

**Flagship
Project**

Trade Facilitation Implementation Guide



PROJECT DOCUMENT

1. EXECUTIVE SUMMARY

Project Title	Enhancing the Trade Facilitation Implementation Guide (TFIG)
Project Manager	Julian Fraga-Campos
Sub-programme	Trade
Implementing Entity	UNECE
Start Date	01 May 2017
End Date	31 December 2021
Budget	US\$ 3,492,401 million
Beneficiary Countries	Low-income economies (GNI up to \$1,025) and lower middle-income economies (GNI \$1,026-\$4,035)
Cooperating Entities within the UN System	The Global Facilitation Partnership for Transportation and Trade (UNCTAD, ITC, ICC, UNIDO, World Bank), UN Regional Economic Commissions (ECLAC, ECA, ESCAP, ESCWA), as well as UN Country Teams in beneficiary countries.
Other Implementing Partners	Policy makers and experts on trade facilitation in beneficiary countries.

Brief description

The primary goal of trade facilitation is to help make trade across borders (imports and exports) faster, and cheaper and more predictable, whilst ensuring its safety and security. In terms of focus, it is about simplifying and harmonizing formalities, procedures, and the related exchange of information and documents between the various partners in the supply chain. There are great potential gains from trade facilitation for both governments and the business communities.

The United Nations Trade Facilitation Implementation Guide (TFIG) is a free of charge web-based interactive tool that supports national decision makers and business leaders in the implementation of Trade Facilitation reforms. TFIG was created in 2012 at the request of UNECE member States, and UN organizations involved in trade facilitation. TFIG is maintained by the United Nations Economic Commission for Europe (UNECE), which serves as Secretariat to the UN Centre for Trade Facilitation and Electronic Business (UN/CEFACT).

TFIG gathers information on instruments and organizations that operate in the field of Trade Facilitation and avails training material and country case stories on best practices and solutions to support Trade Facilitation. The information is presented by organization, type of organization, domain (key challenges, possible reform measures, appropriate solutions and instruments) and itineraries (where users can explore questions such as “How to reduce delays at border crossings?” and finally, “What steps need to be taken for establishing a Single Window?”).

TFIG has become a major reference resource for government officials and traders around the world. At the same time, it is a core tool for Trade Facilitation planning and training. Since its launch in September 2012, use of the Guide has grown exponentially. In 2015, the TFIG platform received over 6.7 million hits and over 302,000 visits. In the first semester of 2016 alone, it has received over 5 million hits and 211,310 visits and, as of July 2016, the TFIG platform was receiving around one million hits per month. TFIG is currently available in Arabic, English, French, Russian and Spanish at <http://tfig.unece.org>.

Project objective

The objective of the project is to strengthen the capacity of UN member States with low-income and lower middle-income economies to implement trade facilitation policies and measures as a means of integrating in world trade and achieving sustainable development

Implementation entities

UNECE will implement the project in partnership with other UN agencies. In April 2015, UNECE, the International Trade Center (ITC) and the UN Conference on Trade and Development (UNCTAD) signed a Memorandum of Understanding on trade facilitation to provide a coordinated and integrated programme of support to developing countries implementing the WTO Trade Facilitation Agreement. In light of the above, partners may deploy experts to deliver capacity building activities in countries, as deemed appropriate.

UNECE is also signatory of the Joint Approach to Trade Facilitation of the United Nations Regional Commissions¹, which was designed to enable the Regional Commissions to present a global view on key trade facilitation issues across regions and in relation to capacity building needs, feeding into the WTO Trade Facilitation Agreement. As TFIG is globally available, other Regional Commissions may be involved in project implementation in their respective regions, as required.

Expected outcomes

This project will enable countries to implement trade facilitation measures more effectively and equally across countries, which will contribute to increase labor productivity and decrease unemployment and provide better access to financial services, which are essential components of sustained and inclusive economic growth and, thus, of sustainable development. This project will support decision makers at the national level (including business leaders) in effective trade exchanges through:

¹ Joint Approach to Trade Facilitation of the UN Regional Commissions : <https://www.unece.org/tradewelcome/outreach-and-support-for-trade-facilitation/joint-unrcs-approach-to-trade-facilitation.html>

- i. Effective tools for Trade Facilitation: One electronic portal accessible by all actors (TFIG) and enhanced with new instruments and itineraries;
- ii. Improved coordination among UN partners: "One UN response" for a coordinated, efficient and effective support to countries on trade facilitation towards the implementation of the WTO Trade Facilitation Agreement; and
- iii. Enhanced capacity and awareness in countries: dissemination of tools and development of training modules for decisions makers and private leaders to support trade facilitation and electronic business in countries including training of trainers.

National policy makers, private leaders and other actors interested in trade facilitation such as the World Trade Organization (WTO), the World Bank Group, Regional Development Banks and donors will be able to:

- i. Access to one portal reflecting standards, recommendations, guidelines and best practices promoted by the UN system;
- ii. Effectively assist countries on trade facilitation including studies on technical barriers to trade and training for national trade facilitation committees, among other issues;
- iii. Ensure coordinated response by the UN system on specific requests for support by countries and ensure complementarity of UN interventions in countries in the field of trade facilitation (avoid overlaps, optimize resources dedicated to trade facilitation in each country); and
- iv. Enable the work of other mechanisms, such as the WTO Trade Facilitation Facility, the Global Trade Facilitation Alliance and others, including donors, who now approach each UN organization separately, without the assistance of any mechanism for internal "cross-UN" coordination and information sharing. In this way, the project will contribute to increased coordination and value for money for all concerned parties.

