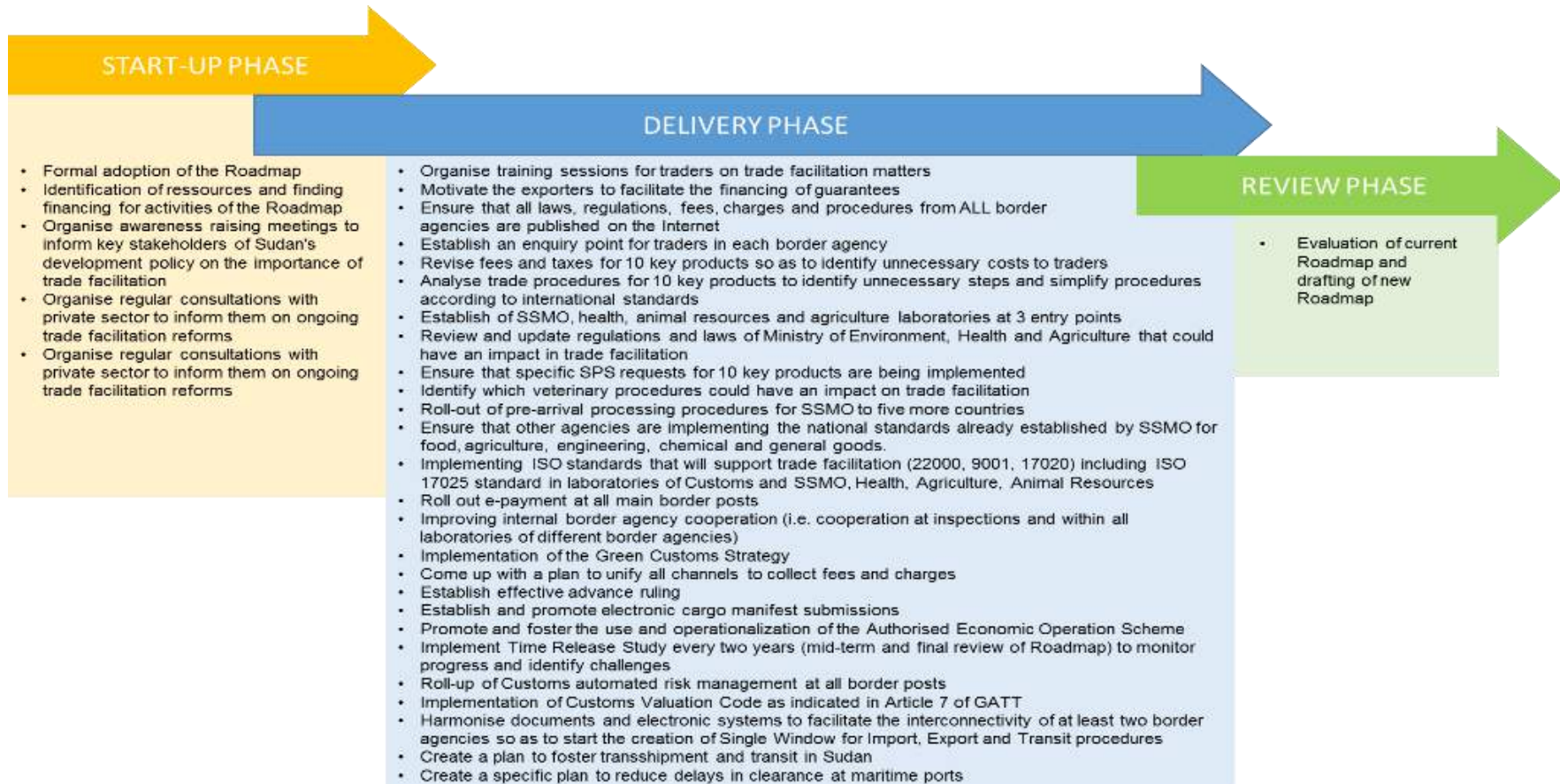
SCHEDULE



5. IMPLEMENTATION STRUCTURE



5. IMPLEMENTATION STRUCTURE



VISION

Through the implementation of the actions included in this Trade Facilitation Roadmap, by the end of 2021 Sudan will reduce the time of import and export by 40% and remove unnecessary costs for traders, thus, leading to at least a 25% increase of exports' volume.

GOALS

Mainstream trade facilitation into Sudan's development policy

Reduce time of exports and imports by 40%

Reduce cost of import and export by 10%

Reduce the average number of documents requested for import and export procedures of the 10 key products by 20%

Implement at least 70% of the measures of the Trade Facilitation Agreement

Foster paperless trade by connecting electronically at least two trade border agencies and by providing the possibility of using e-payment at all border posts

ACTIVITIES

Organize awareness raising meetings to inform key stakeholders of Sudan's development policy on the importance of trade

Implementation of Customs Valuation Code as indicated in Article 7 of GATT

Revise fees and taxes for the 10 key products so as to identify unnecessary costs to traders

Analyze trade procedures for the 10 key products to identify unnecessary steps and simplify procedures according to international

Harmonize documents and electronic systems to facilitate the interconnectivity of at least two border agencies so as to start the creation of Single Window for Import, Export and Transit procedures

Review and update regulations and laws of Ministry of Environment, Health and Agriculture that could have an impact in trade facilitation

