



USAID Trade Project

Final Report

USAID Trade Project

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Table of Acronyms & Initialisms

Acronym	Definition
ADAT	Anti-Dumping Appellate Tribunal
ADB	Asian Development Bank
AEO	Authorized Economic Operator
APTTA	Afghanistan-Pakistan Transit Trade Agreement (2010)
ATF	WTO Agreement on Trade Facilitation
ATT	Afghan Transit Trade
ATTA	Afghan Transit Trade Agreement
Bol	Board of Investment
BOT	Build Operate and Transfer
BTA	Bilateral Trade Agreement
CABOC	Central Asian Business Opportunities Conference
CAL	Customs Agent License/Licensing
CAR	Central Asian Republic
CAREC	Central Asian Regional Economic Cooperation Project
CBTA	Cross Border Transport of Persons, Vehicles, and Goods Agreement
CCES	Centre for Customs and Excise Studies
CMS	Case Management System
CO	Commercial Officer
CRM	Compliance Risk Management
DG	Director General
ECO	Economic Cooperation Organization
ECO-TTFA	Economic Cooperation Organization Transit Transport Framework Agreement
EDI	Electronic Data Interchange
EGA	Economic Growth & Agriculture Office
FBR	Federal Board of Revenue
FDI	Foreign Direct Investment
FPCCI	Federation of Pakistan Chambers of Commerce & Industry
FTA	Free Trade Agreement
FY	Fiscal Year
GDP	Gross Domestic Product
GoP	Government of Pakistan
GPA	WTO Agreement on Government Procurement
GSP	(US) Generalized System of Preferences
GSP+	(EU) Generalized System of Preferences Plus
HS	Harmonized System
ICT	Information and Communications Technology
ILO BWP	International Labour Organization 'Better Work Program'
IMF	International Monetary Fund
IPP	Beaconhouse National University Institute for Public Policy
IR	Intermediate Results
IT	Information Technology
ITA	WTO Agreement on Information Technology
LDBC	Least Developed Beneficiary Country

Lol	Letter of Intent
LUMS	Lahore University of Management Sciences
MFN	Most Favored Nation
MLJ	Ministry of Law and Justice
MoC	Ministry of Commerce
MoU	Memorandum/a of Understanding
NDMA	Non-Discriminatory Market Access
NHA	National Highway Authority
NIST	National Institute for Standards and Technology
NLC	National Logistics Cell
NPS	National Policy Section
NTC	National Tariff Commission
PAJCCI	Pakistan-Afghanistan Joint Chamber of Commerce & Industry
PASDEC	Pakistan Stone Development Company
PCA	Post Clearance Audit
PIM	Pakistan Institute of Management
PMP	Performance Management Plan
PRAL	Pakistan Revenue Automation Limited
PTA	Preferential Trade Agreement
RCCI	Rawalpindi Chamber of Commerce & Industry
RKC	Revised Kyoto Convention
RMS	Risk Management System
ROZ	Reconstruction Opportunity Zone
SAARC	South Asian Association for Regional Cooperation
SAD	Single Administrative Document
SAFTA	South Asia Free Trade Agreement
SATIS	SAARC Agreement on Trade in Services
SEZ	Special Economic Zone
SPS	Sanitary and Phyto-Sanitary
SRO	Statutory Regulatory Order
SW	Single Window
SWOT	Strengths Weaknesses Opportunities and Threats
TDAP	Trade Development Authority of Pakistan
TIFA	Trade and Investment Framework Agreement
TIR	Transit International Routier (Convention)
TNA	Training Needs Assessment
TPR	Trade Policy Review
TtT	Train the Trainer
UNCOMTRADE	United Nations Commodity Trade Statistics
UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific
USAID	US Agency for International Development
USD	US Dollar
WCO	World Customs Organization
WeBOC	Web Based One Customs
WGI	Worldwide Governance Indicators

WIT	Women in Trade
WTI	World Trade Institute
WTO	World Trade Organization

1. Executive Summary

The United States Agency for International Development (USAID) Empower Pakistan: Trade Project (Trade Project) was designed to help the Pakistani economy achieve its export potential by creating an environment that is more conducive to transit for international and regional trade, specifically for enhancing trade ties with Afghanistan. USAID awarded the task order for the Trade Project to Deloitte Consulting LLP, which was carried out from June 2009-August 2014. The focus of the Trade Project was to remove impediments to trade through policy reform and capacity-building activities that facilitated increasing exports from industry, services, and agriculture enterprises. The Trade Project's aim was to resolve trade challenges and support "second generation" trade reforms, including improving customs and trade facilitation, reducing anti-export bias in trade policy, and enabling increased bilateral and regional trade with Pakistan's neighbors through trade and transit agreements and border improvements.

1.1 Project Background

Over the past decade, the Government of Pakistan (GoP) has demonstrated its commitment to economic reform. Economy-wide improvements, including reforms in the trade environment, underpinned an impressive turnaround in economic performance during the period from 2002-2007. By 2008, however, the gross domestic product (GDP) growth rate dropped to 1.70% from 4.83% the previous year.¹ The Trade Project, an Economic Growth Activity, was "designed to help the Pakistani economy achieve its export potential by creating an environment that is more conducive to transit, international and regional trade, specifically in enhancing trade ties with Afghanistan"². The Trade Project was conceived as part of USAID's multi-pronged approach to empowering the country's private sector through targeted, multi-sectoral assistance to promote policy reform, workforce development, and ultimately, economic growth. Trade Project activities were undertaken with the GoP and private sector stakeholders to support trade reform and resolve trade challenges through the provision of technical assistance. Specifically, the Trade Project sought to facilitate increased bilateral and regional trade through the implementation of trade and transit agreements, reduction of anti-export bias in trade policy, and improvement in customs processes, border infrastructure, and trade facilitation measures.

Over its five year lifespan, the Project achieved the intended results outlined in its implementation plan, which was updated annually, with the consultation and approval of USAID. The implementation plan evolved to build upon accomplishments, and to also reflect factors beyond the Project's control, such as high-level GoP priorities, counterpart capacity and cooperation, and a volatile security environment. Details on Project activities, including highlights, challenges³, and recommendations/next steps (where relevant), are provided in the subsequent sections.

Project Scope

At inception in June 2009, the Trade Project comprised three components to address the constraints undermining Pakistan's ability to achieve its trade potential: (1) Improved Pakistan Trade Environment (2) Increased Trade at Pakistani Borders, and (3) Support to Reconstruction Opportunity Zones (ROZs).

¹ The World Bank's Data Bank 2013: <http://databank.worldbank.org>

² USAID Contract No: EEM-I-00-07-00005, Order No: 03, Section C.1. July 2, 2009.

³ The "Challenges" sections throughout this report refer to both political and technical challenges encountered during the life of the Project, some of which may have impacted the Project's ability to achieve its objectives.

Table 1: Component Overview

Component	Duration	Overview
Component 1: Improved Pakistan Trade Environment	July 2009 - August 2014	Component 1 activities supported the GoP and private sector stakeholders with the reform and implementation of policies, procedures, and practices that affect the movement of goods across Pakistan's borders.
Component 2: Increased Trade at Pakistani Borders	July 2009 - August 2014	Component 2 addressed constraints at Pakistan's borders that affect trade and transit traffic with neighboring countries.
Component 3: Support to Reconstruction Opportunity Zones (ROZs)	July 2009 - June 2011	Component 3 was intended to support Pakistan's implementation of the US ROZ legislation; however, the legislation did not pass Congress, and this activity was removed in Project Year 3. During Project Years 1-2, activities centered on ROZ-related research and reports.

As a result of Pakistan's political and economic environment, GoP counterpart capacity and priorities, and United States legislation, the Trade Project, with the approval and input of USAID, added or removed activities, as reflected in the annual Project Implementation Plan and subsequent workplan realignments. Component 3 was removed from the Project Implementation Plan in Year 3 because the ROZ legislation was still pending at that time, and ultimately did not pass in the United States Congress.⁴

In 2013, the Trade Project's contract was extended by one year, two months to pursue activities related to enhancing regional trade and integration, a policy priority for both the GoP and USAID. The Trade Project concluded August 31, 2014.

Project Counterparts

The Trade Project provided technical assistance to a range of government institutions and worked with the private sector frequently as well. In Year 5, the Trade Project funded two trade negotiation advisors embedded at, and serving under the direction of, the Ministry of Commerce, and one Ph.D. research economist embedded at the National Tariff Commission. Trade Project personnel were not otherwise embedded at the counterpart institutions, all of which are listed below.

Public Sector:

- Afghanistan Pakistan Transit Trade Coordination Authority (APTTCA)⁵
- Anti-Dumping Appellate Tribunal, Ministry of Law and Justice (ADAT)
- Board of Investment (BoI)
- Federal Board of Revenue (FBR)/Pakistan Customs
- Ministry of Commerce (MoC)
- National Tariff Commission (NTC)
- Pakistan Revenue Automation Limited (PRAL)
- Trade Development Authority of Pakistan (TDAP)

Private Sector:

- Insurance Companies
- Pakistan Stone Development Company (PASDEC)

⁴ S.496 Afghanistan & Pakistan Reconstruction Opportunity Zones Act of 2009.

⁵ Constituted under Article 34 of the Afghanistan-Pakistan Transit Trade Agreement, APPTCA includes representatives from Pakistan and Afghanistan stakeholder ministries and the private sector.

- Rawalpindi Chamber of Commerce & Industry (RCCI)
- TradeKey (Pvt.) Ltd. (TradeKey)
- Women in Trade (WIT) Partner Organizations (e.g., JC Penney, WalMart Sourcing, Engro Eximp)

Project Locations

The Trade Project was headquartered in Islamabad, Pakistan. Technical assistance, outreach, and training activities also took place in Khyber Pakhtunkhwa, Sindh, Baluchistan, and Punjab Provinces.

Trade Project activities included regional trips to Afghanistan, India, and the Central Asian Republics (CARs) to conduct research, and participate and present at conferences. The Trade Project also facilitated public and private sector travel to Pakistan by international delegates at the Central Asian Business Opportunities Conference (CABOC).

1.2 Select Accomplishments

Component 1 Select Accomplishments: Improved Pakistan Trade Environment

Component Overview			
Timeline	<i>Start Date</i>	<i>End Date</i>	<i>Duration</i>
	July 2009	August 2014	5 years 2 months
Number of Training Participants ⁶	Male	Female	Total
	336	414	750
Counterparts	<ul style="list-style-type: none"> • Ministry of Commerce • National Tariff Commission • Anti-Dumping Appellate Tribunal, Ministry of Law and Justice • Trade Development Authority of Pakistan • Board of Investment • Federal Board of Revenue, Ministry of Finance • Rawalpindi Chamber of Commerce & Industry • TradeKey • Women in Trade Partner Organizations 		

Component 1 supported the reform and implementation of policies, procedures, and practices that affect the overall trade environment in Pakistan. The activities focused on increasing integration of regional trade, reducing the cost of trade and transit across Pakistan’s borders, improving access to trade-related information and opportunities, improving capacity for negotiating and implementing trade and transit agreements, and increasing participation of women in the trade sector. The Trade Project worked closely with GoP counterparts to build capacity and provide targeted technical assistance in pursuit of these goals.

Select Component 1 accomplishments:

- Organized the Central Asian Business Opportunities Conference (CABOC) to promote regional trade and investment; 481 public and private sector representatives from Afghanistan, Pakistan, and the Central Asian Republics (CARs) attended. Seventeen Memoranda of Understanding (MoUs) and one letter of intent were signed at the Conference, which was held April 14-16,

⁶ Training numbers in this report are tabulated according to discrete training, per individual. These figures should not be considered to represent “total individuals trained” because in some cases the same individual participated in more than one training.

2014 in Islamabad, Pakistan. The event facilitated stronger relationships among private sectors across the region. For example, the RCCI is organizing a Pakistan Pavilion at the Central Asia International Trade Fair, to be held in Almaty, Kazakhstan from October 29-30, 2014. Additional conferences are being planned by regional USAID projects/missions and Pakistan's private sector representatives, including the RCCI.

- Pakistan-India trade liberalization assistance to the MoC:
 - Provided technical assistance to the MoC to finalize its "Negative List", thereby expanding the number of products eligible to be imported from India. As a result, 80% of tariff lines are now eligible for bilateral trade.
 - Performed research on the economic impact of trade liberalization and performed stakeholder outreach to educate the private sector on the potential benefits of increased trade.
- Provided technical assistance to the MoC in achieving individual stakeholder consensus on the proposed South Asian Association for Regional Cooperation (SAARC) Agreement on Trade in Services (SATIS).
- Embedded advisors at the MoC to build capacity with regard to trade negotiations, the design and implementation of Preferential Trade Agreements (PTAs), and trainings. The advisors played an important role in analyzing the legal obligations that Pakistan incurred as a result of ratifying the 27 international conventions required for the European Union's (EU) Generalized Systems Plus (GSP+) eligibility. Pakistan's compliance (as of 2014) with regard to issues such as child labor, participation of women, and workplace safety standards was provided to the EU. Efforts are ongoing to facilitate coordination between provincial and federal implementation of these obligations.
- Developed a phased three-year proposal to reform 5,000 tariff lines for the MoC, consistent with conditions from the International Monetary Fund (IMF) for refinancing Pakistani debt. This effort helps reform Pakistan's current tariff structure which is discretionary and distorted, and impedes trade growth.
- Assisted the MoC and FBR with research to facilitate informed policy decisions regarding opportunities for enhanced trade and investment in the Central Asia region. Analyses of existing legal and policy frameworks, trade and logistics frameworks, and existing transit and transport agreements provided information for the GoP to leverage for effective participation as a member of the Central Asian Regional Economic Cooperation (CAREC) Program.
- Provided technical assistance to the NTC and MoC in proposing legislative amendments to the NTC Act and related trade remedy ordinances. The amendments to concerned legislation are expected to be presented to Parliament as re-enactments and amendments. If adopted, the amendments may improve the NTC's organizational structure, transparency, and ability to effectively perform its mandate to administer trade defense laws.
- Completed Human Resources Training and Information and Communications Technology (ICT) Needs Assessments for the NTC, and used the assessments to design capacity-building activities, which included:
 - Training and infrastructure (computers, software, servers, and peripherals) to institutionalize a knowledge management system within the NTC, including file digitization and an Anti-Dumping Case Management System.
 - Training on trade defense laws and instruments, and international trade research, at the World Trade Organization (WTO), World Trade Institute (WTI), and European Commission, and trainings in Islamabad on international trade research, economics, and trade defense laws.
 - Support to the NTC to conduct five private sector outreach seminars to increase awareness on the use of trade defense laws.
- Conducted an ICT needs assessment of the Board of Investment (BoI), and installed a fully functional server room at the BoI to facilitate foreign direct investment and support economic growth initiatives within the GoP.

- Completed Gap Analyses of the GoP’s compliance with the provisions of the WCO’s Revised Kyoto Convention (RKC) and the WTO Agreement on Trade Facilitation (ATF), and developed an Implementation Roadmap to bring Pakistan’s Customs regime into alignment with these agreements.
- Institutionalized a Trade Portal to strengthen Pakistan’s competitiveness, facilitate exporter access to wider world markets, and promote exports. The Trade Project transferred Portal ownership to the RCCI for sustainable management after Trade Project closeout.
- Developed the “Women in Trade” (WIT) Portal, a user friendly and web-based trade facilitation tool that connects women entrepreneurs with importers and exporters across South Asia. The WIT Portal was integrated with TradeKey Ltd.’s Portal to promote sustainability and continued outreach efforts after Trade Project closeout.
- Provided training to 112 women in established private sector organizations in the trade sector through the Women in Trade (WIT) Management Training and Mentorship Program. Sixty-nine women were employed as of August 2014.
- Organized two WIT Job Fairs in Lahore and Karachi attended by multinational and national companies, renowned universities, and more than 1,000 participants who were able to interview with and provide resumes to the organizations.
- Trained 278 women from across Pakistan, 56% of whom were already involved in the export business, on processes and benefits of formal exports. Pre- and post-training evaluations showed an average knowledge increase of 45% regarding formal export processes.

Component 2 Select Accomplishments: Increased Trade at Pakistani Borders

Component Overview			
Timeline	<i>Start Date</i>	<i>End Date</i>	<i>Duration</i>
	July 2009	August 2014	5 years 2 months
Number of Training Participants	Male	Female	Total
	151	22	173
Counterparts	<ul style="list-style-type: none"> • Federal Board of Revenue (FBR)/Customs • Ministry of Commerce (MoC) • Pakistan Revenue Automation Limited (PRAL) • Afghanistan Pakistan Transit Trade Coordination Authority (APTTCA) 		

Component 2 of the Trade Project addressed constraints at Pakistan’s borders that affect trade and transit traffic with neighboring countries. The objective of Component 2 activities was to increase the capacity of Pakistan Customs to process trade and transit efficiently through improved procedures and infrastructural enhancements. The Trade Project worked with GoP counterparts to build capacity and provide targeted technical assistance in pursuit of these goals.

Select Component 2 accomplishments:

- Assisted in negotiations and worked with the FBR/Pakistan Customs and the MoC to build support in Pakistan for the 2010 Afghanistan-Pakistan Transit Trade Agreement (APTTA), which became operational on June 12, 2011.
- Facilitated public and private sector dialogue between the FBR and insurance sector to implement financial guarantees, a provision under APTTA. The facilitation and technical advice led to the availability of cost effective and financially feasible insurance guarantees for use by Afghan importers.
- Supported the implementation of Customs-to-Customs Electronic Data Interchange (EDI) between Afghanistan and Pakistan through technical advisory support and the provision of ICT equipment, power supply, and internet connectivity at eight Customs stations along the Afghan transit trade corridor.

- Procured and installed three generators and 27 powerful street lights to illuminate the Chaman border post. The new equipment increased the processing ability of Customs officials, each of whom may now clear 500 cargo trucks per day, instead of 300 per day prior to the installation.
- Conducted a baseline Dwell Time Study in 2009/2010 to identify bottlenecks and suggest actions to improve the movement of goods along the Afghan transit trade corridor. The Trade Project updated the Study with data gathered in 2013.
- Completed an assessment of the Wagah-Attari Customs Station to identify bottlenecks related to infrastructure, human resources, and procedures hampering the flow of trade in line with the GoP's objectives to increase trade with India. In May of 2012, the Assessment Report was used to inform the MoC and FBR to understand infrastructure requirements and support discussions with donor agencies; an updated draft was finalized in October 2013.
- Administered training to FBR staff on Compliance Management and Risk Management to support Customs reform efforts. Based on a Training Needs Assessment (TNA) initiated in Year 5, personnel were trained across several initiatives that included:
 - A 'Train the Trainer' (TtT) program that provided skills development with regard to designing and administering trainings to a small cadre of officials to build sustainable training capacity at the FBR.
 - Trainings in Karachi and Lahore on the subjects of Compliance Management, Risk Profiling and Identification, Post Clearance Audit (PCA), Valuation, Rules of Origin, and Harmonized System (HS) Tariff Classification.
 - A Study Tour of Customs leading practices to expose 15 FBR officers to risk management systems in customs operations and internal controls, and to identify practices that may be applied to Pakistan's Customs administration.
 - A two-day workshop on Customs Agent Licensing (CAL) and Registration for FBR personnel from Karachi, Lahore, and Islamabad based on the Trade Project's CAL Gap Analysis and Implementation Roadmap, which included recommendations to conduct awareness and outreach seminars for the private sector.
- Developed a range of eight training modules (and 10 sub-modules) based on the training materials created and delivered during the roll-out of the Trade Project training program. Modules include presentations, handouts, and activities, plus examples of leading practice documents and training schedules. Hard and soft copies were provided to the Director General of Directorate General of Training and Research (DGTR), and were distributed to DGTR regional centers in Lahore and Karachi for inclusion in future trainings.
- Performed Gap Analyses and developed Implementation Roadmaps that provided FBR with information and recommendations, in line with international leading practices, to facilitate trade via:
 - Strengthening the FBR's PCA Unit
 - Strengthening the FBR's CAL procedures
 - Implementing an Authorized Economic Operator (AEO) program
 - Implementing Single Window (national and regional)

Component 3 Select Accomplishments: Support to Reconstruction Opportunity Zones (ROZs)

Component Overview			
Timeline	<i>Start Date</i>	<i>End Date</i>	<i>Duration</i>
	July 2009	June 2011	2 Years
Number of Training Participants	Male	Female	Total
	N/A	N/A	N/A
Counterparts	<ul style="list-style-type: none"> • Pakistan Stone Development Company (PASDEC) 		

Component 3 was designed to support the establishment of Reconstruction Opportunity Zones (ROZs) along Pakistan's northwest border and earthquake-affected areas by strengthening the performance of existing industrial estates and free zones in the geographical regions eligible for the ROZ Program. The ROZ concept, as expressed in the 2008 US Senate Bill No. 2776, was designed to promote greater security and stability in sensitive areas of northwestern Pakistan and Afghanistan by creating employment opportunities for local inhabitants. If passed, the law would have granted ROZ products preferential access to the US market.

The Trade Project provided technical advisory and research support to the GoP in anticipation of the passage of the 2008 US Senate Bill No. 2776; however, the Bill did not pass and is no longer on the legislative agenda. Component 3 was permanently removed from the Trade Project in Year 3.

Select Component 3 accomplishments:

- Completed a competitive analysis of the 1,338 products (defined at Harmonized Tariff System 10 digit level code) covered under the ROZ Bill, to understand the short and long-term opportunities for Pakistan and their potential economic impact. The analysis helped the Trade Project identify Pakistani products with the potential to be competitive in the US market.
- Completed the baseline assessment of existing industrial estates in ROZ-eligible areas to identify the infrastructure facilities and potential to establish new industries for the ROZ program. The assessed industrial estates included Peshawar Industrial Estate, Gadoon Amazai Industrial Estate, Risalpur Industrial Estate and Risalpur Export Processing Zone, Hattar Industrial Estate, and Quetta Industrial and Trading Estate. The assessment included a business case that focused on business feasibility, including integrated land use management, infrastructure requirements, employment generation, local jobs, financial considerations, market factors, and skill development.
- Developed a roadmap for the implementation of the ROZ Legislation, based on the competitive analysis of 1,338 products and the baseline assessment of industrial estates.
- Established public and private sector consultative processes on the implementation of ROZs.
- Provided technical advisory assistance to PASDEC to strengthen its participation in trade exhibitions and promote Pakistan's marble sector more effectively.
- Developed the 'Marble City Risalpur Business Plan' in consultation with PASDEC, which provided an implementation platform with an actionable plan and risk assessment to further develop the marble industry.
- Provided assistance to a consortium of Pakistani exporters to broker the manufacture, sale, and export of marble cobblestones to the Japanese-Australian Yanchep Beach Joint Venture in Australia. The consortium received a purchase order for a 20 ton 20 foot container of cobblestones.
- Completed a pre-feasibility assessment of a Special Economic Zone (SEZ) for Gwadar, Baluchistan. The assessment results suggested that a SEZ for small and medium enterprises in Gwadar might be financially feasible, without incentives.

2. Improved Pakistan Trade Environment (Component 1)

Component Overview			
Timeline	<i>Start Date</i>	<i>End Date</i>	<i>Duration</i>
	July 2009	August 2014	5 years 2 months
Number of Training Participants	Male	Female	Total
	336	414	750
Counterparts	<ul style="list-style-type: none"> • Ministry of Commerce • National Tariff Commission • Anti-Dumping Appellate Tribunal, Ministry of Law and Justice • Trade Development Authority of Pakistan • Board of Investment • Rawalpindi Chamber of Commerce & Industry • TradeKey • Women in Trade (WIT) Partner Organizations 		

The objective of Component 1 was to support the reform and implementation of policies, procedures, and practices that affect the overall trade environment in Pakistan. The activities sought to increase integration of regional trade, reduce the cost of trade and transit across Pakistan's borders, improve access to trade-related information and opportunities, improve capacity for negotiating and implementing trade and transit agreements, and increase participation of women in the trade sector. The Trade Project worked with GoP counterparts to build capacity and provide targeted technical assistance in pursuit of these goals.

2.1 Support to the Ministry of Commerce (2011-2014)

Trade Liberalization with India

For decades, India and Pakistan have struggled in establishing a stable relationship for trade with one another. Trade between the two countries has been limited due, primarily, to (i) political tensions, (ii) uncompetitive business environment, (iii) poor regional integration, and (iv) logistical challenges. Despite restrictive trade policies, some positive steps have been taken, including India's granting of Most Favored Nation (MFN) status to Pakistan in 1995, and the signing of the South Asian Free Trade Agreement (SAFTA) by both countries in 2004. Within this context, and as part of the Trade Project's larger mandate to support the GoP to diversify trade and enhance regional trade, the Project provided research and policy development assistance to the MoC, and undertook stakeholder awareness raising activities. The Project:

- Successfully supported the transition from a Positive to a Negative list for goods traded with India. As a result, the GoP expanded the number of products that could be imported from India, with 80% of tariff lines now eligible for import.
- Assisted the GoP as it declared its decision to grant India MFN status in December 2012.
- Helped prepare the Sensitive and Negative list phase out plans, in consultation with the MoC, and enhanced the technical research skills of staff.
- Improved public understanding and acceptance of expanded trade with India through stakeholder consultations and outreach, and the preparation of reports and briefs for the GoP to disseminate.

In March 2014, on the eve of a cabinet meeting scheduled to decide on granting Non-Discriminatory Market Access (NDMA) to India, the GoP deferred its decision until after India's general elections. This postponement reflects the strong influence of exogenous factors on efforts to liberalize Pakistan-India trade.

Highlights

- Working with the MoC, the Trade Project sponsored four studies through the Beaconhouse National University Institute of Public Policy (IPP) during 2012 and 2013:
 - A Primer: Trade Relations between Pakistan and India (1947 to 2012), *May 2012*
 - Pakistan-India Trade Liberalization: The Impact of Non-Tariff Barriers, *October 2012*
 - Pakistan-India Trade Relations: A Sectoral Analysis, *December 2012*
 - Macroeconomic Impact on Pakistan of the Newly Liberalized Pakistan-India Trade, *January 2013*
- In April 2013, the Trade Project completed two additional research studies requested by the MoC:
 - Assessing the Potential of Intra-Industry Trade between Pakistan and India
 - Pakistan-India Trade Liberalization: An Analysis of Investment Policies and Practices
- The Trade Project provided negotiation support to the MoC in its efforts to liberalize trade with India. Activities included:
 - Preparation of a plan to gradually eliminate the Negative List, to enable Pakistan to grant NDMA to India.
 - Development of a scheme for trade expansion via the Wagah-Attari land border, based on import patterns from other ports and expected displacement in the domestic economy.
 - Development of a five-step reduction plan, in consultation with vulnerable sectors and regulatory bodies, of the SAFTA Sensitive List in the context of Pakistan's tariff regime, including statutory regulatory orders (SROs), para-tariffs and current FTAs, and competitiveness and expected displacement of the domestic industry.
 - Analysis to determine gains from the import of intermediate and capital goods from India.
- The Trade Project conducted Pakistan-India trade normalization seminars in July 2013 in Islamabad and Lahore. The seminars were designed to address industry concerns by engaging with the public and private sector to share important research findings on the potential impact of trade normalization.
- The Trade Project organized six stakeholder consultations for the MoC in 2014 to engage sectors opposed to trade normalization with India: textiles, automobiles, agriculture, and pharmaceuticals. Discussions were also organized with the print and electronic media, as well as parliamentarians.

Challenges

- The MoC was initially reluctant to accept assistance from the Trade Project on Pakistan-India trade normalization because it is a politically charged and sensitive issue. The MoC feared that visible assistance from USAID would put MoC's trade normalization efforts at risk as stakeholders averse to the policy of normalization could accuse the MoC of pursuing the policy at the behest of the USG, and not on the merits of the policy to Pakistan's economy.
- The Pakistan-India trade liberalization process is vulnerable to exogenous factors such as elections and cross-border hostilities. Efforts to normalize trade with India gained momentum in December 2013, following the visit of the Chief Minister Punjab to India. The Prime Minister formed a committee led by the Finance Minister to give its recommendations on Pakistan-India trade liberalization. The committee approved the normalization process unanimously; however, due to a lack of consensus in Pakistan's industrial sectors and general elections in India, the decision to grant NDMA to India was delayed.

Recommendations/Next Steps

- In addition to continuing stakeholder consultations with the sectors opposed to the liberalization process, it is important for the MoC to engage with the Ministry of Foreign Affairs on trade normalization with India.
- The MoC should consider including consumer groups in ongoing stakeholder discussions, to increase understanding regarding the advantages of two-way trade.

Trade Negotiation Assistance

In anticipation of increasingly frequent and complex trade negotiations, the MoC requested the Trade Project's assistance to improve institutional capacity to conduct such negotiations. The Trade Project's negotiation assistance to the MoC included capacity-building through advisory and technical support on policy development, specialized research, and staff augmentation. Notably, the Trade Project assisted the MoC in preparing a proposed draft of Pakistan's conditional SATIS (trade in services under SAARC) offer. Possible expedition of SATIS offers was discussed at the SAFTA Ministerial Council 8th Meeting in Thimphu, Bhutan in July 2014. The Trade Project embedded trade negotiation advisors at the MoC who provided support with regard to identifying and mapping Pakistan's commitments under the European Union's Generalized System of Preferences Plus (GSP+). The advisors analyzed Pakistan's international treaty obligations under GSP+ and performed provincial and federal outreach and awareness-raising to support improved compliance. Additional highlights, challenges, and recommended next steps with regard to trade negotiation assistance are provided below.

