

# A national roadmap for WTO TFA implementation

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# When talking about planning trade facilitation reforms:



*A project proposal for a particular measure*



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



*An Implementation Plan for the WTO TFA*



*A National Trade Facilitation Roadmap*



*A project  
proposal for  
a particular  
measure*

# *A project proposal for a particular measure*



Document establishing the objectives but also the concrete activities, steps and conditions to implement one of the provisions of the WTO TFA.



Examples: Project proposal to establish a single window or a trade information portal



## Characteristics:

- Narrower scope of action
- Concrete steps are mentioned
- More focused on the how and who than on the what or the why

# When talking about planning trade facilitation reforms:

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

# *plan for the National Trade Facilitation Committee or a particular agency (i.e.*



**Examples: Description  
of the role of the NTFC  
in the setting up of the  
trade information  
portal**



**Characteristics:**

- Narrower TIME of action (yearly),
- Concrete steps are mentioned,
- Focused on the WHO

# When talking about planning trade facilitation reforms:

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*An  
Implementation  
Plan for the  
WTO TFA*

# UNCTAD Implementation Plans for the WTO TFA

- o Map out the implementation status of a country's trade facilitation commitments towards the implementation of the **WTO TFA provisions**, and determine (to the extent possible) the actions needed and resource implications for full compliance
- o Support countries in the **categorization and notification** exercises
- o **Assess trade facilitation capacity building needs**, and develop specific training for national trade facilitation stakeholders





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**They are very good comprehensive documents but their scope of action is limited to the WTO TFA**

**But**

**There is much that can be done to facilitate trade that is not included in the WTO TFA.**

**So, why limit ourselves when we can go beyond compliance of the WTO TFA?**

# When talking about planning trade facilitation reforms:

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*A National  
Trade  
Facilitation  
Roadmap*

# Roadmaps developed by UN

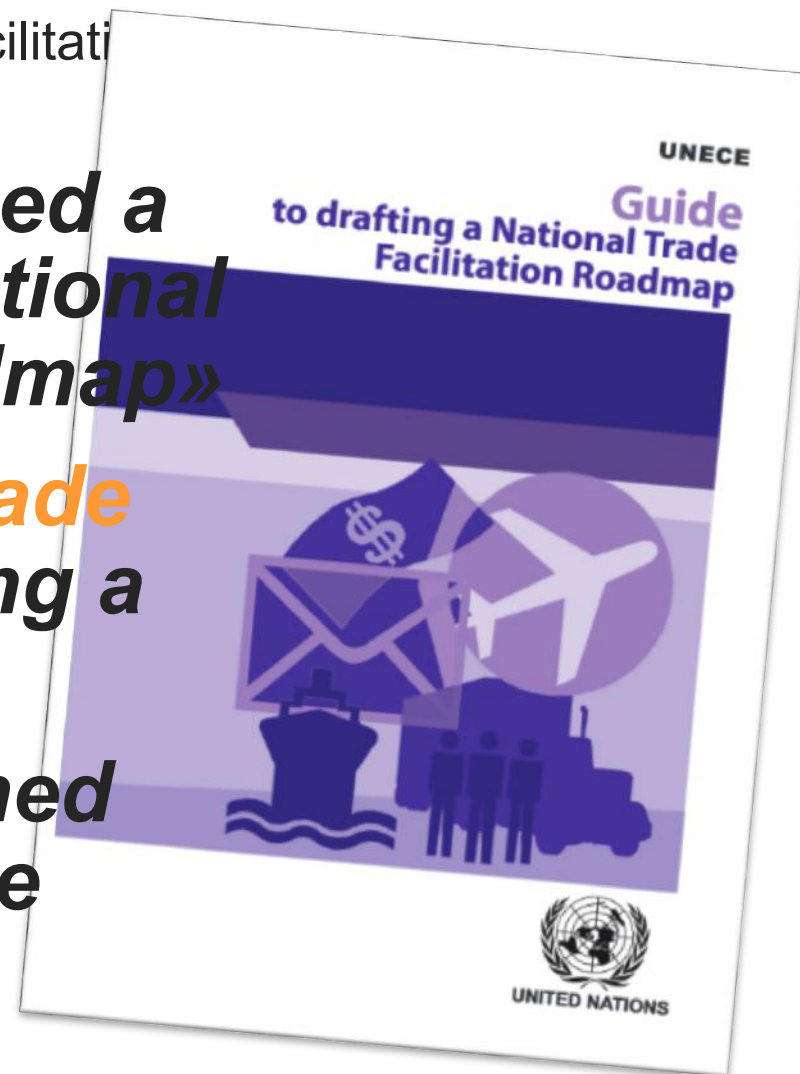
2017	2018	2019	2020
<p>Sudan</p> <p>Ghana</p> <p>Benin</p> <p>Nigeria</p> <p>Sao Tomé</p> <p>Gabon</p> <p>Cameroun</p>	<p>Zimbabwe</p> <p>Liberia</p> <p>Tanzania</p> <p>Kenya</p> <p>Rwanda</p> <p>Uganda</p>	<p>Angola</p> <p>Namibia</p> <p>Zambia</p> <p>Antigua e Barbuda</p> <p>Guyane</p> <p>Belize</p> <p>Saint Kitts and Nevis</p> <p>Saint Vincent and the Grenadines</p> <p>Saint Lucia</p> <p>Dominica</p> <p>Grenade</p> <p>Tajikistan*</p>	<p>Mozambique (tbc)</p> <p>Chad (tbc)</p> <p>Guinea Equatorial (tbc)</p> <p>Democratic Republic of Congo (tbc)</p> <p>Congo (tbc)</p> <p>Central African Republic (tbc)</p> <p>Kazakhstan*</p> <p>Ukraine*</p> <p>Georgia*</p> <p>the Former Yugoslav Republic of Macedonia*</p>
* Roadmaps developed by UNECE			

# WHAT IS A ROADMAP AND ITS BENEFITS

# 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***



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# 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...

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# What are the specific benefits of a Roadmap?



