

Coordinated Border Management and the C.I.Q.

Mr. Kurkrit Chaisirikul
Customs Technical Officer
The Customs Department

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The C.I.Q.

- **C - Customs** is the agency in a country responsible for collecting tariffs and for controlling and facilitating the flow of goods, including animals, transports, personal effects, and hazardous items, into and out of a country
- **I - Immigration** is the agency responsible for controlling the movement of people into and out of a country by normally check for appropriate documentation, verify that a person is entitled to enter the country, apprehend people wanted by domestic or international arrest warrants, and impede the entry of people deemed dangerous to the country
- **Q - Quarantine** is an authority or agency responsible for controlling and isolation the movement of persons, goods, medicines, animals, and plants that may threaten the safety and security of the country by separation and restriction at the border



Role at the Border

Border check and control

- Commercial Policy
- Enforcement of import and export restrictions and prohibitions
- Revenue collection
- Statistical recording
- Food safety
- Agriculture
- Enforcement of quarantine restrictions and prohibitions
- Customs Procedures
- Immigration Requirement
- National Legislation in area i.e. security and safety

What does people expect at the border?

- Free movement, No requirement
- One Stop Service
- Fast procedure
- Low cost
- Less paper
- Security and Safety
- Others i.e. No Border Delay, No Bottleneck



Role at the Border

Agency at the Border

- Customs
- Immigration
- Medico-Sanitary and phyto-sanitary inspection
- Police
- Veterinary
- Port/airport authority
- Security service
- Carriers

Border Activities

- Revenue collection
- Immigration
- Facilitation
- Drug interdiction
- Trade regulation
- Intellectual property rights (IPR)
- Security
- Wildlife protection
- Food safety and consumer protection



Role at the Border

C.I.Q. with many border control agencies

- In the Democratic Republic of Congo, passengers and traders crossing by boat between Brazzaville – Kinshasa within 3 km. have to go through 17 border agencies. (Gözde 2011)
- The cost of cross border each time is about 40 USD (World Bank estimates are of USD 15 per ton for barge transport and USD 26 for border delay costs)
- Key government agencies (customs, immigration, police, armed forces, intelligences, many more from transport, agriculture, drugs, wild life and interior agencies), who operate independently and without networking or exchanging information

*Brazzaville and Kinshasa Border Crossing



Role at the Border

C.I.Q. in single roof

- In the US and Australia, the Border Security Agency - CBP and CBPS was given the leading role in border protection. Functions involving customs, immigration and quarantine such as primary line checks at international airports and seaports, and the land border checkpoint (Mariya 2011)
- The institutional integration of border functions under a single roof, thus creating a Border Security Agency (BSA) with a particular focus on front line responder in security and border protection
- In case of require more expertise, the competent authorities will later take the leader role

CBP/ CBPS



Thailand's role at the border

Thailand C.I.Q.

- Key government agencies: 2 Types

1) Security and safety agencies - Customs, Immigration, Quarantines, Patrol Police and Army

2) Economic support - Ministry of commerce, Department of foreign trade

- Most of the border agencies operate independently with the progress of networking and exchanging information both formal and informal form of cooperation

- At Major Customs Checkpoint, they will offer the One Stop Service by Integrated Service Online and Integrated Office in the Customs House (CBM View Point: Inter-Agency Cooperation with flexibility and adaptability)

Authority Agencies at the border



Customs(51)



Immigration



Fisheries



Livestock



Health Quarantine



Plant Quarantine



Food and Drug Administration

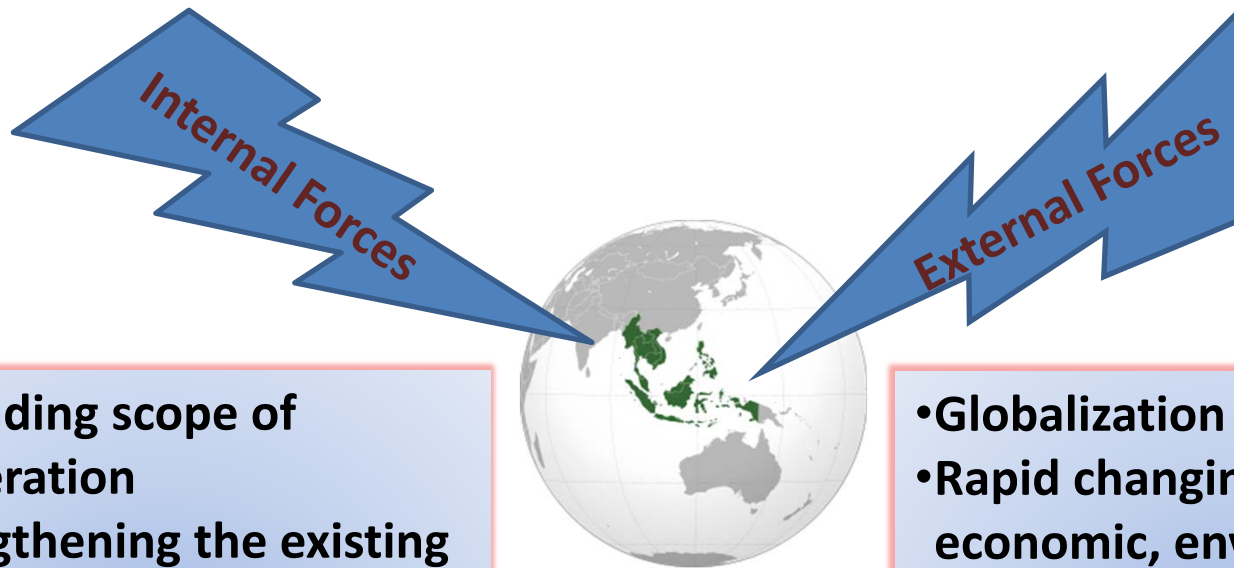


The idea behind the border checkpoint

- The border checkpoint is the gatekeeper
- Channel of border trade and international trade
- Channel of border crossing of travelers
- Grey zone for transnational crime - human and drug trafficking, contraband smuggling
- Border checkpoint should be carried out in efficiency and effectiveness manner



