

# Trade and Transport Facilitation Assessment

*Interview Guide*



**THE WORLD BANK**  
Washington, D.C.



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## **Important! Printing Instructions**

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2. Select one or more bookmarks, and then right-click the selection.
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## Using the Interview Guide

The interview guide for the TTFA is used by the assessment team members involved in both phases of the assessment. It is divided into four sections. The first section is used for meetings conducted during Phase 1 of the assessment. The second and third sections are for conducting interviews during Phase 2 of the assessment. The final section contains the data forms are filled out during the meetings and interviews in both phases.

### *Section I*

This section presents a list of topics to be discussed during the Phase 1 meetings with various associations and public organizations discussed in the main text and Annex A of the TTFA report. These topics are used to prepare meeting agendas, which would then be sent together with the request to schedule a meeting. Complementing this list of topics is a series of questions covering various subjects to be discussed. Finally, a brief summary of possible responses to these questions has been presented in the form of bullet points listed under headings that correspond to the specific questions. Where there are no specific responses, the number for the question has been included but without bullet points.

In preparing the agendas, the Logistics Expert and Local Consultant would expand on the topics, which have been presented in this section as simple phases. They would also review the questions to be asked during the meetings and make edits where appropriate based on the information collected during the desk research and from discussions with the Country Manager.

### *Section II*

This section reviews the questions to be discussed in interviews with logistics service providers. These cover the same seven topics presented in Annex B. For each topic a series of general questions are presented. These are not intended to be used verbatim during the interviews, which would, in any case, be open-ended. Instead, they are meant to familiarize the assessment team with the type of questions that might be asked. The actual questions would be tailored to the types of services provided by the individual logistics service provider.

### *Section III*

This section contains a series of *pro forma* checklists to be used in preparing for individual interviews. These include a list of subjects to be discussed along with a more detailed list of specific items that might be covered. The list of items is quite extensive as it is meant to cover the types of information that would be of interest in a variety of different situations. They are grouped under the same seven topics as in Section II.

In order to prepare for a successful interview, it is necessary to significantly reduce both the subjects discussed and the items covered. This edit would be performed after Phase 1 of the assessment once a sample frame for Phase 2 has been prepared. Items that are not relevant to the country's trade or structure of its logistics sector would be excluded. Items not related to the supply chains included in the sample frame would be eliminated. Finally, items that are more detailed than is considered necessary or that cover areas not familiar to the experts on the assessment team would also be removed.

The entire interview is anticipated to last 1½ hours but about a half-hour would be spent on introductions and on completing the data forms in Section IV. As a result, the list of topics and items should be short enough to be covered during one hour. This implies a maximum of 10 subjects and 30 items. For most of the logistics service providers, this will require a significant modification of the *pro forma* checklist.

In most situations, the open-ended interviews would be conducted by two team members to maintain the flow of the discussion while ensuring that adequate notes are being taken. The revised checklists would serve three purposes. First, the team members would review the list in preparation for the interview to minimize the need to refer to this checklist during the interview. Second, it would be used at the end of the interview to ensure

that all the relevant subjects have been covered. Third, if the respondents have difficulty with a specific line of inquiry, the checklist would provide responses for specific items that the team members could suggest. The contents of the checklists are highlighted to aid the team members in referring to specific items.

## ***Section IV***

This contains two data tables that would be completed at the conclusion of meetings. The first is used to rank the relative importance of common categories of impediments to trade facilitation. It would be used in both Phase 1 meetings and Phase 2 interviews. After the various topics have been covered, the team members would review each of the categories shown in this table. If a category had been discussed in some detail, then the team member would confirm the relative importance of that category, e.g., "I gather from what you say that *problems with public infrastructure are not an important impediment* to trade facilitation." If the category had not been covered or received relatively little attention, then the team member would ask the respondents to assess the relative importance of that category, e.g. "Do you regard the *lack of trade finance as an important constraint* to the growth in trade."

The second table would be completed only in Phase 2. This data would be collected from shippers and logistics service providers. This data would refer to the supply chains in which the respondent is involved. The numbers would reflect average or typical values for shipments using that supply chain. The unit costs would be based on the form in which the cargo is normally shipped. Most frequently this would involve container loads for which it would be necessary to specify whether the is referred to a 20 foot or 40 foot container. Other possible units are metric tons or truckloads. For the latter is necessary to indicate the size of the truck in terms of tons. The time required to complete an activity or transaction would be specified in terms of the average number of hours elapsed from when the activity or transaction begins until when it is completed. This would include night times and possibly an allowance for weekend delays. The team members would ask the respondent to assess the reliability but would assign their own value based on the respondent's comments.

# Phase 1 Meeting Agendas

## Exporters

*This would involve a meeting with the Chamber of Industry, Shippers Council or other organization whose members are major exporters or foreign buyers such as the International Chambers of Commerce*

### Topics

- Future growth in trade
- Role of logistics in establishing competitive advantage
- Integration of outbound supply chain
- Financial and regulatory constraints on trade
- Problems caused by transport network including ports and border crossings

### Subjects to be Discussed

1. What are the major areas for growth in trade?
2. What is the principal strategy for growth?
3. Is trade more sensitive to delivered costs, order times or order fulfillment?
4. How important is logistics in determining delivered cost and order time?
5. What are the typical terms of trade and terms of payment?
6. Are goods typically sold direct to foreign wholesaler or retailer or through intermediary?
7. To what extent are the logistics services in the export supply chain integrated in terms of control?
8. Which regulatory procedures have the biggest impact on trade competitiveness?
9. What are the principal financial constraints on expanding trade?
10. Which components of the transport network have the biggest impact on ability to compete/
11. What are the other major impediments to growth in exports?
12. Are there existing programs or proposals to overcome these impediments?

### Details on Specific Subjects to be Discussed

1. Areas of growth
  - Traditional markets or new markets
  - Traditional commodities or new commodities
2. Strategy for growth
  - Reduce delivered cost
  - Reduce delivery time,
  - Diversify products
  - Increase quality and value of products
  - Diversify markets
3. Importance of logistics
  - A significant percentage of time or cost
  - A major source of uncertainty
  - Limited quality or variety of services
  - Lack of competition or availability
4. Terms of trade and payment
  - Ex-works, FOB or CIF
  - Invoice, Cash against documents, Letter of credit,
5. Number of actors in the export supply chain

6. Principal regulatory constraints
  - Documentary requirements
  - Customs clearance procedures
  - Border inspection procedures
  - Trade license and permits
7. Financial constraints
  - Tariffs
  - Taxes
  - Cumbersome Refunds
  - Foreign exchange
8. Transport network
  - Highways
  - Rail
  - Ports
  - Urban road network and truck terminals
9. Procedures for duty drawback and VAT refund
  - Percentage of shipments applying
  - Where procedures completed
  - Documentation required

## Importers

*This would involve a meeting with the Chamber of Commerce or another organization that represents the large importers. In the case of large international retailers, this might also include the International Chambers of Commerce*

### Topics

- Changes in the import trade
- Role of logistics in developing import trade
- Integration of outbound supply chain
- Financial and regulatory constraints on trade
- Problems caused by transport network including ports and border crossings

### Subjects to be Discussed

1. What have been the principal changes in imports over the last decade?
2. Has there been a significant change in the domestic distribution network?
3. How important is logistics in determining delivered cost and order time?
4. What are the typical terms of trade and terms of payment?
5. Are goods typically purchased from supplier, foreign wholesaler or domestic trader?
6. To what extent are the logistics services in the import supply chain integrated in terms of control?
7. Which regulatory procedures have the biggest impact on order fulfillment?
8. What are the principal financial constraints on expanding trade?
9. Which components of the transport network have the biggest impact on ability to compete/
10. What are the other major impediments to growth in imports?
11. Are there existing programs or proposals to overcome these impediments?

### Details on Specific Subjects to be Discussed

1. Changes
  - Increased competition from domestic products
  - Shift in sources towards Asia or elsewhere
  - More intermediate goods
  - Higher value products
  - Improved domestic distribution channels
2. Distribution network
  - Increased role of large wholesalers
  - Larger, better organized retail system
  - Large foreign retailers
3. Importance of logistics
  - A significant percentage of time or cost
  - A major source of uncertainty
  - Limited quality or variety of services
  - Lack of competition or availability
4. Terms of trade and payment
  - Ex-works, FOB or CIF, Delivered Duty Paid
  - Invoice, Cash against documents, Letter of credit,
5. Number of actors in the export supply chain
6. Principal regulatory constraints
  - Documentary requirements
  - Customs clearance procedures
  - Border inspection procedures
  - Trade license and permits

7. Financial constraints

- Tariffs
- Taxes
- Cumbersome Refunds
- Foreign exchange

8. Transport network

- Highways
- Rail
- Ports
- Urban road network and truck terminals

## Customs

*This is a lengthy meeting as it covers most of the customs activities and the extent to which modern practices have been introduced. It is therefore important to have a wide representation for the Customs*

### Topics

- Principal enforcement responsibility and performance targets
- Impact of complex regulations on efficiency and effectiveness
- Efforts to modernize processes and increase transparency
- Efforts to move clearance activities off the border and to allow movement of goods in transit

### Subjects to be Discussed

1. What is customs primary role – revenue generation, restrict import of controlled goods, trade facilitation?
2. Which duties and taxes is customs responsible for collecting and transferring to the treasury?
3. What percentage of government revenues are collected by customs?
4. How complex is the tariff and what has been done to simplify it?
5. What are the major challenges for customs in controlling imports, e.g. under invoicing?
6. What are the key performance measures used to monitor effectiveness of customs?
7. Which documents are submitted and processed electronically?
8. How extensive is the use of risk management and profiling?
9. How extensive is your program for Authorized Economic Operators and similar arrangements?
10. Do you apply post-clearance audit and how successful has it been?
11. What is the role of customs brokers and how are selected/certified?
12. What is your responsibility in coordinating the activity of other border management agencies?
13. Do Customs have a computerized expanded HS database to regulate controlled commodities?
14. Where do you use X-ray scanning and what percentage of inbound shipments is scanned?
15. To what extent has the modernization of customs procedures been introduced at the airports, seaports, and land borders?
16. Can imports be cleared at an inland facility and if so, what types of facilities provided and what percentage of shipments is cleared at these facilities?
17. What procedures are used for movement of goods under customs bond between the border and an inland facility and between the one border and another for transit cargo?
18. What procedures are available for an importer to appeal a customs ruling?
19. What are other major impediments to improving customs performance and procedures?
20. Are there existing programs or proposals to overcome these impediments?

### Details on Specific Subjects to be Discussed

1. Relative importance of the following Customs goals
  - increase revenues,
  - enforce security regulations,
  - implement the conditions of trade agreements,
  - monitor trade,
  - facilitate the movement of trade
2. Duties and Taxes
  - duties and excise taxes
  - VAT
  - sales tax
  - income tax withholding
  - inspection fees

3. Complexity

- Number of tariff lines and rate bands
- Revision of rates
- 6-8 digit commodity code

4. Challenges

- under invoicing,
- mis-classification
- temporary admission
- country of origin and value-added component
- counterfeits
- contraband
- quality and integrity of staff
- coordination with other agencies at the border

5. Performance Indexes

- revenue targets
- percentage of cargo inspected
- discrepancies detected
- average clearance time
- productivity of staff in terms of shipments cleared per officer

6. Electronic submissions

- declarations
- Shipping line manifests and master airway bill
- shipping documents
- supporting documents

7. Risk Management

- Percentage shipments cleared on documents
- Number of risk profiles prepared

8. Programs

- AEO
- gold card
- Preferred shippers, etc.

9. Customs brokers

- Exclusive right to clear cargo
- Certified by Customs
- Certification based on completing training
- Required performance bond
- Equipped for electronic submission

10. Responsibility

- Perform all functions
- Single Window
- Notify other agencies if there approval is required
- Monitor status of shipments with regards to various approvals
- Coordinate inspections

11. Inland clearance

- Customs offices
- Off Dock Container Yards
- Dry Ports
- Bonded warehouses
- Factories
- Free Zones

## 12. Transit movement

- Bonded transport
- TIR
- Electronic seal
- Convoy or escort
- Monitored movement – time or GPS

## 13. Other problems

- Bilateral and regional trade agreements that affect tariffs and increase documentation

## 14. Opportunities for improvement

- Revision of customs law
- Increase in agency budget
- Increase in computerization
- Coordination with officials in neighboring countries - shared intelligence, joint inspection

### **Optional – a checklist of modern procedures**

- ◇ Forms aligned on the UN standard documentary system
- ◇ Single Administrative Document for imports, exports, re-exports, transit cargo
- ◇ GATT Valuation Code
- ◇ WCO Harmonized System
- ◇ Computerized back-office operations (at all facilities)
- ◇ Electronic submission of ship's manifest and master airway bills
- ◇ Customs system for processing declarations (ASYCUDA)
- ◇ Automated risk management system with sampling and risk profiles
- ◇ Risk profiles developed based on business analytics
- ◇ Expedited clearance and post-entry audits
- ◇ Pre-arrival processing (Electronic manifests, declaration)
- ◇ Strategic partnerships with major shippers, gold cards, Authorized Economic Operations
- ◇ Central processing of declarations submitted at seaport, airport, land borders
- ◇ VAN or Internet connection to shippers and forwarders
- ◇ Joint inspections at the land borders
- ◇ Consultative meetings for revisions of customs code
- ◇ Electronic banking for payment of duties and taxes

## Border Management Agencies

*This meeting would include officials from the Ministries or agencies responsible for health, agriculture, standards and security. The meeting would focus on procedures at the ports and borders*

### Topics

- Principal enforcement responsibility and performance targets
- Impact of complex regulations on efficiency and effectiveness
- Efforts to modernize processes and increase transparency
- Efforts to coordinate activities among border agencies

### Subjects to be Discussed

1. Which are principal imports and exports subject to health and safety controls?
2. What are major threats?
3. Who is responsible for notifying authorities upon arrival of controlled goods?
4. Which of the agencies apply risk profiling in determining whether to inspect and test the cargo?
5. Have there been efforts to develop secure supply chains?
6. Who coordinates the inspections by the relevant agencies and are they conducted jointly with Customs?
7. What proportion of controlled shipments is subjected to laboratory tests?
8. How far the testing facilities from the entry points and what are is the typical turnaround time for a lab test?
9. What information is shared between enforcement agencies in the source and destination countries?
10. To what extent has the submission of forms, updating of alerts/standards, and tracing of cargoes been computerized?
11. To what extent has the inspection process for the various agencies been computerized?
12. What performance measures are used to determine the efficiency and effectiveness of these border procedures?
13. What are the other major impediments to increasing the efficiency border management procedures?
14. Are there existing programs or proposals to overcome these impediments?

### Details on Specific Subjects to be Discussed

1. Imports, exports
  - contaminated food products
  - diseased livestock
  - plant infestation
  - toxins
  - defective consumer goods
  - substandard materials
2. Major threats to
  - public health
  - livestock industry
  - domestic agriculture
  - manufacturers using imported inputs
  - consumers of unsafe manufactured products
3. Notification of arrival at border
  - Customs
  - Shipper
  - Consignee
  - Forwarder

## Freight Forwarders

*This may present a problem as the international freight forwarders may not participate in the local organization and there may be separate groups for ocean and airfreight*

### Topics

- Structure of industry, range of services offered and extent of vertical integration
- Competition among service providers
- Impact of regulation of the industry on quality of service, efficiency and competitiveness
- Role of modern financial services and ICT on quality and efficiency

### Subjects to be Discussed

1. What is the range of services provided by forwarders directly or through third parties?
2. What efforts have been made to integrate these services?
3. Who are the dominant providers of forwarding services – share of third party providers, large forwarders, and domestic forwarders?
4. What is the source of competitive advantage for third party logistic services providers?
5. What is the source of competitive advantage for domestic logistics service providers?
6. What is the role of the foreign freight forwarders?
7. What efforts have been made to improve the quality of services and thereby facilitate trade?
8. Are services sold on a per shipment basis or through time or quantity contract?
9. Do forwarders clear cargo directly or hire a customs clearance agent?
10. What is the typical time to clear containerized imports?
11. Is forwarding a recognized industry and does this have an impact on the quality of services provided?
12. Does the government regulate the provision of logistics services and does this add to the time and cost for providing services?
13. What level of information and communications technology is used for contracting for services, coordinating shipments and integrating services?
14. What are the financial constraints to improving quality of services including availability of insurance?
15. What are the other major impediments to improving the quality of logistics services?
16. Are there existing programs or proposals to overcome these impediments?

### Details on Specific Subjects to be Discussed

1. Services
  - Domestic forwarding
  - International forwarding
  - Door-to-door shipments
  - Road or rail transport
  - Ocean shipping, NVOCC
  - Cargo consolidation
  - Customs clearance and other clearance procedures
2. Integration of services
  - Consolidation through vertical integration
  - Contractual relationships
  - IT interface
  - Integrators entering the market
3. Structure of the forwarding industry - Proportion of exports and imports shipped by
  - Third party forwarders
  - Large companies >\$0.5 million earnings or 200 TEU/month
  - Foreign forwarders
  - Integrators

4. 3<sup>rd</sup> party competitive advantage
  - Flexibility
  - Lower cost
  - Specialization
  - Economies of scale
  - Backhaul opportunities and utilization of spare capacity
5. Domestic competitive advantage
  - Operating cost
  - Access to local clients
  - Economies of serving both domestic and international movements
6. Role of international forwarders
  - Nominated forwarders for large multinational chains
  - Imported project cargo
  - Distribution networks for foreign manufacturers
  - Consolidation networks for foreign buyers
  - Partner of local forwarder responsible for international movement
7. Quality of services
  - Introduce new value-added services
  - Provide a range of service quality/cot
  - Better integration of services
  - Monitoring status of shipments
  - Improve reliability
  - Introduction of house bill of lading
8. Regulation
  - Certification of forwarders
  - Restriction on range of services provided
  - Restrictions on type of cargoes handled
9. Government role in regulating forwarders
  - Type of regulation
  - License or certification
  - Under what legislation
  - Enforcement agency
10. Level of ICT
  - Use of Internet for ordering services
  - Bar coding and RFID of shipments
  - Real time monitoring of shipments
11. Financial constraints
  - Transfer of shipping documents
  - Limits on electronic payments
  - Finance for purchase of transport equipment or warehouses
  - availability and coverage of cargo insurance
12. Organizations involved in improving the quality of forwarding services

## Road Transport

*This meeting would be with the Road Transport Association or equivalent. It should be determined what segments of the industry they represent, i.e., independent operators, large fleet operators, own cargo carriers, interstate operators, and international carriers.*

### Topics

- Structure of industry, fleet size and range of services offered
- Mechanisms for contracting service and improving utilization of fleet
- Impact of industry regulation on quality of service, efficiency and competitiveness
- Role of modern financial services and ICT on quality and efficiency
- Effect of condition of road network and road safety on quality of service

### Subjects to be Discussed

1. What is the structure of the industry, by fleet size and by route?
2. What is the most common type of trucks used for long distance transport?
3. What proportion of long distance transport is provided under time or quantity contracts?
4. What mechanisms are available for increasing utilization of truck capacity and reducing empty backhauls?
5. What use is made of information and computer technology for contracting trucking services and for managing fleets
6. How effective is government regulation of overloading, safe operation and road worthiness
7. Does government regulate routes, importation of vehicles?
8. What is the impact on efficiency and quality of service?
9. Is financing available for purchasing trucks and is it affordable?
10. Are there taxes, tolls or other constraints that limit intrastate shipments?
11. How does the quality and capacity of the road network affect quality of service?
12. Are there security problems for trucks operating over long distances
13. What are other major impediments to improving trucking services?
14. Are there existing programs or proposals to overcome these impediments?