# BENEFITS of a Roadmap

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- 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 planing tools** (WTO TFA needs assessments)
- IV. **Support** the work of a National Trade Facilitation Committee and other TF implementation bodies.

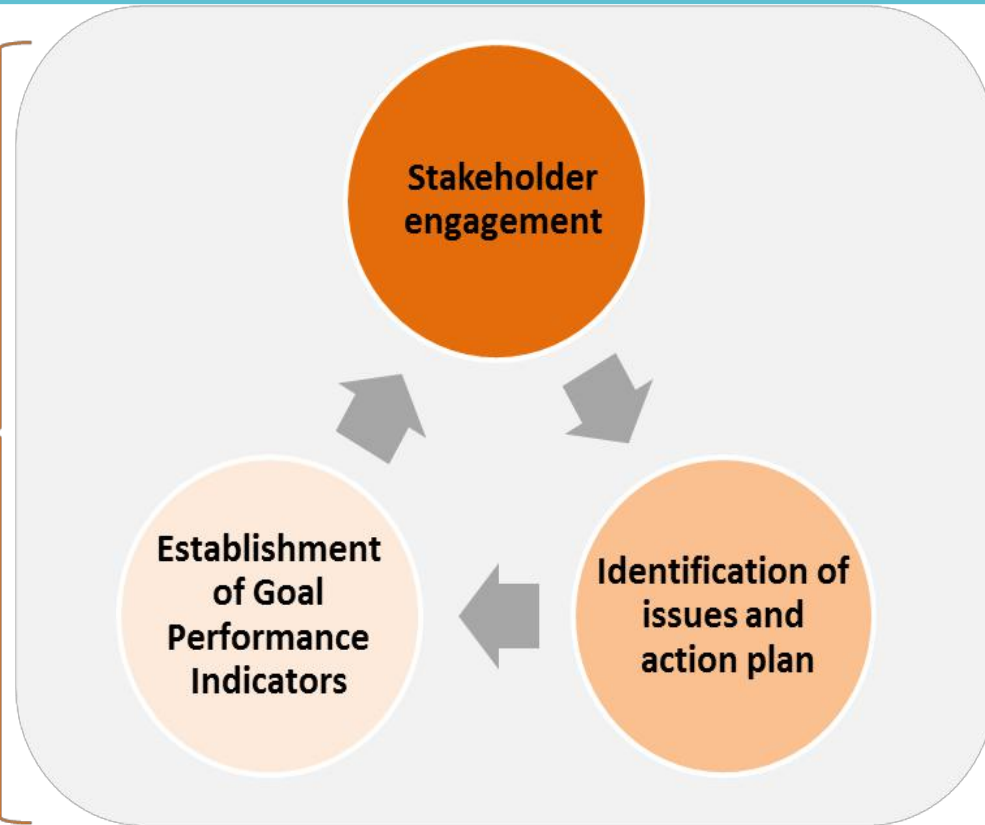
# PROCESS OF DRAFTING A TRADE FACILITATION IMPLEMENTATIO N ROADMAP

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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