Forces of Change



- Expanding scope of cooperation
- Strengthening the existing organisations/institutions
- Narrowing the development gap
- Looking for the new way of Sustainable Development
- Think Globally, Act Locally (TGAL)

- Globalization (Global Village)
- Rapid changing of global economic, environment, new technologies
- Impact of regional integration (economic competition)
- Energy crisis and climate change
- Threaten of Terrorists and Transnational Crimes

Why CBM?



Changing Border Context:

- Volume of Goods
- Resource Limitation
- New Challenges



Reality:

- Duplication of Inspection
- Silo Mentality/ Cultural
- Poor Coordination and organization of border control process



Result:

- Slow clearance times
- Delays
- Increase non-compliance
- Higher Cost

Solution = Coordinated Border Management

Why CBM?



If you want to go fast, go alone.
If you want to go far, go together.¹¹

Concept of CBM



EU: Integrated Border Management



World Bank: Collaborative Border Management



OSCE: Comprehensive Border Management



WCO: Coordinated Border Management



WTO: Border Agency Coordination

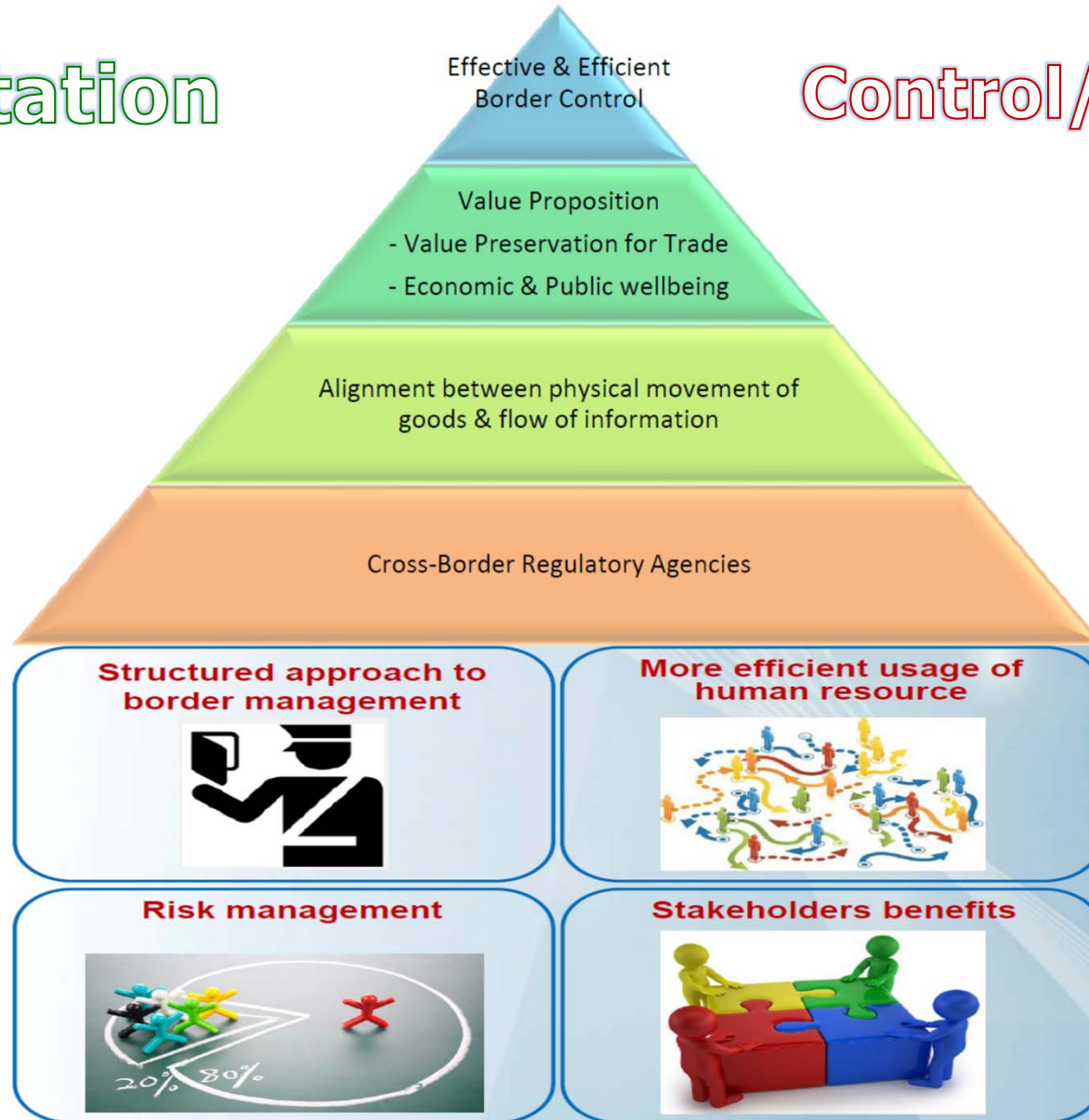
Concept of CBM

- The optimal **flow of goods and information** between Customs, Cross Border Regulatory Agencies (CBRAs) and Trade to enable effective and efficient border management. CBM:
 - coordinated approach by border control agencies,
 - greater efficiencies over managing trade and travel flows,
 - maintaining a balance with compliance requirements,
 - response to scarcity of time, manpower, information and infrastructures
 - making the best use out of existing resources so that current imperatives can be met
- **The holistic approach** involving all cross-border regulatory agencies so that their regulatory functions are discharged in a coordinated manner
- The need for border agencies to **coordinate their actions** in order to improve effectiveness and efficiency of border procedures

