



DOCUMENT

**SEMINAR ON OVERCOMING
BORDER CROSSING OBSTACLES**

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**A FUTURE PERSPECTIVE OF
BORDER MANAGEMENT**

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A future perspective of Border
Management

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About the World Bank



- One of the world's largest providers of financial support and technical assistance for developing countries – IBRD/IDA
- Bank + International organization (UN system) - Owned by its 185 members/shareholders – 10,000 staff in 100+ countries
- In 2008 - \$ 24.7 billion in loans and grants
- Bank financing - Country implementation - Demand driven
- Focus on global poverty reduction – Trade an engine for economic growth
- Financed 120 Customs projects in last 20 years
- Current Customs portfolio of \$449 million plus \$91 million in the pipeline

New Bank Developments



- The WB is ramping up its trade facilitation work program – research, diagnostics, technical assistance and projects
- The WB is working closely with other organisations such as the IMF, WTO, UNCTAD and WCO with trade facilitation reforms resulting in two major initiatives:
 - The Global Facilitation Partnership for Transportation and Trade (www.gfptt.org) and
 - The Trade Facilitation Negotiations support Project (TFNSP)
- The WB continues to develop knowledge and analytical tools in the form of economic research and the production of vision state and toolkits including:
 - The Logistics Performance Index (LPI) and component indicators
 - Preparing a new book “Border Management Modernisation: A Guide for Reformers” will be released in mid 2009
 - A new Trade Facilitation Facility

Border Management – Paradigm shifts



The application of modern internationally agreed good practice approaches to border processing to achieve a shift from:

Current Practice

Control focus
High levels of Physical inspection
Focus on the goods
Focus on identifying non-compliance
One size fits all
Limited use of ICT
Adversarial relationship with trade
Competition between agencies
Limited incentives for compliance
Limited cooperation with neighbors
Limited operational statistics

Future Practice

Facilitation/control balance
Intervention by exception
Focus on information
Compliance/non-compliance balance
Flexible solutions for different clients
Extensive use of ICT
Constructive partnership with trade
Single window (or single submission)
Strong incentives for compliance
Extensive cooperation and sharing
Clear measures of performance



Paradigm shifts in Policy

Current practice	CBM-enabled practice
Policy	
Balance between facilitation & control Mistrust of supply chain partners Limited customer segmentation Limited incentives for compliance Focus on physical border controls Adversarial relationship with trade Limited cooperation with neighbors	Optimisation of both facilitation & control Trusted collaboration of partners Customer treatment differentiation and service culture Strong incentives for compliance Focus on virtual border controls Constructive partnership with trade Extensive collaboration and sharing



Paradigm shifts in Process

Current practice	CBM-enabled practice
Processes	
Output-based functional model Focus on goods Single treatment for all clients Agency-specific risk management High levels of physical inspection Transaction-based procedures	Outcome-based process model Focus on information Flexible solutions for different clients Cross-agency intelligence-driven risk management Intervention by exception Simplified procedures and a shift to audit-based control



Paradigm shifts in People

Current practice	CBM-enabled practice
People	
Limited performance measurement Standard training [mainly administrative]	Clear measures of performance Capability modelling, e.g. commercial & administrative [build supervisory capability into generic systems]