**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

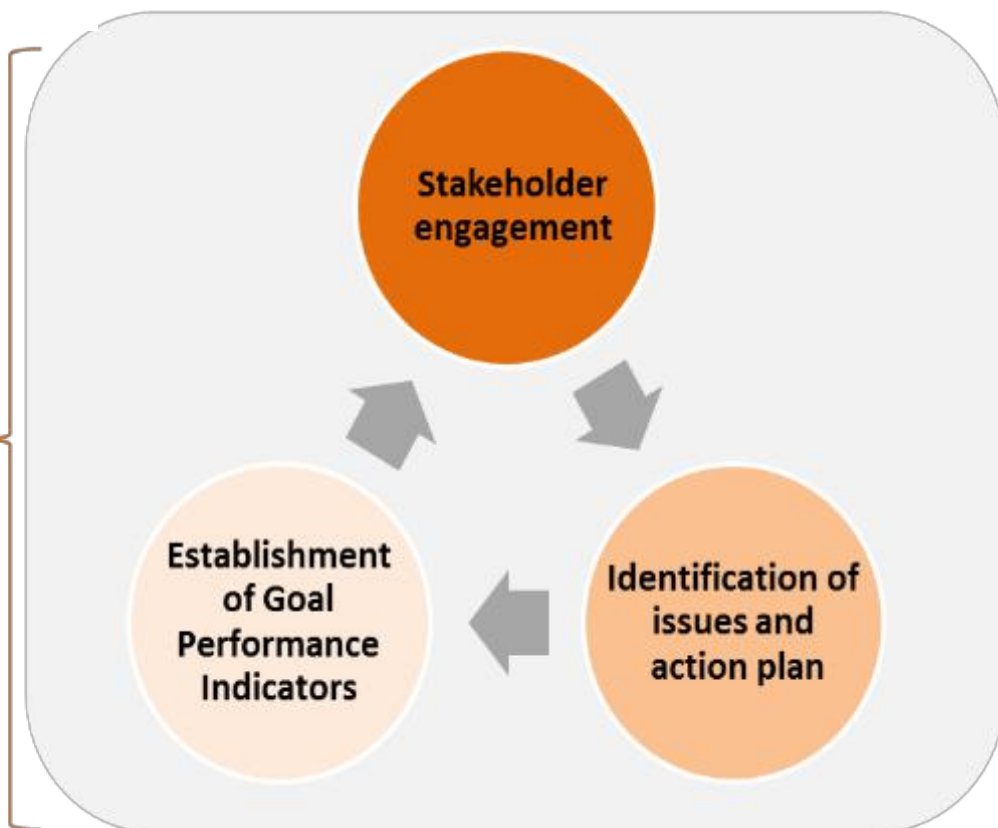


Communicate



Ensure support

### CONCEPTION PHASE



VALIDATION  
PHASE

Approval of the Roadmap

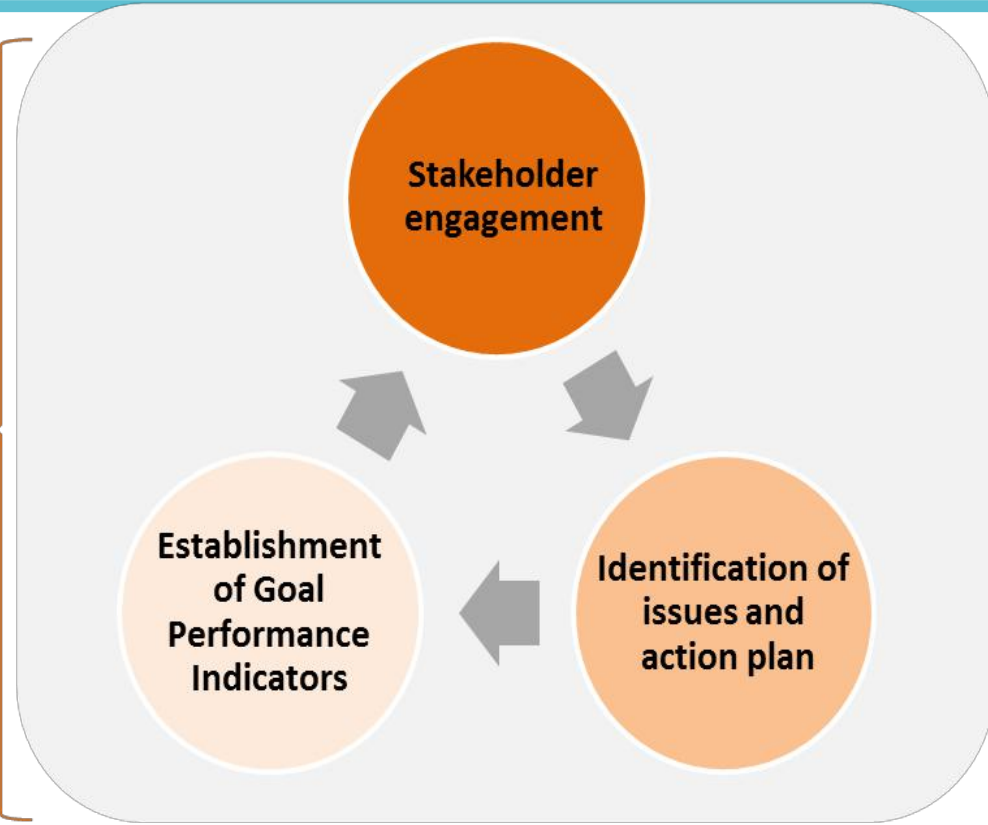
- 
1. Drafting Team submit the **final draft** of the Roadmap to the project Sponsor for approval.
  2. If draft is supported by Sponsor, Drafting Team organise a **public event** to inform a broader range of stakeholders.
  3. Sponsor needs to ensure that Roadmap receives the **legislative and political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

# PROCESS OF DRAFTING A TRADE FACILITATION IMPLEMENTATI ON 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**



# Your challenge #1



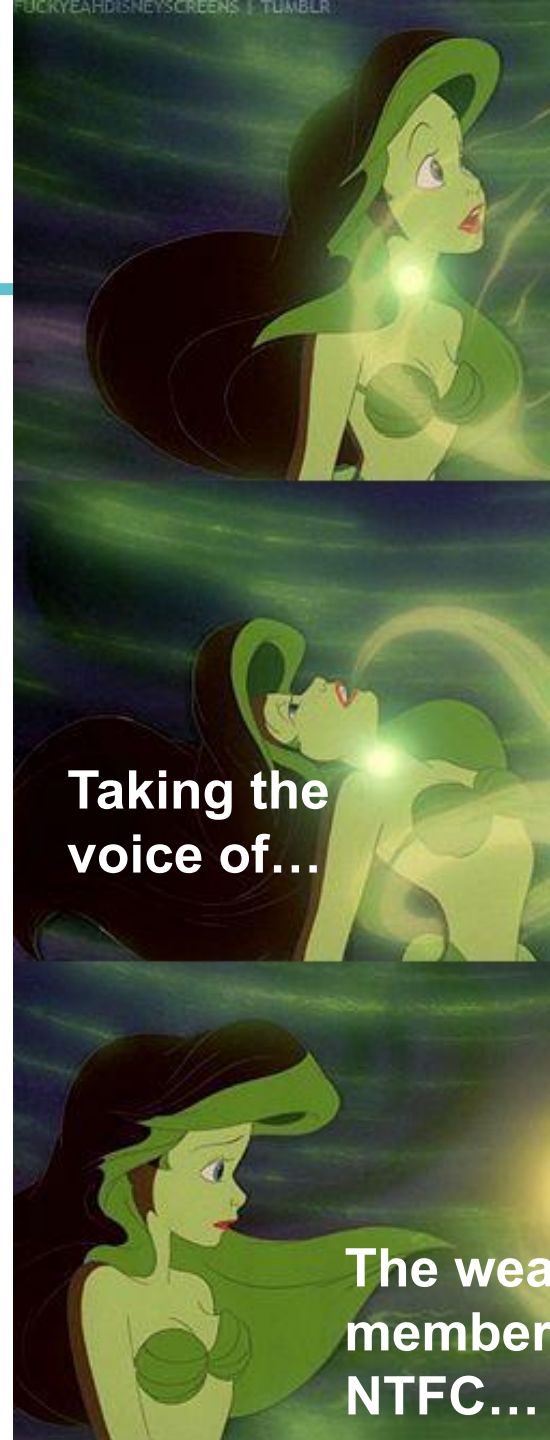
# How to deal with it?