Foster policies to facilitate the financing of guarantees for exporters

Promote and foster the use and operationalization of the Authorized Economic Operation Scheme

Organize regular consultations with private sector to inform them on ongoing trade facilitation reforms

Organize training sessions for traders on trade facilitation matters

Establish an enquiry point for traders in each border agency

Ensure that specific SPS requests for the top 10 key products are being implemented

Identify which veterinary procedures could have an impact on trade facilitation

Implementing ISO standards that will support trade facilitation (22000, 9001, 17020)

Roll-out of pre-arrival processing procedures for SSMO to five more countries

Ensure that all laws, regulations, fees, charges and procedures from ALL border agencies are published on the Internet

Establish SSMO, health, animal resources and agriculture laboratories at 3 entry points

Come up with a plan to unify all channels collecting fees and charges

Establish and promote electronic cargo manifest

Create a specific plan to reduce delays in clearance at maritime ports

Establish effective advance ruling

Implementation of the Green Customs Strategy

Improving internal border agency cooperation (i.e. cooperation at inspections and within all laboratories of different border agencies)

Implementation of ISO 17025 standard in laboratories of Customs and SSMO, Health, Agriculture, Animal Resources

Identification of resources and donors for activities of the Roadmap

Evaluation of current Roadmap and drafting of new Roadmap

Ensure that other agencies are implementing the national standards already established by SSMO for food, agriculture, engineering, chemical and general goods.

Create a plan to foster transshipment and transit in Sudan

Roll-up of Customs automated risk management at all border posts

Implement Time Release Studies every two years (mid-term and final review of Roadmap) to monitor progress and identify challenges

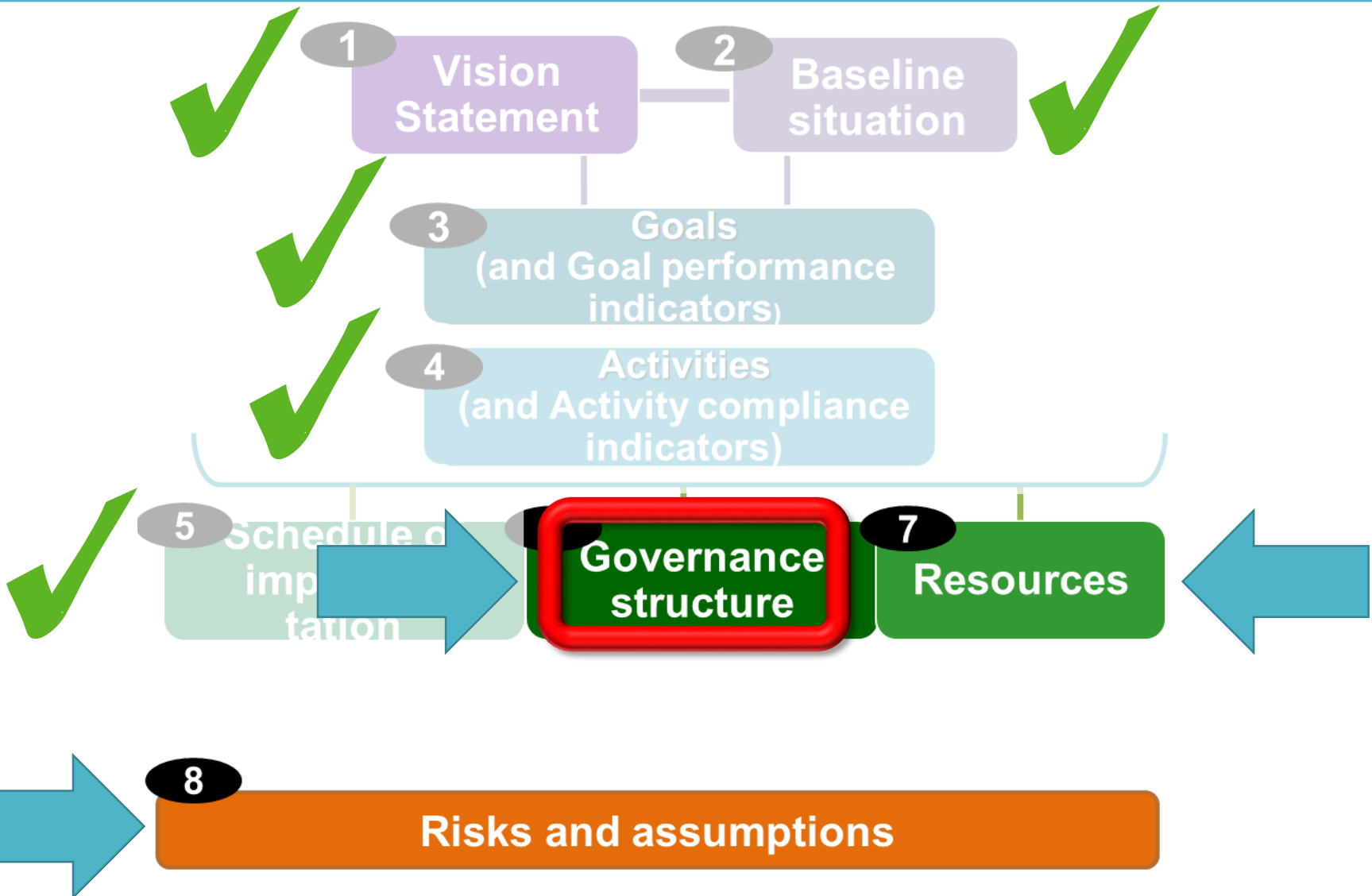
GOVERNANCE STRUCTURE, RESOURCES, RISKS AND ASSUMPTIONS