Paradigm shifts in Technology



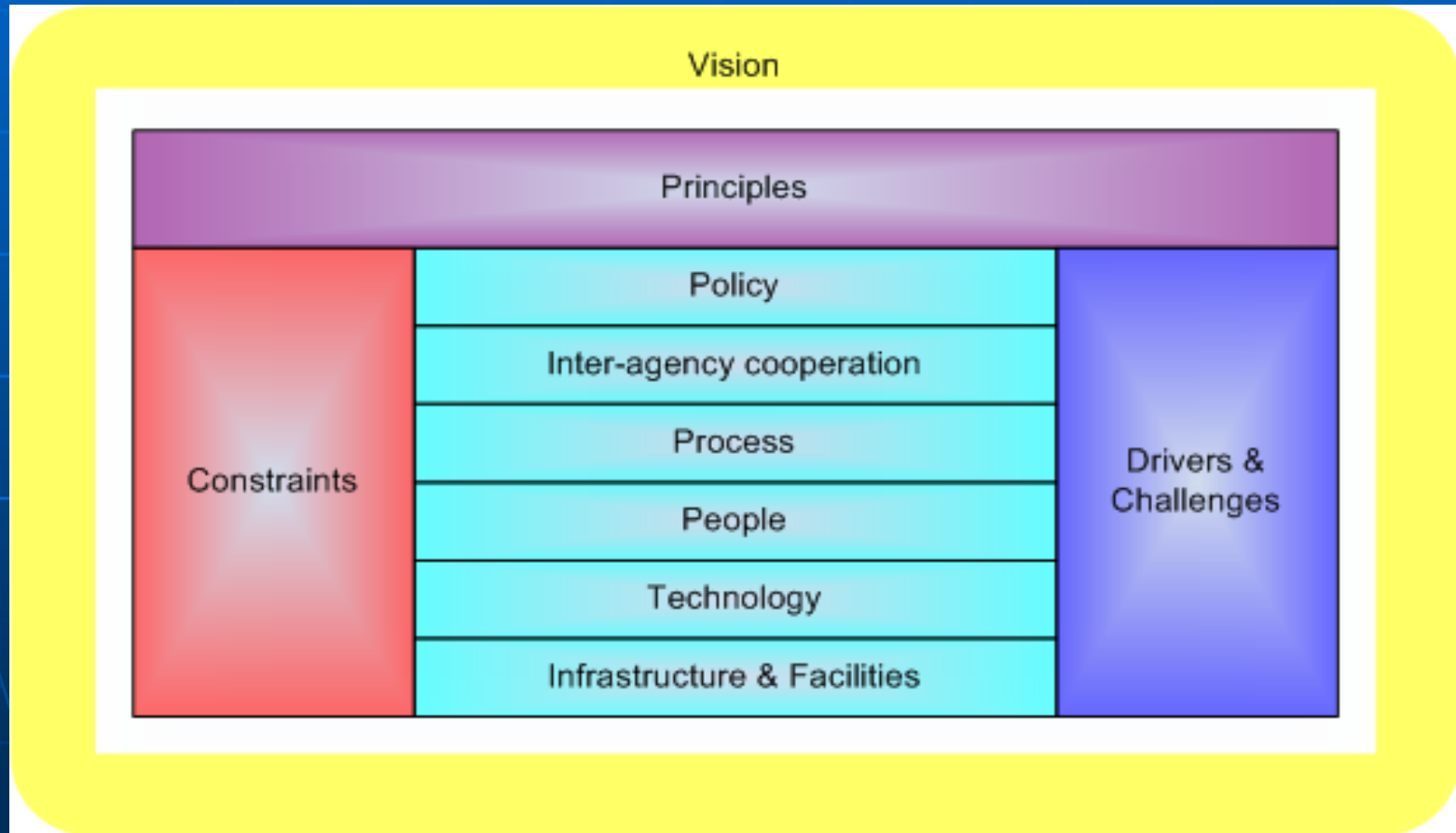
Current practice	CBM-enabled practice
Technology	
Limited use of ICT Isolated applications and information National silo-based Emphasis on back office	Extensive use of ICT Service Oriented Architecture [SOA] Regionally integrated solutions Move toward self-service, front office solutions