- 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



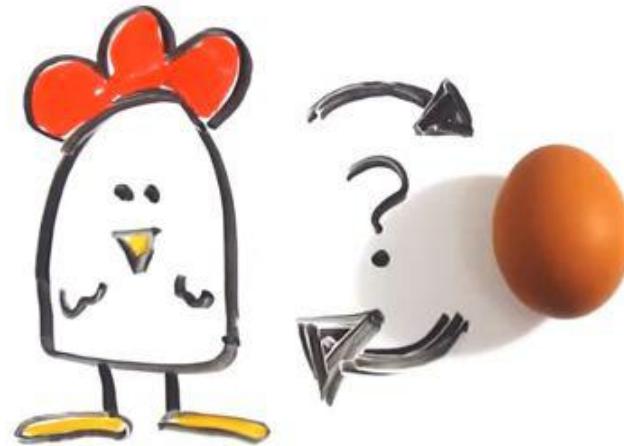
Source picture:  
Disney

- 
- Three action figures of Superman are shown against a plain white background. From left to right: Clark Kent in a black suit and glasses; Clark Kent pulling open his suit jacket to reveal the Superman chest emblem; and the fully suited Superman in his blue and red costume with the 'S' shield.

# Your challenge #3

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

"THE CHICKEN - OR - THE CHICKEN EGG"



# How to avoid that?

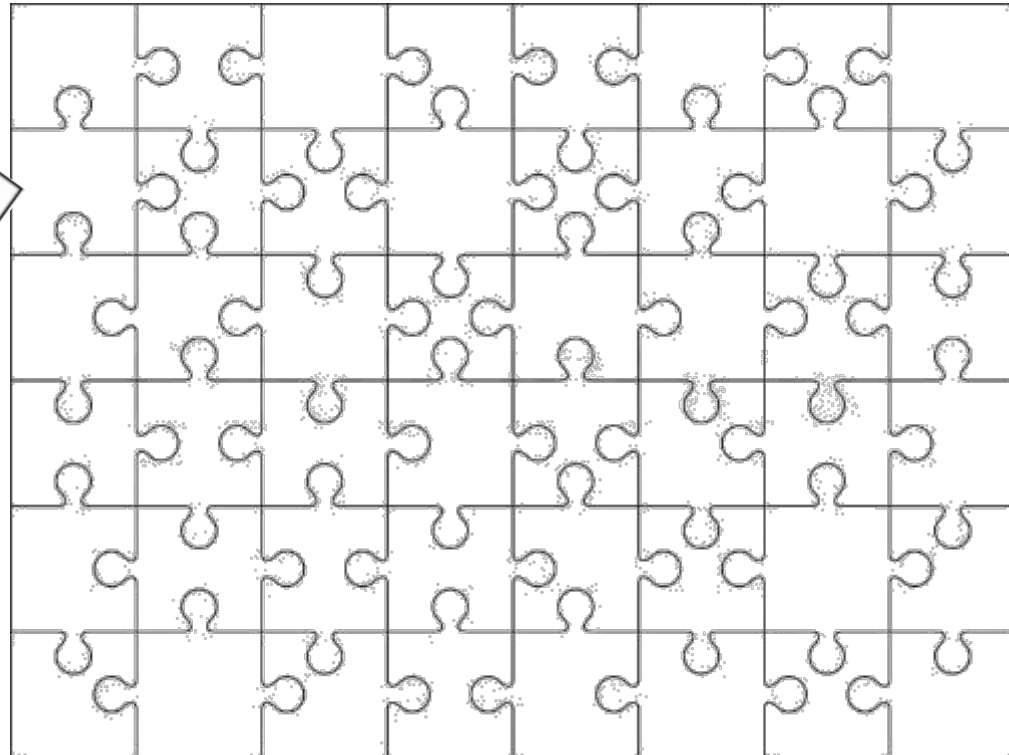
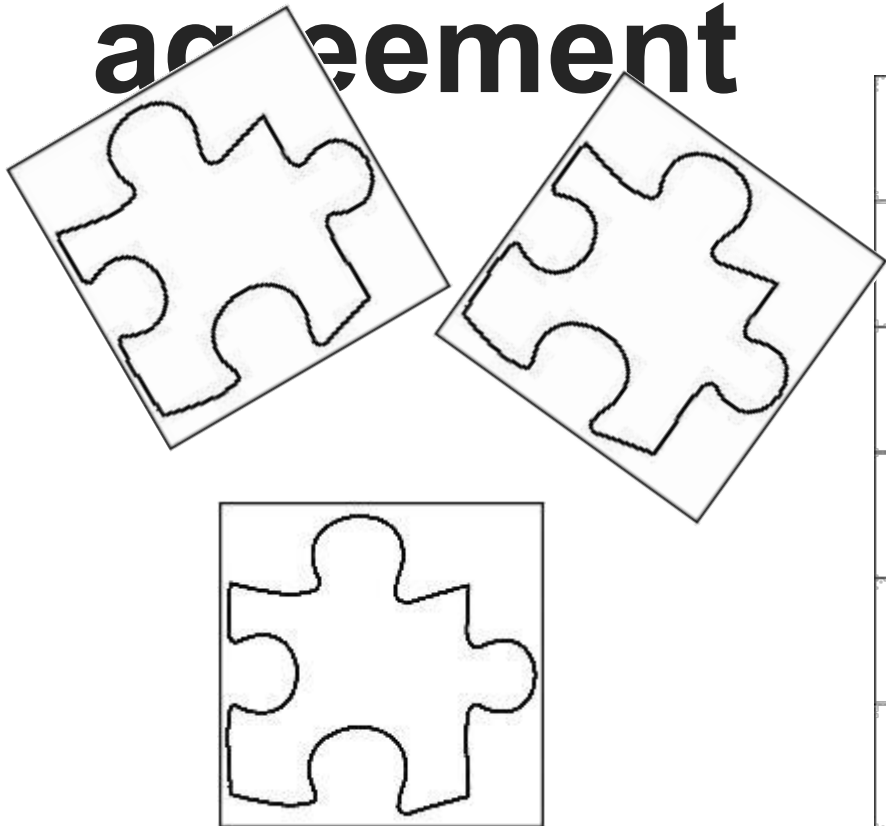
- Lead fruitful discussions
- Lead efficient discussions
- **TOOL:** prepare always a proposal based on facts to start and lead discussions
- **TIP:** hold some discussions with people standing up