### Details on Specific Subjects to be Discussed

1. Structure of industry
  - Number of operators with fleets of 100 or more
  - Separation of operators into local, intrastate and national
  - Proportion of long distance transport provided by own-account fleets
2. Type of trucks
  - Fixed axle or articulated
  - Typical tonnage capacity
3. Services on offer
  - single trips offered through brokers
  - period or quantity contracts with fleet operators
  - integrated services with \collection and distribution services
4. Utilization of capacity
  - Consolidation
  - Cargo brokers
  - Truck terminals
  - Major distribution centers

5. Use of ICT

- Internet market for trucking services
- Fleet tracking using GPS,
- Computerized scheduling of truck operations
- Fleet costing and management programs
- Effectiveness of regulations regarding safety and roadworthiness

6. Infrastructure

- Limited speed
- Increased vehicle maintenance
- Limit on truck capacity
- Bans on trucks in cities
- Unsafe night time driving

7. Opportunities

- For internal transit movements
- Opportunities and competition for cross border movements

## National Logistics Committee

*This meeting would be the members of the national logistics committee, if such an organization has been established. Typically this will include representation from Ministries of Trade and Transport among others*

### Topics

- Mandate of the committee
- Range of activities it is reviewing
- Problems areas receiving specific attention
- Programs for supporting international and domestic shippers

### Subjects to be Discussed

1. When was the committee formed
2. What is the committee's mandate?
3. Who are the members?
4. What private sector activities does the committee review
5. What public sector activities do the committee reviews?
6. Does the committee focus on domestic or international supply chains
7. Are there specific benchmarks?
8. If the committee consider improvements in infrastructure, which types?
9. If the committee consider changes in regulations, which types?
10. Does the committee consider ways to improve private sector performance? If so, how
11. What are the principal problems identified so far?
12. What opportunities exist for resolving these problems?
13. What action is being taken?

### Details on Specific Subjects to be Discussed

1. The members
  - Ministries
  - Agencies
  - Private Organizations
2. Private sector activities
  - Transport
  - Forwarding and clearing
  - Storage, consolidation
  - Integrated logistics service providers
  - International 3PLs
3. What public sector activities does the committee reviews
  - Customs
  - Border management
  - Security
  - Special zones
  - Trade finance and promotion
  - Transport infrastructure
  - Gateway concessions
  - Regulation of pricing of services
  - Regulation of routes operated
  - Certification of logistics service providers

4. Benchmarks

- Cost of logistics as a proportion of trade
- Charges for specific routes
- Market share for trade
- Delivery times
- Delays at specific facilities

5. Improvements in infrastructure

- Ports and airports
- Road network
- Industrial and free zones

6. Changes in regulations

- Reform in regulations
- Simplification in enforcement procedures
- Coordination among agencies
- Coordination with private sector
- Use of ICT
- Informing shippers and logistics service providers of regulatory procedures

7. Improvements in private sector performance

- Safety
- Technology
- Mergers
- Monitoring performance and setting targets

## Ministries of Finance and Trade

### Topics

- Role of trade in economy and strategies for increasing and diversifying trade
- Programs for supporting exporters
- Changes in regulations of importers and exporters to increase trade
- Efforts to modernize processes and increase transparency

### Subjects to be Discussed

1. What is the current strategy for increasing trade?
2. What are the key commodities and markets where growth in exports is expected?
3. What controls are placed on importers and exporters (e.g. licensing, and permits)?
4. What controls are placed on the type of commodities that can be imported, exported?
5. What are the restrictions on foreign exchange transactions related to trade?
6. What portion of government revenues are generated from trade?
7. What efforts are being made to simplify import tariffs?
8. What efforts are being made to simplify customs procedures and documentation requirement?
9. How have Bilateral and Multilateral trade agreements affected these requirements?
10. What trade promotion programs have been introduced?
11. What efforts have been made to improve financial services available to importers and exporters?

### Details on Specific Subjects to be Discussed

1. Strategy for increasing trade
  - Diversification of goods
  - Diversification of markets
  - Value-addition and higher value products
  - Increase market share
2. Growth in exports
  - Major commodities
  - Major trading partners
3. Controls on shippers
  - Importer and Exporter licenses
  - Annual limit on quantity imported
  - Permits for individual shipments
4. Controls on commodities
  - Quotas
  - Bans
  - Requirements for minimum value added for exports and imports
  - Negative lists on trade agreements
5. Foreign exchange constraints
  - Convertibility
  - Limits on foreign exchange accounts
  - Restrictions on transfers to domestic banks (violation of international conventions)
6. Bilateral and Multilateral agreements
  - Minimum local content
  - Product Standards
  - Quotas

7. Trade promotion

- Attractive finance for exports
- Tax refunds for exports
- Simplify and expedite duty drawback scheme

8. Financial services

- Increase trade related services provided by private banks
- Increase presence and role of foreign banks in trade finance
- Regulate maximum time to transfer funds and trade documents

## Phase 2: General Topics for Logistics Service Providers

### *Types of Logistics Services and Volume of Activity*

1. What type of services are provided
  - a. clearing and forwarding?
  - b. transport?
  - c. storage and inventory management?
  - d. consolidation?
  - e. packaging?
  - f. assembly?
  - g. transformation?
2. What is the annual or monthly level of demand
3. Do you offer different levels of service quality
4. How is the quality of service differentiated, by
  - a. cost?
  - b. speed?
  - c. safety?
  - d. reliability?
  - e. ancillary services?
5. Do you provide different levels of quality to increase market share?
6. Do you provide different levels of services to compete in different market niches?
7. Do you offer standard levels of service or develop unique services for each client?
8. Are there significant difficulties in developing and maintaining different levels of services?

### *Supply/Value Chain*

#### **Description**

1. Describe the sequential tasks for specific flows
  - a. Inbound supply chain?
  - b. Outbound supply chain?
2. Who are the parties that
  - a. provide inbound and outbound services
  - b. control or coordinate these activities?
3. What are the activities that add value to the inputs or outputs?
4. What is the typical time to complete individual tasks?
5. What is the time to complete entire process?
6. What is the variation in this time?
7. Are there alternative configurations to
  - a. Reduce time?
  - b. Reduce cost?
8. Variation in time
9. What conditions are necessary for faster completion?
10. What are the causes of longer completion time?

## Coordination

1. Is the arrival of goods from the previous activity in the supply chain determined based on
  - a. Fixed scheduled?
  - b. Approximate interval?
  - c. Frequent arrivals?
  - d. On demand?
2. What method is used to coordinate the arrival with the activities to be performed?
  - a. Joint scheduling
  - b. Real time tracking
3. What is the typical delay between arrival and start of the first task?
4. Once goods complete this service do they arrive at the next activity in the supply chain according to a
  - a. Fixed scheduled?
  - b. Fixed interval?
  - c. On demand?
  - d. As soon as possible?
5. What is the typical delay between completion of this service and start of following activity?
6. What is the method for coordination between these two
  - a. Joint scheduling?
  - b. Real time monitoring?

## Reliability

1. What is the impact of reliability on ability to compete?
2. What is the effect of the previous components of the supply chain on reliability of this service?
3. What is the % variation in service times?
4. What causes delays in completion of the service?
5. What are the penalties for excessive delays?
6. Are there techniques for compensating for these delays?
7. What are the typical % of goods lost or damaged during
  - a. handling?
  - b. transit?
8. What are the penalties for shortfalls in deliveries due to loss or damage?
9. What techniques are available for compensating for lost or damaged cargo?

## *Financial Transactions*

### **For Imports/Exports**

1. What are the most common terms of shipment are used for imports and for exports?
  - a. Ex-Works, Buyer Warehouse, FOB, CIF
2. What are the most common methods of payment are used for imports and for exports?
  - b. Prepayment, CAD, L/C, Invoice
3. What are the most common methods used to submit orders and track shipments?
  - c. Hardcopy, telephone, fax, e-mail, EDI, On-line Exchange
4. Are goods ordered direct or through Intermediaries?
5. For goods imported using a Letter of Credit, is this generally a period or site L/C?
6. What is the typical rate charged for the L/C?
7. Is any collateral or deposits required in order to issue an L/C?
8. Are there provisions for an exporter borrowing against the L/C issued by the buyer (discounting)?
9. If so, for what?
  - a. percentage of face value
  - b. Interest rates
  - c. Period
  - d. Additional guarantees
10. What is the typical time required for the transfer of cargo documents between banks for exports and for imports?
11. What documents does the bank prepares and signs for importing and exporting cargo?
12. Are there export subsidies or guarantees available from government?
13. Are loans available for exporters to provide working capital for production of an order?
14. If so, what form of collateral is required?
15. Are the following banking services offered and how widely are they used?
  - a. forward purchase of foreign currency
  - b. currency or interest rate swaps
  - c. duties paid through direct deposit
  - d. loans against cash flow rather than fixed collateral
16. What mechanism is used for setting prices?
  - a. Spot
  - b. Negotiated
  - c. Published
  - d. Regulated
17. How are prices adjusted over time?
  - a. Fixed for a specified period
  - b. Indexed at prescribed intervals
  - c. Renegotiated
  - d. Specified as Maximum or Minimum with or without adjustment

## For Services

1. Is this service provided for
  - a. An individual shipment?
  - b. A quantity of service?
  - c. A period over which service provided?
2. On what basis are charges levied
  - a. Value of shipment?
  - b. Quantity shipped?
  - c. Service provided, e.g. ton-kms?
3. Do you use of performance contracts?
4. If so do they have
  - a. Typical period?
  - b. Performance standards?
  - c. Minimum level of service?
  - d. Amount of service to be provided?
5. What documents are required to confirm exchange of cargo?
6. Is any of the information exchanged electronically?
7. What documents are used to establish liability for the cargo?
8. What mechanism is used for setting prices?
  - a. Spot
  - b. Negotiated
  - c. Published
  - d. Regulated
9. How are prices adjusted over time?
  - a. Fixed for a specified period
  - b. Indexed at prescribed intervals
  - c. Renegotiated
  - d. Specified as Maximum or Minimum with or without adjustment

## ***Regulatory Activities***

### **Regulation of Trade, Import and Export**

1. Are licenses and/or permits required to import/export goods?
2. If so, what forms are required?
3. What is the issuing agency?
4. What approvals are required?
5. Do these licenses have time or quantity limitations?
6. Are there foreign exchange controls on expenditures for imports and on export earnings?
7. Are there taxes or fees on expenditures for imports and on export earnings?
8. Are there any restrictions for importers having a foreign exchange account?
9. Are there any limitations on obtaining foreign exchange for imports?
10. Are there any forms and approvals required for importers to obtain foreign exchange?
11. Are there any restrictions for exporters having a foreign exchange account?
12. Are there any restrictions on the disposition of foreign exchange earnings from exports?
13. Are there any forms and approvals required for receiving foreign exchange from exports?
14. Are any deposits or guarantees required prior to shipment of exports?

### **Regulation of Services**

1. Are there any licenses or certificates required to provide these services?
2. If so are they issued to the firms or individuals?
3. What is the issuing agency or organization?
4. Is there training to obtain these licenses?
5. Are there limits on the range of services offered?
6. Are there limits on the markets or clients served?
7. Are there restrictions on foreign ownership of the firms providing these services?
8. Are there restrictions on importing equipment to provide these services?
9. Are there financial requirements for being certified such as
  - a. Minimum capitalization?
  - b. Guarantees or deposits?
  - c. Insurance?
10. Are there restrictions on the prices charged for these services?

## Clearance Procedures

*Complete for each direction of flow – Imports, Exports*

1. Where is location of final clearance?
2. What documents are required?
3. Who prepares the declaration?
4. Is the declaration entered into a computer?
5. If so, by whom and where?
6. What supporting documents are required?
7. Who approves the declaration?
8. How many signatures are required?
9. What activities are involved in the inspection process?
10. Are there different levels of inspection?
11. What percentage of the shipments is subject to each level of inspection?
12. For physical inspections what percentage of the goods in a shipment are inspected?
13. How is the inspector selected?
14. For the inspection procedures who is responsible for moving cargo to/from Inspection Area?
15. Do the vehicles/wagons move across the border or is cargo transferred between vehicles or wagons (for land border)?
16. How frequent are delays in clearing cargo because cargo documents have not been received?
17. Does it occur because of
  - a. extremely short transit times for goods Short shipment time?
  - b. delays in obtaining certifications at origin?
  - c. problems with courier services?

*Complete for Goods in transit through the country and between border and inland clearance point*

18. What documents are required?
19. Who prepares the declaration?
20. Is the declaration entered into a computer?
21. If so, by whom and where?
22. What supporting documents are required?
23. Who approves the declaration?
24. How many signatures are required?
25. Are guarantees provided for the cargo?
26. How is that movement monitored?

## Testing and Quarantine

1. Which are the controlled commodities?
2. Which agency is responsible for controlling the importation of these commodities?
3. When are the goods certified
  - a. At source?
  - b. At point of arrival into the country?
  - c. At a designated control area?
4. What tests are performed?
5. Where are laboratories located?
6. How long do tests require?
7. During tests, where are goods stored?
8. Is there a plan to change tests or location of laboratories to reduce the time?
9. Is there quarantine?
10. What is the period of quarantine?
11. Where are the quarantined goods kept?

## Transparency

*The issue of transparency in has two elements: efficiency and illegality. Efficiency concerns lack of information regarding the regulatory procedures that affect trade are and the lack of consistency in implementing these regulations. This results in delays to trade because of requirements to redo documentation and perform unanticipated procedures. Illegality concerns activities performed by government officials in violation of the law that add time and cost to shipment of goods. While the impact of this behavior may be small in terms of overall transit time and cost, it leads to a breakdown public trust and encourages reciprocal behavior on the part of shippers and their logistics service providers.*

1. Are there problems with access to information on regulatory procedures?
  - a. Licenses for trade in controlled goods?
  - b. Duties and taxes on specific goods?
  - c. Customs documents?
  - d. Certification and standards?
2. Is the problem due to
  - a. Availability of up-to-date and accurate information?
  - b. Costs and time required to order?
  - c. Excessive volume of regulations and no easy search mechanism?
3. Are there problems with the application of regulation
  - a. Inconsistent interpretation of the rules
  - b. Allowance for discretionary behavior
  - c. Irregular enforcement
4. Are there problems with excessive corruption?
5. What is the nature of the corruption?
  - a. Speed money for expediting processes
  - b. Bribes for reduction in duties and taxes
  - c. Unofficial fees and tolls
6. What is the principal impact of the corruption?
  - a. Increased cost of doing business
  - b. Inconvenience and administrative overheads
  - c. Time lost in performing excessive procedures

## ***Infrastructure***

*Infrastructure plays an important part in the efficiency of trade. The quality and capacity of infrastructure have an impact on the performance of transport and other logistics services. However, it is important to distinguish between the constraints introduced by the physical characteristics of the infrastructure and those resulting from limitations in the quality of the services utilizing this infrastructure. In many cases, capacity constraints result from inefficient services rather than the physical limitations. Therefore, it is important to crosscheck concerns expressed regarding infrastructure problems with observations regarding the efficiency of the services utilizing this infrastructure.*

1. Does the infrastructure used for transport or other logistics services act as a constraint on the quality of these services
2. if so, is this constraint in the form of
  - a. Limited capacity which causes delays,
  - b. Poor design or condition which limits throughput,
  - c. Restrictions on the use of the infrastructure
  - d. Lack of control on access to the infrastructure?
3. Describe infrastructure problems?
4. Are these problems expected to get worse in the future?
  - a. Due to an increase in demand?
  - b. Due to deterioration of facilities?
5. What is required to remove this bottleneck
  - a. investment in additional capacity
  - b. improvement in the maintenance of existing capacity
  - c. modification of restrictions on use of infrastructure
6. How will this improve the services provided using this infrastructure?
  - a. Reduce service time?
  - b. Reduce the cost of service?
  - c. Increase reliability?
  - d. Allow better coordination with downstream logistics activities?
7. What is anticipated savings in terms of time and cost for a typical shipment?
8. Are there plans to improve the infrastructure?
9. If so, when are these scheduled for implementation?

## ***Level of ICT***

*Computers systems and electronic data interchange are increasingly important for coordinating the activities within a supply and for simplifying transactions. They are also important for improving the enforcement of regulations while reducing the delays and informal costs associated with regulatory procedures*

1. Are you operations computerized?
2. Are you back office activities, e.g. accounting, computerized?
3. Do you use computer systems to control costs?
4. Do you use any B2B transactions?
5. Is your ordering process computerized?
6. Do you use ICT systems for tracking, tracing and inventory control?
7. Do you use computerized data exchange to
  - a. Receive orders?
  - b. Procure inputs?
  - c. Procure services?
  - d. Coordinate with other service providers in the supply chain?
8. Are shipping documents exchanged electronically?
9. For payments for goods and services do you use
  - a. Internet banking?
  - b. Electronic transfers between banks?
10. For contracts and government forms, do you use electronic signatures?
11. Do you internet for obtaining information regarding government regulations?

## ***Problems, Opportunities and Responses***

*The perception of the shippers, logistics service providers, and government agencies as to the major problems they face and the opportunities for mitigating these problems is important for understanding potential support for initiatives to facilitate trade. Often these problems are less important when viewed in terms of supply chain performance. It is important to understand how these groups expect trade and logistics services to change if these problems are reduced or eliminated*

1. What are the principal problems limiting the efficiency and competitiveness of servicers, competitiveness of trade and effectiveness of regulation?
2. What are other constraints to the expansion of trade and third party logistics services?
3. What are the opportunities for overcoming these problems and constraints?
4. What is the expected response of shippers in terms of expanding their trade and restructuring their supply chain if these opportunities are realized
5. What are the expected responses of the providers of services in terms of increasing their role in trade if these opportunities are realized?

