



**Trade Facilitation Implementation Guide
Phase 1 (Part 2) and Phase 2
Guide Maintenance and Upgrade
Training Workshops**

Final Project Report

27 October 2014



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1 BACKGROUND AND PURPOSE OF THE REPORT

This report provides an overview and assessment of the tasks completed in Phase 1 (Part 2) and Phase 2 of the Trade Facilitation Implementation Guide (TFIG) project. The report consists of a description of the work performed to maintain and enhance the Guide (Phase 1, Part 2), for instance, by adding new content, updating existing content, aligning the Guide with the World Trade Organization Trade Facilitation Agreement (WTO TFA) reached in Bali, Indonesia in December 2013; and a report on the training workshops and outreach activities conducted in Phase 2 of the project.

Phase 1 (Part 1) of the project concluded in September 2012 with the official launch of the Trade Facilitation Implementation Guide (hereafter referred to as TFIG, or “the Guide”) in October 2012 at both the United Nations (UN) and the World Trade Organization (WTO) in Geneva. These events were attended by more than 100 participants, primarily diplomats, trade facilitation (TF) experts, and negotiators of the WTO TF Agreement (see Report for TFIG Project Phase 1 submitted on 17 August 2012).

TFIG is a web-based and interactive tool to help countries implement trade facilitation reform, access available instruments and better access global value chains, through easier and faster trade procedures. A set of case stories on how countries have succeeded in facilitating trade and a training manual complement the Guide. TFIG is available at: <http://tfig.unece.org>. The TFIG project is funded by the Swedish International Development Cooperation Agency (Sida).

2 TFIG PROJECT PHASE 1 PART 2 AND PHASE 2 IMPLEMENTATION PERFORMANCE

2.1 *Achievement of project objectives*

As stated in the Terms of Reference, Phase 1 (part 2) and Phase 2 of the TFIG Project had two key objectives (see Project Work Plans for TFIG Phase 2 submitted on 29 August 2012), namely:

- I. *Phase 1, part 2*: To maintain and enhance the Guide, based on the secretariat's own experience in developing the Guide, feedback from partner organizations and feed-back from users and participants in the six capacity building workshops conducted by the Secretariat.
- II. *Phase 2*: To disseminate the Guide through six regional workshops that will train countries in the utilization of the Guide for the development of national and regional trade facilitation (TF) strategies and the implementation of TF measures.

The outputs completed in each of these areas is summarised below and presented in detail in Section 3.

2.1.1 *Summary of outputs delivered under Phase 1 Part 2 (maintenance and enhancement of the Guide)*

The Guide itself describes the benefits of trade facilitation and practical steps that can be taken to implement the various TF measures through:

- (i) Domains (subject areas) that offer a supply-chain perspective on trade facilitation and introduce concepts and solutions that underpin trade-facilitation efforts,
- (ii) Itineraries that respond to a number of frequently asked questions (FAQs) for trade facilitation and, through roadmaps, explore specific contents in the Guide and
- (iii) International instruments or best practices as that offer guidance on trade facilitation.

Based on the feed-back received from trainees and partner organisations, and on the UNECE secretariat's own experience in using the Guide, most areas of the Guide were further expanded and

developed during this Phase. Almost every domain of the Guide was improved. The content of the itinerary on the WTO Trade Facilitation Agreement had to be adapted to the progress of the negotiations within the WTO. Further, additional content was created for existing itineraries: two complete new itineraries were developed and three new case stories were added to the section on good practices.

The Guide was translated into four languages and is currently available in English, French, Russian and Spanish (the Spanish translation was provided complements of the Inter-American Development Bank). The translation into Arabic is on-going, thanks to the voluntary contribution of the International Islamic Trade Finance Corporation. Work to maintain the consistency of the guide between languages as well as the functionality of links throughout the website was on-going throughout this period. Details on the scope of this work are discussed in section 3.

2.1.2 Summary of outputs under Phase 2 (TFIG Training Workshops)

All six regional training workshops scheduled under Phase 2 have been completed successfully. The workshops took place in the five regions of the world during 2013. The workshops were conducted in close collaboration with key international and regional partners for trade facilitation, including the United Nations Development Programme (UNDP), the United Nations Conference on Trade and Development (UNCTAD), the World Customs Organization (WCO), the other UN regional commissions, the Inter-American Development Bank (IADB), Gesellschaft für Internationale Zusammenarbeit (GIZ), and GAINDE 2000. Several experts from the private sector also joined these workshops at their own costs. Excellent feedback from participants was received for all workshops.

In addition to the six scheduled workshops mentioned above, 10 additional workshops and/or outreach event were requested by countries and international organizations (see list in chapter 4 DETAILED DESCRIPTION OF OUTPUTS UNDER PHASE 2 - TRAINING WORKSHOPS). Delivery of these additional workshops and activities was possible due to cost savings in organising the six scheduled workshops in collaboration with partner organizations, and also through co-funding of several of the additional events.

User feedback form all workshops (both scheduled and additional) was very positive, with an overall satisfaction rating of over 95%

2.2 Promotion and monitoring achievements

Since its launch in September 2012 the webpages on the Guide and the TFIG workshops have been available on the UNECE website (<http://www.unece.org/tradewelcome/capacity-building-for-trade-facilitation/trade-facilitation-implementation-training.html>). In addition to the Guide itself, the TFIG Website details the scope, objectives and activities of the project and provides information on the dates, venues and agendas of the workshops. A brochure promoting the Guide as well as USB Cards with off-line versions of the guide were also produced and distributed during this phase of the project.

UNECE has presented the Guide to a number of large international conferences and forums on TF. These events were organised by the United Nations Centre for Trade Facilitation and Electronic Business (UN/CEFACT), the WTO, the WCO, the other Regional Commissions, the World Bank (WB) and regional development banks, and offered the opportunity to introduce the Guide to a wide audience of TF experts from both the public and the private sector. For example, the Guide was presented at:

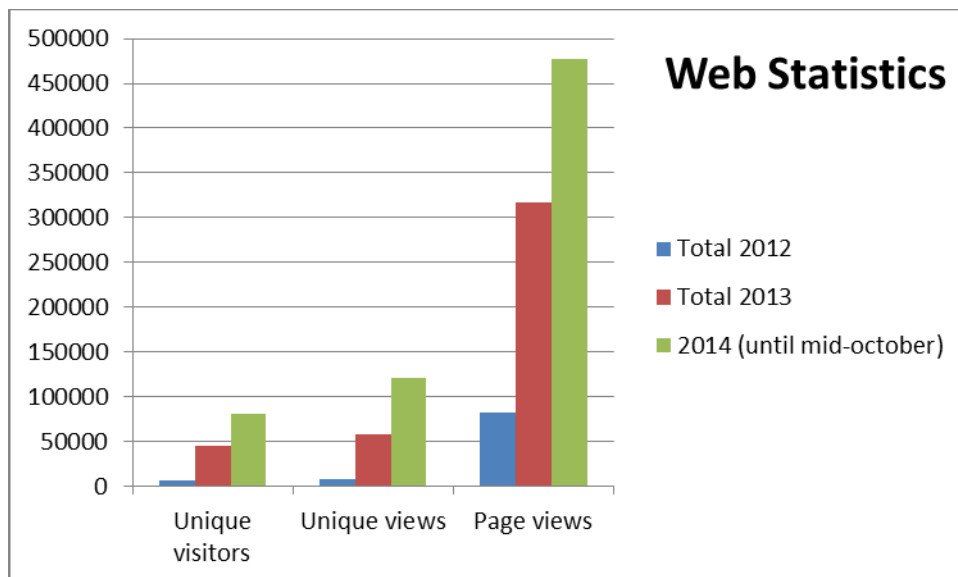
- the Seoul Symposium on TF and the Doha Development Agenda attended by about 100 negotiators of the WTO TF Agreement, November 2012
- the UN/CEFACT Plenary in Geneva with about 100 national delegates, December 2012
- the African Development Bank Trade and Transport Facilitation Training in Tunis

- the International Maritime Organization (IMO) Facilitation Committee in London, February 2013
- the UN/CEFACT TF Forum in Geneva with more than 50 TF experts, April 2013
- the WCO information technology (IT) Conference in Dubai, May 2013.

At all these events the audience welcomed the Guide as a practical and user-friendly tool to support the implementation TF reform efforts.

Information on the Guide is also posted on other relevant websites, such as the Global Partnership for Trade and Transport Facilitation (GFP) platform administered by the World Bank.