2. BACKGROUND

2.1 Context

Under the Trade Facilitation Agreement (TFA) of the World Trade Organization (WTO), Member States commit to a range of trade facilitation objectives and need to implement ambitious trade facilitation reforms in order to achieve such objectives. Another major element of the Agreement is its special and differential treatment provisions (Section II of the TFA).

The TFA acknowledges that developing countries and least-developed countries (LDCs) may lack the capacity to comply with the Agreement at its entry into force and will have to build this capability over time with external assistance. Therefore, those countries can link compliance with the availability of capacity building. This is the first time that a WTO Agreement contains such a linkage.

With the imminent entry into force of the TFA, it is important to provide developing countries and LDCs with tools that will help them to answer their queries regarding the implementation of the Agreement. These countries, as well as donors and development agencies who support them, need easy to find information on technical assistance and capacity building offered by United Nations (UN) agencies. At the same time, it is essential that these UN agencies coordinate their trade facilitation assistance in order to prevent duplication of efforts and ensure value for money.

Against this background, all UN agencies involved in Trade Facilitation have asked UNECE to create the United Nations Trade Facilitation Implementation Guide (TFIG). TFIG has rapidly become a major reference in the trade facilitation arena. It gathers and makes available in a single, unique platform existing tools from more than 10 organizations for implementing trade facilitation, together with clear and easy to follow explanatory and didactic material. Therefore, TFIG has also become an excellent platform for providing a coordinated and centralized communication channel between UN organizations offering assistance and potential beneficiaries.

Policy makers and traders in developing countries and LDCs, as well as the global trade facilitation community, would benefit greatly if TFIG became not only a platform but also an assistance desk for trade facilitation. The implementation of trade facilitation, and the WTO TFA, requires cooperation and coordination among the providers of international public goods in the United Nations and other organizations as well as easy access to information and implementation tools for national public and private sector stakeholders who are at the heart of a National Trade Facilitation Committees and national implementation efforts. The proposed enhancements to TFIG will clearly support this objective.

This project will increase the accessibility of technical assistance for trade facilitation and facilitate the work of other mechanisms, such as the WTO Trade Facilitation Facility and other organizations, such as bi-lateral donors, which now have to approach each UN organization separately, without a mechanism for internal “cross-UN” information sharing and coordination.

The implementation of the TFIG project will enable countries to implement trade facilitation measures more effectively and equally across countries, which will contribute to increase labor productivity, decrease unemployment and provide better access to financial services, among other benefits, all of which are essential components of sustained and inclusive economic growth and, thus, of sustainable development. This project will indirectly contribute towards SDG 5 on gender equality, since, during its implementation, special efforts will be made to encourage the participation of women.

2.2 Mandates, comparative advantage and link to the Programme Budget

This project is directly linked to the objective “Enhancing trade facilitation and cooperation in the UNECE region and beyond” of sub-programme 6 Trade in the Strategic Framework for 2018-2019. More specifically, it supports the following expected accomplishments:

- a) Increased consensus on best practices and strengthened implementation of UNECE recommendations, norms, standards, guidelines and tools for trade facilitation and electronic business; and
- b) Enhanced national capacity of member States for the implementation of UNECE recommendations, norms, standards, guidelines and tools.

UNECE is in a unique position to lead this project. The first iteration of the TFIG developed by UNECE is in five languages and UNECE has coordinated with 11 international organizations active in trade facilitation to date. Through its global Centre for Trade Facilitation and Electronic Business (UN/CEFACT), the UNECE also has access to an unprecedented network of more than 200 experts that participate regularly in its work on trade facilitation and electronic business.

This positions UNECE as the evident partner to oversee the ongoing maintenance and updating of the TFIG, as well as the expansion of its coverage to include a catalogue of implementation support activities provided by UN organizations and a mechanism (inquiry point) for receiving requests from countries for trade facilitation assistance and providing a coordinated “One UN” Response. Working in consultation with other UN agencies and, in particular, within the context of its MoU on trade facilitation with ITC and UNCTAD and the agreement between UN Regional Commissions on cooperation in trade facilitation, UNECE is best placed to take this work forward.

2.3 Country demand and target countries

TFIG has proved a great success with evidence that countries regularly use the tool. The number of views that it has received since its inception in September 2012 has grown exponentially: In 2015, TFIG received over 6.7 million hits and over 302,000 visits. In the first semester of 2016 only, it has received over 5 million hits and 211,310 visits and, as of October 2016, the TFIG platform has been receiving more than one million hits per month.

In recent years, the demand for targeted training on the use of TFIG from countries has largely increased. Though some training (e.g. TFIG Training Workshops in Ghana Burundi, Dominican Republic, Paraguay, Tajikistan, Tanzania, Thailand and United Arab Emirates) has been delivered by UNECE in partnership with other agencies (such as ITC and UNCTAD), it was insufficient both in number and scope .