Trade Negotiation Advisors

In Year 5, the Trade Project embedded two trade negotiation advisors at the MoC to evaluate Preferential Trade Agreements (PTAs), identify tariff and non-tariff barriers with prospective PTA partners, strengthen the MoC's trade negotiation capacity, and provide guidance and analytical support to MoC's negotiating team in designing, negotiating, and implementing agreements. The advisors have since provided the Ministry with a range of assistance, including legal and technical reviews of trade-related issues, disputes, and agreements; along with monitoring and compliance with human rights, labor, and gender-related conventions, and efforts to restructure TDAP.⁷

Highlights

- The advisors provided analyses and recommendations for the MoC on a range of issues, including (i) a draft Bilateral Trade Agreement (BTA) between Pakistan and Nigeria, (ii) WTO-related matters that span two or three legal jurisdictions (i.e., subject to both a bilateral and multilateral agreement), and (iii) Pakistan's WTO disputes as both complainant and respondent.
- The advisors provided support to the MoC with regard to compliance under the EU's GSP+ program. Pakistan was granted GSP+ market access on January 1, 2014 for ten years. The EU's primary pre-condition for granting GSP+ was a mechanism to monitor change in the country's human rights and governance record. As part of the Treaty Implementation Cell (TIC) formed by the MoC in conjunction with the Ministry of Law and Justice (MLJ), the advisors developed a series of documents to simplify provincial and federal units' understanding of international obligations, current gaps, and responsibilities for compliance.
- The advisors provided support to the MoC with regard to trade liberalization with India, including (i) an analysis of overlap between SAFTA and WTO provisions, (ii) methodology for empowering the NTC to perform its *suo moto* (acting on its own initiative) powers, (iii) analysis of capacity-strengthening at the NTC, (iv) addressing the transit rights of India vis-à-vis the WTO, (v) creation of a trade monitoring cell at the MoC, (vi) assistance with converting

⁷ See section 2.5 on TDAP for further detail.

directives into law, and (vii) generating potential consequences of Pakistan-India disputes at the WTO.

- The advisors provided further in-house facilitation assistance with regard to the Trade Project's suggested amendments to the NTC Act and relevant trade remedy ordinances.⁸
- The advisors prepared WTO dispute material and trained the MoC's WTO wing officials for each stage of a WTO dispute, pre-dispute preparation, and the political and diplomatic elements therein.
- The advisors contributed an overall reduction in trade dispute-related costs in support of the goal to settle disputes at the consultations stage to the satisfaction of Pakistan; this assistance served as an illustration of the full benefits of the WTO system without engaging in costly trade disputes with regular trade partners.
- The advisors raised provincial awareness of GSP+ requirements: each province is now involved in efforts to increase awareness of conventions required under GSP+, to engage the public and media in an awareness campaign, and to develop strategies for a ten-year implementation plan for the multiple initiatives.
- The advisors provided assistance that has the potential to contribute to groundbreaking progress in the implementation of/compliance with international conventions, contingent upon the TIC's ability to sustain itself and execute its current plans over the first two years under GSP+ (2014-2016) when the first comprehensive report to the EU Parliament will be made.

Challenges

- Piecemeal legislation and obligations impede Pakistan's progress toward impactful and coherent market access.
- The advisors were tasked with responding to three WTO disputes simultaneously, an indication that GoP line ministries are not adjusting to WTO disciplines as required.
- The MoC lacks the legal and technical capacity to perform trade dispute and agreement reviews under its mandate. Written legal advice and information had to be vetted through the advisors embedded by the Trade Project, indicating a general lack of preparedness in the absence of this USAID-funded support.
- Pakistan does not have a dual mechanism for tracking and monitoring progress at the federal and provincial levels post-devolution of powers from the Federal to Provincial Government under the 18th Amendment to the Constitution. Therefore, effective coordination has been and continues to be a problem.

Recommendations/Next Steps

- It is important for the MoC to build its legal capacity to conduct its mandate and oversee the mandates of TDAP and the NTC. In the absence of the advisors embedded by the Trade Project, MoC staff are currently unable to sufficiently review and provide opinions or directives on trade-related legal and technical issues.
- The GoP should strengthen the coordination mechanism at the federal level and institute a reliable monitoring and inspection system across the provinces to support implementation of and compliance with conventions under GSP+.
- The MoC should support efforts to restructure TDAP and strengthen the capacity of the NTC through continued technical assistance, training, and where possible, staff augmentation to build sufficient knowledge.

⁸ See section 2.2 on Research and Legal Support for the NTC for further detail.

Policy Support for South Asian Association for Regional Cooperation (SAARC) Agreement on Trade in Services (SATIS)

In order to promote and enhance trade in services among SAARC countries, on April 29, 2010 an Agreement on Trade in Services (SATIS) was signed at the 16th SAARC Summit in Bhutan. Services are an important component of Pakistan's economy, contributing to over 54% of its GDP. In 2012, Pakistan's exports in the services sector amounted to USD 4.2 billion and imports were USD 6.6 billion. Liberalization of trade in services is likely to boost exports, enhance consumer welfare, and improve access to health and education.

Highlights

- At the request of the MoC, the Trade Project prepared a draft of Pakistan's conditional offer for services under SATIS, and identified negotiation margins based on extensive stakeholder consultations. The proposed schedule of commitments was based on an initial draft SATIS offer received from the MoC.
- The Trade Project provided technical support to the MoC for consultations with more than 30 stakeholders, including the Board of Investment, State Bank of Pakistan, Securities Exchange Commission of Pakistan, and the Ministry of Information Technology, in order to achieve consensus on the draft offer.
- The Trade Project finalized a SATIS draft for the MoC; possible expedition of SATIS offers was discussed at the SAFTA Ministerial Council 8th Meeting in Thimphu, Bhutan in July 2014. Negotiations between Pakistan and other SAARC countries will continue beyond Trade Project closeout.

Challenges

- The MoC lacked the knowledge to develop the service schedules for negotiations and thus depended on the Trade Project to develop the proposed schedules and develop consensus among stakeholders.
- The pace of SATIS negotiations is considerably slow. The agreement went into force in 2012; however, as of July 2014 no member state had submitted its initial offers.
- There is no association or common platform for services sector industries in Pakistan to lobby their concerns.

Recommendations/Next Steps

- Develop an association or consultation mechanism to streamline stakeholder consultations between the GoP and the industry during subsequent phases of SATIS negotiations.

WTO Agreement on Government Procurement (GPA)

At the request of the MoC, the Trade Project completed an in-depth analysis of the World Trade Organization (WTO) GPA. The report assesses obligations under the GPA vis-à-vis domestic laws and regulations and identifies fundamental legislative and regulatory changes to Pakistan's procurement regime to assist Pakistan's accession to the Agreement. The expected benefits of accession include a more competitive domestic industry and increased exports.

On June 30, 2014, the MoC designated a Committee for Drafting Pakistan's WTO Trade Policy Review (TPR) 2014-15. Two Trade Project advisors and the two trade negotiation advisors embedded at the MoC were appointed to the six-person Committee. The TPR is conducted on the basis of two reports. One is an internal report prepared by the MoC, and the second is an external report drafted by the WTO Secretariat. The reports play an important role in building a country's image and attracting foreign investment, and are scrutinized and discussed by WTO members at a dedicated session in Geneva.

The Committee will lead efforts to prepare Pakistan's TPR by gathering, reviewing, and drafting information from trade and economic-related Ministries on major accomplishments since 2008 (the last review) and plans for future reform. The MoC's appointment of four personnel employed/embedded by the Trade Project is a testament to the Ministry's regard for the technical assistance provided by the Project.

Tariff Rationalization

Pakistan's Customs Tariff is a primary trade policy instrument. Tariff reform began in the early 1990's and intensified between 1997 and 2002; however, no reforms have been implemented since 2003, and several earlier reforms were reversed over the past decade. As a result, Pakistan's Customs Tariff is discretionary and distorted, and has rendered domestic industry non-competitive.

The GoP and the International Monetary Fund (IMF) signed a Letter of Intent (LoI) on December 5, 2013 committing the GoP to carry out trade policy reforms to increase consumer welfare and stimulate growth via increased competition, specifically through simplifying tariff rates over a period of three years. The FBR was tasked to conduct the overall exercise of eliminating the statutory regulatory orders (SROs) to reduce discretionary rates, and the MoC was tasked to carry out other trade policy reforms, including tariff rationalization. The MoC lacked the knowledge to perform this work and requested technical assistance from the Trade Project. The Trade Project hired two tariff rationalization advisors to perform a series of analyses to support the GoP's commitment to reform.

The assistance provided the Ministry with a rigorous analysis that may be leveraged to effectively argue the merits of tariff rationalization, both in public policy circles and among private sector stakeholders, culminating in a phased tariff amendment schedule proposed for implementation over a three-year period, from Fiscal Year (FY) 2014/2015 to FY 2016/2017. The tariff schedule included estimates of the impact on revenue that may result from tariff rationalization. If the suggested changes are implemented, Pakistan's industry will likely become more competitive through a more modernized trade policy. Tariff reform may enable Pakistan to explore possible FTAs with Association of Southeast Asian Nations (ASEAN) and other countries, enable Pakistan to begin negotiating the second phase of the Pakistan-China FTA, and support trade liberalization with India. If the emphasis on taxing international trade is shifted to taxation of domestic activity, Pakistan's tax-to-GDP ratio is expected to improve substantially. As of August 2014, the GoP had delayed implementing the tariff reform schedule, in part due to the challenges noted below.

Highlights

- Provided the MoC with a phased tariff amendment schedule proposed for implementation over a three-year period, from FY 2014/2015 to FY 2016/2017, and provided estimates of the impact on revenue that may result from tariff rationalization. The proposed tariff amendment schedule accounts for Pakistan's FTAs, includes benchmarking with comparable regional countries, and promotes export-led growth policies. In addition, to supplement the FBR's work in eliminating SROs, current rates for export-related SROs were transposed onto the tariff in a more clear and transparent manner.

- Benchmarked Pakistan's FY 2013/2014 Customs Tariff against regional countries, and provided recommendations on tariff reduction to bring Pakistan's tariff to a level similar to other developing countries.
- Analyzed the Customs tariffs that encourage import substitution policies at the expense of export-led growth, such as Pakistan's auto policy. Policies of import substitution are not only outdated, but also contravene Pakistan's WTO commitments. The Trade Project provided recommendations to support the country's transition to export-led growth.
- Analyzed the WTO's International Agreement on Information Technology (ITA) and provided recommendations to increase the competitiveness of Pakistan's IT industry and facilitate Pakistan to join the ITA, whose members account for more than 97% of world trade in IT products.

Challenges

- The tariff rationalization exercise was performed at the request of the MoC; however, it is to be implemented by FBR officials who are concerned that the rationalization exercise will result in loss of Customs revenues. Additionally, because the FBR has traditionally been responsible for major tariff reform exercises, some senior personnel at the FBR believe the FBR, rather than the MoC, should be responsible for the GoP's current tariff rationalization efforts.
- As of July 2014, MoC staff did not demonstrate serious commitment to facilitating the tariff reform exercise. This was a policy priority of the previous Secretary, who was transferred.
- Consultation with stakeholders, including industrial and business associations and other ministries, is required in order to implement tariff reform; however, the MoC lacks technical understanding and knowledge to explain or justify the suggested changes, and is therefore reluctant to engage in this type of consensus-building.

Recommendations/Next Steps

- Provide technical assistance to the MoC to improve institutional capacity to understand the implications of suggested tariff reforms and enable stakeholder outreach.

Study on US Generalized System of Preferences (GSP)

The Trade Project produced a report detailing why Pakistan has not taken advantage of the full benefits that could potentially be conferred under the US GSP scheme. In 2012, Pakistan exported USD 195 million of duty-free products, approximately 4% of the country's total export value, to the US. The report observed that of 5,000 tariff lines (8-digit US Tariff Schedule), only 1,500 are reserved for Least Developed Beneficiary Countries (LDBCs). Pakistan's economy is highly dependent on production and export of products in the textile and finished leather goods sector, yet most tariff lines for these sectors are ineligible for the US GSP. Agricultural exporters cannot meet the comparatively strict Sanitary and Phyto-Sanitary (SPS) measures applied by the US. If Pakistan is able to increase its GSP utilization from 4% to 10% (as India, Thailand, the Philippines, and Turkey have), it could potentially double its exports under the GSP scheme.

The Trade Project's research provided the basis for Trade and Investment Framework Agreement (TIFA) discussions between Pakistan and US officials during May 2014. TIFA is the primary mechanism for both parties to discuss trade and investment issues and focus on ways to strengthen the bilateral relationship. The United States and Pakistan announced agreement on a Joint Action Plan to expand bilateral trade and investment flows over the next five years.

Challenges

- The Trade Project initially drafted the report, as per the requirements of the Economic Division of the United States State Department. After completion of the first draft, the United

States Trade Representative's Office asked that the report be revised to reflect the role of Pakistan's Ministry of Commerce in enhancing trade under the US GSP.

Recommendations/Next Steps

- Undertake preparation for the next TIFA Council Meeting (to be held in Pakistan in 2015), including private sector outreach, well in advance.
- Pakistan's textile and finished leather goods sectors should be targeted for increased exports to the US.
- Outreach and awareness programs for Pakistani exporters and US importers should be implemented to increase the utilization of concessions under the US GSP scheme. In 2012, concessions were not used for 64 eligible tariff lines, including machinery and electrical equipment, optical and precision instruments, and base metal products.
- Additional, detailed recommendations for Pakistan to take advantage of US GSP can be found in the final report, "Analysis of Pakistan's Export Opportunities and its Utilization of the US's Generalized System of Preferences (GSP) Program", completed in October 2013.

Analysis of the Impact of Pakistan's Non-Implementation of the International Labour Organization's (ILO) "Better Work Program" (BWP) on Exports and Employment

In March 2013, the Walt Disney Company revised its sourcing criteria to import merchandise only from countries which either have a high Worldwide Governance Indicators (WGI) ranking or implement the ILO's BWP. Pakistan failed to meet both criteria; its WGI ranking is below the minimum threshold and it has not initiated implementation of the BWP. In response, the MoC requested technical assistance from the Trade Project to analyze the BWP and provide information on the impact of Walt Disney's pull-out from Pakistan.

The Trade Project conducted an impact assessment of the non-implementation of labor safety and work environment standards on Pakistan's exports. The report was presented at the tripartite consultation between the GoP, Employer and Worker's Associations, and the business community in August 2013. Walt Disney's pull-out from Pakistan was estimated to result in a loss of USD 150 million in annual business, and create the risk that other international brands would leave Pakistan due to reputational concerns. Based on the findings, a letter was drafted by the MoC to the ILO requesting the initiation of a feasibility study on the implementation of the ILO's BWP in Pakistan. Pakistan has ratified the core ILO conventions but does not have a strong record of implementation. As of August 2014, other BWP sponsors have not revoked Pakistan's status as an approved supplier following Walt Disney's March 2014 pull-out from Pakistan.

Challenges

- Pakistan's request to the ILO to implement the BWP has been perceived as an effort to retain its international business, rather than a commitment to improve the working conditions in Pakistan.
- Under the 18th amendment, devolution has led to rapid developments in legislation and implementation of labor laws in provinces, albeit not at a uniform pace. Devolution has also resulted in coordination and reporting issues on the implementation of ILO conventions.

Recommendations/Next Steps

- Pakistan should demonstrate a strong political commitment to improve workplace environments through coordinated efforts with the Ministries of Foreign Affairs and Commerce, in collaboration with the ILO and its tripartite constituents.
- The GoP should strengthen the coordination mechanism at the federal level and institute a reliable labor inspection system across the provinces.

2.2 Strengthening the Human and Institutional Capacity of the National Tariff Commission

(2012-2014)

The core mandate of the NTC, per the MoC, is to investigate trade malpractices and administer trade remedy laws in Pakistan. In January 2013, the MoC included strengthening the NTC in its 2012-2015 Strategic Trade Policy Framework. At the request of the MoC, and working with the NTC, the Trade Project subsequently initiated efforts to strengthen the NTC to improve their capabilities to manage the provisions of WTO trade defense laws. The Trade Project identified capacity gaps at the NTC after performing a Human Resources Training Needs Assessment and an ICT assessment. Subsequent assistance was designed to strengthen investigation-related skills and ability to implement trade defense measures, improve institutional knowledge management techniques, and build technology-based capacity to provide the foundation for new business applications and processes.

The Trade Project facilitated and administered a number of targeted trainings, both domestic and international, many of which were replicated by NTC attendees for their colleagues. The Trade Project augmented the research capacity of the NTC through provision of tools, reference materials, and an embedded economist. In addition, legal review of relevant legislation provided support for the organization's legal and regulatory framework. The Trade Project also focused on building the relationship between the NTC and its private sector stakeholders through educational outreach seminars on trade defense measures and feedback sessions on the NTC's service delivery.

The MoC has taken active ownership of reform at the NTC, including the initiation of legislative reform that is intended to improve NTC's efficacy in the long term.

Research and Legal Support

Highlights

- Developed, with the NTC, a five-year resource requirements framework that outlines the investment and operational budget requirements for the NTC to function effectively and fulfil its mandate.
- Performed a legal review of and provided suggested amendments to the NTC Act and three trade remedy ordinances: Countervailing Duties, Anti-Dumping, and Safeguard Measures. After an iterative review process with the NTC, the draft amendments were forwarded to the MoC for further review and discussion. The trade negotiation advisors embedded by the Trade Project in the MoC were also involved in the internal review process and consultations with the MLJ. Amendments to concerned legislation are expected to be presented to Parliament as re-enactments and amendments in a future session.
- Provided trade data and reference sources including books on economics, international trade, and WTO laws and practices for the NTC library, a subscription to the United Nations Commodity Trade Statistics database (UNCOMTRADE), and licenses for the econometric software package *Stata*.
- Embedded a Senior Economist at the NTC to strengthen the organization's ability to research and report on topics such as tariffs, industry competitiveness, market access, pricing studies on commodities, and ex-ante/ex-post impact assessments of trade agreements. The NTC has the option to engage the economist's services after conclusion of the Trade Project, contingent on satisfactory performance.

Challenges

- The Trade Project's legal recommendations were aimed at resolving complex policy issues with regard to the appointment, financing, and jurisdiction of the NTC. Lack of clear

coordination among the NTC, MoC, and MLJ in the review and approval process impeded this activity's progress.

Recommendations/Next Steps

- The Minister Commerce has demonstrated ongoing commitment to building NTC capacity, particularly vis-à-vis possible granting of NDMA to India. The Minister has requested that rules connected with NTC Laws be re-drafted, including service rules of the NTC, once the revised legal texts become law. Ongoing support in this regard is recommended.
- The NTC lacks sufficient budget resources to build and maintain technical capacity commensurate with its mandate. Staff augmentation is recommended to establish sufficient technical knowledge in the near future with regard to trade laws and economics. Over the long-term, the NTC may build in-house capacity by providing staff with regular training opportunities.

Legal and Economic Skills Training

Highlights

- Facilitated training on 'Advanced MS Excel' and 'Finance for Non-Financial Managers' for two and four NTC officers, respectively.
- Provided training for NTC officials on economic theories and their practical application, and related econometric concepts and models for carrying out research studies using state-of-the-art tools and data sets developed/maintained by international organizations working on trade. The trainings were delivered by international trade policy specialists from InterAnalysis (University of Sussex) in three modules attended by 14, 18, and 18 NTC and MoC personnel, respectively. InterAnalysis has the sole rights to offer training on the Sussex TradeSift model and previously provided training to high-level officials at the MoC in September 2013. Attendees received hands-on experience with these tools and data sets to effectively conduct in-house research studies.
- Planned and executed training on investigative techniques for the NTC. The training was delivered by two WTO representatives in Islamabad, and was attended by 21 NTC personnel. The Chairman and Secretary of the NTC also attended several sessions.

Table 2: NTC Technical Training in Pakistan

Domestic Technical Trainings	
Training Title	No. of Participants
Investigative Techniques for Trade Remedy Laws	21 ⁹
International Trade Analysis Research & Tools: Module I	14
International Trade Analysis Research & Tools: Module II	18
International Trade Analysis Research & Tools: Module III	18
Finance for Non-financial Managers	4
Advanced Microsoft Excel	2
Total	77

- Facilitated the participation of three NTC officers in a course on 'Regional Integration, Law and Policy' at the World Trade Institute in Bern, Switzerland. The course addressed the relationship between regional integration and WTO law, and the fundamentals of Preferential Trade Agreements (PTAs).

⁹ Two ex-NTC personnel also attended this training.

- Facilitated the attendance of a total of seven NTC officers at the Technical Working Group meetings on Anti-Dumping Practices, Subsidies and Countervailing Measures, and Safeguards at the WTO in Geneva, Switzerland.
- Facilitated the participation of six NTC officers in a seminar entitled 'Trade Defense Instruments for Third Country Officials' at the European Commission in Brussels, Belgium. The seminar was designed to strengthen participants' understanding of the application of trade defense rules and investigative leading practices.

Figure 1: NTC International Training Figures



Challenges

- At times the NTC did not provide training nominees in a timely manner, creating logistical challenges for the issuance of visas and travel arrangements, as well as enrollment and eligibility to participate in the international training courses.
- NTC nominations for international trainings did not consistently reflect those personnel whose responsibilities or capacity were most likely to benefit from the subject matter. The Trade Project was able to negotiate in favor of training nominees acceptable to both sides, in part due to the strong working relationship the Project maintained with the NTC.
- Historically, the MoC's annual budget allocation to the NTC has been insufficient to sustain efficient operations and for the NTC to institutionalize development efforts. As of 2013, more than 80% of NTC's budget expenditure was accounted for by Personnel Costs (salaries and benefits).

Recommendations/Next Steps

- The NTC should further strengthen its working relationship with WTO representatives and other international counterparts and training institutes to expose staff to leading practices and build knowledge.

ICT Training and Infrastructure

Highlights

- Completed the planning, procurement, and installation of a computing and network environment for the NTC, including personal and office computing equipment, network infrastructure and security, and an electrical power backup. 'Desktop/Laptop Orientation' trainings for 49 NTC personnel were held from December 2-5, 2013.
- Developed an NTC data center, including enterprise software, computer servers, network switches, and related infrastructure, to improve the connectivity of the NTC workforce, build technology management skills, and deliver a suite of business capabilities. A training

workshop on the functioning and utility of an ICT Service Desk was delivered to four NTC personnel from March 10-12, 2014.

- Facilitated five trainings to develop the capabilities of NTC staff assigned to the management and operations of the ICT infrastructure. The trainings followed internationally recognized curricula and formats, and focused on hardware/software (10 participants), networks (six participants), Microsoft (MS) Windows Server (four participants), MS SharePoint Server (four participants), and ITIL Foundation - a leading practice approach to IT service management - (five participants). The trainings were delivered between January and June 2014.
- Designed and implemented a digitization service to facilitate scanning, storing, and retrieving information from closed case documents for Anti-Dumping investigations. A digitization training was conducted for 11 NTC personnel from February 24-28, 2014. The Trade Project then supervised NTC staff's ability to establish an active directory structure and perform digitization.
- Developed, in consultation with the NTC, a Case Management System (CMS). This system is a software solution designed to facilitate processing of Anti-Dumping investigative cases by introducing a digital format to replace a non-digital system. The CMS is expected to reduce the organization's time, material, and labor costs associated with Anti-Dumping investigative cases, and improve efficiency and effectiveness.

Table 3: NTC ICT Training Figures

ICT Trainings	
Training Title	No. of Participants
Digitization Services	11
Laptop/ Desktop Orientation	49
IT Service Desk	4
CompTIA A+ Hardware/Software	10
CompTIA Network+	6
Administering Windows Server 2012	4
Core Solutions of MS SharePoint Server 2013	4
Total	88

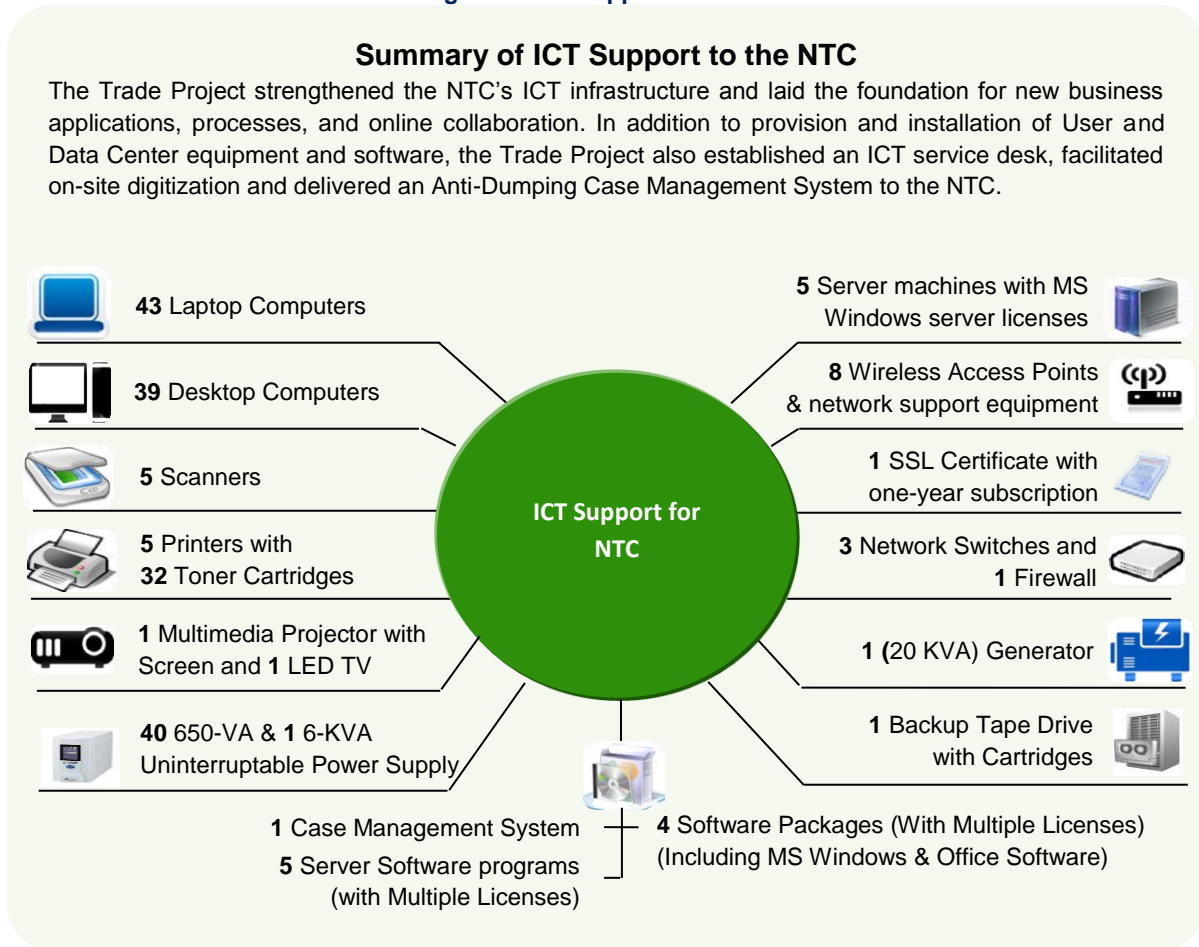
Challenges

- No significant challenges to implementation were encountered during the ICT assistance.

Recommendations/Next Steps

- The NTC should continue to institutionalize use of the hardware, software, systems, and equipment provided by the Trade Project in accordance with the goals that guided the development and provision of this technology. This will likely involve greater reliance on digital systems as staff ICT proficiency improves. Regular ICT trainings for the core IT staff and relevant personnel should be prioritized to support a stable and reliable IT environment that is able to absorb future enhancements.

Figure 2: ICT Support to the NTC



As a result of the ICT trainings, the NTC now has an emerging cadre of IT staff who are equipped with the skills to manage IT assets delivered by the Trade Project and IT operations in general, beyond the life of the Trade Project. The NTC’s Director (Coordination and IT) stated his belief that the activities will “improve the quality of core functions of research and investigation”.

Private Sector Engagement

Highlights

- Assisted the NTC in developing and implementing an outreach plan to familiarize the private sector and other stakeholders with the role of the NTC with respect to administering trade defense laws in the context of trade liberalization. Five interactive outreach seminars were held in Karachi, Islamabad, Lahore, Faisalabad, and Multan from 2013-2014. A total of 192 participants at these seminars included representatives from the NTC, chambers of commerce and industry, manufacturing firms, law firms, trading organizations, and the media.
- Conducted, at the request of the MoC, guided discussions to gather private sector feedback on how to improve the NTC’s service delivery with regard to administering trade defense measures. Three sessions were held between January and March 2014 in Islamabad, Lahore, and Karachi, and the findings were compiled in a report “Assistance to the Ministry of Commerce: Soliciting Private Sector Feedback on Measures to Improve the National Tariff Commission’s Service Delivery”, submitted to the MoC and USAID.