**What  
The  
Fact!**



# Your challenge #4

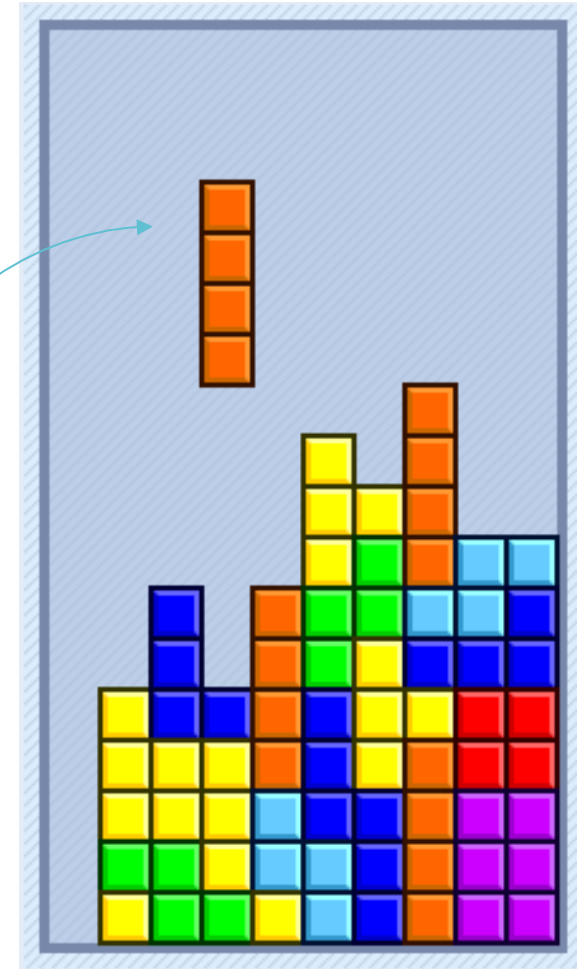
## ■ From discussion to agreement



# 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 -

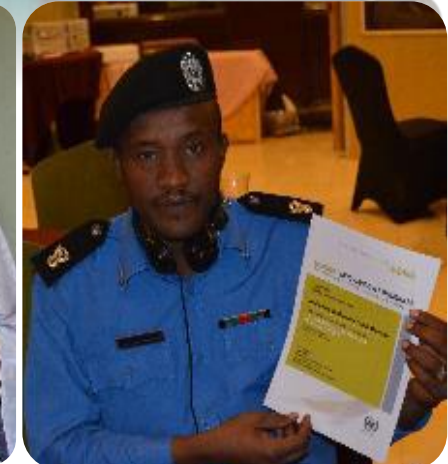


Source picture: <http://www.tetrisonlinefree.com/wp-content/uploads/2013/07/tetris.gif>



# Ask UNCTAD for Assistance

## **UNCTAD EMPOWERMENT PROGRAMME** *for National Trade Facilitation Committees*

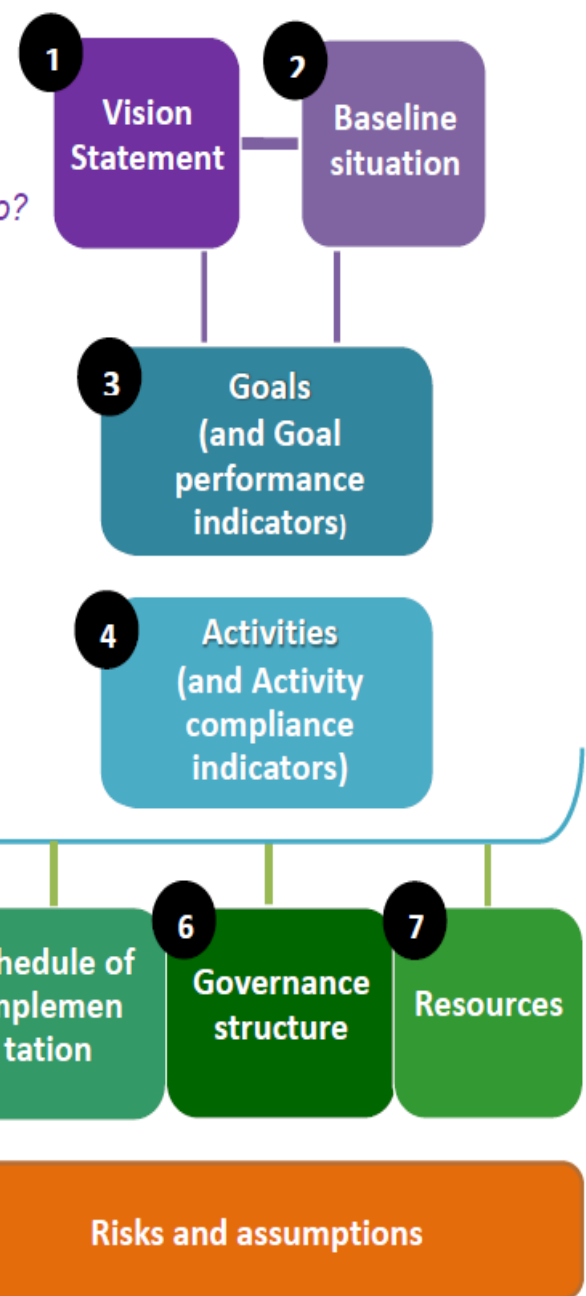


# Examples of Roadmap extracts

# This is the basic structure of the Roadmap

—  
Let me  
provide some  
examples

**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?*



# 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 country's position in

# EXAMPLE GOALS SUDAN

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**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%**