Julian Fraga-Campos

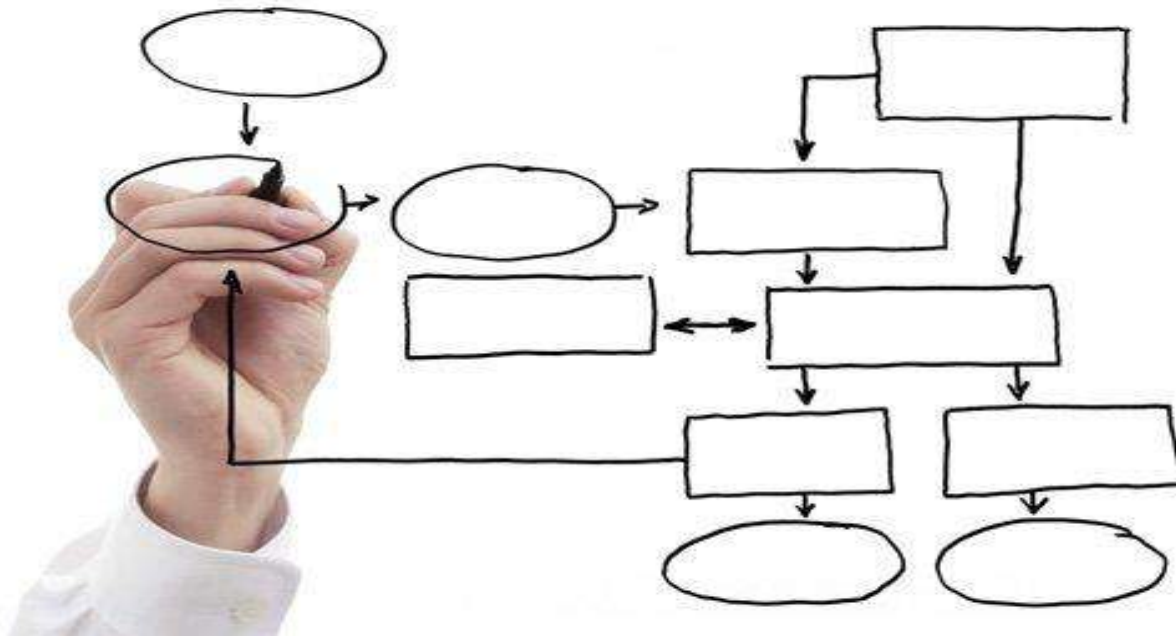
Associate Economic Affairs Officer
Trade Facilitation Section
UNECE

GOVERNANCE STRUCTURE



GOVERNANCE STRUCTURE

The NTF Roadmap should include a **draft outline** of the **Governance Structure** required to manage and implement the Activities.



GOVERNANCE STRUCTURE

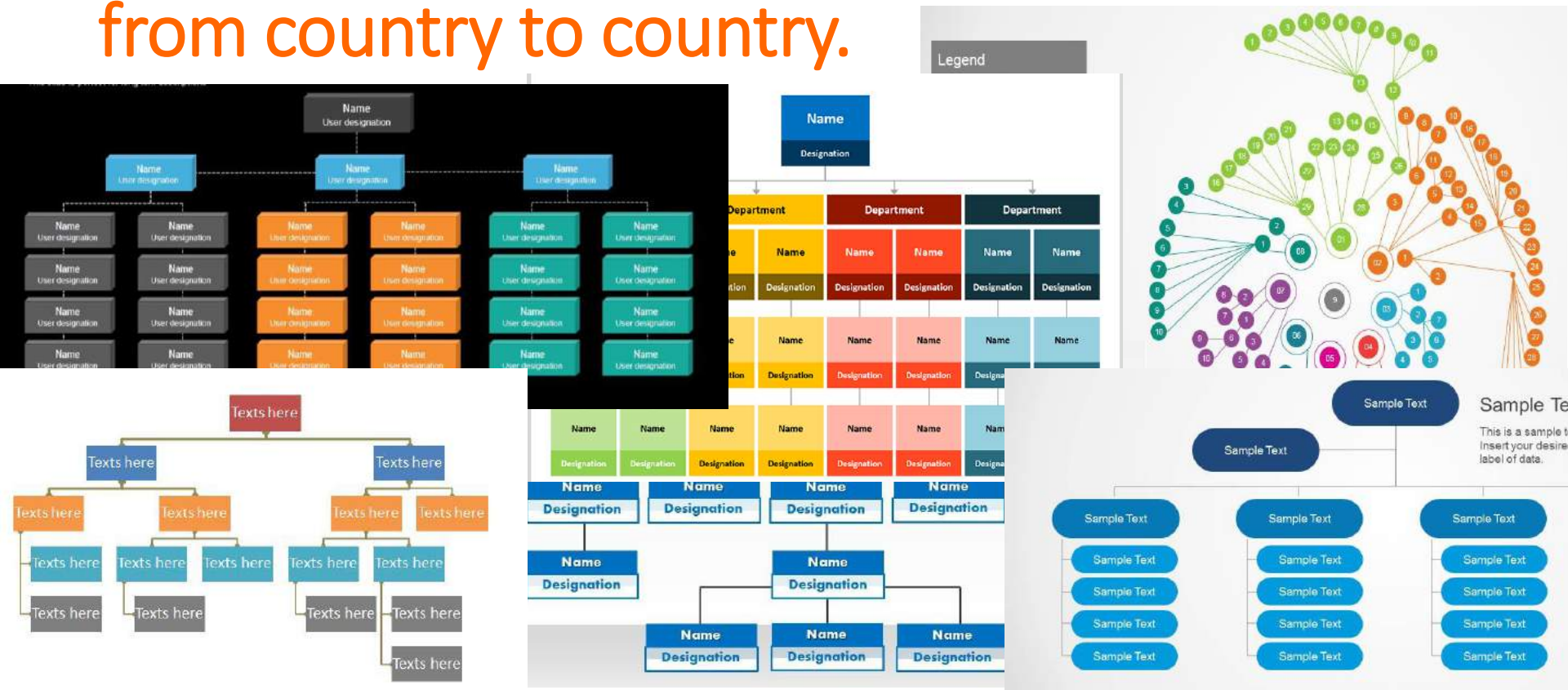
The governance structure **depends on many factors:**

