



# Technical Assistance Report

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Project Number: 53411–001  
Knowledge and Support Technical Assistance (KSTA)  
October 2020

## “Early Harvest” Implementation of the Cross-Border Transport and Trade Facilitation in the Greater Mekong Subregion

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Asian Development Bank

## ABBREVIATIONS

ADB	–	Asian Development Bank
CBTA	–	Cross-Border Transport Facilitation Agreement
COVID-19	–	coronavirus disease
GMS	–	Greater Mekong Subregion
Lao PDR	–	Lao People’s Democratic Republic
MOU	–	memorandum of understanding
NTFC	–	National Transport Facilitation Committee
PRC	–	People’s Republic of China
TA	–	technical assistance

## NOTE

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

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## KNOWLEDGE AND SUPPORT TECHNICAL ASSISTANCE AT A GLANCE

<b>1. Basic Data</b>		<b>Project Number:</b> 53411-001	
<b>Project Name</b>	"Early Harvest" Implementation of the Cross-Border Transport and Trade Facilitation in the Greater Mekong Subregion	<b>Department/Division</b>	SERD/SEPF
<b>Nature of Activity Modality</b>	Capacity Development, Policy Advice Regular	<b>Executing Agency</b>	Asian Development Bank
<b>Country</b>	REG (CAM, LAO, MYA, PRC, THA, VIE)		
<b>2. Sector</b>	<b>Subsector(s)</b>	<b>ADB Financing (\$ million)</b>	
		<b>Total</b>	<b>0.00</b>
<b>3. Operational Priorities</b>		<b>Climate Change Information</b>	
✓	Fostering regional cooperation and integration	GHG Reductions (tons per annum)	0
		Climate Change impact on the Project	Low
		<b>ADB Financing</b>	
		Adaptation (\$ million)	0.00
		Mitigation (\$ million)	0.00
		<b>Cofinancing</b>	
		Adaptation (\$ million)	0.00
		Mitigation (\$ million)	0.00
<b>Sustainable Development Goals</b>		<b>Gender Equity and Mainstreaming</b>	
	SDG 1.a	No gender elements (NGE)	✓
	SDG 17.11		
		<b>Poverty Targeting</b>	
		General Intervention on Poverty	✓
<b>4. Risk Categorization</b>	Low		
<b>5. Safeguard Categorization</b>	Safeguard Policy Statement does not apply		
<b>6. Financing</b>			
<b>Modality and Sources</b>		<b>Amount (\$ million)</b>	
<b>ADB</b>		<b>0.00</b>	
	None		0.00
<b>Cofinancing</b>		<b>1.50</b>	
	United Kingdom Fund for Asia Regional Trade and Connectivity under the Regional Cooperation and Integration Financing Partnership Facility (Full ADB Administration)		1.50
<b>Counterpart</b>		<b>0.00</b>	
	None		0.00
<b>Total</b>		<b>1.50</b>	
<b>Currency of Financing:</b> US Dollar			

## I. INTRODUCTION

1. The knowledge and support technical assistance (TA) will support the transport and trade facilitation initiatives of the Greater Mekong Subregion (GMS), and in particular the implementation of the GMS Cross-Border Transport Facilitation Agreement (CBTA), by (i) providing assistance to implement the memorandum of understanding (MOU) on the “Early Harvest” permit under the CBTA;<sup>1</sup> (ii) enhancing the capacity of the private sector to participate in the liberalization of transport services; and (iii) strengthening the institutional mechanisms that support the CBTA.

2. The Asian Development Bank (ADB) prepared the TA in response to requests from the GMS countries for continued ADB support to the CBTA.<sup>2</sup> The TA is included in the country operations business plans of the Lao People’s Democratic Republic (Lao PDR), 2020–2022 and Thailand, 2020–2022.<sup>3</sup> In addition, the TA is aligned with ADB’s Strategy 2030 Operational Plan for Priority 7: Fostering Regional Cooperation and Integration.<sup>4</sup>

## II. ISSUES

3. The CBTA was initiated by the six GMS countries—Cambodia, the Lao PDR, Myanmar, the People’s Republic of China (PRC), Thailand, and Viet Nam—in recognition of the need to match the large-scale investments in physical infrastructure (i.e., road transport hardware) in the GMS with investments in cross-border cooperation and regulation (i.e., the related software) to better reap the benefits of cross-border trade, transport, and connectivity. To enhance the GMS’s competitive edge, the CBTA formulated policies and rules to foster a more efficient cross-border movements of people, good, and services, which also promote improved compliance with relevant national laws and regulations.