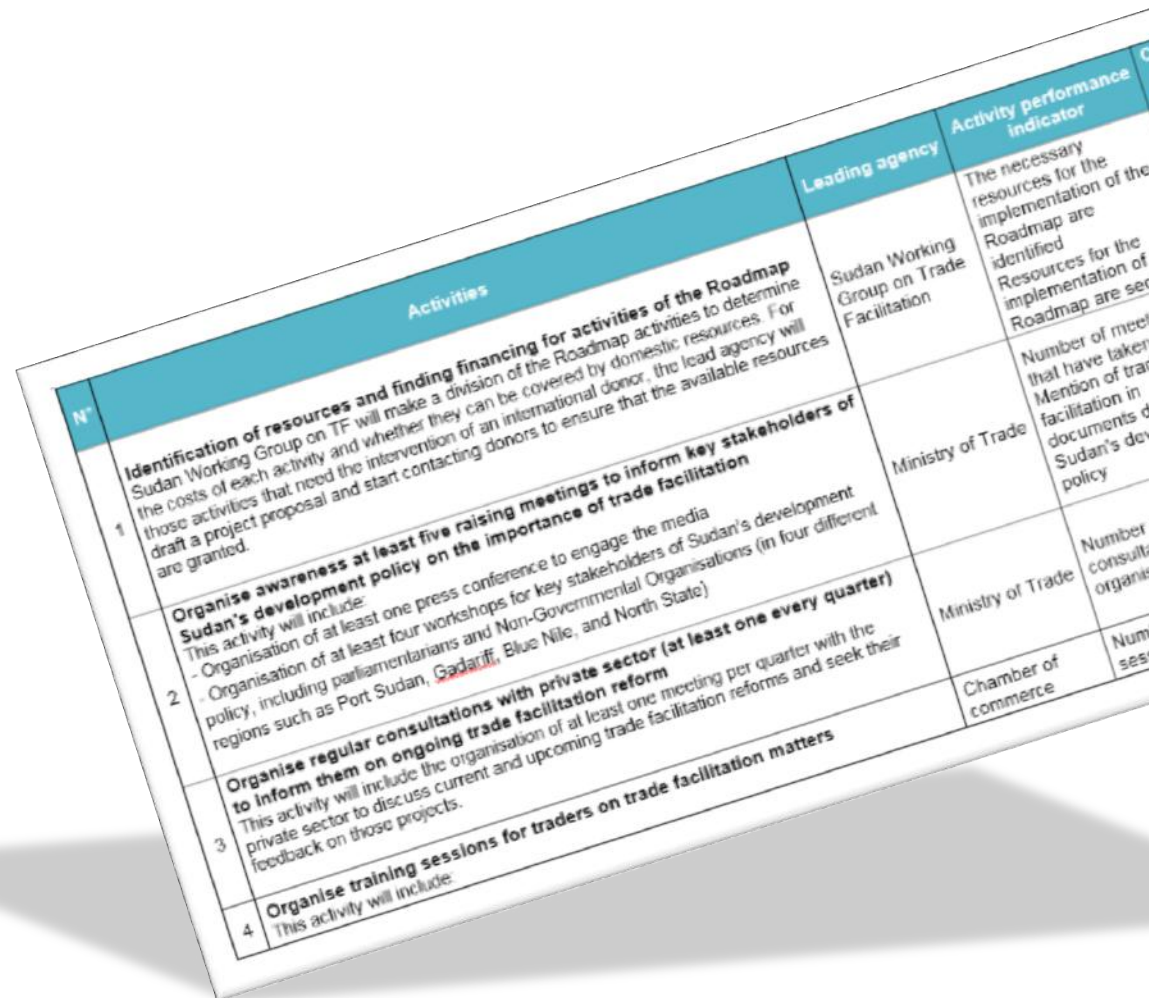
**Implement at least  
70% of the  
measures of the  
Trade Facilitation  
Agreement**

**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	<b>Mainstream trade facilitation into Sudan's development policy</b>	Trade facilitation is mentioned the next Sudan development policy	Sudan Development Policy Document
2	<b>Reduce time of exports and imports by 40%</b>	Time reduced by 40%	Time Release Study WB Doing Business Trading Across Borders
3	<b>Reduce cost of import and export by 10%</b>	Cost is reduced by 10%	WB Doing Business Trading Across Borders
4	<b>Reduce the average number of documents requested for import and export procedures of 10 key products by 20%</b>	Number of documents is reduced by 20% in 10 key products	Business process analysis undertaken by NTFC
5	<b>Implement at least 70% of the measures of the Trade Facilitation Agreement</b>	50% of measures are implemented and categorised as A	Update UNCTAD Implementation Plan by NTFC
6	<b>Foster paperless trade by connecting electronically at least</b>	2 border agencies are electronically	NTFC to certify that this has been

# 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	<b>Identification of resources and finding financing for activities of the Roadmap</b> 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 the Roadmap are secured.
2	<b>Organise awareness at least five raising meetings to inform key stakeholders of Sudan's development policy on the importance of trade facilitation</b> This activity will include: <ul style="list-style-type: none"><li>- Organisation of at least one press conference to engage the media</li><li>- 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, <u>Gadarrif</u>, Blue Nile, and North State)</li></ul>	Ministry of Trade	Number of meetings that have taken place. Mention of trade facilitation in documents of Sudan's development policy.
3	<b>Organise regular consultations with private sector (at least one every quarter) to inform them on ongoing trade facilitation reform</b> 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 organised.
4	<b>Organise training sessions for traders on trade facilitation matters</b> This activity will include:	Chamber of commerce	Number of sessions.