- Goals,
- Activities,
- Stakeholders,
- Culture,
- Past experiences,
- Budget...



GOVERNANCE STRUCTURE

The detailed governance structure and the name of the steering bodies **will vary from country to country.**



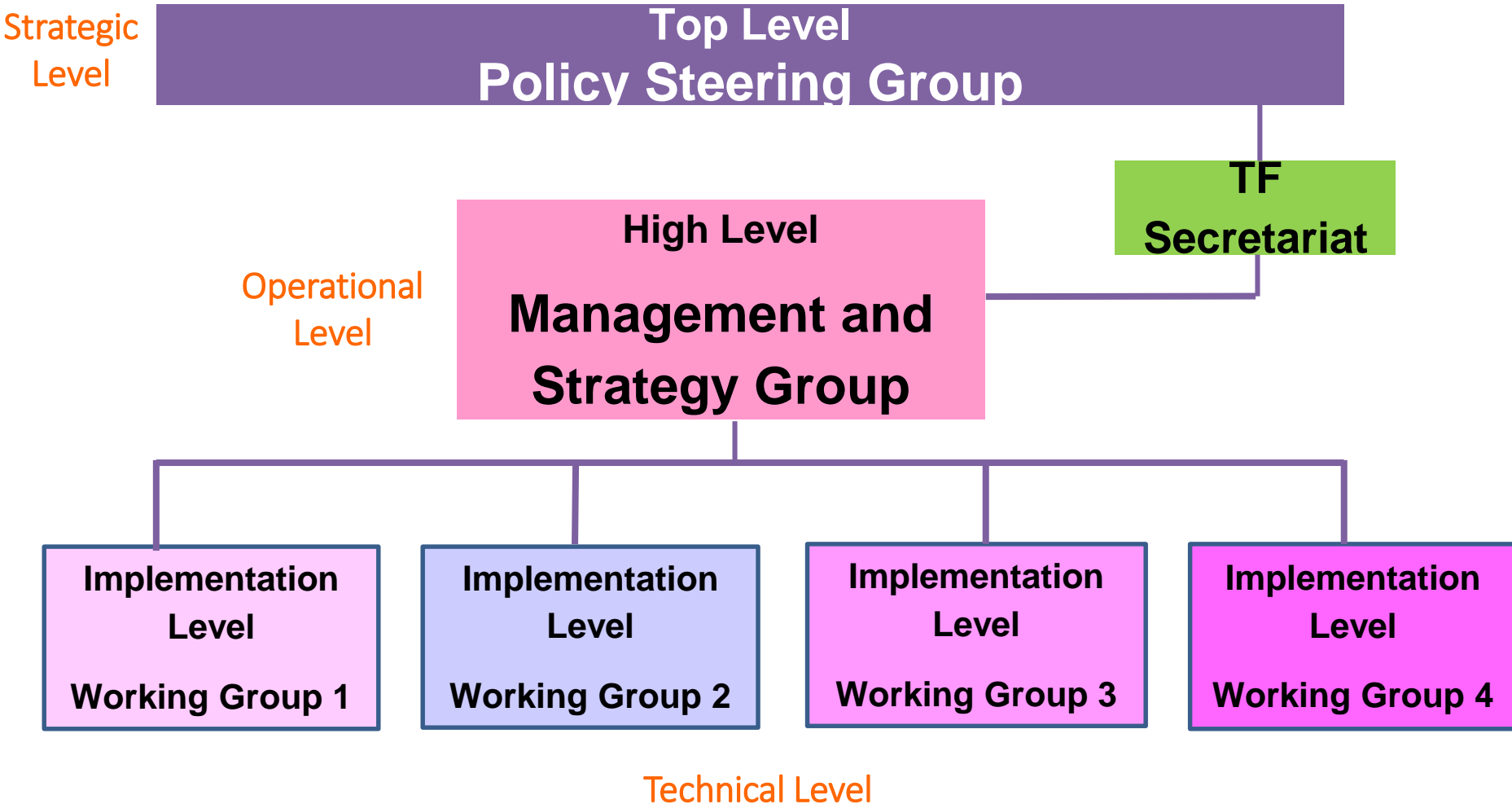
GOVERNANCE STRUCTURE

In the context of the implementation of the WTO TFA, WTO members **are obliged** to:

"**establish** and/or **maintain** a national committee on **trade facilitation** or designate an existing mechanism to facilitate both domestic coordination and implementation of the provisions of this Agreement" (WTO, 2014).

