

4. RECOMMENDATIONS FOR IMPLEMENTATION

Trade facilitation measures such as the simplification, harmonization, and automation of procedures and documents involve interagency coordination and collaboration. Their successful implementation requires not only political and governmental support in terms of both policy directives and human and financial resources, but also an in-depth understanding about existing business processes, including their related information flows, laws, rules, and regulations.

Analysis of business processes involved in moving goods across borders is, therefore, a necessary exercise that must be carried out prior to implementing any other trade facilitation measure. Trade facilitation measures, in other words, cannot be applied without locating the source of problem areas, bottlenecks and redundancies.

The following recommendations are outlined to assist the policymakers and trade facilitation practitioners in setting up the BPA project:

- **Get buy-in from the officials:** Convey the necessity of trade facilitation and business process analysis through awareness-raising programs – starting at the top. Educate both relevant government officials and the trade and transport community on the necessity of business process analysis and its potential return on investment for all stakeholders in the long run.
- **Adequate resources:** Secure adequate human resources and funding. Obtain a mandate from top government officials for the members of the business process analysis team, which may be from an outsourced third party.
- **Roles and responsibilities of the project stakeholders:** Identify clearly the roles of each agency (e.g. project sponsor, project manager/project leader, process participants/business domain experts).
- **Choose a champion:** Determine a lead agency that is capable of guiding the conduct of BPA and facilitating the communication among business process analysis stakeholders. Choose the business process analysis champion wisely. Avoid the “ivory tower dictator” approach. Instead, nominate the party with efficient and effective team-player skills.
- **Start small, and then evolve:** Chose the right starting point and form an effective team, which is critical to succeed. If the team members of the business process analysis project are new to the BPA, start with a relatively smaller scope. See what works for the project and learn from that. Drop steps that do not work. It is important to start small and demonstrate success, then to build on that success. As a general rule, the wider the scope, the more difficult it is to choreograph the initial project, but the bigger is the opportunity to improve processes.
- **Profit from experience:** Keep in mind that the learning experience gained during the initial phase helps accelerate the business process analysis tasks at the later stage. Make use of the learning effect; start with simple processes and engage complex issues later on. This avoids frustration and repetition of efforts. Also try to benefit from international best practice and expertise. Studies and case studies can be obtained from various standard development organizations and trade facilitation bodies.

- **Invest in training:** Train the staff that disseminates relevant knowledge about the business process analysis and familiarize the business process analysis team about the common methodology that all members must follow.
- **Performance measurement:** Set realistic benchmarks to be achieved after the “to-be” processes are in place. Performance indicators of an optimum best practice country¹³ can be taken as a model.

¹³ Refer to the World Bank’s study on *Trading across Borders* as one of the performance benchmarkings, <http://www.doingbusiness.org>