# ORGANISE ACTIVITIES IN GROUPS

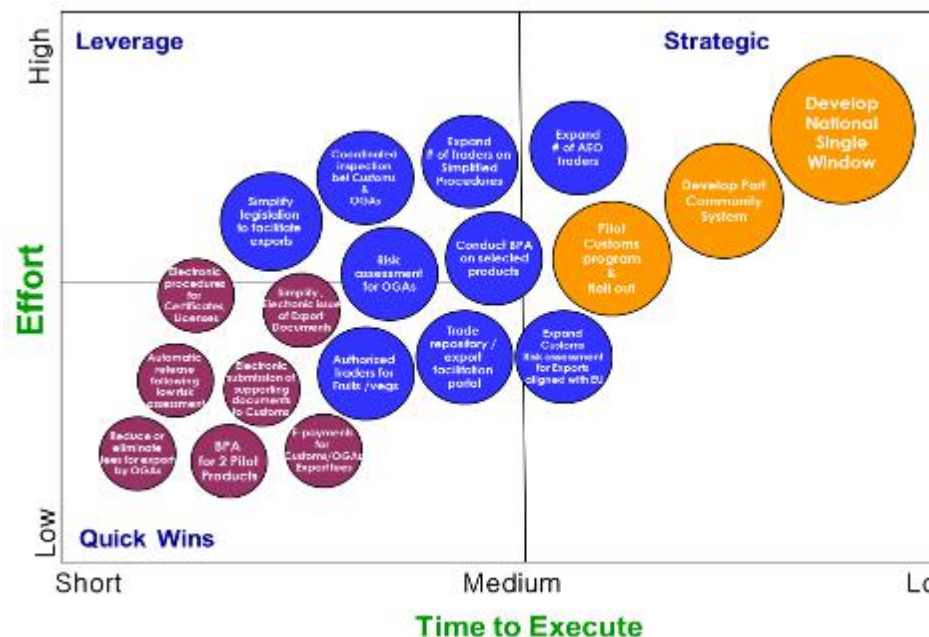
Activities are presented graphically in a chart

1 axis represents the time required to implement the Activity

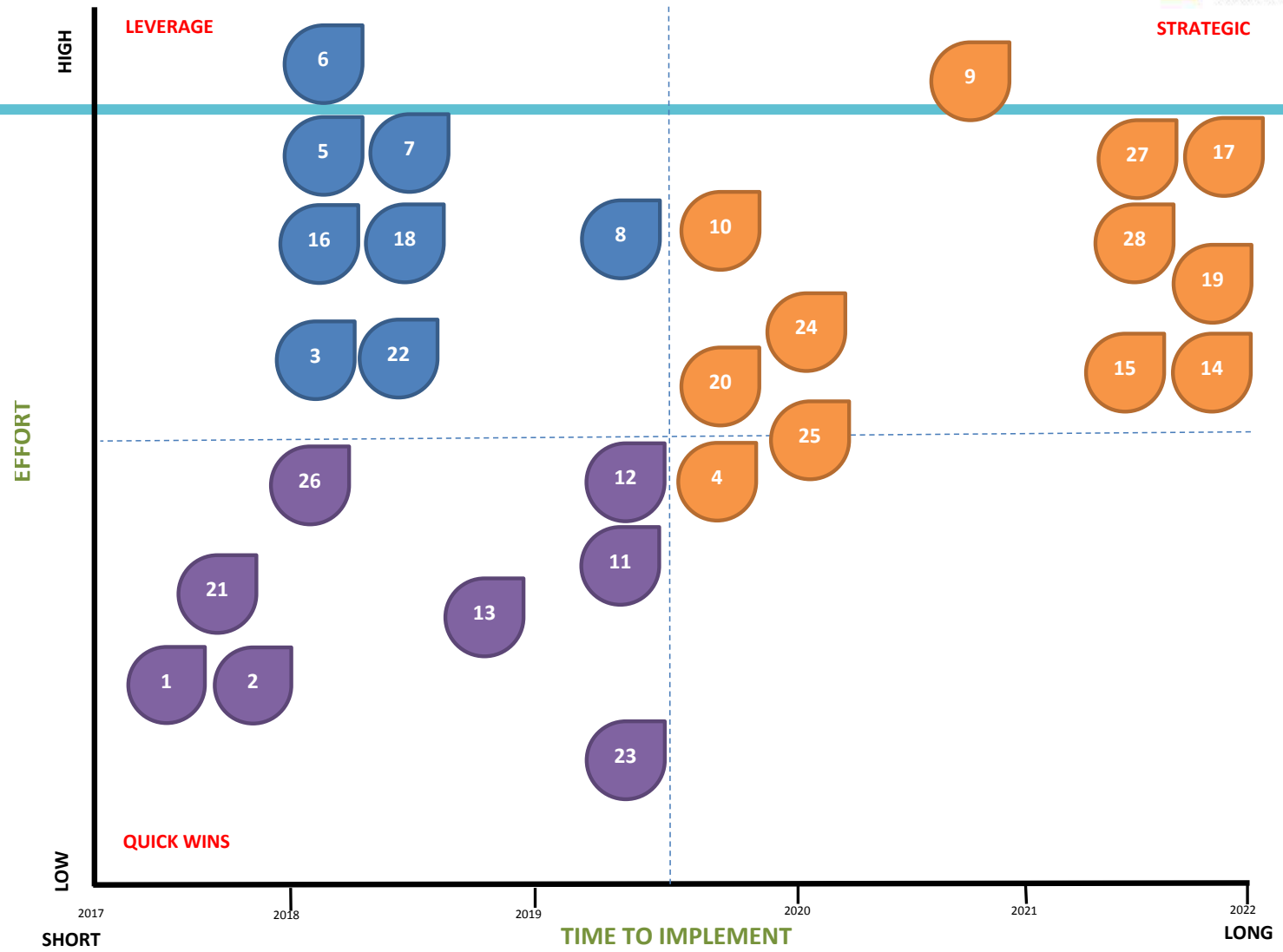
1 axis represents the amount of effort (in terms of cost and/or change management) required for the implementation of the Activity.

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.







