



# Technical Assistance Report

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Project Number: 50251-001  
Regional—Capacity Development Technical Assistance (R-CDTA)  
April 2017

## Advancing Time Release Studies in Southeast Asia (Financed by the Japan Fund for Poverty Reduction)

This document is being disclosed to the public in accordance with ADB's Public Communications Policy 2011.

**Asian Development Bank**

## ABBREVIATIONS

ACH	–	Asia Cargo Highway
ADB	–	Asian Development Bank
ASEAN	–	Association of Southeast Asian Nations
BIMP-EAGA	–	Brunei Darussalam–Indonesia–Malaysia–Philippines East ASEAN Growth Area
GMS	–	Greater Mekong Subregion
IMT-GT	–	Indonesia–Malaysia–Thailand Growth Triangle
IT	–	information technology
JICA	–	Japan International Cooperation Agency
OGA	–	other government agency
TA	–	technical assistance
TRS	–	time release study
WCO	–	World Customs Organization
WTO	–	World Trade Organization

## NOTE

In this report, "\$" refers to United States dollars.

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## KNOWLEDGE AND SUPPORT TECHNICAL ASSISTANCE AT A GLANCE

<b>1. Basic Data</b>		<b>Project Number: 50251-001</b>	
<b>Project Name</b>	Advancing Time Release Studies in Southeast Asia	<b>Department /Division</b>	SERD/SEPF
<b>Country</b>	REG	<b>Executing Agency</b>	Asian Development Bank
<b>2. Sector</b>	<b>Subsector(s)</b>	<b>Financing (\$ million)</b>	
✓ Industry and trade	Trade and services		1.00
		<b>Total</b>	<b>1.00</b>
<b>3. Strategic Agenda</b>	<b>Subcomponents</b>	<b>Climate Change Information</b>	
Inclusive economic growth (IEG)	Pillar 1: Economic opportunities, including jobs, created and expanded	Climate Change impact on the Project	Low
Environmentally sustainable growth (ESG)	Environmental policy and legislation		
Regional integration (RCI)	Pillar 2: Trade and investment		
<b>4. Drivers of Change</b>	<b>Components</b>	<b>Gender Equity and Mainstreaming</b>	
Governance and capacity development (GCD)	Institutional development	No gender elements (NGE)	✓
Knowledge solutions (KNS)	Knowledge sharing activities		
Partnerships (PAR)	Bilateral institutions (not client government)		
	Implementation		
	Official cofinancing		
	Private Sector		
	Regional organizations		
Private sector development (PSD)	Conducive policy and institutional environment		
<b>5. Poverty and SDG Targeting</b>		<b>Location Impact</b>	
Geographic Targeting	No	Not Applicable	
Household Targeting	No		
SDG Targeting	Yes		
SDG Goals	SDG8		
<b>6. TA Category:</b>	B		
<b>7. Safeguard Categorization</b>	Not Applicable		
<b>8. Financing</b>			
<b>Modality and Sources</b>		<b>Amount (\$ million)</b>	
<b>ADB</b>		<b>0.00</b>	
None		0.00	
<b>Cofinancing</b>		<b>1.00</b>	
Japan Fund for Poverty Reduction		1.00	
<b>Counterpart</b>		<b>0.00</b>	
None		0.00	
<b>Total</b>		<b>1.00</b>	
<b>9. Effective Development Cooperation</b>			
Use of country procurement systems		No	
Use of country public financial management systems		No	



## I. INTRODUCTION

1. The Asian Development Bank (ADB) has been supporting regional connectivity in Southeast Asia mainly through three subregional cooperation programs: (i) the Greater Mekong Subregion (GMS) Economic Cooperation Program, (ii) the Indonesia–Malaysia–Thailand Growth Triangle (IMT-GT), and (iii) the Brunei Darussalam–Indonesia–Malaysia–Philippines East ASEAN Growth Area (BIMP-EAGA).<sup>1</sup> All three programs have prioritized trade facilitation as an important means to enhance regional connectivity and the use of physical linkages.