The impact of these promotion activities has been very positive. Since its launch in September 2012, about 131,439 unique visitors have accessed and consulted the contents of the Guide. The Website has received 876,863 page views in two years. In 2014, it received, on average, more than 9,000 unique visitors and 50,000 page views per month, and these figures continue to grow (there were approximately 70,000 views, 10,000 unique visitors and 400,000 hits per month in September and October 2014) - see Annex 4 for Website activity report and statistics.



3 DETAILED DESCRIPTION OF OUTPUTS UNDER PHASE1 PART 2 - TFIG MAINTENANCE AND UPDATE

3.1 Scope of work

Four different categories of enhancements to the TFIG Internet platform were implemented in Phase 1 Part 2:

i) Development of Additional Domain Itineraries

The development of additional domain itineraries was explored in depth. At the end, the following additional itineraries were developed and published:

- Identifying bottlenecks and opportunities: Learn how a business process analysis (BPA) can help locating problems and bottlenecks in the current conduct of the procedures and formalities for a cross-border trade transaction. Understand how to use and undertake a BPA

- **Balancing Control and Facilitation:** Customs control and trade facilitation is often described as being two sides of the same coin-but in reality, both aspects depend on and reinforce each other. Learn about facilitation measures that enable an acceptable balance between control and trade facilitation.

The full scope of additions is defined in more detail in Annex 3.

ii) Updates of instruments/tools and measures

The workshops organized by UNECE as part of TFIG project offered the opportunity for UNECE to observe and discuss how the Guide could best be used by its final beneficiaries, both within the workshops and afterwards. Suggestions were given for enriching and improving some of the domains and itineraries, particularly the sections on e-business methodologies and the IT infrastructure for trade facilitation.

At the same time, both information content and links to external webpages for instruments contained in the Guide were constantly screened and updated as necessary, since these undergo changes from time to time (e.g. the WTO TF Agreement) and since new instruments are published on an ongoing basis. This screening was conducted by both UNECE project staff and experts and the webmaster at the ITCILO.

The scope of the changes extended to all domains, itineraries and instruments. For instance, new publications were added in the instruments section (e.g. OECD indicator studies, UNESCAP work on BPA, UNESCAP analytical macroeconomics).

More details on the work performed are available in Annex 3. Changes to the existing TFIG also aimed at furthering the cross-linkages between domains and topics in the Guide.

iii) Additional Case Stories

Three additional case stories were added to the TFIG platform:

- **Greece: Development of TF strategy:** Implemented a new case story provided by the Greek Government based on their development in 2012 of a national trade facilitation strategy aiming to support the economic recovery process by simplifying export procedures and reducing time and cost to export for Greece exporters
- **United Kingdom: the Felixstowe approach:** Facilitating port expansion, through process simplification, integration and harmonisation
- **Brazil: involving the private sector:** How consultation with the private sector can be a trigger for trade facilitation

iv) Maintenance and upgrade of the web platform

The changes to the Internet platform aimed at ensuring the correct functioning of the platform. Issues identified were the management of external and internal links and the design of the "itineraries". Furthermore, several selected pages were re-designed to allow a more user-friendly navigation. To manage and control future updates/additions to content a review mechanism was installed that require all changes to be collected by UNECE staff and approved by UNECE staff before being published in the TFIG website This aspect is important to ensure the quality of the TFIG in the future. It was discussed how other organizations can be invited to take ownership over parts of the TFIG in the future. The changes under this component are listed in Annex 3.

Ongoing throughout this phase was the integration of new language versions of the Guide and subsequently the maintenance of the consistency of content across the different language versions of the website, to the extent of possible.

In addition to the above, changing the curriculum for individual training modules and including different recommended exercises based on the experience gained in the training workshops resulted in changes in the training manual.

3.2 Difficulties and Shortcomings

An Internet platform has a changing nature by definition. It is important to constantly update its content to adapt it to new developments. In the last year, trade facilitation has received special attention, especially, but not only, in the context of the WTO TFA negotiations.

The structure built in this website is not as fast and easily adaptable as a blog or a news site. Thus, updating the WTO TFA itinerary was challenging, as information on the newest developments in this context was arriving on a weekly basis. Once (hopefully!) the WTO TFA is ratified, the itinerary should be finally revised to ensure that it includes the latest changes.

The creation of different language versions and its update has been very challenging, as translations were done by third parties and UNECE did not have the overall control of the process. While for the French and Russian languages the process of translating and updating the page went smoothly, difficulties appeared for the Spanish and Arabic versions. A change in management in the Iberian Development Bank resulted in a withdrawing of effective support from the bank. Fortunately, the Spanish version of the Guide was already updated when this change in management occurred. However, the published Spanish version does not entail all the latest changes that were included in the English version.

The launch of the Arabic version of the Guide has been extremely delayed by the late submission of translations by ITFC, despite the continuous follow-up from UNECE. Given these difficulties, UNECE suggests that budget for translating and updating the Guide to the official UN languages should be included in future phases of the project to enable UNECE to contract translators and manage the translation process independently from third parties.

In addition to the above, it will be imperative to move the TFIG website to a Content Management System (CMS) platform. This would enable more effective and efficient control and management of updates and would allow partner organizations to update their own content, under password control and under overall quality control and management of UNECE. The move to a CMS structure will be proposed under Phase III.

4 DETAILED DESCRIPTION OF OUTPUTS UNDER PHASE 2 - TRAINING WORKSHOPS

4.1 Schedule, Objectives, Target Audience and Training Methodology

According to the project proposal, UNECE would deliver six workshops in the five regions of the world. All of these were completed successfully. In addition, thanks to cost savings and collaborations with other key international organizations (UN Regional Commissions, UNCTAD, UNDP, African

Development Bank (ADB), etc.), UNECE was able to deliver four additional TFIG workshops and six information events within the project. These are described below:

Six regional workshops

- TFIG workshop for Balkans, East Europe and the Former Soviet Union – 12 to 14 February 2013 Turin Italy, in collaboration with the International Training Centre of the International Labor Organization (ITCILO).
- TFIG workshop for East and South Africa – 24 to 26 April 2013 in Kigali, Rwanda, in collaboration with UNCTAD and with the support from UNDP.
- TFIG workshop for North Africa and the Middle East - 12 to 16 May 2013 in Aqaba, Jordan, in collaboration with UNESCWA and the support from UNDP.
- TFIG workshop for Latin America – 23 to 25 September 2013 in Santiago, Chile, in collaboration with UNECLAC and support from IADB.
- TFIG workshop for West Africa – 8 to 10 October 2013 in Dakar, Senegal, in collaboration with GAINDE 2000 and support from UNDP.
- TFIG Workshop for Asia and the Pacific – 20 to 22 November 2013 in Bangkok, Thailand, in collaboration with UNESCAP.

Additional Workshops

Other workshops (requested and either co-funded or fully funded by partner organizations):

- TFIG workshop for Central Asia – 12 to 13 June 2013 in Bishkek, Kyrgyzstan, in collaboration with UNDP and support from GIZ.
- TFIG workshop for Italian officials - 9-11 July 2014, Rome, Italy (fully funded by the Italian Government).
- UNECE-OSCE training on the UNECE Trade Facilitation Implementation Guide (TFIG), OSCE Border Management Staff College - 20-24 July 2014, Dushanbe, Tajikistan.
- Training Workshop – 27.08.2014, Kiev, Ukraine.

Outreach Events

During the following events, the Trade Facilitation Implementation Guide was presented and promoted:

- TFIG workshop for the negotiators of the WTO TF agreement representing the Commonwealth group of countries – 16 September 2013 in Geneva Switzerland, in collaboration with the Commonwealth Secretariat.
- Supporting Implementation of the Trade Facilitation Agreement in the Post-Bali Context (over 100 participants) - 10 June 2014, at WTO, Geneva, Switzerland.
- 2nd Workshop on UNCTAD project on developing a national implementation plan for TF - 17 - 18 June 2014, Port Louis, Mauritius.
- Eastern African Commission Regional Forum on Trade Facilitation - 16-18 July 2014, Nairobi, Kenya.
- Information session at the International Air Transport Association (IATA) – 08 August 2014, Geneva, Switzerland.
- TRAPCA Trade Facilitation Curricula Review Meeting - 15-16 September 2014, Arusha, Tanzania.