4. With the outbreak of the coronavirus disease (COVID-19), the GMS countries’ initial reactions were to close most of the borders to reduce the spread of the virus across borders. With the pandemic’s negative impact on the economies of the GMS countries, however, transport and trade facilitation have become more important and critical than ever in order to avoid logistics obstacles that lead to shortages of necessary supplies. To reopen borders safely, new border measures were introduced, which have led to delays in release of goods. Under the “new normal” of transport and trade facilitation, the GMS countries need to build the capacity of border agencies and adopt a systematic notification procedure to facilitate implementation of these new border measures (including closing and/or reopening). Conducting dialogue with transport operators on new border measures and safety requirements is also needed to support business continuity and facilitate safe cross-border trade.

5. The CBTA aims to overcome the logistical obstacles to facilitate transport and trade movement, but the agreement, conceived in 1999 and fully ratified at the end of 2015, requires

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<sup>1</sup> The “Early Harvest” permits are permits issued under the [Memorandum of Understanding on the “Early Harvest” Implementation of the Cross-Border Transport Facilitation Agreement \(CBTA\)](#) signed by all GMS Countries in 2017 and 2018.

<sup>2</sup> The GMS countries are Cambodia, the Lao People’s Democratic Republic (Lao PDR), Myanmar, the People’s Republic of China (PRC), Thailand, and Viet Nam.

<sup>3</sup> ADB. 2019. [Country Operations Business Plan: Lao People’s Democratic Republic, 2020–2022](#). Manila; and ADB. 2019. [Country Operations Business Plan: Thailand, 2020–2022](#). Manila. The TA first appeared in the business opportunities section of ADB’s website on 28 July 2020.

<sup>4</sup> ADB. 2019. [Strategy 2030 Operational Plan for Priority 7: Fostering Regional Cooperation and Integration](#). Manila.

updating to be consistent and at par with the current international best practices.<sup>5</sup> Recognizing the shortcomings, the GMS countries signed the Early Harvest MOU at the Sixth Joint Committee Meeting of the CBTA held on 15 March 2018. Myanmar was given a grace period and will join the GMS-wide agreement on 1 June 2021. In the interim, Myanmar will implement the CBTA arrangements on a bilateral basis with its immediate geographical neighbors: the Lao PDR, the PRC, and Thailand.

6. The implementation of the Early Harvest MOU is now at a critical juncture, with the GMS countries enacting new legislation and starting to issue GMS road transport permits. While the use of the Early Harvest permits is still limited because of operational issues, governments need to assist the private sector to maximize the use and benefits of the Early Harvest MOU.<sup>6</sup> Options to build private sector capacity include, among others, greater consolidation within the freight transport and freight forwarding sectors and encouraging foreign transport operators to expand strategic partnerships or joint ventures with the GMS private sectors. Implementation of the Early Harvest MOU will also explore measures to facilitate safe cross-border trade and support business continuity for the transport operators in the aftermath of the COVID-19 pandemic.

7. Institutional frameworks under the CBTA also require further support. The institutional arrangements under the CBTA comprise a CBTA joint committee at the (transport) ministerial level, supported by the National Transport Facilitation Committee (NTFC) of each GMS country. Four subcommittees were also established: (i) transport, (ii) customs, (iii) sanitary and phytosanitary, and (iv) immigration. With the ratification of the CBTA in late 2015 and signing of the Early Harvest MOU, the GMS transport ministers have been meeting biannually to monitor the implementation of the Early Harvest MOU. To achieve the agenda, the CBTA requires a capable institutional framework to strengthen the coordination between and among institutions at the local, national, and GMS levels.