## Phase 2 Pro-forma Interview Checklists

### *Exporters*

#### Specific Topics

- Type of commodities exported, volumes shipped and how this has been changing
- Role of logistics in improving competitiveness of exports
- Integration of outbound supply chain for principal exports
- Availability of financial services for expanding and improving competitiveness of exports
- Regulatory procedures significantly increasing documentation, cost and time for shipments
- Role of ICT in simplifying transactions including managing orders, expediting regulatory procedures and coordination of logistics shipments
- Problems caused by quality of transport infrastructure and operations including ports and border crossings
- Opportunities for mitigating these problems and changes expected if introduced
- Referrals

#### Details regarding specific topics

##### Type and Volume of Activity

1. Variety of Products
2. Differentiation of products by quality
3. Volumes handled monthly or annually
4. Market share of national trade in these exports
5. Major final destinations
6. Principal mode of international transport
7. Principal international competitors

##### Typical Supply Chain

8. Range of Order size
9. Production to order or sales from inventory
10. Typical time to produce
11. Source of inputs
  - a. Local production
  - b. Foreign supplies
  - c. Local distributors or wholesales
  - d. Multiple sources
12. Average inventory of inputs – months of production
13. Order times for inputs from placement of order to receipt of goods at factory
  - a. Typical
  - b. Variation
14. Order times for products from receipt of order to delivery to buyer
  - a. Typical
  - b. Variation
15. Form of shipment from factory
  - a. Full truck load
  - b. Less than truck load
  - c. Groupage

16. Supplier of road transport –
  - a. Own
  - b. Buyer
  - c. Third party
17. Immediate destination from factory
  - a. Designated forwarders warehouse
  - b. Wholesalers warehouse
  - c. Export gateway - Loading port or airport
  - d. Foreign gateway - Delivery port or airport
18. Form of international shipment
  - a. Container
  - b. Loose Cargo
  - c. Bulk
19. Size and value of typical international shipment
20. Frequency of international shipments
21. Seasonality of shipments – peaks months
22. Extent of first-hand knowledge of the outbound supply chains
23. Structure of the typical supply chain for each of the major trades – activities
  - a. Transport
  - b. Intermediate storage
  - c. Intermediate processing
  - d. Transshipment
  - e. Consolidation
  - f. Unitization
  - g. Packaging
  - h. Labeling
  - i. Containerization
  - j. Cold Chain
24. Individual responsible for organizing supply chain and controlling the activities in the chain
25. Intermediate processing or other value-added services in the supply chain
26. Average time for total door to door movement and for individual components
27. Reliability of total time
28. Typical costs for supply chain movement and individual components
29. Supply chain activities that are hardest to plan/control
30. Strategies for expediting delayed shipments
31. Adjustment of supply chain for short order times or rapid restocking
32. Special handling requirements
33. Major factors affecting competitive position
  - a. Price
  - b. Quality
  - c. Order time
34. Source of competitive advantage
  - a. cost of labor
  - b. quality of product
  - c. flexibility in production
  - d. reputation for reliability
  - e. uniqueness of product
35. Component of the supply chain with major impact on competitiveness
36. Principal cause of missed delivery dates
  - a. Delays in inputs
  - b. Problems in production
  - c. Problems in coordinating transport

37. Principal cause of loss or damage
  - a. Loading/Unloading
  - b. While enroute
  - c. Length of time for transport

### Financial Transactions

38. Annual volume of sales
39. Typical Cash-to-Cash cycle (from order to payment)
40. Share of national market
41. Mechanism used to procure inputs
  - a. Auction
  - b. Request for bids
  - c. B2B
  - d. Catalogue
  - e. Direct negotiation
42. Products sold to
  - a. Trader
  - b. Distributor
  - c. Retail chain
  - d. Final customer
43. Terms of Sale
  - a. Single purchase
  - b. Contract for period and price
  - c. Contract for quantity and price
44. Terms of shipment
  - a. FOB
  - b. CIF
  - c. ex-works
  - d. door-to-door
45. Method of payment
  - a. L/C
  - b. CAD
  - c. Prepayment
  - d. open invoice
46. Ordering procedure for individual shipments
  - a. Telephonic
  - b. Fax or email
  - c. Electronic data interchange
  - d. Responsibility for arranging international shipment - Producer or buyer
47. Penalty in the case of a delayed shipment or shortfall
  - a. Discount
  - b. Rejection
  - c. Potential loss of contract
48. Trade finance available and terms for borrowing
49. Point in the chain where ownership transferred and why at this location
50. Liability for losses and damage
51. Use of cargo insurance

## Regulatory Procedures

### *Trade*

52. **Export licenses and permits**
  - d. Forms
  - e. Issuing agency
  - f. Approvals
  - g. Time or quantity imitations
53. **Foreign exchange** earnings
  - a. Controls
  - b. Taxes or fees
54. **Restrictions on use of foreign currency for exports**
  - a. foreign exchange account
  - b. disposition of foreign exchange earnings from exports
  - c. form and approvals required for receiving foreign exchange
  - d. deposits or guarantees required prior to shipment

### *Customs*

55. **Location** of customs clearance
  - a. Factory
  - b. Inland clearance facility or dry port
  - c. Gateway
56. **Party Clearing cargo**
  - a. Customs broker
  - b. Clearing and forwarding agent
  - c. Shipper
57. **Average Clearance time, range**
58. **Who prepares declaration**
59. **Where declaration entered into computer**
60. **By whom**
61. **Supporting documents** required
62. **Number of signatures** required to approve declaration
63. **Activities involved in inspection process**
64. **Levels of inspection**, e.g. documents, physical, etc.
65. **Percentage of shipments subject to each level**

### *Testing and Quarantine*

66. **Must goods be certified** prior to export
67. **Where** goods certified
  - d. Source of production
  - e. point of arrival into country
  - f. designated control area
68. **What tests performed**
69. **Where laboratories located**
70. **How long** do tests require

*Transparency*

71. Problems with access to information regarding
  - a. Licenses for trade in controlled goods
  - b. Customs documents
  - c. Certification and standards
72. Source of information on regulatory requirements
  - a. Association
  - b. Government departments or agencies
  - c. Internet
73. Problem with information
  - a. Not up-to-date or accurate
  - b. Excessive volume of regulations with no easy search mechanism
74. Problems with application of regulation
  - a. Inconsistent interpretation of the rules
  - b. Allowance for discretionary behavior
  - c. Irregular enforcement
75. Problems with excessive corruption
  - a. Speed money for expediting processes
  - b. Bribes for reduction in duties and taxes
  - c. Unofficial fees and tolls
76. Principal impact of corruption
  - a. Increased cost of doing business
  - b. Inconvenience and administrative overheads
  - c. Time lost in performing excessive procedures

Infrastructure

77. Effect of limitations on infrastructure on quality of transport or other logistics services
  - a. Limited capacity causes delays,
  - b. Poor design or condition limits throughput,
  - c. Restrictions on the use of the infrastructure
  - d. Lack of control on access to the infrastructure
78. Initiative for removing bottleneck
  - a. investment in additional capacity
  - b. improvement in the maintenance of existing capacity
  - c. modification of restrictions on use of the infrastructure
79. Benefit from removing bottleneck
  - a. Reduce service time
  - b. Reduce the cost of service
  - c. Increase reliability
  - d. Better coordination with downstream logistic activities
80. Anticipated amount of savings in terms of time and cost for a typical shipment
81. Plans to improve the infrastructure
  - e. What and when

## ICT

82. Uses of computer systems and electronic data interchange for
- a. back office systems
  - b. transactions with
    - i. Buyers
    - ii. Logistics service providers
    - iii. Customs
    - iv. Other government agencies,
    - v. Ports, airports
    - vi. Banks, exchange
83. Prior to shipment of goods
- c. Approvals required
  - d. Documents to be filed
  - e. Typical processing time

## Major Problems

84. Major impediments to competitiveness
- a. Customs formalities and inspections
  - b. Exchange controls
  - c. Arranging shipments
  - d. Order fulfillment
  - e. Certificates of Origin and other certifications
  - f. Temporary admission, Duty drawback and VAT refund
85. Other constraints to expanding business
- a. Access to finance
  - b. Market information
  - c. Quality control
  - d. Efficient international supply chains

## Opportunities for Mitigating Problems and Expected Changes in Behavior

86. Recent or planned improvements in
- a. logistics services
  - b. regulatory procedures
  - c. financial transactions
87. How this will increase competitiveness
- a. value of the delivered product
  - b. speed of delivery
  - c. delivered cost
88. Response if supply chain performance improved
- a. Expand market share
  - a. Introduce new products
  - b. Move into new markets
  - c. Change in use of logistics

## Referrals

89. Forwarders, customs brokers, transporters

## *Importers*

### Specific Topics

- Type of commodities imported and volumes shipped and how this has been changing
- Role of logistics in developing import trade
- Integration of outbound supply chain
- Availability of financial services for facilitating import trade
- Regulatory procedures significantly increasing documentation, cost and time for imports
- Role of ICT in simplifying transactions including managing orders, expediting regulatory procedures and coordination of logistics shipments
- Problems caused by quality of transport infrastructure and operations including ports and border crossings
- Problems Caused by Activities and Transactions
- Opportunities for mitigating these problems and changes expected if introduced
- Referrals

### Details regarding specific topics

#### Type and Volume of Activity

1. Types of products imported
2. Volumes handled monthly or annually
3. Role of importer
  - a. Manufacturer, Assembler
  - b. Wholesaler
  - c. Distributor
  - d. Retailer
  - e. Trader
4. Principal origin (regions)
5. Domestic market share of these imports
6. Major factors affecting selection of supplier
  - a. delivered price
  - b. product quality
  - c. delivery time
  - d. reliability in delivery (order fulfillment)
7. Sell imported products to
  - a. Wholesaler
  - b. Distributor
  - c. Retail chain
  - d. Final customer
8. Source of import's competitive advantage
  - a. quality of product or product brand
  - b. availability of supply
  - c. delivery services
  - d. financial terms
  - e. after sale service

## Typical Supply Chain

9. Range of **Order size** (TEU, tons)
10. **Delivery time**
  - a. Typical
  - b. Variation
11. **Ordering procedure** for individual shipments
  - a. Telephonic
  - b. Fax or email
  - c. Electronic data interchange
12. **Arrange shipments based on**
  - a. Fixed delivery schedule
  - b. When production completed
  - c. Terms of individual orders
13. Breakdown of **typical order times**
  - a. Placement of order
  - b. Production
  - c. International Movement
  - d. Domestic movement
  - e. Clearance
  - f. Inland Movement
14. Average **inventory** – months of sales
15. Principal **mode of international** shipment – air, water, road, rail
16. Size and **value of typical international shipment**
17. **Frequency** of international shipments
18. **Seasonality** of shipments – peaks months
19. **Form of delivered cargo**
  - a. Container
  - b. Break-bulk
  - c. Bulk
  - d. Refrigerated
  - e. RoRo
20. **Form of shipment from gateway to warehouse**
  - a. Full truck load
  - b. Less than truck load
  - c. Groupage
21. **Supplier of road transport**
  - a. Own
  - b. Third party
22. Extent of **knowledge of inbound supply chains**
  - a. from arrival at Port
  - b. from shipment from foreign port
  - c. from suppliers warehouse
  - d. None - supplier delivers to Factory

23. Activities in typical supply chain for each of the major trades
  - a. transport
  - b. intermediate storage, inland bonded facilities
  - c. intermediate processing
  - d. transshipment/transfer
  - e. consolidation, unitization
  - f. packaging, labeling
  - g. Containerization
  - h. Cold chain
24. Party responsible for organizing and controlling the supply chain
  - a. supplier
  - b. importer
  - c. forwarder
  - d. transporter
25. Supply chain activities that are hardest to plan/control
26. Intermediate processing or other value-added services in the supply chain
27. Strategies for expediting delayed shipments
28. Adjustment of supply chain for rapid restocking
29. Special handling requirements
30. Percentage of delivered cost of import
  - a. for the entire supply chain
  - b. for individual components
31. Principal cause of missed delivery dates
  - a. Delays in supplier's production activity
  - b. Supplier misses shipment dates
  - c. Delays while enroute
  - d. Delays at the border/gateway
32. Penalty in the case of a delayed shipment or shortfall
  - a. Discount
  - b. Rejection
  - c. Potential loss of contract
33. Principal cause of loss or damage
  - a. Handling
  - b. Transport
  - c. Delays in transit

### Financial Transactions

34. Form of purchase
  - a. Periodic orders from regular supplier
  - b. Request for bids
  - d. Single purchase
  - e. Contract for period and price
  - f. Contract for quantity and price
35. Terms of shipment
  - a. ex-works
  - b. FOB
  - c. CIF
  - d. door-to-door

36. Method of payment
  - a. L/C
  - b. CAD
  - c. Prepayment
  - d. Credit
37. Annual volume of sales
38. Typical Cash-to-Cash cycle (from order to payment)
39. Share of national market
40. Availability of trade finance and terms
  - a. interest
  - b. period
  - c. collateral
41. Point in the chain where ownership transferred and why at this location
42. Liability for losses and damage
43. Use of cargo insurance

## Regulatory Procedures

### *Trade*

44. Import licenses and permits
  - c. Forms
  - d. Issuing agency
  - e. Approvals
  - f. Time or quantity imitations
45. Restrictions on use of foreign currency for imports
  - a. foreign exchange account
  - b. disposition of foreign exchange earnings from exports
  - c. form and approvals required for receiving foreign exchange
  - d. deposits or guarantees required prior to shipment
  - e. Taxes or fees

### *Customs*

46. Location of customs clearance
  - a. Own warehouse
  - b. Inland clearance facility or dry port
  - c. Gateway – port or airport
  - d. Land border
47. Party responsible for clearing cargo
  - a. Customs broker
  - b. Clearing and forwarding agent
  - c. Shipper
48. Typical clearance time
49. Variation in clearance time
50. Who prepares declaration
51. Where declaration entered into computer and by whom
52. Supporting documents required
53. Number of signatures required to approve declaration
54. Principal difficulties with Customs clearance
  - a. Documentation
  - b. Classification
  - c. Valuation
  - d. Guarantees

55. Proportion of your import consignments processed by Customs based on
- Clearance on documents (green)
  - Documentary inspection (yellow)
  - Physical inspection (red)

### *Testing and Quarantine*

56. Imports that must be certified
57. Where certified
- point of production
  - point of arrival into country
  - designated control area
58. Tests performed
59. Location of laboratories
60. Typical time required for tests

### *Transparency*

61. Problems with access to information regarding
- Licenses for trade in controlled goods
  - Customs documents
  - Certification and standards
62. Source of information on regulatory requirements
- Association
  - Government departments or agencies
  - Internet
63. Problem with information
- Not up-to-date or accurate
  - Excessive volume of regulations with no easy search mechanism
64. Problems with application of the regulations
- Inconsistent interpretation of the rules
  - Allowance for discretionary behavior
  - Irregular enforcement
65. Problems with excessive corruption
- Speed money for expediting processes
  - Bribes for reduction in duties and taxes
  - Unofficial fees and tolls
66. Principal impact of corruption
- Increased cost of doing business
  - Inconvenience and administrative overheads
  - Time lost in performing excessive procedures

### Infrastructure

67. Effect of public infrastructure on quality of transport or other logistics services
- Limited capacity causes delays
  - Poor design or condition limits throughput
  - Restrictions on the use of the infrastructure
  - Lack of control on access to the infrastructure
68. Benefit from removing bottleneck
- Reduce service time
  - Reduce the cost of service
  - Increase reliability
  - Better coordination with downstream logistic activities
69. Anticipated amount of savings in terms of time and cost for a typical shipment

ICT

70. Uses of computer systems and electronic data interchange for
- f. back office systems
  - g. transactions with
    - i. Buyers
    - ii. Logistics service providers
    - iii. Customs, Other government agencies
    - iv. Ports, airports
    - v. Banks, exchange
  - h. Inventory management

Major Problems

71. Major impediments to competitiveness
- a. Transport costs
  - b. Customs formalities and inspections
  - c. Exchange controls
  - d. Certificates of Origin and other certifications
72. Other constraints to expanding imports
- a. Access to finance
  - b. Market information
  - c. Efficient distribution channels
  - d. Efficient international supply chains

Opportunities for Mitigating Problems and Expected Changes in Behavior

- a. on use of the infrastructure
73. Current or Planned Improvements in
- a. logistics services – plans, preconditions, benefits
  - b. regulatory procedures – plans, preconditions, benefits
  - c. financial transaction – plans, preconditions, benefits
  - a. Removing infrastructure bottlenecks – investment, maintenance, access
74. How this will increase competitiveness
- b. value of the delivered product
  - c. speed of delivery
  - d. delivered cost
75. Response if supply chain performance improved
- b. Expand market share
  - c. New markets
  - d. New products
  - e. New supply chains

Referrals

76. Forwarders, customs brokers, transporters, domestic distributors/wholesalers

## *Road Transport*

### **Specific Topics**

- Principal trades (commodities and routes) handled and volumes shipped
- Complementary services offered
- Description of typical supply chain for shippers
- Fleet size and truck types
- Vehicle annual productivity
- Contractual arrangements and performance standards included in agreements
- Typical shipping times and rates
- Mechanisms for increasing load factors and reducing empty backhauls
- Use of information and computer technology for contracting trucking services and managing fleets
- Effectiveness of government in preventing overloading and improving road worthiness and traffic safety
- Impact of other government regulation on quality and competitiveness of services
- Is affordable financing available for purchasing trucks
- Effect of taxes, tolls and formal and informal road checks on intrastate movements?
- Impact of quality and capacity of the road network on transport time, cost and reliability
- Problems with security on primary routes and impact on time and cost
- Other impediments to improving trucking services
- Existing programs or proposals to overcome these impediments
- Other opportunities for mitigating these problems and changes expected if introduced

### **Details regarding specific topics**

#### Type and Volume of Activity

1. **Primary businesses**
  - a. Contract haulage
  - b. Groupage
  - c. Distribution
2. **Principal routes** for international cargo - to/from
  - a. international gateways
  - b. land borders
  - c. international services
3. Principal **forms of cargo**
  - a. Bulk
  - b. Loose
  - c. Container
  - d. Project cargo
4. Major **clients**
  - a. Manufacturers
  - b. Producers
  - c. Wholesale/retail
  - d. International shipping lines or forwarders
  - e. Traders
  - f. Construction firms

5. Areas of specialization
  - a. cold chains,
  - b. transit cargoes
  - c. express delivery
  - d. consolidation and distribution
  - e. containers,
  - f. brand distribution
  - g. inventory management
6. Client priorities
  - a. least cost
  - b. minimum transit time
  - c. safety of goods in transit
  - d. reliable scheduled movement
  - e. specialized equipment
7. Fleet size by type
  - a. fixed axle
  - b. open or closed van
  - c. articulated
  - d. refrigerated
  - e. Trucks hired in
8. Annual activity
  - a. Truck loads or tonnage
  - f. Average cargo capacity
  - g. Average load factor
  - h. Average Kms per year
  - i. Percentage empty trips
  - b. Average size of shipments
9. Managing backhaul
  - a. balancing contracts
  - b. driver initiative
  - c. local brokers
  - d. networking clients
10. Limits on expanding fleet size
  - a. Finance
  - b. Licensing
  - c. Management
  - d. Traffic
11. Peak season
12. Percentage of fleet operating cost for
  - a. Fuel and Lube
  - b. Labor
  - c. Repairs
  - d. Amortization
  - e. Administration

## Typical International Supply Chain

### *To/From International Gateway*

13. Distance for principal route (s)
14. Average transit time for the route(s)
15. Typical variation in transit time
16. Cause of variation in transit time
17. Principal sources of delay enroute
18. Typical turnaround time at the Gateway
19. Typical turnaround time at domestic origin/destination
20. Responsibility for loading/unloading
21. Typical amount carried per truck load
22. Single or mixed consignment
23. Typical Freight rate per truckload or ton
24. Factors affecting departure/arrival
  - a. Cargo availability
  - b. Truck availability
  - c. Shipper's operating hours
  - d. Local restrictions on movement
25. Delivery of goods according to
  - a. Fixed scheduled
  - b. Fixed transit time
  - c. As soon as possible
26. Method for coordination with downstream activity
  - a. Joint scheduling
  - b. Real time monitoring