The foremost **purpose of the workshops** was to train participants on how to use the Guide for reform initiatives in their own country. The workshops were also designed to stimulate the sharing of national practices and discussions on opportunities for regional cooperation in the TF areas covered in the

Guide (documents simplification and data harmonization, Single Window implementation, consultation and cooperation for TF, cross border management, etc.). The training courses were designed with the aim of facilitating **dynamic learning** of TF priorities and implementation strategies. The learning activities stimulated active involvement and encouraged participants to reflect on their own context and to share their experiences.

In terms of **learning objectives**, by the end of the training course participants:

- Gained an understanding of TF and the approaches and methodologies that underpins TF efforts, including how TF is discussed at the WTO.
- Learned how the Guide works and how to design and conduct training with the Guide based on capacity building needs in own context.
- Explored the supply chain perspective to TF, from purchasing to cross border management & customs, transport and payment.
- Discussed and analysed paths for dealing with key TF issues, including: how to rationalize trade documents and information requirements; how to establish a SW; how to reduce delays at the border.
- Looked at TF instruments (Conventions, Recommendations, Standards, Guides and Best Practices, Glossaries) and organizations (UNECE, UNCTAD, WCO, WTO, WB, etc.) dealing with TF.
- Exchanged views and been exposed to diverse experiences and best – practices and forged networks with other professionals.

The **target audience** at each workshop included a combination of policy makers and implementers involved in reform programs and experts in charge of capacity building activities for TF. Typical participants were from National Trade and Transport Facilitation Bodies, Ministries of Trade, Customs, other inspection bodies, businesses and technical assistance agencies.

At the end of each UNECE Trade Facilitation Implementation Workshop, participants received a **certificate of attendance** which listed all topics covered during the training.

4.2 Workshop agenda and training curriculum

The **workshop program** itself was based on the training manual developed during the 1st phase of the TFIG project. This manual provided trainers with instructions on how to prepare, conduct and evaluate workshops based on TFIG. It included suggestions on the training methodology and the group work for each session and provided a template agenda covering the domains/itineraries/ case studies included in the Guide.

The **manual** allowed trainers to design workshops that achieved the learning objectives identified for the capacity building component of the TFIG project. At the same time, for each workshop, the training program and agenda were customised in order to take into account specific learning needs of the target audience, based on their national/regional priorities for TF. For this purpose, a **learning needs assessment questionnaire** and a **template for the country profiles** were developed and circulated to participants ahead the workshop. These templates allowed UNECE and its trainers to collect useful information on participants' expectations and learning needs for the workshops, as well as on their level of experience in TF. The agenda and further information and material necessary for the workshop were made available ahead of time on the UNECE website.

Organisations such as ITCILO, UNCTAD, UNECLAC, UNESCAP and UNDP, with on-going TF technical assistance and capacity building projects in the relevant regions helped UNECE in finding

suitable candidates for the training. This exercise proved to be generally quite useful, as the majority of participants provided relevant information before the workshop.

in many cases, the information provided by participants through the country profiles on specific on-going/planned TF initiatives in their own countries in key areas, like cross border management, simplification of trade documents and procedures, single window implementation, transport facilitation, consultation and cooperation mechanisms for TF helped the trainers to design the group work exercises and to facilitate experience sharing as much as possible. In case of particularly interesting projects, countries were invited to offer a presentation to their colleagues in the relevant session of the workshop (e.g. the Ukrainian capacity building experience for TF, the Mozambican and Tunisian SWs, the Rwanda-Burundi joint border post, etc.).

The international organisations which had assisted UNECE in finding candidates for the training also offered to conduct the TFIG workshops back to back with their own planned training activities. This allowed participants to experience how to use the Guide for addressing key TF priorities and concerns in their countries. Furthermore, costs were shared with the partners, and this allowed for the invitation of more participants than originally foreseen in the TFIG project budget (and also generated cost savings that allowed the holding of additional workshops and outreach as described above).

The **training material distributed** at each workshop consisted of the trainer's power point presentations and hand-outs, the TFIG training manual, the participating country profiles, and the country presentations. They were shared with participants through a drop-box folder.

4.3 Workshop Participants' Feed-back

A total of over 200 participants took part in the six scheduled workshops that were conducted under Phase 2 of the project. These were high level experts from Ministries of Trade/Economic Development/Transport, Customs, Academia, International/Regional Organizations and Donors active in the TF area.

In all workshops participants were highly interactive and willing to share their experiences with trainers and colleagues, which made the workshops truly participatory events. Participants welcomed the Guide as a very useful tool for obtaining information on key areas for TF reforms, on available tools and instruments, as well as on good practices around the world. They enjoyed the format of the workshop with a dynamic learning methodology offering a combination of content presentation and group work. Some proposed to extend the actual duration of the workshop as the number of topics covered was quite large. Some others proposed to give more space to group discussion and the presentation of country experiences, whilst others proposed to build a network between participants to the workshops. The trainers used the feedback obtained from the participants after each workshop in the preparation of the upcoming workshop. Structure and content therefore was revised after each workshop to respond better to participants learning needs.

At the end of each workshop, participants were asked to fill-in, on an anonymous basis, a detailed evaluation form, asking them to rank from their satisfaction level from 1 to 5 (5 being the most satisfied) regarding aspects such as the sharing of information before the workshop, the achievement of learning objectives, the relevance of the activity's contents, the pertinence of learning methods, the quality of the contribution of the resource persons, the organization of the logistics for the workshop, the overall quality of the activity and its relevance to the work of their organization. These evaluation forms were provided in English for the Turin, Kigali, Bishkek and Bangkok workshops, in Spanish for the Santiago workshop and in French for the Dakar workshop. Additionally and on request by the co-organisers, an evaluation was run in during the workshop conducted in Dushanbe. The forms were collected and analysed for all workshops completed at the time of this report with the exception of the Aqaba

workshop and the Geneva workshop (one day workshop). The response rate for the workshops ranged from 56 per cent at the Bangkok workshop to 90 per cent at the Turin workshop.

The table below provides the participants' the aggregated feed-back for each evaluation question across all workshops. The charts show the percentage of participants satisfied (rank 4 or 5) with the various aspects of the workshop. Participants generally indicated a high level of satisfaction including an overall satisfaction rate of 94 per cent. The one area that showed room for improvement was the preparation of participants before the training and this will be addressed for all future workshops, through more detailed advance communication with participants. Overall, the feedback for the workshops was generally similar across all workshops for which evaluations were available at the time of this report (with some exceptions). The table below shows the detailed breakdown of responses by workshop. The English version of the questionnaire can be found in Annex 1 and more detail on the feedback for individual workshops can be found in Annex 2.

Figure 1: Overall percentage of respondents indicating satisfaction (4 or 5) on various topics at TFIG workshops

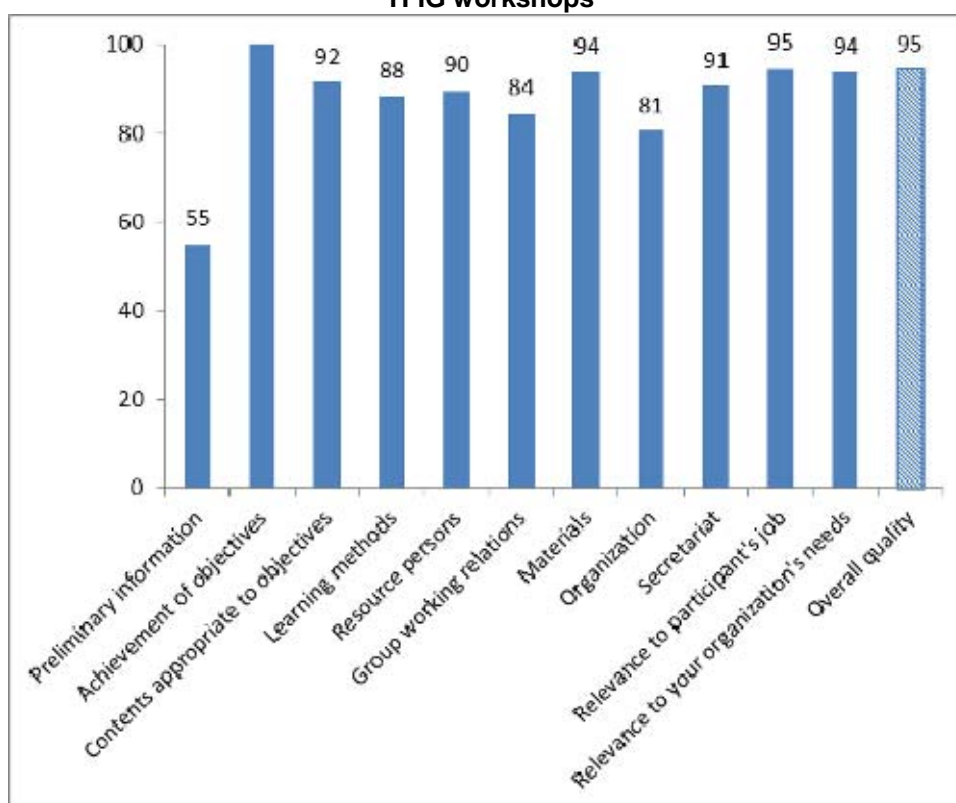


Table 1: Percentage of respondents indicating satisfaction (4 or 5) on various topics by TFIG workshop