2.4 Link to the Sustainable Development Goals (SDGs)

This project will contribute to achieving several SDGs in a direct and indirect way. The SDGs are a unique framework, with a range of interconnected and often interdependent goals, which acknowledge and embrace the complexity and interdependency of today’s world. The effective facilitation of commercial exchanges affects positively different sectors such as the economy and growth. As an example, this project will contribute to achieving the following SDGs:

- SDG 8 (decent work and economic growth), in particular target 8.a “Increase Aid for Trade support for developing countries, in particular least developed countries”. The project will contribute to the Enhanced Integrated Framework for Trade-Related Technical Assistance to Least Developed Countries;
- SDG 10 (reduced inequalities), in particular target 10.6 “Ensure enhanced representation and voice for developing countries in decision-making in global international economic and financial institutions in order to deliver more effective, credible, accountable and legitimate institutions”. The project will contribute to reduce inequalities and enhance the capacity of low-income countries in trade facilitation.

- SDG 16 (peace, justice and strong institutions), in particular target 16.6 “develop effective, accountable and transparent institutions at all levels. The project will enhance the capacity of national institutions in trade facilitation.
- SDG 17 (partnerships for the goals), in particular target 17.10: “Promote a universal, rules-based, open, non-discriminatory and equitable multilateral trading system under the WTO, including through the conclusion of negotiations under its Doha Development Agenda.”

The project will contribute to disseminate trade facilitation standards and good practices globally. Indirectly, this project will also contribute to achieving SDG 1 (No Poverty), SDG 9 (Industry, Innovation and Infrastructure), and SDG 12 (responsible consumption and production). This project will also indirectly contribute towards SDG 5 on gender equality, since during its implementation, special efforts will be made to encourage the participation of women.

3. ANALYSIS

3.1 Problem analysis

The WTO Trade Facilitation Agreement (TFA) will enter into force once two-thirds (110 countries) of WTO members have completed their domestic ratification process. As of 31 October 2016, 96 of 164 Members States had ratified the WTO TFA. All least-developed and developing countries that are member States of WTO need to categorize their respective capacity to implement each provision of the TFA immediately upon entry into force of the agreement, or specify if they need extra time (and how much time) or if they need also additional resources (and how much). These countries will all need to set up a National Trade Facilitation Body and commit to prioritize and plan implementation, for example through developing a National Trade Facilitation Roadmap.

In addition, there are other trade facilitation measures that countries may want to consider in view of supporting economic development and which are not currently covered by the TFA (for example in the areas of logistical services or payments). Providing support to these measures in a coordinated, coherent and timely manner will determine the success of the TFA at global level and contribute to sustainable economic development.

Trade facilitation can bring major benefits to both developed and developing countries, in terms of increased competitiveness, reduced transaction costs, enhanced governmental controls, increased transparency, elimination or reduction of corruption and increased integrity. It can also lead to increased participation by small- and medium-sized enterprises in international trade by reducing associated costs. The benefits of trade facilitation have been increasingly documented and recognized by the international community. At the same time, related challenges have also been acknowledged, together with the need to have a coherent approach for addressing these challenges.

The renewed attention to trade facilitation in international fora has resulted in the release of a wide range of publications on the topic. This reaffirms the need for a practical guide on trade facilitation that pulls together a wide range of information materials and tools in the form of a coherent framework that bridges the gap between policy decisions and needs analysis, on one side, and the implementation of concrete facilitation measures, on the other, in order to help countries realise the benefits noted above.

While the existing TFIG is a first and important step towards such a practical guide, it is essential to ensure that the TFIG is enhanced and kept up-to-date, as lessons learned and best practices continue to emerge and new tools are developed. This will allow the TFIG to be a one-stop-shop for countries seeking concrete guidance on trade facilitation measures, with up-to-date examples of country experiences and contacts that also support South-South learning.

In addition to information and guidance, developing and least developed countries need to build their capacity to analyse, adopt and implement trade facilitation measures. To address this need, the project proposes train-the-trainers' workshops, using the TFIG as a key resource that trainers and trainees will be able to rely on to support their trade facilitation work after the training is completed.

3.2 Country level problem analysis

As noted above, this project will focus on a large range of countries from different regions. While the situation varies from one country to another, some common factors emerged, such as the need to enhance the political commitment in adopting trade facilitation measures, as well as a need to map priority actions in each country and measure the associated costs for the implementation of such measures. In addition, there is, typically, a need to strengthen dialogue across ministries and with the private sector in order to achieve greater collaboration and coordination.

As trade facilitation impacts commercial exchanges and line Ministries and recognition to this topic has dramatically increased in the last three to five years, several international organizations has set active trade facilitation programmes. Such programmes have focused on technical objectives (Customs reform, SME involvement, product certification, standards and electronic commerce tools, etc.) or on regional objectives (Africa, Asia, Latin America, etc.). There has been too little coordination on trade facilitation globally. Consequentially, countries that are seeking assistance on trade facilitation issues have experienced difficulties in identifying the specific information they need and most appropriate international actors to address.

As a result, international organizations often discover that countries have made identical requests to multiple agencies, or countries make requests to an organization that are not aligned with its "focus" and so the country's needs end up not being addressed. The latter also applies to financial resources as countries (and donors) sometimes spend project resources on re-creating tools that already exist.