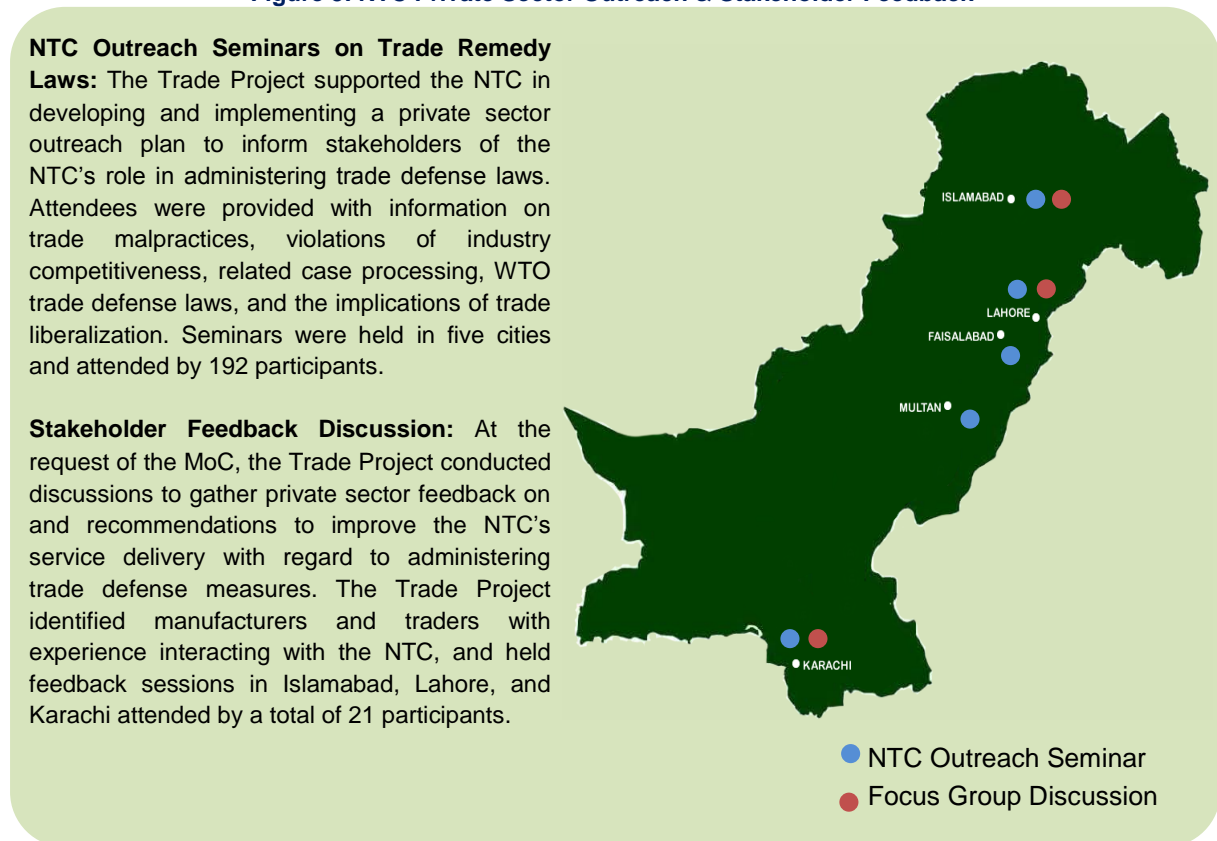
Challenges

- The Trade Project had to coordinate closely with the NTC to facilitate strong private sector attendance at the interactive outreach seminars.
- The sixth planned outreach seminar was significantly delayed and ultimately cancelled due to lack of timely guidance from the NTC on the organization's preferred location and date for the seminar.

Recommendations/Next Steps

- The NTC should continue to hold private sector outreach seminars to educate stakeholders on trade defense laws and the manner in which the NTC fulfils its mandate. Cultivating and sustaining private sector interest in attending such events to facilitate strong turnout may require diligent communication and coordination with the NTC, as was the Trade Project's experience.
- During the private sector feedback discussions conducted by the Trade Project, participants identified concerns over the NTC's data collection, staff competencies, and procedural transparency. The MoC and USAID are encouraged to review the findings report to become knowledgeable about private sector perceptions of the organization's capacity.

Figure 3: NTC Private Sector Outreach & Stakeholder Feedback



2.3 Anti-Dumping Appellate Tribunal (ADAT) (2013-2014)

At the request of ADAT, the Trade Project provided technical assistance and capacity building to the Tribunal. The activity initiated in November 2013, when the Trade Project drafted in-depth procedures for conducting day-to-day business of the Tribunal. This iterative process involved feedback from ADAT members over the course of several months. As of July 2014, the draft was being reviewed by the MoC and the MLJ.

As part of assistance to ADAT, the Trade Project facilitated the attendance of ADAT members at a World Trade Institute workshop on trade defense remedies in Berne, Switzerland from February 10-20, 2014. Two ADAT members attended (the third was yet to be appointed), and reported that it deepened their understanding of the requirements of WTO trade remedies. In May 2014, a replication training was held for ADAT staff in Islamabad, and included modules on injury, dumping and normal value concepts, calculation methodologies, and different methodologies used to conduct investigative proceedings.

2.4 Government of Pakistan Compliance with the Revised Kyoto Convention and Agreement on Trade Facilitation *(2011-2014)*

The International Convention on the Simplification and Harmonization of Customs Procedures, generally known as the Revised Kyoto Convention (RKC) of the World Customs Organization (WCO), is an international agreement that provides a set of standards for customs operations to facilitate legitimate international trade while supporting effective customs controls. It addresses the principles of simplified and harmonized customs procedures, such as predictability, transparency, due process, maximum use of technology, and modern customs techniques (e.g., risk management and post-clearance audit). The WCO council adopted the RKC in 1999, and Pakistan acceded to the Convention in 2004. As of July 2014, the RKC included a total of 92 Contracting Parties, or countries, which cover approximately 85% of globally traded goods.

To assist the Federal Board of Revenue (FBR) in bringing its laws into conformance with the RKC and to introduce international leading practices governing customs regulations and procedures, the Trade Project conducted an exploratory gap analysis in November 2011 to establish the necessity of a more in-depth review. In October 2013, a Report on the General Annex, and Reports on Annexes A-K, were submitted to the FBR. In December 2013, at the World Trade Organization's (WTO) Ninth Ministerial Conference in Bali, Indonesia, the Agreement on Trade Facilitation (ATF) was adopted. The Agreement aims to expedite the movement, release, and clearance of goods through Customs, including goods in transit, through simplification of customs procedures. The FBR subsequently requested an evaluation of ATF provisions vis-à-vis Pakistan Customs law. There is significant overlap between the provisions of the RKC and ATF; therefore, improved compliance under one Convention/Agreement is expected to strengthen compliance with the other.

In July 2014, the Trade Project provided the FBR with an ATF Gap Analysis, highlighting Pakistan's current compliance status with ATF provisions. In August 2014, the Trade Project finalized an updated RKC Gap Analysis and provided the FBR with an RKC Implementation Roadmap to improve compliance. These documents are intended to facilitate Pakistan's compliance with the RKC and ATF.

Challenges

- FBR did not demonstrate a strong commitment to provide feedback on the RKC Gap Analysis, nor inputs for the Implementation Roadmap, which was envisaged to be an effort undertaken between the Trade Project and the FBR. The Trade Project had to perform significant follow-up and communication with counterparts to solicit information.
- In Year 4, the Trade Project hired a local law firm to conduct the RKC Gap Analysis. Trade Project advisors conducted significant quality control of the deliverables provided by the local Pakistani firm contracted to conduct the gap analysis, in the form of reviewing results provided and coordinating on behalf of the firm with the FBR. After the first Gap Analysis submission, subsequent RKC-related work was conducted internally by the Trade Project.

Recommendations/Next Steps

- The RKC and ATF Gap Analyses reveal that Pakistan is nearly 50% compliant in terms of the number of elements of RKC, and perhaps less viewed through the lens of the time and effort required to implement reforms for full compliance. Full compliance will likely require extensive investments in infrastructure development, computerization, and technical support for reforming the Customs Law and procedures. These reforms are expected to modernize Pakistan Customs and introduce leading practices for trade facilitation; however, FBR has limited financial and technical resources to implement the reforms required for full compliance with the RKC and ATF.
- It is recommended that political commitment and local resources and knowledge are leveraged where available. Full implementation of reforms will likely require financial and technical assistance from international organizations, and the full support and commitment of the GoP and FBR.

2.5 Trade Development Authority of Pakistan & Trade Portal *(2009-2014)*

The Trade Development Authority of Pakistan (TDAP) was established in 2006 under the MoC, as successor to the GoP's Export Promotion Bureau. TDAP's core objectives are to promote cross-border, regional, and international trade. In 2009, the Trade Project worked with TDAP to develop a baseline organizational assessment to determine how TDAP management, communication, and dissemination of trade-related information could be improved. The assessment revealed a gap in TDAP's marketing and outreach capabilities: the organization lacked a mechanism to disseminate trade-related information to stakeholders, or to facilitate communication between potential exporters and international importers. As a result, local and foreign stakeholders were unable to effectively capitalize on potential trade opportunities. The Trade Project recommended the development of a publically searchable Trade Portal database for exporters and their products, and country-specific sub portals administered by Commercial Officers (COs) to assist exporters and importers in locating trade-related information on a country-by-country basis.

The MoC also requested support with evaluating TDAP's CO program to identify areas for improving its effectiveness and facilitating trade. The MoC sent a letter to all COs (55) in September 2009 requesting input regarding COs' roles and responsibilities, and how they would prefer to be evaluated. Based on the responses of 37 COs, as well as interviews with former COs and review of the Operations Manual for Trade Officers Posted Abroad, the Trade Project submitted an evaluation report to the MoC containing recommendations to improve the CO program.

In 2010, the Trade Project initiated the development of a web-based Trade Portal with TDAP. Business requirements were developed on the basis of which software design and development efforts were begun. The Trade Project continued to work closely with TDAP to establish parameters for the Portal's management, deployment, and sustainability beyond the life of the Project. TDAP elected to develop an internal portal; however, TDAP's subsequent lack of commitment and continuous delays forced the Trade Project to consider alternative partners in this initiative.

Following TDAP's withdrawal of interest, in Year 5, the Portal was successfully reconfigured with documentation and functionalities to provide applications to a private sector system, and the RCCI was selected to operate and manage the Trade Portal. The RCCI Portal will be a publicly accessible website that provides trade-related information (trade rules and procedures) to stakeholders, and facilitates communication between potential exporters and international importers. The process of transferring ownership of the Trade Portal to the RCCI was underway as of August 2014.

Highlights

- Worked with TDAP to complete the “TDAP Organizational Capacity Self-Assessment”. Submitted a proposal outlining recommendations for capacity-building to the MoC. Growth areas identified for interventions included (i) developing an organizational strategy and performance-based budgeting system to support the strategy, (ii) an online knowledge portal, (iii) updating the CO program, and (iv) collaborating on facilitating women’s participation in exporting.
- Submitted an evaluation report to the MoC containing recommendations to improve the TDAP CO program, based on feedback provided from COs and additional research. Recommendations included reform of the selection procedures of COs, redefined roles and responsibilities of COs posted in Pakistani missions abroad, development and implementation of improved training relevant to COs’ roles and responsibilities, development of a performance evaluation system for COs, and capacity-building for COs to use and maintain the proposed online portal for dissemination of information to Pakistani exporters and foreign importers.
- Recruited RCCI to manage and operate the Trade Portal after Project closeout. Several organizations responded to an Expression of Interest notice, and were evaluated based on their ability to sustainably manage the Portal with sufficient resources and technical capability.
- Proposed an administrative, legislative, and operational restructuring of TDAP, utilizing the trade negotiation advisors embedded at the MoC and in cooperation with the Additional Secretary MoC and Secretary TDAP. The Trade Advisors presented the Secretary Commerce with the following documents: (i) rationale for restructuring, (ii) TDAP Employee Service Rules and financial implications, (iii) short term income generation plan, and (iv) preliminary proposal for changes in the TDAP Act 2013.

Challenges

- Significant delays were encountered as a result of TDAP’s lack of commitment to developing and hosting the Trade Portal, forcing the Trade Project to develop an alternate scenario for Portal sustainability in the last year of the Project.
- Coordinating between TDAP and the MoC on the 2014 restructuring initiative was challenging for the embedded advisors; coordination and communication between the two entities is lacking.

Recommendations/Next Steps

- The Portal should be monitored regularly to ensure that it remains functional and is fulfilling its objectives to disseminate trade-related information and facilitate domestic, regional, and international trade opportunities for the Pakistani private sector.
- Feedback from the RCCI and private sector stakeholders on Portal functionality can be used to inform future developments/additions to the Portal, based on Pakistan’s evolving trade environment.

2.6 Support for Women’s Participation in the Trade Sector *(2009-2014)*

One of the Trade Project’s overarching goals was to increase the participation of women in trade. Activities included research, trainings, a mentorship program, and Pakistan’s first women-only Job Fairs.

The Project completed a study based on a sample of 52 women exporters from across Pakistan to highlight and rank factors that enable or inhibit women entrepreneurs in Pakistan to respond to export opportunities. Research was completed in conjunction with fieldwork and provincial level workshops conducted with women exporters. Findings and recommendations were published in a report entitled

“Responding to Export Opportunities: Suggestions for Enhancing the Ability of Women in Pakistan to Tap International Markets Effectively” and disseminated to counterparts, policymakers, donors, and other stakeholders. The Trade Project trained 278 women from across Pakistan, 56% of whom were already involved in the export business, on processes and benefits of formal exports. Pre- and post-training evaluation results of trainees showed an average knowledge increase of 45% in formal export processes. The Project subsequently supported the participation of many trainees from the formal exports trainings to participate in the WEXNET 2010 Exhibition in Lahore. Five trainees won the “TDAP WEXNET Exhibition Award” for unique and best products.

Women in Trade Management Training and Mentorship (WIT) Program & Job Fairs

As part of larger efforts to promote gender balance in the trade sector, in 2011, the Trade Project launched the WIT Program, which provided recent female graduates with management training opportunities at renowned companies in the international trade and sourcing sectors. Through hands-on experience, trainees were able to explore careers in international trade and sourcing, marketing, product development, supply chain management, and merchandising. The Trade Project advertised the WIT Program at universities throughout Pakistan, including Karachi, Lahore, and Faisalabad. Trainees were admitted into the Program through a competitive selection process. As the WIT Program became established, the pool of applicants increased. The Trade Project worked with additional organizations to more than double the number of women admitted and placed in Rounds 2 and 3 compared to Round 1. As of July 2014, approximately 62%, or 69 of 112 trainees, were employed.

In response to requests for a fourth round of the WIT Program, which was not possible due to Project closeout, the Trade Project organized two job fairs in June 2014. The fairs were held in Lahore and Karachi, and were the first of their kind in Pakistan, catering exclusively to women job seekers. As a result, six women were offered jobs on-the-spot at the Job Fairs, and 307 were short-listed for additional interviews.

Highlights

- The first round was launched in March 2011; 17 recent women graduates were selected from a pool of 140 candidates and placed in 15 companies. Seven graduates from Round 1 were employed as of August 2014.
- The second round was launched in March 2012; 48 participants were placed in 22 companies. After completing the Program, 83% of the trainees expressed their intent to pursue a career within the trade sector. The Trade Project received more than 750 applicants for Round 2 of the WIT Program. Twenty-nine graduates from Round 2 were employed as of August 2014.
- The third round began in March 2013, and placed 47 women across 12 international organizations. After completing the Program, 89% of the trainees expressed their intent to pursue a career within the trade sector. More than 530 applicants were vetted for Round 3. Thirty-three graduates from Round 3 were employed as of August 2014.
- A formal certificate distribution ceremony was held at the completion of every round of the WIT Program, providing an opportunity for trainees to network with trade sector professionals and USAID representatives.
- The Lahore Job Fair was held on June 17, 2014, and was attended by more than 600 women. Eighteen national and multinational organizations were represented, as well as 11 universities.
- The Karachi Job Fair, held June 24, 2014, was attended by more than 400 women. Twenty-five national and multinational organizations were represented, as well as seven universities.

Figure 4: Percentage increase in WIT trainees' post-training positive rating of their skillset¹⁰

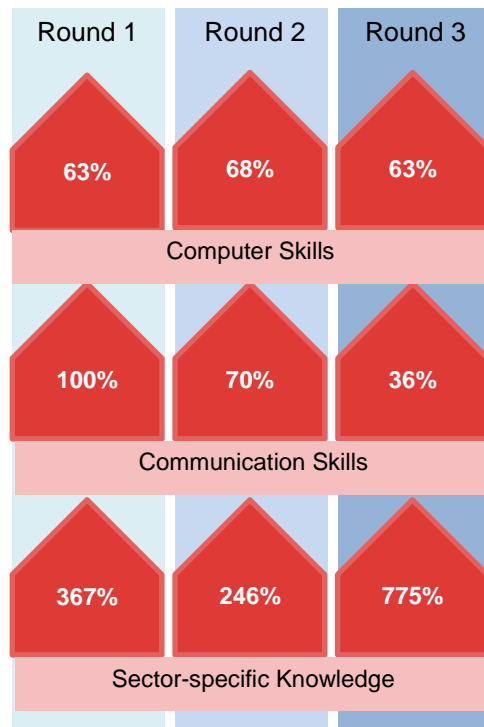
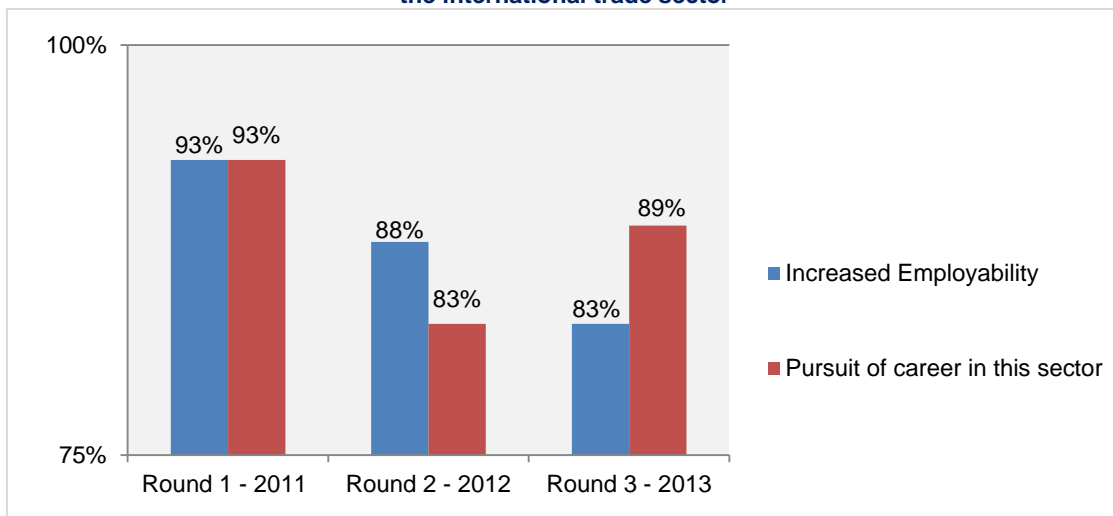


Figure 5: WIT trainees' self-assessment of increased employability and interest in pursuing a career in the international trade sector



“The WIT Program offered an opportunity to challenge myself professionally because the type of environment they placed me in was very different from other experiences I had in the past... the sector itself does not have a lot of female employees. For girls to go in and work alongside people who are not used to working with females was a challenge; it develops your confidence and your conflict resolution skills to manage people and work in teams, which are quite important and have come in handy in my new job as well.” -WIT Round 3 Graduate

¹⁰ Total Respondents: Round 1: 15, Round 2: 48, Round 3: 47. Graph represents aggregated values of only positive responses for the purposes of this document (i.e., 4 and 5 on a scale of 1-5, and ‘Yes’ from Yes/No questions)

Women in Trade Portal

The Women in Trade Portal is a web-based trade facilitation tool with the objective to provide a user-friendly platform to introduce women entrepreneurs to web-based technology and promote their interaction with exporters, importers, manufacturers, and service providers. The WIT Portal was conceived as part of the Trade Project's larger efforts to support opportunities for women in the trade sector. In Year 1, the Trade Project conducted a study to identify barriers that women entrepreneurs face in Pakistan. The findings revealed that women are not comfortable using the internet for business development and women are uncomfortable using marketing to promote their trade/business.

Subsequently, the Trade Project focused primarily on the identification of a potential private sector entity to develop the WIT Portal, and operate it after its launch. TradeKey, a leading Internet Service Provider, was selected through a competitive process and was approved by USAID as the implementing partner poised to own and manage the WIT Portal beyond the life of the Trade Project. An agreement between the Trade Project and TradeKey was signed for the development/integration of the Portal in August 2013. Periodic testing of the software functionality during the development cycle proved critical to the early detection of defects and errors. In March 2014, the WIT Portal was integrated with the TradeKey Portal, positioning it as a business incentive for TradeKey to sustain, and continue to grow the WIT Portal's user base.

The Trade Project's efforts to develop the WIT Portal resulted in a publicly accessible communications mechanism to promote trade opportunities for women entrepreneurs. As of August 29, 2014, 1,142 women-owned businesses, including 885 Pakistani businesses, were registered with the WIT Portal. TradeKey will continue to perform outreach beyond the life of the Project.

Highlights

- Outreach efforts across Pakistan, South, and Central Asia focused on online marketing tools, including Search Engine Optimization, Content Enrichment, Search Engine Marketing, and Social Media Marketing/Management to reach a wider audience at less cost.
- Awareness seminars on the WIT Portal were conducted with TradeKey in March 2014 at TDAP's WEXNET 2014, an exhibition aimed to promote networking among women entrepreneurs and to explore business opportunities.

Challenges

- The WIT Portal was developed prior to TradeKey's selection as the operating partner. Technological incompatibilities between the WIT Portal and TradeKey required a new implementation/integration effort.
- Developing consensus on the content of Mutual Agreements was a time-consuming process; it took more than a month to reach a final agreement for the development/integration of the WIT Portal into TradeKey's Portal.

Recommendations/Next Steps

- Continue outreach efforts across South and Central Asia to expand regional connectivity and trade among women's organizations, business owners, and entrepreneurs.
- Monitor registrations and use of the WIT Portal, and interview stakeholders to determine whether an increase in individual trade/business growth has resulted from use of the Portal.

2.7 Enhancing Regional Trade and Investment

Enhancing regional trade and diversification of markets is a priority for the GoP in accordance with one of the themes of Vision 2025, its long-term development roadmap. These priorities are also consistent with economic growth and stability throughout the CARs, Afghanistan, and the region at large. Pakistan's trade with the CARs has been negligible in recent years. Pakistan's exports to and

imports from the CARs each account for less than 1% of Pakistan's total imports and exports, respectively.¹¹ Both Pakistan's net exports to, and CARs' net imports from, the rest of the world have increased; however, this growth has not translated to increased trade between Pakistan and the CARs. China and Russia have the largest market share of the CARs' imports. Ukraine and Turkey are also important trading partners, and emerging regional players, including Iran and India, are also increasing trade with the CARs. Exploring the potential for increased intra-regional trade and investment that includes Pakistan may diversify market access, expand total trade, and contribute to regional economic growth. Additionally, Pakistan not only offers a consumer market for CARs' products, but can also provide these countries with the shortest land route to sea, opening up significant potential for trade with the rest of the world.

Collectively, the CARs offer a population of 65 million with a GDP of USD 336.41 billion. Afghanistan adds an additional population of 31 million with a GDP of USD 20.65 billion, and Pakistan contributes a population of 193 million with a GDP of USD 236.5 billion. In total, the five CARs, Afghanistan and Pakistan comprise a market population of 289 million and a GDP of USD 593.56 billion, thus creating a huge reservoir of untapped economic potential.¹²

The Trade Project undertook the following activities to support enhanced regional trade and investment.

Central Asian Business Opportunities Conference (CABOC)

The Central Asian Business Opportunities Conference was held from April 14-16, 2014 at the Serena Hotel in Islamabad, Pakistan. The Conference provided 481 public and private sector representatives from Pakistan, Afghanistan, and the five Central Asian Republics (Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, and Uzbekistan) with a platform to discuss regional trade and investment opportunities. The Conference attracted the participation of 147 firms from business sectors including logistics, pharmaceuticals, construction, textiles, and agriculture. CABOC facilitated a series of panel discussions on business and investment opportunities, legal frameworks required to facilitate trade, policy barriers, and reducing time and cost of transit and trade through Pakistan-Afghanistan-CARs transit corridors. Seventeen Memoranda of Understanding (MOUs) and one Letter of Intent were signed between chambers of the participating countries and between businesses from Pakistan, Afghanistan, and the participating CARs.

At the request of the MoC, the Trade Project developed an Implementation Roadmap for the GoP to address regional trade and transit impediments identified during the Conference. The Roadmap also identifies relevant GoP stakeholders to support implementation, and the estimated time required to perform these activities. Pending minor edits, the MoC expressed its commitment to implement the Roadmap.

Highlights

- Keynote addresses by the US Ambassador to Pakistan and Pakistan's Federal Minister of Commerce on the subject of trade as a means to strengthen bilateral and regional ties.
- Panel discussions by participating country representatives on the subject of intra-regional trade and exploring ways to ease impediments to investment and trade flows in the region. Panelists included chambers and trade association representatives, government officials, and business people from Central Asia, Afghanistan, and Pakistan.
- Deliberations by various sector representatives during the Conference's sector-specific discussion sessions. These sessions were aimed at providing participating regional

¹¹ Calculations based on data from ITC Trade Map. Available at: www.trademap.org

¹² Calculations based on data from the World FactBook, March 2014.

businesses with an opportunity to engage in business-to-business (B2B) discussions and explore potential trade prospects.

- A meeting between Pakistan and Afghanistan Customs was facilitated around issues pertaining to the implementation of APTTA.
- On the final day of the Conference, the President of the RCCI presented the “Islamabad Declaration”, a document summarizing CABOC’s achievements, identifying current obstacles to expanded intra-regional trade and investment, and declaring the commitment of private sector stakeholders to continue coordinating and communicating to promote economic growth through partnerships. The purpose of the “Islamabad Declaration” is to provide a guiding document to address challenges to regional integration and explore opportunities for trade and investment promotion for public and private sector stakeholders from the participating countries.

Challenges

- Coordination among multiple regional stakeholders and US Government agencies, including regional USAID missions, created delays in finalizing the structure and budget of the Conference.
- The flight schedule between Pakistan and Central Asia is a major impediment to intra-regional trade and travel, and also created logistical difficulties in itinerary planning for attendees traveling to Islamabad.
- English proficiency in the CARs is limited; a team of skilled translators was necessary so that conference proceedings were understood by everyone in attendance.

Recommendations/Next Steps

- The RCCI committed to lead a follow-up action committee to maintain the momentum and relationships developed among the private sector during CABOC. The committee will include representatives from other Pakistani chambers of commerce and the GoP, and is expected to meet regularly to address the challenges to trade and transit, and next steps, identified in the Islamabad Declaration.
- USAID and other donors may consider programs to enable the MoC and other relevant GoP stakeholders to work closely with regional counterparts to implement the recommendations that resulted from CABOC, and to plan future events that will facilitate private sector networking and public sector coordination.
- Recommendations contained in the Implementation Roadmap provided to the MoC should be referenced to guide efforts to facilitate greater regional trade and investment.

Central Asia Regional Trade Events

In October 2013, the Trade Project sponsored a 13 member delegation to the “Central Asian Trade Forum” organized by the USAID Regional Economic Cooperation (REC) Project based in Almaty, Kazakhstan. The Forum, part of USAID’s larger efforts to promote regional trade, was attended by six GoP representatives, five private sector businesspeople, and two Trade Project personnel. GoP officials included representatives from the MoC, Ministry of Industries, Board of Investment, and TDAP. The delegation was sent to establish contacts to encourage attendance at CABOC, and to observe conference proceedings to inform the Trade Project’s planning efforts for CABOC. A Memorandum of Cooperation was signed between the RCCI and the Almaty Chamber of Commerce wherein the two organizations agreed to work together to increase trade and investment between Kazakhstan and Pakistan.

A Pakistani delegation comprising representatives from the public and private sector, as well as the Trade Project, attended the USAID Macroeconomic Project’s (MEP) “Expanding Trade in Central and South Asia” conference held in Astana, Kazakhstan from July 1-2, 2014. The conference focused on identifying impediments to trade among Central and South Asian countries, and policy measures to

mitigate those impediments. The Trade Project's Regional Trade Advisor delivered a keynote speech addressing the potential for expanding trade markets in Central Asia. Representatives from the MoC and RCCI spoke on trade policy perspectives and the private sector view of policy effectiveness, respectively. The MoC and RCCI delegates to Astana were also important contributors to CABOC. Pakistan's Ambassador to Kazakhstan and Commercial Counselor arranged meetings between the RCCI and local businessmen to facilitate RCCI's plan to organize trade expositions, including a Pakistan Pavilion at the Central Asia International Trade Fair, to be held in Almaty Kazakhstan from October 29-30, 2014.

Facilitating Pakistan with Trade and Transit through CAREC Corridor 5 and 6 Countries

The Trade Project assisted the MoC with research to facilitate informed policy decisions regarding opportunities for enhanced trade and investment in the Central Asia region. Primary information was collected through field surveys and interviews in Pakistan and Central Asia, and was supplemented with secondary sources. The research encompassed four primary areas that were further disaggregated to produce a total of 12 reports. Findings and recommendations from the reports provide a blueprint for the GoP and the private sector to increase regional connectivity, expand trade and people-to-people interaction, and promote commerce and stability.

(I) Technical Assistance for Policy Frameworks to Facilitate Trade and Transit

- *Analysis of the Afghanistan-Pakistan Transit Trade Agreement (APTTA)*
The 2010 APTTA is an arrangement between Pakistan and Afghanistan to facilitate cross border transit of goods and persons. The Agreement addresses various impediments to trade between the two nations and includes measures to promote trade and investment. Some of these measures include the implementation of an Electronic Data Interchange (EDI) system, the enforcement of risk management practices, and standardization of trade requirements and documentations. The Trade Project's report provides an analysis of APTTA's current implementation status and proposes recommendations to address identified gaps. The full implementation of APTTA is expected to facilitate trade between Pakistan and Afghanistan, and promote Pakistan's access to regional markets of the CARs and beyond.
- *Gap Analysis of Policy & Legal Framework of the Cross Border Transport of Persons, Vehicles, and Goods Agreement (CBTA)*
The CBTA is a transit facilitation agreement between Kyrgyzstan, Tajikistan, and Afghanistan. The Trade Project's analysis of the Agreement was conducted at the request of the MoC in order to develop stakeholder consensus for accession. The report includes an in-depth assessment of the benefits of accession, which would provide Pakistan with market access beyond Central Asia through the territories of Kyrgyzstan, Tajikistan, and Afghanistan, supporting the GoP's efforts to expand regional trade and investment.
- *Analysis of Quadrilateral Traffic in Transit Agreement (QTTA)*
The QTTA, signed in Islamabad on March 9, 1995, is an agreement between China, Kyrgyzstan, Kazakhstan, and Pakistan for facilitating traffic in transit. The QTTA provides the landlocked territories of Central Asia access to the seaports of Pakistan and facilitates cross border and transit trade among the member countries. The Trade Project's analysis of the Agreement was conducted at the request of the MoC and provides an in-depth assessment of the Agreement's salient features and explores the potential for improving regional trade in light of the QTTA. The report also includes analysis of the provisions of the Agreement, including current implementation status and recommendations to address policy implementation gaps.