Example for Sudan

# 5. IMPLEMENTATION STRUCTURE



# 5. IMPLEMENTATION STRUCTURE

## START-UP PHASE

- Formal adoption of the Roadmap
- Identification of resources and finding financing for activities of the Roadmap
- Organise awareness raising meetings to inform key stakeholders of Sudan's development policy on the importance of trade facilitation
- Organise regular consultations with private sector to inform them on ongoing trade facilitation reforms
- Organise regular consultations with private sector to inform them on ongoing trade facilitation reforms

## DELIVERY PHASE

- Organise training sessions for traders on trade facilitation matters
- Motivate the exporters to facilitate the financing of guarantees
- Ensure that all laws, regulations, fees, charges and procedures from ALL border agencies are published on the Internet
- Establish an enquiry point for traders in each border agency
- Revise fees and taxes for 10 key products so as to identify unnecessary costs to traders
- Analyse trade procedures for 10 key products to identify unnecessary steps and simplify procedures according to international standards
- Establish of SSMO, health, animal resources and agriculture laboratories at 3 entry points
- Review and update regulations and laws of Ministry of Environment, Health and Agriculture that could have an impact in trade facilitation
- Ensure that specific SPS requests for 10 key products are being implemented
- Identify which veterinary procedures could have an impact on trade facilitation
- Roll-out of pre-arrival processing procedures for SSMO to five more countries
- Ensure that other agencies are implementing the national standards already established by SSMO for food, agriculture, engineering, chemical and general goods.
- Implementing ISO standards that will support trade facilitation (22000, 9001, 17020) including ISO 17025 standard in laboratories of Customs and SSMO, Health, Agriculture, Animal Resources
- Roll out e-payment at all main border posts
- Improving internal border agency cooperation (i.e. cooperation at inspections and within all laboratories of different border agencies)
- Implementation of the Green Customs Strategy
- Come up with a plan to unify all channels to collect fees and charges
- Establish effective advance ruling
- Establish and promote electronic cargo manifest submissions
- Promote and foster the use and operationalization of the Authorised Economic Operation Scheme
- Implement Time Release Study every two years (mid-term and final review of Roadmap) to monitor progress and identify challenges
- Roll-up of Customs automated risk management at all border posts
- Implementation of Customs Valuation Code as indicated in Article 7 of GATT
- Harmonise 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
- Create a plan to foster transshipment and transit in Sudan
- Create a specific plan to reduce delays in clearance at maritime ports

## REVIEW PHASE

- Evaluation of current Roadmap and drafting of new Roadmap

# 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.

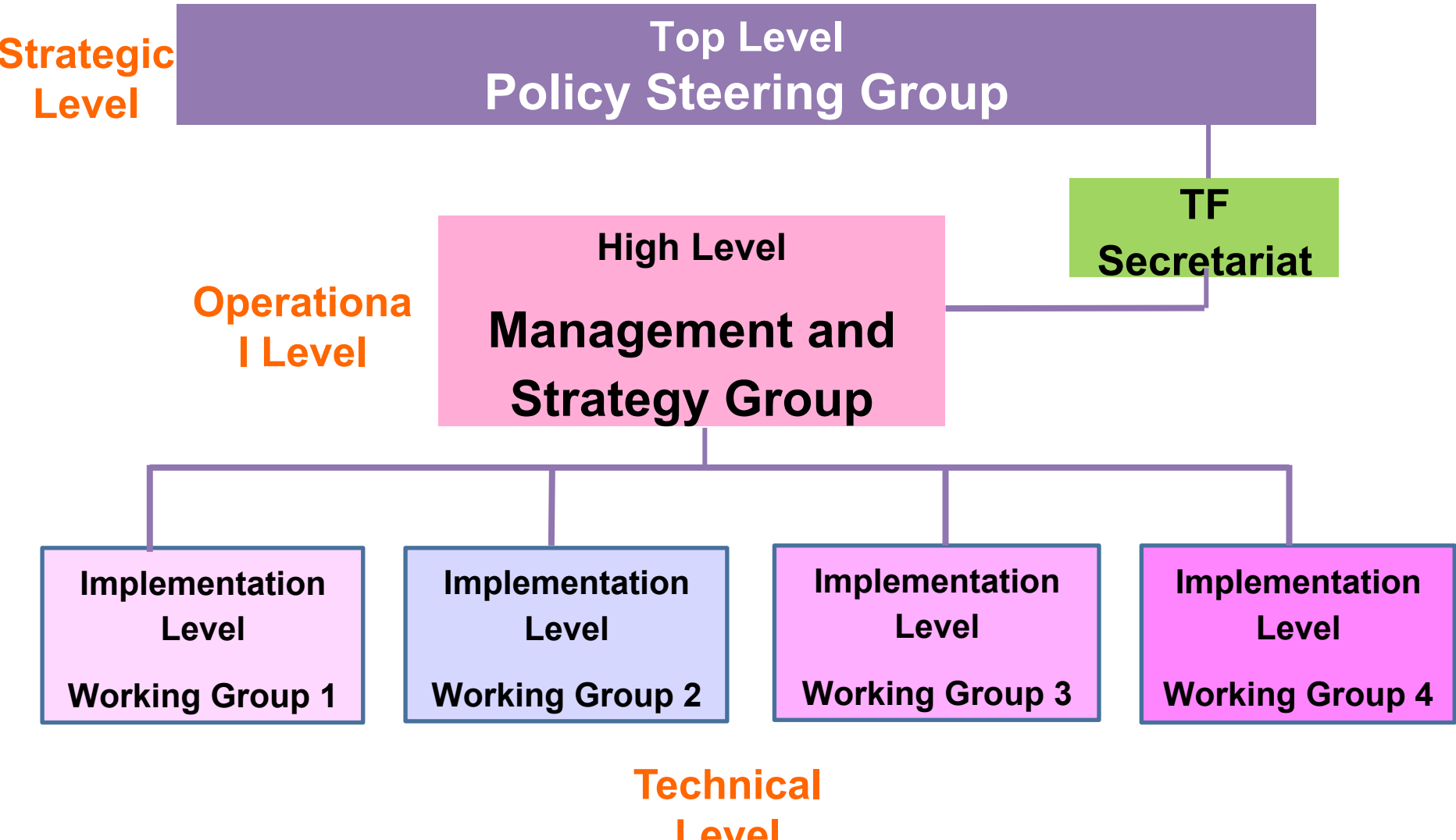
Create a plan to foster transshipment and transit in Sudan

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



# ONE POSSIBLE GOVERNANCE STRUCTURE



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

# Thank you

Poul Hansen