This project plans to largely address the above-described issues. Countries (and donors who support them) will be able to access comprehensive information as a state-of-the-art guidance on trade facilitation measures organized. Countries will also be able to benefit from a coherent response of UN system to their requests for assistance, thus ensuring that agencies with the required expertise and available capacity will intervene. This guidance will be consistent across the UN-system, reducing duplication and enhancing coordination and collaboration.

3.3 Stakeholder analysis and capacity assessment

Table 1 – Stakeholder Analysis

Non UN Stakeholders	Type & level of involvement in project	Capacity assets	Capacity Gaps	Desired future outcomes	Incentives
Policy makers	Primary user	Knowledge of national reality, resources available, people involved, and institutions	<p>Identification of countries' TF needs/priorities</p> <p>Input from the private sector on TF measures</p> <p>Programmes of the UN system to coordinate TF in countries</p>	Enhanced political support for the implementation of TF measures	<p>Development of national expertise</p> <p>Opportunity to align national priorities and actions across agencies</p>
Customs	Primary user	Knowledge of national context and budget allocations, relevant focal points, institutions and procedures	<p>Identification of countries' TF needs/priorities</p> <p>Coordination with other government agencies</p> <p>Implementation planning</p> <p>Input from the private sector on trade facilitation measures</p> <p>Programmes of the UN system to coordinate TF in countries</p>	Enhanced customs coordination on TF measures with policy makers/other government agencies/private sector	Increase of revenue - enhanced coordination and efficiency in customs operations
National Ministries (including the Ministry of Trade, Ministry of Economy and Finance, Ministry of Labor, and others, as appropriate)	Primary user	Knowledge of: national context and budget allocations, relevant focal points, institutions and procedures	<p>Identification of countries' TF needs/priorities</p> <p>Implementation planning</p> <p>Coordination across ministries and agencies</p> <p>Input from the private sector on TF measures</p> <p>Programmes of the UN system to coordinate TF in countries</p>	Enhanced coordination among line Ministries involved in TF to effective implementation in consultation with the private sector	Enhanced coordination and efficiency in operations

Non UN Stakeholders	Type & level of involvement in project	Capacity assets	Capacity Gaps	Desired future outcomes	Incentives
Implementing managers (in government agencies)	Primary user	Knowledge of: national context, and budget allocations, relevant focal points, institutions and procedures	<p>Identification of countries' TF needs/priorities</p> <p>Implementation planning</p> <p>Coordination across ministries and agencies</p> <p>Programmes of the UN system to coordinate TF in countries</p>	Enhanced efficiency at working level to implement TF measures in coordination with other Ministry & Private focal points	Enhanced coordination and efficiency in operations
Private Sector	Primary user	Knowledge of: national context, and budget allocations, relevant focal points, institutions and procedures	<p>Identification of countries' TF needs/priorities</p> <p>A dialogue between the private and public sector on TF measures</p> <p>Programmes of the UN system to coordinate TF in countries</p>	<p>Aligned TF implementation across public & private sectors (represents 80% of national investments)</p> <p>Provide input to relevant, implementing government agencies & develop/ implement TF measures in areas under their control</p>	<p>Greater coordination between public and public sector</p> <p>Opportunity to influence government priorities decisions on TF measures</p> <p>Opportunity to enhance efficiency and, indirectly, revenue</p>

4. PROJECT STRATEGY: OBJECTIVE, EXPECTED ACCOMPLISHMENTS, INDICATORS, MAIN ACTIVITIES

4.1 Project Strategy

The objective of the project is to strengthen the capacity of UN member States with low-income and lower middle-income economies to implement trade facilitation policies and measures as a means of integrating in world trade and achieving sustainable development

The on-line tool TFIG already exists and is used² by 43 countries in different regions (1,134,000 hits in October 2016 - Source: ITCILO). The tool is available in 5 languages (Arabic, English, French, Spanish and Russian). UNECE has set a plan for the maintenance and enhancement of the TFIG, which foresees the inclusion of new instruments and itineraries; the access to information on technical assistance and capacity building offered by UN agencies; the development of an assistance desk to assist countries and coordinate response from the UN for implementation of the WTO Trade Facilitation Agreement. The project will be coordinated by UNECE and the United Nations Centre for Trade Facilitation and Electronic Business (UN/CEFACT) which are, respectively, the maintenance agency and intergovernmental body supporting TFIG. Other UN agencies active in trade facilitation including ITC, UNCTAD and the other Regional Commissions will participate in the project's implementation.

4.2 Logical Framework

Table 2 – Logical Framework

Intervention logic	Indicators	Means of verification
Objective Strengthening the capacity of UN Member States with low-income and lower middle-income economies to implement trade facilitation policies and measures as a means of integrating in world trade and achieving sustainable development		
Expected accomplishment EA1- Enhanced web-based interactive TFIG	IA 1.1 By 2021, have an increase of at least 40% in the number of TFIG visits, as well as in the number of viewers looking at the new content.	Using web data analytics tools, data is collected online on a daily basis.
	IA 1.2 By 2021, have at least 30% more of number of enquiries received and answered.	With the feedback option on the <i>Guide website</i> , data will be collected online on a weekly basis.