- *Legal & Policy Gap Analysis for Economic Cooperation Organization Transit Transport Framework Agreement (ECO-TTFA)*

ECO-TTFA was signed on May 9, 1998 between nine members of the Economic Cooperation Organization (ECO), and has been in force since May 2005. The objective of the Agreement is to facilitate the movement of goods and passengers: ensuring their safety and avoiding unnecessary delays for transit traffic. The report discusses major modes of transport and related customs provisions, transit transport coordination, and dispute settlements. It also includes an analysis of the provisions of the Agreement, current implementation status, and recommendations to address the issues highlighted in the report. These recommendations to facilitate greater intra-regional trade include Pakistan's accession to the International Road Transport (TIR) Convention, the primary security instrument for transit consignments, and infrastructure improvements to reduce the costs and difficulties encountered by traders.

(II) Economic Opportunities

- *Potential for Trade in Goods between Pakistan and Central Asia*

The report uses primary and secondary research to analyze current trade levels between Pakistan and Central Asia, and analyzes the potential for Pakistan to increase its exports to the region. From 2010 to 2012, Pakistan's exports to the CARs accounted for 0.05% to 0.06% of its total exports. Pakistan's imports from the region remained within 0.05% to 0.25% of its total imports per annum. The report provides trade profiles of the five CARs, including in-depth accounts of existing trade in sector-specific areas and Pakistani products with strong export potential. The report also identifies current impediments to trade, including the need for greater connectivity along the CAREC Program Corridor 5 and Corridor 6 routes. These routes will facilitate better access to international markets via Pakistani ports for the landlocked CARs and may enable improved Central Asian market access for Pakistan as well.

- *Pakistan and Central Asian Republics: Investment Climate and Policy Regimes*

The Trade Project completed a research report on the potential for bilateral investments in Pakistan and the Central Asia region. The report explores the potential to invest in Central Asian countries through in-depth discussion of the investment climate, and the financial options available to potential and existing Pakistani investors with a commercial stake in Central Asia. The report also examines the investment regime in Pakistan, and provides an overview of the investment treaties currently in force with Central Asian countries. An analysis of existing deterrents to foreign investment in Pakistan and the Central Asian countries, and recommendations to improve the region's investment climate, are provided. These recommendations include operationalizing Special Export Processing Zones (SEZs) to their potential, standardizing and simplifying trade and investment legalities, and increasing coordination between customs departments and businesses to improve information-sharing.

- *Enhancing Trade in Services between Pakistan and Central Asia*

The report provides an assessment of the potential for and barriers to trade in services between Pakistan and Central Asia. At present, total services trade of the CARs and Pakistan combined constitute less than half a percent of global services trade. The report examines the status of trade liberalization and current levels of regional engagement, and suggests reforms and recommendations to enhance regional integration. There is a particular focus on the backbone services sectors (financial, transport, and telecommunications), which have the potential to generate significant economic activity and are highly correlated with inward flow of foreign direct investment (FDI). The report provides recommendations to enhance these sectors, including policy promotion to attract investment in Pakistan's aviation sector, and

implementation of transport and transit agreements to leverage Pakistan's geographical potential to function as a transit corridor.

- *Trade Finance Landscape – Pakistan, Afghanistan and CARs*

The report assesses the overall potential to expand trade and increase economic integration among Pakistan, Afghanistan, and the CARs through specifically analyzing the availability of trade finance tools. The lack of credit and finance are significant impediments to improving intra-regional trade and investment. Contributing factors include Central Asian banks' poor credit ratings, lack of customized regional financial instruments to support trade, the absence of reliable insurance or guarantee schemes, limited awareness of local markets, language differences, and other administrative barriers such as visa issuing and varying institutional requirements. The report also provides a country-level analysis of the banking sector and access to finance in the CARs and Pakistan, and recommends that CARs' central banks and Pakistani banks extend finance at lower costs, particularly to Small and Medium Enterprises, in an effort to promote exports. Additional recommendations address initiatives to facilitate trade and investment through effective use of the region's financial resources.

(III) Trade Facilitation for Trade and Transit

- *CAREC Single Window Implementation Report*

The report analyzes the benefits to Pakistan of implementing a customs National Single Window, which could streamline the clearance process and reduce non-tariff costs for traders. The report also addresses the benefits of implementing a Regional Single Window to facilitate greater intra-regional trade with Central Asia by reducing inefficiencies at Land Border Crossings, and restructuring cumbersome procedures to promote stronger coordination between traders and customs authorities.

- *Pakistan and Regional Trade Facilitation*

The trade facilitation report assesses Pakistan's ability to capitalize on regional opportunities to improve trade and connectivity. The report provides an overview of international trade facilitation agreements, namely the WCO RKC and the WTO ATF. The expected benefits of Pakistan's full implementation of trade facilitation measures and agreements include increased competitiveness in the global trading environment, including integration in supply chains. Global tariff reductions and time-efficient inventory management are transforming trade across international borders, and Pakistan should consider improving its logistics and facilitation to take advantage of these developments.

(IV) Logistics for Trade and Transit

- *Logistics Report for CAREC – Corridors 5 & 6*

The main objective of this study was to analyze how Pakistan's logistic services may integrate and promote regional as well as global trade. The report examines the current infrastructural state of logistics and transportation in Pakistan and observes its performance in facilitating regional traffic in transit. The report also explores venues to improve regional trade integration via rail, road, air, and inland waterways. The report assesses the need to develop infrastructure and processes under the CAREC transport strategy plan, particularly as they relate to road links from Pakistan's borders to the seaports of Karachi, Port Qasim, and Gwadar. Recommendations to improve regional links with Pakistan's SAARC and ECO neighbors are included. The benefits of an improved overall logistics sector are multi-layered and include reduced cost of transit for transporters, increased and secure revenue for Pakistan Customs, efficient use of state resources, and improved regional integration and trade.

- *Report on the International Road Transport (TIR) Convention, 1975*

The Trade Project analyzed the TIR Convention, an important international transit instrument supporting multimodal movement of goods and transport over multiple borders via road networks. Despite widespread acceptance of the TIR Convention (Contracting Parties to the Agreement are located in Europe, Asia, Africa, and the Americas), Pakistan and China have not yet acceded. The Trade Project's report assesses TIR provisions and illustrates the potential gains to the GoP and Pakistan Customs expected to result from accession. These benefits include reduced cost of transit for transporters, increased and secure revenue for Pakistan Customs, efficient use of state resources, and improved regional integration and trade.

Accession to the TIR Convention may enhance Pakistan's market access in the region and beyond. The accession may also help Pakistan implement and better leverage the ECO-TTFA, which uses the TIR Carnet (transit document) as financial surety for goods and transport units.

Preliminary report findings and executive summaries were disseminated to representatives from Pakistan, Afghanistan, Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, and Uzbekistan at CABOC. In August 2014, the Trade Project presented its research findings to the MoC.

Challenges

- Limited availability of secondary information, including current statistical data.
- Language barriers between interviewees in Central Asia and the Pakistani research team.

Recommendations/Next Steps

- The reports should be distributed among relevant GoP and private sector stakeholders to increase awareness of the obstacles to enhanced intra-regional trade and investment, recommendations to address those obstacles, and untapped potential for economic growth.

2.8 Board of Investment (BoI)

The BoI is a state-governed facilitation agency. The mandate of the BoI includes (i) promotion of investment in all sectors of the economy, (ii) facilitation of local and foreign investors for quick materialization of their projects, and (iii) enhancing Pakistan's international competitiveness. To fulfil its mandate, the BoI needs to efficiently acquire and process data and information for potential investors and other stakeholders. In Year 2, the Trade Project initiated an ICT needs assessment of the BoI. In Year 3, the Project installed a fully functional server room at the BoI to facilitate FDI and support economic growth initiatives within the GoP. Networking and file-sharing capabilities were provided through the installation of network hardware, software and cabling, and the training of BoI ICT staff in its maintenance and use. This assistance supported the BoI's efforts to establish an ICT foundation for the future automation of its office practices and business processes.

2.9 Quarterly Trade Bulletin

The Quarterly Trade Bulletin is a report that captures Pakistan's economic and international trade trends and figures for distribution to USAID and other stakeholders, including additional US Government agencies, within Pakistan. Specific areas of focus include: Pakistan's macroeconomic outlook, Pakistan's trade overview (including developments in the overall trade sector), export and import markets, and specific trade trends of regional trade markets, including the SAARC and CAR regions. Reports were completed on a quarterly basis throughout the life of the Project.

3. Increased Trade at Pakistani Borders (Component 2)

Component Overview			
Timeline	<i>Start Date</i>	<i>End Date</i>	<i>Duration</i>
	July 2009	August 2014	5 years 2 months
Number of Training Participants	Male	Female	Total
	151	22	173
Counterparts	<ul style="list-style-type: none"> Federal Board of Revenue (FBR)/Customs Ministry of Commerce (MoC) Pakistan Revenue Automation Limited (PRAL) Afghanistan Pakistan Transit Trade Coordination Authority (APTTCA) Insurance Companies 		

3.1 Afghanistan-Pakistan Transit Trade Agreement (APTTA) (2009-2014)

The first Afghan Transit Trade Agreement (ATTA) to facilitate and regulate transit trade through Pakistan was signed in Islamabad on March 2, 1965 by the Ministers of Commerce of Pakistan and Afghanistan. ATTA was the first attempt to regulate and codify all the scattered provisions under the auspices of which transit trade between Pakistan and Afghanistan occurred. The Agreement recognized the right of Afghanistan to access the seaports of Pakistan, but did not address Pakistan's access to Central Asia through the territory of Afghanistan.

In spite of the bilateral ATTA, Pakistani stakeholders still held the perception that the extension of transit facility to Afghanistan was being used for unauthorized trade, causing injury to the domestic industry and loss of revenue to the GoP. In addition, Pakistan was interested in enhanced market access to the CARs through Afghanistan after the CARs achieved independence in 1991. These two factors were instrumental in compelling the GoP to negotiate a new transit treaty with Afghanistan.

Afghanistan's interest in revising the existing treaty stemmed from the country's growing need for trade and transit through the seaports of Pakistan, which provide Afghanistan with the shortest and most cost effective route for global trade. Additionally, Afghanistan desired greater access to the growing Indian market. The 1965 Treaty only provided Afghanistan with access to the ports of Pakistan and did not contain provisions providing rights to trade with India through Pakistan's land routes. Subsequently, through special dispensation in the Import and Export Control Act, the GoP allowed exports of fresh fruits, vegetables, and herbs from Afghanistan to India through the Wagah land border station. Despite repeated requests from India and Afghanistan, however, Pakistan continues to disallow transit of Indian exports to Afghanistan through its land routes.

Negotiations between Pakistan and Afghanistan on a new transit treaty commenced in 2008 after a visiting delegation from Afghanistan tabled a draft text for Pakistan's consideration. The text of the Agreement was prepared by the World Bank's consultants and was based on the provisions of the WCO RKC.¹³

The Trade Project provided support to the GoP with regard to APTTA negotiations and implementation. Technical assistance included research and recommendations for provisions under

¹³ The International Convention on the Simplification and Harmonization of Customs procedures (Kyoto Convention) entered into force in 1974 and was revised in 1999. The Revised Kyoto Convention entered into force on February 3, 2006, and promotes trade facilitation and effective controls through its legal provisions.

the Agreement, infrastructure improvements to facilitate implementation, and ongoing support for and participation in bilateral meetings on implementation challenges and progress. The Trade Project's assistance targeted important provisions of the Agreement, which became operational June 12, 2011.

Table 4: APTTA Milestones (2010-2013)

Date	APTTA Milestones 2010-2013
Jan 1, 2010	Pre-Signing of APTTA
Oct 28, 2010	APTTA signed
Mar 17, 2011	Customs Licensed Bonded Carriers permitted to lift Afghan Transit Trade (ATT) imports
Jun 12, 2011	Pakistan Customs ATT Rules implemented
Oct 13, 2011	Insurance Guarantees accepted by Pakistan Customs
Oct 11-12, 2012	Pak/Afghan Customs mutual agreement to accept Cross Border Certificate & T1 document at the 3 rd APTTCA Meeting
Jan 18, 2013	Pakistan Customs Rules amended for the release of Insurance Guarantees
May 17, 2013	Tracking of ATT Containers Started
Oct 26, 2013	Release of Insurance Guarantees by Pakistan Customs commenced

Negotiations and Stakeholder Outreach

Highlights

- Completed a study in April 2010 on the extent and economic impact of unauthorized trade between Pakistan and Afghanistan (on the Pakistani side), which was integral to bilateral negotiations on APTTA. The report, entitled “Unauthorized Trade between Pakistan and Afghanistan – A Preliminary Assessment of its Extent and Economic Impact”, focused on the illicit diversion of transit goods into the local economy during the course of a transit movement, and the export then re-entry of transit goods from Pakistan into Afghanistan and back into Pakistan.
- Worked with Pakistan Customs to conduct a baseline assessment of Pakistan Customs' procedures, processes, and infrastructure with respect to Afghan transit through Pakistan and a gap analysis of Pakistan's transit regime in relation to international standards. The assessment identified a number of priorities to improve transit trade aligned with international leading practices, as recommended by the WCO and WTO. Recommendations included a Transit Bond/Guarantee system for better revenue protection, a Single Business Window approach to coordinate the requirements of other government departments and border agencies, and infrastructure improvements at the two border crossings of Chaman and Torkham.
- Assisted the MoC in devising a communication strategy to achieve public/private sector stakeholder consensus on and acceptance of APTTA. Developed a fact sheet for the MoC to educate federal and provincial government officials on the implications of APTTA, and allay concerns.
- Played an important role in APTTA negotiations and worked closely with the MoC and FBR to support alignment between APTTA's provisions and leading standards to address identified gaps. APTTA became operational June 12, 2011.

Dwell Time Study

In December 2010, the Trade Project completed a Dwell Time Study to identify impediments to the implementation of APTTA. This study established the baseline and identified opportunities for overall improvement in logistics and cost reduction in transit operations. The Dwell Time Study was updated using data from 2013. Both reports address the transit time of Afghanistan's commercial imports

through Pakistani territory (commencing at Karachi Port or Port Qasim and exiting at Torkham or Chaman), and the average costs involved.

Highlights

- Recommended in the 2010 report that Customs Licensed Bonded Carriers (CLBCs) be permitted to transport Afghanistan transit cargo in addition to the National Logistics Cell (NLC). This recommendation was implemented in March 2011 with the assistance of the Trade Project.
- Provided technical assistance in simplifying Pakistan Customs' new transit rules and procedures.
- Provided support with regard to infrastructure and implementation of EDI.

Challenges

- Collecting accurate and timely data was a challenge during the preparation of both Dwell Time Studies. The FBR/PRAL maintains dwell time data for consignments inside Karachi Port but elected not to share this information with the Trade Project.
- Security concerns restricted Trade Project site visits, which impeded the collection of relevant information and data at both Chaman and Torkham locations.

Impact

- Significant reductions in dwell time were observed between December 2010 and December 2013.¹⁴

Table 5: Afghan-Pakistan Import Transit Trade (2007-2013)

	December 2010	December 2013
Total transit time: seaports to Chaman	23 days	13 days
Total transit time: seaports to Torkham	22 days	14 days

Recommendations/Next Steps

- Develop and implement a Single Window approach and risk-based system of controls at border crossings, to facilitate trade and improve Pakistan's compliance with the RKC and ATF.¹⁵
- Establish formalized border coordination committees to improve communication and coordination between Pakistan and Afghan Customs.
- Implement a "Track Access Policy" allowing private operators to run trains with their own rolling stock on state-owned and maintained infrastructure; the movement of Afghan transit goods by rail was discontinued three years ago because Pakistan Railways freight services require revitalization.
- The updated Dwell Time Study (2013) includes additional recommendations to improve the time and cost of shipping transit trade via Pakistan to Afghanistan.

¹⁴ Different methodologies were used for the 2010 and 2013 assessments. For the 2010 assessment the Trade Project partnered with a logistics firm and tracked the movement of Afghan transit consignments from Karachi Port/Port Qasim to the Torkham and Chaman borders through tracking devices. By 2013, the FBR required all trucks and containers carrying Afghan transit goods to be tracked by the FBR on a real time basis using tracking devices. Thus, for the 2013 Assessment, the Trade Project initially intended to rely on tracking data provided by the FBR to indicate the average transit time of Afghan-bound consignments between Karachi Port/Port Qasim and Torkham and Chaman. Despite initially agreeing to provide the average transit time tracked, the FBR was not forthcoming with the information. The Trade Project then had to rely on secondary information from logistics companies and clearing agents.

¹⁵ See sections on Compliance Risk Management (3.2) and Single Window (3.3) for further detail of the Trade Project's assistance with these initiatives.

Pakistan-Afghan Border Crossings at Torkham & Chaman

To support the GoP in streamlining bilateral and transit traffic between Pakistan and Afghanistan, the Trade Project performed an assessment to identify performance gaps and improve the border crossings at Torkham (through which more than 70% of total bilateral and transit trade passes) and Chaman (which caters to traffic in southern Afghanistan). The Trade Project prepared a strategic plan for USAID that included recommendations for road network improvements and for the development of a modern border complex with equipment to separate passenger and freight traffic. The Trade Project's recommendation to widen and upgrade the roads to Chaman and Torkham was subsequently funded by USAID, and is being implemented by the National Highway Authority (NHA), Ministry of Communications. This plan was also shared with the Asian Development Bank (ADB), which is funding infrastructure upgrades.

The Trade Project procured and installed three generators and 27 powerful street lights to illuminate the Chaman border post. The new equipment greatly increased the processing ability of Customs officials, each of whom were subsequently able to clear 500 cargo trucks per day, instead of 300 per day prior to the installation.

Challenges

- Security concerns restricted Trade Project site visits, which impeded the collection of relevant information and data at both locations.
- Efforts to install a total of four weighbridges at Torkham and Chaman (two per location) were delayed, and ultimately cancelled, due to security authorities' failure to grant permission for the installation. The weighbridges were expected to strengthen both stations' ability to collect accurate information; Pakistan Customs currently uses private weighbridges that are considered unreliable.

Recommendations/Next Steps

- The infrastructure and clearance procedures at Chaman and Torkham should be modernized; current infrastructure negatively impacts the flow of traffic for ATT and Pak-Afghan bilateral trade.
- Goods should be cleared at dedicated dry ports rather than land border crossings to reduce congestion and delays. The public-private partnerships currently operating at Pakistan's seaports may serve as a model, wherein dedicated terminals were developed on a Build, Operate and Transfer (BOT) basis.

Electronic Data Interchange (EDI)

Electronic Data Interchange (EDI) is a trade facilitation measure that sets standards for the exchange of trade and commerce-related data. EDI enables trade stakeholders such as transporters, importers, exporters, customs, and logistics providers to more efficiently exchange information and communicate, thereby lowering costs by increasing processing speeds, and reducing errors. APTTA stipulates the establishment of an electronic interface to exchange transit trade-related data between the Customs administrations of Afghanistan and Pakistan. The two countries agreed to establish an EDI system to meet this provision.

To support the implementation of APTTA's EDI provision, the Trade Project provided computer equipment and peripherals, broadband internet connectivity (for 12 months), and an uninterrupted power supply at eight customs stations along the Pakistan-Afghanistan border, including Chaman and Torkham. The eight customs stations targeted for infrastructure support were poorly equipped and unable to exchange information transmitted by other stations. The Trade Project also provided the FBR with technical advisory support during the negotiation and planning phase of EDI implementation

with Afghanistan. The EDI pilot phase was launched at Torkham in November 2013 and is operational.

The implementation and operation of a fully functional EDI is expected to mitigate the prevalence of unauthorized trade and streamline the clearance of transit goods. Traders may benefit from the reduced time and costs associated with ATT. EDI may also facilitate other functions, such as the release of bond guarantees electronically.

Highlights

- In January 2013, the Trade Project facilitated a sub-group under the Afghanistan-Pakistan Cooperation Process on customs and trade facilitation. Since January 2013, the sub-group has met four times and developed consensus on the technical aspects of the implementation of EDI.
- The Trade Project equipped Chaman and Torkham with modern ICT capabilities, which assisted in the completion of the automated chain of Customs stations, and the real time exchange of information between Afghanistan and various Pakistani Customs stations from Karachi in the south to Torkham in the northwest.
- EDI will be replicated at Chaman once the pilot at Torkham is deemed successful.
- The Trade Project finalized a report on the capability of CAREC countries to support the implementation of EDI. The report includes recommendations and an implementation roadmap.

Challenges

- Coordination between various government departments within the GoP to receive and sign off on installed equipment created delays in finalizing equipment handover.

Recommendations/Next Steps

- Support the replication of EDI at Chaman once the Torkham rollout is deemed successful.

Financial Guarantee System

One of the GoP's primary concerns during APTTA negotiations was the potential loss of Customs revenue due to unauthorized trade and "leakage" of goods in transit between Pakistan and Afghanistan. Prior to APTTA, Pakistan Customs law included a financial guarantee system that covered the risk of loss of Customs' duties and taxes by securing financial guarantees on regular imports other than transit. During APTTA negotiations, the Trade Project was instrumental in facilitating the inclusion of cost-effective Customs insurance guarantees as the acceptable financial guarantee required under APTTA.

Unlike the bank guarantees initially demanded by the FBR, which require 110% of the duties and taxes being guaranteed as upfront cash collateral, insurance guarantees require only 10% of potential liability. The fee for bank guarantees is 4%, compared to .8%-1.25% for insurance guarantees. As a result of the Trade Project's technical assistance and stakeholder outreach, eligible insurance companies agreed to provide CLBCs the insurance guarantee required for the carriers to file Goods Declaration (GD) for goods under transit to Afghanistan after the implementation of APTTA. Rates dropped from 2.5% of duties to less than 0.5% and the number of insurers willing to provide such instruments grew from six to 15 over a period of six months.

Highlights

- Completed a general analysis of Pakistani laws, with respect to the implementation of a financial guarantee system in transit trade to protect national revenue in transit movements of goods through Pakistan. The analysis identified gaps in existing legislation with regard to

international law, conventions, and agreements and was submitted to the FBR, MoC, and other stakeholders for consideration in the implementation of financial guarantees.

- Completed a report on the implementation of a financial guarantee system for Afghan transit goods under APTTA, with specific reference to insurance guarantee options.
- Organized and facilitated public and private sector roundtables between Pakistan Customs, Pakistan's insurance sector, and Afghan traders to discuss implementation issues around financial guarantees. The roundtables led to the availability of financially feasible and cost effective financial guarantees.
 - Negotiated directly with insurance companies, who were initially unwilling to undertake the perceived high risk of underwriting transit trade.
 - Facilitated Pakistan Customs' ultimate acceptance of "A" rated insurance companies in addition to "AA" rated companies.
- Assisted the FBR/Pakistan Customs in drafting procedures for the clearance of Afghanistan's commercial transit goods, including the process of returning insurance guarantees.

Challenges

There have been serious delays in the release of insurance guarantees, increasing the cost of transit trade. Pakistan and Afghanistan Customs held differing interpretations of the APTTA, 2010 Protocol 3 Section 3 Article 18 - "Formalities to be Completed at Offices En Route and at Office at Destination".

- In order to release insurance guarantees, the FBR/Customs was requiring documented confirmation from ACD¹⁶ that goods were cleared at the final destination, and duties and taxes associated with the entry of the goods into Afghanistan had been collected. ACD was unwilling to share the corresponding official Single Administrative Document (SAD), equivalent to the Pakistani GD, from the office of destination with the FBR/Customs, instead maintaining that the T1¹⁷ document was sufficient.
- During the 2nd APTTCA meeting held in Islamabad from October 11-12, 2012, it was agreed that the ACD would submit the following documents in hard copy directly to the FBR/Customs as a requirement for FBR to release an insurance guarantee:
 - T1 document (includes duplicate copy of the Pakistani GD duly endorsed by ACD)
 - CBC issued by ACD at a roadside stall inside ACD Territory¹⁸
- As of August 20, 2014, 30,000 Insurance Guarantees from Afghan Customs, and 7,000 Insurance Guarantees from Pakistan Customs, were still pending release. The Trade Project has provided continual support for negotiations and discussions surrounding this issue, including the initial resolution in October 2012, and the arrangement of a bilateral forum during CABOC to address this and other APTTA issues.
- Delays in the release of insurance guarantees, and clearance of goods and resulting demurrage charges, have reportedly resulted in trade diversion to Iran and routes within Central Asia.

¹⁶ In the past, Cross Border Certificates (CBCs) were issued by Customs Agents (private sector).

¹⁷ T1 is issued and attested by Afghan Customs: it bears the cross reference of the GD filed in Pakistan and is sent, together with the GD, to the office of departure through the respective customs border station.

¹⁸ The CBC confirms that the consignment mentioned in the relevant T-1 form has crossed the Customs check post or station: Samarkhel (Jalalabad) in the case of transit through Torkham, and Spin Bodlak in the case of transit from Chaman. On the basis of the CBC, Customs shall release the Customs security.

The number of ATT containers between 2007 and 2014 is shown in **Table 6**.

Table 6: Afghan-Pakistan Import Transit Trade (2007-2014)

Fiscal Year Summary of Afghan Transit Cleared Through Karachi Port and Port Qasim	
Fiscal Year (July-June)	Number of Containers
2007-2008	64,949
2008-2009	80,115
2009-2010	96,914
2010 - 2011	81,101
2011-2012	56,487
2012 - 2013	24,155
July 2013-December 2013	16,881 (6 months)
January 2014-June 2014	15,000 (6 months) ¹⁹

Source: Trade Project from Directorate of Transit / PRAL / FBR

Recommendations/Next Steps

- The GoP should adopt and implement the TIR Convention 1975 to facilitate the movement of transit traffic under TIR Carnets: a more time and cost effective alternative to financial guarantees.
- The use of Financial Guarantees should be linked to levels of trader compliance, as well as the level of risk of particular consignments.

3.2 Pakistan Customs Compliance Risk Management

The structured and systematic application of CRM principles is the mechanism whereby leading Customs administrations have responded to increasing trade volumes and static or decreasing human resources. CRM requires a departure from the “gatekeeper” approach, which involves high levels of physical, time-consuming interventions to force compliance with customs legislation without necessarily identifying compliant and non-compliant parties.

An important reform and modernization activity for the FBR, among many, is the transition from manual customs clearance processes to an automated clearance process. In addition, entry processing facilities at Customs locations throughout Pakistan are transitioning from the existing automated system to a new system.

An introduction and uptake of risk management is required throughout the entity. This may assist the FBR to institutionalize a framework of Compliance Management, and to implement an effective automated clearance system, improve clearance times, and achieve higher revenue yields with less intervention.

By virtue of its business and international legal obligations (i.e., WCO’s RKC Standards 6.3, 6.4, and 6.5), the FBR is required to use risk management principles to the greatest extent possible. The institution’s ability in this regard is significantly hampered by the absence of a Compliance Management framework or functional Directorate General (DG) of Risk Management.

To support FBR/Pakistan Customs’ implementation of risk management principles, the Trade Project deployed a multi-pronged approach. This included a CRM Gap Analysis and Implementation Roadmap, as well as gap analyses of other CRM components, including Post Clearance Audit (PCA);

¹⁹ Based on an estimate of 2,500/month per discussions with the FBR.

Authorized Economic Operators (AEOs); and Licensing and Regulation of the Customs Agent Industry.

In addition, the Project performed a Training Needs Assessment (TNA) and conducted multiple trainings in Year 5 designed to strengthen the FBR's institutional knowledge of CRM principles, and build training skills among select participants.

Compliance Risk Management Gap Analysis and Implementation Roadmap

The Trade Project finalized a CRM Gap Analysis that assessed (i) administration and legislation, (ii) client services, (iii) compliance assessment (risk-managed activities), and (iv) enforcement/recognition. The Gap Analysis includes a number of recommendations, some of which received informal concurrence from Pakistan Customs officials during the drafting of the report.

The Trade Project involved important FBR/Customs personnel in the CRM Gap Analysis; the familiarity with CRM engendered by the CRM Gap Analysis process is expected to travel with Customs management as they rotate between operational postings and Headquarters.

Customs are aware of their obligations under the RKC, and the meetings, briefings and correspondence conducted by the Trade Project initiated greater interest in this area, particularly at the operational and tactical management levels. There is little top-down strategy for CRM implementation; consequently, a bottom-up approach may have greater influence.

Challenges

- The DG of Risk Management has been institutionalized in law; however, as of July 2014, it was yet to be constituted with position appointments. Information provided to the Trade Project indicated that the FBR has yet to decide how it intends to structure or staff the DG of Risk Management.
- Because no personnel are assigned to work in the Risk Management Directorate, there was no point of contact with whom the Project could coordinate to obtain necessary information and statistics.
- The Customs Steering Committee for CRM and the Trade Project met only once in early April 2013; the Project made numerous efforts to subsequently develop the Steering Committee, without success.
- Data collection posed a significant challenge:
 - The Project developed a Risk Management survey and Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis. This material was distributed to senior officials at Chief/DG and Collector level by hand from the Project, and via internal mail by the FBR. Only two staff members completed the survey and SWOT analysis.
 - Many important areas related to Customs activities (e.g., intelligence functions and selectivity parameters inside the WeBOC system for commercial cargo consignments) were considered too sensitive to disclose. The Project did not receive a response to the formal request submitted to the Member Customs to obtain approval for the release of information.
 - At the time of this activity, WeBOC was still under development and lacked the capacity to produce meaningful statistical reports to support and manage the selectivity of the Risk Management system. This limited the Project's ability to analyze statistical data related to success rates of interventions and penalty applications, along with other relevant information.
 - FBR/Pakistan Customs officials committed to providing documents and statistics requested by the Project, but did not fulfil these commitments.

- Institutional understanding of Compliance Management is extremely limited; many personnel believe that the WeBOC RMS constitutes Risk Management, rather than an operational level tool to support a holistic approach.