Question	Turin	Kigali	Bishkek	Santiago	Dakar	Bangkok	Dushanbe	Total
Response Rate	89.7	83.3	60.0	65.4	59.1	56.8	0.0	79.3
Preliminary information	53.8	64.0	50.0	75.0	46.2	61.9	32.3	55.0
Achievement of objectives	88.5	88.0	91.7	88.2	76.9	100.0	93.8	102.6
Contents appropriate to objectives	100.0	92.0	100.0	88.2	76.9	100.0	75.0	91.5
Learning methods	88.0	96.0	100.0	82.4	61.5	95.2	87.5	88.4
Resource persons	96.0	92.0	91.7	94.1	46.2	100.0	93.8	89.7
Group working	88.5	88.0	100.0	82.4	69.2	90.0	68.8	84.5

Question	Turin	Kigali	Bishkek	Santiago	Dakar	Bangkok	Dushanbe	Total
relations								
Materials	96.2	96.0	100.0	88.2	92.3	95.2	87.5	93.8
Organization	96.0	72.0	100.0	47.1	76.9	95.2	75.0	80.6
Secretariat	100.0	88.0	100.0	70.6	92.3	95.2	87.5	90.8
Relevance to participant's job	88.5	100.0	100.0	94.1	92.3	95.0	93.8	94.6
Relevance to your organization's needs	96.2	96.0	91.7	94.1	84.6	90.5	100.0	93.8
Overall quality	100.0	100.0	100.0	82.4	75.0	95.0	100.0	94.5

4.4 Difficulties and shortcomings

The TFIG workshops were an outstanding success and it is difficult to come up with too many points regarding difficulties and shortcomings. However, it is clear that countries are now moving on to more advanced thinking in trade facilitation, focusing more on longer term implementation plans and strategies. TFIG can be hugely helpful in this area but additional itineraries and content needs to be added to provide full support to this trend. Specifically, a new itinerary on TF strategic planning and development of a TF Road Map is required. Further, an itinerary on Stakeholder analysis would be most beneficial. Active workshop modules should be developed in these areas where participants could bring and work on real issues and projects from their countries.

Further support for the establishment and operation of TF Committees would also be very useful, as well as adoption of the recently completed UNECE Consultation Approaches Recommendation into an Itinerary. Other areas should also be explored, in consultation with key beneficiaries and delivery partners.

One area that needs to be improved is in the preparation of participants before arriving for TFIG type training events. This will be addressed in future workshops through better engagement and communications with potential participants and their respective agencies.

5 PROJECT MANAGEMENT AND SUPPORT

5.1 Roles and responsibilities

The UNECE secretariat was/is responsible for the management of the project. The secretariat team consisted of two senior staff members for overall TFIG conceptualization and design, a project manager and up to 4 staff members for project management and implementation. The project was supported by a project advisory team of UN/CEFACT experts. Johan Ponten from the Swedish Trade Board and member of UN/CEFACT advisory team also contributed as resource person to the workshops in Turin and Aqaba. A list of the project team is provided in Table 2.

Furthermore, as mentioned above, most workshops were organised in collaboration with key **international and regional partners** for trade facilitation within each region including UNCTAD, UNDP, WCO, the other UN regional commissions, ITCILO, IADB, the International Islamic Trade Finance Corporation (ITFC), GIZ, the United States Agency for International Development (USAID), GIANDI 2000. They assisted UNECE in i) identifying suitable participants for the workshops, which match the requirements for the training target audience, ii) designing the workshops agendas in a way that reflects the regional strategic priorities for TF, iii) translating the TFIG into Spanish and Arabic at their own

expenses (IADB and ITFC, respectively) iv) finding suitable venues for the workshops, and v) managing the necessary logistic arrangements for the workshops.

Consultants were hired to assist UNECE in updating, designing and customising the training methodology based on the participants' country profiles and learning needs assessments, developing training materials, preparing power point presentations, delivering specific training sessions during the workshop and preparing the workshop final reports. Other consultants were hired for the translation of the TFIG into Russian and French.

The team members for this second phase of the project were as follows (note: not all members participated throughout the entire period of Phase 2 due to staff changes within UNECE):

Table 2. Project staff and experts roles and responsibilities

ROLE	NAME	CONTACT
Project Management	Tom Butterly (UNECE)	Tom.Butterly@unece.org
Project Management	Maria-Teresa Pisani (UNECE)	maria-teresa.pisani@unece.org
Project Management	Liliana Annovazzi-Jakab (UNECE)	liliana.annovazzi-jakab@unece.org
Project Management	Nathan Menton (UNECE)	nathan.menton@unece.org
Project Management	Markus Pikart (UNECE)	markus.pikart@unece.org
Project Support	Subashini Narasimhan (UNECE)	subashini.narasimhan@unece.org
Project Advisory Team	Mats Wicktor (UN/CEFACT)	mats.wicktor@tullverket.se
Project Advisory Team	Johan Ponten (UN/CEFACT)	johan.ponten@kommers.se
Project Advisory Team	Mike Doran (UN/CEFACT)	mike.doran@bluewin.ch
Project Advisory Team	Valentina Mintah (UN/CEFACT)	valentina.mintah@crownagents.co.uk
Project Advisory Team	Karina Duvinger (UN/CEFACT)	karina.duvinger@gs1.se
Project Advisory Team	Jari Salo (UN/CEFACT)	jari.salo@tieke.fi
Project Consultant	Birgit Viohl	birgitviohl@gmx.de
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Project Contractor	ITCILO	tom.wambeke@itcilo.org , e.tagliati@itcilo.org

A number of **UNECE staff members**, experts in Trade Facilitation, were trained on the use of the Guide during the 1st TFIG workshop and supported the delivery of subsequent regional workshops. This ensured that all UNECE TF experts were familiar with the Guide contents and functionalities, contributed to its dissemination and were able to use the Guide in their own training activities.

Note that upon completion of Phase 2, the project has continued to be maintained by UNECE and the dedicated mailbox available for users of the Guide will remain open in order to address concerns of users.

5.2 Difficulties and shortcomings

The TFIG project is resource intensive and given the major impact it has achieved we believe that it is a good, efficient and effective use of resources. For the possible Phase III of the project (a proposal for which will be submitted to Sida), it will be necessary to secure a full time project manager, in addition to the already existing UNECE project support team.

6 CONCLUSIONS AND FUTURE DEVELOPMENTS

We believe that this has been a highly successful project both in terms of the depth and breadth of its impact. The Guide is now a key international tool to assist trade facilitation implementers, as evidenced by the over 300,000 hits per month on the TFIG website. And the use of the Guide has reached the highest level of policy makers. The latest workshop at the WTO in 2014 was filled to capacity by negotiators and other representatives of WTO member States.

The objectives of the Phase 1 Part 2 and Phase 2 were accomplished and surpassed and the outcomes successfully achieved. Both workshop participants and partner organizations appreciated the innovative character and quality of the TFIG as well as the interactive workshop format. The formal evaluation process conducted at the end of each workshop provided very encouraging feedback and positive comments continue to be received through the dedicated mail-box available for users on the Guide platform.

Furthermore, and also thanks to the collaboration established with other key international and regional players in trade facilitation, UNECE is confident of having been able to reach and assist a relevant target audience from countries committed to advance their TF reforms. We are aware that several countries continue to use the Guide for their internal trade facilitation training and development (e.g. Rwanda, Laos, and UAE) and that the Guide is used at the highest level (up to Ministerial) within some countries.

Significant content changes were made to the TFIG in response to the feedback gathered since the TFIG went online in September 2012 and the workshops were conducted. The primary objective was to ensure that the TFIG remains an information tool of outstanding quality. It will be necessary to continue this content review on a regular basis to ensure that the TFIG remains in sync with on-going developments.