² TFIG website (<http://tfig.unece.org/>)

Intervention logic	Indicators	Means of verification
<p>Main activity A1.1 <i>Maintenance and upgrade of TFIG.</i></p> <p>The web hosting service will be provided by ITC-ILO, who are the current TFIG hosting providers. The upgrade process of the wiki style web platform will include the increase of the tool’s performance and links within as well as the development of additional features to enhance user experience, building on feedback from direct users. Additional functionalities that will be introduced to the Guide’s web platform include the possibility for users to submit comments and suggestions online. Such a feedback driven upgrading process will ensure that the tool effectively responds to country-level users’ needs.</p>		
<p>Main activity A1.2 <i>Development of additional domains, itineraries and “sections” in the TFIG</i></p> <p>Compile relevant information from more than 10 different UN agencies and develop new itineraries based on this material. Incorporate this information into a website and translate this material into 4 languages (Arabic, French, Russian and Spanish).</p>		
<p>Main activity A1.3 <i>Establishment of a new 'Inquiry Point' function in the TFIG</i></p> <p>The Inquiry Point seeks to facilitate interaction of TFIG users. TFIG focal point will receive all inquiries and respond or re-direct the inquiries to the right person/organization. This new feature will allow receive and respond inquiries from TFIG user in a faster, friendlier and easier manner. In detail:</p> <ol style="list-style-type: none"> 1) Incorporate a new UN Trade Facilitation Inquiry Point function, which will be accessible from any of the TFIG pages under domains, itineraries and instruments. Such function will request basic registration information from users such as country, agency, language, position, role in TF implementation, and contact details. Once the user is identified, she/he will be able to address queries to the focal point. 2) The TFIG project coordinator will support the coordination between experts and consultants and address country requests for support through the Inquiry Point as well as training sessions. The coordination officer will prepare responses to queries in the shortest possible time after coordination with other relevant agencies. The designated coordination officer will be responsible for: <ul style="list-style-type: none"> • Consolidating inputs from organizations into a single reply • Ensuring that requesters receive a timely reply • Updating the inquiry’s status in the online application for managing requests 3) Develop an inquiry management application to facilitate the above, which will automatically load the information about the inquiring party and the text of their inquiry into a database, to which all participating UN organizations will have access. 		
<p>Main activity A1.4 <i>Adding best practices and case studies to the TFIG</i></p> <p>New best practices and case studies on National Trade Facilitation Committees, Single Window, Procedural Barriers to Trade, National Trade Facilitation Roadmap Implementation and Paperless Trade among others will be included in the TFIG and translated to into 4 languages (Arabic, French, Russian and Spanish).</p>		

Intervention logic	Indicators	Means of verification
<p>Expected accomplishment EA2 - Strengthened capacity of UN Member States in particular low-income and lower middle-income economies to implement TF policies and measures</p>	<p>IA 2.1 By 2021, at least 34 capacity-building workshops were delivered.</p>	<p>Total number of countries who have received TFIG training workshops</p>
	<p>IA 2.2 By 2021, at least half of project beneficiary countries have received the TFIG Train-the-Trainers package</p>	<p>Number of countries who have requested the package v/s number of countries who have received the package</p>
<p>Main activity A2.1 <i>Development of a UN technical assistance and capacity building catalogue</i></p> <p>Facilitate the access to UN Trade Facilitation Implementation Support into the main TFIG home page. The project will compile a catalogue on technical assistance from UN agencies involved in trade facilitation in the form of a concise description of the “generic” services that those agencies offer to support implementation as described in the domains, itineraries and instruments section of the TFIG. The users should be able to rapidly access this information through a dedicated icon on the home page of TFIG.</p>		
<p>Main activity A2.2 <i>Delivery of tailored training to beneficiary countries</i></p> <p>Capacity building workshops will be organized to disseminate and build capacity on the TFIG, on the trade facilitation implementation reforms; trade facilitation instruments and related Standards, Recommendations, Guidelines and Best Practices. Several training workshops will be delivered in developing countries and least developing countries, with tailor-made preparations for each, to pave the way for the implementation of key trade facilitation measures and instruments in a manner that is consistent with countries own development needs, priorities, resources and international obligations.</p> <p>The workshops will be coordinated by UNECE and delivered in cooperation with other UN organizations in order to also encourage the capacity development of staff across the UN system.</p>		
<p>Main activity A2.3 <i>On demand advisory services to beneficiary countries</i></p> <p>Technical assistance is a core element of this project, as it aims to enhance the capacity of countries to implement trade facilitation measures in a sustainable manner. Such technical assistance will be delivered at national and regional levels, in order to address adequately national priorities within a broader regional agenda.</p> <p>At the national level, technical assistance will consist of guiding participants on the use of the TFIG, leading to the development of national trade facilitation roadmaps (implementation plans) as well as on the implementation of concrete trade facilitation measures. Delivery of the technical assistance will vary depending on country-level needs: Remote assistance might prove effective in some cases, delivered by the project coordinator or in other cases, dedicated country missions may be required to assist country stakeholders in building coordination and collaboration across sectors. Such technical assistance will be closely linked with capacity building workshops, which aim at strengthening country-level ownership and capacities in the field of trade facilitation.</p> <p>At the regional level, technical assistance will focus on contributing to regional agendas on trade, building coherence and collaboration across countries and sectors. Sharing of best practice and lessons learned, as well as South-South learning will be stimulated. Throughout, the project coordinator will play a central role in ensuring that technical assistance is provided in a manner that is both timely and of quality, ensuring coherence and coordination across the UN system based upon their respective areas of expertise.</p>		