### *Land Border Crossing for Imports*

27. Distance for principal route (s)
28. Average transit time for the route(s)
29. Typical variation in transit time
30. Cause of variation in transit time
31. Vehicle crosses border or only cargo
32. If only cargo, location of cargo transfer
  - a. no-man's land
  - b. designated facility
  - c. within a certain distance of border
33. Average time for border crossing or turnaround at border
34. Variation in time at border
35. Principal sources of delay enroute
36. Typical turnaround time at the origin and destination
37. Responsibility for loading/unloading
38. Typical amount carried per truck load
39. Single or mixed consignment
40. Typical Freight rate per truckload or ton
41. Delivery of goods according to
  - a. Fixed scheduled
  - b. Fixed transit time
  - c. As soon as possible

42. Method for coordination with downstream activity
  - a. Joint scheduling
  - b. Real time monitoring
43. Problems with transit movement
  - a. Specific routes
  - b. Customs escorts
  - c. Convoys
  - d. Performance bonds
  - e. Documentation
44. Problems in foreign country
  - a. Customs
  - b. Immigration
  - c. Transport regulation
  - d. Phytosanitary other

#### *Land Border Crossing for Transit Cargo*

45. Principal route (s)
46. Average time for border crossing
47. Variation in time at border
48. Problems with transit movement
  - a. Specific routes
  - b. Customs escorts
  - c. Convoys
  - d. Performance bonds
  - e. Documentation
49. Certification to carry transit cargo
  - a. Approving agency
  - b. Amount of bond or guarantee
50. Movement under Customs Bond
  - a. Type of seal
  - b. Guarantee for duties and taxes
    - i. Amount
    - ii. Issuer
  - c. TIR or regional carnet
  - d. Documentation

#### *Reliability*

51. Impact of reliability on competitiveness
52. Typical % of goods lost or damaged in
  - a. handling
  - b. transit
53. Techniques available for compensating for lost or damaged cargo
54. Differences in quality of services offered in terms of time and cost
55. Allocation of liability for the cargo while enroute
  - a. Shipper
  - b. Truck operator
  - c. Consignee
56. Provision of cargo insurance
  - a. Issuer
  - b. Terms

## Transactions

57. Annual volume of sales
58. Typical Cash-to-Cash cycle (from order to payment)
59. Share of national market
60. Document for carriage of the goods
  - a. Delivery note
  - b. Standard waybill
61. Contractual arrangement
  - a. Individual shipment
  - b. Quantity of service
  - c. Period over which service provided
62. Arranges shipments
  - a. Shipper
  - b. Forwarder
  - c. Broker
  - d. Consignee
63. Basis for Charges
  - a. Value of shipment
  - b. Quantity shipped
  - c. Service provided, e.g. ton-kms
64. Use of Performance contracts
  - a. Typical period
  - b. Performance standards
  - c. Minimum level of service
  - d. Amount of service to be provided
65. Mechanism used for setting prices
  - a. Spot
  - b. Negotiated
  - c. Published, Regulated
66. Adjustment of prices over time
  - a. Fixed for a specified period
  - b. Indexed at prescribed intervals
  - c. Renegotiated
  - d. Specified as Maximum or Minimum with or without adjustment
67. Taxes
  - a. Road
  - b. Vehicle
  - c. Sales Taxes
  - d. Truck Import Duty

## Regulation

### *Vehicles and Routes*

68. Licensing
  - a. Issuing agency or organization
  - b. Inspection services
69. Restrictions on
  - a. services offered
  - b. markets or clients served
  - a. foreign ownership
  - b. imported equipment
  - c. pricing

70. **Financial requirements**
  - a. Minimum capitalization
  - b. Guarantees or deposits
  - c. Insurance
71. **Cross border movement of vehicle**
  - a. Bilateral agreements
  - b. Regional agreement
72. **Overloading**
  - a. Axle limit
  - b. Gross Vehicle weight limit
  - c. Typical overloading
73. Enforcement
  - a. Weighbridges at port and border
  - b. Weighbridges along major routes

### *Drivers*

74. **License**
  - a. **Issuing agency** or organization
  - b. **Training** and certification
75. Permit for cross border movement
  - a. Visa
  - b. Special license
  - c. Certificate

### Infrastructure

76. Principal **infrastructure problems**
  - a. Road capacity
  - b. Road maintenance
  - c. Traffic safety
  - d. Roadblock, security
  - e. Space for truck terminals
  - f. Access to urban areas
  - g. Lack of urban bypass
77. Likelihood **problems will get worse**
  - a. Further increase in demand
  - b. Further deterioration facilities
78. **Effect** of limitations on infrastructure on **quality of transport**
  - a. Limited **capacity** causes congestion
  - b. **Design** or condition limits speed
  - c. **Condition** increases operating costs
  - d. **Restrictions** on access causes delays
79. Initiative for **removing bottleneck**
  - a. **investment** in additional capacity
  - b. improvement in the **maintenance** of existing capacity
  - c. modification of **restrictions** on use of the infrastructure
80. **Benefit from removing bottleneck**
  - a. Reduce service **time**
  - b. Reduce the **cost** of service
  - c. Increase **reliability**
  - d. Better **coordination** with downstream logistic activities
81. Anticipated **amount of savings in terms of time and cost** for a typical shipment?

82. Plans to improve the infrastructure?
- What
  - When

### ICT

83. Use of ICT
- accounting
  - cost control
  - fleet management
  - booking transport
  - locating backhaul cargo
  - negotiating rates
  - billing for services
  - confirmation of delivery
  - tracking shipments
  - inventory management
  - Planning/coordination with shipper and sequential services and transactions
84. Use of Electronic Data Interchange for
- Confirming orders
  - Exchanging shipping documents
85. Payments for goods and services
- Internet banking
  - Electronic transfers

### Major Problems

86. Impediments to efficiency
- Demand – imbalanced flows, emphasis on cost rather than quality
  - Supply – finance, taxes, excess capacity, overloading, security, congestion
  - Regulation - restriction on operations or services, delays and informal costs
  - Coordination – contracts, scheduling,
  - Border crossings and transit movements – delays and cargo handling
87. Constraints to expanding business
- Access to finance
  - Local regulations and taxation
  - Security
  - Need for local representation

### Opportunities for Mitigating Problems and Expected Changes in Behavior

88. Current and Planned improvements
- Reduction in taxes
  - Improved access to finance
  - Service contracts with liability clearly defined
  - Fleet rationalization
  - Improved fleet management and minimization of empty backhauls
  - Consolidation of shipments
  - Large truck/logistics terminals at strategic locations
  - Tighter integration with other supply chain activities
  - Streamlining regulations

89. Response to improvements
- a. Increase fleet
  - b. Change type of trucks
  - c. Carry new type of goods
  - d. Serve new routes
  - e. Change method of contracting for services

### Referrals

90. Shippers, forwarders

## *Railways*

### Specific Topics

- Principal foreign trades (commodities and routes) handled and volumes shipped
- Unit train operations- scheduled and on-demand
- Complementary services offered
- Description of typical supply chain for shippers using rail service
- Contractual arrangements and performance standards included in agreements
- Typical shipping times and rates
- Procedures for pricing services including backhauls
- Use of information and computer technology for arranging shipments and scheduling movements
- Impact of condition and utilization of the rail network on transport time, cost and reliability
- Other impediments to improving rail services?
- Existing programs or proposals to overcome these impediments
- Other opportunities for mitigating these problems and changes expected if introduced

### Details regarding specific topics

#### Type and Volume of Activity

1. **Organization** of Railways
  - a. regional networks
  - b. freight and passenger
2. **Private Participation** in operations
3. Principal **forms of international cargo**
  - a. bulk
  - b. loose
  - c. container
  - d. project cargo
4. **Cargo haulage**
  - a. container unit train
  - b. bulk cargo unit trains
  - c. mixed freight trains
5. **Principal corridors**
  - a. ports
  - b. land borders
  - c. major markets
  - d. source of production
6. Major **clients**
  - a. manufacturers and producers
  - b. international shipping lines or forwarders
  - c. traders
  - d. construction firms
7. **Fleet size by type**
  - a. flatcars (2,3 TEU)
  - b. double stacks
  - c. closed van
  - d. hopper wagons
  - e. tankers
  - f. refrigerated wagons

8. Annual activity
  - a. freight tons
  - b. freight ton-kms
  - c. containers
  - d. container ton-kms
  - e. percentage empty wagons
  - f. average size of loaded shipment

9. Peak season

### Typical International Supply Chain

#### *To/From International Gateway*

10. Distance for principal route (s)
11. Unit train or mixed freight
12. Typical amount carried per wagonload
13. Typical Freight rate – ton, TEU or wagonload
14. Average transit time for the route(s)
15. Typical variation in transit time
16. Cause of variation in transit time
17. Typical turnaround time at the Gateway
18. Typical turnaround time at domestic origin/destination
19. Responsibility for loading/unloading
20. Factors affecting departure/arrival
  - a. cargo availability
  - b. availability of locomotive or rolling stock
  - c. rail yard operating hours
  - d. cargo clearance
21. Delivery of wagons according to
  - a. fixed scheduled
  - b. fixed transit time
  - c. as soon as possible
22. Method for coordination with downstream activity
  - a. joint scheduling
  - b. real time monitoring

#### *Land Border Crossing*

23. Distance for principal route (s)
24. Unit train or mixed freight
25. Typical amount carried per wagonload
26. Typical freight rate - ton, TEU or wagonload
27. Average transit time for the route(s)
28. Typical variation in transit time
29. Cause of variation in transit time
30. Wagons cross border or only cargo
31. If only cargo, location of transfer facility
  - a. at border
  - b. within a certain distance of border
32. Average time for border crossing or cargo exchange at border
33. Variation in time at border

34. Factors affecting turnaround
  - a. cargo availability
  - b. availability of locomotive or rolling stock
  - c. rail yard operating hours
  - d. cargo clearance
35. Responsibility for loading/unloading
36. Delivery of goods according to
  - a. fixed scheduled
  - b. fixed transit time
  - c. as soon as possible

### *Reliability*

37. Impact of reliability on competitiveness
38. Typical % of goods lost or damaged in
  - a. handling
  - b. transit
39. Allocation of liability for the cargo while enroute
  - a. shipper
  - b. railroad
  - c. consignee
40. Provision of cargo insurance
  - a. issuer
  - b. terms

### Transactions

41. Document for carriage of the goods
  - a. standard railway bill
  - b. ocean B/L
42. Contractual arrangement
  - a. individual shipment
  - b. quantity of service
  - c. period over which service provided
43. Arrange shipments
  - a. Shipping lines
  - b. shipper
  - c. forwarder
  - d. broker
  - e. consignee
44. Mechanism used for setting prices
  - a. spot
  - b. negotiated
  - c. published
  - d. regulated
  - e. regulated maximum or minimum
45. Adjustment of prices over time
  - a. fixed for a specified period
  - b. indexed at prescribed intervals
  - c. renegotiated
46. Annual volume of sales
47. Typical Cash-to-Cash cycle (from order to payment)
48. Share of national market

## Infrastructure

49. Principal infrastructure bottlenecks
  - a. line capacity
    - i. signaling
    - ii. mix of passenger and freight
    - iii. crossings
    - iv. track condition
  - b. railyard
50. Potential benefits from removing bottleneck
  - a. Reduce service time
  - b. Reduce the cost of service
  - c. Increase reliability
  - d. Better coordination with downstream logistic activities

## ICT

51. Use of ICT
  - a. accounting and cost control
  - d. fleet management
  - e. booking transport and billing for services
  - b. negotiating rates
  - c. tracking shipments
  - d. Planning/coordination with shipper and sequential services and transactions
52. Electronic Data Interchange for
  - a. Confirming orders
  - b. Exchanging shipping documents
53. Payments for goods and services
  - a. Internet banking
  - b. Electronic transfers

## Major Problems

54. Impediments to competitiveness
  - a. Average travel speed
  - b. Delays in rail yards
  - c. Availability and condition of equipment
  - d. Imbalanced flows
55. Constraints to expanding business
  - a. Difficulty in managing unit train operations
  - b. Conflicts with passenger operations
  - c. Demand for time-sensitive movements
  - d. Coordination at gateways and border crossings

## Opportunities for Mitigating Problems and Expected Changes in Behavior

56. Current or Planned Improvements
  - a. Reorganization - concessions and regional operating companies
    - i. General operations
    - ii. Unit train operations
  - b. Improved fleet management – schedule maintenance, information systems
  - c. Capital investment in fleet or track
    - i. Public
    - ii. Private, Cargo owners
  - d. Improved cargo scheduling and tracking systems
  - e. Organize intermodal services

57. Response to improvements
  - a. Enlarge fleet
  - b. Carry new type of cargo
  - c. Offer new services
  - d. Change method of contracting services
58. Anticipated responses of users
  - a. Increase share of shipments by rail
  - b. Use rail for new routes
  - c. New cargoes shipped by rail
  - d. Change in type of rail services used

### Referrals

59. Shippers, forwarders

## *Shipping Line*

### Specific Topics

- Principal trades (commodities routes and TEU)
- Vessel size by route
- Complementary services offered
- Description of supply chains for typical consignees and shippers
- Primary direction for loaded containers and efforts to improve balance
- Typical shipping times and rates
- Typical dwell time for containers inbound and outbound
- Difficulties with clearing containers
- Electronic transfer of ship manifests, load plans and other information to expedite movement of cargo and vessels
- Other government regulatory procedures affecting efficiency of shipping services
- Impact of quality and capacity of the port facilities and services on transport time, cost and reliability
- Other impediments to improving shipping services?
- Existing programs or proposals to overcome these impediments
- Other opportunities for mitigating these problems and changes expected if introduced

### Details regarding specific topics

#### Type and Volume of Activity

1. **Traffic volume** (TEU)
  - a. Inbound loaded
  - b. Outbound loaded
2. Ratio of **Loaded to empties**
  - a. inbound
  - b. outbound
3. Principal **cargoes and markets**
  - a. exports
  - b. imports
4. **Services**
  - a. Route
  - b. Feeder or direct call
  - c. Vessel Size (TEU)
  - d. Vessel calls per month
  - e. Scheduled calls - Day of week, fixed interval or variable
  - f. TEUs transferred per call
5. If **feeder service**
  - a. Own vessel, slot charter, space available
  - b. transshipment port
6. **Berth waiting time**
7. **Average turnaround time** in port

#### Typical Supply Chain

8. **Time for shipments** to/from
  - a. Shanghai
  - b. North Europe
  - c. WCUS

9. Shipping line responsibility for container
  - a. Transferred to/from terminal operator at quay
  - b. Percentage transferred to/from consignee/shipper at
    - i. at port gate
    - ii. off-dock container yard
    - iii. inland container depot/dry
10. Shutout time for outbound boxes
11. Free period for inbound boxes from time it is landed
12. Average days of per diem incurred
13. Modal share for land transport (% rail and road)
  - a. for outbound containers
  - b. for inbound containers

### Financial Transactions

14. Typical freight rate for 40' container to/from
  - a. Shanghai
  - b. North Europe
  - c. WCUS
15. Freight rate last year at this time to/from
  - a. Shanghai
  - b. North Europe
  - c. WCUS
16. Terms of affreightment offered
  - a. Port to port
  - b. Terminal to terminal
  - c. Door-to-door
17. Portion of shipments arranged by shipper with
  - a. Ship agent
  - b. freight forwarders
  - c. NVOCCs
18. Percentage of inbound containers under through bill of lading
19. Amount of Terminal Handling Charge
20. Average port charges per 40' container excluding THC
21. Additional informal charges

### Infrastructure

22. Berth length and draft
23. Berth occupancy
24. Berth productivity (boxes per day)
25. Quay crane availability
26. Restriction on waterside access due to navigation constraints
27. Program for development of terminal capacity

### ICT

28. Manifests transmitted electronically
29. Use of electronic manifest for vessel load planning
30. Information available on the status of containers in port
31. ICT systems for
  - a. Tracking container status
  - b. Coordination with terminal operator for in terminal movements
  - c. Coordination with customs on clearance procedures

### Major Problems

32. Major impediments to efficiency
  - a. Port Charges
  - b. Berth productivity
  - c. Condition of infrastructure
    - i. Waterside access - depth
    - ii. Landside access – congestion
    - iii. Availability of storage
  - d. Coordination with port management
33. Constraints to expanding business
  - a. Competition from low cost operators
  - b. Location of port relative to major trade routes
  - c. Access to finance

### Opportunities for Mitigating Problems and Expected Changes in Behavior

34. Current or planned improvements
  - a. Expansion of terminal facilities
  - b. Increased draft and berth size
  - c. Improvement in landside access
  - d. Concessioning terminal operations
  - e. Integration of cargo handling and cargo clearance
35. Response to improvements
  - a. Increase in size of vessels
  - b. Increase in frequency of calls
  - c. Introduction of direct services (rather than feeders)
  - d. Introduction of day of the week services
36. Anticipated responses of users
  - a. Increase in shipments
  - b. Introduce Higher value cargoes
  - c. Opening new markets
  - d. Change in supply chains

### Referrals

37. Major shippers and forwarders, customs officer in charge

## *Airfreight Carrier or Agent*

### Specific Topics

- Principal trades (commodities and routes) handled and volumes shipped
- Complementary services offered
- Aircraft capacity and frequency
- Primary direction for cargo and efforts to improve balance
- Description of typical supply chains for shippers and consignees
- Typical dwell time for inbound cargo
- Typical shipping times and rates
- Information and computer technology used for arranging shipments, and submitting shipping documents
- Impact of other government regulation on quality and competitiveness of services
- Impact of quality and capacity of the airport on efficiency and cost
- Other impediments to improving airfreight services?
- Existing programs or proposals to overcome these impediments
- Other opportunities for mitigating these problems and changes expected if introduced

### Details regarding specific topics

#### Type and Volume of Activity

1. Volume of airfreight
2. Cargo on principal routes
  - a. Inbound
  - b. Outbound
3. Frequency of aircraft movements on these routes
4. Imbalance on principal routes – tons in : tons out
5. Peak season
6. Percentage freight carried on
  - a. passenger aircraft as belly cargo
  - b. scheduled freighters
  - c. charters

#### Typical Supply Chain

7. Ground handling agent
  - a. National carrier
  - b. Various Airlines
  - c. Third party
8. Operator of storage with airside access
  - a. Airlines
  - b. cargo agents
  - c. forwarders
  - d. ground handling agent
9. Availability of bonded off-airport storage

#### Financial Transactions

10. Cargo shipments arranged through
  - a. Airlines
  - b. Their agents
  - c. Forwarders

11. Typical freight rates for shipments to/from
  - a. Frankfurt
  - b. Shanghai
  - c. New York City
12. Annual volume of sales
13. Typical Cash-to-Cash cycle (from order to payment)
14. Share of national market

#### Regulatory Procedures

15. Restriction on foreign cargo airline operations
  - a. Open skies
  - b. Bilateral agreements
  - c. Fourth and fifth freedoms
16. Typical cargo clearance times
  - a. Inbound
  - b. Outbound
17. Variation in clearance times
  - a. Inbound
  - b. Outbound
18. Reason for delays in clearance
  - a. Documentation
  - b. Customs working hours