The demand for support and training with TFIG continues, primarily from countries and trade facilitation related organizations such as UNCTAD, ITC, and TRAPCA. Further, there is an emerging need for better assistance in trade facilitation strategy development and training for trade facilitation committees and related bodies, UNECE will submit a proposal to Sida for continued support to the TFIG project. TFIG Phase III, if approved, would focus on assisting countries in implementing trade facilitation reforms, developing national and regional strategies for this reform, support countries in implementation of commitments from international trade facilitation agreements, and managing the entire trade facilitation reform process.

Under Phase III, UNECE would open the Guide to full participation and partnership with other key international organizations in trade facilitation support, such as UNCTAD, ITC and the other UN Regional Commissions, and we already have preliminary agreement from all of the above organizations to move forward with this. This broad based approach would ensure a uniform and integrated approach to trade facilitation support from the international organizations and would greatly enhance the return on investment in the Guide. UNECE would continue to take the lead role in developing and maintaining the Guide under this scenario.

In closing, the UNECE secretariat would like to sincerely thank Sida for their full and strong support for the project throughout its history. The Sida project staff were very helpful in steering the project throughout its and in ensuring that project reports were submitted and approved. We would hope that this cooperation could continue for a future phase of the project, which, we believe, would continue to provide very valuable results for all parties.

UNECE - UNESCAP Trade Facilitation Implementation - Training Workshop
November 2013
Bangkok Thailand

EVALUATION FORM

Please complete the questionnaire below. This will help us to improve our activities. Please be totally frank, for we are interested in your opinion, whether it is positive or negative, and we shall take it into account in planning future activities.

This questionnaire is anonymous.

Please give only one answer to each question.

Sex

- Male Female

Type of organization

Please indicate only one response. If you are involved in more than one type of organization, please select the one you are representing during this activity.

- | | |
|--|--|
| <input type="checkbox"/> Ministry of Trade/Economic Development/Industry | <input type="checkbox"/> Private enterprise |
| <input type="checkbox"/> Ministry of Foreign Affairs | <input type="checkbox"/> Training/academic |
| <input type="checkbox"/> Ministry of Finance/Customs Authority | <input type="checkbox"/> International Institution |
| <input type="checkbox"/> Government/public institution | <input type="checkbox"/> UN organization |
| <input type="checkbox"/> Intergovernmental organization | <input type="checkbox"/> Other |
| <input type="checkbox"/> Non-governmental organization | |

Questions on the training activity

Please give each aspect set out below a mark from 1 to 5, with 1 being the minimum and 5 the maximum. On this scale, the average is 3. If you think that a question does not apply to you, or that you do not have the information needed to answer it, please leave it blank.

1 Before participating in this activity, did you have enough information to understand whether it could meet your learning needs? 1 2 3 4 5
1=not at all; 2=not much; 3=to some extent; 4=yes; 5=yes, in detail

2 To what extent were the activity's objectives achieved? 1 2 3 4 5
1=not at all; 2=not really; 3=partly; 4=mostly; 5=fully

3 Given the activity's objectives, how appropriate were the activity's contents? 1 2 3 4 5
1=totally inappropriate; 2=not appropriate; 3=partially appropriate; 4=appropriate; 5=very appropriate

4 Were the learning methods used generally appropriate? 1 2 3 4 5
1=totally inappropriate; 2=not appropriate; 3=partially appropriate; 4=appropriate; 5=very appropriate

5 How would you judge the resource persons' overall contribution? 1 2 3 4 5
1=truly disappointing; 2=rather unsatisfactory; 3=satisfactory; 4=good; 5=excellent

6 Did the group of participants with whom you attended the activity contribute to your learning? 1 2 3 4 5
1=not at all; 2=not really; 3=to some extent; 4=yes; 5=yes, very much so

7 Were the materials used during the activity appropriate? 1 2 3 4 5
1=not at all; 2=not really; 3=to some extent; 4=yes; 5=yes, very much so

8 Would you say that the logistics of the activity were well organized? 1 2 3 4 5
1=not at all; 2=not really; 3=to some extent; 4=yes; 5=absolutely

9 Would you say that the administrative support/secretariat was efficient? 1 2 3 4 5
1=not at all; 2=not really; 3=to some extent; 4=yes; 5=absolutely

10 How likely is it that you will apply some of what you have learned? 1 2 3 4 5
1=very unlikely; 2=unlikely; 3=not sure; 4=likely; 5=certain

11 How likely is it that your institution/employer will benefit from your participation in the activity? 1 2 3 4 5
1=very unlikely; 2=unlikely; 3=not sure; 4=likely; 5=certain

12 Are you satisfied with the overall quality of the activity? 1 2 3 4 5
1=not at all; 2=not really; 3=to some extent; 4=yes; 5=absolutely

13 How would you suggest the resource persons improve the overall quality of their contribution? (You may name someone in particular if you wish.)

14 Do you have any observations or suggestion?

ANNEX 2. WORKSHOP EVALUATION RESULTS

The percentage of respondents indicating satisfaction for each question was compared across workshops using pairwise Fisher's exact tests. Several significant differences were identified, but in general, clear evidence of differences across workshops was rare. The comparisons that were identified as statistically significant were as follows:

- The response rate at the Turin workshop was higher than that at the Bangkok workshop
- Respondents indicated a lower rate of satisfaction with the resource persons at the Dakar workshop than at the Turin, Kigali and Bangkok workshops
- Respondents indicated a lower rate of satisfaction with the organization of the logistics at the Santiago workshop compared with the Turin, Bishkek and Bangkok workshops

The following graphs show the results per workshop.

Figure 2. Percentage of respondents indicating satisfaction (4 or 5) on various topics at the TFIG workshop in Turin

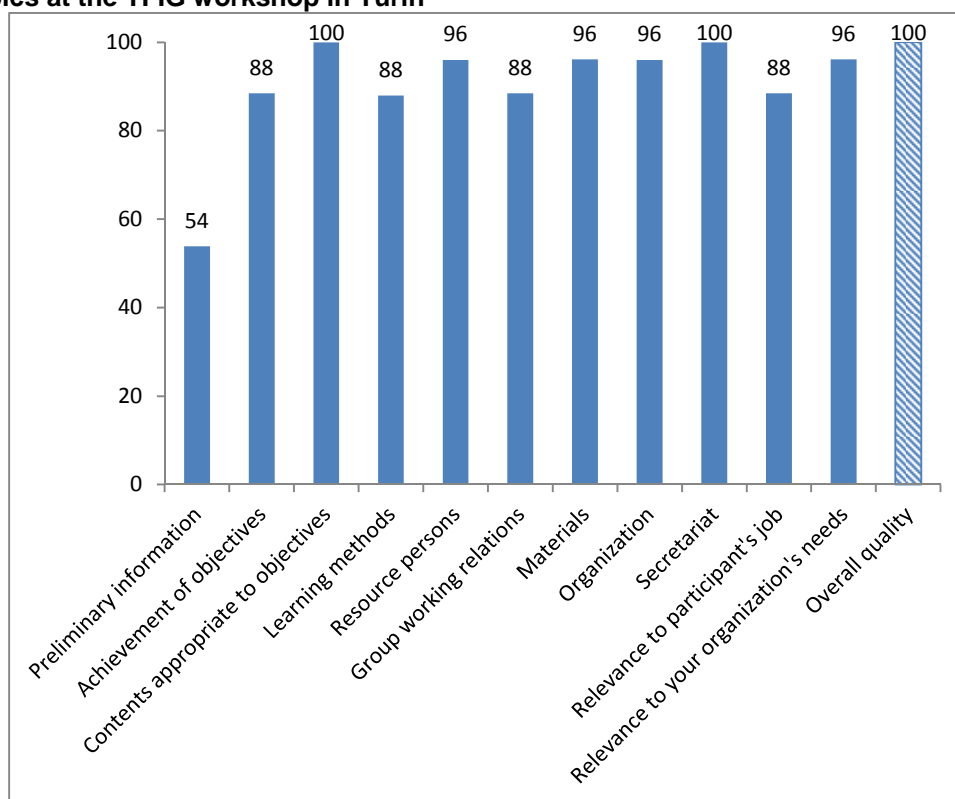


Figure 3. Percentage of respondents indicating satisfaction (4 or 5) on various topics at the TFIG workshop in Kigali

