

# Roundtable Seminar on Ways Forward for Corridor-Based Transport Facilitation Arrangements in the CAREC Region

International Experience in  
Implementing Cross-Border Transport  
Facilitation

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# Introduction

- Experience collected from various parts of the world (e.g., Greater Mekong Subregion, Europe, Africa)
- While not necessarily directly applicable, successes from elsewhere may be transferable
- Failures may also provide valuable lessons on what to avoid

# Lesson 1: A corridor approach can be an effective way of implementing transport and trade facilitation

- A corridor approach provides a focus for practical and realizable improvements rather than a discussion of generalities.
- The aim is to concentrate resources for both investment and operational management.
- Particular solutions for specific corridors may be easier to implement than arrangements covering all roads, major and minor.

## Lesson 2: Political will and ownership is essential

- Importance of ownership by government agencies concerned
- Implementation of the GMS CBTA lagged because of insufficient ownership by customs
- Lesson learned: examples of World Bank Lao PDR Customs and Trade Facilitation Project and Single Window Project in Azerbaijan

## **Lesson 3: A cross-agency perspective is required**

- Several agencies present at the border complicates coordination
- Through a rigorous value chain analysis in Cambodia, the World Bank confirmed that transport/trade facilitation involves issues of role clarity across agencies and problems of information sharing and coordination between/among agencies and the private sector

## **Lesson 4: It is important to adopt a pragmatic orientation toward results**

- Results may be achieved pragmatically – through bilateral agreements, plurilateral agreements, multilateral agreements, and other initiatives
- What is important is to have measures that will achieve the desired results as far as possible
- The mindset must not be MOU or agreement oriented, but a coordinated problem solving approach based on achievements

# Lesson 5: It is necessary to develop a sound business case for cross-border transport facilitation initiatives

- The business case should be focused on presenting practical solutions to clearly identified problems
- It should appeal to all stakeholders and demonstrate likely benefits, if possible including a cost-benefit analysis

## Lesson 6: There is a need to avoid trying to do too much

- In the case of the GMS CBTA, one implementation MOU required completion of 55 actions by specific deadlines
- “The perfect is the enemy of the good” (Luc de Wulf, Customs Specialist)
- Lesson learned: World Bank Trade Facilitation and Competitiveness Project in Cambodia adopted a slower but more sustainable pace



## **Lesson 7: Implementation should generally focus on highly critical provisions that relate to matters that create outright barriers to cross-border traffic**

- The initial focus should be on vehicle-related provisions, driver-related provisions, and transport operator provisions.
- In the near term at least, generally less focus should be on addressing moderately critical provisions and the provisions of limited criticality

## **Lesson 8: A sound legal/regulatory framework is important, although the need for change should not delay implementation**

- East African Community: a regional one-stop border posts act
- Albania: national integrated border management strategy begins each component with the legal framework
- GMS: ADB C-R-PATA includes a comprehensive legal review, although it is not programmed first, to focus more directly on implementation

## **Lesson 9: There is a need to provide adequate human and financial resources for transport and trade facilitation**

- There are enormous pressures on border agency officials, e.g., to maximize revenue collection with high rates of physical inspection
- The scale and scope of changes required is extensive, and adequate resources must be provided to achieve the changes required and sustainable results

# Lesson 10: Achieving “quick wins” will be vital to establish credibility and to prepare for harder-won victories

- Quick wins can provide the political capital necessary to implement more difficult, but potentially more beneficial solutions
- Lesson learned: World Bank Lao PDR Customs and Trade Facilitation Project
- Lesson learned: Rwanda IFC Trade Logistics Initiative

## **Lesson 11: There is a need for all countries in a regional grouping to benefit from transport and trade facilitation**

- To some extent this has been an issue in the GMS
- Landlocked (“landlinked”) Lao PDR borders all GMS countries but may not benefit from transport and trade facilitation initiatives unless specific measures are taken (e.g., to strengthen its trucking industry)

# Lesson 12: It is important to involve the private sector in transport and trade facilitation initiatives

- Too often the private sector is not involved and has limited awareness of initiatives
- One good-practice example is the use of a “citizen scorecard” approach to enhance accountability to service users (Cambodia)

## **Lesson 13: Border checkpoint infrastructure can be a constraint but installation of new facilities must be supported by modern border management**

- Investment in new border infrastructure should be preceded by a comprehensive reengineering of procedures and designed to support modern border management
- Principles in designing BCPs: flexibility, modularity, adaptability to new control methods, process integration, control by exception and in lanes, appropriate size, communication of identity (M. Zarnowiecki)