2. The technical assistance (TA) aims to support the customs administrations of participating ADB member countries to better implement the various Association of Southeast Asian Nations (ASEAN) trade facilitation initiatives. The TA is consistent with ADB's development agenda on regional integration under the Midterm Review of Strategy 2020 and will build on previous and ongoing ADB support for transport and trade facilitation in Southeast Asia.<sup>2</sup> ADB held a regional time release study (TRS) conference in Tokyo on 6–8 October 2015, where TRS recommendations were shared with countries participating in the conference. The Tokyo conference also reaffirmed the countries' strong interest in and demand for this proposed TA.<sup>3</sup>

3. ADB approved the TA concept in October 2016 and fielded a mission to Tokyo, Japan, in October 2015. The TA design and monitoring framework is in Appendix 1.<sup>4</sup>

## II. ISSUES

4. Countries have made significant progress in lowering trade tariffs and dismantling quota systems. International trade has increased, with manufacturing becoming more global and economies connected to international supply and value chains through both their exports and imports. As trade liberalization lowers tariff barriers in Southeast Asia, trade facilitation is increasingly recognized as an important policy tool to promote regional integration and development. Governments realize that their economies depend heavily on efficient export and import processing, and that they thus need to adopt a holistic approach to making management of end-to-end trade transactions more efficient, and thereby enhancing administrative efficiency and effectiveness, reducing cost and time to markets, and increasing the predictability of global trade. Trade facilitation also assumes particular significance in the context of building a well-connected ASEAN Economic Community in Southeast Asia.

5. Countries face challenges that include lack of transparency about rules and regulations, redundant and lengthy clearance processes, and complicated document requirements (e.g., with different formats and data elements). It is equally important to focus on trade and regulatory processes conducted at the border to ensure they are optimized and that the time required for trade-related procedures is reduced where appropriate. Activities related to calculating and recording the time needed by customs to release goods can provide pertinent information to guide necessary process improvements and identify desirable regulatory changes to ensure the effective facilitation of trade.

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<sup>1</sup> ADB. Greater Mekong Subregion. <http://www.adb.org/gms>; ADB. Indonesia–Malaysia–Thailand Growth Triangle. <http://www.adb.org/IMT-GT/>; and ADB. Brunei Darussalam–Indonesia–Malaysia–Philippines East ASEAN Growth Area. <http://www.adb.org/bimp/>.

<sup>2</sup> ADB. 2014. *Midterm Review of Strategy 2020: Meeting the Challenges of a Transforming Asia and Pacific*. Manila.

<sup>3</sup> Categorized as knowledge and support technical assistance under the new staff instructions effective 13 March 2017.

<sup>4</sup> The TA first appeared in the business opportunities section of ADB's website on 9 July 2016.

6. The TRS is a tool for collecting and assessing data, and can help highlight areas that need to be addressed to reduce or eliminate bottlenecks, and to assess progress in implementing modernization programs. In 2014, the World Trade Organization (WTO) opened its Trade Facilitation Agreement for ratification and encouraged members to periodically measure and publish average release times for goods in a consistent manner, using tools such as the TRS.<sup>5</sup>

7. ADB promotes trade facilitation in Southeast Asia through (i) coordination with customs-related trade facilitation efforts of other development partners; (ii) customization of trade facilitation efforts for countries using ADB's experience as a secretariat and advisory body for subregional groupings—such as the GMS, BIMP-EAGA, and IMT-GT—to strengthen regional connectivity, and support establishment of the ASEAN Economic Community; and (iii) consolidation with non-customs-related trade facilitation, which may affect overall trade facilitation performance in Southeast Asia. ADB has also prepared dedicated programs to support developing member countries through TA focusing on customs and other trade-related government agency priorities to promote the ASEAN Economic Community Blueprint 2025, which envisions a highly integrated and cohesive economy by accelerating and deepening the implementation of trade facilitation measures.<sup>6</sup>

8. In 2011, the Japan launched the Asia Cargo Highway (ACH), a trade facilitation initiative involving four institutions: (i) ADB; (ii) the Customs and Tariff Bureau in Japan's Ministry of Finance, (iii) JICA; and (iv) the WCO. The objective of the ACH is to promote the seamless flow of goods within and outside Asia. Under the initiative, the four institutions provide coordinated assistance for customs administration in Asia. The ASEAN directors general and commissioners of customs administration fully endorsed the initiative at the ASEAN–Japan Directors-General/Commissioners Customs Meeting on Trade Facilitation in April 2011.