The national trade facilitation committee **should be part** of the government structure or at least actively supported by the Government.

ONE POSSIBLE GOVERNANCE STRUCTURE



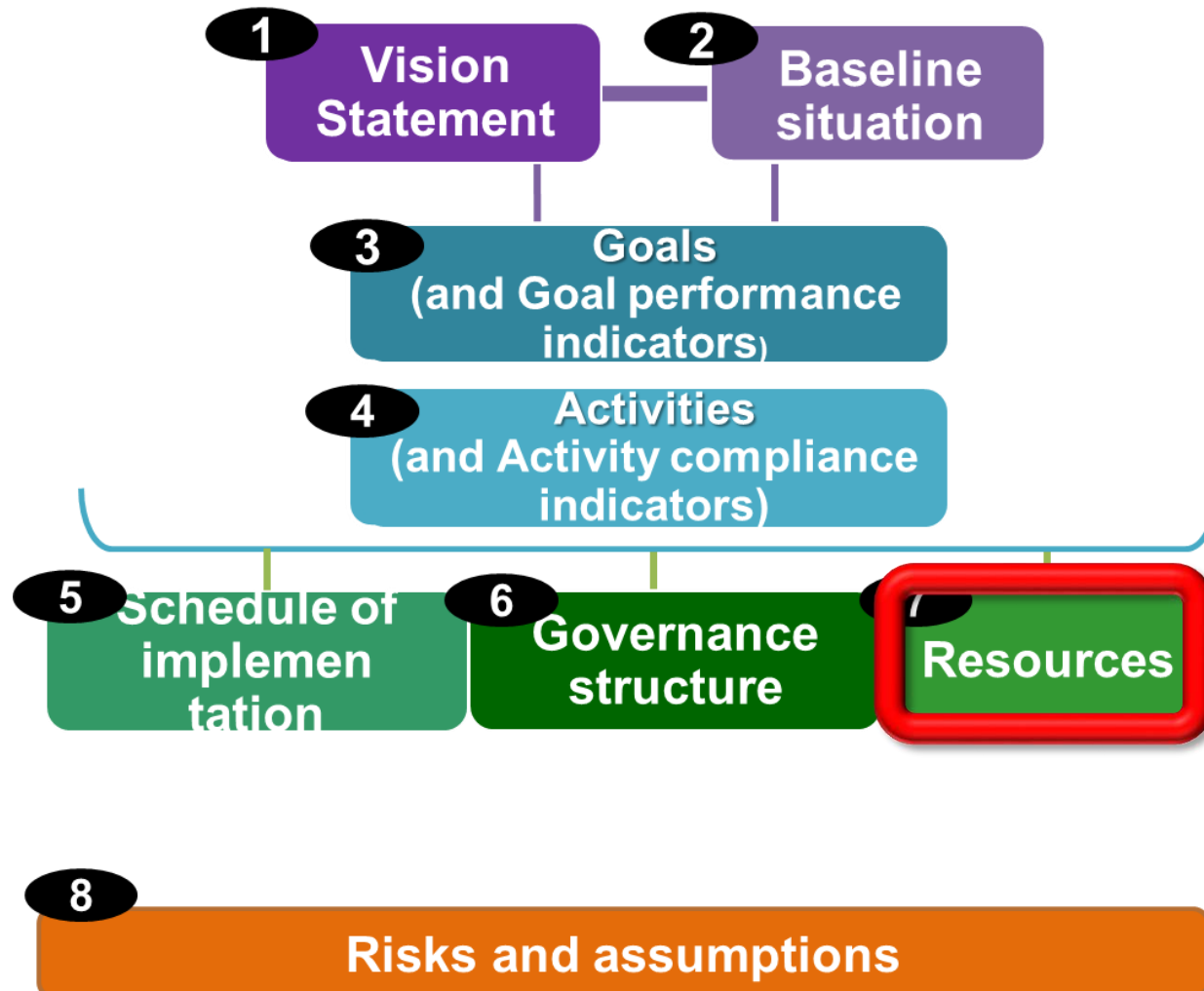
GOVERNANCE STRUCTURE

Should answer the following question:

**WHO WILL DO
WHAT?**

Group	Task	Participants	Meeting Schedule
Top Level Policy Steering Group	<ul style="list-style-type: none"> ▪ Provides ongoing high level support for the Roadmap, ▪ Commits budgets, ▪ Changes legislation where required, ▪ Ensures active collaboration of Ministries, ▪ Resolves high level conflicts between Ministries. 	<p>Prime Minister/President, Ministers and/or their advisors.</p>	<p>As needed; meetings / briefings can be linked to the meetings of the Cabinet.</p>
Top Level Management and Strategic Group	<ul style="list-style-type: none"> ▪ Responsible for the delivery of the Roadmap, ▪ Provides mandates and supervises the working groups, ▪ Approves and controls implementation of the Activities of the Roadmap, ▪ Addresses and resolves conflicting objectives and priorities, ▪ Ensures inter-ministerial/inter-agency collaboration, ▪ Manages public relations and external communications, ▪ Oversees budget allocation, ▪ Reports to the Top Level Policy Steering Group. 	<p>In many countries these functions are provided by the National Trade Facilitation Committee.</p> <p>Heads of Government agencies, Heads of industry associations, etc.</p>	<p>Regularly, suggested monthly.</p>
Implementation Level Working Group(s)	<ul style="list-style-type: none"> ▪ Implements the different activities of the Roadmap; ▪ Drafts specific project plans, ▪ Liaises with technical experts and consultants, ▪ Reports to top level management groups on implementation progress. <p>Participants on this level are usually organized in Working Groups which will implement specific Activities of the Roadmap.</p>	<p>Decision makers from those departments and agencies that will implement the Activities; technical experts and trade facilitation experts that support the implementation.</p>	<p>Regularly, suggested (bi) monthly and as required by project schedule.</p>
TF Secretariat	<ul style="list-style-type: none"> ▪ Manages the Roadmap implementation under the supervision of the top level policy steering group, ▪ Liaises with participants and Ministries, ▪ Manages budgets and contracts, ▪ Provides secretariat support to the different groups. 	<p>Full time staff appointed by the Top level Policy Group</p>	<p>Daily, ongoing.</p>

RESOURCES



RESOURCE MOBILIZATION

- Resources need to be mobilized for the implementation of the Roadmap.

WHAT DO WE UNDERSTAND BY RESOURCES?

Financial



Human



RESOURCE MOBILIZATION

- Should clearly spell out the **resources** (*human and financial*) **required for the implementation** of the different Activities and the **management and steering** of the implementation process, including resources required for the operation of the Secretariat.

For instance:

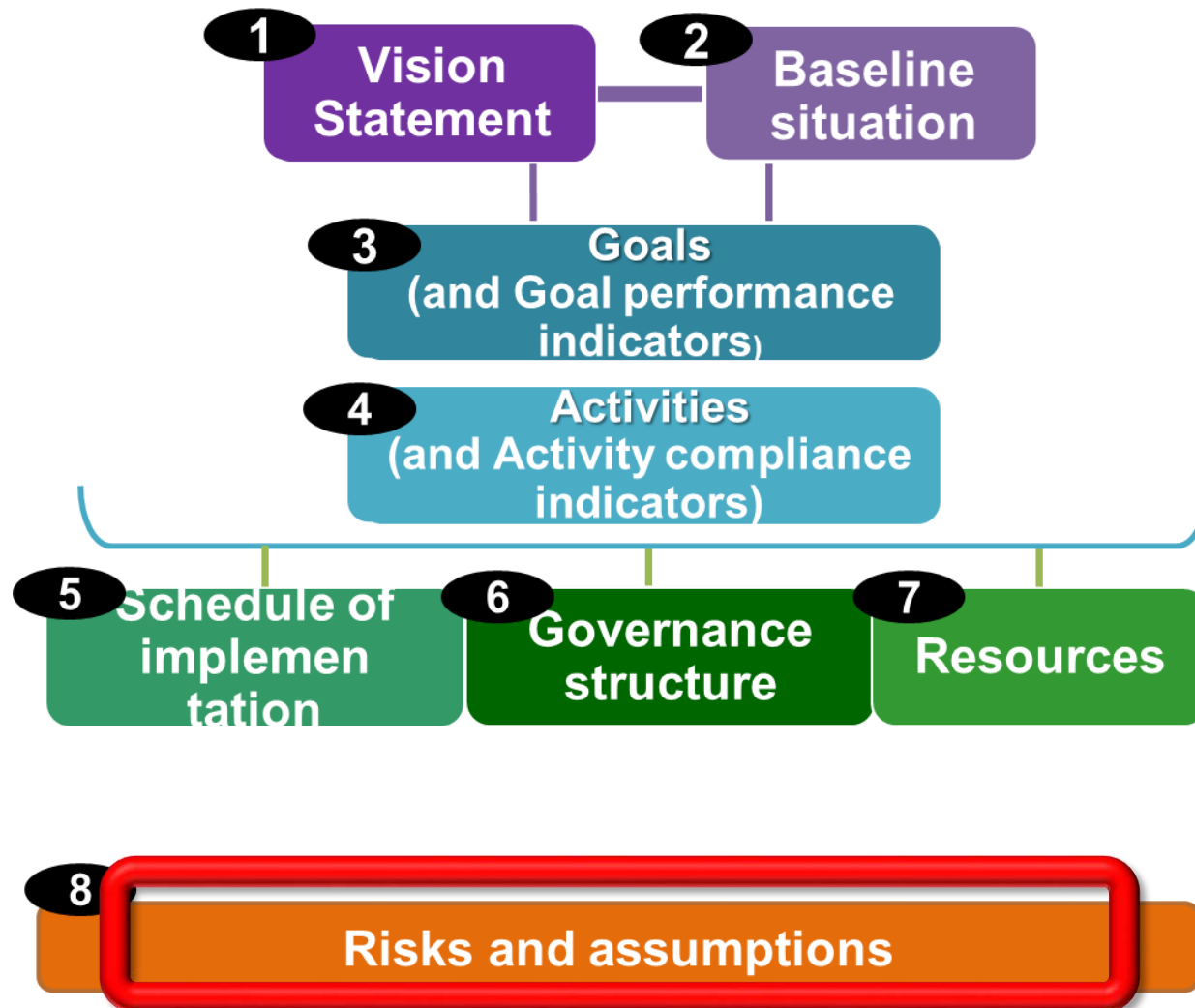
- Funding: domestic or international?
- Estimated budget to cover all the actions?
- HR: Amount of time needed for the project?
- HR: Internal or external?