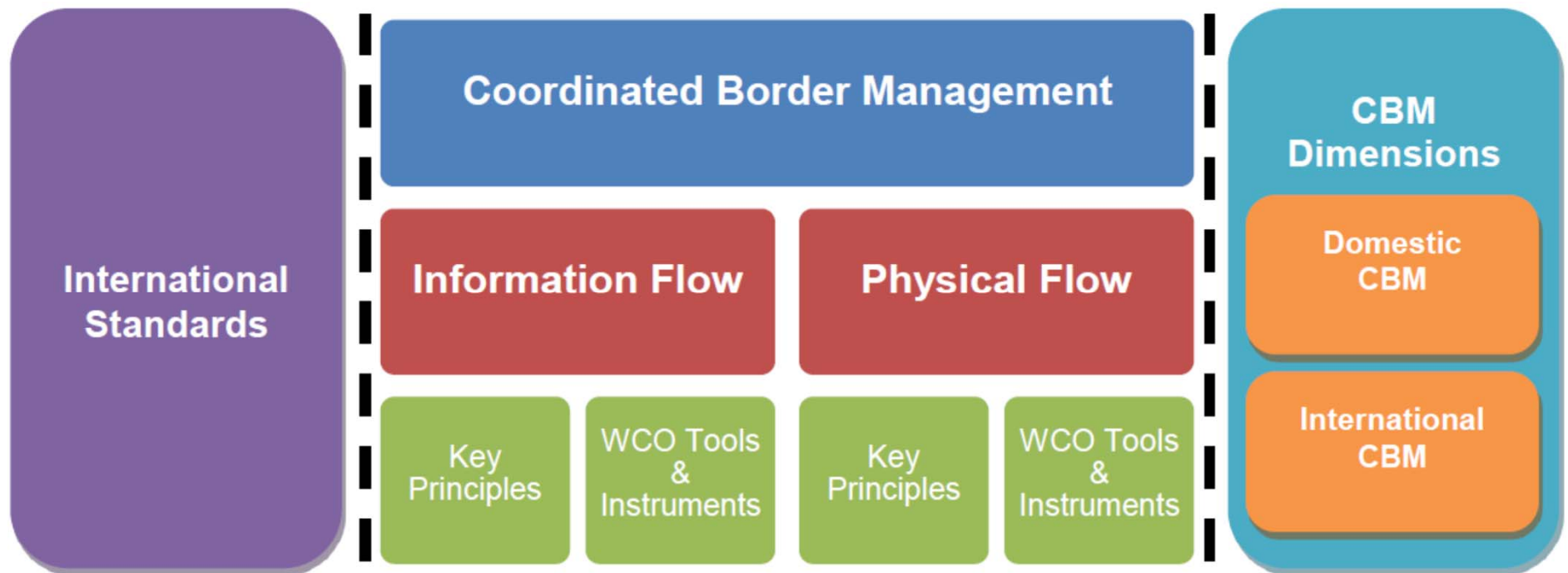
Concept of CBM

Facilitation

Control/Security



Concept of CBM and application



- **The 2 key CBM areas – the physical movement of goods, and the flow of information** in order to maximize the value proposition of border regulatory functions. This alignment brings about the desired outcome of an effective and efficient border control system
- The better flow and integrated access to quality information, the better decision making for all CBRAs in timely fashion
- The better risk management, the better physical flow of goods in streamlined and facilitated