### III. THE TECHNICAL ASSISTANCE

#### A. Impact and Outcome

8. The TA is aligned with the following impact: intermodal links, transport facilitation, logistics development, road safety, and asset management promoted.<sup>7</sup> The impact is also linked to ADB's Operational Plan for Priority 7: Fostering Regional Cooperation and Integration, 2019–2024 (footnote 4) which focuses on (i) greater and higher quality connectivity between economies, and (ii) expanded global and regional trade and investment opportunity. The TA will have the following outcome: liberalization of traffic rights in the GMS increased.<sup>8</sup>

#### B. Outputs, Methods, and Activities

9. The TA has three outputs: (i) implementation of the Early Harvest CBTA supported; (ii) capacity of the transport operators to participate in a liberalized transport sector enhanced; and (iii) GMS CBTA institutional mechanisms strengthened. The TA will build on the outputs produced by a TA completed in June 2019 that helped implement a transport and trade facilitation

<sup>5</sup> The negotiation on the main text of the CBTA was concluded in November 1999. The negotiations on its annexes and protocols were conducted from 2003 to 2005.

<sup>6</sup> Operational issues as reported by the Mekong Institute in their monitoring and evaluation report include, among others, lack of awareness of border officials on the Early Harvest arrangement and the lack of opportunities for transport operators to meet with potential partners in other GMS countries.

<sup>7</sup> ADB. 2018. *The Ha Noi Action Plan, 2018–2022*. Manila.

<sup>8</sup> The design and monitoring framework is in Appendix 1.

program in the GMS.<sup>9</sup>

**10. Output 1: Implementation of the Early Harvest Cross-Border Transport Facilitation Agreement supported.** The TA will support (i) the development of interim customs transit arrangements pending adoption of CBTA 2.0; (ii) the continuous monitoring of the implementation of the Early Harvest CBTA, including any issues that may arise; (iii) the integration of Myanmar into the GMS-wide Early Harvest MOU; and (iv) the negotiation of the CBTA 2.0.<sup>10</sup> The negotiation of the CBTA 2.0 will build on revised draft texts that are based on the CBTA review submitted to the GMS transport ministers at the Fifth Joint Committee Meeting in 2017.<sup>11</sup> The TA will also support COVID-19-related measures, such as increasing the number of border agencies using enhanced risk management and handling of emergency relief consignments in accordance with international standards set by World Customs Organization. It will also consider lessons from COVID-19-related measures under the Early Harvest implementation to provide guidance on including provisions to address future possible pandemics, such as notification procedures. To foster trade facilitation in the GMS more broadly, ADB will implement the TA in close coordination with other trade facilitation-related TA in ADB.<sup>12</sup>

**11. Output 2: Capacity of the transport operators to participate in a liberalized transport sector enhanced.** The TA will support the private sector by enhancing its capacity to reap the benefits of liberalized transport services under the Early Harvest MOU and the full implementation of the CBTA 2.0. These capacity-building initiatives include creating a network of Early Harvest permit holders to promote joint marketing and transport operations, training local transport operators to qualify for international cross-border transport licenses, and other related activities. Also, the TA will engage with leading transport and logistics service providers, including through their representative associations, to encourage permit use and to enhance the capacity of local transport operators. During the COVID-19 pandemic, activities may use remote video technology, such as online training and webinars as necessary.

**12. Output 3: Greater Mekong Subregion Cross-Border Transport Facilitation Agreement institutional mechanisms strengthened.** The CBTA Joint Committee, comprising the GMS Transport Ministers expect that NTFC subcommittees will participate more strongly as implementation of the Early Harvest CBTA advances. The TA will strengthen the CBTA's institutional setup to facilitate and encourage subcommittee participation in deliberating measures to address issues in implementing the Early Harvest CBTA. The institutional setup of the CBTA also needs to be better linked to the broader GMS structures in order for the CBTA to make a greater contribution to the GMS Strategy 2030.<sup>13</sup> The TA will continuously review the current structures of CBTA and their linkages to the broader GMS structures and support the CBTA secretariat within ADB and the GMS countries.

<sup>9</sup> ADB. 2014. *Technical Assistance for Support for Implementing the Action Plan for Transport and Trade Facilitation in the Greater Mekong Subregion*. Manila. The TA was closed on 30 June 2019.

<sup>10</sup> The CBTA 2.0 will be an updated CBTA comprising revised provisions to be in line with current international and regional best practices as well as business models of transport operators.

<sup>11</sup> The revised texts of the CBTA include the main agreement and its 20 annexes and protocols. The revisions also identified outdated texts that need to be aligned with the current best practices or that would benefit from streamlining and simplification.