9. Under the ACH, ADB implemented TA for Trade Facilitation Support for ASEAN Economic Community Blueprint Implementation from 2012 to 2015.<sup>7</sup> The TA supported conducting TRSs in ASEAN member countries. The participating countries gained understanding of the TRS as a planning tool for identifying bottlenecks in customs operations, while initial recommendations of the TRS country reports guided countries in undertaking customs reform and modernization.

10. The TRSs collected checkpoint-specific data to help identify the causes of bottlenecks. Countries that have conducted multiple TRSs have benchmark data to address weaknesses.<sup>8</sup> Through the TA country officials (i) became familiar with the methodology used to collect data used in the findings, (ii) became skilled in data collection and its use in identifying bottlenecks, and (iii) gained understanding of how to apply the theoretical model in a practical manner to gain the knowledge necessary to conduct trade facilitation TRSs.

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<sup>5</sup> WCO. Time Release Study. <http://www.wcoomd.org/en/topics/facilitation/instrument-and-tools/tools/time-release-study.aspx>.

<sup>6</sup> ASEAN Secretariat. 2015. *ASEAN Economic Community Blueprint 2025*. Jakarta.

<sup>7</sup> ADB. 2012. *Technical Assistance for Trade Facilitation Support for ASEAN Economic Community Blueprint Implementation (Greater Mekong Subregion/Indonesia–Malaysia–Thailand Growth Triangle)*. Manila (TA 8079-REG). ADB implemented related small-scale TA—Trade Facilitation Support for ASEAN Economic Community Blueprint Implementation (Myanmar)—in 2013.

<sup>8</sup> As of October 2016, countries have conducted the following number of TRSs: Cambodia (one), Lao People's Democratic Republic (two), Malaysia (six), Myanmar (one), Thailand (five), and Viet Nam (two), (2015. Asian Development Bank. *Compendium of Country Time Release Study Reports*. Manila).



11. ADB completed the TA in October 2015. The Tokyo conference provided an opportunity for participating countries to share the experiences, key findings, and recommendations that emerged from the country and regional TRS reports supported by the TA; and exchange views on issues for future TRSs in Southeast Asia. The Tokyo conference helped the countries prepare an action plan that summarized common key issues identified in the individual action plans of the country reports. The action plan also identified the following priority actions for each country to better facilitate trade: (i) implement recommendations derived from previous TRSs, (ii) conduct new TRSs, and (iii) strengthen TRS implementation strategy.

12. The proposed TA will assist participating countries to undertake specific customs reform and modernization steps, using TRS-collected data, that support substantive trade facilitation measures based on the action plan, and to conduct a study of their checkpoints to initiate improvements in dealing with the bottlenecks.

### III. THE CAPACITY DEVELOPMENT TECHNICAL ASSISTANCE

#### A. Impact and Outcome

13. The impact of the TA will be enhanced trade facilitation in Southeast Asia in terms of efficiency of border procedures. The TA outcome will be improved trade facilitation regimes in participating ASEAN member countries, and will be measured by the implementation of the Tokyo action plan. ADB will implement all TA outputs in Cambodia, Myanmar, Lao People's Democratic Republic, and Viet Nam; output 2 may also include Indonesia, Malaysia, and Thailand.

#### B. Methodology and Key Activities

14. The outcome will be achieved by the delivery of three main outputs, which are the priority actions of the Tokyo action plan: (i) TRS recommendations implemented, (ii) new TRSs conducted, and (iii) TRS implementation strategy strengthened.

15. **Output 1: Time release study recommendations implemented.** The TA will conduct capacity-building activities to implement the following Tokyo action plan recommendations:

- (i) **Ensure legislation complies with the latest international standards.** The TA will review legislation in each participating country to ensure compliance with the latest international standards.<sup>9</sup> Legislative revisions can be essential to implement the changes required to reduce bottlenecks.
- (ii) **Provide strategies to develop or enhance customs information technology systems and a national single window.** The TA will provide strategic support to develop customs information technology (IT) systems and a national single window.<sup>10</sup> Customs and other government agencies (OGAs) should agree on a memorandum of understanding to work together to streamline operations,

<sup>9</sup> Legislation refers to the relevant rules for cross-border control under jurisdiction of the countries' customs and other government agencies, including laws, regulations, procedures, and processes. Activities under output 1 will identify the specific legislation that needs to be considered.