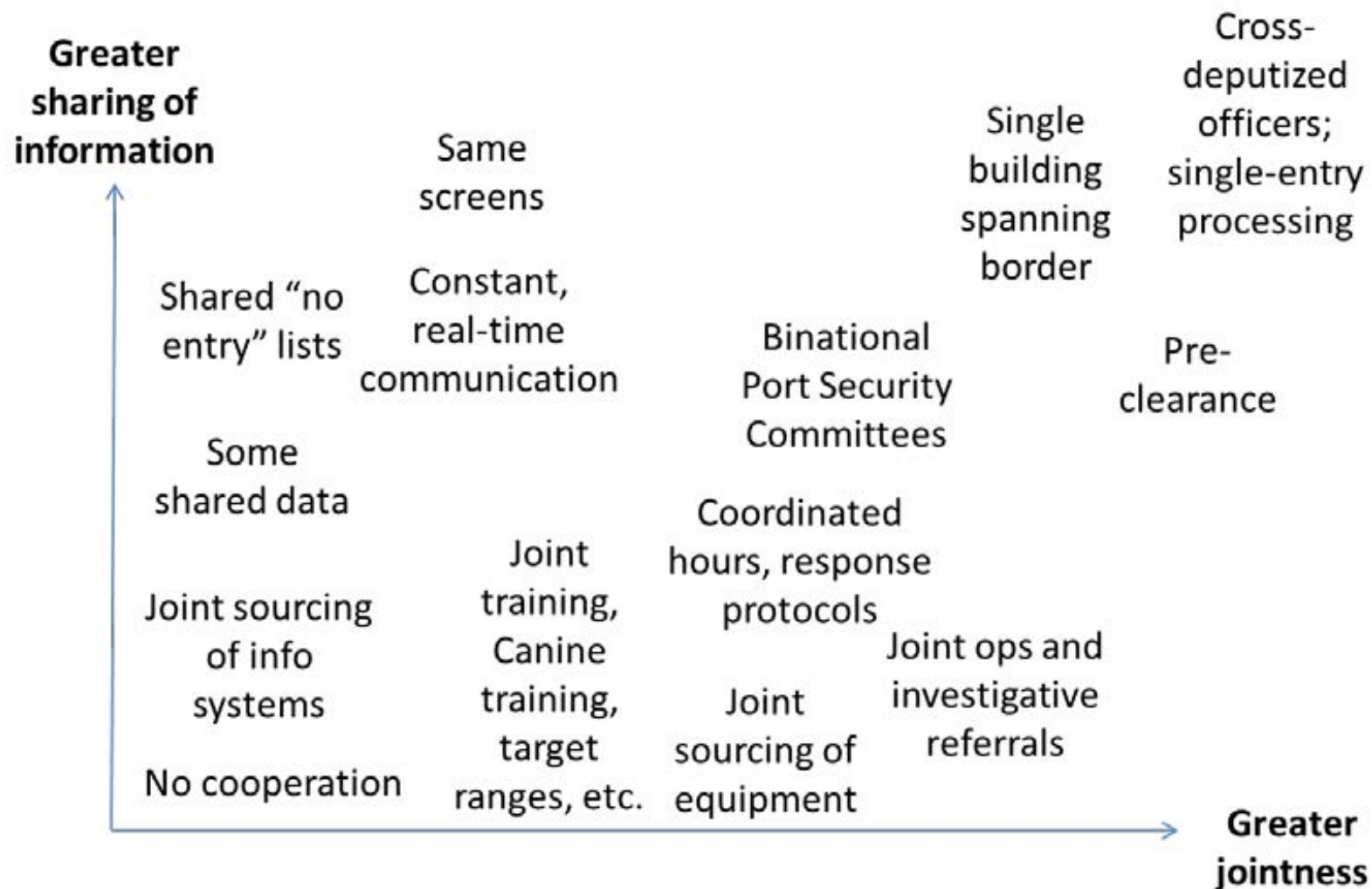
Concept of CBM and Application



Source: Institute of Policy Studies 2008, p. 14.

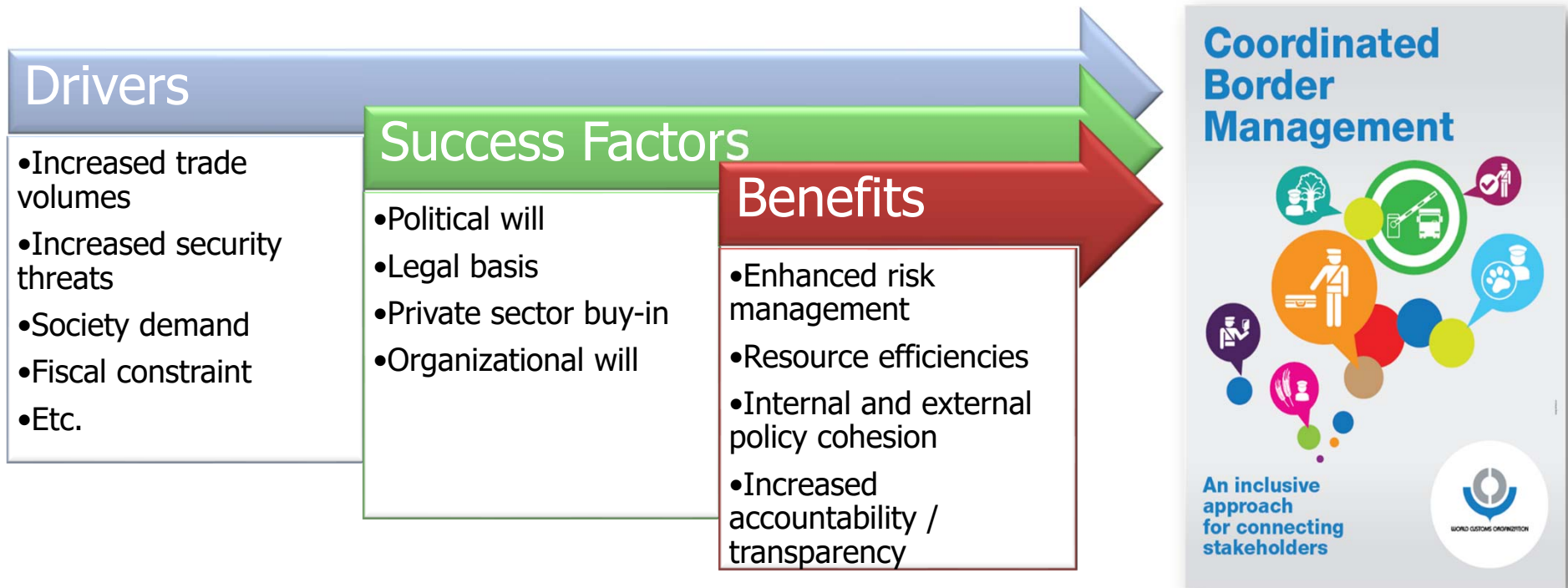
- Working relationships between counterparts grow from a level of relatively isolated “self-reliance”, to a level of “shared responsibility”, where agencies undertake shared ownership to achieve effective and efficient border regulatory outcomes
- Totally uncoordinated border situations are rare – it is common for **multiple agencies to be involved in border operations**
- Key issue is not the number of agencies at the border, but **how well they work together**
- **Degree of formality is VERY important** – need to move beyond informal / personal network arrangements to be more formal and sustainable

Concept of CBM and Application



Source: Kate Searle, MIT 2014.