Intervention logic	Indicators	Means of verification
<p>Main activity A2.4 <i>Development of the Train-the-Trainers package</i> The TFIG is complemented by a Training-of-trainers package, which includes a set of case studies on trade-facilitation efforts around the world, a TFIG Training Manual and capacity building workshops to build capacity on the TFIG as well as training on how to use such manual.</p> <p>This manual has been developed for handling workshops based on the contents of the Guide. It provides Guidelines and tools for a three-day workshop on the Guide. It helps trainers to prepare for their sessions, shows them how to structure the training, and gives pedagogical and didactical guidelines for achieving participants' learning objectives.</p> <p>The Training-of-trainers workshops will be organized and delivered by UNECE.</p>		
<p>Expected accomplishment EA3 - Strengthened coordination, improved outreach and enhanced advocacy for trade facilitation.</p>	<p>IA 3.1 By 2021, at least 8 UN organizations have participated contributing to the “One UN” strategy initiative.</p>	<p>Annual progress evaluation reports. Preparation of work planning and guidance documents.</p>
	<p>IA 3.2 By 2021, the TFIG promotion has distributed at least 3000 USB Flash drives and 800 brochures in at least 30 Trade Facilitation events and/or workshops</p>	<p>Number of Trade Facilitation events and workshops where the brochures, USB Flash drives and other material have been disseminated.</p>
<p>Main activity A3.1 <i>Transformation of TFIG into the UN TFIG</i></p> <p>Develop a communication strategy and image of the “UN TFIG” to highlight UN coordination in the field of trade facilitation and make the TFIG easily identifiable and accessible for all stakeholders.</p> <p>The strategy will define the image of the TFIG guide to reflect the UN logo and UN-TFIG (United Nations Trade Facilitation Initiative) as the “One UN” source of trade facilitation support. The strategy will also define how partners will contribute in promoting the use of the TFIG.</p>		
<p>Main activity A3.2 <i>Development of brochures and promotional material on trade facilitation</i></p> <p>New brochures and other promotional materials describing the TFIG benefits will promote the new image of the TFIG and its new content /functionality. UN Partners will contribute to disseminate such materials and promote the use of the TFIG as the One UN source of information for Trade Facilitation.</p> <p>UN organizations collaborating on the TFIG and more globally on trade facilitation will add a link to the TFIG on their respective corporate webpages to disseminate the information more broadly and systematically.</p> <p>In addition, USB Flash drives loaded with the TFIG will be distributed at UNECE training workshops as well as in Trade Facilitations meetings and/or Trade Facilitation events.</p>		

4.3 Risks and mitigation actions

Risks	Mitigating Actions
R1. Lack of donor support impedes the recruitment of a TFIG coordinator within UNECE	M1. Hiring of a Project Coordinator (extra-budgetary position at P3 level) as long as UNECE has mandate to maintain the TFIG
R2. Countries are not committed to adopt and implement the TFIG	M2. UNECE will work with partner organizations such as the World Bank, WCO and other UN as ITC and UNCTAC, to ensure that countries understand the relevance of the TFIG and adhere to its implementation.
R3. The Guide does not perform in a workshop setting	M3. Two to four trainers will deliver each workshops, with an expert profile in trade facilitation. These experts may address any questions raised that may not be addressed directly by TFIG. Any problems arising in TFIG can be rapidly rectified through the Wiki space. UNECE has used elements of TFIG in previous training workshops (eg in Jordan and other countries) to great effect.
R4. There are no experts available to work on TFIG enhancement and/or to deliver workshops.	M4. UNECE will compile a list of experts to ensure the availability of experts when required - sustained capacity for the delivery of workshops.

4.4 Sustainability

UNECE has been mandated by UN organizations involved in trade facilitation for the development and maintenance of TFIG. This tool is expected to be sustained in the medium-long term, and will depend on UNECE's capacity to raise extra-budgetary funding.

An alternative is to request funding support from the newly created UN Trust Fund for Trade Facilitation, in agreement with the partners involved in such cluster. UNECE currently participates to the coordination meetings that are mostly held in Geneva.

5. MONITORING AND EVALUATION

The day-to-day technical and financial monitoring of the implementation of TFIG will be a continuous process and part of UNECE's responsibilities. Overall coordination of the project implementation will rest with UNECE Division for Trade. All monitoring, reporting and evaluation of the project will be undertaken in compliance with UNECE policies, UN Financial Rules and Regulations.

The UN/CEFACT Project Advisory Team will also provide UNECE with technical advice and recommendations on TFIG enhancement and implementation in countries, as deemed appropriate.

Updates on the TFIG development and details on the project implementation may be presented to UNECE partners, UN Regional Commissions as well as International Organisations working in the trade facilitation (ITC, UNDP, etc.) and members of the Global Partnership for Trade Facilitation (GFP)³, namely, the World Bank, World Customs Organisation (WCO), UNCTAD, UNIDO and the International Chamber of Commerce (ICC).

6. MANAGEMENT AND COORDINATION AGREEMENTS

Since the development of TFIG in 2012, UNECE has continuously coordinated activities related to trade facilitation with key UN organizations involved in that field. UNECE plans to fulfil its commitment and maintain the TFIG to service countries and partners effectively.