#### Infrastructure

19. Availability and configuration of cargo warehouses
20. Runway length and capacity

#### ICT

21. Electronic submission of
  - a. master airway bill
  - b. individual airway bills
  - c. cargo declarations

#### Major Problems

22. Impediments to competitiveness
  - a. Imbalanced cargo flow
  - b. Ground handling costs and efficiency
  - c. Coordination with airport management
  - d. Customs and security clearance
23. Constraints on expansion
  - a. Restrictions on number of flights
  - b. Restriction on cargoes allowed to transport
  - c. Access to finance

#### Opportunities for Mitigating Problems and Expected Changes in Behavior

24. Current or planned improvements
  - a. New facilities
  - b. Open skies policies
  - c. Change in airport management

25. Response to improvements
  - a. Increase size of aircraft
  - b. Increase frequency of flights
  - c. Open up new routes
26. Anticipated responses of users
  - a. Increase share of goods shipped by air
  - b. Expand into new markets
  - c. Introduce new products

### Referrals

27. Customs brokers, land transport, forwarders

## *Container Terminal Operator*

### **Specific Topics**

- Principal shipping lines served and trades
- Traffic volume (vessels and TEU)
- Vessel size by route
- Berth and crane productivity
- Complementary services offered
- Description of typical landside and waterside logistics
- Terminal handling charge
- Typical dwell time for containers inbound and outbound
- Difficulties with clearing containers
- Congestion in land access to the terminal
- Impact of other port infrastructure on efficiency
- Use of information technology for managing storage and berth, scheduling container movements, notifying shippers and consignees
- Other impediments to improving shipping services
- Existing programs or proposals to overcome these impediments
- Other opportunities for mitigating these problems and changes expected if introduced

### **Details regarding specific topics**

#### Type and Volume of Activity

1. Largest vessels calling at the terminal (TEU)
2. Proportion of calls by feeder vessels
3. Proportion of vessels with fixed schedules
  - a. At fixed intervals
  - b. On a specific day of the week
4. Proportion of vessels berthing according to fixed timeslots
5. Main transshipment port for feeder vessels
6. Average containers transferred per vessel (boxes)
7. Average vessel turnaround time at berth
8. Average waiting time for a berth
9. Average dwell time in the terminal for
  - a. Loaded import containers
  - b. Loaded export containers
  - c. Empties
10. Average yard occupancy
  - a. Loaded boxes
  - b. Empties

#### Typical Supply Chain

11. Percentage of containers entering and exiting by truck
12. Average waiting time for truck to enter the terminal
13. Average turnaround time for truck in the terminal
14. Average number of train arrivals per day
15. Average number of containers per train (TEU)
16. Number of Off Dock Container Yards (ODCY)

17. Percentage of containers transferred to ODCY
  - a. inbound
  - b. outbound
18. Number of inland container depots (ICD) served by the port
19. Operator of ICDs
  - a. Terminal operator
  - b. Port
  - c. Shipping lines
  - d. Third party
20. Percentage of containers moving directly between terminal and ICDs
21. Average time container remains in terminal before being transferred to ICD
22. Proportion of trucks arriving according to a prearranged schedule
23. Coordination between the terminal operator and other regulatory agencies

#### Financial Transactions

24. Documents used for receiving and discharging cargo
25. Terminal handling charges per container (FEU) paid by vessel
26. Average charges per container (TEU) paid by consignee
27. Annual volume of sales
28. Typical Cash-to-Cash cycle (from order to payment)

#### Regulatory Procedures

29. Facilities provided to customs by the terminal
30. Coordination between the terminal operator and Customs
  - a. Electronic interchange of data on container status
  - b. Daily planning of container movements to/from the inspection area
31. Number of customs personnel assigned to terminal
32. Customs working hours
  - a. nominal
  - b. effective
33. Number of fixed and mobile scanners that are operational
34. Percentage of containers scanned
35. Average scanning time per container
36. Percentage of containers open for physical inspection
37. Average time for physical inspection

#### Infrastructure

38. Need for additional
  - a. Berths
  - b. Cranes and yard equipment
  - c. ODCYs
  - d. ICDs
  - e. Scanners

#### ICT

39. Number of entry gates and use of ICT at the gates
40. Percentage of vessels submitting electronic manifest
41. Type of computerized yard management system

42. Information services for consignees and shippers
  - a. Internet-based status tracking
  - b. Internet-based invoicing
  - c. Electronic payment of ports and terminal fees
43. Electronic data interchange between terminal operator and
  - a. vessels
  - b. shippers
  - c. consignees
  - d. customs

### Major Problems

44. Impediment to efficiency
  - a. Labor productivity or disruptions
  - b. Pricing of services
  - c. Condition and size of vessels
  - d. System for queuing vessels and allocating berths
  - e. Excess cargo dwell time
  - f. Lack of pre-arrival information on ship manifest
  - g. Lack of pre-arrival information on export containers
45. Constraints to expanding business
  - a. Physical
    - a. Berth length and draft
    - b. Backup area
    - c. Queuing of trucks waiting to enter terminal
  - b. Access to finance
  - c. Competition from low cost operators

### Opportunities for Mitigating Problems and Expected Changes in Behavior

46. Current or planned improvements
  - a. Investments in
    - i. Infrastructure
    - ii. Dredging
    - iii. Cargo handling equipment
  - b. Systems for
    - i. Operational control
    - ii. Monitoring status of boxes
    - iii. Billing and cost accounting
  - c. Simplification of
    - i. Ship and yard planning
    - ii. Inspection of containers
    - iii. Billing for services
  - d. Pricing
    - i. Revision of port fees
    - ii. Revision of terminal charges
    - iii. Introduction of negotiated charges
47. Responses to improvements
  - a. Increase berth throughput
  - b. Reduce cargo dwell time
  - c. Tighter scheduling of ship calls
  - d. Tighter integration with land transport

48. Anticipated responses of users
- a. Increase shipments from existing customers
  - b. Attract new shippers
  - c. Attract new shipping lines
  - d. More frequent calls
  - e. Direct services replacing feeders

Referrals

49. Land transport, customs brokers

## *Customs and Inspection at Port/Airport*

### **Specific Topics**

- Type and Volume of Activity
- Principal enforcement responsibility and performance targets
- Primary source of violations
- Procedures for clearing inbound and outbound cargo
- Impact of complex regulations on efficiency and effectiveness
- Efforts to modernize processes and increase transparency including automation and risk management
- Efforts to move clearance activities off the border and to allow movement of goods in transit
- Other problems preventing more efficient and transparent activities
- Opportunities for mitigating these problems and changes expected if introduced
- Referrals

### **Details regarding specific topics**

#### Type and Volume of Activity

1. **Average traffic** daily or monthly
  - a. vehicles, containers, or shipments (consignments)
2. **Operating Schedule**
  - a. days of week, shifts per day, hours per day (normal and provisions for extending)
3. Number of **Customs officers per shift**
4. **Distribution of information** on operating hours, procedures, document requirements, controlled cargo
  - a. Written material
  - b. Through customs brokers
  - c. Trade associations
  - d. Internet

#### Procedures

*The following questions would be asked first for both imports cleared at the border and cleared inland, and then for exports. These could be performed as part of walkthrough of the customs facilities*

##### *Imports*

5. **Describe sequence of activities for typical clearance** including
  - a. Processing declarations
  - b. Clearing cargo
  - c. Scanning and physical inspections
  - d. Payment of duties
  - e. Lab tests and Quarantine
6. Proportion of **Master airway bills/Ships Manifest submitted** electronically
7. Proportion of **declarations submitted**
  - a. electronically
  - b. prior to arrival
8. **Supporting documents** required
  - a. Original invoices
  - b. Certificates of origin
  - c. Packing List
  - d. Way-bill or Bill of lading
  - e. Currency document
  - f. Insurance Form

9. Average number of signatures required by Customs in clearing goods
10. Documents required for agricultural goods
11. Certification required for Bilateral and Other Trade Agreements
12. Responsibility for managing document flow
  - a. Electronic
  - b. Customs officers
  - c. Custom broker
13. Decision on clearance procedures
  - a. Risk management system
  - b. Processing officer
  - c. Special department
14. Proportion of shipments cleared based on
  - a. Declaration (Green channel)
  - b. Review of declaration and supporting documentation (Yellow)
  - c. Scanning (Blue)
  - d. Physical inspection (Red)
15. Average time to clear cargo (lodgement to release) and variation in time for cargo cleared based on
  - a. Submission of documents (Green channel)
  - b. Review of declaration and supporting documentation (Yellow)
  - c. Scanning (Blue)
  - d. Physical inspection (Red)
16. Responsibility for moving cargo to/from inspection area
  - a. Consignee
  - b. Customs
  - c. Port or Airport
17. Selection of inspecting officer
  - a. Risk management system
  - b. Type of cargo
  - c. Fixed rotation
  - d. Senior officer
18. Source of delays (between lodgement and release) ranked by importance
  - a. Normal clearance procedures
  - b. Transfer of cargo to/from inspection area
  - c. Late arrival/presentation of cargo documents
  - d. Discretionary delay by consignees
  - e. Availability of funds for paying duty and taxes
  - f. Availability of connecting transport
  - g. Exchange controls
  - h. Physical inspection
  - i. Testing samples
  - j. Security Checks
19. Frequency of delays in clearing cargo because cargo documents not received
20. Reason documents not received
  - d. extremely short transit times for goods
  - e. delays in obtaining certifications at origin
  - f. problems with courier services
21. Principal source of disputes (percentage of total declarations)
  - a. Misclassification
  - b. Undervaluation
  - c. Smuggling of contraband

22. Facilities available for inspection
  - a. Covered area
  - b. Loading docks
  - c. Forklifts
  - d. Scanners
23. Agency responsible for coordinating various border management activities
  - a. Phytosanitary
  - b. Standards
  - c. Security
  - d. Immigration
24. Principal controlled imports
25. Agencies responsible for controlled imports
26. Information on requirements for controlled imports
  - a. Hardcopy notifications
  - b. Expanded HS database
27. What tests are performed on controlled imports
28. Where laboratories located
29. Time required for tests
30. Where goods stored during tests
31. Is a quarantine required for some controlled imports
32. Period of quarantine
33. Where quarantined goods kept
34. Method of payment
  - a. Cashier's check
  - b. Deposit in designated bank
  - c. Electronic transfer
  - d. Performance bond or deposit in designated bank
35. Method of informing consignee or cargo agent of status of cargo
  - a. Respond to telephone query
  - b. SMS
  - c. E-mail to customs broker
  - d. Computer generated message to customs broker
36. Controls on goods in transit
  - a. Guarantees
  - b. Seals
  - c. GSP
  - d. Time limits
  - e. Convoys

### *Exports*

37. Describe sequence of activities for typical clearance process
38. Average time to clear cargo (lodgement to release) and variation in time
39. Proportion of declarations submitted
  - a. electronically
  - b. prior to arrival
40. Supporting documents required
  - a. Original invoices
  - b. Certificates of origin
  - c. Packing List
  - d. Way-bill or Bill of lading
  - e. Currency document
  - f. Insurance Form

41. **Managing document flow**
  - a. Electronic
  - b. Customs officers
  - c. Custom broker
42. **Average number of signatures** required by Customs in clearing goods
43. Documents required **for agricultural goods**
  - a. Inspection certificates
44. Documents required **for Bilateral and Other Trade Agreements**
  - a. Certificates regarding local content
45. **Sources of delays for exports**
  - a. Duty drawback and VAT refund
  - b. Certification – Certificate of origin, Quality standards, Health
  - c. Inspection for contraband

### Infrastructure

46. **Effect** of infrastructure on customs procedures
  - a. Limited capacity causes **delays**
  - b. Poor layout and condition slow procedures
  - c. **Restrictions** on the use of the infrastructure reduce throughput
  - d. Lack of control on **access** to the infrastructure slows throughput

### ICT

47. Extent of **computerization**
  - e. Back office
  - f. Processing of declarations
  - g. Scanning of supporting documents
  - h. Risk management
  - i. Bonded storage
  - j. Transit cargo
  - k. Coordinate with other agencies
48. Use of **Electronic Data Interchange** for
  - a. Submission of Ship manifest/Master air waybill
  - b. Cargo declaration
  - c. Pre-arrival information
  - d. Approvals by other agencies
49. Use of **Internet** for
  - a. Submission of declarations
  - b. Downloading government forms
  - c. Searching government regulations
50. **Payments** for duties and taxes
  - a. Internet banking
  - b. Electronic transfers
51. **Electronic signatures**

### Major Problems

52. **Major concerns**
  - a. Undervaluation,
  - b. Misclassification
  - c. Duty drawback
  - d. Temporary importation
  - e. Contraband
  - f. Security

53. Difficulties in applying regulations
  - a. Inconsistent interpretation of the rules
  - b. Allowance for discretionary behavior
  - c. Irregular enforcement
54. Major impediments to introduction of modern procedures
  - a. Resistance of customs officers
  - b. Insufficient technical skills or training
  - c. Condition of facilities
  - d. Lack of computerization, electricity, equipment maintenance

#### Opportunities for Mitigating Problems and Expected Changes in Behavior

55. Current or planned improvements
  - a. Increase in computerization
  - b. Increase in role of risk management
  - c. Simplification of cargo processing flow
  - d. Introduction of Gold Card/AEO/Preferred status program
  - e. Reorganization of customs service
  - f. Provision of new facilities
  - g. Extension or modification of operating hours/days
  - h. Introduction of scanning equipment
  - i. Plans for relocation of laboratories
  - j. Enhanced training and recruitment for customs staff
56. Expected outcome for customs
  - a. Increase revenues
  - b. Improved enforcement
  - c. Reduced processing time
57. Anticipated responses of users
  - a. Majority of shipments processed electronically
  - b. Majority of large shippers seeking preferred status

#### Referrals

58. Customs brokers, forwarders

## *Customs and Inspection at Land Border Crossing*

### Specific Topics

- Type and Volume of Activity
- Principal enforcement responsibility and performance targets
- Primary source of violations
- Procedures for clearing inbound and outbound cargo
- Impact of complex regulations on efficiency and effectiveness
- Efforts to modernize processes and increase transparency including automation and risk management
- Efforts to move clearance activities off the border and to allow movement of goods in transit
- Other problems preventing more efficient and transparent activities
- Opportunities for mitigating these problems and changes expected if introduced
- Referrals

### Details regarding specific topics

#### Type and Volume of Activity

1. **Activities performed** at this border post
  - a. Processing declarations
  - b. Clearing cargo
  - c. Scanning and physical inspections
  - d. Payment of duties
  - e. Lab tests and Quarantine
2. Average **daily traffic**
  - a. daily or monthly
  - b. vehicles, containers, or shipments (consignments)
3. Average number of **declarations per truckload of import cargo**
4. **Proportion** of these cargoes
  - a. **Import** cleared at border
  - b. **Export** cleared at border
  - c. **Internal clearance**
  - d. **Transit** between third countries
5. Proportion of trucks with **cargo transported under TIR or other regional carnet**
6. **Operating Schedule**
  - a. days of week, shifts per day, hours per day (normal and provisions for extending)
7. Number of **Customs officers per shift**
8. **Vehicles checks** performed at border
  - a. road-worthiness
  - b. weight certificates
  - c. weighing axle load
  - d. driving license,
  - e. passport and visas
9. **Controls on vehicles in transit** through country
  - a. Guarantees
  - b. Seals
  - c. GSP
  - d. Time limits
  - e. Convoys

10. **Method of payment** of duties and taxes
  - a. Cashier's check
  - b. Deposit in designated bank
  - c. Electronic transfer
  - d. Performance bond or deposit in designated bank

## Procedures

*The following questions would be asked first for inbound cargo, including imports that are cleared at the border, imports that are cleared inland and cargo transiting the country, and then outbound cargo, i.e. exports. These could be performed as part of walkthrough of the customs facilities*

### *Inbound*

11. Describe **sequence of activities for typical clearance process**
12. Are there **separate lines** for
  - a. Imports cleared at border
  - b. Imports cleared inland
  - c. Cargo transiting the country
13. **Average length of queue** for each line
14. Average **time to clear queue** for each line
15. Average **time to cross the border** for each line
16. Proportion of the trucks with imports that **transfer cargo to another truck** at or near the border crossing
17. Typical **time to complete this transfer**
18. **Facilities provided to expedite this transfer**
19. Average **time required for vehicle checks**
20. Proportion of **declarations submitted**
  - a. electronically
  - b. prior to arrival
21. **Supporting documents** required for imports
  - a. Original invoices
  - b. Certificates of origin
  - c. Packing List
  - d. Way-bill
  - e. Currency document
  - f. Insurance Form
22. **Average number of signatures** required by Customs in clearing goods
23. **Supporting documents** required for transit cargo
24. **Documents** required for agricultural goods
25. **Certification** required for **Bilateral and Other Trade Agreements**
26. Responsibility for managing **document flow**
  - a. Electronic
  - b. Customs officers
  - c. Custom broker
  - d. Driver
27. **Decision on clearance procedures**
  - a. Risk management system
  - b. Processing officer
  - c. Special department
28. **Proportion of imports shipments cleared** based on
  - a. Declaration (Green channel)
  - b. Review of declaration and supporting documentation (Yellow)
  - c. Scanning (Blue)
  - d. Physical inspection (Red)

29. **Average time to clear** cargo (lodgement to release) and variation in time for cargo cleared based on
  - a. Submission of documents (Green channel)
  - b. Review of declaration and supporting documentation (Yellow)
  - c. Scanning (Blue)
  - d. Physical inspection (Red)
30. **Selection of inspecting officer for imports**
  - a. Risk management system
  - b. Type of cargo
  - c. Fixed rotation
  - d. Senior officer
31. **Source of delays for import cargoes** (between lodgement and release) ranked by importance
  - a. Congestion in terminal and on access road
  - b. Transfer of cargo between vehicles
  - c. Late arrival/presentation of cargo documents
  - d. Availability of funds for paying duty and taxes
  - e. Availability of connecting transport
  - f. Physical inspection, Security Checks
  - g. Testing samples
  - h. Customs office hours and staff efficiency
32. **Principal source of disputes** (percentage of total declarations)
  - a. Misclassification
  - b. Undervaluation
  - c. Smuggling of contraband
33. **Coordination with other border agencies**
  - a. Lead agency
  - b. Joint inspection
34. **Agency responsible for controlled imports**
  - a. Phytosanitary
  - b. Standards
  - c. Security
  - d. Immigration
35. **Information available prior to the arrival of the truck**
36. **Cross border sharing of intelligence and alerts**
  - a. Electronic exchange of declarations
  - b. Physical exchange of documents
    - i. prior to arrival
    - ii. after departure

*Controlled commodities*

37. **Principal imports**
38. **Information on requirements** for controlled imports
  - a. Hardcopy notifications
  - b. Expanded HS database
39. **What tests** are performed on controlled imports
40. **Where laboratories** located
41. **Time required** for tests
42. **Where goods stored** during tests
43. **Is a quarantine required** for some controlled imports
44. **Period of quarantine**
45. **Where quarantined goods kept**