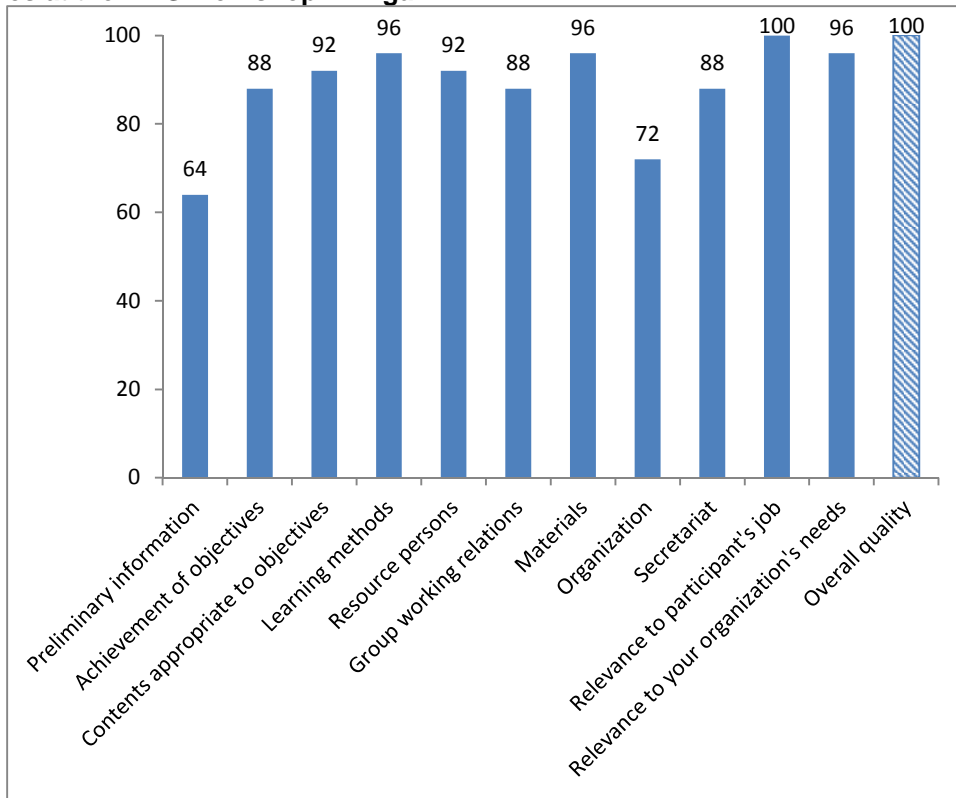


Figure 4. Percentage of respondents indicating satisfaction (4 or 5) on various topics at the TFIG workshop in Bishkek

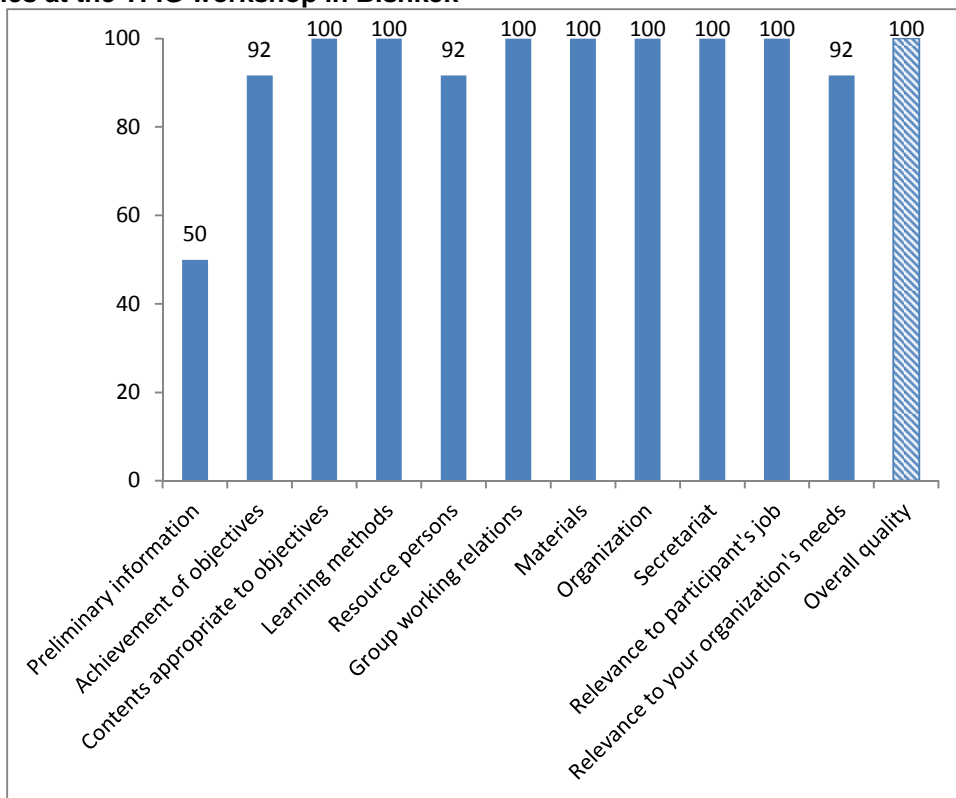


Figure 5. Percentage of respondents indicating satisfaction (4 or 5) on various topics at the TFIG workshop in Santiago

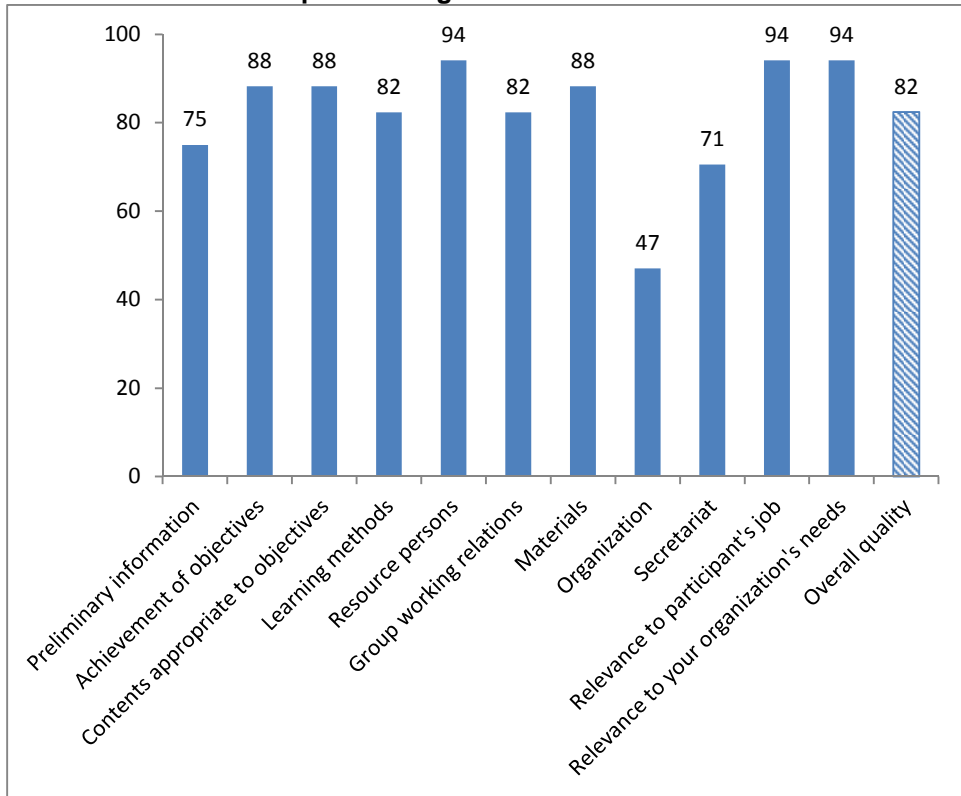


Figure 6. Percentage of respondents indicating satisfaction (4 or 5) on various topics at the TFIG workshop in Dakar