The UN/CEFACT Project Advisory Team will continue to provide UNECE with technical advice and recommendations. This team consists of five UN/CEFACT experts in trade, transport facilitation and e-business standards. The overall TFIG management and control seats with UNECE Division for Trade, and is implemented according to UN rules, regulations and protocol. Some experts may be recruited spontaneously by UNECE as consultants to advise on new functionality and enhancement of TFIG.

Those assignments may require different field of expertise as follows:

- Extensive expertise in trade facilitation implementation, international trade transactions, customs, transport, transit issues, trade documents, particularly good knowledge of existing UNECE, UN/CEFACT, UNCTAD, World Bank, WCO and other trade facilitation tools;
- Extensive experience in developing countries context; and
- Web design skills (for the web-designer and an instructional designer to upgrade the web-platform hosting the *Guide*).

All the activities described in this project document are planned to be completed by 31 December 2021.

³ UNECE is also a member of the GFP Steering Committee

**Annex 1 -
Results-based budget for the extra-budgetary project**

EA	Activity #	Timeframe by activity		Budget class and Code <i>(For further details, please see Annex 2)</i>		Amount (USD)
		Year <i>(Y1, Y2, Y3, Y4)</i>	Quarter <i>(Q1, Q2, Q3, Q4)</i>			
EA1	A1.1	2017	Q2	Other Staff Costs (GTA)	010	\$ 80,000
		2018	Q3	Contractual Services	120	\$ 70,000
	2019	Q4				
	A1.2	2017	Q2	Other Staff Costs (GTA)	010	\$ 90,000
				Consultants	010	\$ 64,600
		2018 2019	Q1, Q2 Q3, Q4	Contractual services	120	\$ 100,000
				Equipment vehicles and furniture (see Annex 2)	135	\$ 20,000
	A1.3	2018 2019 2020	Q1, Q2 Q3, Q4	Other Staff Costs (GTA)	010	\$ 104,820
				Consultants	010	\$ 30,000
				Contractual services	120	\$ 25,000
	A1.4	2018 2019 2020 2021	Q1, Q2 Q3, Q4	Other Staff Costs (GTA)	010	\$ 60,000
				Contractual Services	120	\$ 30,000
Equipment vehicles and furniture (see Annex 2)				135	\$ 10,000	
EA2	A2.1	2017	Q2, Q3, Q4	Other Staff Costs (GTA)	010	\$ 95,000
				Consultants	010	\$ 35,000
		2018	Q1, Q2	Contractual services	120	\$ 70,000
				Equipment vehicles and furniture (see Annex 2)	135	\$ 10,000
	A2.2	2017	Q3, Q4	Other Staff Costs (GTA)	010	\$ 145,000
				Consultants	010	\$ 195,000
2018 2019	Q1, Q2	Travel of meeting participants	160	\$ 795,000		

EA3		2020 2021	Q3, Q4	Travel of Staff	160	\$ 148,000	
				Operating and other direct costs	125	\$ 40,000	
				Equipment vehicles and furniture (see Annex 2)	135	\$ 20,000	
	A2.3	2017	2018, 2019, 2020, 2021	Q3, Q4	Other Staff Costs (GTA)	010	\$ 110,000
					Consultants	010	\$45,000
						Operating and other direct costs	125
	A2.4	2018 2019 2020 2021		Q1, Q2 Q3, Q4	Other Staff Costs (GTA)	010	\$ 50,000
					Consultants	010	\$50,000
					Travel of Staff	160	\$ 73,000
					Operating and other direct costs	125	\$ 20,000
					Equipment vehicles and furniture (see Annex 2)	135	\$15,000
	A3.1	2017	2018	Q2, Q3, Q4	Other Staff Costs (GTA)	010	\$ 100,000
					Consultants	010	\$ 40,000
					Contractual services	120	\$ 24,600
						Operating and other direct costs	125
					Equipment vehicles and furniture (see Annex 2)	135	10,000
A3.2		2018 2019 2020 2021		Q1, Q2 Q3, Q4	Other Staff Costs (GTA)	010	\$ 95,000
					Consultants	010	\$ 30,000
					Contractual services	120	\$ 50,000
	Equipment vehicles and furniture (see Annex 2)				135	40,000	
Evaluation (for projects at/ above \$250,000)				Consultant	010	\$ 60,600	

Annex 2 – Budget

Staff and personnel costs (010) \$ 929,820

- A project coordinator may be recruited at P3 level by UNECE to monitor the TFIG enhancement and provide consolidated technical assistance and capacity building to Member States, in support of activities A1.1; A1.2; A1.3; A1.4; A2.1; A2.2; A2.3; A2.4; A3.1 and A3.2. The project coordinator will:
 - Act as a focal point for TFIG coordination on a daily basis;
 - Research and develop new materials relevant to TF reforms;
 - Supervise the TFIG updates by experts/consultants;
 - Manage the linkages with UN/CEFACT and its experts;
 - Work in close partnership with other stakeholders across the UN system in order to strengthen coordination and coherence across the UN system;
 - Analyze requests for trade facilitation assistance and consolidate inputs from organizations into a “One UN response”;
 - Update the database on inquiries; and
 - Organize and deliver country and regional TFIG training workshops.
- All activities (60 work-months) x (\$15,497 USD per work month as per proforma UN personnel cost) = \$929,820
- UNECE contribution to the project is estimated at \$ 264,600 corresponding to the time dedicated by the UN/CEFACT Chief of Trade Facilitation Section in supervising the TFIG enhancement process as well as the contributions of other Trade Facilitation Staff to capacity building over the 5 years of the project.

