

**SINGAPORT 2000**  
**CHALLENGES IN THE DOT.COM ERA**

**GLOBALISATION AND PARTNERSHIPS IN PORTS:**  
**TRENDS FOR THE 21<sup>ST</sup> CENTURY**

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## **Introduction**

1. The continuous process of change in international transport management in the last ten years, from a segmented modal approach towards a much more integrated transport concept tailored to better meet the pressing needs of customer industries, is resulting in an increasing pressure on ports to adapt their role and function to this more demanding operational environment. This entails the rethinking of national port development strategies, as well as far-reaching reforms in the legislative, regulatory, and managerial environment within which commercial ports have to operate.
2. In particular, the need to define new partnerships between the public and private sectors in port operations, investments financing and assets management, leads to a review of the respective roles of public and private actors, and specifically calls for a clarification of the mandate of the public sector, and simultaneously of the missions it would be well placed to undertake. These missions are likely to be more of a catalyst and facilitation nature, together with a stress on assistance to public statutory duties, with a particular attention devoted to transport safety and environmental protection. New labor practices are also calling for a changing role for port workers' unions and a new style of dialogue between labor and public and private entities on the waterfront.
3. Simultaneously, efficiency of inland transport to serve an increasing, and most often disputed hinterland, has become a critical factor of the ports potential future, as well as of overall trade growth prospects. Today's global logistics organization makes it mandatory for shippers worldwide to be able to rely on seamless transport chains, of which the port is a prominent node. Smooth interaction between the port and the city often surrounding it, in terms of transport networks requirements, environmental protection, and overall safety, therefore appears a prerequisite for effective delivery of integrated logistics services. Port authorities are likely to have a major role to play in fostering the development of an effective cooperation between interested public and private players, which will be required to make it possible to achieve the expected benefits of integrated transport and logistic operations.
4. Finally, the institutional context, as well as the assets ownership and managerial framework, must be conducive to an optimal cost-effective utilization of port facilities. This supposes openness to competition in provision of port services, and establishment of appropriate regulation arrangements where market conditions make it necessary. Physical and regulatory integration of transport networks, as well as comprehensive strategies for addressing development planning, environmental and social issues, will also be required to allow national port systems to provide local and regional economies with the services they need. All this supposes the development of new partnerships between public and private actors, between ports and their customers, and between ports and port operators themselves.

## **Recent Trends in Private Sector Participation in Port Facilities**

5. The private sector has significantly increased its involvement in the operation of port facilities during the 1990s, after the development of public service ports had clearly dominated the port sector since the 1940s. Between 1990 and 1998 a total of 104 port projects with private participation reached financial closure in 24 developing countries involving investment commitments totaling over US\$ 8 billion.
6. Prior to the 1990s, private sector involvement in the management and finance of major port facilities in developing countries was limited to a small number of projects. Three projects located in Jamaica (Kingston Port, 1967), Malaysia (Port Klang, 1986) and the Philippines (Manila Harbor, 1988) provided for the long-term involvement of private operators.
7. During the past decade, the reform of port administration gained momentum in developing countries with public port agencies moving away from the service port model, under which the port authority provides both all commercial services and the regulatory functions. Instead many countries have adopted the landlord model for the administration of seaports under which port authorities continue to own basic infrastructure assets and retain regulatory functions but divest themselves of the managerial and financial responsibilities for commercial facilities.
8. The increasing involvement of the private sector in the management of port facilities has resulted mainly from a growing demand for expansion and modernization of port infrastructure in a context of limited public sector resources and growing consensus in favor of private participation in infrastructure. Strong growth of world trade has put enormous political pressure by captive port users on authorities to improve handling efficiency and to expand facilities to accommodate larger ships and cargo flows. The potential of lucrative container transshipment business for strategically located, well equipped, and efficiently managed hub ports has in addition provided strong incentives on behalf of port authorities to invest in port modernization.
9. Economies of scale in the shipment of cargo have also led to the consolidation of distribution and logistics companies and to the emergence of global players. These shipping companies hold considerable market power related to the adjustment of port facilities to meet their specific needs. Similarly, global players are also emerging on the terminal operations side, with a few operators expanding new networks across regional boundaries.

### ***Market Features***

10. The record to date depicts a diverse pattern of private sector involvement in port facilities:
  - Long term concession contracts involving private operation and management and significant private investments in existing public assets have been the most popular arrangements, ownership of land and facilities has in most cases remained with the

public port authority. Private investment has fostered the rehabilitation of terminals and the renewal of superstructure, such as cranes and yard equipment.