RESOURCE MOBILIZATION

- The development of a detailed resource plan can be identified as one Activity during the Start-up phase.



RISKS AND ASSUMPTIONS



RISKS AND ASSUMPTIONS

In the context of drafting a Trade Facilitation Roadmap,
A risk is defined as:

- ***An uncertain threat that, if it occurs, could have a negative impact in the completion of the Goal or Activity.***

An assumption, on the other side:

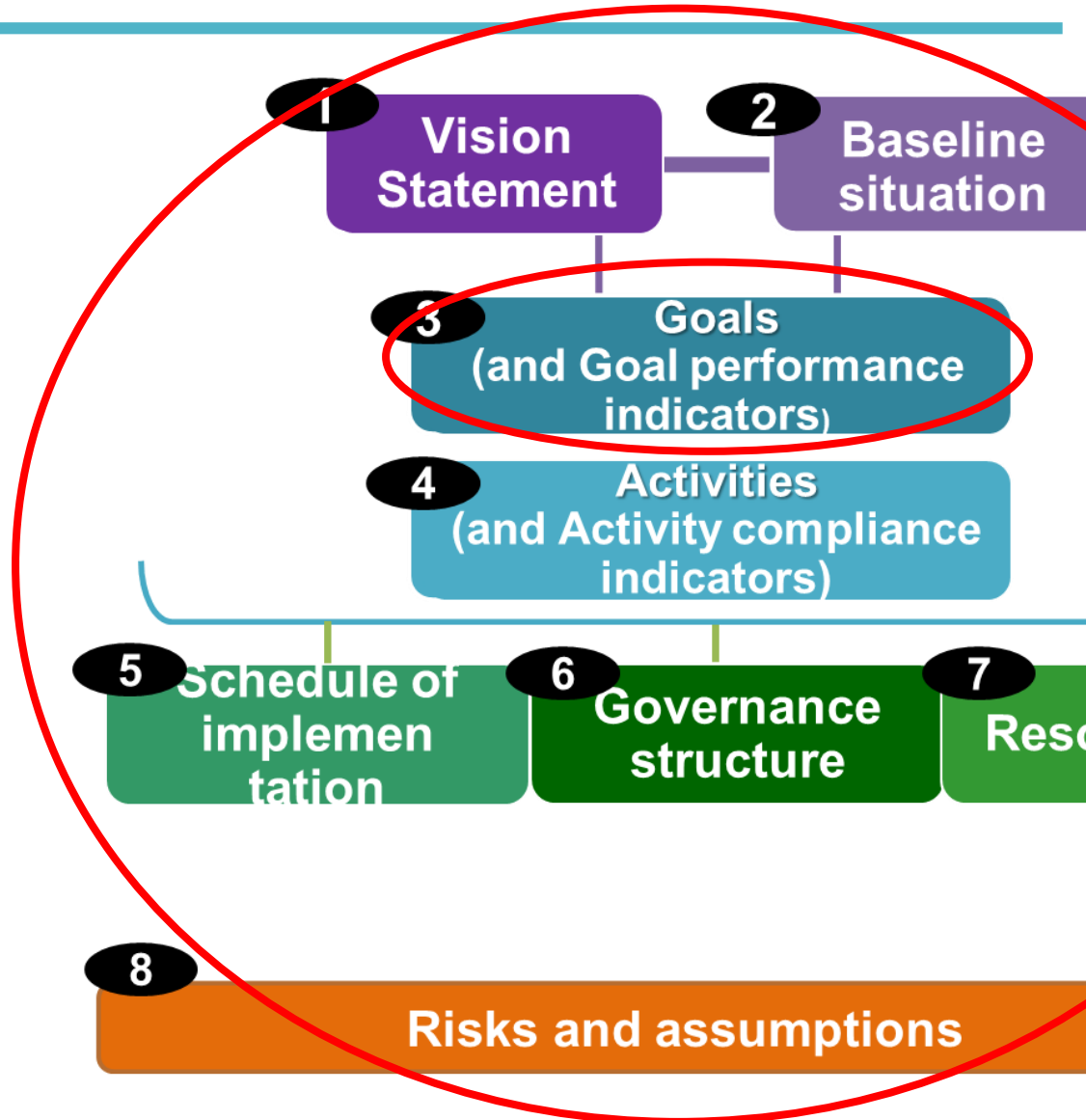
- ***Is a condition that, will enable the successful completion of the Goal or Activity.***

RISKS AND ASSUMPTIONS

- Serves to assess whether the **Goals** and **Activities** proposed **are realistic and achievable** – and provides an **early indicator to potential danger** areas for the project
- **General risks and assumptions**
- **Specific risks and assumptions**