Recommendations/Next Steps

- The CRM Gap Analysis and Implementation Roadmap should be reviewed in conjunction with related reports developed by the Trade Project to inform strategic decisions for next steps. It is recommended that USAID prioritize sharing these materials with high-level GoP officials, such as the Chairman FBR and Secretary Revenue, to garner required support for ongoing reform.
- A dedicated team should be established to manage the implementation of approximately 15 sub-projects; the FBR will likely require strategic and operational technical assistance for many of these sub-projects.

Training Needs Assessment, 'Train the Trainer', and CRM/PCA Training Courses

To gauge Customs officials' knowledge of and familiarity with CRM and PCA concepts and practices, the Trade Project performed a Training Needs Assessment (TNA). A TNA focused on risk management skills and practices is an important component of increasing human resource and institutional capacity within the FBR; particularly at a time of widespread organizational change.

During the information-gathering exercises for the CRM Gap Analysis and CRM TNA, it became apparent that FBR/Pakistan Customs had very little conceptual or practice knowledge of CRM. The DGTR's limited capacity to design and deliver training courses on traditional customs technical topics or modern concepts, such as compliance, was also evident. In close discussion with the FBR, the Trade Project decided to incorporate a 'Train the Trainer' (TtT) program into a structured training program for CRM and PCA. This approach was designed to address two significant shortcomings: lack of trainers and lack of quality training.

To conduct the TNA, the Trade Project developed questionnaires to identify gaps in CRM and PCA-related knowledge. Responses were received from 55 FBR personnel. This information, and a review of previous UNODC computer-based training module records for relevant personnel, was the basis of the TNA. The TNA, together with discussions with senior customs and FBR officials, informed the development of course content for CRM/PCA trainings to address the identified knowledge gaps.

- In October 2013, TtT Phase I identified candidates for the program. TtT Phase II was conducted in December 2013 in Karachi. In total, 11 participants attended and were familiarized with the approach, methodology, and processes associated with delivering effective trainings, including monitoring and evaluation tools to capture training outcomes.
- TtT Phase III was held in April 2014 in Karachi. A total of nine FBR/Customs officials were trained in topics such as Customs Administration, Global Customs Reform, Compliance Management, Compliance in Practice, PCA Methodology, and PCA Reporting. At the conclusion of the training, the Trade Project evaluated the trainees across metrics that reflected level of engagement, and demonstrated understanding of training material, to inform the FBR of participants' willingness and capacity to serve as trainers/resources within the FBR.

As a follow-on to the TtT Program, the Trade Project held a series of trainings on CRM and PCA-related concepts that were co-administered by TtT participants.²⁰

²⁰ The number of personnel trained during each of the follow-on courses includes an FBR official who underwent training on CRM and PCA content delivery during the Trade Project's TtT development program. Engaging the FBR trainers during the technical trainings provided them with an opportunity to build training capacity and serve as a sustainable resource for the FBR after Trade Project closeout.

- ‘Strategic Compliance Management’ was administered to 10 senior and operational level Customs officials in Karachi from May 5-9, 2014, and to 16 officials in Lahore from June 16-20, 2014. The course focused on risk identification, risk analysis, risk mitigation, and overarching compliance strategies.
- ‘Risk Management – Profiling and Targeting’ was administered to 10 officials in Karachi from May 12-16, 2014, and to 15 officials in Lahore from June 23-27, 2014. Training topics included global customs reforms, compliance concepts, and monitoring and review.
- ‘WTO Valuation, Harmonized Standards (HS) Classification and Rules of Origin’ was administered to 15 participants, including four female officers, in Karachi from July 7-11, 2014, and to 16 participants, including three female officers, in Lahore from August 4-8, 2014.
- ‘Post Clearance Audit (PCA) Strategic Planning’ was conducted for 11 participants in Karachi from July 14-18, 2014. The course included content on Compliance Management, PCA Principles, Risk Assessment and Audit Selection, and Operational Planning Processes.

Training materials developed by the Trade Project were submitted to the DGTR centers in Karachi and Islamabad. Electronic copies were also sent to the TtT participants to support the continued delivery of these modules. The Trade Project produced a report, “Capacity Building of the Federal Board of Revenue”, which includes a summary of important institutional issues identified during the trainings and recommendations for the FBR to consider in managing organizational changes and implementing its overall reform process. The report also provides information on participants’ performance, lessons learned, and training recommendations for future efforts.

Because the FBR is still in the implementation phase of CRM, an institution-wide impact could not be observed; however, feedback from attendees indicates that these trainings increased the capacity of participants to identify and apply risk management techniques, and to develop and administer future trainings. The trainings also provided a forum for discussion between Customs personnel, who would not usually have the opportunity to share ideas. The discussions usually reached consensus, and may promote more consistent practices in the workplace.

Feedback on the ‘Risk Management – Profiling and Targeting’ Course (Lahore, June 2014)

“Very applicable to what we are doing in the future, and wherever we are placed, we will be able to use the information we have received in this training- specifically identification of risks, and how to approach risk in a very qualitative and quantitative way.”

–Training Participant

“The training was very comprehensive- it started from the concept of what is risk and compliance. By the end of the training we had the capacity to frame our own risk management schedules.”

–Training Participant

“Initially we were taught how to design and deliver a training program. This was the first skill set we acquired. This was a more formal and structured approach to handle training and CRM. Especially with CRM, when I go back to my workplace, I can apply this skill set.”

–TtT Co-Administrator

Challenges

- Customs has not recruited in over 20 years; more than 7,000 Customs personnel are employed at BPS 16 (the upper level for ‘Officials’, e.g., Chief Appraiser) and below, with an average age of 50, and due to retire in the next 10-15 years. The inevitable surge in new

recruits should be accompanied by a coherent training plan that supports CRM principles; however, the DGTR has limited capacity to design and deliver training.

- FBR was not cooperative with regard to timely and relevant nominations of training attendees, granting leave from regular responsibilities to attend training, and general planning correspondence. In some cases, the trainees requested by the Trade Project were not permitted to attend, and inappropriate substitutes (such as one participant due to retire several months after the training) were offered by the FBR. This is partly to do with bureaucracy within the organization, and also reflects lack of institutional will and commitment to reform.
- Trainee attendance was in some cases subject to absenteeism and tardiness. Some participants were not granted leave from regular duties and were therefore pulling “double duty” to also attend the training.

Recommendations/Next Steps

- The FBR DGTR should develop a National Training Policy and procedures for the nomination and attendance of officers for training.
- The DGTR should develop a training curriculum that is targeted at the areas of greatest need. To do this the DGTR is advised to link recruitment, performance, and advancement to a process of ongoing individual appraisal and operational needs assessment.
- At the time of Project closeout the majority of training being delivered was via external sources or online rather than delivery by in-house advisors. As such, to support delivery of training initiatives, the FBR should develop a pool of qualified and competent trainers, and suitable material for internal delivery of training.

Post Clearance Audit Gap Analysis

Customs organizations worldwide are working to improve trade facilitation while maintaining strong border integrity and minimizing potential revenue loss. Pre-arrival targeting and on-arrival documentary control measures reduced the frequency of physical examinations, but still resulted in backlogs of cargo awaiting clearance. Subsequently, the concept of post transaction audits evolved into what is now known as Post Clearance Audit (PCA).

A professional PCA unit forms part of the international leading practice approach to implementing a compliance philosophy based on WCO and WTO principles. The PCA function is the last form of control within the Customs control process. Its purpose is to safeguard revenue in an environment where between 80-95% of consignments cross the border without any customs intervention.

The PCA function performs a variety of audits after customs clearance, both within the customs environment and at traders’ premises, to validate that company systems, internal controls, processes, and procedures comply with customs and associated legislation. In a leading practice environment, the PCA role is very technical and specialized, with highly qualified and trained staff, many of whom are career customs auditors. The PCA function identifies instances of non-compliance by entities or traders after clearance of the goods and release into the economy. PCA also identifies “low risk” traders with historically high levels of compliance. Customs operations can therefore use a risk-based approach to identify and intervene with high risk consignments, supported in parallel by a PCA function that will identify cases of revenue loss among low risk entities or traders. Subsequent support will allow those low risk entities to improve their internal controls and levels of compliance.

FBR/Pakistan Customs has established a DG PCA and commenced low-level functions of desk-based transaction audits. The Directorate has undertaken a number of study tours and produced an Audit Manual with technical assistance from a number of different donors.

The Trade Project provided a PCA Gap Analysis to the FBR, which included recommendations to strengthen the unit. The Trade Project reviewed the PCA Gap Analysis with the DG PCA and Deputy

Director PCA; the two officers “informally” concurred with nearly all of the recommendations, and informed the Trade Project that the Unit has begun implementing some of the recommendations on a priority basis.

Challenges

- The PCA Unit does not engage in formal planning; the Trade Project was informed that the Unit had an Audit Plan, but the DG PCA was unable to supply a copy for review.
- The rotation of senior staff between PCA and operational functions impedes the establishment of expertise in PCA.
- The WeBOC module for PCA is still under development and therefore the Project was unable to review the RMS and Selectivity elements that PCA employ when an automated system is functioning properly.
- Obtaining meaningful statistics on the results of the PCA Unit’s activities was difficult, and the statistics that were obtained provided high-level information but lacked in-depth breakdowns to explain the process of revenue collection.

Recommendations/Next Steps

- The PCA Unit requires additional training, and the recruitment of specialist auditors to assist in the transition from desktop to on-site computer and systems-based audits is recommended. Audits conducted at traders’ premises will likely require technical assistance to guide the practical aspects of mapping business systems, processes, internal controls, physical controls, and accountability mechanisms.
- Strategic and risk-based audit planning and reporting should be implemented in order for the PCA Unit to identify high risk and non-compliant traders for further action at the frontier, or follow-up audit activities.
- Personnel should serve in PCA posts for a minimum established period of time to support increased capacity and knowledge management.

Authorized Economic Operators (AEO) Gap Analysis

The AEO program is an advanced trade facilitation initiative supported by the WCO that encourages Customs-to-Business and Customs-to-Customs partnerships. Adoption of the AEO program may provide Pakistan Customs with an effective means of managing regulatory compliance while maintaining a balance between exercising control, facilitating trade, and ensuring resources to deal with non-compliance. A strong PCA system is a pre-requisite for implementation of the AEO program.

The Trade Project developed an AEO Concept Paper to provide an assessment and overview of the current position of Pakistan Customs with regard to trade facilitation and the overall objective of implementing the AEO program. The Concept Paper includes a gap analysis of Pakistan Customs’ trade facilitation arrangements for trading entities, an 11 phase implementation plan aligned with international leading practices, and a communication and outreach plan. As part of research for the AEO Concept Paper, meetings were held with Pakistan Customs’ senior management in Islamabad and Karachi, and yielded constructive and helpful information. AEO programs have been initiated in other regional countries. The AEO Concept Paper is intended to assist those responsible for engaging with their national and regional counterparts on important implementation issues and milestones.

Challenges

- Statistical information on importers and revenue collected, which was requested for the report, was not provided by Pakistan Customs.
- Implementation of the AEO program requires a fully functional PCA regime, which is not yet established in the FBR/Pakistan Customs.

Recommendations/Next Steps

- The AEO Concept Paper contains 12 recommendations for consideration and implementation, and an 11 phase implementation plan, which provides a list of activities to undertake and outputs to achieve within a two-year period. Prior to undertaking AEO implementation, however, the capacity of the PCA unit should be strengthened.

Licensing and Regulation of the Customs Agent Industry

Customs Agents are integral to overall risk management/assessment, import/export processing, and a functional PCA regime. It is therefore important that the process whereby Customs Agents are licensed adheres to certain standards, as set forth in legislation and procedures.

The Trade Project undertook a Customs Agents Licensing (CAL) Gap Analysis, and found many shortcomings in Pakistan's current approach. These included poor legislation, non-rigorous CAL exams, and lack of capacity within Customs to manage the CAL process. The report includes a gap analysis of rules under various SROs related to CAL, an in-depth plan to improve the functioning of Pakistan Customs Agents, and a comparative account of international leading practices concerning licensing of Customs Agents in several developed countries.

Highlights

- Approximately 99% of relevant interviewees from Pakistan Customs (i.e., the designated 'Licensing Authorities', Directors of Training and their staff representatives) within Islamabad, Lahore, and Karachi Customs Houses agreed with the draft proposal of changes that should be implemented across the CAL system.
- Approximately 85% of Customs Agents Associations representatives interviewed in Lahore and Karachi (collectively representing over 90% of Pakistan's Customs Agents) agreed with the draft proposal of changes that should be implemented across the CAL system.
- A two-day training workshop was held for 22 FBR/Customs officials, including four female officers, in Islamabad from August 5-6, 2014. The training workshop reviewed the findings from the Trade Project's CAL Gap Analysis and obtained feedback from participants on regional recommendations to improve the CAL process that could be consolidated into a uniform national approach.

Challenges

- Comparatively high numbers of newly licensed agents are being produced each year in Pakistan, which causes an overload on Customs resources in terms of Customs' legislated requirement.
- There are not enough professional development courses held in Karachi in a given year to permit all agents to attend at least one course every two years (the minimum requirement).
- Pakistan's numerous and complicated SROs are not written clearly, therefore leaving room for misinterpretation.
- Agents are rarely consulted via a formalized process, including prior to implementation of legal or policy change that affects their work.
- There is a lack of readily available information for managing the eligibility criteria for maintaining an agent's license.

Recommendations/Next Steps

- Pakistan Customs should undertake a broad review of its internal corporate systems relating to Customs Agent Licensing.
- A National Policy Section (NPS), responsible for consultative processes, policy creation, and review processes should be created.
- A completely new examination system and qualification regime should be created in collaboration between Customs and the Customs Agents Associations.

- The WeBOC-based Management Information System (MIS) should be enhanced to support the monitoring of performance and eligibility of licensed agents.

Managing IT Solutions Associated with CRM

The Trade Project provided technical assistance with regard to IT solutions for CRM in Project Year 5. The Project produced a report entitled “Business Intelligence Assessment” that provides an overview of the Business Intelligence (BI) efforts undertaken by the FBR to analyze the current capability of the Pakistan Customs’ Valuation Directorate and its use of valuation source data to make BI decisions. The report suggests the platforms, software, and server capabilities for Pakistan Customs to establish an effective BI environment and meet the needs of the Valuation department’s BI efforts. The Project also produced a report entitled “Risk Management Framework (RMF) for Information Technology Systems”, which examines the need for a risk-based approach to implementing information security controls within the FBR, based on the RMF developed by the National Institute for Standards and Technology (NIST). The report assesses the current state of risk management frameworks within the FBR’s WeBOC system and provides an in-depth overview of actions necessary for the FBR to consider in improving its risk management methodologies and enhancing the overall security of its information systems.

Challenges

- The FBR did not provide information requested by the Trade Project to perform these activities, which were undertaken at the FBR’s request.
 - The ‘Valuation and Business Intelligence’ report uses information acquired solely through public sources.
 - The RMF IT Architectures report does not include a comprehensive current state assessment of the FBR’s Risk Management methodology, nor any particular hardware and software vulnerabilities or existing security controls within the FBR, because the FBR would not furnish such information despite repeated requests.

3.3 Single Window (SW)

Single Window is a modern IT-based platform to facilitate trade. It is an automated system that permits coordination between Cross-Border Regulatory Agencies to allow traders to receive government services through a single interface, irrespective of a government’s internal divisions of responsibility and requirements. This concept can also be applied among national governments to create Regional Single Windows for enhanced intra-regional trade.

At the request of the FBR, the Trade Project prepared an in-depth report, entitled “Single Window Implementation Guide”, to assist the FBR/Customs in implementing a SW mechanism in Pakistan under a five year plan. The report was prepared after consultations with FBR/Customs, and includes a gap analysis of FBR/Customs’ current status, approach toward implementing SW in Pakistan, and international leading practice models prescribed by the United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP) and the WTO.

Recommendations include a phased implementation of SW, evolving from paperless Customs to regulatory SW, and gradually into a National SW and Regional SW. The report also provides guidelines and an estimated time frame for application of each individual component of the implementation roadmap based on WTO models. Single Window initiatives have been initiated in other regional countries. This implementation guide provides information for responsible parties in Pakistan to engage with their national and regional counterparts on implementation issues and milestones.

Challenges

- The FBR did not provide support for the Trade Project's attempts to analyze the WeBOC system by empowering PRAL to provide necessary information. The primary beneficiary of this activity was the Director WeBOC; however, PRAL is responsible for implementation and software development for WeBOC.

Recommendations/Next Steps

- An official concept note should be prepared to secure political will, the institution of a high-level steering committee to develop the SW environment, nomination of a lead agency, and establishment of performance indicators for SW.
- The new steering committee should refer to the information on implementation, within the Single Window report, to facilitate the steps necessary for a fully operational Single Window environment in Pakistan.

3.4 Wagah-Attari Customs Border Assessment Study

In addition to the Component 1 Pakistan-India Trade Liberalization activities, in 2011, the Trade Project initiated an assessment of the Wagah land border crossing between Pakistan and India. The bulk of trade between Pakistan and India covering over 5,000 tariff lines is routed by sea, and only 127 items are permitted for import via the land border crossing at Wagah. If Pakistan liberalizes trade through the land route, it is unlikely that the Wagah Border Station will have the capacity to handle the increased volume of traffic.

The Trade Project's report analyzes the overall cross border trading environment, maps business processes, and identifies bottlenecks related to infrastructure and customs administrative processes hampering the flow of trade.

An initial assessment report was completed in May 2012, and used to assist the MoC and FBR to understand infrastructure requirements and support discussions with donor agencies. The MoC consulted the report in preparing strategic decisions regarding Pakistan-India trade liberalization. In December 2012, the Trade Project updated the report to include stakeholder feedback and feasibility studies.

In April 2013, regional Customs and Pakistan Railways informed the Trade Project of their full support for the suggested recommendations (direct feedback was not received from the MoC). The updated report, completed in October 2013, includes a customs process re-engineering plan, recommendations regarding infrastructure improvements, and identifies potential locations for additional Pakistan-India border crossings via road and rail.

Challenges

- Obtaining up-to-date data was difficult.
- Identifying, confirming, and documenting the role of the NLC at the border is a sensitive exercise due to the organization's military origins.

Recommendations/Next Steps

- Short term recommendations to improve capacity at Wagah include:
 - Customs clearance procedures should be moved from the Wagah border terminal to dry ports or Customs Public Bonded Warehouses, while maintaining suitable controls.
 - CRM should be applied to identify high risk traffic, and subject only that traffic to weighing, scanning, and Customs examination.
 - Containers should be permitted to move by road and rail between the two countries, as is the case at the seaports.

- Additional land border crossings should be made operational, as the Wagah-Attari facility lacks the capacity to cater to enhanced two-way traffic. In addition to the Khokrapar-Munabao crossing (Sindh Province) that has already been declared the second border crossing (and is connected with India by rail), potential locations are Ganda Singwala/Hussainiwala and Amruka-Fazilka. Both of these locations are in Punjab Province, and had road and rail links prior to partition in 1947.
- The movement of goods across land borders should not be limited to road haulage; efforts to increase the volume of rail traffic between Pakistan and India should be prioritized.

3.5 FBR Study Tour to Australian Customs Facilities

The Trade Project facilitated the participation of 15 senior and mid-level officers from FBR, accompanied by three Trade Project representatives, on a study tour of Australian Customs Houses and training centers from February 28 – March 12, 2014.

The first week of the Study Tour consisted of several specialized presentations on: i) Customs intelligence, ii) leading practices in international trade, trade valuations, and PCA, and iii) Customs reforms and Single Window operations. These presentations were delivered by Customs authorities in Australia, including the National Border Intelligence and Targeting Centre and the Australian Customs and Border Protection Service.

During the second week of the Tour, the Centre for Customs and Excise Studies (CCES) delivered training workshops on strategic and operational issues, including: i) CRM, ii) implementation of National SW, and iii) implementation of an EDI system.

As a result of the Study Tour, Senior and mid-level officers participated in workshops covering topics essential to the ongoing process of Customs reform in Pakistan, and were exposed to working practices in a country working to international standards and leading practice techniques. The officers had an opportunity to gain a broader understanding of the practical application of well-defined and advanced Customs processes, in particular a fully implemented CRM system.

Challenges

- The Trade Project requested nominations for the Study Tour in October 2013 and only after continued requests did the FBR supply a list of approved nominees in February 2014. This created undue burden with regard to obtaining visas and booking travel and accommodations.
- Due to the delay in receiving the FBR's nominees, the Trade Project was unable to negotiate changes to the list to facilitate higher participation by relevant candidates identified by the Trade Project.
- Study Tours should be conducted at project inception so that technical assistance can continue to be targeted toward participants for the duration of the project lifetime.

Recommendations/Next Steps

- FBR should consider engaging in Study Tours to countries in the next phase of development relative to their own reform activities, rather than those countries that have been working to international standards for many years.

4. Support to Reconstruction Opportunity Zones (ROZs) (Component 3)

Component Overview			
Timeline	<i>Start Date</i>	<i>End Date</i>	<i>Duration</i>
	July 2009	June 2011	2 Years
Number of Training Participants	Male	Female	Total
	N/A	N/A	N/A
Counterparts	<ul style="list-style-type: none"> Pakistan Stone Development Company (PASDEC) 		

Component 3 was designed to support the establishment of Reconstruction Opportunity Zones along Pakistan’s northwest border and earthquake-affected areas by strengthening the performance of existing industrial estates and free zones in the geographical regions eligible for the ROZ Program. The ROZ concept, as expressed in the 2008 US Senate Bill No. 2776, was designed to promote greater security and stability in sensitive areas of northwestern Pakistan and Afghanistan by creating employment opportunities for local inhabitants. If passed, the law would have granted ROZ products preferential access to the US market.

The Trade Project provided technical advisory and research support to the GoP in anticipation of the passage of the 2008 US Senate Bill No. 2776; however, the Bill did not pass and is no longer on the legislative agenda. Component 3 was permanently removed from the Trade Project in Year 3.

Highlights

- Completed a competitive analysis of 1,338 HTS-10 Digit Level products covered under the ROZ Bill, to understand the short and long-term opportunities for Pakistan and their potential economic impact. The analysis helped the Trade Project identify those Pakistani products with the potential to be competitive in the US market.
- Completed the baseline assessment of existing industrial estates in ROZ-eligible areas to assess the infrastructure facilities and potential to establish new industries for the ROZ program. The assessed industrial estates included Peshawar Industrial Estate, Gadoon Amazai Industrial Estate, Risalpur Industrial Estate and Risalpur Export Processing Zone, Hattar Industrial Estate, and Quetta Industrial and Trading Estate. The assessment included a business case that focused on business feasibility, including integrated land use management, infrastructure requirements, employment generation, local jobs, financial considerations, market factors, and skill development.
- Developed a roadmap for the implementation of the ROZ Legislation, based on the competitive analysis of 1,338 products and the baseline assessment of industrial estates.
- Established public and private sector consultative processes on the implementation of ROZs.
- Provided technical advisory assistance to PASDEC to strengthen its participation in trade exhibitions and promote Pakistan’s marble sector more effectively.
- Established a PASDEC/Trade Project Working Group in February 2010 to address issues related to the development of Marble City Risalpur.
- Developed the ‘Marble City Risalpur Business Plan’ in consultation with PASDEC, which provided an implementation platform with an actionable plan and risk assessment to further develop the marble industry.
- Provided assistance to a consortium of Pakistani exporters to broker the manufacture, sale, and export of marble cobblestones to the Japanese-Australian Yanchep Beach Joint Venture in Australia. The consortium received a purchase order for a 20 ton 20 foot container of cobblestone.
- Completed a pre-feasibility assessment of a SEZ for Gwadar, Baluchistan. The assessment results suggested that a SEZ for small and medium enterprises in Gwadar might be financially feasible, without incentives.

5. Lessons Learned

Activity-specific challenges and lessons learned are provided throughout the report. The following are the Trade Project's high-level lessons learned.

- Hire, develop, and train local staff as technical assistants to support training in local language and be embedded with counterpart staff.
- Reaffirm with counterpart management the objectives, actions, and resources required of the agreed assistance plan on a continuous basis. This periodic review of goals and roles with the counterpart is particularly helpful when there are frequent changes in counterpart leadership and contacts.
- It is important that counterpart management understands and plans for assistance for the period needed to implement (i.e., has an agreed strategic plan with committed resources, measures of success, and monitoring and evaluation tools in place).
- Establish a “Steering Committee” as a project oversight group representing important stakeholder groups and chaired by a “champion” to support organizational buy-in, provide operational guidance, and address issues. The Steering Committee should meet on a regular basis.
- Incorporate a phased approach to introducing and implementing change for counterpart management that requires agreement at each stage. “Cutting Edge”, “State of the Art”, and “Leading Practice” can serve as a guide and model; however, the ability of counterpart management and staff to understand, agree on, and implement change is critical to success. Easy, early “wins” may build confidence and acceptance of a change program.
 - Assessment: Work with counterparts to provide assistance and understanding of processes. Conduct rapid but intensive analysis of situation in the context of agreed upon objectives and goals. Identify solutions and interventions (policies, processes, organizational change, and training) and develop an Implementation Plan (roadmap).
 - Prioritize “buy-in” of recommendations with champion and Steering Committee. Assistance is a form of change and requires constant management.
 - Develop a Communications Plan to govern and support frequent communications throughout the assistance process so stakeholders are aware and expectations are clear.
 - Incorporate evaluation measures into processes from the beginning so indicators and results, which reflect the activity objectives, are captured as part of ongoing operations. Identify impact as well as output.
- Develop training courses which support the changes in policies and processes, contextualizing current and future information needs. Collaborate with counterparts for content development and administration of training. Follow-up evaluation of training, including impact on job performance, is important.

6. Monitoring and Evaluation

In Year 1, the Trade Project developed a Performance Management Plan (PMP), a set of performance indicators to guide activities and align its overarching strategic objectives along more precisely defined Intermediate Results (IR) to help facilitate economic growth in Pakistan. The PMP was designed to establish clear and logical links between the activities that the Trade Project was engaged in, the effect of the outputs/results on Project deliverables, and their resulting impact on economic growth. The “targets” for each Project Year were set in June. Outputs against targets were reported on a quarterly basis.

In Year 2, the Trade Project PMP generally maintained the same structure. A few additional activities, such as Single Window implementation and Dwell Time studies, were added to reflect the change in Project direction.

In Year 3, the Trade Project built upon the PMP submitted at the time of the Project proposal in 2009, refining the inputs gathered during the Project start-up and aligning the project-level indicators with USAID’s newly constructed Pakistan Economic Growth & Agriculture (EGA) Office PMP. Based primarily on USAID’s guidelines and the EGA’s revised Performance Indicators and Monitoring Framework, the Trade Project updated its PMP to facilitate compatibility and consistency with USAID’s overarching mission. Indicators reporting against technical assistance for APTTA and related infrastructure upgrades were also added to account for the widened scope of activities.

No amendments to the Trade Project’s PMP and reporting framework were made in Project Year 4.

In Project Year 5, the Trade Project revised its PMP to include an additional indicator in line with changes to USAID’s Mission Strategic Framework (MSF) Indicators. This addition accounted for the number of USG assisted meetings with government officials regarding proposed changes in Pakistan’s legal/institutional framework.

The relationship between the Trade Project’s Activity Monitoring and Evaluation (M&E) Plan²¹ and USAID’s MSF Indicators, as of August 2014, is provided in **Table 7**. The Trade Project’s data collection and reporting process is detailed in **Figure 6**. Project indicators for Project Years 1-5 can be found at **Annex 2**.

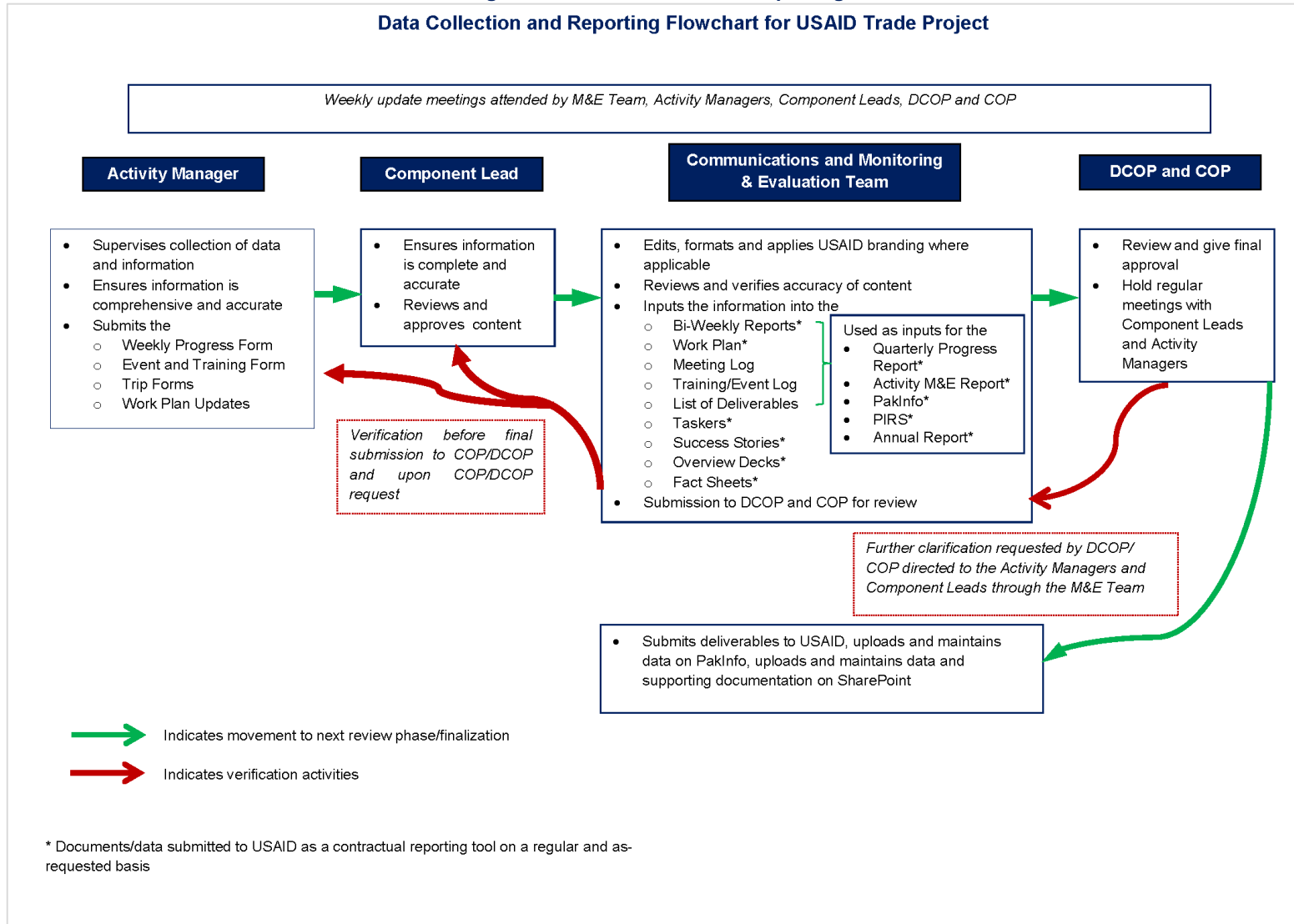
Table 7: Trade Project Activity M&E Plan and USAID MSF Indicators

MSF Indicators (reporting on as of FY2013 Q1)*	Corresponding Activity M&E Plan Indicator (where MSF Indicator may be reported)
2.2-a: Number of policies/regulations/administrative procedures in development stages of analysis, drafting and consultation, legislative review, approval or implementation as a result of USG assistance	1.1 Number of Consultative processes formalized between public and private sectors 1.3 Number of legal/regulatory/institutional actions taken to improve compliance with international trade/investment agreements 1.4 Number of policy constraints identified and modified to improve the trade policy environment 2.1. Number of customs harmonization procedures implemented 2.3 Number of “single windows” at border crossings implemented by the GoP 2.4 Number of provisions of the APTTA implemented by the GoP
2.2.1-b Number of persons receiving USG supported training on policy development, analysis, and implementation	1.2 Number of public sector participants in trade/investment capacity building trainings 4.1 Number of private sector participants in trade/investment capacity building trainings

²¹ Upon the instruction of USAID, the PMP was renamed “Activity M&E” in Project Year 5.