Concept of CBM



External motivations

- Implementing **bilateral or multilateral agreements** including:
 - Mutual Assistance Agreements
 - Mutual Recognition of AEO
 - Free Trade Agreements

Internal motivations

- Enhancing national **competitiveness**
- Construction of **new infrastructures** like border posts, sea ports or airports
- Addressing **security threats** and **regulatory challenges**
- Improving service quality**

Implementing the CBM

Examples of WCO tools



Revised Kyoto Convention



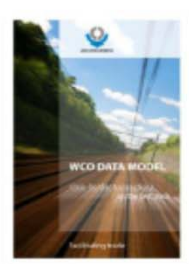
SAFE Framework of Standards



Time Release Study Guide



Single Window Compendium



Data Model



Globally Networked Customs



Risk Management Compendium



Post Clearance Audit Guidelines



CLiKC



Project Map Database



Capacity Building Development Compendium



Coordinated Border Management Compendium



Customs Business Partnership



Transit Handbook

Implementing the CBM

Customs Functions

- Revenue collection of import duties and taxes
- Protection of National Economic Interests
- Protection of Society, Public health and Environment
- Economic Development and trade facilitation
- Trade Security and Supply chain management

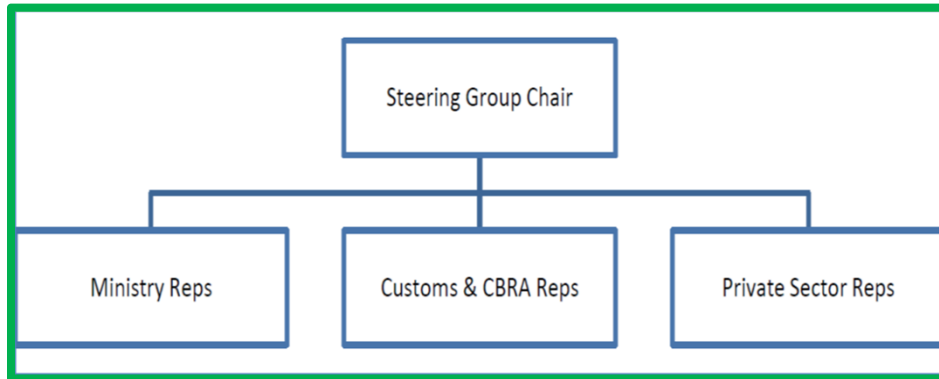
CBRAs Functions

- Regulates imports & exports of goods under their jurisdiction and mandatory - Live animals, plants and agricultural products, food, pharmaceutical products etc.
- CBRAs vested with specific responsibilities to uphold regulations on imports/exports of certain goods - Consumer safety, telecommunication standards, pharmaceutical products, dual use goods
- All CBRAs will need to engage with Customs from time to time