RISKS AND ASSUMPTIONS

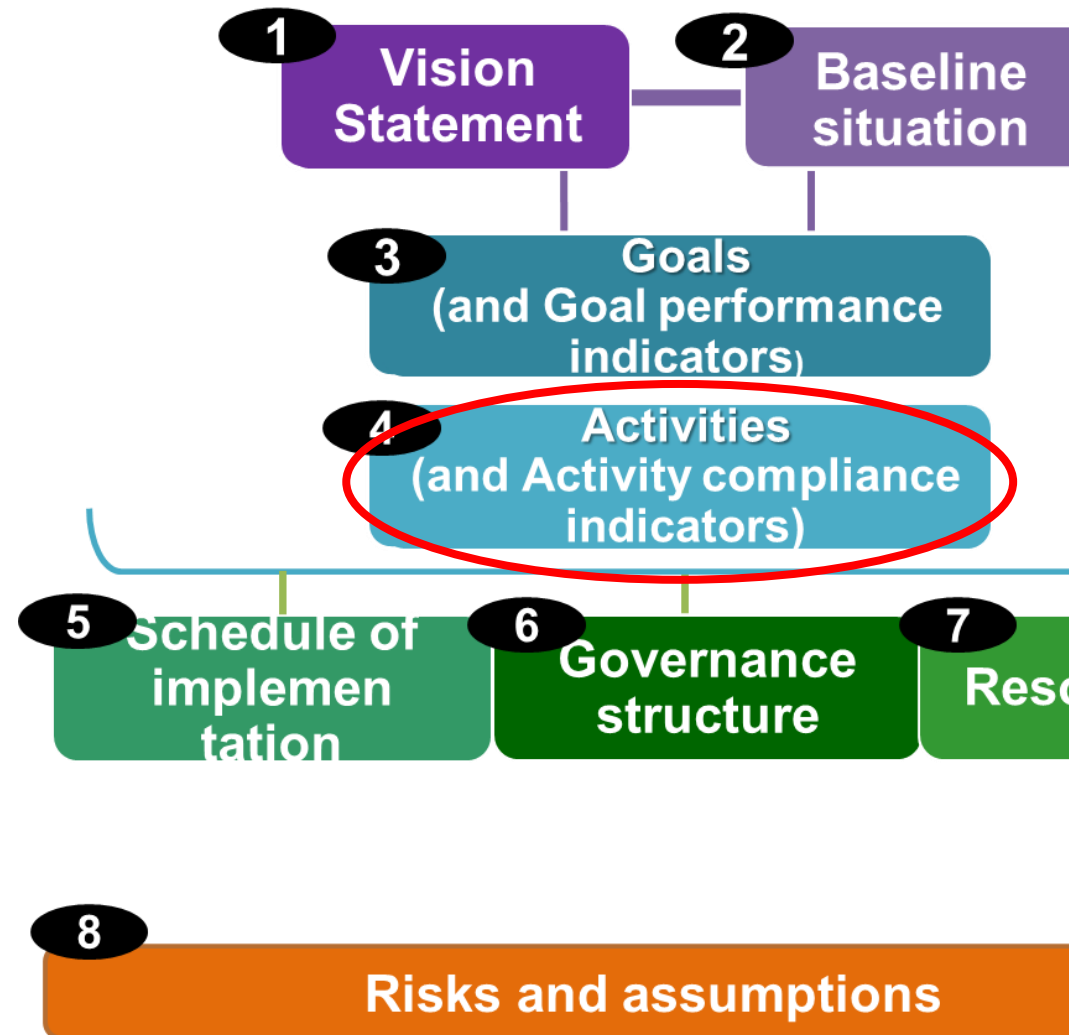
- **General risks** and assumptions can be either related to the **overall implementation** of the Roadmap or common to **all Goals** included in the Roadmap.



RISKS AND ASSUMPTIONS

- **Specific risks** and assumptions will be related to a **concrete Activity**,

i.e. a particular risk that could hinder the successful implementation of a concrete Activity or an assumption that is key to the implementation of a specific Activity.



LEVELS OF RISKS AND ASSUMPTIONS

GENERAL RISKS AND ASSUMPTIONS

can be either related to the overall implementation of the Roadmap or be common to all Goals included in the Roadmap.

SPECIFIC RISKS AND ASSUMPTIONS

Specific risks and assumptions are related to a specific Activity.

GENERAL RISKS

An uncertain threat that, if it occurs, could have a negative impact in the completion of the Goals.

SPECIFIC RISKS

An uncertain threat that, if it occurs, could have a negative impact in the completion of a particular Activity.

GENERAL ASSUMPTIONS

A condition that, sine qua non, will enable the successful completion of the Goals.

SPECIFIC ASSUMPTIONS

A condition that, sine qua non, will enable the successful completion of a particular Activity.

EXAMPLES OF GENERAL RISKS AND ASSUMPTIONS

General risks	General Assumptions
Lack of political commitment / support.	There is political commitment /support.
There is resistance to change.	There is no resistance to change.
Lack of necessary financial and human resources.	The necessary financial and human resources are available.
Environmental event (typhoon, tsunami, etc).	There is environmental stability.

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A tool for simplifying cross-border trade



[Introduction to Trade Facilitation](#)

Domains



Itineraries



Instruments



Organizations



THANK YOU