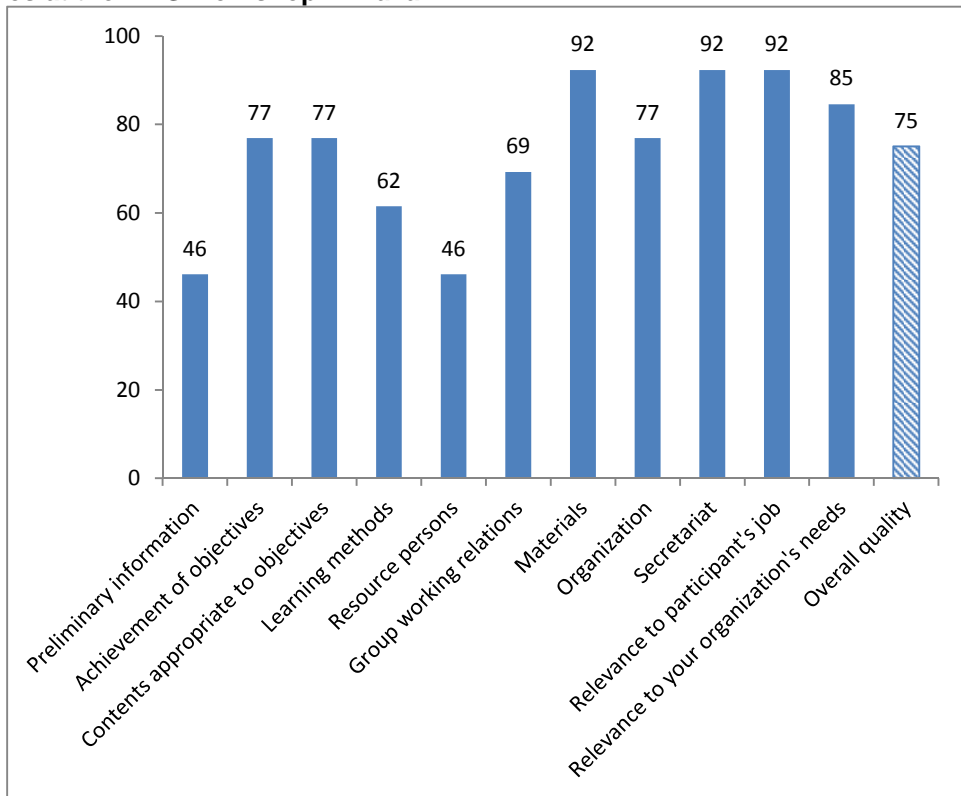


Figure 7. Percentage of respondents indicating satisfaction (4 or 5) on various topics at the TFIG workshop in Bangkok

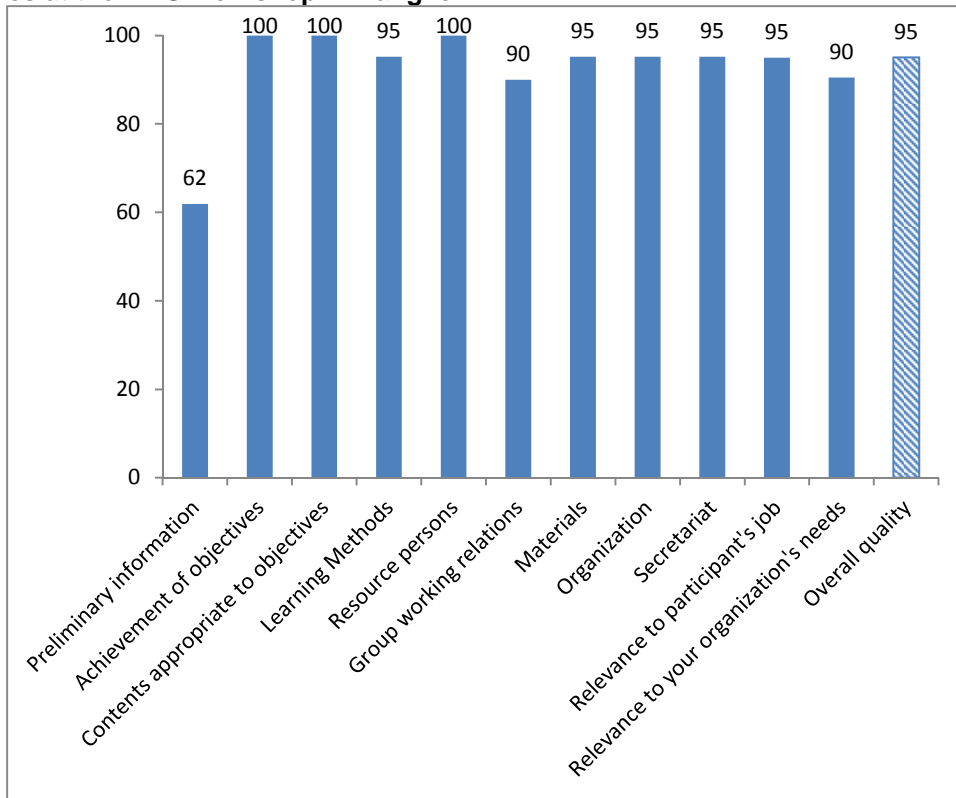
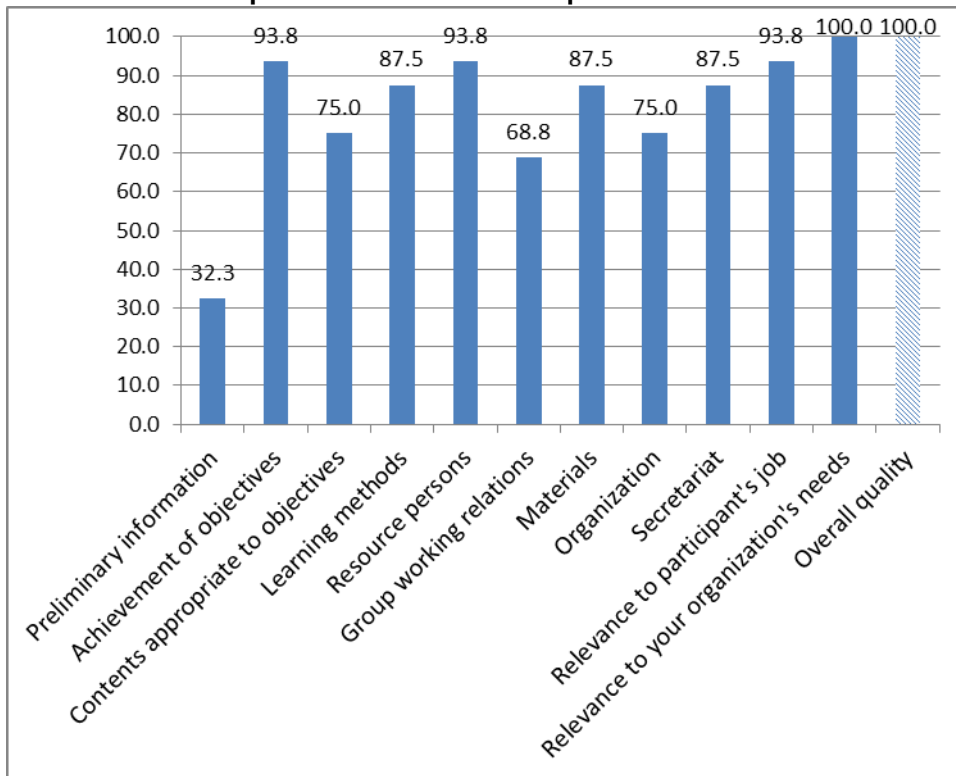


Figure 8: Percentage of respondents indicating satisfaction (4 or 5) on various topics at the TFIG workshop in Dushanbe



ANNEX 3. DETAILED DESCRIPTION OF TFIG MAINTENANCE AND UPDATES

Technical Issues

Field	Activities
1. Management of internal and external links, translation errors, typos and minor formatting issues (incl. issues on charts, images or designs)	Identified and corrected broken and incorrect links Collected, identified and corrected typos and formatting errors Finalized external link repository Maintained consistency between language versions of website
2. Design	Change the location of the WTO map. WTO map link featured more prominently on the first page of the WTO itinerary Link to the WTO itinerary added to the home page. Format of the WTO map reworked to offer a more user-friendly interface
3. Change to instruments page	Text shortened under the instruments symbols for easier readability
4. Change to itinerary design	Description of each itinerary on the itineraries page replaced with guiding questions. Text on the intro page (table of contents) replaced with the description of the itinerary (currently on the itineraries page) FAQ logo and functionality removed on itinerary pages as this was not found to be useful for users Navigation instructions moved to Start box. Each page given a concise description in the Step section.
5. Change to case studies page	Studied opportunities for making the case studies page more reader friendly
6. Change to domain page	Removed / shortened substantial text next to icon to make all 8 icons visible without scrolling
7. Web stats	Generated the user statistics for the TFIG
8. Change to UNECE Recommendations links (on the individual pages of the instruments)	Studied the utility of replacing existing links to the generic UNECE Recommendation page with the specific instrument document in question. Ultimately decided that this could create more future work in order to maintain the website. – No action taken Hyperlink name of the instrument from UNECE website replaced with name of the particular instrument
9. Changes on the right menu	Hyperlink under category of instrument removed
10. Layout formatting	Studied possible changes to the styles, with regards to space before and after heading – No action taken