<sup>12</sup> ADB. 2017. *Technical Assistance for Advancing Time Release Studies in Southeast Asia*. Manila.

<sup>13</sup> The GMS Strategy 2030 provides a new framework to develop the GMS in the next decade, based on deeper regional cooperation and integration in key areas. The GMS Strategy 2030 is expected to be endorsed at the next GMS summit in March 2021. The TA may provide an opportunity to prepare the groundwork for the establishment of a trade facilitation and investment facilitation working group proposed under GMS Strategy 2030.

### C. Cost and Financing

13. The TA is estimated to cost \$1,500,000, which will be financed on a grant basis by the United Kingdom Fund for Asia Regional Trade and Connectivity under the Regional Cooperation and Integration Financing Partnership Facility and administered by ADB.<sup>14</sup> The key expenditure items are in Appendix 2.

### D. Implementation Arrangements

14. ADB will administer the TA. The Public Management, Financial Sector, and Trade Division, Southeast Asia Department will implement the TA in consultation with the Southeast Asia Department's resident missions and sector divisions, as well as with the East Asia Department. The project team will monitor TA implementation in coordination with the respective NTFC secretariat of the GMS member countries. The implementation arrangements are summarized in the table.<sup>15</sup>

Indicative Implementation Arrangements			
Aspects	Arrangements		
Indicative implementation period	October 2020–March 2022		
Executing agency	Asian Development Bank (ADB)		
Implementing agencies	Public Management, Financial Sector and Trade Division, Southeast Asia Department		
Consultants	To be selected and engaged by ADB		
	Selection Method	Package Title	Amount (\$)
	Single-source selection	Firm: Monitoring and evaluation consultants	\$100,000
	Individual consultant selection	International: (23 person-months) National: (34 person-months)	\$645,000
	Resource persons	150 working days	\$75,000
		<b>Total</b>	<b>\$820,000</b>
Disbursement	The technical assistance resources will be disbursed following ADB's <i>Technical Assistance Disbursement Handbook</i> (2020, as amended from time to time).		

Source: Asian Development Bank.

15. **Consulting services.** The TA will require 23 person-months of international specialists and 34 person-months of national specialists, for a total of 57 person-months of individual consultants' inputs.<sup>16</sup> ADB will engage the Mekong Institute through single source selection to continue the annual monitoring and evaluation.<sup>17</sup> ADB will engage the consultants following the

<sup>14</sup> The United Kingdom Fund for Asia Regional Trade and Connectivity was created as a trust fund with support from the United Kingdom's Department for International Development to finance regional electricity connectivity and trade, transport connectivity, digital connectivity, regulatory reform and broad regional trade and investment facilitation, regional and/or cross-border value chains, and broader strategic issues related to connectivity investments.

<sup>15</sup> Terms of Reference for Consultants (accessible from the list of linked documents in Appendix 3).

<sup>16</sup> Individual consultants would be mobilized instead of a firm, because the TA involves six countries and some of the outputs would be subject to negotiations among the six countries. Individual consultants would provide flexibility to select experts who would be well accepted by most if not all of the six countries.

<sup>17</sup> The Mekong Institute is an intergovernmental organization run by six governments in the GMS: Cambodia, the Lao PDR, Myanmar, the PRC, Thailand, and Viet Nam. ADB serves as one of the council members. The Mekong Institute delivers various programs and activities that focus on human resource development and capacity building for regional cooperation and integration. As an organization affiliated with GMS and an impartial entity, the Mekong Institute has been assigned by the GMS transport ministers to monitor and evaluate the Early Harvest implementation of the CBTA. The ministers have requested the Mekong Institute to continue the task.

ADB Procurement Policy (2017, as amended from time to time) and its associated staff instructions. Upon completion, the TA team will prepare and disseminate knowledge products highlighting the experiences and lessons during liberalization of transport services in the GMS.

16. **Cofinancier requirements.** During implementation, the TA team will provide semiannual progress reports to the United Kingdom Fund for Asia Regional Trade and Connectivity under the Regional Cooperation and Integration Financing Partnership Facility, including an overview of expenditures. Eligible activities for financing include the cost of expert services and related facilities required for the TA or related operational activities (including staff training and development for eligible developing member countries) to be carried out by ADB. ADB will discuss any major changes in the TA scope and objectives with the United Kingdom Fund for Asia Regional Trade and Connectivity under the Regional Cooperation and Integration Financing Partnerships Facility. ADB will also share the TA completion report with the Government of the United Kingdom.