Consultants (010): \$ 489,000 (Total)

- Two international consultants for the task(s) of technical assistance and capacity building, in support of activities: A1.2; A1.3; A2.1; A2.2; A2.3; A2.4; A3.1 and A3.2 (38 work-months) x (\$ 6,000 per month) = \$228,000
- *National / Regional consultants* - National consultants for task(s) of technical assistance and capacity building, in support of activities A1.2 (4 work-months) and A2.2 (10 work-months 10) x (\$ 4,000 per month) = \$40,000
- *Consultant travel* - 34 missions by consultants to deliver TFIG Training Workshops, in support of activities A2.2 and A2.4. (\$6,500 USD average mission cost) x (34 missions) = \$221,000

Travel of Staff (160): \$ 221,000 (Total)

- Missions by UN staff to deliver TFIG Training workshops as well as Training Workshops on Trade Facilitation reforms; disseminate the TFIG and the TFIG Training Manual, in support of activities A2.2 and A2.4 (34 missions). (\$6,500 USD average mission cost) x (34 missions) = \$ 221,000

Operating and other direct costs (125): \$ 100,000 (Total)

Interpretation and translation cost required in the field missions or during the conference/ workshop/ seminar where simultaneous interpretation is required, telecommunication costs in support of A2.2; A2.3; A2.4 and A3.1.

Equipment vehicles and furniture (135) \$ 125,000 (Total)

A provision of \$110,000 is required for equipment (USB flash drives with the TFIG pre-loaded, TFIG brochures, TFIG Training manual hard copies version; reports, photocopies and workshops material among others) in support of activities A1.2; A1.4; A2.1; A2.2; A2.3; A2.4; A3.1 and A3.2.

Contractual services (120): \$ 369,600 (Total)

A provision of \$150,000 is required for TFIG website hosting and maintenance services in support of activities A1.1. TFIG website hosting and maintenance for the length of the project (5 years) carried by ITC-ILO. A provision of \$219,600 USD is required for the development, translation (into French, Spanish, Russian and Arab) and promotion of new itineraries and new material in support of activities A1.1; A1.2; A1.3; A1.4; A2.1; A3.1 and A3.2.

Travel of meeting participants (seminars, workshops, study tours) (160): \$ 795,600 (Total)

Seminar/Workshop on TFIG Training Workshop; and Training Workshop on Trade Facilitation reforms in countries and/or regions to be defined by countries' demand in support of A2.2 and A2.4. Duration of a workshop: 3 days; (\$390 per participant/per day) x (20 participants) x (34 workshops)

Budget summary:

Total direct cost	\$ 3,030,020
Evaluation (at least 2%)	\$ 60,600
13% UN Programme Support Cost	\$ 401,781
Total budget	\$ 3,492,401

Annex 3 - List of eligible partner countries

NOTE 1: The list below reflects the World Bank country classification by income. It is anticipated that the project supports at least 8 countries in each region, through a demand-driven selection process and thorough consultation with regional partners, including UN Country Teams, other UN Regional Economic Commissions and the Global Facilitation Partnership members.

NOTE 2: UNECE serves as secretariat to the United Nations Centre for Trade Facilitation and Electronic Business (UN/CEFACT), and is the only maintenance agency for the TFIG.

NOTE 3: Outside the UNECE region (56 Member States), UNECE will coordinate with other United Nations Regional Commissions (ECLAC, ECA, ESCAP, ESCWA) for implementation in their respective Member States.

LOW-INCOME ECONOMIES (\$1,025 OR LESS) (31)

Afghanistan	Guinea	Rwanda
Benin	Guinea-Bissau	Senegal
Burkina Faso	Haiti	Sierra Leone
Burundi	Korea, Dem. People's Rep.	Somalia
Central African Republic	Liberia	South Sudan
Chad	Madagascar	Tanzania
Comoros	Malawi	Togo
Congo, Dem. Rep	Mali	Uganda
Eritrea	Mozambique	Zimbabwe
Ethiopia	Nepal	
Gambia, The	Niger	

LOWER-MIDDLE-INCOME ECONOMIES (\$1,026 TO \$4,035) (52)

Armenia	Kiribati	Solomon Islands
Bangladesh	Kosovo	Sri Lanka
Bhutan	Kyrgyz Republic	Sudan
Bolivia	Lao PDR	Swaziland
Cabo Verde	Lesotho	Syrian Arab Republic
Cambodia	Mauritania	Tajikistan
Cameroon	Micronesia, Fed. Sts.	Timor-Leste
Congo, Rep.	Moldova	Tonga
Côte d'Ivoire	Mongolia	Tunisia
Djibouti	Morocco	Ukraine
Egypt, Arab Rep.	Myanmar	Uzbekistan
El Salvador	Nicaragua	Vanuatu
Ghana	Nigeria	Vietnam
Guatemala	Pakistan	West Bank and Gaza
Honduras	Papua New Guinea	Yemen, Rep.
India	Philippines	Zambia
Indonesia	Samoa	
Kenya	São Tomé and Príncipe	