- To date, international private port operators have clearly been focussed on container facilities, often dedicated terminals, along the main shipping routes. Multi modal transport networks with strong participatory role of the private sector in ports, toll roads and railroad lines are emerging in some countries, e.g. Brazil and Mozambique
- The regional distribution of projects reflects a pattern that has been observed in other infrastructure sectors. That is, the majority of transactions have taken place in Latin America and East Asia. Within the regions the process has been very uneven, with 5 countries accounting for roughly half of the projects registered in developing countries worldwide.

### ***Financing Patterns***

11. In considering private financing and operations of port facilities, a useful distinction can be made between two kinds of project structures where private investors get into, under two different logics:

- Horizontal operations, which have a number of independent customers, and must be financially balanced on their own merits, refer to the ***limited recourse project finance*** concept; container terminals are the typical example, and make the majority of the cases. Investment money here is raised against the expectation of dedicated future revenue streams.
- Vertical operations, included within an upstream/downstream industrial process, with one or a few customers, usually within the same corporate structure, which contribute to a financial return at a higher corporate level, refer to the ***corporate finance*** concept, and are undertaken by corporations as elements of their production process; industrial bulk terminals, ores, oil products, chemicals, are often of this nature. Investment money here is usually raised against the main company's balance sheet.

### ***Regional Characteristics***

12. A regional break down of transactions and investment flows shows that Latin America and East Asian countries have been clearly leading the trend towards private sector involvement in port operations, both in terms of numbers of projects reaching financial closure as well as in amounts of investment commitments. This regional pattern is largely consistent with the trends in other infrastructure sectors such as electricity and water and sewerage. Even within the regions, projects and investment are unevenly distributed. Five countries concentrated half of the projects that reached financial closure between 1990 and 1997 and more than 65% of all committed investment.

## **The Continuous Role of the Public Sector**

13. The issue of effectively delimitating public/private boundaries in port activities is likely to be the prominent question in any reform process, since the intrication of public and private players tends to be greater here than in other transport modes. It involves a clear definition of the public sector mandate and of its relationships with its private partners, with a view to fostering private-sector led investment and development capacity. This requires a comprehensive understanding of the interests at stake, so that public and private partners can be in a position where they can provide each other with the services they are the best placed to deliver: an efficient and clear regulatory environment and a basic set of well-interconnected infrastructure networks for the public sector, a cost-effective transport system for the private sector.

14. It seems consequently possible to identify some main areas for public sector intervention in this part of the transport sector, which may be displayed as follows:

- (a) to provide financing for some basic infrastructure components, to pave the way for increased private financing of operational facilities;
- (b) to promote better physical and operational integration of sea and land transport networks;
- (c) to ensure appropriate safety conditions in port and navigation activities, and to monitor the environment protection policy;
- (d) to contribute to the trade facilitation process at the sea/land interface, thus helping ports to act as creative partners in international trade development.

### ***Core Public Sector Missions***

15. The prospective public sector's role in these areas can be described in a more comprehensive manner by defining it under three different natures of mission: the **catalyst** mission, the **statutory** mission, and the **facilitation** mission.

#### *The Catalyst Mission*

16. The public sector's role here would be twofold, with the aim to help Governments:

- (a) to finance transports assets which very unlikely would get access to private or alternative financing sources, and whose completion clearly appears on the critical path of transport development programs. Such investments would be primarily aimed at inducing the private sector in providing resources to cover operational investments, including infrastructure, once the public action has helped creating a physical enabling environment. Specific intervention would regard in particular basic protection and access infrastructure (breakwaters, channels) and access connections with inland transport networks (road, rail, waterway);

- (b) to create a regulatory enabling environment for private participation, by being a guarantor of public order and ensuring an appropriate social climate. This would entail implementing an appropriate legal and regulatory framework to ensure fair competition, avoid monopolies and rent-seeking activities, and assisting port authorities in dealing with labor redundancy issues, possibly in financing socially adequate redundancy schemes.