#### IV. THE PRESIDENT'S DECISION

17. The President, acting under the authority delegated by the Board, has approved the Asian Development Bank administering technical assistance not exceeding the equivalent of \$1,500,000 to be financed on a grant basis by the United Kingdom Fund for Asia Regional Trade and Connectivity under the Regional Cooperation and Integration Financing Partnership Facility for "Early Harvest" Implementation of the Cross-Border Transport and Trade Facilitation in the Greater Mekong Subregion, and hereby reports this action to the Board.

### DESIGN AND MONITORING FRAMEWORK

<b>Impact the TA is Aligned with</b> Intermodal links, transport facilitation, logistics development, road safety and asset management promoted (GMS Ha Noi Action Plan 2018–2022) <sup>a</sup>			
<b>Results Chain</b>	<b>Performance Indicators with Targets and Baselines</b>	<b>Data Sources and Reporting Mechanisms</b>	<b>Risks</b>
<b>Outcome:</b> Liberalization of traffic rights in the GMS increased	By 2022: Utilization of “Early Harvest” <sup>b</sup> permits by at least 20 transport operators. (2019 baseline: Not applicable) <sup>c</sup>	M&E reports of the Early Harvest CBTA	Delays in decision making by GMS government agencies
<b>Outputs:</b> 1. Implementation of the Early Harvest CBTA supported  2. Capacity of the transport operators to participate in a liberalized transport sector enhanced	By 2022: 1.a All six GMS countries allow passage of Early Harvest permit holding vehicles along the CBTA corridors (2019 baseline: 0)  1.b At least two GMS countries provide Early Harvest permit holding vehicles access to National Customs Transit (2019 baseline: 0) <sup>d</sup>  1.c Bilateral agreements between Myanmar and the PRC and between Myanmar and the Lao PDR finalized (2019 baseline: 0)  2.a At least one workshop convened in each GMS country to facilitate strategic alliances, joint ventures, and/or foreign investments for transport operators and logistics services firms in Cambodia, the Lao PDR, Myanmar, and Viet Nam (2019 baseline: None)  2.b At least 90% of participants at each of the capacity-building programs delivered in GMS countries demonstrate improved understanding on the effective use of the Early Harvest CBTA for	1.a Reports of GMS CBTA-related meetings (joint committee, NTFCs, subcommittees)  1.b M&E reports of the Early Harvest CBTA  1.c Country feedback and reports  2.a M&E reports of the Early Harvest CBTA  2.b Country feedback and reports	Deterioration of international relations and a lack of consensus on the approach to be taken  Slowdown in trade growth leading to decreasing demand for trade and transport facilitation  Prolonged effects of the coronavirus disease (COVID-19) pandemic  Companies holding Early Harvest permits in each country not willing to collaborate

Results Chain	Performance Indicators with Targets and Baselines	Data Sources and Reporting Mechanisms	Risks
3. GMS CBTA institutional mechanisms strengthened	<p>transport operators (2019 baseline: 0)<sup>e</sup></p> <p>3.a At least two new additional measures endorsed by ministers to address identified Early Harvest operational problems (2019 baseline: 0)<sup>f</sup></p> <p>3.b At least one annual M&amp;E conducted (2019 baseline: 0)<sup>g</sup></p>	<p>3.a Reports of GMS CBTA related meetings (joint committee, NTFCs, subcommittees)</p> <p>3.b Reports of GMS CBTA-related meetings (joint committee, NTFCs, subcommittees)</p>	Ministers show discontinued commitment to Early Harvest CBTA implementation
<p><b>Key Activities with Milestones</b></p> <p><b>1. Implementation of the Early Harvest CBTA supported</b></p> <p>1.1. Implement interim customs transit arrangements (December 2020).</p> <p>1.2. Launch implementation of at least two Myanmar bilateral agreements under the CBTA, e.g., between Myanmar and the Lao PDR and between Myanmar and the PRC (December 2020).</p> <p>1.3. Facilitate the integration of Myanmar into GMS-wide Early Harvest (June 2021).</p> <p>1.4. Support the conclusion of CBTA 2.0 text negotiations (March 2022).</p> <p><b>2. Capacity of the transport operators to participate in a liberalized transport sector enhanced</b></p> <p>2.1. Establish Early Harvest helplines in all GMS countries (November 2020).</p> <p>2.2. Establish links between Early Harvest permit holders to promote joint operations and cooperation (December 2020).</p> <p>2.3. Develop third party vehicle insurance policies across multiple jurisdictions (June 2021).</p> <p><b>3. GMS CBTA institutional mechanisms strengthened</b></p> <p>3.1. Convene a joint committee meeting for CBTA in a formal session, including intersessional retreats and related meetings (March 2022).</p> <p>3.2. Develop annual reports on M&amp;E of Early Harvest implementation, including implementation of the joint committee meeting work plan (November 2020, November 2021).</p> <p>3.3. Strengthen further the CBTA institutional mechanisms and dovetail with the GMS Strategy 2030 (March 2022).</p>			
<p><b>Inputs</b></p> <p>United Kingdom Fund for Asia Regional Trade and Connectivity under the Regional Cooperation and Integration Financing Partnership Facility: \$1,500,000</p>			