Enhancements to existing content

Area	Activities
1. Enhancements to content	
Introduction	“Introduction” page reviewed and updated to better address user needs

2. Enhancements to existing itineraries	
ICT itinerary	Title changed and edited content to address the concern that ICT is not equal to trade facilitation
Reduce Border Delays	Updated and revised content
Single Window	Introduction page and the evolution/future development edited to build bridge to new developments in Single Window. Enhanced content on Port Community Systems
Creating trusted partnership	Itinerary reviewed following the changes to the consultation and cooperation domain and itinerary revised to include other topics Change title of the itinerary to "Creating an enabling trusted environment"
Rationalise data and documents	Content reviewed – No changes needed
WTO Negotiations on Trade Facilitation itinerary	Update itinerary for consistency with new WTO agreement. Itinerary will now reflect the history of negotiations rather than serve as a forward looking itinerary which lays out proposals by member States.
3. Enhancements to existing domains	
Consultation & Cooperation	Overall review of the domain conducted and inconsistencies or deviations from the focus of the domain were edited to provide a clearer guide for users. Port control section edited to include reference to include air traffic aspects of trade facilitation Section added for best practices on consultation mechanism.
Transport/Shipping	The question/issues and the rationale for this domain were studied and changes were made to clarify topics for users.
Customs and CBM domain	Overall review of the domain conducted and inconsistencies or deviations from the focus of the domain were edited to provide a clearer guide for users. Graphs and data updated to provide more current information to users of the Guide
Purchasing / Payment	Content reviewed – No changes needed
e-business	Content reviewed and a list of issues that need to be addressed was generated
4. Quality control of domains / pages	
Domain management	All internal links reviewed for consistency and corrected where necessary Reviewed the list of instruments in the right menu and added those missing including new country examples Researched additional publications of relevance to the domain and added references and links where necessary
5. Updated WTO map	Aligned WTO map with new agreement reached in Bali in December 2013 and updated entire WTO Itinerary

Additional content

Area	Activities
1. New content (domain or individual pages)	

Area	Activities
Enabling Environment	The idea was to develop a domain including information on Reform and modernization programs, Develop a Capacity building program, Professional standards for both public and private sector players, People development, Change management, Leadership, Governance as well as Service culture and business orientation The Potential for developing this additional content was explored and found interesting but there were not enough available external resources and information on those topics to establish a new domain
Measurement and indicators what are measurements and indicators, what is their use how to use them, tools that are available.	Map and content structure drafted to offer users information on this topic. Pages were developed and implemented into the Guide
New publications in the instruments section (ex. UNESCAP TCD tool, OECD indicator studies, UNESCAP work on BAP, UNESCAP analytical macroeconomics).	New publications identified for inclusion in TFIG New publications integrated/linked in the substantive parts of the TFIG
2. New itineraries	
Balancing control facilitation	Prepared outline of the itinerary Selected parts of the publications / studies that are relevant Defined objectives of the itinerary Creation of content Upload of content http://tfig.itcilo.org/contents/itinerary-07-start.html
Identifying bottlenecks and opportunities	Prepared outline of the itinerary Selected parts of the publications / studies that are relevant Defined objectives of the itinerary Creation of content Upload of content http://tfig.itcilo.org/contents/itinerary-08-start.html
3. New Case stories (country examples)	
Greece: Development of TF strategy	Implemented a new case story provided by the Greek Government based on their development in 2012 of a national trade facilitation strategy aiming to support the economic recovery process by simplifying export procedures and reducing time and cost to export for Greece exporters
United Kingdom: the Felixstowe approach	Facilitating port expansion, through process simplification, integration and harmonisation
Brazil: involving the private sector	How consultation with the private sector can be a trigger for trade facilitation

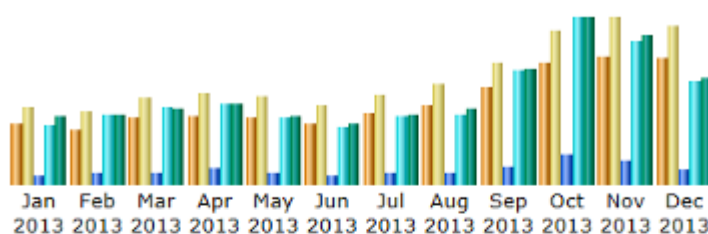
ANNEX 4. TFIG WEBSTATISTICS

The following graphics and tables present the web statistics of TFIG in detail.

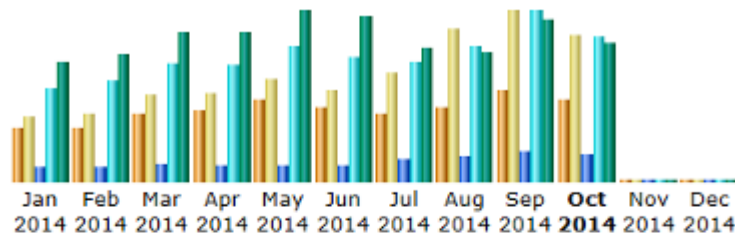
Since its launch in September 2012, about 131,439 unique visitors have accessed and consulted the contents of the Guide. The Website has received 876,863 page views in two years. In 2014, it received, on average, more than 9000 unique visitors and 50,000 page views per month.



Month	Unique visitors	Number of visits	Pages	Hits	Bandwidth
Jan 2012	0	0	0	0	0
Feb 2012	0	0	0	0	0
Mar 2012	0	0	0	0	0
Apr 2012	0	0	0	0	0
May 2012	0	0	0	0	0
Jun 2012	3	4	452	3,998	16.99 MB
Jul 2012	24	116	9,797	73,056	464.08 MB
Aug 2012	26	93	9,571	75,249	387.71 MB
Sep 2012	334	607	20,399	117,971	1.21 GB
Oct 2012	1,433	2,081	16,756	108,102	1.43 GB
Nov 2012	1,950	2,598	13,406	98,736	1.47 GB
Dec 2012	1,967	2,491	12,372	90,420	1.44 GB
Total	5,737	7,990	82,753	567,532	6.40 GB



Month	Unique visitors	Number of visits	Pages	Hits	Bandwidth
Jan 2013	2,669	3,405	15,096	113,053	2.12 GB
Feb 2013	2,450	3,302	18,140	132,313	2.18 GB
Mar 2013	2,948	3,814	20,338	147,918	2.38 GB
Apr 2013	3,009	4,065	29,026	154,008	2.53 GB
May 2013	2,963	3,913	18,027	128,083	2.12 GB
Jun 2013	2,702	3,507	14,707	107,673	1.91 GB
Jul 2013	3,170	4,051	17,933	128,995	2.19 GB
Aug 2013	3,542	4,490	18,601	133,423	2.40 GB
Sep 2013	4,308	5,451	33,935	218,712	3.67 GB
Oct 2013	5,428	6,894	56,829	320,434	5.29 GB
Nov 2013	5,777	7,445	45,851	276,939	4.74 GB
Dec 2013	5,650	7,046	28,210	195,928	3.37 GB
Total	44,616	57,383	316,693	2,057,479	34.90 GB



Month	Unique visitors	Number of visits	Pages	Hits	Bandwidth
Jan 2014	6,123	7,547	34,015	226,980	3.92 GB
Feb 2014	6,092	7,567	36,066	247,268	4.15 GB
Mar 2014	7,757	9,719	42,706	285,821	4.87 GB
Apr 2014	8,081	10,017	37,972	282,671	4.88 GB
May 2014	9,413	11,663	40,737	328,119	5.53 GB
Jun 2014	8,449	10,481	40,459	301,760	5.37 GB
Jul 2014	7,576	12,369	50,876	290,400	4.33 GB
Aug 2014	8,592	17,373	62,765	328,295	4.24 GB
Sep 2014	10,442	19,413	72,849	413,295	5.27 GB
Oct 2014	9,401	16,764	64,492	350,458	4.52 GB
Nov 2014	0	0	0	0	0
Dec 2014	0	0	0	0	0
Total	81,926	122,913	482,937	3,055,067	47.08 GB

Note that figures for October 2014 are up to 26 July only.