## *Outbound*

46. Describe sequence of activities for typical clearance process
47. Average length of queue of trucks waiting to be processed
48. Average time to clear queue
49. Average time to clear cargo (lodgement to release) and variation in time
50. Proportion of **declarations submitted**
  - a. Electronically
  - b. prior to arrival
51. **Supporting documents** required
  - a. Original invoices
  - b. Certificates of origin
  - c. Packing List
  - d. Way-bill
  - e. Currency document
  - f. Insurance Form
52. **Managing document flow**
  - a. Electronic
  - b. Customs officers
  - c. Custom broker
  - d. Driver
53. Average **number of signatures** required by Customs in clearing goods
54. **Portion** of the **loaded trucks cleared with different levels of review**
  - a. Submission of documents
  - b. Inspection of documents and submission of support documents
  - c. scanning
  - d. Physical inspection
55. **Documents** required
  - a. for agricultural goods
  - b. for **Bilateral and Other Trade Agreements**
56. Sources of **delays for exports**
  - a. Congestion in terminal and on access road
  - b. Transfer of cargo between vehicles
  - c. Duty drawback and VAT refund
  - d. Certification – Certificate of origin, Quality standards, Health
  - e. Physical inspection
  - f. Testing samples
  - g. Security Checks

## ICT and Infrastructure

### *ICT*

57. Extent of **computerization**
  - a. Back office
  - b. Processing of declarations
  - c. Scanning of supporting documents
  - d. Risk management
  - e. Bonded storage
  - f. Transit cargo
  - g. Coordinate with other agencies

58. Use of **Electronic Data Interchange** for
  - a. Cargo declaration
  - b. Pre-arrival information
  - c. Approvals by other agencies
59. **Payments** for duties and taxes
  - a. Internet banking
  - b. Electronic transfers

### *Infrastructure*

60. **Customs facilities**
  - a. Reliable electricity
  - b. On-line computer systems
  - c. Land lines
  - d. Internet connectivity
  - e. Air conditioned offices
  - f. Scanners
61. **Facilities available for inspection**
  - a. Covered area
  - b. Loading docks
  - c. Forklifts
  - d. Scanners
62. **Other Facilities**
  - a. Offices for customs brokers and forwarders
  - b. Parking and offices for transporters
  - c. Third party storage and consolidation
63. **Effect** of infrastructure on customs procedures
  - a. Limited capacity causes delays
  - d. Poor layout and condition slow procedures
  - e. Restrictions on the use of the infrastructure reduce throughput
  - f. Lack of control on **access** to the infrastructure slows throughput

### Major Problems

64. **Major concerns**
  - a. Undervaluation,
  - b. Misclassification
  - c. Duty drawback
  - d. Temporary importation
  - e. Contraband
  - f. Security
65. Difficulties in **applying regulations**
  - a. Inconsistent interpretation of the rules
  - b. Allowance for discretionary behavior
  - c. Irregular enforcement
66. Major **impediments to introduction of modern procedures**
  - a. Resistance of customs officers
  - b. Lack of Technical skills or sufficient training
  - c. Lack of computerization
  - d. Facilities
  - e. Availability of electricity, equipment maintenance

## Opportunities for Mitigating Problems and Expected Changes in Behavior

67. Current and planned Improvements
  - a. New facilities
  - b. Scanning equipment
  - c. Relocation of laboratories
  - d. Upgraded access roads
  - e. Simplified procedures
  - f. Increase risk management
  - g. Use of computerization
  - h. Reorganization of customs service
68. Expected outcome for customs
  - a. Increase revenues
  - b. Improved enforcement
  - c. Reduced processing time
69. Anticipated responses of users
  - a. Increase in traffic diverted from other crossings
  - b. Increase in traffic diverted from informal trade
  - c. Increase in size of vehicles
  - d. Increase in consolidated shipments
  - e. Majority of shipments processed electronically
  - f. Majority of large shippers seeking preferred status

## Referrals

70. Customs brokers, forwarders

## *Clearing and Forwarding Agents*

### **Specific Topics**

- Principal trades (commodities and routes) handled and volumes shipped
- Types of services offered
- Description of typical client's supply chain
- How overseas component is arranged
- Priorities of clients in term of time, cost and reliability
- Ways to establish competitive advantage
- Method of contracting for services and performance requirements included in agreements
- Responsibilities for clearing cargo, typical clearance times and problems with clearance procedures
- Government regulation that limit type of services and markets served
- Use of computerization and modern communications for contracting, scheduling and coordinating services
- Financial constraints to improving quality of services including availability of insurance
- Other impediments to improving the quality of services
- Existing programs or proposals to overcome these impediments
- Other opportunities for mitigating these problems and changes expected if introduced
- Referrals to major shippers, transport companies, and customs brokers

### **Details regarding specific topics**

#### Type and Volume of Activity

1. **General services** provided
  - a. Customs clearance
  - b. Domestic forwarding
  - c. International forwarding
2. **Special services**
  - a. Clearance of groupage shipments
  - b. Payment of duties as a representative of consignee
  - c. Clear LCL cargoes with multiple consignments
  - d. Foreign exchange transactions
  - e. NVOCC
  - f. Air freight agent
  - g. Bonded storage
3. **Specialization** by
  - a. cargo type
  - b. commodity
  - c. handling, e.g. cold chain
4. **Forms of cargo** handled
  - a. container
  - b. bulk
  - c. loose cargo
  - d. frozen
5. **Major clients**
  - a. large producers of exports – large, small
  - b. wholesalers or distributors of imported goods
  - c. traders
  - d. cargo brokers

6. **Shipments** cleared
    - a. Amount– tons, containers, truckloads, consignments
    - b. Declarations prepared
  7. **Amount forwarded** – tons, containers, truckloads
    - a. Ocean
    - b. Air
    - c. Land
  8. **Average time and variation in time to clear imports** at
    - a. Port
    - b. Airport
    - c. land border
    - d. inland container depot
  9. **Other sources of delays** at
    - a. Port
    - b. Airport
    - c. land border
    - d. inland container depot
  10. Ability to **preclearance** at
    - a. Port
    - b. Airport
    - c. land border
    - d. inland container depot
  11. Principal **competition** for forwarding
    - a. Foreign logistics service providers
    - b. In-house shipping departments
    - c. Transport companies
- Foreign component** of movement
12. **Deliver to or receive from**
    - a. nominated forwarder
    - b. international gateway
    - c. foreign gateway
    - d. door to door
  13. **Relationships with foreign provider**
    - a. International owner
    - b. International partner
    - c. Contact through association
    - d. Designated by foreign shipper

### Typical Supply Chain

#### *Description*

14. **List of sequential activities**
  - a. Inbound supply chain
  - b. Outbound supply chain
15. **Typical time to complete individual tasks**
16. **Time to complete entire process**

#### *Coordination*

17. **Arrival of goods from the previous activity** based on
  - a. Fixed scheduled
  - b. Approximate interval
  - c. On demand

18. Method used to synchronize arrival with tasks to be performed
  - a. Joint scheduling
  - b. Real time tracking
19. Typical delay between arrival and start of first task
20. Delivery of goods to the subsequent activity in the supply chain according to
  - a. Fixed scheduled
  - b. Fixed interval
  - c. On demand
  - d. As soon as possible
21. Typical delay between completion of tasks and start of subsequent activity
22. Method for coordination between the two
  - a. Joint scheduling
  - b. Real time monitoring

### *Cargo Clearance*

#### *For Imports of Exports*

23. Documents required
24. Location of final clearance
25. Ability to clear at shippers premises
26. Entry of declaration into computer
  - a. by whom
  - b. where
27. Who approves declaration
28. Number of signatures required
29. Activities involved in inspection process
30. Different level of inspection
  - a. Green – Declaration
  - b. Yellow – Document inspection
  - c. Blue – X-ray scan
  - d. Red – physical inspection
31. Percentage of shipments subject to each level of inspection
32. How inspector selected
33. Who responsible for moving cargo to/from inspection area
34. Do vehicles/wagons move across the border or is cargo transferred between vehicles or wagons
35. Frequency of delays in clearing cargo because cargo documents not received
36. Does it occur because of
  - a. extremely short transit times for goods
  - b. delays in obtaining certifications at origin
  - c. problems with courier services
37. Principal causes of delays in clearance of imports
  - a. Availability and errors in documents
  - b. Tests and certifications
  - c. Problems with valuations
  - d. Physical inspections
  - e. Importer lacks fund for payment of duties
  - f. Importer prefers to store cargo duty free

#### *Goods in Transit – through country or between border and inland clearance facility*

38. Documents required
39. Where declaration entered into computer
40. by whom

41. Supporting documents required
42. Who approves declaration
43. Number of signatures required
44. Guarantees provided for cargo
45. how movement monitored

#### *Testing and Quarantine of Imports*

46. Which are controlled commodities
47. Agency responsible for controlling importation of these commodities
48. Where goods certified
  - a. Source of production
  - b. point of arrival into country
  - c. designated control area
49. What tests performed
50. Location of laboratories
51. Time required for tests
52. Where goods stored during tests
53. Is there a quarantine
54. Period of quarantine
55. Where quarantined goods kept

#### Financial Transactions

56. Annual volume of sales
57. Typical Cash-to-Cash cycle (from order to payment)
58. Share of national market

#### *Clearing Goods*

59. Contractual arrangements
  - e. Per shipment
  - f. On retainer
  - g. Staff position
60. Charges for services
61. Informal payments to customs officials

#### *Forwarding Goods*

62. Most common terms of shipment for imports and for exports
  - d. Ex-Works
  - e. buyer Warehouse
  - f. FOB
  - g. CIF
63. Shipping documents
  - a. house bill of lading
  - b. combined B/L
  - c. waybill
  - d. cargo receipt
64. Use of standard FIATA standard documents
65. Contractual arrangement
  - a. Individual shipment
  - b. Quantity of service
  - c. Period over which service provided

66. **Basis for Charges**
- a. Value of shipment
  - b. Quantity shipped
  - c. Service provided, e.g. ton-kms

## Regulatory Procedures

### *Customs Broker*

67. **Requirements to become a customs broker**
- a. Training
  - b. Licensing or Certification
  - c. Deposits or performance bonds
68. License or **certificate applies to**
- a. which activities
  - b. firm or individual
69. **Issuing agency** or organization
70. **Training** services
71. **Restrictions** on
- a. type of services offered
  - b. markets or clients served
  - c. foreign ownership
  - d. pricing
72. **Financial requirements**
- a. Minimum capitalization
  - b. Guarantees or deposits
  - c. Insurance

### *Freight Forwarder*

73. **Requirements to become a forwarder**
- a. Training
  - b. Licensing or Certification
  - c. Deposits or performance bonds
74. License or **certificate applies to**
- a. which activities
  - b. firm or individual
75. **Issuing agency or organization**
76. **Training** services
77. **Restrictions** on
- a. type of services offered
  - b. markets or clients served
  - c. pricing
  - d. foreign ownership
78. **Financial requirements**
- a. Minimum capitalization
  - b. Guarantees or deposits
  - c. Insurance

### *Transparency of Regulatory Process*

79. **Problems with access to information** regarding
- a. Duties and taxes on specific goods
  - b. Customs documents
  - c. Certification and standards

80. Problems with the application of regulation
  - a. Inconsistent interpretation of the rules
  - b. Allowance for discretionary behavior
  - c. Irregular enforcement
81. Problems with excessive corruption
  - a. Speed money for expediting processes
  - b. Bribes for reduction in duties and taxes
  - c. Unofficial fees and tolls
82. Principal impact of corruption
  - a. Increased cost of doing business
  - b. Inconvenience and administrative overheads
  - c. Time lost in performing excessive procedures

### Infrastructure

83. Bottlenecks at customs facilities
  - a. Limited capacity of facility causes delays
  - b. Poor layout and maintenance limits throughput
  - c. Limited road access causes delays
  - d. Restrictions on hours of operation limit throughput
84. Likelihood problems will get worse
  - a. Further increase in demand
  - b. Further deterioration facilities
85. Initiative for removing bottleneck
  - a. investment in additional capacity
  - b. improvement in the maintenance of existing capacity
  - c. modification of layout or hours of operations
86. Anticipated amount of savings in terms of time and cost for a typical shipment?

### ICT

87. Communication with clients
  - a. EDI
  - b. e-mail
  - c. telephone and SMS
88. Use of ICT
  - a. scheduling
  - b. cargo documentation
  - c. customs submission
  - d. inventory control
89. Business Systems
  - a. Internet booking systems
  - b. Invoicing and Inventory Management software (SCM)
  - c. B2B trading systems
  - d. Back-office software (ERP)
90. Use of Electronic Data Interchange for
  - a. Exchanging shipping documents
  - b. Payments for goods and services
    - i. Internet banking
    - ii. Electronic transfers
91. Electronic signatures
  - a. contracts
  - b. government forms
92. Internet access to government forms and regulations

### Major Problems

93. Major impediments to efficiency
  - a. Slow and outdated customs procedures
  - b. Lack of consistency and transparency in customs procedures
  - c. Lack of modern communications technology
  - d. Lack of integration, coordination, predictability
  - e. Schedules and reliability of trucking and shipping times
  - f. Restrictions on services that can be provided
94. Constraints to expanding business
  - a. Access to finance
  - b. Regulatory restrictions
  - c. Low cost competitors

### Opportunities for Mitigating Problems and Expected Changes in Behavior

95. Current or Planned improvements
  - a. Customs reform
  - b. Extending participation in the supply chain
  - c. Information systems for integrating supply chain services
96. Response to improvements
  - a. Compete for new types of cargo
  - b. Compete for shipments to new markets
97. Response of Clients
  - a. Increased use of third party forwarders
  - b. Larger shipments
  - c. Expand to new markets

### Referrals

98. Importers, Exporters, Third Party Transport and Storage

## *Integrators*

### **Specific Topics**

- Principal trades (commodities and routes) handled and volumes shipped
- Description of typical supply chain provided for client
- Range of logistics services provided directly or through third parties
- How is the overseas component arranged
- Priorities of clients in term of time, cost and reliability
- Ways to establish competitive advantage
- Efforts to offer integrated services
- Efforts to improve the quality of services
- Method of contracting for services and performance requirements included in agreements
- Responsibilities for clearing cargo, typical clearance times and problems with clearance procedures
- Government regulation that limit type of services and markets served
- Use of computerization and modern communications for contracting, scheduling and coordinating services
- Financial constraints to improving quality of services including availability of insurance?
- Other impediments to improving the quality of logistics services?
- Existing programs or proposals to overcome these impediments
- Other opportunities for mitigating these problems and changes expected if introduced
- Referrals to major shippers, transport companies, and customs brokers

### **Details regarding specific topics**

#### Type and Volume of Activity

1. Major **commodities** handled
  - a. Imports
  - b. Exports
2. Principle **international markets** served
3. **Modes of transport** – ocean, road, rail, air
4. **Forms of cargo** handled
  - a. container
  - b. bulk
  - c. loose cargo
  - d. frozen
5. **Volume of business** – consignments, TEU, truckloads
6. **Major clients**
  - a. large producers of exports – large, small
  - b. wholesalers or distributors of imported goods
  - c. traders
  - d. cargo brokers
7. **Services provided** directly or through third parties (which)
8. **Transport services**
  - a. Trucking
  - b. Express delivery
  - c. Multimodal Transport operator or agent
  - d. NVOCC
  - e. Project cargo
  - f. Cold chains

9. Storage services
  - a. General storage
  - b. Bonded warehouses
  - c. Off-Dock Container Yard
  - d. Inland Container Depot/Dry port
10. Consolidation and distribution
11. Customs clearance
12. Trade finance
13. Preparation of shipping documents
  - d. Payment arrangements with banks
  - e. Foreign exchange
14. Principal competition
  - a. Foreign logistics service providers
  - b. In-house shipping departments
  - c. Transport companies
15. Source of competitive advantage
  - a. lower cost
  - b. faster shipping time
  - c. choice of time and cost
  - d. control over movement
16. Foreign component of international movement
17. Extent of participation - deliver to or receive from
  - e. nominated forwarder
  - f. international gateway
  - g. foreign gateway
  - h. door to door
18. Relationships used to arrange foreign component
  - e. International owner
  - f. International partner
  - g. Contact through association
  - h. Designated by foreign shipper
19. Specialization by
  - d. cargo type
  - e. commodity
  - f. handling, e.g. cold chain
20. Average time and variation in time to clear goods at
  - e. Port
  - f. Airport
  - g. land border
  - h. inland container depot
21. Other sources of delays at
  - e. Port
  - f. Airport
  - g. land border
  - h. inland container depot
22. Ability for preclearance at
  - e. Port
  - f. Airport
  - g. land border
  - h. inland container depot

## Typical Supply Chain

### *Description*

23. List of sequential activities
  - a. Inbound supply chain
  - b. Outbound supply chain
24. Typical time to complete individual tasks
25. Time to complete entire process
26. Alternative configuration to
  - a. Reduce time
  - b. Reduce cost
27. Variation in time
28. Conditions necessary for faster completion
29. Causes of longer completion time

### *Coordination*

30. Arrival of goods from the previous activity based on
  - a. Fixed scheduled
  - b. Approximate interval
  - c. Frequent arrivals
  - d. On demand
31. Method used to synchronize arrival with tasks to be performed
  - a. Joint scheduling
  - b. Real time tracking
32. Typical delay between arrival and start of the first task
33. Delivery of goods to the subsequent activity in the supply chain according to
  - a. Fixed scheduled
  - b. Fixed interval
  - c. On demand
  - d. As soon as possible
34. Typical delay between completion of tasks and start of subsequent activity
35. Method for coordination between the two
  - a. Joint scheduling
  - b. Real time monitoring

### *Transport Services*

36. Trucking services – provide or subcontract
37. Type of trucks
  - a. Articulated or fixed axle
  - b. Number of wheels
38. Exchange of goods at border
  - a. Carry goods across border
  - b. Transfer between vehicles
  - c. Trailer exchange
  - d. Movement under TIR
39. Average time at border
40. Securing backhaul cargo
  - a. Through broker
  - b. Back-to-back contracts
  - c. Empty backhaul
41. Typical shipment size

42. Typical travel time and distance
43. Variation in travel times
44. Source of delays
45. Typical charges
46. Informal payments enroute
47. Liability for cargo
48. Cargo insurance
49. Contacted rail and IWT services
50. Size of shipments
51. Types of charges

#### *Storage and Consolidation Services*

52. Provide storage directly or subcontract
53. Rent space of store by volume
54. Provide inventory management services
55. Provide consolidation
56. Offer distribution network
57. Specialized storage
  - a. Cold storage
  - b. Bonded storage

#### *Value Added Services*

58. Value added processing
  - a. Track and trace
  - b. Assembly
  - c. Packaging
  - d. Labeling
  - e. Repair and warranty

#### *Cargo Clearance Services*

##### *For Imports of Exports*

59. Documents required
60. location of final clearance
61. Entry of declaration into computer
  - a. by whom
  - b. where
62. Who approves declaration
63. Number of signatures required
64. Activities involved in inspection process
65. Different level of inspection
  - a. Green – Declaration
  - b. Yellow – Document inspection
  - c. Blue – X-ray scan
  - d. Red – physical inspection
66. Percentage of shipments subject to each level of inspection
67. How inspector selected
68. Who responsible for moving cargo to/from inspection area
69. Do vehicles/wagons move across the border or is cargo transferred between vehicles or wagons
70. Frequency of delays in clearing cargo because cargo documents not received
71. Does it occur because of
  - a. extremely short transit times for goods

- b. delays in obtaining certifications at origin
  - c. problems with courier services
72. Principal causes of delays in clearance of imports
- a. Availability and errors in documents
  - b. Tests and certifications
  - c. Problems with valuations
  - d. Physical inspections
  - e. Importer lacks fund for payment of duties
  - f. Importer prefers to store cargo duty free