Paradigm shifts in Infrastructure and Facilities

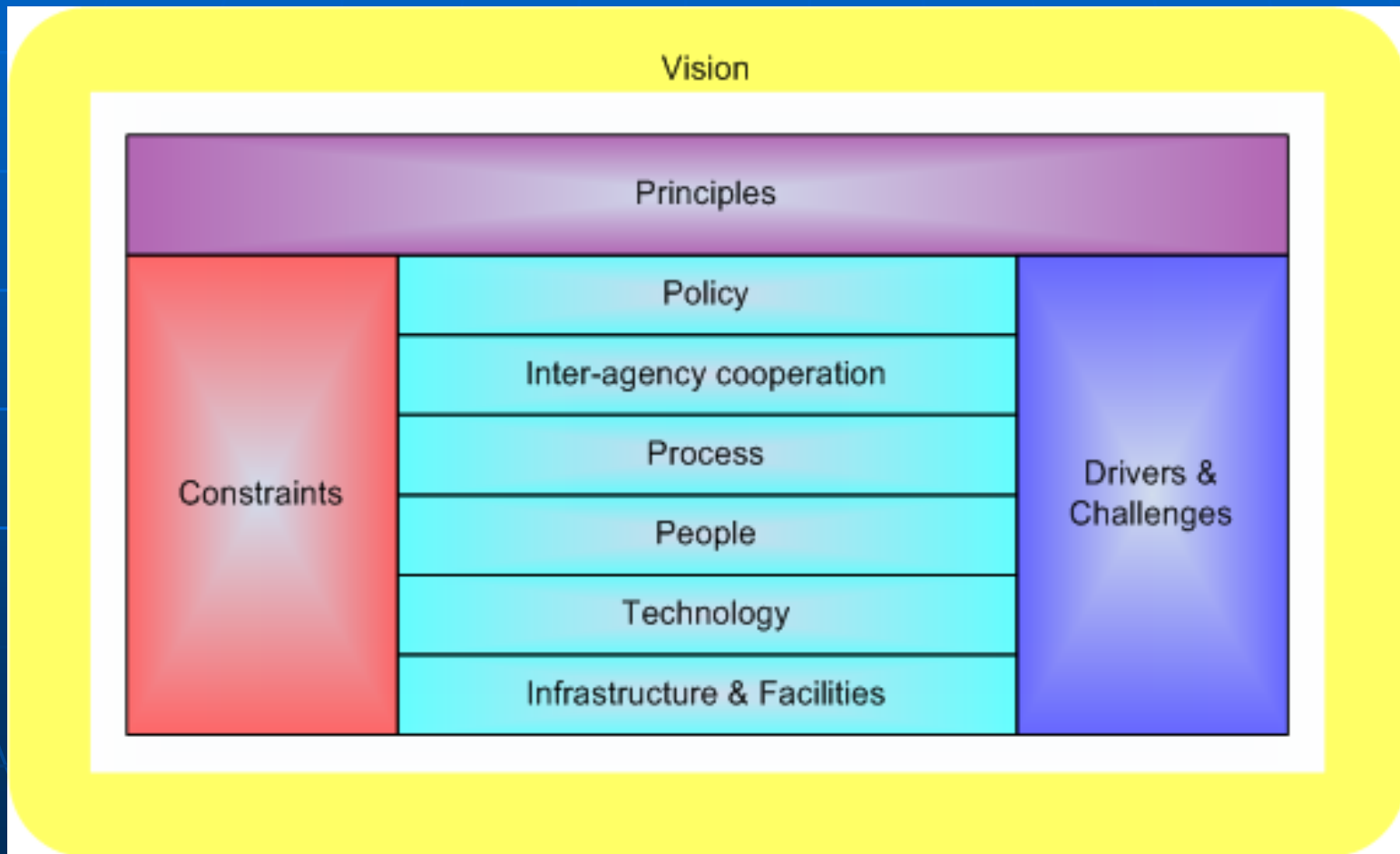


Current practice	CBM-enabled practice
Infrastructure & facilities	
Competition between agencies	Single window (or single submission) agency collaboration
Individual trader interaction with multiple agencies	Single trader submission distributed to multiple agencies
In-house build	Shared Services
In-house delivery	Outsourcing
Output-based procurement	Outcomes based procurement