### *The Statutory Mission*

17. The public sector's role here would be to help Governments take care of some of their statutory duties as national authorities: this will deal mainly with transport safety, environmental protection, coastal management, and port/cities relationships. Specific intervention would regard in particular:

- (a) Navigation safety: navigation aids, vessel traffic services, hazardous cargoes transit management;
- (b) Environmental protection: compliance with international conventions on maritime environment, on dredging and exploitation of marine resources, adherence to regional agreements to enforce and monitor international regulations and agreements;
- (c) Coastal management: shore and coastline stabilization, beach nourishment and coastal defense structures, shoreline defense policy;
- (d) Fostering common development policies between ports and cities: helping in setting up common planning boards or consultation committees on land development issues, assisting in designing port relocation operations and relating legal and financial arrangements for the disposal of redundant port facilities.

### *The Facilitation Mission*

18. The public sector's role here would be to assist Governments implement measures aiming at improving the effective use of all modal transport networks, primarily by addressing the basic issues relating to the ports' nodal position in the international trade pattern. Specific intervention would regard in particular the trade facilitation process. The Public sector's facilitation mission may therefore include the following tasks:

- (a) Strengthening public governance: improving institutional ability to monitor new public/private partnerships and oversee operations without interfering in the commercial sphere, helping devise and implement clear mechanisms to manage transactions between public and private bodies without hindering open competition;
- (b) Helping the trade facilitation process: improving customs regulations and practices, assisting in designing and implementing efficient enhanced

communication systems, assisting in trade documentation harmonization efforts;

- (c) Spearheading initiatives conducive to trade integration: assisting design and implementation of first development initiatives to induce value-adding activities to settle in port areas, helping finance facilities aiming at attracting distribution and logistics services within the port complexes, assisting in financing the first development phases of potential dry ports facilities and related intermodal connections.

### ***Role of the Port Authority***

19. The characteristics of the public sector mandate, as described above, call for the establishment of a well-defined public authority to deliver the duties and services associated with it. This will usually be a Port Authority vested with all regulatory and statutory powers requested to ensure sound operations of the port facilities.

20. The necessity to establish a public Port Authority is sometimes questioned. However, a review of prevailing situations worldwide shows that in an overwhelming proportion, the choice is being made to vest the specific regulatory powers required to manage the provision and development of port activities into a public Port or Marine Authority, either at a local or national level, depending on the size of the countries. This stems from the need to have a clearly identified public partner to act as a counterpart to the private sector in negotiating and implementing new operational and development formula for the port sector. The lack of such authority, easily accessible at the local level, can quickly become a significant impediment to a balanced development of effective public-private partnerships. This has been a real issue in Argentina, where the future of the very successful first privatization stage of port operations in Buenos-Aires was at some point in danger of being hindered by want of a public Port Authority, wisely provided for in the law, but not timely established. Simultaneously, in Brazil, where an ambitious port sector reform program is being implemented, a major issue now debated is the format, organization and functions of local Port Authorities.

21. A recent review, by the Asian Development Bank, of *Best Practices in Port Privatization*, suggests the following list of tasks for a public port authority:

- ❖ Own and preserve foreshore and areas for port expansion;
- ❖ Enforce Government regulations affecting port activities
- ❖ Provide basic infrastructure
  - *Port-wide strategic planning*
  - *New port development*
  - *Planning and engineering design*
  - *Access to long-term public finance*
  - *Provide guarantees*
- ❖ Provide basic public services at reasonable prices
- ❖ Advocate trade and transport facilitation
- ❖ Promote competition in the provision of port services

- ❖ Interface with political stakeholders
- ❖ Prepare, tender and manage leases and concessions
- ❖ Coordinate with Government on the provision of access and public services
- ❖ Providing training facilities for the port and maritime community
- ❖ Marketing the port as a logistics gateway

22. In particular, trade and transport facilitation advocacy will usually mean a major role for the Port Authority in spearheading the development of electronic information interchange between all stakeholders in port-related trade activities. Ports have already been, in most instances, at the core of the move towards developing and implementing Electronic Data Interchange (EDI) systems between the ports themselves and between ports and their trading partners, including administrative authorities like customs. Port authorities were often involved in establishing the basic architecture of the electronic information platform, with a dual concern in mind: (i) that it must meet the mandatory requirements of public trade administrations in terms of data availability and control (customs, phytosanitary agencies, external trade statistics, etc.); and (ii) that it must also offer to all economic actors contributing to the activities of the port interface a convenient and secure way to manage their information flows. When the electronic information platform is running, its daily operation can then be contracted out to a third-party service provider, who will maintain it and make it available to users for a service fee.