<sup>10</sup> Coordinated border management is a "coordinated approach by border control agencies, both domestic and international, in the context of seeking greater efficiencies over managing trade and travel flows, while maintaining a balance with compliance requirements" (S. Aniszewski. 2009. Coordinated Border Management—A Concept Paper. *WCO Research Paper*. No. 2. WCO: Brussels. p. 6). Participating countries have based their IT systems primarily on the United Nations' Automated System for Customs Data or Japan's Nippon Automated Cargo and Port Consolidated System

coordinate assessments with the aim of reducing checkpoint delays, and continue discussing issues of mutual interest. OGAs should be represented in future TRSs.

- (iii) **Check operations against international standards.** The TA will help share the findings of this TRS with international partners that conduct modernization programs and implement customs modernization initiatives. Using the TRS data as a baseline, the TA will check current operations against international (WTO and WCO) standards in support of a modernization program in each participating country that addresses its specific capacity-building needs.<sup>11</sup>
- (iv) **Design an intelligence and compliance management strategy to align the risk management processes.** The TA will design a strategy to implement compliance and/or risk management, intelligence, and supply chain security programs, supported by extensive capacity building for border staff. Each participating country will upgrade their IT system with risk management modules designed to help reduce bottlenecks at borders.<sup>12</sup>
- (v) **Review and improve processes and procedures at checkpoints.** The TA will review and update current and outdated processes and procedures to ensure compliance with the latest international standards required for customs and other border agencies.<sup>13</sup> Using the TRS as a baseline, many processes and procedures could be analyzed using the business processes reengineering methodology. This will strengthen and deepen country report findings and recommendations, and facilitate data collection and analysis to improve performance at the checkpoints.

16. **Output 2: New time release studies conducted.** Participating countries will conduct follow-up TRSs to ensure TRS recommendations are implemented. The TA will support these countries in conducting follow-up TRSs and national workshops. Baseline data can be used to assess the impact of current actions on dealing with bottlenecks.

17. **Output 3: Time release study implementation strategy strengthened.** The TA will support to strengthen the capacity of a Trade Facilitation Implementation Committee comprising representatives of customs, OGAs, and key private sector stakeholders. Participating countries will partner with these key stakeholders to develop a TRS plan and to monitor its implementation.

## C. Cost and Financing

18. The TA is estimated to cost \$1 million, which will be financed on a grant basis by the Japan Fund for Poverty Reduction and administered by ADB. The detailed cost estimates and financing plan are in Appendix 2.

## D. Implementation Arrangements

19. ADB will implement the TA from 1 April 2017 to 31 March 2020 and will be the executing agency. ADB's Southeast Asia Department will administer the TA. ADB will work closely with

<sup>11</sup> International standards particularly refer to the WCO customs modernization programs to enhance the smooth flow of trade, such as the SAFE Framework of Standards to Secure and Facilitate Global Trade.

<sup>12</sup> A key feature of the compliance management approach is the ability to direct the client population toward low-risk voluntary compliance, which allows scarce control resources to be deployed toward the high-risk end of the risk continuum (WCO. 2011. *WCO Customs Risk Management Compendium: Volume 1*. Geneva).

<sup>13</sup> Policies and procedures refer to actual and/or daily operations at those checkpoints.

customs administration agencies in ASEAN member countries, which will serve as the implementing agencies.<sup>14</sup> It will maintain close coordination and collaboration with institutions that support Japan's trade facilitation initiative—the Customs and Tariff Bureau in Japan's Ministry of Finance, JICA, and the WCO—during TA implementation. ADB will request customs administration agencies and OGAs in the participating countries to send designated officers to workshops that will be organized under the TA.

20. The TA will be implemented in coordination with ADB-supported trade facilitation initiatives to support customs and other trade-related government agencies in Southeast Asia.<sup>15</sup>

21. The TA will require 76 person-months of consulting services, comprising 28 person-months of international consultants and 48 person-months of national consultants. ADB will engage (i) one resource person per workshop; (ii) a team leader to draft initial work plans for trade facilitation and organize capacity-building activities for customs administration; (iii) TRS and coordinated border management specialists to undertake TRS-related activities and support the team leader; (iv) resource persons to provide expert views (e.g., on issues such as the use of a national single window); (v) four country specialists assess knowledge gaps and constraints for strengthening customs capacity for trade in each country; and (vi) a project administrator. ADB will engage the consultants on an individual basis following the Guidelines on the Use of Consultants (2013, as amended from time to time). The outline terms of reference for consultants is in Appendix 3. ADB will disburse TA proceeds following the *Technical Assistance Disbursement Handbook* (2010 as amended from time to time).