2.1.2-b Number of persons receiving training on skill development	1.2 Number of public sector participants in trade/investment capacity building trainings 4.1 Number of private sector participants in trade/investment capacity building trainings
2.2.1-a Number of USG Assisted meetings with government officials regarding proposed changes in legal/institutional framework	1.5 Number of USG Assisted meetings with government officials regarding proposed changes in legal/institutional framework
*With the exception of 2.2.1-a, for which reporting commenced in FY2014 Q3	

Figure 6: Data Collection and Reporting



Annex 1: Select Success Stories



Trade Project

Turning on the Lights at the Chaman Customs Station



Chaman is one of the major international border crossings between Afghanistan and Pakistan. Although a crucial trading point, immense delays were a fact of life for Afghan traders as regular power outages continually brought the border to a grinding halt.

Electricity shortages in Pakistan leave parts of the country without power for up to 18 hours each day, leaving the border dark after dusk and preventing customs officials from efficiently clearing the close to 500 trucks who arrive on a daily basis with food, equipment and other goods.

Through the Trade Project, USAID installed three electric generators and 27 powerful street lights to illuminate the border and keep trade flowing. Within 24 hours of installation a backlog of 1,000 trucks were cleared. The new equipment greatly increased the processing ability of customs officials, who can now clear 500 trucks per day, instead of 300. Clearing goods requires customs officials to examine goods, seal and unseal containers, and process documents, among other items. None of these activities were possible to conduct after dusk, without proper lighting and electricity.

"Sometimes the simplest solutions have the most powerful results," observed Malid Hukum Daad, inspector at a government agency, when seeing the border lit up for the first time. "Look at the smooth flow of trucks from either side." The lights and generators at Chaman have also increased safety and security, providing a deterrent to theft and corruption and enabling security personnel to protect the border more effectively.





Trade Project

Facilitating Afghanistan-Pakistan Transit Trade

Customs administrations often require that financial guarantees be obtained from traders on the duties of goods destined for another country to ensure that revenues are collected from transit trade. These guarantees are usually in the form of a surety or bond to the government which covers the customs duties and taxes that would have been payable to the government had the goods entered the local market for consumption.

The 2010 Afghanistan-Pakistan Transit Trade Agreement (APTTA) requires that importers located in Afghanistan obtain such guarantees to ensure their goods cross the border into Afghanistan and are not diverted to a Pakistani market. Upon customs clearance, the guarantee is annulled. In addition to curtailing unauthorized trade, the financial guarantee system increases the transparency and credibility of transit trade across Afghan and Pakistani borders.

In 2011 USAID, through the Trade Project, facilitated the acceptance of insurance guarantees instead of bank guarantees, which are more burdensome and costly for traders to obtain. The consensus garnered between Pakistan Customs, Afghan traders, and Pakistan's insurance sector resulted in a reduction of both the insurance guarantee fees and the cash collateral required to secure the instrument. The Trade Project also supported the implementation of these guarantees in the following ways:

Terms	Insurance Guarantee	Bank Guarantee
Fee (gross)	0.8-1.25% of duties & taxes guaranteed depending on the nature of goods in transit	4% of the value of duties & taxes guaranteed
Cash Collateral	10% of duties & taxes guaranteed	110% of the duties & taxes guaranteed

- Met with Pakistan Customs, insurance companies and Afghan traders on an individual basis to build confidence towards the implementation of insurance guarantees.
- Provided insurance companies with risk data from Pakistan Customs pertaining to the goods traded with Afghanistan to alleviate concerns about the risk profiles of issuing such guarantees.
- Worked with Pakistan Customs to reduce the eligibility requirements of companies able to issue guarantees. A wider set of insurance companies qualified to issue guarantees increases competition among insurance companies, eventually leading to lower costs faced by Afghan traders. During initial facilitation efforts by the Trade Project, Pakistan Customs only agreed to accept guarantees from AA rated companies, limiting the number to three issuers. In September 2011, on the recommendation of the Trade Project, Pakistan Customs agreed to accept guarantees from A rated companies, bringing the total to nine.
- Facilitated communication between representatives of Afghan importers, Pakistan Customs and Pakistani insurance companies.

Using guarantees to prevent the diversion of goods in transit is an accepted international best practice. The insurance guarantee is a cost effective alternative to bank guarantees. Their successful adoption protects not only customs revenue against unauthorized trade, but also ensures a smooth transition from the Afghanistan Transit Trade Agreement of 1985 to the 2010 Afghanistan-Pakistan Transit Trade Agreement.



Trade Project



Central Asian Business Opportunities Conference



Minister for Commerce Khurram Dastgir addressing the press

"The conference provided for the Government (Ministry of Commerce and Federal Board of Revenue) an opportunity to highlight the efforts being made for facilitation of trade including the Integrated Transit Trade Management Project."

Abdul Majid Yousfani
Director
Reforms & Automation,
Pakistan Customs, Karachi



CABOC participants during a breakout session

"This conference was a great success, and it was possible only with USAID's support. We were able to set up business contacts with the business circles as well as stakeholders from Afghanistan and Pakistan."

Badal Osipov (TBS Group)
Sanjar Saidjanov (TBS Agro Trade)

The USAID Trade Project provided primary assistance to the Government of Pakistan (GoP) in hosting the Central Asian Business Opportunities Conference (CABOC), held April 14-16, 2014 in Islamabad. The conference was organized to promote intra-regional trade and investment, and support the diversification of Pakistan's export and import markets, both of which are priorities for the GoP as outlined in its long-term development plan, Vision 2025. Pakistan has long served as a transit hub with potential to provide Central Asia and Afghanistan a gateway to the Arabian Sea and beyond. The goal of CABOC was to facilitate discussion and cooperation regarding regional complementarities for trade and economic cooperation among Pakistan, Afghanistan, and the Central Asian Republics (CARs), in order to increase incomes, employment, and stability throughout the region.

- Nearly 500 public and private sector representatives from Pakistan, Afghanistan, and the CARs (Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, and Uzbekistan) were in attendance.
- CABOC provided public and private sector participants a forum to discuss and identify impediments to expanding Central Asian regional trade and approaches to overcoming those impediments. Business-to-government and business-to-business discussions supported improved communication and coordination among the private sector and participating countries' trade and customs administrations, and facilitated an understanding of the reforms required to better enable the private sector.
- Through specific and tailored plenary and breakout sessions, participants also had an opportunity to identify and discuss business opportunities and network.
- In total, 17 Memoranda of Understanding and 1 Letter of Intent were signed between private sector representatives (chambers of commerce and industry associations) from Pakistan, Afghanistan, and the CARs during CABOC.
- Keynote speakers included the United States Ambassador to Pakistan; the USAID/Pakistan Mission Director; the Minister for Commerce and Secretary Commerce, GoP; and representatives from various chambers of commerce and industry.
- At the request of the MoC, following the conference the Trade Project provided the Ministry with an implementation roadmap to identify key conference recommendations, relevant GoP counterparts to help achieve these goals, and estimated timelines for completion.
- Regional USAID Missions and chambers of commerce expressed their commitment to planning follow-up events to maintain the momentum generated during CABOC.
- CABOC was co-hosted by the MoC and the Rawalpindi Chamber of Commerce and Industry, with the endorsement and participation of key Pakistani and regional chambers of commerce and industry.



October 2011

SUCCESS STORY

Professional Opportunities for Women in Trade

Trade supports an increase in opportunities for women interested in a profession in trade.



"Because of the 'Women in Trade' program, I got a job within the international trade sector. There were approximately 20 candidates for the position and most were more experienced than myself. These last three months added value to my credentials, for which gave me the qualifications for this job." - Ms. Maria Tarteel



In 2011, the Trade Project conducted an assessment of trade sector companies' human resource environments. The results that were gathered indicated that women comprise less than 10% of management and less than 20% of junior staff positions in the trade and export sector. In this context, the Trade Project launched the "Women in Trade" (WIT) Management Training and Mentorship Program in July 2011 to encourage young women graduates to consider positions in the international trade sector.

To increase interest among recent women graduates in an international trade career, the Trade Project collaborated with leading national and multi-national firms to provide a three month internship program. Under this initiative, effective linkages were established between Pakistani academic organizations and trade and export companies. The partner companies that participated in the program included:

- **Target Pakistan:** A sourcing arm of the second largest US retail chain.
- **Texdynat:** One of the largest trading entities in Asia providing sourcing, product development, quality compliance and auditing services to clients.
- **Li & Fung:** An export trading and logistics firm.
- **Nishat Dyeing & Finishing:** A subsidiary of Nishat Group and one of the largest dyeing plants in South East Asia with a global customer base among the largest retailers of the world.

Once relationships with the partner companies were established, the Trade Project conducted a human resource needs assessment of each company. Informed by the findings, the Trade Project developed selection criteria for shortlisting both academic institutions and applicants. Written tests and interview guidelines were developed to facilitate the selection of interns. Using these tools, candidates' skills and qualifications were matched with the partner companies' resource requirements and pay scales. A total of 140 applicants took the GMAT/GRE-patterned written test, out of which 17 applicants from Lahore, Karachi, Islamabad, Gilgit-Baltistan and Gujranwala were selected for participation in the program.

The opportunities provided to the 17 women at the partner companies covered job functions such as product sourcing, development and design, market and product diversification techniques and supply chain management, among others. Each trainee completed a mid- and post-program assessment. Additionally, Trade Project advisors maintained contact with the women interns and partner companies throughout the program to identify and address issues as they arose.

Upon completion of the three month internship, participants completed a survey with the following findings:

- Interns believe they are better-equipped in pursuing a trade-related career as a result of the WIT program.
- 87% noted an interest in joining the companies where they had been placed if offered a permanent job.
- Teamwork, vendor management and better work planning are some of the skills the trainees list they developed during program.

The positive feedback from both the women interns and partner companies paved the way for the continuation of the program. The Trade Project plans to expand the program to 55 women in July 2012.

Annex 2: Project Indicators

PROJECT INDICATORS UPDATE

Project Year 1

5 PROJECT INDICATORS UPDATE

USAID/PAKISTAN TRADE PROJECT INDICATORS

Ind. Ref. #	Result Indicator	Deliverable Ref. # ⁴	Target results for FY 2010	Actual results for FY 2010	Comments
1	Number of customs harmonization procedures implemented in accordance with internationally accepted standards as a result of U.S. assistance	--	1	0	Activities are in progress to deal with issues related to Pakistan Customs and implement custom reforms for the implementation of the APTTA and in line of international best practices.
2	Number of participants trained on improving the trade and investment environment (EG 2.1)	1.11	20	278	The PTP conducted 15 trainings on processes and benefits of formal export in seven cities across Pakistan.
3	Number of trade and investment capacity building diagnostics conducted (EG 2.2)	1.3, 1.8, 2.1, 2.2, 2.3	3	5	The PTP, in year 1, completed Organizational Self-Assessment of the TDAP, Smuggling Assessment, Gender Research Study, Evaluation of Commercial Officer's program and Baseline Assessment of the Afghan Transit Trade.
4	Number of consultative processes with private sector as a result of USG assistance	1.1, 1.2, 1.9, 2.5, 3.1	8	10	In year 1, The PTP held four FBR-USAID/PTP and three PTP Steering Committee work groups involving members from public and private sectors. In addition to this, PTP also organized one Focus Group Discussion at Sialkot and two Gender Research Workshops, one each at Lahore and Karachi as part of PTP's gender research study.

⁴ Include deliverable reference number from the previous section.

PROJECT INDICATORS UPDATE

Project Year 1

PAKISTAN TRADE PROJECT INDICATORS

Ind. Ref. #	Result Indicator	Deliverable Ref. # ⁵	Target results for FY 2010	Actual results for FY 2010	Comments
Component 1: IMPROVED PAKISTAN TRADE ENVIRONMENT					
1.1	Percentage Change in total exports to partner countries in bilateral/multilateral trade agreements (IR 4.1)	--	TBD	N/A	Total Bi/Multi-Lateral Pak-Exports: In FY 2009, the total trade with Countries with which Pakistan has bi-lateral and multi-lateral trade agreements was 7,594,546,000 US \$, where in FY 2010 the total trade volume is 9,362,059,000 US \$. The percentage change is 23.27%.
1.2	Number of consultative processes formalized between public and private sectors (IR 4.2)	1.1, 1.2, 1.9, 2.5, 3.1	8	10	In year 1, The PTP held four FBR-USAID/PTP and three PTP Steering Committee work groups involving members from public and private sectors. In addition to this, PTP also organized one Focus Group Discussion at Sialkot and two Gender Research Workshops, one each at Lahore and Karachi as part of PTP's gender research study.
1.3	Number of public sector participants in trade/investment capacity building trainings (IR 4.2)	--	TBD	0	The PTP plans Capacity building trainings of public sector participants during year 2 of the project.
1.4	Number of legal/regulatory/institutional actions taken to improve compliance with international trade/investment agreements (IR 4.2)	--	TBD	2	The PTP is working through the PTP Steering Committee and the FBR-USAID/PTP Working Group for legal and regulatory reforms to improve compliance with international trade/ investment agreements.
1.5	Number of policy constraints identified and modified to improve the trade policy environment (IR 4.2.1)	1.3, 1.8, 2.1, 2.2, 2.3	TBD	5	The PTP, in year 1, completed Organizational Self-Assessments of the TDAP, Smuggling, Gender Research, the Commercial Officer's program and of the Afghan Transit Trade.
Component 2: INCREASED TRADE AT PAKISTANI BORDERS					
2.1	Number of customs harmonization procedures implemented (IR 4.2)	--	1	0	Activities are in progress to deal with issues related to Pakistan Customs and implement custom reforms for the implementation of the APTTA and in line of international

⁵ Include deliverable reference number from the previous section.

PROJECT INDICATORS UPDATE

Project Year 1

Ind. Ref. #	Result Indicator	Deliverable Ref. # ⁵	Target results for FY 2010	Actual results for FY 2010	Comments
					best practices.
Component 3: SUPPORT TO SUSTAINABLE AND COMPETITIVE SPECIAL ECONOMIC ZONES INCLUDING THE RECONSTRUCTION OPPORTUNITY ZONES (ROZS)					
3.1	Growth in share of exports from firms in ROZs and/or other specialized zones facilitated by PT relative to total exports (IR 4.1.3)	3.1	TBD	N/A	Activities are in progress and the PTP will set targets at % change in export from firms in ROZs to US. The PTP finalized the ROZ Roadmap for the implementation of the ROZ legislation.
3.2	Number of ROZs or other specialized zones implemented with project assistance (IR 5.2.1)	3.1, 3.3	TBD	N/A	Activities are in progress. The PTP finalized the Marble City Risalpur Business Plan. The PTP formed the PASDEC/USAID-PTP Working Group to deal with all issues related to Marble City Risalpur and support to make it a saleable proposition.
ENHANCED DIVERSITY AND STABILITY OF EXPORTS					
4.1	Percent change in global market share of Pakistani exports (IR 4.1)	--	TBD	N/A	The data is available only on annual basis. The percentage change of Pakistan's share of total global exports for the FY 2009 is being calculated and will be available soon. The Pakistan's share of total global exports in FY 2008 was 0.130%.
4.2	Relative increase in value-added exports in non-textiles or garments industries (IR 5.2)	--	TBD	N/A	In FY 2009 (Apr-Jun), the total volume of value-added exports in non-textile or garments industries was US\$ 443,202,000, whereas in FY 2020 (Apr-Jun), the total volume is US\$ 854,878,000. The percentage change is 92.89%.
4.3	Number of private sector participants in trade/investment capacity building trainings (IR 2.1.1)	1.11	20	278	The PTP conducted 15 trainings on processes and benefits of formal export in seven cities across Pakistan.
4.4	Number of firms receiving trade facilitation assistance to increase exports (IR 2.1.1)	3.3	TBD	2	The PTP is currently providing technical assistance to the Pakistan Stone Development Company (PASDEC) and the Cobblestone exporters for the city development project of the Yancheb Beach Joint Venture (YBJV) in Australia.

PROJECT INDICATORS UPDATE

Project Year 2

5 PROJECT INDICATORS UPDATE

USAID/PAKISTAN TRADE PROJECT INDICATORS

Ind. Ref. #	Result Indicator	Del. Ref. # ⁴	Targets for 2011	Actual for 2011	Comments	Cumulative Targets	Cumulative Results
1	New employment opportunities in USG assisted sectors and geographic areas	0.4	13	15	Selection of 15 management trainees under the WiT program is completed and the internship is likely to be started from August 01, 2011.	13	15
2	Number of key economic policies reforms in place as a result of USG assistance	2.8	2	2	– Insurance guarantee; and – Customs bonded carriers.	3	3
3	Number of key barriers to private sector investment reduced in the USG assisted sectors/sub sectors	2.8	3	3	– Custom Bonded Carriers, Insurance Guarantee makes the transit sector more contestable; and – Assistance to BOI will support BOI's ability to promote and facilitate private sector FDI more effectively using ICTs.	4	4
4	Number of key barriers to local, provincial, and regional trade reduced	1.6 2.8 0.4	3	3	– APTTA insurance guarantee; – Trade Portal; and – WiT-Portal	3	3
5	Number of the key regulatory/policy/legal reforms introduced/improved are implemented that support growth of SMEs	TBD	2	--	Nil	2	--

⁴ Include deliverable reference number from the previous section.

PROJECT INDICATORS UPDATE

Project Year 2

PAKISTAN TRADE PROJECT INDICATORS

Ind. Ref. #	Result Indicator	Del. Ref. # ⁵	Targets for 2011	Actual for 2011	Comments	Cumulative Targets	Cumulative Results
PT 1.1	Number of consultative processes formalized between public and private sectors	2.8	3	3	The PTP: <ul style="list-style-type: none"> – Established a Public-Private Consultative mechanism between Customs, Insurance Sector and Customs bonded carriers. – Formalized a functional working group with Custom Clearing Agents in Karachi. 	5	5
PT 1.2	Number of [public sector] participants in trade/investment capacity building trainings	--	20	0	No training was conducted during project year 2 for the public sector. The PTP conducted Training Needs Assessment (TNA) of Pakistan Customs to identify the skills, competencies and resources needed to improve the capacity of the Customs' administration to carry out its allotted functions. Currently, the PTP is preparing specific training proposals on identified capacity building initiatives to seek approval from the USAID for implementation of these initiatives to address the identified capacity gaps.	20	0
PT 1.3	Number of legal/regulatory/institutional actions taken by GOP due to PTP support to improve compliance with international trade/investment agreements	2.8 2.9	2	4	<ul style="list-style-type: none"> – Approval of APTTA by the government of Pakistan – Implementation of financial guarantee system for Afghan transit goods under the APTTA – Provision and installation of four 120 tons weighbridges, two each at Torkham and Chaman border stations. – Establishment of Electronic Data Interchange (EDI) mechanism between Pakistan and Afghanistan to minimize informal border trade. 	2	4

⁵ Include deliverable reference number from the previous section.

PROJECT INDICATORS UPDATE

Project Year 2

Ind. Ref. #	Result Indicator	Del. Ref. # ⁵	Targets for 2011	Actual for 2011	Comments	Cumulative Targets	Cumulative Results
PT 1.4	Number of policy constraints identified and modified by Government of Pakistan with PTP support, to improve the trade policy environment	2.6 2.8	2	3	<ul style="list-style-type: none"> - Implementation of financial guarantee system for Afghan transit goods under the APTTA - Established an EDI mechanism between Pakistan and Afghanistan to minimize informal border trade. - Recommended the use of Customs bonded carriers for transit trade to break the monopoly of National Logistic Cell (NLC). This recommendation was made in the light Dwell Time Study results conducted by the PTP with the objective to: <ul style="list-style-type: none"> o identify the current average delays in transit and the costs involved; o identify possible reasons/causes for delay; and o make recommendations to rectify the bottlenecks, improve processes and thereby minimize transit dwell time 	2	3
PT 2.1	Number of customs harmonization procedures implemented	2.8	2	2	<ul style="list-style-type: none"> - Implementation of financial guarantee system for Afghan transit goods under the APTTA - Established an EDI mechanism between Pakistan and Afghanistan to minimize informal border trade. 	2	2
PT 2.2	Average dwell time with customs for inbound/outbound goods at Pakistani border(s)	2.6	0%	0%	The PTP has recently completed the Dwell Time and Cost Analysis study. The recommendations given in the report to improve the dwell time are yet to be implemented.	0%	0%
PT 2.3	Number of "single windows" at border crossings implemented by GoP	--	0	0	Activities are in progress.	0	0
PT 3.1	Number of ROZs or other specialized zones implemented with project assistance	--	0	0	Nil	0	0

PROJECT INDICATORS UPDATE

Project Year 2

Ind. Ref. #	Result Indicator	Del. Ref. # ⁶	Targets for 2011	Actual for 2011	Comments	Cumulative Targets	Cumulative Results
PT 4.1	Number of [private sector] participants in trade/investment capacity building trainings	--	30	34	During project year 2, the FTP trained 20 management committee members of the Karachi Customs Agents Association (KCAA) on the issues of rulings and appeals in the WCO and WTO framework, current procedures and international best practices.	50	312
PT 4.2	Number of firms receiving trade facilitation assistance to increase exports	--	1	2	In previous quarter, the FTP assisted two cobble stone suppliers to meet the first Purchase Order for a 20-foot container of the cobblestones shipped to the Japanese-Australian Yanchep Beach Joint Ventures' mega-city development project near Perth, Australia.	1	2
PT 4.3	Number of organizations that have adopted internationally accepted guidelines due to PTF assistance	--	TBD	N/A	Not yet initiated.	TBD	N/A



Project Year 3

Summary Table of Trade Project Indicators

Ind. Ref #	Result Indicator	Project Year 3					Project Year 4		Cumulative		Notes
		Y3 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Target	Actual	Target	Actual	
Component 1: IMPROVED PAKISTAN TRADE ENVIRONMENT											
	Percentage Change in total exports to partner countries in bilateral/multilateral trade agreements (IR 4.1)	--	--	--	--	--	--	--	--	--	Removed in Year 1
1.1	Number of consultative processes formalized between public and private sectors (IR 4.2)	2	0	1	0	1	1		14	16	
1.2	Number of public sector participants in trade/investment capacity building trainings (IR 4.2)	20	0	0	15	4	32		60	15	
1.3	Number of legal/regulatory/institutional actions taken to improve compliance with international trade/investment agreements (IR 4.2)	3	2	0	1	1	12		17	9	
1.4	Number of policy constraints identified and modified to improve the trade policy environment (IR 4.2.1)	2	0	0	3	0	7		11	20	
Component 2: INCREASED TRADE AT PAKISTANI BORDERS											
2.1	Number of customs harmonization procedures implemented (IR 4.2)	2	1	0	0	0	5		10	2	
2.2	Average dwell time with customs for inbound/outbound goods at Pakistani border(s)	10%	N/A	N/A	N/A	0%	10%		10%	0	Added in Year 2
2.3	Number of "single windows" at border crossings implemented by GoP	1	0	0	0	0	0		1	0	Added in Year 2
2.4	Number of Provisions of the APTTA implemented by the GoP	2	1	1	2	0	4		6	4	Added in Year 3
2.5	Number of infrastructure /security upgrades at the Pakistani border posts (Chaman & Torkhanj in support of the APTTA)	4	0	0	0	0	2		6	0	Added in Year 3
Component 3: SUPPORT TO SUSTAINABLE AND COMPETITIVE SPECIAL ECONOMIC ZONES INCLUDING THE RECONSTRUCTION OPPORTUNITY ZONES (ROZS)											
	Growth in share of exports from firms in ROZs and/or other specialized zones facilitated by PT relative to total exports (IR 4.1.3)	--	--	--	--	--	--	--	0	0	Removed in Year 1
	Number of ROZs or other specialized zones implemented with project assistance (IR 5.2.1)	--	--	--	--	--	--	--	0	0	Removed in Year 2
3.1	Support to sustainable and competitive SEZs including ROZs	TBD	N/A	N/A	N/A	N/A	--		N/A	N/A	Added in Year 3
ENHANCED DIVERSITY AND STABILITY OF EXPORTS											
	Percent change in global market share of Pakistani exports (IR 4.1)	--	--	--	--	--	--	--	0	0	Removed in Year 1
	Relative increase in value-added exports in non-textiles or garments industries (IR 5.2)	--	--	--	--	--	--	--	0	0	Removed in Year 1
4.1	Number of private sector participants in trade/investment capacity building trainings (IR 2.1.1)	30	17	0	33	0	292		372	362	
4.2	Number of firms receiving trade facilitation assistance to increase exports (IR 2.1.1)	TBD	0	0	0	0	3,000		3,001	2	
4.3	Number of organizations that have adopted internationally accepted guidelines due to PTP assistance	TBD	N/A	N/A	N/A	0	0		TBD	15	Added in Year 2



Project Year 4

Summary Table of Trade Project Indicators

Inst. Ref #	Result Indicator	Project Year 1		Project Year 2		Project Year 3					Project Year 4					Cumulative		Notes
		Target	Actual	Target	Actual	Y3 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Y4 Target	Q1 Actual	Q2 Actual	Q3 Actual	Q4 Actual	Target	Actual	
Component 1: IMPROVED PAKISTAN TRADE ENVIRONMENT																		
	Percentage Change in total exports to partner countries in bilateral/multilateral trade agreements (R 4.1)	TBD	0	--	--	--	--	--	--	--	--	--	--	--	--	--	--	Removed in Project Year 1
1.1	Number of consultative processes formalized between public and private sectors (R 4.2)	8	6	3	9	2	0	1	0	1	1	1	1	2	0	14	21	
1.2	Number of public sector participants in trade/investment capacity building trainings (R 4.2)	TBD	0	20	0	20	0	0	15	4	32	0	2	0	2	72	23	
1.3	Number of legal/regulatory/institutional actions taken to improve compliance with international trade/investment agreements (R 4.2)	TBD	1	2	4	3	2	0	1	1	12	3	5	3	5	17	25	
1.4	Number of policy constraints identified and modified to improve the trade policy environment (R 4.2.1)	TBD	4	2	8	2	0	0	3	1	7	3	3	3	3	11	28	
Component 2: INCREASED TRADE AT PAKISTANI BORDERS																		
2.1	Number of customs harmonization procedures implemented (R 4.2)	1	0	2	1	2	1	0	0	0	5	0	0	0	0	10	2	
2.2	Average dwell time with customs for inbound/outbound goods at Pakistani borders)	--	--	0	0	10%	N/A	N/A	N/A	N/A	10%	N/A	N/A	N/A	5%	20%	0	Added in Project Year 2
2.3	Number of "single windows" at border crossings implemented by GoP	--	--	0	0	1	0	0	0	0	0	0	0	0	0	1	0	Added in Project Year 2
2.4	Number of Provisions of the APITA implemented by the GoP	--	--	--	--	2	1	1	2	0	4	1	2	1	0	6	7	Added in Project Year 3
2.5	Number of infrastructure/security upgrades at the Pakistani border ports (Chaman & Turbat) in support of the APITA	--	--	--	--	4	0	0	0	0	2	2	0	2	0	6	2	Added in Project Year 3
Component 3: SUPPORT TO SUSTAINABLE AND COMPETITIVE SPECIAL ECONOMIC ZONES INCLUDING THE RECONSTRUCTION OPPORTUNITY ZONES (ROZS)																		
	Growth in share of exports from firms in ROZs and/or other specialized zones facilitated by PT relative to total exports (R 4.1.3)	TBD	N/A	--	--	--	--	--	--	--	--	--	--	--	--	0	0	Removed in Project Year 1
	Number of ROZs or other specialized zones implemented with project assistance (R 5.2.1)	TBD	N/A	0	0	--	--	--	--	--	--	--	--	--	--	0	0	Removed in Project Year 2
3.1	Support to sustainable and competitive SEZs including ROZs	TBD	N/A	TBD	N/A	TBD	N/A	N/A	N/A	N/A	--	--	--	--	0	N/A	N/A	
ENHANCED DIVERSITY AND STABILITY OF EXPORTS																		
	Percent change in global market share of Pakistani exports (R 4.1)	TBD	N/A	--	--	--	--	--	--	--	--	--	--	--	--	0	0	Removed in Project Year 1
	Relative increase in value-added exports in non-textiles or garments industries (R 5.2)	TBD	N/A	--	--	--	--	--	--	--	--	--	--	--	--	0	0	Removed in Project Year 1
4.1	Number of private sector participants in trade/investment capacity building trainings (R 2.1.1)	20	278	30	34	30	17	0	33	0	292	0	51	0	0	372	413	
4.2	Number of firms receiving trade facilitation assistance to increase exports (R 2.1.1)	TBD	2	1	0	TBD	0	0	0	0	3,000	0	0	0	0	3,001	2	
4.3	Number of organizations that have adopted internationally accepted guidelines due to PTP assistance	--	--	TBD	N/A	TBD	N/A	N/A	N/A	0	0	0	22	0	0	TBD	22	Added in Project Year 2