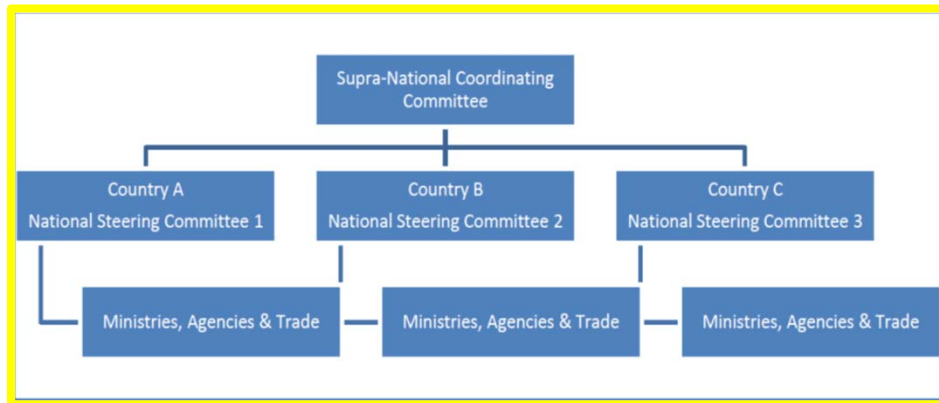


Implementing the CBM

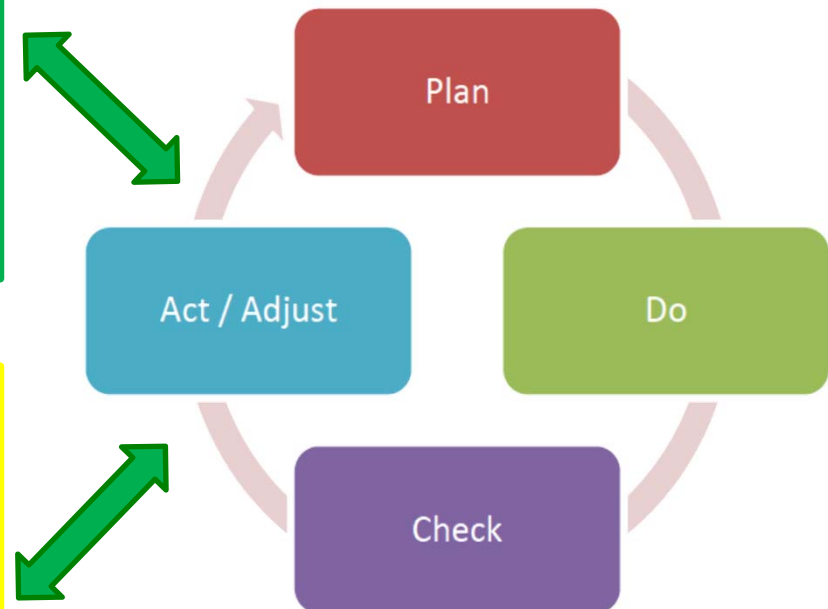
National Level



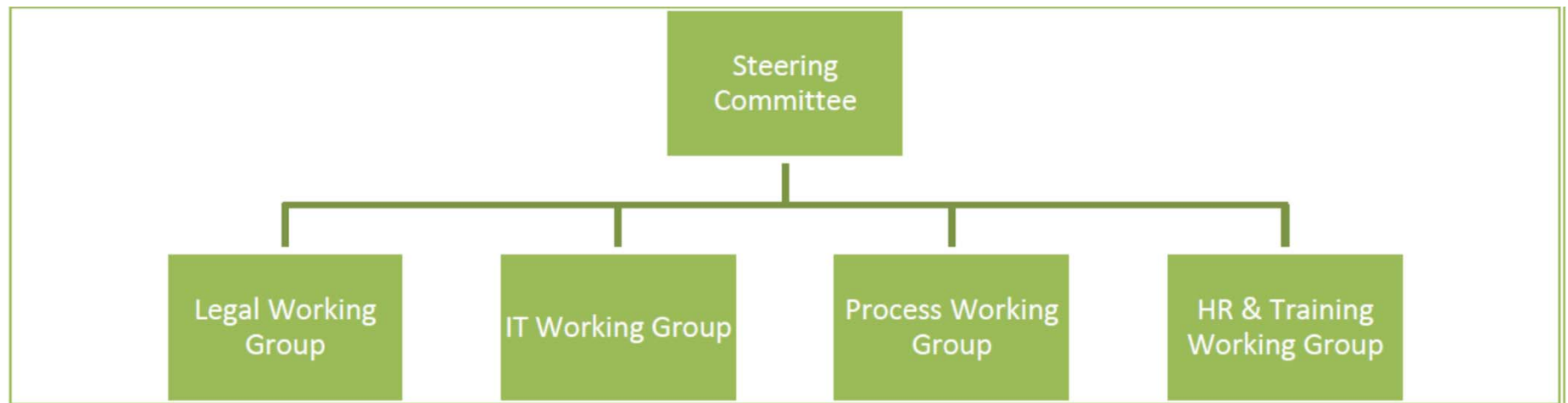
International Level



PDCA Cycle



Implementing the CBM



Legal Basis

To identify the various legal enablers that provide for enhanced CBM, or legal gaps that prevents effective CBM.

Information Technology

To identify areas where data harmonization can lead to greater simplifications for government, trade and physical flow of goods.

Processes

To map existing border processes so that bottlenecks and inefficiencies can be identified and resolved.

Human resources & training

To identify current state of competencies among participating agencies to identify capacity gaps and new skills needed.

Implementing the CBM

CBM Diagnostic Missions

- **National Policy dialogue** - Top management of all respective authorities are met on individual dialogs
- **Diagnostic Mission** - Border crossing points were visited (small, med Diagnostic
- **Report** - suggestions of changes that need to be carried out in the field of Coordinated Border Management.
- **High level meeting** - presentation of Report

WCO Tools: Fact-finding, Analyzing and identify the gap– environmental scans, a Time-Release Study and process mapping exercise, the WCO Single Window Functional Assessment Template

PDCA Cycle

- **Evaluating the option**
 - Not everything can be done at the same time
 - First set of recommendations merely sets the stage for future improvements to take place
 - “Quick wins”
- **Implementing the changes**
 - The approved action plans should now be communicated to the parties concerned
- **Checking phase**
 - How changes effective, successfully implemented and achieved the targets

Implementing the CBM

Streamlined checks and clearance:

- clear procedures
- multiply agencies control done at the same time
- could also be conducted at designated inland locations

Congestions Management:

- physical infrastructures should be organized
- efforts must be undertaken to identify potential sources of bottlenecks

CBM Key Principles

Manpower Availability:

- to conduct the necessary controls
- cross-training to undertake checks on behalf of other agencies
- co-ordinate working hours
- shift-change timings

Infrastructural Availability:

- agencies should be equipped with the necessary equipment
- sharing the equipment
- office space, parking lots, inspection bays and inspection equipment could be better utilized

The CBM in Thailand

TIME RELEASE STUDY



Time Release Study (TRS)

- TRS is a tool to measure trade facilitation performance with a view to improving it
- TRS can help to identify bottlenecks in border related procedures and for improving their efficiency and effectiveness
- First TRS in December 2003 in Thailand focus on major airports, seaport, and main border checkpoint
- Present TRS during January 11-17, 2016 focus on major seaport in Thailand
- Result: the customs clearance time is 3 days 4 hours 34 minutes 25 seconds, which is lower than the 2015 TRS about 1 day 10 hours 51 minutes 21 seconds