CBTA = Cross-Border Transport Facilitation Agreement, GMS = Greater Mekong Subregion, Lao PDR = Lao People's Democratic Republic, M&E = monitoring and evaluation, NTFC = national transport facilitation committee, PRC = People's Republic of China, TA = technical assistance.

<sup>a</sup> Asian Development Bank 2018. [The Ha Noi Action Plan, 2018–2022](#). Manila.

<sup>b</sup> The "Early Harvest" permits are permits issued under the [Memorandum of Understanding on the "Early Harvest" Implementation of the Cross-Border Transport Facilitation Agreement \(CBTA\)](#) signed by all GMS Countries in 2017 and 2018.

<sup>c</sup> The 2019 use of the Early Harvest permit was on a trial basis only by vehicles from Thailand.

<sup>d</sup> Currently, national customs transit arrangements are limited to national operators.

<sup>e</sup> Previous capacity-building programs focused on the initial introduction of Early Harvest and only four GMS operators known to be using Early Harvest permits.

<sup>f</sup> The main outcomes of previous ministerial meetings include, among others, the Early Harvest memorandum of understanding and protocol to expand the designated routes and border crossings.

<sup>g</sup> The first annual M&E report was presented to the GMS transport ministers in 2019.

Source: Asian Development Bank.

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

Item	Amount
<b>United Kingdom Fund for Asia Regional Trade and Connectivity under the Regional Cooperation and Integration Financing Partnership Facility<sup>a</sup></b>	
1. Consultants	
a. Remuneration and per diem	
i. International consultants	513.0
ii. National consultants	102.0
b. Out-of-pocket expenditures	
i. International and local travel	130.0
ii. Miscellaneous administration and support costs	50.0
2. Training, seminars, and conferences <sup>b</sup>	
a. Facilitators <sup>c</sup>	75.0
b. Venue rental and related facilities	360.0
c. Participants	200.0
3. Contingencies	70.0
<b>Total</b>	<b>1,500.0</b>

Note: The technical assistance is estimated to cost \$1.5 million, of which contribution from the United Kingdom Fund for Asia Regional Trade and Connectivity under the Regional Cooperation and Integration Financing Partnership Facility are presented in the table.

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

<sup>b</sup> Include costs for training and workshops such as: two joint committee (ministerial level) meetings back-to-back with preparatory meeting of National Transport Facilitation Committee Senior Officials Meeting (NTFC SOM), at least three stand-alone NTFC SOMs, at least two stand-alone subcommittee on customs meetings, at least one national level training in each Greater Mekong Subregion countries for border agencies, at least one national level training for transport operators, and others.

<sup>c</sup> Includes allowance for ADB staff travel as resource persons, in accordance with ADB (Budget, Personnel, and Management Systems Department; and Strategy and Policy Department). 2013. Use of Bank Resources: Regional Technical Assistance and Technical Assistance vs. Internal Administrative Expenses Budget. Memorandum. 26 June 2013 (internal).

Source: Asian Development Bank estimates.

**LIST OF LINKED DOCUMENTS**

<http://www.adb.org/Documents/LinkedDocs/?id=53411-001-TARreport>

1. Terms of Reference for Consultants