22. ADB will report TA progress to the countries through national meetings held under the TA. The major activities, good practices, and lessons from TA implementation will be made available on ADB websites and circulated as necessary.<sup>16</sup>

#### IV. THE PRESIDENT'S DECISION

23. The President, acting under the authority delegated by the Board, has approved ADB administering technical assistance not exceeding the equivalent of \$1,000,000 to be financed on a grant basis by the Japan Fund for Poverty Reduction for Advancing Time Release Studies in Southeast Asia, and hereby reports this action to the Board.

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<sup>14</sup> General Department of Customs and Excise, Cambodia; Customs Department, Indonesia; Directorate General of Customs and Excise, Lao People's Democratic Republic; Royal Malaysian Customs Department, Malaysia; Customs Department, Myanmar; Customs Department, Thailand; and General Department of Viet Nam Customs, Viet Nam.

<sup>15</sup> These include ADB. 2014. *Technical Assistance for Strengthening Trade Facilitation in the Greater Mekong Subregion through Partnerships with the Private Sector*. Manila; ADB. 2014. *Technical Assistance for Strengthening Institutional Knowledge and Capacity of Customs Administrations for Trade Facilitation within the Association of Southeast Asian Nations*. Manila; ADB. 2014. *Technical Assistance for Enhancing Capacity of Sanitary and Phytosanitary Arrangements to Facilitate Trade in the Greater Mekong Subregion*. Manila; and Support for Implementing the Action Plan for Transport and Trade Facilitation in the Greater Mekong Subregion (Subproject 2), a TA cluster subproject included in ADB. 2015. *Quarterly Summary Report on Approved (A) Project Preparatory Technical Assistance not Exceeding \$1,500,000; (B) Technical Assistance Projects not Exceeding \$225,000; and (C) Technical Assistance Cluster Subprojects (October–December 2014)*. Manila.

<sup>16</sup> ADB will also seek complementary inputs from its Regional Cooperation and Integration Thematic Group in the review of knowledge products.

## DESIGN AND MONITORING FRAMEWORK

<b>Impact the TA is Aligned with</b>			
Trade facilitation in Southeast Asia enhanced in terms of efficiency of border procedures (Action Plan including Recommendations for Future Improvement, and Compendium of Country Time Release Study Reports) <sup>a</sup>			
<b>Results Chain</b>	<b>Performance Indicators with Targets and Baselines</b>	<b>Data Sources and Reporting Mechanisms</b>	<b>Risks</b>
<b>Outcome</b> Trade facilitation regimes in participating ASEAN member countries improved	Transaction time at borders reduced by at least 10% by 2020 (2016 baseline: latest TRS data)	Logistics performance index, TRS	Government processes for approval of policies and regulatory and institutional reforms for capacity building of border administrations are time consuming  Insufficient resources for reforms that are necessary and critical to improve capacity of border administrations
<b>Outputs</b> 1. TRS recommendations implemented	1a. Legislation reviewed for compliance with the latest international standards for cross-border control by 2018 (2016 baseline: none)  1b. Strategies to enhance customs IT systems and national single window provided by 2018 (2016 baseline: not applicable)  1c. Current operations checked against international standards by 2018 (2016 baseline: none)  1d. Intelligence and compliance management strategy to align risk management processes designed by 2018 (2016 baseline: none)  1e. Current and outdated processes and procedures at checkpoints reviewed and improved by 2018 (2016	1a. TA consultants' reports, governments' legal texts (i.e., laws, decrees, and circulars on customs procedures)  1b–e. TA consultants' reports	Insufficient support and participation by relevant government agencies, including national customs administration  Ineffective collaboration among development partners supporting ASEAN member countries in modernizing and/or harmonizing their border operations