Ind. Ref #		Result Indicator		Project Year 1		Project Year 2		Project Year 3		Project Year 4		Project Year 5		July-August, 2014		Cumulative		Notes
				Y1 Target	Y1 Actual	Y2 Target	Y2 Actual	Y3 Target	Y3 Actual	Y4 Target	Y4 Actual	Y5 Target	Y5 Actual	Target	Actual	Target	Actual	
Component 1: IMPROVED PAKISTANI TRADE ENVIRONMENT																		
1.1	Number of consultative processes formalized between public and private sectors (IR 4.2)	8	6	3	9	2	2	1	4	4	3	N/A	1	18	25			
1.2	Number of public sector participants in trade/investment capacity building trainings (IR 4.2)	TBD	0	20	0	20	19	32	2	4	301	N/A	64	76	386			
1.3	Number of legal/regulatory/institutional actions taken to improve compliance with international trade/investment agreements (IR 4.2)	TBD	1	2	3	3	4	12	18	16	30	N/A	0	33	56			
1.4	Number of policy constraints identified and modified to improve the trade policy environment (IR 4.2.1)	TBD	4	2	8	2	4	7	10	12	29	N/A	14	23	69			
1.5	Number of USG Assisted Meetings with Government Officials Regarding Proposed Changes in Legal/Institutional Framework	--	--	--	--	--	--	--	--	60	72	N/A	2	60	74	Added in PY5 Q3		
Component 2: INCREASED TRADE AT PAKISTANI BORDERS																		
2.1	Number of customs harmonization procedures implemented (IR 4.2)	1	0	2	1	2	1	5	0	0	0	N/A	0	10	2			
2.2	Average dwell time with customs for inbound/outbound goods at Pakistani border(s)	--	--	0	0%	10%	0%	10%	0%	10%	0%	N/A	40%	10%	40%	Added in PY2		
2.3	Number of "single windows" at border crossings implemented by GoP	--	--	0	0	1	0	0	0	0	0	N/A	0	1	0	Added in PY2		
2.4	Number of Provisions of the APTTA implemented by the GoP	--	--	--	--	2	4	4	3	4	1	N/A	0	10	8	Added in PY3		
2.5	Number of infrastructure/security upgrades at the Pakistani border posts (Chaman & Torikham) in support of the APTTA	--	--	--	--	4	0	2	2	4	0	N/A	0	10	2	Added in PY3		
Component 3: SUPPORT TO SUSTAINABLE AND COMPETITIVE SPECIAL ECONOMIC ZONES INCLUDING ROZS																		
3.1	Support to sustainable and competitive SEZs including ROZs	TBD	N/A	TBD	N/A	TBD	N/A	TBD	N/A	0	0	N/A	0	0	0			
ENHANCED DIVERSITY AND STABILITY OF EXPORTS																		
4.1	Number of private sector participants in trade/investment capacity building trainings (IR 2.1.1)	20	278	30	34	30	123	292	48	51	54	N/A	0	423	537			
4.2	Number of firms receiving trade facilitation assistance to increase exports (IR 2.1.1)	TBD	2	1	0	TBD	0	3,000	0	0	1090	N/A	199	3,001	1,291			
4.3	Number of organizations that have adopted internationally accepted guidelines due to PTP assistance	--	--	TBD	N/A	TBD	15	0	22	22	12	N/A	0	22	49	Added in PY2		

Annex 3: Trainings

Project Year 1 (July 2009 - June 2010)

Title	Location	Date		Participation			Outcome/Results
		From	To	Male	Female	Total	
Processes and Benefits of Formal Export	Islamabad	03/25/2010	03/26/2010	-	20	20	Results indicated a 33% to 58% increase in knowledge of formal export processes among trainees.
	Lahore	03/29/2010	03/30/2010	-	20	20	Results indicated a 48% to 73% increase in knowledge.
	Karachi	04/5/2010	04/6/2010	-	20	20	Results indicated a 22% to 78% increase in knowledge.
	Islamabad	04/8/2010	04/9/2010	-	18	18	Results indicated a 26% to 67% increase in knowledge.
	Islamabad	05/10/2010	05/11/2010	-	17	17	Results indicated a 9% to 54% increase in knowledge.
	Islamabad	05/12/2010	05/13/2010	-	18	18	Results indicated a 11% to 55% increase in knowledge.
	Karachi	05/17/2010	05/18/2010	-	21	21	Results indicated a 15% to 50% increase in knowledge.
	Karachi	05/19/2010	05/20/2010	-	17	17	Results indicated a 24% to 49% increase in knowledge.
	Lahore	06/02/2010	06/03/2010	-	17	17	Results indicated a 14% to 69% increase in knowledge.
	Lahore	06/04/2010	06/05/2010	-	13	13	Results indicated a 11% to 63% increase in knowledge.
	Abbottabad	06/11/2010	06/12/2010	-	19	19	Results indicated a 17% to 90% increase in knowledge.
	Faisalabad	06/17/2010	06/18/2010	-	18	18	Results indicated a 10% to 78% increase in knowledge.
	Sialkot	06/21/2010	06/22/2010	-	24	24	Results indicated a 20% to 66% increase in knowledge.
	Multan	06/29/2010	06/30/2010	-	18	18	Results indicated a 35% to 86% increase in knowledge.
	Multan	07/01/2010	07/02/2010	-	18	18	Results indicated a 30% to 75% increase in knowledge.
<u>Total</u>				<u>278</u>	<u>278</u>	-	

Purpose: In order to implement a recommendation made in a gender research study, in March 2010 the Trade Project began conducting a series of trainings for Pakistani women exporters and potential exporters on "Processes and Benefits of Formal Exports". The Trade Project conducted fifteen (15) rounds of the training in seven cities across Pakistan and trained a total of 278 current and potential women exporters, including women from Khyber Pakhtunkhwa and Baluchistan, on the processes and procedures for using formal export channels, and the cost and benefits of using formal export channels as opposed to smuggling or informal export channels. Pre- and post-training evaluation results of trainees showed an average increase of 45% in their knowledge of formal export processes.

Project Year 2 (July 2010 – June 2011)

Title	Location	Date		Participation			Outcome/Results
		From	To	Male	Female	Total	
Understanding Trade Facilitation Legal Framework in Pakistan & its Comparison with other Countries	Karachi	04/12/2011	04/12/2011	20	-	20	The training was designed to improve awareness of the international and local trade facilitation legal framework among Customs Clearing Agents.
<p>Purpose: The workshop introduced WTO and WCO requirements to Pakistan Customs in order to increase their capacity as stakeholders and facilitate Pakistan trade. The workshop also addressed issues of rulings and appeals in the WCO and WTO framework, current procedures, and international leading practices.</p>							
Effective Business Communication Skills for Data Collection	Rawalpindi	10/21/2010	10/21/2010	1	5	6	The Trade Project equipped staff at the Rawalpindi Chambers of Commerce & Industry (RCCI) with improved knowledge of the Exporters Database input form. Their business knowledge increased from 82.5% to 89.6% as reflected by pre and post-testing.
	Sialkot	10/25/2010	10/25/2010	6	2	8	The Trade Project equipped staff at the Sialkot Chambers of Commerce & Industry (SCCI) with improved knowledge of the Exporters Database input form. Their business knowledge increased from 51.07% to 77.14% as reflected by pre-and post-testing.
<p>Purpose: The one-day training course on “Business Communication for Data Collection” was organized for the staff of partner chambers to help the Trade Project in the collection of data for the Exporter’s Database.</p>							
<u>Total</u>				<u>27</u>	<u>7</u>	<u>34</u>	-

Project Year 3 (July 2011 – June 2012)

Title	Location	Date		Participation			Outcome/Results
		From	To	Male	Female	Total	
WIT Management Training & Mentorship Program	Lahore	7/1/2011	9/30/2011	-	10	10	The WIT program included bi-weekly contact with mentors and continuous guidance provided to the trainees regarding their day-to-day work.
	Karachi	7/1/2011	9/30/2011	-	7	7	
<p>Purpose: The Trade Project placed 17 recent women graduates in 15 national and multi-national firms across Pakistan. Mentorship and training was provided on a bi-weekly basis to support the development of professional skills. The selection of participants involves a process whereby women graduates' qualifications and skills are matched with the partner companies' needs, which are gathered by conducting Human Resource needs assessments. The WIT Program provides opportunities for recent women graduates to explore a career in the international trade sector.</p>							
Enhancing Agricultural Exports Trade Opportunities, Market Requirements and Good Agricultural Practices	Islamabad	01/23/2012	01/24/2012	26	-	26	Export opportunities workshop conducted in Islamabad for participants from KPK, Azad Jammu Kashmir, Gilgit Baltistan, and the Federal Capital Area.
	Baluchistan	01/26/2012	01/27/2012	31	-	31	Export opportunities workshop conducted in Quetta.
	Punjab	02/13/2012	02/14/2012	31	-	31	Export opportunities workshop conducted in Lahore.
	Sindh	02/16/2012	02/17/2012	32	1	33	Export opportunities workshop conducted in Karachi.
<p>Purpose: Through these workshops, the Trade Project trained 121 participants from across Pakistan on export opportunities, internationally accepted leading practices, international market standards, and other pre-requisites so that Pakistan may better leverage its agricultural base to increase and diversify exports. Participants represented both progressive farmers and potential agricultural goods exporters from the private sector as well as public sector representatives from ministries and agencies tasked with implementing agricultural trade regulations and quality standards.</p>							
Administrative activities to support and maintain newly developed IT Infrastructure	Islamabad	05/30/2012	06/01/2012	4	-	4	Training was conducted for Bol's ICT staff on IT infrastructure.
<p>Purpose: The Trade Project provided the Board of Investment with Information and Communications Technology (ICT) support at their headquarters in Islamabad. Networking and file-sharing capabilities were provided through the installation of network hardware, software and cabling, and the training of Bol ICT staff in its maintenance and use. This assistance supports the Bol's efforts to establish an ICT foundation for the future automation of their office practices and business processes.</p>							
Total				124	18	142	-

Project Year 4 (July 2012 – June 2013)

Title	Location	Date		Participation			Outcome/Results
		From	To	Male	Female	Total	
WIT Management Training & Mentorship Program	Lahore	7/17/12	12/10/12	-	15	15	The WIT program included bi-weekly contact with mentors and continuous guidance provided to the trainees regarding their day-to-day work.
	Faisalabad	7/17/12	11/15/12		15	15	
	Karachi	7/17/12	12/10/12	-	18	18	
<p>Purpose: The Trade Project placed 48 recent women graduates in 22 national and multi-national firms across Pakistan. Mentorship and training was provided on a bi-weekly basis to support the development of professional skills. The selection of participants involves a process whereby women graduates' qualifications and skills are matched with the partner companies' needs, which are gathered by conducting Human Resource needs assessments. The WIT Program provides opportunities for recent women graduates to explore a career in the international trade sector.</p>							
WTO Practice Committee Meetings	Geneva, Switzerland	04/22/2013	04/26/2013	2	-	2	The participants learned and shared their experiences/practices regarding WTO trade laws. The two NTC members conducted an internal replication for NTC staff upon return.
<p>Purpose: Participation in the WTO practice committee session provided the NTC personnel with an understanding of WTO trade laws. The meeting also provided the NTC with the opportunity to build staff's trade knowledge and familiarity with leading international practices in regulating and administering WTO trade laws.</p>							
<u>Total</u>				<u>2</u>	<u>48</u>	<u>50</u>	-

Project Year 5 (July 2013 – June 2014)

Title	Location	Date		Participants			Outcome/Results
		From	To	Male	Female	Total	
WIT Management Training & Mentorship Program	Lahore	06/01/2013	12/31/2013	-	16	16	Bi-weekly contact with mentors and continuous guidance provided to the trainees regarding their day-to-day work.
	Karachi	06/01/2013	12/31/2013	-	31	31	
<p>Purpose: The Trade Project placed 47 recent women graduates in 12 national and multi-national firms across Pakistan. Mentorship and training was provided on a bi-weekly basis to support the development of professional skills. The selection of participants involves a process whereby women graduates' qualifications and skills are matched with the partner companies' needs, which are gathered by conducting Human Resource needs assessments. The WIT Program provides opportunities for recent women graduates to explore a career in the international trade sector.</p>							
Laptop/Desktop Orientation	Islamabad	12/02/2013	12/05/2013	46	3	49	The NTC team learned basic computer usage skills including how to operate their newly received equipment, general Windows functionality, and basic use of MS Office.
CompTIA A+ Training	Islamabad	01/13/2014	01/18/2014	8	2	10	The NTC team learned basic ICT skills including hardware/software installation, configuration, diagnosis, maintenance, and basic level networking.
CompTIA Network+ Training	Islamabad	01/27/2014	01/31/2014	6	-	6	The NTC team learned network communication methods, network data delivery methods, network media and hardware components.
Digitization Service Training	Islamabad	02/24/2014	02/28/2014	9	2	11	The NTC team learned skills to use the installed digitization equipment and maintain an effective repository of documents on the network database.
Service Desk Training	Islamabad	03/10/2014	03/14/2014	4	-	4	NTC staff learned infrastructure and communication channels required to establish a service desk as a single point of contact for IT-related activities.
Administering Microsoft Window Server Training to NTC	Islamabad	06/09/2014	06/13/2014	4	-	4	The participants acquired the skills and knowledge to deploy Windows Server 2012 services and infrastructure and management of a domain-based Windows Server 2012 environment.
SharePoint Training to NTC	Islamabad	06/16/2014	06/20/2014	4	-	4	Participants were taught to configure and manage the Microsoft SharePoint Server 2013 environment as per the official Microsoft curriculum for this course.

Title	Location	Date		Participants			Outcome/Results
		From	To	Male	Female	Total	
Training on ITIL Foundation	Islamabad	06/24/2014	06/26/2014	4	1	5	The participants learned about leading practices for IT Service Strategy, Service Design, Service Transition, Service Operation and Continual Service Improvement.
<p>Purpose: The ICT trainings were designed to provide NTC personnel with an enhanced understanding of the role of ICT in information and knowledge management to improve NTC's operational efficiency, including maintaining the Anti-Dumping Case Management System and the ICT Service Desk provided by the Trade Project.</p>							
Compliance Risk Management Workshop	Karachi	10/09/2013	10/10/2013	22	1	23	The course addressed implementation of Compliance Risk Management leading practices and procedures adopted by developed economies to strengthen CRM.
"Train the Trainer" Development Program on Compliance Risk Management and Post Clearance Audit	Karachi	12/2/2013	12/13/2013	11	-	11	Pakistan Customs officials were familiarized with the approach, methods, process and importance of conducting a Training Needs Analysis (TNA), designing and delivering training courses and evaluating the results of the training sessions.
Train the Trainer Phase III, CRM & PCA Module Familiarization Event	Karachi	04/14/2014	04/18/2014	9	-	9	The Trade Project completed the third phase of its Train the Trainer (TtT) development program, focusing on Compliance Risk Management and Post Clearance Audit. Activities during this course laid the basis for further guided self-development, to increase the overall competence of the pool of available trainers from within the FBR/Customs Wing.
Strategic Compliance Management Course	Karachi	05/05/2014	05/09/2014	9 (incl. FBR TtT co-facilitator)	1	10	The training focused on Strategic Compliance Management - Global Customs Reforms, Compliance Strategies, Risk Analysis and Management, and Research and Intelligence.
Risk Management – Profiling & Targeting Course	Karachi	05/12/2014	05/16/2014	9 (incl. FBR TtT co-facilitator)	1	10	The training focused on concepts of CRM profiling and targeting – including Global Customs Reforms, Compliance Concepts and Rationale, Identification of Risks, Risk Management and related Monitoring and Review.
Strategic Compliance Management Course	Lahore	06/16/2014	06/20/2014	10 (incl. FBR TtT co-facilitator)	6	16	The training focused on Strategic Compliance Management - Global Customs Reforms, Compliance Strategies, Risk Analysis and Management, and Research and Intelligence.
Risk Management –	Lahore	06/23/2014	06/27/2014	15	-	15	The training focused on concepts of CRM profiling and

Title	Location	Date		Participants			Outcome/Results
		From	To	Male	Female	Total	
Profiling & Targeting Course				(incl. FBR TtT co-facilitator)			targeting – including Global Customs Reforms, Compliance Concepts and Rationale, Identification of Risks, Risk Management and related Monitoring and Review.
<p>Purpose: The capacity building trainings were conducted for FBR/Pakistan Customs to develop their institutional capacity on Compliance Risk Management (CRM) and Post Clearance Audit (PCA) concepts and practices. The Trade Project performed the Training Needs Assessment (TNA) in order to gauge the FBR/Customs' mid-tier and operational officers' knowledge on CRM and PCA practices. In discussion with the FBR, the Trade Project decided to incorporate a 'Train the Trainer' (TtT) program into a structured training program for CRM and PCA in an effort to address two shortcomings – the lack of trainers and lack of quality training.</p>							
Advanced MS Excel	Karachi	07/01/2013	07/04/2013	2	-	2	The training was designed to equip its participants with a technical understanding of using complex formulae and functions for effective data management and analysis.
Finance for Non-financial Managers	Lahore	09/16/2013	09/20/2013	4	-	4	The training was designed to equip participants with a better understanding of financial statements and their analysis/evaluation, and strengthen planning skills.
WTO Practice Committee Meetings	Geneva, Switzerland	10/21/2013	10/25/2013	2	-	2	The participants attended a technical working group meeting on Anti-Dumping Practices, Subsidies and Countervailing Measures, and Safeguards.
Regional Integration: Economics, Law and Policy	Bern, Switzerland	01/20/2014	01/23/2014	2	1	3	The training was designed to improve participants' proficiency in methods of addressing bilateral and regional trade relations, preferential trade issues, and WTO law.
Trade Remedies I & II	Bern	02/10/2014	02/20/2014	2	-	2	The training provided a detailed overview of the three trade defense remedies provided by the WTO agreements on anti-dumping, subsidies and countervailing measures, and safeguards.
International Trade and Regionalism, International Trade Analysis (Module 1)	Islamabad	04/07/2014	04/11/2014	13	1	14	The trainees were briefed on the subjects of trade negotiation, export opportunity analysis, unilateral liberalization, preference erosion and deep integration. In addition, they were provided hands-on training for effective analysis of trade in goods and services data, and taught to analyze bilateral trade data using UN-COMTRADE and Tariff Data using WTO software.
World Trade Organization	Geneva,	04/28/2014	05/02/2014	3	-	3	The participants attended a technical working group

Title	Location	Date		Participants			Outcome/Results
		From	To	Male	Female	Total	
(WTO) Meeting	Switzerland						meeting on Anti-Dumping Practices, Subsidies and Countervailing Measures, and Safeguards.
Seminar on Trade Remedy Laws	Islamabad	05/06/2014	05/09/2014	21	2	23	The attendees had an opportunity to i) refresh their understanding of the three governing trade remedy laws, ii) participate in various exercises aimed at strengthening their practical knowledge, and iii) clarify their queries related to investigation procedures. Two former NTC personnel were in attendance (reflected in these training numbers).
Seminar on Trade Defense Instruments for Third Country Officials	Brussels, Belgium	05/19/2014	05/23/2014	6	-	6	The seminar was designed to develop participants' understanding of trade defense rules, their application, and the investigation procedure.
International Trade and Regionalism, International Trade Analysis (Module II)	Islamabad	05/26/2014	05/30/2014	16	2	18	The workshop was designed to develop the NTC trainees' skills with a balance between conceptual and hands-on understanding of the elements of mathematical modeling as related to analyzing International Trade.
International Trade and Regionalism, International Trade Analysis (Module III)	Islamabad	06/09/2014	06/13/2014	16	2	18	The participants were familiarized with gravity models, regression analysis, and the impact of FTAs and tariffs on trade flows.
<p>Purpose: These training were designed to improve NTC personnel's capacity to perform the organization's core mandate. The Trade Project facilitated the participation of NTC's technical personnel in several local and international trainings on WTO's trade remedy laws and related practices. The three modules of the "International Trade and Regionalism" training were conducted by trainers from InterAnalysis Ltd. (Sussex University). The trainings were provided to foster NTC's research capacity and knowledge of essential economic theories and their practical applications. Additional trainings focused on MS Excel skills and finance.</p>							
Central Asian Trade Forum (CATF)	Almaty, Kazakhstan	10/9/2013	10/10/2013	11	-	11	Six GoP and 5 private sector representatives attended discussions centered on improving regional trade.
<p>Purpose: Participants at the Central Asian Trade Forum attended presentations on improving regional trade and investment. Attendance at the event was part of the Trade Project's planning and networking efforts for CABOC.</p>							
Study Tour - Senior Management Development Workshop & Work Site Visits	Canberra, Sydney (Australia)	02/28/2014	03/12/2014	15	-	15	The Study Tour focused on Compliance (Risk) Management, Single Window and Electronic Data Interchange. Presentations focused on various areas of Customs and border protection.

Title	Location	Date		Participants			Outcome/Results
		From	To	Male	Female	Total	
<p>Purpose: Fifteen FBR officials attended a two-week study tour in Australia to observe leading Customs practices and attend presentations and workshops on applying such practices.</p>							
WTO Valuation, HS Classification & Rules of Origin Course	Karachi	07/07/2014	07/11/2014	11 (incl. FBR TtT co-facilitator)	4	15	The training addressed WTO Valuation and HS Classifications.
	Lahore	08/04/2014	08/08/2014	13 (incl. FBR TtT co-facilitator)	3	16	
<p>Purpose: The Customs officials were trained on the processes of assigning monetary value to goods and/or services for the purposes of import or export valuation. For the purposes of Customs valuation, the training course also familiarized the officials with the international HS Classification system and national tariff lines, and the methods of valuation, including transaction value, deductive, and computed methods.</p>							
Post Clearance Audit Strategic Planning Workshop (Karachi)	Karachi	07/14/2014	07/18/2014	9 (incl. FBR TtT co-facilitator)	2	11	The training addressed strategies for devising and implementing an effective Post Clearance Audit System.
<p>Purpose: Customs officials were trained on the measures by which national customs authorities undertake an accuracy and authenticity check of declarations filed by traders with the Customs department. The officials were trained on the implementation phases of devising an effective PCA system including examination of relevant books, records, business systems, and relevant commercial data.</p>							
Customs Agents Licensing – review workshop and training seminar	Islamabad	08/05/2014	08/06/2014	18	4	22	The training addressed international leading practices related to Customs Agents Licensing and Regulations.
<p>Purpose: Findings from the Trade Project's analysis of the Customs Agents licensing and regulatory process in Pakistan were reviewed. In-depth presentations and group discussions addressed key concepts pertaining to the licensing process, including international leading practices.</p>							
Total				334	85	419	-

Annex 4: Project Deliverables²²

Project Documents (Project Year 5)

Component 1: Improved Trade Environment (Project Year 5)

Title	Date	DEC
Presentation: Better Work Program	Jul-13	
Presentation on SAARC Agreement on Trade in Services (SATIS) Pakistan's offer to SAARC Member States (sensitive)	Jul-13	Sensitive
Note on Removal of Negative List (sensitive)	Jul-13	Sensitive
Report on Impact of Granting MFN to India on Industrial Products (sensitive)	Aug-13	Sensitive
Report on Impact of Granting MFN to India on Agriculture (sensitive)	Aug-13	Sensitive
Post Event Report: NTC Outreach Seminar on Trade Remedy Laws FPCCI	Aug-13	
Quarterly Trade Bulletin FY 2013 Q4	Sep-13	DEC
Post Event Report: Seminar on Trade Remedy Laws ICCI	Sep-13	
Report: Revised Kyoto Convention Gap Analysis Report on the General Annex	Sep-13	
Reports: Revised Kyoto Convention Reports on Annexes A-K	Sep-13	
Concept Note: ICT Trainings for the NTC	Sep-13	
Post Event Report: Seminar on Trade Remedy Laws FCCI	Oct-13	
Post Event Report: Seminar on Trade Remedy Laws LCCI	Oct-13	
Concept Note: Tariff Rationalization Assistance to the MoC	Oct-13	
Concept Note: New Auto Policy Assistance	Oct-13	
Report: Analysis of Pakistan's Export Opportunities and its Utilization of the US's Generalized System of Preferences (GSP) Program	Oct-13	DEC
Presentation: Strengthening NTC Capacity Presentation to MoC	Oct-13	
Training Materials: CMS Service Implementation for NTC	Oct-13	
Presentation: Competition within the WTO Framework (CCP Competition and Investment Seminar)	Nov-13	
Presentation: Realizing Regional Trade Potential (at Vision 2025 conference)	Nov-13	
Brief: Bali WTO Ministerial Meeting-- G33 Proposal on Public Stockholding	Nov-13	
Presentation: Auto Policies in Pakistan	Dec-13	
Quarterly Trade Bulletin FY 2014 Q1	Dec-13	DEC
Brief: WTO Ministerial Meeting Decision Post-Bali Brief	Dec-13	
Presentation: Realizing Regional Trade Potential (Vision 2025 Working Group: Regional Connectivity, Subgroup: Trade Facilitation)	Dec-13	
Brief: Input for Pakistan Vision 2025: Regional Connectivity	Dec-13	
Presentation- Transit, Regional Connectivity and Integrated Border Management (UNESCAP/MoC Conf. on Strengthening Transport Connectivity and Trade Facilitation)	Dec-13	
Training Materials: NTC Desktop Training	Dec-13	
Training Materials: NTC Laptop Training	Dec-13	
Report: NTC Laptop Desktop Orientation Training	Dec-13	
Brief: Collaboration Between the Trade Project and the Competition Commission of Pakistan on Pakistan's Automobile Policy	Dec-13	

²² All documents contained in this table, with the exception of those marked "sensitive", were transferred to USAID/Pakistan on compact discs during Project closeout. In addition, those marked "DEC" were uploaded to USAID's Development Experience Clearinghouse in August 2014 after receiving approval from USAID. Those marked "DEC*" were uploaded to DEC in Project Years 1 and 2.