NSW

National Single Window (NSW)

- Single window as a means to promote the CBM - an integrated IT system to facilitate exchange of information and operation of integrated procedures for supporting border agency cooperation and coordination
- Thai Customs Department is the leader of the NSW project in 2005 with its initial operation in 2008 and officially implemented in October 2011
- NSW-National gateways for electronic documents exchanged among 36 government agencies and business communities in relation to import, export and logistics
- A single window entry point for member users to directly access various services such as single sign on, data preparation, import and export licenses, electronic payment, track and trace



Common Control Area (CCA)

- GMS CBTA - Annex 4: Facilitation of Frontier Crossing Formalities – Article 4: Single Window Inspection and Article 5: Single-Stop Customs Inspection, which link to the forming of CCA in 1999 and all member completed signed in 2003
- Thailand has 4 border crossing point 1. Mukdahan (Thailand) – Savannakhet (Lao PDR) 2. Aranyaprathet (Thailand) – Poipet (Cambodia) 3. Masai (Thailand) - Tachilek (Myanmar) 4. Mae Sot (Thailand) - Myawaddy (Myanmar)
- Thailand - Lao PDR/ Thailand - Cambodia signed an MoU on the IICBTA on July 4, 2005
- The CCA Pilot Project launch at Mukdahan Customs House and now in the progress of cooperation between two countries
- National Laws to support the CCA: CROSS-BORDER TRANSPORT FACILITATION ACT B.E. 2556 and CUSTOMS ACT (NO.22) B.E. 2557

The CBM in Thailand

Current Status of the Common Control Area at Mukdahan Border Checkpoint

- On January 26, 2016, the cabinet has consented to the proposal made by Ministry of Transport to designate the Common Control Area covering 63 rai (about 25 acres) at Mukdahan Boundary Post (second Thai-Laos Friendship Bridge)
- All parties agree to start SWI/SSI at CCA
- First step – vehicle of transportation with people. Next will be private car, bus, passenger/tourist
- Make addendum (revised MoU IICBTA) and technical arrangement (Customs, Immigration, Quarantine – Health Animal and Plant)
- Use normal formality for each country until all agree to have common formality