23. The availability of the Internet infrastructure now brings a new dimension to the EDI concept, as well as a few new challenges. It will make it possible to avoid having to develop complex and costly dedicated EDI platforms and networks, which has certainly been an impediment for ports in some developing parts of the world. On the other hand, the traditional EDI infrastructure has developed security protocols tight enough to handle confidential commercial data, whereas security and confidentiality of Internet messages is an area where improvements are still expected. Electronic languages themselves need to be adapted, but the ongoing works on the XML language concept, including possible interfacing with traditional EDIFACT message structure, bode well for the implementation of a commonly agreed standard in the near future.

24. Keeping on with these developments aiming at facilitating commercial transactions, the World Bank Group, together with the private sector and other international organizations, has launched in 1999 the Global Facilitation Partnership for Transportation and Trade (GFP). This is an initiative to help addressing a pervasive issue in numerous countries throughout the world, namely the obstacles to trade and international transport coming from cumbersome, often redundant, documentary procedures and controls. As critical border-crossing points for international trade, ports are of course among the main players in this approach, and the International Association of Ports and Harbours (IAPH) has actually been among the first partners to join the GFP. All individual ports are of course welcome to join on their own. A quick presentation of the GFP is provided as an appendix to this paper.

## **Future Outlook**

### ***Actors***

25. Globalization of trade and the development of larger trade areas have led to shipping and intermodal alliances to handle the global nature of the supply chain. Shipping companies have merged, with P&O/Nedlloyd and Neptune Orient Lines/American President Lines just recent examples, expanding their geographic reach to create global service networks. Similarly, terminal operators have kept pace, globalizing operations to offer their shipping customers consistent services over diverse trade routes. A few significant trends are worth noting:

***(a) The development of a few large terminal operators, now operating internationally across national and regional boundaries.*** P&O, either through the mother company or the Australian subsidiary, is operating 22 container terminals worldwide, in Australia, the Philippines, India, Malaysia, China, Argentina, Mozambique, and the UK. Hutchinson Port Holdings (HPH) now operates 17 terminals in Indonesia, China, the Bahamas, both sides of the Panama Canal, and the UK. Stevedoring Services of America (SSA) operates 13 terminals in Mexico, Panama, Thailand, India and Indonesia. PSA Corporation, the government-owned operator of the Port of Singapore, operates 9 terminals in China, Cambodia, Indonesia, India, Thailand, Vietnam and Yemen. International Container Terminal Services Inc. (ICTSI) operates 7 terminals in the Philippines, in Argentina and in Asia. Altogether these 5 major terminal operators today hold more than 25% of the world port container handling market, with HPH and PSA Corp. topping the list with close to 10% each. Formed after the acquisition of Sealand's international liner shipping operations by Maersk, CSX World Terminals is also now becoming a major player in the market. Activities of such companies as P&O, HPH, PSA Corp., SSA and ICTSI are a clear indication of a new trend towards increasing internationalization of terminal operations. In terms of number of containers handled worldwide, HPH counts among the largest private operators in the world with more than 13 million TEUs handled in 1997. Actually, the top ten private terminal operators handled 14 % of the world container traffic in 1994. In 1997 almost 15 % of the world container traffic has been handled by the top four private terminals operators alone (PSA Corp excepted, being still government-owned). Hence the thrust towards enhanced global network management practices by shipping and terminal operators alike, which is putting increased demands on intermodal land interfaces so as to make available as large an array of transport routes as possible, and to benefit from the resulting increased flexibility in management of international transport operations.

***(b) The growth of a second generation of regional operators.*** The operational success met by the first series of international operators has triggered decisions by large transport and industrial companies to enter the market, and new operators are now coming on stream, most often starting from a domestic base and expanding activities in their region of origin. Eurogate, the result of the merger between BLG (Bremen) and Eurokai (Hamburg), is an example of this trend. Some of these operators may well soon enough reach a stage where they will compete with the first set of international players in world markets, which is likely to help maintain a sound level of competition, in the face of the possible emergence of some situations of regional dominant position.

(c) *The strategies of the main shipping lines.* The management of the terminal operations of some main shipping lines is undergoing some restructuration, with the main debate being whether the lines must deepen their involvement in terminal operations, and if so, how best to manage this activity. Separating it from the main shipping business seems to be the preferred solution, which is likely to result in increased competition with independent terminal operators along some critical maritime ranges.