*Goods in Transit – through country or between border and inland clearance facility*

73. documents required
74. Where declaration entered into computer
75. by whom
76. Supporting documents required
77. Who approves declaration
78. Number of signatures required
79. Guarantees provided for cargo
80. how movement monitored

*Testing and Quarantine of Imports*

81. Which are controlled commodities
82. Agency responsible for controlling importation of these commodities
83. Where goods certified
- a. Source of production
  - b. point of arrival into country
  - c. designated control area
84. What tests performed
85. Location of laboratories
86. Time required for tests
87. Where goods stored during tests
88. Is there a quarantine
89. Period of quarantine
90. Where quarantined goods kept

Financial Transactions

77. Annual volume of sales
78. Typical Cash-to-Cash cycle (from order to payment)
79. Share of national freight forwarding market

*For Goods*

91. Most common terms of shipment for imports and for exports
- a. Ex-Works
  - b. buyer Warehouse
  - c. FOB
  - d. CIF

92. **Methods of payment** for imports and for exports
- Prepayment
  - CAD
  - L/C
  - invoice

*For Services*

93. **Shipping documents**
- house bill of lading
  - combined B/L
  - waybill
  - cargo receipt
94. Use of standard **FIATA standard documents**
95. **Contractual arrangement**
- Individual shipment
  - Quantity of service
  - Period over which service provided
96. **Basis for Charges**
- Value of shipment
  - Quantity shipped
  - Service provided, e.g. ton-kms
97. Use of **Performance contracts**
- Typical period
  - Performance standards
  - Minimum level of service
  - Amount of service to be provided
98. Mechanism used for **setting prices**
- Spot
  - Negotiated
  - Published
  - Regulated
99. **Adjustment of prices** over time
- Fixed for a specified period
  - Indexed at prescribed intervals
  - Renegotiated
  - Specified as Maximum or Minimum with or without adjustment
100. Arrangements for **cargo insurance**

Regulatory Procedures

*For Services*

101. **Licensing or certification**
- For which activities
  - For firm or individuals in the firm
102. **Issuing agency or organization**
103. **Training services**
104. **Restrictions** on scope of activities
- type of services offered
  - markets or clients served
105. **Restriction on foreign ownership**

106. **Financial requirements**
- Minimum capitalization
  - Guarantees or deposits
  - Insurance

107. **Restrictions on pricing**

### *Transparency*

108. **Problems with access to information** regarding
- Licenses for trade in controlled goods
  - Duties and taxes on specific goods
  - Customs documents
  - Certification and standards
109. Problems with the **application of regulation**
- Inconsistent **interpretation** of the rules
  - Allowance for **discretionary behavior**
  - Irregular **enforcement**
110. Problems with **excessive corruption**
- Speed money** for expediting processes
  - Bribes** for reduction in duties and taxes
  - Unofficial fees** and tolls
111. Principal **impact** of corruption
- Increased **cost of doing business**
  - Inconvenience** and administrative overheads
  - Time lost** in performing excessive procedures

### Infrastructure

112. Description of **infrastructure problems**
- Transport links
  - Intermodal hubs
  - Cargo handling nodes
113. **Effect on quality of logistics services**
- Limited capacity causes **delays**,
  - Poor design or condition limits **throughput**,
  - Restrictions** on the use of the infrastructure
  - Lack of control on **access** to the infrastructure
114. Likelihood **problems will get worse**
- Further increase in demand
  - Further deterioration facilities
115. Initiative for **removing bottleneck**
- investment** in additional capacity
  - improvement in the **maintenance** of existing capacity
  - modification of **restrictions** on use of the infrastructure
116. **Benefit from removing bottleneck**
- Reduce service **time**
  - Reduce the **cost** of service
  - Increase **reliability**
  - Better **coordination** with downstream logistic activities
117. Anticipated **amount of savings in terms of time and cost** for a typical shipment?

ICT

118. **Communication** with clients
- a. EDI
  - b. e-mail
  - c. telephone and SMS
119. Use of **ICT**
- a. scheduling
  - b. tracking
  - c. tracing
  - d. cargo documentation
  - e. customs submission
  - f. inventory control
  - g. coordinate with other service providers
120. **Business Systems**
- a. Internet booking systems
  - b. Invoicing and Inventory Management software (SCM)
  - c. B2B trading systems
  - d. Back-office software (ERP)
121. **Track and trace technology**
- a. Bar coding
  - b. RFID
  - c. Web-based shipment tracking
  - d. Electronic manifests with detailed cargo data
  - e. GPS
  - f. Secure containers
122. **Integration** of information processing **with clients systems**
123. Use of **Electronic Data Interchange** for
- a. Exchanging shipping documents
  - b. Payments for goods and services
    - iii. Internet banking
    - iv. Electronic transfers
124. Electronic **signatures**
- a. contracts
  - b. government forms
125. Internet access to **government forms and regulations**

Major Problems

126. **Major impediments to efficiency**
- a. Lack of modern procedures
  - b. Lack of modern communications technology
  - c. Lack of integration, coordination predictability
  - d. Quality and availability of subcontracted transport
  - e. Schedules and reliability of trucking and shipping times
  - f. Transit operations particularly bonds, carnets, documentation
  - g. Slow customs clearance procedures
  - h. Capacity constraints due to infrastructure
  - i. Restrictions on services that can be provided
127. **Constraints to expanding**
- a. Access to finance
  - b. Regulatory restrictions
  - c. Low cost competitors

### Opportunities for Mitigating Problems and Expected Changes in Behavior

128. **Current or Planned improvements**
  - a. Customs reform
  - b. Extending participation in the supply chain
  - c. Integrating supply chain services
129. **Response to improvements**
  - a. Compete for new types of cargo
  - b. Compete for shipments to new markets
130. **Response of Clients**
  - a. Increased use of third party forwarders
  - b. Larger shipments
  - c. Expand to new markets

### Referrals

131. Designated Forwarders, Third Party Transport and Storage

## *Warehousing and Groupage*

*Consolidators involved in groupage for domestic distribution of imports and international distribution of exports primarily by road transport*

### **Specific Topics**

- Principal trades (commodities and routes) handled
- Description of supply chain for typical client
- Typical storage time
- Benefits provided to users
- Range of logistics services provided including value added
- Government regulation that limit type of services provided and markets served
- Use of computerization and modern communications for managing cargo
- Impediments to improving the quality of services
- Existing programs or proposals to overcome these impediments
- Other opportunities for mitigating these problems and changes expected if introduced
- Referrals to major shippers, transport companies, and customs brokers

### **Details regarding specific topics**

#### Type and Volume of Activity

1. **Basic services provided**
  - a. consolidating of exports
  - b. deconsolidating imports
  - c. transloading and cross-docking imports
  - d. warehousing
  - e. bonded storage
  - f. inventory management
  - g. road transport - directly or through third parties
2. **Value added processing**
  - a. distribution network- directly or through third parties
  - b. track and trace
  - c. assembly
  - d. packaging
  - e. labeling
3. Major **cargoes** handled
  - a. specific commodities
  - b. containerized cargoes
4. **Monthly or annual volume** – consignments, TEU, truckloads
  - a. consolidated
  - b. deconsolidated
5. **Major clients**
  - a. exporters
  - b. forwarders
  - c. manufacturers
  - d. shipping lines
  - e. importers
    - i. wholesalers
    - ii. distributors

Typical Supply Chain

6. Describe movement of cargo for
  - a. imports
  - b. exports
7. Typical time to
  - a. consolidate a load for export
  - b. deconsolidate and clear import shipments
  - c. transload and clear import containers
8. Typical storage time for
  - a. Imported cargo
  - b. Cargo to be exported

Financial Transactions

9. Annual volume of sales
10. Typical Cash-to-Cash cycle (from order to payment)
11. Storage
  - a. rent space or store by volume
  - b. Annual throughput
  - c. Share of national market for storage of international cargo
12. Typical Rates for consolidation
  - a. export container per ton
  - b. export truckload per ton
  - c. deconsolidation of import container (per TEU)
13. Cash-to-Cash cycle (from order to payment)
14. Share of national market for consolidation
15. Annual volume of sales
16. Liability for cargo in transit
17. Cargo insurance

Regulatory Procedures

18. Documents for receiving cargo into bonded storage
19. Clearance of LCL shipments
  - a. Ability of forwarder/broker to act for the import consignees
  - b. Ability of forwarders to ship mixed consignments under their own name

Infrastructure

20. Constraints on access and egress
21. Lack of land for facilities

ICT

22. Use of ICT
  - a. cargo documentation
  - b. load/cross dock planning
  - c. scheduling cargo handling
  - d. inventory control
  - e. tracking
23. Track and trace technology
  - a. Bar coding
  - b. RFID
24. Integration of information processing with clients systems

25. Use of **Electronic Data Interchange** for
- a. Exchanging shipping documents
  - b. Payments for goods and services
    - iii. Internet banking
    - iv. Electronic transfers

### Major Problems

26. **Major impediments to efficiency**
- a. Ability to handle both bonded and domestic cargo
  - b. Clearance procedures for consolidated shipments
  - c. Lack of national road transport services
  - d. Reliability of contracted road transport
27. **Constraints to Expanding Business**
- a. Access to finance
  - b. Availability of land near to markets and gateways
  - c. Licensing requirements for individual provinces

### Opportunities for Mitigating Problems and Expected Changes in Behavior

28. **Current or planned improvements**
- a. Development of national transport services
  - b. Liberalization of network
29. **Response to improvements**
- a. Expansion of network
  - b. Integration with other supply chain services
30. **Anticipated responses of users**
- a. Greater consolidation of loads
  - b. Greater use of third party distribution networks

### Referrals

31. Transport companies

## *Bonded Storage*

### **Specific Topics**

- Principal trades (commodities and routes) handled
- Description of supply chain for typical clients
- Typical storage time
- Benefits provided to users
- Range of logistics services provided including value added
- Typical clearance times and problems with clearance procedures
- Government regulation that limit type of services provided and markets served
- Use of computerization and modern communications for managing cargo
- Impediments to improving the quality of logistics services
- Existing programs or proposals to overcome these impediments
- Other opportunities for mitigating these problems and changes expected if introduced
- Referrals to major shippers, transport companies, and customs brokers

### **Details regarding specific topics**

#### Type and Volume of Activity

1. **Operator**
  - a. Cargo owner
  - b. 3PL
2. **Type of cargoes** stored
  - a. import or export
  - b. commodities
3. Principal **source of import cargo**
  - a. gateway
  - b. land border
4. Use of storage
  - a. long term, duty free storage of import cargo
  - b. duty free distribution
5. **Rental of space** - by area or volume
6. **Typical cargo dwell time**
7. **Monthly input**-tons, truck loads
8. **Size of facility**

#### Typical Supply Chain

9. Describe movement between gateway and storage
10. Customs **procedures for entry and exit and clearance**

#### Financial Transactions

11. **charges** for receiving/delivery and storage
12. rental of **space by company or consignment**
13. **Customs procedures** for entry and exit
  - a. **Documents** for entry and exit
  - b. **Signatures** required
14. **Additional services** provided
  - a. Packaging
  - b. Consolidation/deconsolidation
15. Annual volume of **sales**

16. Share of national market for bonded storage

### Regulatory Procedures

17. Approving agency
18. Requirements for operating bonded warehouse
- Restrictions on location
  - size of performance bond
  - security provisions
19. type of commodities permitted
20. customs operations
- hours of operation
  - presence of officers
  - facilities for officers
  - provision inspection area
21. bonded movement to the facility
- under seal
  - under escort
  - in convoy
  - with performance bond
22. Audit of contents by Customs

### Infrastructure

23. Difficulties with connection to gateway
24. Availability of land
25. Customs perimeter and scanners

### ICT

26. Inventory management system
27. Coordination between operator and customs system

### Major Problems

28. Major impediments to competitiveness
- Customs clearance procedures
  - Amount of financial bond
29. Constraints to expanding business
- Access to finance
  - Availability of land near to markets and gateways
  - Customs restrictions on expanding or developing new facilities

### Opportunities for Mitigating Problems and Expected Changes in Behavior

30. Current or Planned improvements
- Simplification of customs processing
  - Relaxation of customs restrictions
31. Response to improvements
- Construct new facilities
  - Develop integrated services
32. Anticipated responses of users
- Increased use of bonded storage
  - Change in average storage times

### Referrals

Road transport companies, Clearing and Forwarding Agents

## *Free Zone Operator or Authority*

### Specific Topics

- Principal clients and commodities handled
- Amount of cargo flows exports, imports and re-exports
- Description of supply chain for typical shipments transiting the Zone
- Procedures for goods entering and leaving the zone and in transit between the zone and the international gateway
- Typical dwell time in the zone
- Rates and terms for enterprises locating in the zone
- Value added services provided by enterprises occupying the zone
- Benefits provided to these enterprises
- Benefits for shippers and consignees of cargo passing through the zone
- Government regulation that limit the cargoes using the zone and type of services provided
- Use of computerization and modern communications for managing flow of goods in and out of zone
- Impediments to increasing the benefits provided to the shippers and consignees
- Existing programs or proposals to overcome these impediments
- Other opportunities for mitigating these problems and changes expected if introduced
- Referrals to major shippers, transport companies, and customs brokers

### Details regarding specific topics

#### Type and Volume of Activity

1. **Objective** of FZ program
  - a. Employment generation
  - b. Foreign investment
  - c. Facilitate trade
2. Year zone **established**
3. **Size** of the zone
  - a. Total
  - b. Developed so far
4. Percentage of area under customs bond
5. **Activities permitted** within Zones
  - a. processing imports for local consumption
  - b. processing imports for re-export
  - c. storage and packing of good for re-export
  - d. assembly using imported inputs
  - e. light manufacturing using imported inputs
  - f. repair of domestic equipment for export or return to domestic economy
  - g. clearing and forwarding
  - h. showrooms for domestic sales
  - i. banking and insurance
6. **Target market(s)** by
  - a. type of activity
  - b. industrial sector
7. Number of **Tenants**
8. **Anchor tenants**
9. Percentage **large enterprises** (>100 employees)

10. **Occupancy** of
  - a. developed are
  - b. total land area
11. Daily or weekly **traffic** – truckloads or containers
12. Principal **mode for international movement of freight** – Air, Ocean or Road
13. **Proximity to gateway** for this mode
14. **Competition**
  - a. Industrial estates
  - b. Bonded facilities
  - c. Land zoned for industry
15. Source of **competitive advantage**
  - a. Reliable utilities
  - b. Large tracts of land
  - c. Financial incentives

### Procedures

16. **Transfer of cargo under customs bond between the gateway and Zone**
17. **Receiving cargo into zone**
  - a. Import from gateway
  - b. Import from domestic economy
18. **Moving cargo between tenants**
19. **Shipping cargo from zone**
  - a. To gateway for export
  - b. Export to domestic economy

### Financial Transactions

20. **Leases**
  - a. Period
  - b. Fixed or negotiated rates
  - c. Categories – raw land, developed land, with structures
21. **Typical lease rates** for
  - a. Prepared land
  - b. Prebuilt structures
    - i. Offices
    - ii. Warehouses/factory buildings
22. **Incentives** offered to tenants
  - a. Income tax holiday
    - iii. taxes covered
    - iv. period
  - b. Foreign ownership
  - c. Repatriation of earnings
  - d. Communications and Utilities
    - v. Reliability
    - vi. Rates
  - e. Flexibility in hiring labor
  - f. Visa for expatriate staff
  - g. Incorporation within zone
23. **Documentation** for
  - a. receiving and discharging cargo
  - b. transfer between tenants
  - c. import from local economy
  - d. export to local economy
24. **VAT refunds for exports** using the zone

25. Duty exemption for imports using the zone
26. Share of national market

### Regulatory Procedures

27. Type of government approval required for establishing a new zone
28. Competition from bonded warehouses
29. Responsibility for bonded cargo within zone - Zone Authority or Consignee
30. Customs operations in Zone
  - a. Staffing
  - b. Hours of operation

### Infrastructure

31. Limitations on access/egress to
  - a. Gateway
  - b. Domestic economic centers
32. Availability of
  - a. land
  - b. reliable utilities

### ICT

33. Processing of documents for entry and exit of cargo
34. Inventory management for zone
35. Integration with customs systems

### Major Problems

36. Major impediments to competitiveness
  - a. Efficiency of movement to/from gateway
  - b. Customs control
  - c. Proximity to markets and gateways
  - d. Ability to handle local goods – both inputs and products
  - e. Limited logistics service
37. Constraints to expanding business
  - a. Access to finance
  - b. Availability of land
  - c. Road and rail access
  - d. Availability of complementary utilities

### Opportunities for Mitigating Problems and Expected Changes in Behavior

38. Current or Planned improvements
  - a. Simplification of customs procedures
  - b. Increase ability to handle domestic goods
  - c. Ability to expand types of productive activities within zone
39. Response to improvements
  - a. Establish new zones
  - b. Increase occupancy of zones
  - c. Attract new types of businesses
40. Anticipated responses of users
  - a. Increase size of facilities
  - b. Increase range of goods produced
  - c. Expand range of activities
  - d. Logistics service providers establish base of operations

### Referrals

41. Consolidators, Bonded storage

## *Bank - Trade Finance*

### Specific Topics

- Principal trades served and amount of trade in terms of value or number of shipments
- Most common terms of shipment and payment for imports and for exports
- Type of financial services provided to importers and exporters
- Typical time require to process loans and documentary credits for exporters/importers
- Typical time to process and exchange shipping documents for imports
- Regulatory constraints affecting trade finance
- Regulatory limitations on the introduction of modern financial services
- Other restrictions on banking activities
- Opportunities for mitigating these problems and changes expected if introduced

### Details regarding specific topics

#### Level of Activity

1. Public or Private
2. Restrictions on banking activities
3. Range of services provided and how widely used
  - a. Documentary credits
  - b. Trade Finance
  - c. Shipping documents
  - d. Duties paid through direct deposit
  - e. B2B transactions
  - f. Corporate lending
  - g. Foreign exchange transactions
    - i. Foreign exchange account
    - ii. Forward buying
    - iii. Currency or interest rate swaps
  - h. Electronic transfers between banks
4. Number of shipments and types of trade using documentary credits
5. Value and number of exporters provided with trade finance
6. Competing sources of finance
  - a. Foreign banks and financial institutions
  - b. Foreign buyers
  - c. Trader's equity
  - d. Supply chain intermediaries
7. Disadvantages of Bank finance
  - a. Tax-withholding or exposure to taxes
  - b. Collateral requirements
  - c. Processing time

#### Transactions

8. Documents Bank prepares
  - a. for imports
  - b. for export

9. Most common terms of payment for imports
  - a. L/C
  - b. CAD/TT
  - c. Prepayment
  - d. Invoice
10. Most common terms of payment for exports
  - a. L/C
  - b. CAD/TT
  - c. Prepayment
  - d. Invoice
11. Import L/C
  - a. Site or period
  - b. Length of period
  - c. rates charged
12. Currency restrictions involved in importing
  - a. Forms required
  - b. Import license
  - c. Source of foreign exchange
13. Currency restrictions involved in exporting
  - a. Forms required
  - b. Pre-shipment deposits or guarantees
  - c. Allocation of foreign exchange earnings
14. Time to transfer cargo documents from seller to buyer
  - a. From foreign exporter
  - b. To foreign importer
15. Causes of delays in receiving cargo documents
  - a. Short shipment time
  - b. Certifications at origin
  - c. Courier services
16. Discounting exporters L/C
  - a. percentage of face value
  - b. Interest rates
  - c. period
  - d. additional guarantees
17. Government support
  - a. Export subsidies
  - b. Guarantees
18. Terms of Loans
  - a. for working capital
  - b. for investment in export production
19. Regulatory limits
  - a. Types of financing
  - b. Types of trades
  - c. Lending terms