Title	Date	DEC
Note: Reform of Customs Tariff	Dec-13	
Concept Note: Anti-Dumping Appellate Tribunal WTI Bern Training	Dec-13	
Concept Note: Participation of the NTC in the WTI Training Course	Dec-13	
Training Materials: Digitization Service for NTC	Jan-14	
Training Materials: Capture End Station Procedure for User	Jan-14	
Training Replication Report: WTI Regional Integration Training for NTC	Jan-14	
Brief to the Ministry of Commerce: Trade Project Assistance to the National Tariff Commission	Jan-14	
Report: WTO Agreement on Trade Facilitation and the Revised Kyoto Convention: Implications for Customs Compliance	Jan-14	DEC
Note: Import of Intermediates	Jan-14	
Report: CompTIA Network+ Training	Feb-14	
Report: Training CompTIA A+ Hardware/Software Training	Feb-14	
Training Materials: Service Desk for NTC	Feb-14	
Presentation: Customs Tariff Reforms for MoC	Feb-14	
Presentation: Customs Tariff Reforms for USTR	Feb-14	
Quarterly Trade Bulletin FY 2014 Q2	Feb-14	DEC
Presentation: Improving Regional Connectivity- The Way Forward; Strengthening Transport Connectivity and Trade Facilitation at the Inter-Trans Conference 2014 on Strengthening Transport Connectivity and Trade Facilitation	Feb-14	
Presentation: International Convention for the Simplification and Harmonization of Customs Procedures: Revised Kyoto Convention and WTO Trade Facilitation Agreement	Mar-14	
Post Event Report: Multan Outreach Seminar on Trade Remedy Laws	Mar-14	
Presentation: WIT Overview for Round 3 Closing Ceremonies	Mar-14	
Report: Women In Trade Mentorship and Training Program: Summary Round 3	Mar-14	
Report: Comparative Analysis of National Trade Defense Systems	Mar-14	DEC
Legislation- Suggested Amendments to the NTC Act (sensitive)	Mar-14	Sensitive
Ordinances- Suggested Amendments to the Anti-dumping Duties Ordinance (sensitive)	Mar-14	Sensitive
Ordinances- Suggested Amendments to the Countervailing Duties Ordinance (sensitive)	Mar-14	Sensitive
Report: Trade Defense Laws Training for Appellate Tribunal in Bern	Mar-14	
Note- Sensitive List (sensitive)	Mar-14	Sensitive
Note- Impact of Non Discriminatory Market Access (NMDA) on Agriculture (sensitive)	Mar-14	Sensitive
Report: NTC Service Desk Training	Mar-14	
Report: NTC Digitization Services Training	Mar-14	
Presentation: Power of E-Business: Exploring Global Opportunities for Women Entrepreneurs in Pakistan at the WEXNET 2014 Exhibition	Mar-14	
Presentation: Improving Regional Trade to Support Pakistan's Economic Growth at the 10th Annual Conference on Management of the Pakistan Economy	Mar-14	
Concept Note: NTC Study Tour to the European Commission	Mar-14	
Training Materials: Installation and Configuration Guidelines for CMS Infrastructure Training Materials	Mar-14	
Training Materials: Orientation to CMS Infrastructure	Mar-14	
Presentation: CABOC Planning Update for MoC	Apr-14	
Roadmap: Central Asia Business Opportunities Conference (CABOC) Follow-Up	Apr-14	
Presentation: CABOC Post-Event Presentation for Secretary Commerce	Apr-14	

Title	Date	DEC
Report: Pakistan, Afghanistan, and the Central Asian Republics: Executive Summaries on Facilitating Trade and Transit	Apr-14	
Report: Potential for Trade in Goods between Pakistan and Central Asia	May-14	DEC
Report: Analysis of Afghanistan Pakistan Transit Trade Agreement (APTTA)	May-14	DEC
Report-: Gap Analysis of Policy& Legal Framework of the Cross Border Transport of Persons, Vehicles, and Goods Agreement (CBTA) for Pakistan	May-14	DEC
Replication Training Materials: Anti- Dumping Appellate Tribunal (ADAT) Training Module	May-14	
Presentation: Export Performance of Pakistan: World Trade Organization and GSP+ scheme	May-14	
Report: National Tariff Commission (NTC) Private Sector Feedback for the MoC	May-14	
Report- A Study of the TIR Convention, 1971 for Pakistan	May-14	DEC
Quarterly Trade Bulletin FY 2014 Q3 (Final Submission)	May-14	DEC
Report: Logistics Report for CAREC- Corridor 5 & 6	May-14	DEC
Report: Analysis of Quadrilateral Transit and Trade Agreement (QTTA)	May-14	DEC
Report: Central Asia Business Opportunities Conference (CABOC) Final Assessment	May-14	
Presentation: Overview of the Wagah, Torkham, and Chaman Border Crossing Posts (BCPs) for the MoC	May-14	
Report on 'Impact of SAFTA Sensitive Liberalization on Imports from Bangladesh' (sensitive)	May-14	Sensitive
Report on 'Impact of SAFTA Sensitive Liberalization on Imports from Sri Lanka' (sensitive)	May-14	Sensitive
Concept Note: Pharmaceutical Conference	May-14	
Concept Note: Government Procurement Agreement	May-14	
Training Materials: NTC Case Management System	May-14	
Training Materials: CMS Training	Jun-14	
Training Materials: User Guide- Case Management System	Jun-14	
Training Report: Seminar on Trade Remedy Laws for the National Tariff Commission By World Trade Organization Trainers (May 6-9, 2014)	Jun-14	
Report: Legal & Policy Gap Analysis of the ECO Transit Transport Framework Agreement (ECO-TTFA)	Jun-14	DEC
Report: Pakistan and CARs: Investment Climate and Policy Regime	Jun-14	DEC
Report: CAREC Report on Single Window	Jun-14	DEC
Training Replication Report: NTC at WTO Committee April 28-May 2 2014	Jun-14	
Trade Portal: Business Case	Jun-14	DEC
Training Report- NTC Windowserver Training	Jun-14	
Presentation: USAID Macroeconomic Project (MEP) – Astana Conference	Jun-14	
Training Replication Report: EC Brussels Training on Trade Defense Instruments	Jul-14	
Training Report- NTC Core Solution SharePoint Training	Jul-14	
Training Report- ITIL Foundation Training	Jul-14	
Report CAREC Single Window Implementation	Jul-14	DEC
Report: Analysis and Categorization of Agreement on Trade Facilitation	Jul-14	
Report: Interanalysis Modules I-III Training	Jul-14	
Report: Pakistan and Regional Trade Facilitation	Aug-14	DEC
Brief: Intro Chapter to CAREC Reports (for MoC Debrief)	Aug-14	
Presentation: Trade Project Overview and Status (for MoC Debrief)	Aug-14	
Report: Enhancing Trade in Services between Pakistan and Central Asia	Aug-14	DEC

Title	Date	DEC
Report: Trade Finance Landscape – Pakistan, Afghanistan, and Central Asia	Aug-14	DEC
Report: Revised Kyoto Convention Gap Analysis Report on the General Annex	Aug-14	DEC
Reports: Revised Kyoto Convention Reports on Annexes A-K	Aug-14	DEC
RKC Compliance Roadmap for Pakistan	Aug-14	DEC
Draft Customs Act	Aug-14	
Report: Government Procurement Agreement (GPA) in Pakistan	Aug-14	DEC

Component 2: Cross Border Trade (Project Year 5)

Title	Date	DEC
TORs for Karachi Dwell Time Update Report	Aug-13	
Survey: Train the Trainer-Selection Process	Sep-13	
Presentation: Compliance Management and Post Clearance Audit- Managing Risks in Customs Administrations	Oct-13	
Presentation: Compliance Management (CM) One Day Workshop-Risk Based Activities For Better Compliance	Oct-13	
Presentation: Compliance Management (CM) One Day Workshop-Managing Risks in Customs Administrations	Oct-13	
Presentation: Train the Trainer Selection Process	Oct-13	
Report: Train the Trainer Selection Process	Oct-13	
Activity Report- Compliance (Risk) Management (CRM), Post Clearance Audit (PCA) Information Workshops	Oct-13	
Report: Assessment of Pakistan Customs Border Post at Wagah-Attari	Oct-13	DEC
Concept Note: EDI, CRM, SW Study Tour (Australia)	Oct-13	
Presentation: Train the Trainer Phase II Lessons 1,2,3,4,5	Nov-13	
Presentation: FBR Donor Conference	Dec-13	
Report: Train the Trainer Phase II Training	Jan-14	
Report: Gap Analysis and Implementation Roadmap for the Directorate General of Post Clearance Audit Pakistan Customs	Mar-14	DEC
Post-Training Questionnaire: Study Tour	Mar-14	
Handouts- Train the Trainer Phase III Training Materials (Risk Analysis Case Studies, Risk Analysis Grid, Global Customs and World Customs Organization, WTO Facilitation and Reform, Intro to CM, Principles of CM, PERCET Methodology Grid, Intro to PCA, Overview of PCA, Traders Records & Accounts, Questionnaire, Self-Development, Team Roles Audit, Framework for Mentoring Tasks, Using Training Activities, Effective Feedback, Lecture Feedback Form, Mentoring, Training Evaluation)	Apr-14	
Presentation: Customs International Trade Facilitation Training	Apr-14	
Presentation: Intro to Risk Management Framework Training	Apr-14	
Presentation: Risk Planning and Registration Training	Apr-14	
Presentation: PCA Overview Training	Apr-14	
Report: FBR Study Tour	May-14	
Report- Training Needs Analysis: Compliance Risk Management for Pakistan Customs	May-14	DEC
Concept Paper for the Proposed Implementation of the Authorized Economic Operator Program in Pakistan	Jun-14	DEC
Concept Note: Customs Agents Licensing	Jun-14	
Handouts: Valuation Methods, Verification of Information Training	Jun-14	
Report: Train the Trainer Phase III (CRM/PCA Module Familiarization) Training Report	Jun-14	

Title	Date	DEC
Presentation: ACV Training	Jun-14	
Handouts: GIRS 1-6 Simplified, GSP ROO, (Valuation, WTO, Rules of Origin Training	Jul-14	
Presentation: Introduction to HS Nomenclature Training	Jul-14	
Presentation: Introduction to GIRs Training	Jul-14	
Presentation: Further Details GIRs	Jul-14	
Presentation: Preference and Rules of Origin Training	Jul-14	
Presentation: PCA Planning Training	Jul-14	
Handout: PCA Planning KRA Training Schedule	Jul-14	
Presentation: PCA Planning Training	Jul-14	
Handout: Customs Agents Licensing Workshop ISB Training Schedule	Aug-14	
Presentation: CAL Workshop/Training	Aug-14	
Report: Single Window Implementation Guide (Pakistan-Centric)	Aug-14	DEC
Report: Customs-to-Customs Electronic Data Interchange (EDI) with Central Asian Republics: State of Readiness	Aug-14	DEC
Customs Compliance Risk Management: Gap Analysis and Roadmap for Implementation in Pakistan	Aug-14	DEC
Risk Management Framework for Information Technology Systems	Aug-14	DEC
Report: Dwell Time (Updated)	Aug-14	DEC
Report: FBR Training Report	Aug-14	
Training Report: Profiling and Targeting Training: Lahore June 23-27, 2014	Aug-14	
Training Report: Valuation, Classification, Rules of Origin: Karachi July 7-11, 2014	Aug-14	
Training Report: Strategic CRM: Lahore June 16-20, 2014	Aug-14	
Training Report: Valuation, Classification, Rules of Origin: Lahore Aug 4-8, 2014	Aug-14	
Training Report: Customs Agents Licensing Workshop: Islamabad August 5-6, 2014	Aug-14	
Training Report: Profiling and Targeting Training: Karachi May 12-16, 2014	Aug-14	
Training Report: Strategic CRM: Karachi May 5-9, 2014	Aug-14	
Report: Assessment and Review of Acts and Regulations Pertaining to Customs Agents Licensing in Pakistan	Aug-14	DEC
Report: FBR Business Intelligence Assessment	Aug-14	DEC

Component 0: PMO & Cross Cutting (Project Year 5)

Title	Date	DEC
26 Bi-Weekly Reports	PY5	
Quarterly Performance Reports (PY5 Q1, PY5 Q2, PY5 Q3)	PY5	
PMP/Activity M&E Plans (PY5 Q1, PY5 Q2, PY5 Q3, PY5 Q4, PY5 Jul/Aug)	PY5	
Annual Report PY5 (Jul 13 - Jun 14)	PY5	
Project Year 5 Work plan	May-13	
Memo: Assistance to MoC	Aug-13	
Tasker: Afghan Pak India Accomplishments	Aug-13	
Brief: FBR and Trade Project Scope	Oct-13	
PPR 2013 Inputs	Nov-13	
FY13 Portfolio Review Inputs	Nov-13	
FY13 2 2a Policies Regulation Indicator Achievements	Nov-13	
Briefing Paper for Ms. Anne Arnes, Deputy Assistant Administrator, USAID	Dec-13	

Title	Date	DEC
Tasker: Trade Project's Assistance to the Ministry of Commerce on Trade Normalization with India	Jan-14	
Tasker: Almaty Consensus/Trade Activities: January – December 2013	Jan-14	
Tasker: Tariff Rationalization Assistance to the MoC	Jan-14	
Project Year 5 Re-Aligned Work plan	Mar-14	
Tasker: ATF and Trade Facilitation	May-14	
Project Closeout Plan	May-14	
Success Story: CABOC	Jul-14	
Tasker: Almaty Consensus Indicators Apr-Jun 2014	Jul-14	
Presentation: Overview Deck	Jul-14	DEC
Trade Project Fact Sheet	Jul-14	
Presentation: Strengthening Trade	Jul-14	
Briefing Paper: USAID Site Visit	Jul-14	
Presentation: Customs Tariff Reform (for USAID)	Aug-14	

Project Documents (Project Year 4)

Component 1: Improved Trade Environment (Project Year 4)

Title	Date	DEC
Note: Pakistan India Trade Joint Study	Jul-12	
Presentation: Primer on Pakistan India Trade Relations	Jul-12	
Presentation: WTO Trade Defense Agreement	Aug-12	
Quarterly Trade Bulletin FY2012 Q4	Sep-12	DEC
Presentation: Pakistan-India Trade Stakeholder Perception Survey Analysis	Sep-12	
Geographical Map: Partner Organizations and Participants for the 'Women In Trade' Management Training & Mentorship Program	Sep-12	
Concept Note: Intra- Industry and Intra Firm Trade and the Internationalization of Production	Oct-12	
Concept Note: Investment Policy of India and its implications for Pakistan	Oct-12	
Concept Note: Pakistan India Bilateral Trade in Services Sector	Oct-12	
Report: Stakeholder Awareness Strategy to Support the Normalization of Pakistan-India Trade Relations	Oct-12	
Presentation: RKC Overview of Technical Structure	Oct-12	
Report: ICT Capabilities Assessment at the National Tariff Commission	Nov-12	DEC
Report: Human Resource Capacity Development: Needs Assessment for the National Tariff Commission	Nov-12	DEC
Quarterly Trade Bulletin FY 2013 Q1	Dec-12	DEC
Brief: Level Playing Field and Potential Impact With Respect to Pakistan -India Trade Liberalization	Dec-12	DEC
Concept Note: "Women In Trade" (WIT) Program Closing Ceremony Round 2	Dec-12	
Report: Summary of the WIT Program: Post Round 1 Survey	Dec-12	
Report: Managing Trade With India Through Tariff Rationalization	Jan-13	
Presentation: Granting Most Favored Nation Status to India: Strategic Advantages and Risks to Pakistan's Agriculture Sector	Jan-13	
Presentation: Pakistan-India Trade Liberalization: Potential Impact, Level Playing Field and Policy Options	Jan-13	
Report: Summary of WIT Round 2	Feb-13	
Concept Note: SOW for Pakistan's Export Opportunities under US GSP Program	Feb-13	
Quarterly Trade Bulletin FY 2013 Q2	Mar-13	DEC
Concept Note: Trade Project's Proposed Support to Strengthen the Capacity of the National Tariff Commission to Implement WTO Compliant Trade Defense Laws	Mar-13	
Report: Pakistan-India Trade Relations: A Sectoral Analysis	Apr-13	DEC
Report: Pakistan India FAQs	Apr-13	DEC
Report: A Primer: Pakistan-India Trade Relations (1947-2012)	Apr-13	DEC
Report: Pakistan-India Trade Liberalization: An Analysis of Investment Policies and Practices	Apr-13	DEC
Report: Potential of Intra-Industry Trade between Pakistan and India	Apr-13	DEC
Report: Pakistan-India Trade Liberalization Research Brief	Apr-13	DEC
Report: Macroeconomic Impact on Pakistan of the Newly Liberalized Indo-Pak Trade	Apr-13	DEC
Pakistan-India Trade Relations: the Impact of Non-Tariff Barriers	Apr-13	DEC
Concept Note: Central Asia Business Opportunities Conference	Apr-13	
Presentation: Round 2 of the WIT Management Training and Mentorship Program	Apr-13	

Title	Date	DEC
Report: Potential Impact of Non-implementation of Labor Safety & Work Environment Standards on Pakistan's Exports	May-13	DEC
Trade Portal: Business Requirements Document	May-13	DEC
Concept Note: Support to NTC's Outreach to the private sector on the use of trade defense laws	May-13	
Quarterly Trade Bulletin FY 2013 Q3	Jun-13	DEC
Five-Year Budget Projections for the National Tariff Commission, 2013 -2018	Jun-13	
Brief on Bilateral Trade and Investment in Goods	Jun-13	
Brief on Bilateral Trade and Investment in the Textile Sector	Jun-13	
Brief on Bilateral Trade and Investment in the Health Sector	Jun-13	
Brief on Bilateral Trade and Investment in the Fast Moving Consumer Goods Sector	Jun-13	
Brief on Bilateral Trade and Investment in the Agricultural Sector	Jun-13	
Brief on Bilateral Trade and Investment in the Services Sector	Jun-13	
Brief on Bilateral Trade and Investment in the ICT Sector	Jun-13	
Brief on Bilateral Trade and Investment in the Energy Sector	Jun-13	
Legal Gap Analysis: Consistency of Pakistan Customs Regime with the Revised Kyoto Convention	Jun-13	DEC

Component 2: Improved Cross Border Trade (Project Year 4)

Title	Date	DEC
Concept Note: Customs Single Business Window System	Sep-12	
Concept Note: Customs Risk Management System	Sep-12	
Concept Note: Recommendations for the Implementation of APTTA Requirements; A Strategy for Customs Administrations of Afghanistan and Pakistan	Sep-12	
An Overview of the Federal Board of Revenue/Pakistan Customs: Human Resources at the Border Stations of Torkham and Chaman	Oct-12	
Report: Transit Trade through Pakistan to Afghanistan - A Process Overview	Feb-13	DEC
Presentation: Overview of National Logistics Cell	May-13	
Customs Risk Management: Survey and SWOT Analysis Questionnaire	Jun-13	

Component 0: PMO & Cross Cutting (Project Year 4)

Title	Date	DEC
26 Bi-Weekly Reports	PY4	
Quarterly Performance Reports & PMPs (PY4 Q1, PY4 Q2, PY4 Q3, PY4 Q4)	PY4	
Annual Report PY4 (Jul 2012 - Jun 2013)	PY4	
Success Story: EDI	PY4	
Success Story: Opportunities for Women in Trade (Part II)	PY4	
Brief: Improved Pakistan Trade Environment (SC Meeting)	PY4	
Success Story: Opportunities for Women in Trade	PY4	
Project Year 4 Work plan	May-12	
Brief: ROZ MoC as on 10-05-12	Oct-12	
Tasker: ISAF-NATO Fuel Deliveries_v1	Jan-13	
Tasker: Afghan Transit Containers Held in Karachi Version 0.2	Feb-13	
Tasker: Afghan Transit Trade- Duty Differential	Feb-13	
Brief: NLC Impact on Trade Version 4	May-13	

Project Documents (Project Year 3)

Component 1: Improved Trade Environment (Project Year 3)

Title	Date	DEC
Concept Note: WIT Portal Outreach Strategy	July-11	
Presentation: WIT Overview	July-11	
Note: Estimating the Potential of Trade between India and Pakistan: The Gravity Model Approach	Aug-11	
Trade Portal Technical Design Specifications	Sep-11	DEC
Quarterly Trade Bulletin FY2011 Q4	Sep-11	DEC
Concept Note: Design and Delivery of Workshops on "Enhancing Agricultural Exports: Trade Opportunities, Market Requirements and Good Agricultural Practices"	Oct-11	
Quarterly Trade Bulletin FY2012 Q1	Nov-11	DEC
Concept Note: Round 2 of "Women-in-Trade: An Internship and Mentorship Program"	Dec-11	
Quarterly Trade Bulletin FY 2012 Q2	Feb-12	DEC
Presentation: Enhancing Agricultural Exports: "Trade Opportunities, Market Requirements and Good Agricultural Practices"	Mar-12	
Concept Note: Capacity Building of Customs and Relevant Stakeholders with PNC-ICC: TIR Convention and ATA Carnet	Apr-12	
Concept Note: MoC Request for Staff Augmentation	Apr-12	
Report: Business Case: Women in Trade Portal	Apr-12	
Quarterly Trade Bulletin: FY 2012 Q3	May-12	DEC
Concept Note: Possible Support by USAID on India-Central Asia Connectivity	May-12	
Concept Note: Trade and Transit Corridor Project	May-12	
Functional Specifications Document for the Trade Portal	Jun-12	DEC

Component 2: Increased Trade at Pakistani Borders (Project Year 3)

Title	Date	DEC
Conceptual Note: Building a Business Case for Infrastructure Improvements at the Chaman Border	Dec-11	
Conceptual Note: Building a Business Case for Infrastructure Improvements at the Torkham Border	Dec-11	
Report: Implementation of EDI under APTTA: IT Infrastructure Needs Assessment	Mar-12	
Report: Initial Assessment of Khokhrapar as Prospective Border Crossing for Trade Between Pakistan and India	Apr-12	DEC
Report: Pakistan's Status on the Ratification of Bilateral/ Regional /Multilateral Agreements and International Conventions on Trade, Transit, Transport and Investment	Apr-12	DEC
Study: Three Proposed Sites for Installing Weighbridges Near Torkham	Jun-12	

Component 0: PMO & Cross Cutting (Project Year 3)

Title	Date	DEC
8 Biweekly Reports	PY3	
Quarterly Performance Reports & PMPs (PY3 Q1, PY3 Q2, PY3 Q3, PY3 Q4)	PY3	
Annual Report PY3 (Jul 11 - Jun 12)	PY3	
Success Story: Fiscal Year 2012	PY3	
Revised Performance Management Plan 2009-2013 Approved	Jul-11	

Title	Date	DEC
Note: Funds Expended by Trade Project on ROZ-related Activities	Jul-11	
Brief: ROZ (and next steps)	Jul-11	
Brief: ROZs Secretary Commerce Meeting Version 3	Jul-11	
Brief: Economic Impact of APTTA	Aug-11	
Implementation Plan Year 3	Aug-11	
Brief: Economic Impact of Reduced Transit Dwell Time	Mar-12	
Brief: Regional Connectivity	Mar-12	
Brief: CARs-India Land route Connectivity Through Pakistan Version 3	May-12	

Project Documents (Project Year 2)

Component 1: Improved Trade Environment (Project Year 2)

Title	Date	DEC
Presentation: Round Table Meeting on "Trade Policy Recommendations for Enabling Women Entrepreneurs to Tap International Markets"	Jul-10	
Quarterly Trade Bulletin FY 2010 Q4	Aug-10	DEC*
Presentation: Effective Business Communication Skills for Data Collection	Oct-10	
Training Manual: Effective Business Communication Skills for Data Collection	Oct-10	
Quarterly Trade Bulletin FY 2011 Q1	Nov-10	DEC
High Level Assessment of the Bol's IT Needs	Dec-10	DEC*
Report: Action Plan for Trade Policy Office, MoC	Jan-11	DEC*
HR Resource Plan for the Management of Bol's Investment Portal	Feb-11	
Quarterly Trade Bulletin FY 2011 Q2	Mar-11	DEC
Concept Note: WIT Program	Mar-11	
Quarterly Trade Bulletin FY 2011 Q3	May-11	DEC
Concept Note: Women in Trade Portal	May-11	

Component 2: Increased Trade at Pakistani Borders (Project Year 2)

Title	Date	DEC
Map/Diagram: Conceptual Plan of Border Terminal at Chaman	Jul-10	
Report: Private Sector Consultative Process: Summary and Approach to Collaborating with Key Stakeholders	Jul-10	DEC*
Concept Note: Proposed Plan of Action for Logistics: Trade Project Support to Pakistan Railways	Aug-10	
Report: Public Private Partnership- Coordination with Stakeholders for Facilitation in Logistics	Aug-10	
Report: Communications Strategy for Response to APTTA	Oct-10	
Presentation: Infrastructure Improvements at Chaman Border Terminal	Oct-10	
Presentation: Location Plan of Export/Import Weighbridges at Chaman Border	Oct-10	
Flowchart for Afghanistan Transit Commercial Cargo (Karachi to Chaman)	Nov-10	
Presentation: Implementation of Financial Guarantee System Under APTTA	Nov-10	DEC*
Presentation: Afghanistan Transit Trade Dwell Time Study	Nov-10	DEC*
Report: Training Needs Assessment of Pakistan Customs	Nov-10	
Report: Pakistan-Afghanistan Transit Trade Dwell Time Study	Dec-10	DEC*
Presentation: Infrastructure Improvements at Torkham Border Terminal	Dec-10	
Report: Customs Border Post at Angoor Adda: Infrastructure and Administrative Capacity	Dec-10	DEC
Report: Customs Border Post at Nawa Pass: Infrastructure and Administrative Capacity	Dec-10	DEC
Presentation: Assessment of Custom Border Posts	Jan-11	
Report: Afghanistan-Pakistan Transit Trade: Report on Public-Private Consolidated Roundtable	Feb-11	
Report: Implementation of a Financial Guarantee System for Afghanistan Transit Goods Under APTTA	Feb-11	DEC*
Presentation: APTTA Implementation: Progress and Updates	Mar-11	
Report: Determining National Requirements for EDI Implementation Under APTTA 2010	Apr-11	DEC*

Component 3: Support to Sustainable and Competitive Economic Zones/ROZs (Project Year 2)

Title	Date	DEC
SWOT Analysis: EPZ Risalpur	Jul-10	DEC*
SWOT Analysis: Gadoon Amazai Industrial Estate	Jul-10	DEC*
SWOT Analysis Industrial Estate Hattar	Jul-10	DEC*
SWOT Analysis Marble City Risalpur	Jul-10	DEC*
SWOT Analysis: Quetta Industrial and Trading Estate	Jul-10	DEC*
Gap Analysis: Benchmarking of Pakistan Marble Sector Representation in MARMOMACC	Nov-10	DEC*
Presentation: ROZs for 3 rd Steering Committee Mtg	2010	
Report: Prefeasibility of Gwadar SEZ	Apr-11	DEC*

Component 0: PMO & Cross Cutting (Project Year 2)

Title	Date	DEC
Quarterly Performance Reports & PMPs (PY2 Q1, PY2 Q2, PY2 Q3, PY2 Q4)	PY2	
Annual Report PY2 (Jul 10 - Jun 11)	PY2	
Success Story: APTTA in Effect	PY2	
Success Story: Empowering Women Exporters	PY2	
Success Story: Export Consignment Facilitated from Pakistan to Australia	PY2	
Success Story: Facilitating Afghan-Pak Transit Trade (Financial Guarantees)	PY2	
Success Story: Female Exporter Replicates USAID Training	PY2	
Success Story: More Women in International Trade	PY2	
Success Story: Opening Doors of Opportunities for Women Exporters	PY2	
Success Story: Pakistan Insurance Companies	PY2	
Success Story: Woman Entrepreneur Using Formal Export Channels	PY2	
Tasker: Balochistan Econ Fact Sheet	PY2	
Brief: Review of the Afghan-Pakistan Transit Trade Agreement	Jul-10	
Market Access Disaster - Cable Draft & Cable Figures Justification	Jul-10	
Note: Customs Mechanisms, Enforcement and Compliance	Jul-10	
Brief: Pakistan Afghanistan Transit Trade APTTCA	Jul-10	
Note: Logistics of Pakistan Railways	Aug-10	
Brief: US Market Access for Pakistan-For-Against	May-11	
Brief: APTTA's Impact on NLC Revenues from Commercial ATT	May-11	
Revised Implementation Plan Year 2 Approved	Jun-11	

Project Documents (Project Year 1)

Component 1: Improved Trade Environment (Project Year 1)

Title	Date	DEC
Presentation: Engaging Women and Men in Pakistan Trade	Sep-09	
Organizational Self-Assessment of TDAP	Nov-09	DEC*
Concept Note: Increasing Women's Participation in Trade: Lessons from Pakistan's Women Entrepreneurs	Dec-09	
Trade Portal Phase I Business Requirements	Jan-10	DEC*
Report: Evaluation of Commercial Officers Program for the MoC	Feb-10	DEC*
Quarterly Trade Bulletin FY 2010 Q2 and Q3	Mar-10	DEC*
Report: "Responding to Export Opportunities" (Gender Research)	Mar-10	DEC*
Resource Materials: Documents Used in Formal Exports from Pakistan	Mar-10	
Training Materials: Trainees Manual Processes and Benefits of Formal Exports	Mar-10	DEC*
Training Materials: Trainers Manual Processes and Benefits of Formal Exports	Mar-10	DEC*
Presentation: Training Course Processes and Benefits of Formal Exports	Mar-10	DEC*
Post-Training Presentation: Processes and Benefits of Formal Exports	Apr-10	

Component 2: Increased Trade at Pakistani Borders (Project Year 1)

Title	Date	DEC
Report: The Economic Impact of APTTA on Pakistan	Sep-09	DEC*
Note: Action Steps for APTTA Implementation	Jan-10	
Presentation: Improving Trade at the Border Infrastructure Development at Torkham & Chaman Border Stations	Jan-10	
Unauthorized Trade Between Pakistan and Afghanistan – A Preliminary Assessment of its Extent and Economic Impact	Apr-10	DEC
Map/Diagram: Conceptual Plan of Border Terminal at Torkham	May-10	
Baseline Assessment Report of Afghan Transit Trade	Jun-10	
Concept Paper on Border Complex at Chaman & Torkham	Jun-10	
Presentation: Border Terminal Torkham	Jun-10	

Component 3: Support to Sustainable and Competitive Economic Zones/ROZs (Project Year 1)

Title	Date	DEC
Report: ROZ Regulatory and Legal Framework	Oct-09	DEC*
Report: ROZ Rules of Origin	Jan-10	DEC*
Briefing Paper: Gems and Jewelry Sector in NWFP/FATA	Jan-10	DEC
Report: ROZ Roadmap	Jan-10	DEC*
Briefing Paper: Marble and Granite Sector in NWFP/FATA	Feb-10	DEC
Briefing Paper: Industrial Estate Assessment for Business Plan Assistance	Feb-10	DEC*
Report: Potential Market Access Opportunities for Textile Products Covered under the ROZ Program for Pakistan	Apr-10	DEC
Presentation: ROZ Program Opportunity Analysis	May-10	
Report: Monitoring ROZ Labor Conditions Benchmark Study	May-10	DEC*
Presentation: 2 nd Mtg of Steering Committee of Trade Project	May-10	
Business Plan: Marble City Risalpur	May-10	DEC*
Concept Note: Participation in the MARMOMACC 2010 Trade Show	Jun-10	

Component 0: PMO & Cross Cutting (Project Year 1)

Title	Date	DEC
Monthly Performance Reports (July 09, Aug 09, Sep 09, Oct 09)	PY1	
Quarterly Performance Reports & PMPs (PY1 Q1, PY1 Q2, PY1 Q3, PY1 Q4)	PY1	
Annual Performance Report PY1 (Jul 09- Jun 10)	PY1	
Success Story: Cobblestone Success Story	PY1	
Success Story: Chaman	PY1	
Success Story: Turning on the Lights at Chaman	PY1	
Revised Implementation Plan for Year 1	Feb-10	
Brief: Advantages of Free Trade Agreements of Pakistan with US	Feb-10	
Brief: Reconstruction Opportunity Zones (ROZs)	Mar-10	
Brief: Summary of Key Gender Issues	Mar-10	
Brief: Reconstruction Opportunity Zones (ROZs)	Apr-10	
Tasker: Trade Project's Capacity Building Support	Apr-10	
Brief: Infrastructure Along the Pakistan Afghanistan Border	Apr-10	
Note: Steering Committee ROZ	May-10	
Note: Steering Committee Mtg Marble City Risalpur	May-10	
Brief: Increased Trade at Pakistani Borders	May-10	
Brief: Logistic Development Along the Pakistan Afghanistan Border	May-10	