### **Markets**

26. The market that a port serves has an impact on its organizational structure and on the potential level of private sector involvement. Ports can be categorized according to their markets as follows:

- **Local ports** serve less-developed areas of the country and provide access by domestic shipping to major national economic centers;
- **Regional ports** serve the more developed hinterlands and provide a point of consolidation for cargoes moving on domestic shipping to and from local ports;
- **National gateway ports** serve the major economic centers and act as the point of international shipment for external trade movements;
- **Transshipment ports** provide interchange points for international shipping lines without being linked to particular hinterlands.

27. Transshipment ports tend to be public landlord or private ports operated by shipping lines or international terminal operators. Gateway ports are usually landlord or service ports. Private sector participation is increasing here because of their large cargo volumes and of their international patronage. The larger regional ports are usually landlord or service ports, and local ports, with low traffic volume and less frequent vessel calls, are public service or resource ports working with local companies.

28. Within the next two decades, the role of common-user public ports can be expected to diminish in favor of the expansion of private terminals, which to some extent would be a return to the structure of earlier centuries. For now however, the improvement in port efficiency and the move towards a more commercial management will likely be accomplished through public landlord ports with private sector operations and shared public-private investments.

29. In the container shipping business, the consolidation of the maritime shipping industry gives it more market power to adjust their operations in response to the performance of the ports and markets they serve. The result is that ports have fewer options to behave in a monopolistic way and are increasingly being penalized for their inefficiencies.

30. Finally, the market for terminal concessions is beginning to mature. International terminal operators are becoming more cautious in bidding for concessions in developing countries because of the high cost and considerable management time commitment required to prepare these bids. They become increasingly reluctant to bid where there is a

perceived lack of transparency or where the concession terms introduce excessive risk. At the same time, the growing number of competing bidders has made the bidding more competitive and reduced the potential return.

### ***Operations***

31. Here again, a few significant trends are taking root:

**(a) *The continuing integration of transport modes and services.*** The development of intermodal routes has increased inter-port competition for ship calls and cargo. It has also reduced the relative importance of ports in the logistics chain. The focus on door-to-door movements has changed the role of ports from a node for transferring cargo between modes to a link in the transport chain. As private transport companies have integrated their services across modes and shipping lines have become more concerned with the landside delivery of cargo, the port's customer base has changed from individual shippers and consignees to forwarders and transport operators. These companies apply international standards in their negotiations for better services and lower prices in their deals with port authorities and terminal operators. One result is increased volatility of commercial positions in face of the growing number of routing alternatives. This in turn could make investments in new port infrastructure a riskier proposition for the private sector, unless some mitigating strategies are implemented between the various actors to secure a minimum business base.

**(b) *Cooperation between ports.*** A possible way for ports to mitigate the consequences of this trend could be to enter into cooperative agreements on a local/regional basis, in particular in geographical areas that lend themselves to a flexible traffic distribution pattern through several port outlets. An arrangement of this kind was discussed a few months ago in the Baltic/North Sea area between terminal operators in Szczecin (Poland) and Rostock (Germany). Finding the right balance between cooperation and competition, so that customers can get the best possible deal without jeopardizing the possibility to mobilize long-term private finance to develop infrastructure facilities, is likely to become one of the most important challenges in the port industry in the years ahead.

### ***Regulation***

32. Two main topics are worth attention as far as regulatory aspects are concerned:

**(a) *Transparency in Regulatory Frameworks for Port and Terminal Operations.*** The market maturity mentioned above makes it all the more necessary to design and implement transparent and effective regulatory frameworks to ensure a proper balance between long-term public responsibilities and normal shorter-term business objectives. Effectiveness and credibility of public regulation, both technical (safety, environmental protection) and economic (pricing, competition, monopolies), will be more and more critical to secure optimal participation of the private sector in investments and operations in ports worldwide.

**(b) *Competition Rules.*** Monitoring competition conditions, with a view to open market access as broadly as possible while safeguarding critical public interest, will remain a

main responsibility of public port sector authorities. As a consequence of (i) the spreading of port concessions in specific traffic niches, like container terminal operations, and (ii) the relatively few number of international professional operators and shipping lines in the market to date, a new form of competition limitation may develop along regional coastlines, crossing countries boundaries. It becomes now possible to anticipate that in the short run, one or two terminal operators may control a string of terminals on a given range, therefore establishing a new case of dominant position at a regional level. The appropriate answer to this situation should at first sight come from regional economic cooperation bodies, which should therefore be vested with specific authority regarding competition in transport services on a regional scale. However, following the emergence of newcomers in the terminal operations market, as discussed above, chances are that this risk will be mitigated somewhat by the increase in competition provided by these new actors.