### Major Problems

20. Major impediments to competitiveness
  - a. Exchange controls
  - b. Competing government programs
  - c. Time required for various transactions
  - d. Limitations on electronic banking
21. Constraints to expanding business

- a. Government restrictions on role of bank
- b. Potential profitability
- c. Foreign competition

### Opportunities for Mitigating Problems and Expected Changes in Behavior

- 22. Current or Planned improvements
  - a. Banking legislation
  - b. Government use of ICT
  - c. Liberalization of foreign exchange controls
- 23. Response to improvements
  - a. Develop new service
  - b. Promote existing services
- 24. Anticipated responses of users
  - a. Reducing delivery times
  - b. Expanding volume of trade
  - c. Using a larger variety of services

### Referrals

Importers, Exporters,

## *Ministry of Trade*

### Specific Topics

- Projected areas of growth in exports
- Strategies for increasing exports
- Efforts to promote exports
- Simplification or elimination of licenses and permits for imports
- Current and proposed Bilateral and multilateral trade agreements
- Quotas, negative lists and tariff reductions in these agreements
- Other regulatory constraints affecting trade
- ICT and Infrastructure constraints
- Other Constraints on trade
- Opportunities for mitigating these problems and changes expected if introduced
- Referrals for major exporters and importers

### Details regarding specific topics

1. Growth in imports
  - a. Major commodities
  - b. Major trading partners
  - c. Time sensitive shipments
  - d. Special handling requirements
2. Principal Bilateral and Multilateral agreements
  - a. Tariff reductions
  - b. Other measures to facilitate trade
3. Growth in exports
  - a. Existing or new commodities
  - b. Existing or new trading partners
  - c. New time sensitive shipments
  - d. Introduce higher value goods
4. Principal constraints to growth
  - a. Cost for production
  - b. Cost for logistics
  - c. Time for delivery
  - d. Market information
5. Export promotion
  - a. Programs for certification of goods
  - b. Financial support for exporters
  - c. Technical support for exporters
  - d. Promotional programs for target commodities
6. Efforts to improve
  - a. Quality control
  - b. Traceability
  - c. Labeling
  - d. Logistics and supply chain management

## *Ministry of Finance*

### **Specific Topics**

- Role of trade in economy
- Changes in regulations of foreign exchange
- Reduction of regulation of trade, import and export
- Efforts to simplify import tariffs
- Use of revenue targets for customs
- Efforts to simplify customs procedures
- Efforts to improve financial services available for trade
- Efforts to modernize banking procedures especially electronic banking
- Efforts to increase competition in banks providing finance to the trade sector
- Referrals for Banks involved in trade finance

### **Details regarding specific topics**

#### Trade Regulations

1. Import **Tariffs**
  - a. Number of bands
  - b. Number of Lines
  - c. Controlled items
  - d. HS code
2. **Agreements with major trading partners**
  - a. FTA, MFN,
  - b. Tariff reduction
  - c. Origin requirements
  - d. Positive or negative lists
  - e. Special documentation
3. **Licenses and permits for import**
  - a. Purpose
  - b. Commodities to which these apply
  - c. Procedures to obtain
  - d. Approvals and signatures required
  - e. Period of effectiveness
  - f. Quantity limits
4. **License and permits for exports**
  - a. Purpose
  - b. Commodities to which these apply
  - c. Procedures to obtain
  - d. Approvals and signatures required
  - e. Period of effectiveness
  - f. Quantity limits
5. **Foreign exchange** controls
  - a. Documentation for obtaining
  - b. Availability of foreign exchange accounts
6. **Banks participating in trade finance**
  - a. Private
  - b. Foreign owned

7. Available **financial instruments**
  - a. Documentary credits
  - b. Discounting bills of lading
  - c. Payment of duties through direct deposit
  - d. Corporate lending
  - e. Forward buying
  - f. Currency or interest rate swaps
  - g. Electronic transfers between banks

### Taxation

8. Revenues from duties and excise taxes as percentage of public revenues
9. Collection of VAT, other taxes at the border
10. Method of **accounting and transfer** of VAT
11. **Valuation**
  - a. Use of invoice
  - b. Use of reference prices
12. **Duty drawback**
  - a. Procedures
  - b. Time for refund
  - c. Use of bonded areas to expedite
13. **Taxes on transport**
  - a. Vehicles
  - b. Parts

### Customs

14. **Overseas controls**
  - a. Pre-shipment inspection (PSI)
  - b. Certification (Consulate or Chambers of Commerce)
15. **Customs reform**
  - a. Simplification of procedures
  - b. Automation of procedures
  - c. Risk management techniques
  - d. Management restructuring
  - e. Inland clearance
16. Use of **revenue targets** for customs collection
17. **Collaboration with major shippers**
  - a. Green channels
  - b. Post clearance audit
  - c. Authorized Economic Operator program
18. **Facilities** to expedite trade
  - a. Inland clearance offices
  - b. Dry ports/ICDs
  - c. Free trade zones
  - d. Bonded storage and factories

### ICT

19. Trade data base
20. Integration of Customs and Revenues accounting systems
21. Customs support systems, e.g. ASYCUDA

### Major Problems

22. Major impediments to effectiveness of government regulation
  - a. Trade deficits and foreign exchange problems
  - b. Undervaluation or misclassification
  - c. Corruption and under-recovery of revenues
23. Major impediments to trade facilitation
  - a. Not a government priority
  - b. Reporting requirements of trade agreements
  - c. Complex tariff structure
  - d. Poor management of customs

### Opportunities for Mitigating Problems and Expected Changes in Behavior

24. Current or Planned improvements
  - a. Elimination of licenses for imports and exports
  - b. Elimination of foreign exchange controls
  - c. Simplification of tariffs
  - d. Reduction of duties
  - e. Modernization of customs
  - f. Expansion of Zones – Free trade, Special economic, Export processing
25. Anticipated Outcome
  - a. Less informal trade
  - b. Increased tax revenues
26. Anticipated responses of users
  - a. Growth of existing businesses
  - b. New products and markets
  - c. More processing of intermediate goods

### Referrals

27. Banks offering trade finance

## *Ministry of Transport*

### Specific Topics

- Plans to improve quality of transport infrastructure serving foreign trade including ports and airports
- Procedures and effectiveness of regulations of road safety, security, overloading, vehicle roadworthiness
- Efforts to improve quality and utilization of long distance trucking services
- Commercialization and privatization of cargo handling facilities at ports and airports
- Efforts to simplify regulation of truck operators, licensing, rates and area of operation

### Details regarding specific topics

#### Long Haul Trucking

1. Distribution of operators according to fleet size
2. Typical type of trucks used for long haul transport
  - a. Fixed body or articulated
  - b. Capacity
3. Relative importance of own account operations versus third party operations
4. Role of independent operators
5. General condition of trucks
6. Cargo Documentation
  - a. Standard waybill
  - b. Cargo receipt
7. Rate setting
  - a. Formal regulation
  - b. Informal regulation
  - c. Negotiated
  - d. Spot
8. Improvements in Fleet Management
  - a. B2B market
  - b. Truck terminals, logistics hubs
  - c. GPS
  - d. Performance contracts

#### Trade Corridors

9. Restrictions on interstate movements
  - a. Route permits
  - b. Licenses for interstate transport of goods
  - c. Inspection
  - d. Insurance
  - e. State taxes
  - f. Vehicle operator certification
10. Bottlenecks
  - a. Limited capacity causes delays,
  - b. Poor design or condition limits throughput
  - c. Time restrictions on access to urban roads introduce delays
  - d. Lack of bypass roads introduce delays
  - e. Lack of truck terminals reduce efficiency

11. Initiative for removing bottleneck
  - a. Investment in new links
  - b. Investment in additional capacity on existing links
  - c. Improved traffic management
  - d. Tolling, private concessions
12. Bilateral transport agreements
  - a. Restrictions on cross border movements
  - b. Certification of vehicle and driver
  - c. Limits on routes, time in country, distance from border

## Regulation

13. Load limits
  - a. Axle limits
  - b. Gross Vehicle Weight
14. Overloading
  - a. Extent of problem
  - b. Enforcement measures
  - c. Locations of weighing stations
15. Frequency of inspections
  - a. Road worthiness
  - b. Environmental
16. Driver
  - a. Training requirements
  - b. Certification for interstate transport
17. Insurance Requirements
  - a. Third party
  - b. Cargo
  - c. Interstate transport
  - d. Issuer
18. Restrictions on truck imports
  - a. Age
  - b. Capacity
19. Duties and excise taxes
  - a. New trucks
  - b. Used trucks
  - c. Parts
20. Bonded Transport
  - a. Requirements for certification
  - b. Authorizing agency
  - c. Issuer of Guarantee
21. Regional insurance
  - a. Vehicle insurance
  - b. Cargo insurance
  - c. Duty guarantee, e.g. TIR
22. Traffic safety
  - a. Problems associated with truck transport
  - b. Programs to improve enforcement
23. Security
  - a. Problems with theft and hijacking
  - b. Unofficial road blocks

24. Taxes on road transport
  - a. Road tax
  - b. Vehicle tax
  - c. Fuel tax
  - d. Entry tax - city or state border

### Major Problems

25. Major challenges for government regulation
  - a. Competition within industry
  - b. Safety
  - c. Standard contracts and allocation of liability
  - d. Quality and reliability of services
  - e. Development of national service providers
26. Major impediments to trade facilitation
  - a. Inefficient gateways
  - b. Lack of infrastructure
  - c. Condition of infrastructure
  - d. Inefficient intermodal connections

### Opportunities for Mitigating Problems and Expected Changes in Behavior

27. Current or Planned improvements
  - a. Targeted Infrastructure Improvements
  - b. Simplified regulations
  - c. Improved enforcement
  - d. Better coordination between agencies
28. Expected Outcome
  - a. Shorter and more consistent travel times
  - b. Safer transport, less damage
  - c. Increased competition
  - d. Greater variety of transport services
29. Anticipated responses of users
  - a. Increased volumes
  - b. Larger shipments
  - c. Shorter travel

### Referrals

30. Third party truck operators, own account operators

## *Ministry of Agriculture*

### Specific Topics

- Principal regulatory responsibilities
- Most important commodities that require regulation
- Source of greatest threats
- Authority responsible for notification of arrival of controlled goods?
- What are the sources of alerts
- Use of risk profiling in determine whether to inspect and test the cargo
- Proportion of the shipments physically inspected and typical time required
- efforts to develop secure supply chains Proportion of controlled shipments subjected to laboratory tests and time required
- Location of testing laboratories
- Fees charged for inspections
- Disposal of rejected shipments
- Factors increasing the complexity of regulations
- Extent of computerization of submission of forms, updating of alerts/standards, and tracing of cargo
- Efforts to simplify regulations
- Efforts to improve efficiency and transparency of regulatory procedures
- Efforts to improve exchange of information regarding alerts among agencies and with shippers
- Other impediments to increasing the efficiency of regulatory function
- Existing programs or proposals to overcome these impediments?

### Details regarding specific topics

#### Regulation

1. **Principal controlled commodities**
  - a. Imports
  - b. Exports
2. **Most important control points**
  - a. gateways
  - b. land borders
  - c. Internal checkpoints
3. **Source of alerts**
  - a. International agencies
  - b. Regional agencies
  - c. Bilateral exchanges
4. **Control procedures**
  - a. Identification
  - b. Certification and conformity assessment
  - c. Physical Inspection
  - d. Lab tests
  - e. Quarantine (treatment, destruction, return)
5. **Typical time** for
  - a. Physical Inspection
  - b. Lab tests
  - c. Quarantine

6. Volume of shipments
  - a. Monitored
  - b. Inspected
  - c. Confiscated or destroyed
7. Level of surveillance and use risk analysis
  - a. Animal disease
  - b. Plant pests
  - c. Agro-chemicals and veterinary drugs
8. Use of international and regional mandatory and voluntary standards
  - a. HACCP (Hazard Analysis Critical Control Point)
  - b. ISO 2200/17025/1400
  - c. Codex Alimentarius
  - d. GAP (Good Agricultural (Aquaculture) Practice)
  - e. IPPC (International Plant Protection Convention)
  - f. OIE database (World Organization for Animal Health)
9. Collaboration on alerts
  - a. International and regional agencies – notifications, alerts and certifications
  - b. Neighboring countries – notifications, harmonization and intelligence sharing
  - c. Trading partners - certification efforts
10. Procedures for updating list of quarantine pest lists, controlled products and concerns
11. Procedure for notification of importers
12. Mechanism for distribution of national alerts
13. Coordination with other agencies at the border
  - a. Lead agency
  - b. Notifications of potential threats
  - c. Identification of controlled goods
14. Testing facilities
  - a. Location nearest gateway and border
  - b. Lab certification agency
  - c. Role of private sector in providing testing
  - d. Government post market surveillance
15. Treatment of rejected shipments
  - a. Disposed off
  - b. Returned

### ICT

16. Efforts to introduce traceability
17. Use of ICT
  - a. maintaining list of regional alerts
  - b. monitoring status of inspections,
  - c. monitoring outbreaks
  - d. traceability
  - e. product origin

### Major Problems

18. Major impediments to effectiveness of government regulation
  - a. Lack of certified laboratories
  - b. Complexity of testing procedures in line with OECD standards
  - c. Lack of detection capability
  - d. Poor record keeping and labeling
  - e. Language and traceability concerns

19. Major impediments to trade facilitation
  - a. Location and responsiveness of laboratories
  - b. Documentation

### Opportunities for Mitigating Problems and Expected Changes in Behavior

20. Current or Planned improvements
  - a. Plans to establish labs near major gateways and land borders
  - b. Improvements in risk analysis and national surveillance
  - c. Efforts to harmonize standards or seek equivalence
  - d. Improve transparency
  - e. Improve communication internationally
  - f. Computerization of processing
21. Anticipated outcome
  - a. Pre-arrival processing of documents
  - b. Reduction in clearance times and associated damage to shipments
  - c. More efficient use of staff
  - d. Better enforcement
22. Anticipated responses of users
  - a. Increased trade in agricultural imports and exports
  - b. Increased trade in fresh products

### Referrals

23. Importers and exporters of agricultural goods and livestock

## *Ministry of Health*

### Specific Topics

- Principal regulatory responsibilities
- Most important commodities that require regulation
- Source of greatest threats
- Authority responsible for notification of arrival of controlled goods?
- What are the sources of alerts
- Use of risk profiling in determine whether to inspect and test the cargo
- Proportion of the shipments physically inspected and typical time required
- Efforts to develop secure supply chains
- Proportion of controlled shipments subjected to laboratory tests and time required
- Location of testing laboratories
- Fees charged for inspections
- Disposal of rejected shipments
- Factors increasing the complexity of regulations
- Extent of computerization of submission of forms, updating of alerts/standards, and tracing of cargo
- Efforts to simplify regulations
- Efforts to improve efficiency and transparency of regulatory procedures
- Efforts to improve exchange of information regarding alerts among agencies and with shippers
- Other impediments to increasing the efficiency of regulatory function
- Existing programs or proposals to overcome these impediments?

### Details regarding specific topics

#### Regulation

1. **Principal trade-related health threats**
  - a. Imported food products
  - b. Exported food products
2. Categories of **controlled imports**
3. **Most important entry points**
4. **Control procedures**
  - a. Identification
  - b. Certification and conformity assessments
  - c. Physical Inspection
  - d. Lab tests
5. **Typical time** for
  - a. Physical Inspection
  - b. Lab tests
6. **Volume of shipments**
  - a. Monitored
  - b. Inspected
  - c. Non-conforming goods
7. Level of **surveillance and use risk analysis** for food safety
8. Use of **international and regional standards**
  - a. HACCP (Hazard Analysis Critical Control Point)
  - b. ISO 2200/17025/1400
  - c. Codex Alimentarius
  - d. GAP (Good Agricultural (Aquaculture) Practice)
  - e. Good Laboratory practices, Good hygiene practices etc

9. Collaboration on alerts
  - a. International and regional agencies – notifications, alerts and certifications
  - b. Trading partners - certification efforts
10. Procedures for updating list of controlled products and concerns
11. Procedure for notification of importers
12. Mechanism for distribution of national alerts
13. Coordination with other agencies at the border
  - a. Lead agency
  - b. Notifications of potential threats
  - c. Identification of controlled goods
14. Testing facilities
  - a. Location nearest gateway and border
  - b. Lab certification agency
  - c. Role of private sector in providing testing

### ICT

15. Efforts to introduce traceability
16. Use of ICT
  - a. maintaining list of regional alerts
  - b. monitoring status of inspections,
  - c. monitoring contaminated products
  - d. traceability
  - e. Product origin, efficacy and manufacturing process

### Major Problems

17. Major impediments to effectiveness of government regulation
  - a. Lack of detection capability
  - b. Lack of certified laboratories
  - c. Complexity and cost of testing procedures in line with OECD standards
  - d. Poor record keeping and labeling
  - e. Language and traceability concerns
18. Major impediments to trade facilitation
  - a. Lengthy examination procedure
  - b. Dissemination of information on health risks

### Opportunities for Mitigating Problems and Expected Changes in Behavior

19. Current or Planned improvements
  - a. Plans to establish labs near major gateways and land borders
  - b. Improvements in risk analysis and post market surveillance
  - c. Harmonize standards and conformity assessment
  - d. Improve transparency and communication
28. Anticipated outcome
  - a. Fewer occurrences of imports that present health threats
  - b. Reduced time for clearance
20. Anticipated responses of users
  - a. More timely and accurate submissions of documentation for goods subject to health inspections
  - b. Increased volume of trade in these goods

### Referrals

21. Importers and exporters of food products

## Data Sheets

### Ranking Importance of Impediment to Trade

Organization interviewed \_\_\_\_\_

Trade

Goods \_\_\_\_\_

Market \_\_\_\_\_

Team member \_\_\_\_\_

Impediments associated with	Importance
a. Quality, reliability of logistics services	
b. Coordination, integration of supply chains	
c. Public infrastructure	
d. Services utilizing public infrastructure	
e. Regulation of logistics & transport industry	
f. Regulation of trade and transit	
g. Customs procedures	
h. Other clearance procedures	
i. Contracts and documentation	
j. Trade finance	

0-not relevant, 1-marginal, 2-significant, 3-very important

### Supply Chain Component Performance

Organization interviewed \_\_\_\_\_

Trade

Goods \_\_\_\_\_

Market \_\_\_\_\_

Activity or Transaction \_\_\_\_\_

Team Member \_\_\_\_\_

Trade/Supply Chain	Sub-component	Cost <sup>1</sup>	Time <sup>2</sup>	Reliability <sup>3</sup>

1. unit cost {FEU}; 2. transit time in hours; 3. a- frequent & predictable, b- frequent & unpredictable, c-infrequent & predictable, d-unpredictable