SSI/SWI Procedure at CCA

Export
Country

Border

Goods will be inspected jointly
at the country of import

Import
Country



Inspection



Live Animal will be
inspected jointly at
the country of exit

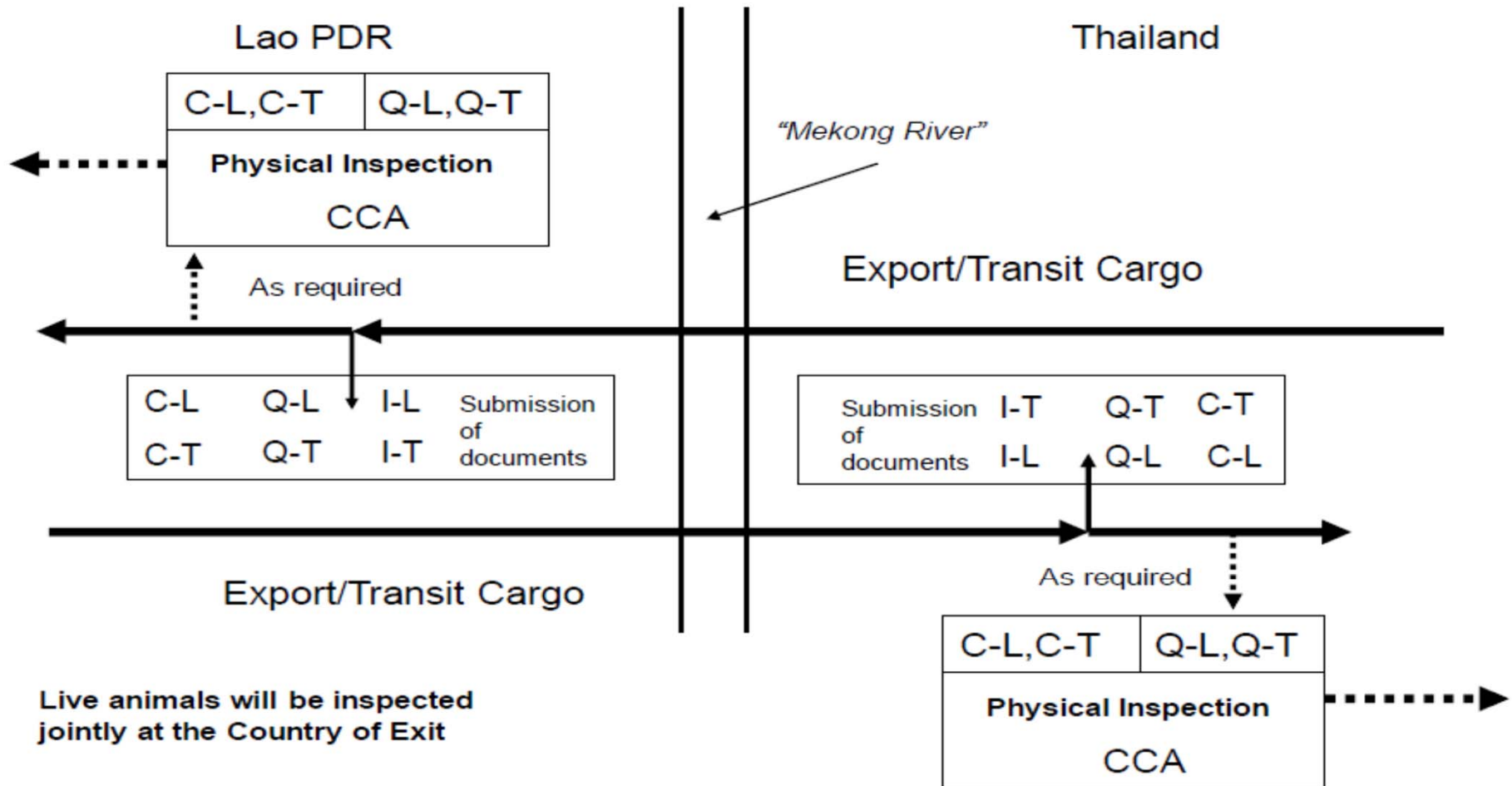


No Inspection



The CBM in Thailand

Full Implementation of Single Window Inspection(SWI) and Single Stop Inspection(SSI): Joint Customs and Quarantine Inspection in Common Control Area (CCA) and Clearance/Processing of Customs, Quarantine, and Immigration Documents at Country of Entry



Legend:

C-Customs; Q-Quarantine; I-Immigration; L-Lao PDR; T-Thailand

CBM in Other Countries



Wagah border retreat ceremony, India-Pakistan

CBM in Other Countries

Fast Way

FAST WAY
POJAZDY PUSTE
ПУСТОЙ АВТОМОБИЛЬ
EMPTY LORRY
ENTLANDENER WAGEN

Dedicated line for empty trucks
coming back from the outside of EU

All formalities are done **once** at
weight station

Risk analysis

- **Faster border crossing**
- **Eliminating the duplication of control activities** by border authorities
- **Better management of human resources**



CBM in Other Countries

Green corridor

Dorohusk, Grzechotki, Hrebenne, Korczowa

Connection between two **green lines on both sides of the border**

Special lines – nothing to declare

Touristic/business reasons
 - no forbidden goods
 - within limits

Increase number of people crossing the border

Keep appropriate level of control (bigger fine)

Customs formalities **2-3 minutes**

Approximately **30 minutes**



Ukraine-Poland
Cross Border

Green corridor



- Free choice for travellers of appropriate form of customs declaration;
- Facilitation of border crossing to travellers who do not have goods subject to customs duties or other restrictions;
- Reduction of waiting times at the border by reducing to a minimum the formalities and customs control;
- Increasing the traffic and improving capacity of border crossing;
- Management of increasing movement of travellers due to the introduction of the local border traffic (LBT);
- Stimulation of tourist and economic contacts.

НІС ДО ЗОЛОВОЇ
НИЧОГО НЕ ЗАЯВЛЯТИ
БЕЗ ДЕКЛАРАЦІЇ

CBM in Other Countries

Finland – Norway – Sweden

Border cooperation between Norway, Sweden and Finland **the national border authorities of each country** are allowed to provide services and exercise legal powers **not only on behalf of their home state, but that of their neighbouring states as well.**

Swedish–Norwegian Border

- **Already in 1959**, Norway and Sweden signed a customs co- operation agreement aimed at facilitating border crossing, simplifying customs controls and clearance procedures.
- **Both countries** have been members of the **Schengen Area**
- **Only Sweden is EU Member**
- Export from Sweden and Import to Norway are done by **Norwegian Customs**
- Import to Sweden and export from Norway are done by **Swedish Customs**

CBM in Other Countries

CBM pilot with HK Customs:

Project: Shenzhen Project – “Shenzhen-HK Customs operation”

Time: Since Apr. 16, 2005

Key components:

- *Unified land port cargo manifest
- *Trans-Customs express clearance

cooperation

- *CoCo--location cooperation in

Shenzhen bay port:

1. Expansion of mutual recognition of inspection results;
2. Transmission of NII scanning images;
3. Sharing of CCTV images
4. Cooperation of clearance coordination



CBM pilot with Kazakhstan Customs:

Project: China Project- “China-Kazakhstan Joint Customs Control”

Time: Dec. 13, 2007 (Dulata-Dulaty)

Nov. 17, 2008 (Jimunai-Maihabuqi)

Key components:

- *Harmonization of documentation
- *Mutual recognition of inspection results
- *Joint Border control operation

CBM pilot with Mongolian Customs:

Project: China Project – “China-Mongolian Joint Customs Control”

Time: Planning and preparing

Key components:

- *Adopting the model of China-Kazakhstan Joint Customs Control
- *Working group meeting in selected crossing point
- *Exchange of rules and templates

CBM in Other Countries

CBM pilot with Vietnam Customs:

Project: Cross-border transport agreement between China and Vietnam

Time: Signed on March 20, 2007

Key components:

- *Working hours coordinated
- *Round-clock operation on request by both sides
- *Single Window inspection



To achieve in the CBM

Lessons Learned

- Political commitment is vital
- Nominate a lead agency at the border
- Start with joint customs controls
- Develop a model MOU for coordinated border management
- Standardize and replicate existing good practices
- Involve the private sector to support coordinated border management
- Initiate coordinated border management at inland locations

Keep in mind

- No standardized approach, no one-sized-fits all
- Trust is the most importance part of the successful story
- Step by step: Within Domestic - Along the Border – Go Global
- Countries must apply a solution that fits its domestic context
- Tools & Instruments support various areas of CBM



Question & Answer