Results Chain	Performance Indicators with Targets and Baselines	Data Sources and Reporting Mechanisms	Risks
<p>2. New TRSs conducted</p> <p>3. TRS implementation strategy strengthened</p>	<p>baseline: none)</p> <p>2a. Workshop for each participating country organized, and follow-up TRSs and results shared by 2019 (2016 baseline: latest TRS status)</p> <p>3a. Trade Facilitation Implementation Committee organized by 2018 (2016 baseline: none)</p> <p>3b. Stakeholders' partnership strategy adopted by 2018 (2016 baseline: none)</p>	<p>2a. TA consultants' reports, workshop proceedings, TRS</p> <p>3a. TA consultants' reports, committee proceedings</p> <p>3b. TA consultants' reports</p>	
<p><b>Key Activities with Milestones</b></p> <p><b>1. TRS recommendations implemented</b></p> <p>1.1 Provide advisory support for the implementation of the Tokyo action plan in each participating country (Q2 2017–Q2 2018)</p> <p>1.2 Conduct stocktaking, policy assessments, and case studies on customs-related trade facilitation measures in each participating country (Q3 2017–Q2 2018)</p> <p>1.3 Draft report on stocktaking, policy assessments, and case studies (Q3–Q4 2018)</p> <p><b>2. New TRSs conducted</b></p> <p>2.1 Provide advisory support to conduct follow-up TRSs and ensure implementation of recommendations for each participating country (Q3 2017–Q2 2019)</p> <p>2.2 Organize one national workshop for a follow-up TRS per participating country to facilitate implementation (Q2 2018–Q3 2019)</p> <p><b>3. TRS implementation strategy strengthened</b></p> <p>3.1 Provide advisory support to help strengthen the capacity of a Trade Facilitation Implementation Committee in each participating country (Q3 2017–Q2 2018)</p> <p>3.2 Organize one national workshop per participating country to facilitate implementation (Q2–Q3 2018)</p>			
<p><b>Inputs</b></p> <p>Japan Fund for Poverty Reduction: \$1,000,000</p>			
<p><b>Assumptions for Partner Financing</b></p> <p>Not applicable</p>			

ASEAN = Association of Southeast Asian Nations, TA = technical assistance, TRS = time release study, Q = quarter.

<sup>a</sup> 2015. Asian Development Bank. *Action Plan including Recommendations for Future Improvement*. Manila; and

2015. Asian Development Bank. *Compendium of Country Time Release Study Reports*. Manila.

Source: Asian Development Bank.

**COST ESTIMATES AND FINANCING PLAN**  
(\$'000)

Item	Amount
<b>Japan Fund for Poverty Reduction<sup>a</sup></b>	
1. Consultants	
a. Remuneration and per diem	
i. International consultants	632.0
ii. National consultants	120.0
b. International and local travel	48.0
c. Reports and communications	20.0
2. Training, seminars, and conferences	56.0
3. Surveys	66.7
4. Miscellaneous administration and support costs <sup>b</sup>	13.3
5. Contingencies	44.0
<b>Total</b>	<b>1,000.0</b>

<sup>a</sup> Administered by the Asian Development Bank.

<sup>b</sup> Includes costs of office supplies for events, printing the reports, and translation between local language and English.

Source: Asian Development Bank estimates.

## OUTLINE TERMS OF REFERENCE FOR CONSULTANTS

### A. Scope of Work

1. ADB will engage a team of consultants to provide advisory and technical services for the Advancing Time Release Studies in Southeast Asia technical assistance (TA) project. Consultants will require (i) relevant technical expertise based on training and professional experience; (ii) familiarity with regional cooperation concepts and initiatives; (iii) excellent communication skills, both oral and written; and (iv) human relations skills, and the ability to work with a multicultural and multidisciplinary team.

2. The consultants will prepare reports on their tasks and other such reports as required and requested under the TA. Unless otherwise specified, the basic reports will include the following: (i) inception report due within 1 month from the start of engagement; (ii) progress report, which will include results from workshops, field visits and consultations; and (iii) final report.

### B. Terms of Reference of Consultants

3. **Trade Facilitation Specialist and Team Leader** (1 international, 18 person-months, intermittent). The trade facilitation specialist and team leader will coordinate implementation of the project across the participating countries. The specialist will have a graduate degree and at least 8 years of experience working in customs or trade facilitation. International experience is preferred.