### ***Contracts and Financing***

33. Two areas deserve to be highlighted under this theme:

***(a) A broader range of financing options will become available for ports assets.*** The development of domestic long-term capital markets and improved access to international capital markets will give both governments and the private sector greater access to low-cost and long-term finance. Although international operators still rely primarily on commercial loans, it can be expected that bonds will play an increasingly important role in the future.

***(b) Renegotiation of Concession Agreements.*** In most countries, the first agreements for increased private sector participation were developed with very little legal precedence and regulatory experience. As a result, situation sometimes developed where the overall distribution of risks and rewards became clearly unbalanced, with either the private operator deriving too much control from its position in the sector, or conversely, being driven to bankruptcy because of too heavy-handed administrative requirements. In these situation, renegotiations of the concession agreement can provide an option to reach a more equitable balance of responsibilities and risks. Renegotiations can also occur due to changes in the marketplace that put the private sector at a competitive disadvantage under the original terms of the agreement. This has so far been a relatively limited occurrence in ports, but has already materialized in a number of occasions in public transport projects, in particular for rail mass transit. Given the changing patterns of trade and traffic over the long-term period of a port terminal concession, contract modifications over time are likely to be unavoidable in some cases. Willingness on the part of public authorities to consider this option, provided they can be equipped adequately for this purpose, is therefore likely to become increasingly important. Needless to say, careful and thorough preparation of the initial contract should aim at reducing the risk of having to renegotiate at an early stage, which would put the transparency and fairness of the competitive process in jeopardy. But long-term contractual relationships may need to accommodate this kind of flexibility.

## **Conclusions**

34. Private sector participation in port operation has reached a significant dimension over the last decade. This has been driven by broader trends within the transport sector as well as a new understanding of the general role of the public sector in the provision of infrastructure services.

35. The countries that have led this reform process have been able to attract significant private capital investment to refurbish infrastructure assets and to modernize cargo-handling equipment. Under private management, ports have significantly improved performance with regard to service quality and reduction of handling costs. Whether these initial achievements that have been largely driven by competitive tendering of concessions can be sustained in the long term, will heavily rely on the ability of port authorities to stipulate effective intra port competition. Driven by the emergence of multi modal transport networks regional competition will gain relevance and thus the need for regional and multi modal assessments of competitive structures will require port authorities to coordinate on a broader scale.

36. Furthermore, increased globalization of the port, terminal and shipping industry means new competition conditions appear, which require governments and public port authorities to monitor the market across national boundaries. In such a context, the role of an effective public regulation of the sector will become critical to optimize the efficiency of the new partnerships developing between the public and private sectors on one hand, and between ports, terminal operators and shipping lines, on the other.

MHJ

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**The Global Facilitation Partnership  
for  
Transportation and Trade  
(GFP)**

The GFP will aim at pulling together all interested parties, public and private, who want to help achieve significant improvements in transport and trade facilitation in Bank member countries. The Partners will then design and undertake specific programs towards meeting this objective, making use of their respective comparative advantage in the subject matter in a coordinated fashion. In furtherance of this purpose, the areas of collaboration are expected to include the following: (i) sharing agendas of common interest; (ii) pooling resources and expertise where appropriate; and (iii) sharing knowledge and ideas.

In keeping with the GFP purpose, all Partners find it to be in their mutual interest to promote international trade by lowering trade barriers and in particular, by facilitating international transport, external trade procedures and cross-border processes.

Consequently, the World Bank and all GFP Partners agree on pursuing:

- The establishment of a comprehensive Facilitation Audit Framework, combining qualitative assessment with a simplified set of data on efficiency of trade and transport transactions;
- The definition of systematic approaches to measurement, based on a set of facilitation indicators on transportation and cross-border processes, to be systematically collected;
- The monitoring and publishing on a regular basis of data on these facilitation indicators;
- Any commonly agreed initiative aiming at promoting trade and transport facilitation programs through education, training, and targeted technical assistance activities.

All interested parties can join the Global Facilitation Partnership for Transportation and Trade (GFP) through the GFP website, which also displays all information on GFP activities and provide a discussion space and a library gathering all relevant documentation submitted by GFP partners.

The GFP Website address: <http://wbln0018.worldbank.org/twu/gfp.nsf>