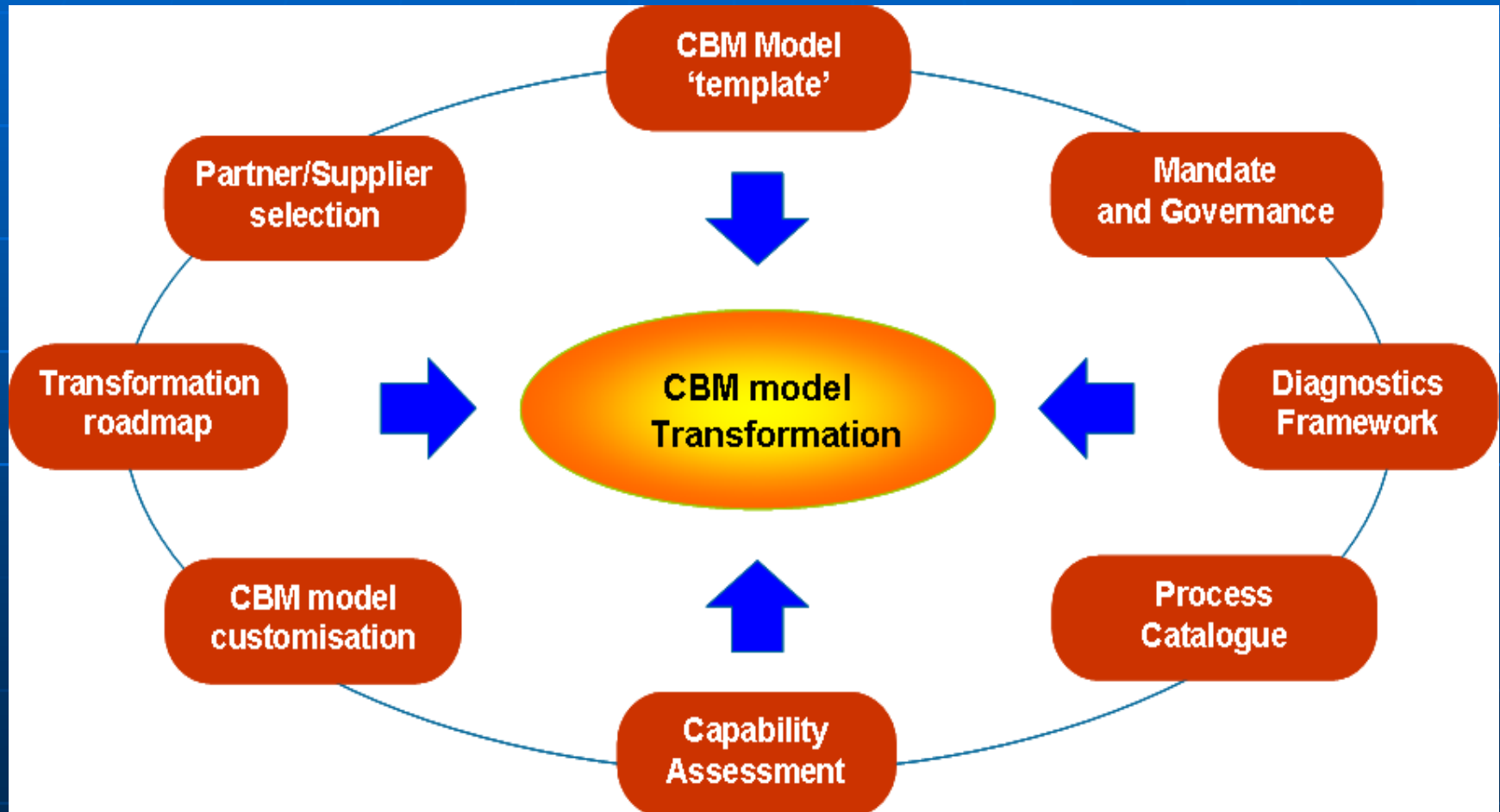
Border Management – a future perspective



Border Management – a future perspective



Border Management Transformation Model





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