4. The responsibilities will include:
- (i) supervising other consultants as team leader;
  - (ii) coordinating and facilitating the inputs of other consultants;
  - (iii) organizing national workshops for participating countries;
  - (iv) participating in Asian Development Bank (ADB) missions and joint missions of ADB, the Customs and Tariff Bureau in Japan's Ministry of Finance, Japan Customs, Japan International Cooperation Agency, and World Customs Organization as necessary;
  - (v) preparing summary reports within 2 weeks after each workshop, and a final report;
  - (vi) monitoring and facilitating a time release study (TRS) for benchmarking indicators;
  - (vii) reviewing customs procedures and systems in each participating country and developing a gap analysis, with a view to developing a national single window system;
  - (viii) initiating the implementation of the Tokyo action plan for customs modernization and coordinated border management;
  - (ix) facilitating, leading, and organizing workshops with government agencies to develop a consensus on initiatives under the Tokyo action plan and to develop the capacity and knowledge of agencies regarding issues related to customs modernization and trade facilitation; and
  - (x) undertaking regular consultations with government agencies to enhance coordination and the exchange of information among agencies to improve border management coordination.

5. **Time Release Study Specialist** (1 international, 5 person-months, intermittent). The TRS specialist will coordinate with the team leader in providing consulting services for participating countries in support of conducting the TRS. The specialist will have experience in undertaking similar studies and at least 5 years of international experience working in customs or trade facilitation.

6. The consultant will:
- (i) monitor and facilitate the TRS for benchmarking indicators in the countries assigned;
  - (ii) work closely with the team leader to support participating countries' conduct of the TRS;
  - (iii) support the team leader's analysis of the TRS findings, taking the lead in their respective countries; prepare the country report; and contribute to the preparation of the consolidated report;
  - (iv) consult with government agencies to enhance coordination and information exchange among agencies in support of improved border management coordination; and
  - (v) participate in ADB review missions as necessary.

7. **Coordinated Border Management Specialist** (1 international, 5 person-months, intermittent). The coordinated border management specialist will work closely with the team leader to follow-up on TRS findings to enhance coordinated border management systems. The specialist will have wide experience with coordinated border management and be thoroughly familiar with Southeast Asia.

8. The consultant will
- (i) participate in the analysis of the TRS to identify bottlenecks;
  - (ii) assess prioritized areas for strengthening coordinated border management, including institutional and regulatory constraints;
  - (iii) work with the team leader and the TRS specialist to develop short- and medium-term action plans and priority measures to promote coordinated border management; and
  - (iv) consult, in coordination with the team leader, with government agencies to enhance their ownership and implementation of prioritized actions supporting coordinated border management.

9. **Country specialists** (4 national, 24 person-months, intermittent). The specialists will provide country-specific support for project implementation, including collecting and translating administrative and commercial documents related to trade procedures and required by the team leader in performing the assignments. The specialists will work under the supervision of the team leader, and should be capable of undertaking research and preparing reports and translations. The specialists will have knowledge of national customs procedures and customs information systems. Responsibilities will include:

- (i) researching trade procedures in their assigned country;
- (ii) collecting the necessary administrative and commercial documents related to trade procedures;
- (iii) translating the collected documents into English as necessary;
- (iv) supporting the team leader in performing assignments for TA implementation;
- (v) supporting the team leader in reviewing national customs procedures and systems and developing a gap analysis, particularly with a view to developing a national single window system; and



- (v) supporting ADB's Southeast Asia Department staff in implementing the project.

10. **Project Administration Consultant** (1 national, 24 person-months, intermittent). The project administration consultant will provide logistical support for project implementation. The consultant will work closely with the team leader, specialists, and with the Public Management, Financial Sector, and Trade Division of ADB's Southeast Asia Department to help coordinate and administer the project. The consultant will be familiar with project administration under ADB to support the work of international consultants, and will have experience working with developing countries.

11. Responsibilities will include:

- (i) supporting the team leader and specialists in implementing the project;
- (ii) providing necessary logistical support to the team leader and specialists in conducting case studies and workshops;
- (iii) providing necessary logistical support in ADB review missions; and
- (iv) facilitating communication between consultants and government agencies and ADB.

12. **Resource Persons** (8 international, 2 person-months, combined and intermittent). The resource persons will be internationally distinguished experts on trade, specializing in trade facilitation issues, or policy makers who are considered prime movers in promoting trade facilitation in Southeast Asia. The resource persons will make a presentation on topics assigned to them and act as moderators and facilitators in workshops and meetings.