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SECRETARÍA DE INTEGRACIÓN  
ECONÓMICA CENTROAMERICANA



SICA  
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Centroamericana

2023



# CENTRAL AMERICAN STRATEGY

FOR TRADE FACILITATION AND  
COMPETITIVENESS, WITH EMPHASIS ON  
COORDINATED BORDER MANAGEMENT



*We keep working for trade facilitation in Central America*





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FOR TRADE FACILITATION AND  
COMPETITIVENESS, WITH EMPHASIS  
ON COORDINATED BORDER  
MANAGEMENT

# 2023

With the technical and financial support of:



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SIECA | 2023

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|---|--|
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| 3. Ministry of Agriculture, Livestock and Food            | 11. Guatemalan Institute of Migration          |
| 4. Ministry of Communications, Infrastructure and Housing | 12. Single Window for Foreign Trade            |
| 5. Chamber of Commerce                                    | 13. Guatemalan Association of Exporters        |
| 6. Chamber of Industry                                    | 14. Corporation of Customs Agents of Guatemala |
| 7. International Carriers Association                     | 15. Chamber of Central American Carriers       |
| 8. Consultative Council on Economic Integration           |  |

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|---|--|
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| 2. Ministry of Trade and Investment                       | 12. National Civil Police  |
| 3. Central Reserve Bank                                   | 13. Corporation of Exporters of El Salvador  |
| 4. General Directorate of Customs,                        | 14. Association of Distributors of El Salvador   |
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| 6. Autonomous Executive Port Commission                   |  |
| 7. Salvadoran Association of Industrialists               | 16. Inter-Guild Commission for Facilitation of Commerce in El Salvador   |
| 8. American Chamber of Commerce of El Salvador            |  |
| 9. Chamber of Agriculture and Agroindustry of El Salvador |  |
| 10. Ministry of National Defence                          |  |

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- |   |  |
|---|--|
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| 2. Customs Administration of Honduras   | 10. Honduran Council of Private Enterprise   |
| 3. Ministry of Infrastructure and Transportation                                    | 11. National Association of Industrialists of Honduras                                   |
| 4. National Institute of Migration  | 12. National Federation of Customs of Honduras   |
| 5. Honduran Institute of Land Transportation  |  |
| 6. Secretariat of Finance through the General Directorate Customs Duty-Free Control |  |
| 7. National Agri-Food Health and Safety Service                                     |  |
| 8. Honduran National Police through the Border Police                               |  |

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|--|---|
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| 2. Single Window for Foreign Trade of Nicaragua                              | 12. National Commission for Creative Economy          |
| 3. General Directorate for Customs Services                                  | 13. Nicaraguan Border Police                          |
| 4. Ministry of Environment and Natural Resources                             | 14. Nicaraguan Institute of Tourism                   |
| 5. Ministry of Finance and Public Credit                                     | 15. Nicaraguan Institute of Fisheries and Aquaculture |
| 6. Ministry of Health  | 16. Institute for Agricultural Protection and Health  |
| 7. Ministry of Transportation and Infrastructure                             | 17. International Airport Management Company          |
| 8. Ministry of the Interior  | 18. National Port Company of Nicaragua                |
| 9. Ministry of Family, Community, Cooperative and Associative Economy        | 19. Nicaraguan Institute of Telecommunications        |
| 10. National Commission for the Registration and Control of Toxic Substances | 20. Nicaraguan Institute of Civil Aeronautics         |





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- |           |  |            |   |
|-----------|--|------------|---|
| <b>1.</b> | Ministry of Foreign Trade                        | <b>10.</b> | Border Police   |
| <b>2.</b> | General Directorate of Customs                   | <b>11.</b> | Fiscal Control Police                                   |
| <b>3.</b> | Ministry of Finance                              | <b>12.</b> | Costa Rican Union of Chambers and Business Associations |
| <b>4.</b> | Minister of Public Works and Transportation      | <b>13.</b> | Chamber of Exporters of Costa Rica                      |
| <b>5.</b> | Ministry of Health                               | <b>14.</b> | Chamber of Commerce of Costa Rica                       |
| <b>6.</b> | State Phytosanitary Service                      |            |   |
| <b>7.</b> | National Animal Health Service                   |            |   |
| <b>8.</b> | General Directorate for Migration and Foreigners |            |   |
| <b>9.</b> | Single Window for Foreign Trade                  |            |   |

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- |           |  |            |   |
|-----------|--|------------|---|
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|           | <b>a.</b> Single Window for Foreign Trade                                  | <b>11.</b> | Chamber of Commerce and Industries of Panama                                |
|           | <b>b.</b> General Directorate for Industrial Standards and Technology      | <b>12.</b> | Logistics Business Council  |
| <b>2.</b> | National Customs Authority   | <b>13.</b> | National Chamber of Freight Transportation                                  |
| <b>3.</b> | Micro, Small and Medium Enterprise Authority                               | <b>14.</b> | National Union of Customs Brokers   |
| <b>4.</b> | National Authority for Government Innovation                               | <b>15.</b> | Panamanian Association of Exporters   |
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|           | <b>a.</b> Executive Directorate of Agricultural Quarantine                 | <b>b.</b>  | Logists Projects  |
|           | <b>b.</b> National Directorate of Plant Health                             |            |   |
|           | <b>c.</b> National Directorate of Animal Health                            |            |   |
| <b>6.</b> | Ministry of Public Works   |            |   |
| <b>7.</b> | Ministry of Health   |            |   |
|           | <b>a.</b> National Directorate of Food Control and Veterinary Surveillance |            |   |
|           | <b>b.</b> National Directorate of Pharmacy and Drugs                       |            |   |
| <b>8.</b> | National Migration Service   |            |   |
| <b>9.</b> | National Border Service  |            |   |





## MESSAGES



### María Luisa Hayem Brevé

Minister of Economy of El Salvador,  
Pro Tempore Presidency of the Economic  
Subsystem

*"The Trade Facilitation and Competitiveness Strategy reinforces our commitment to make Central America a more competitive region, with greater investment opportunities, sustained economic growth and a significant improvement in the quality of life of the population"*



### Luz Mariana Pérez

Minister of Economy of Guatemala

*"In a demonstration of the unwavering commitment to economic growth and sustainable development in the Central American region, Guatemala enthusiastically joins the update of the Central American Strategy for Trade Facilitation and Competitiveness. This initiative is presented as a real engine of progress for the countries of the region, opening the possibility for entrepreneurs and MSMEs to participate in regional trade"*



### Fredis Alonso Cerrato V.

Secretary of State in the Office of Economic  
Development of Honduras

*"The update of the Central American Strategy for Trade Facilitation and Competitiveness with Emphasis on Coordinated Border Management is a demonstration of commitment and multidisciplinary work where the importance of trade facilitation in the region is evident, it is a fundamental tool that will promote the simplification, digitalization and streamlining of cross-border trade procedures that will boost the competitiveness of the countries and the region"*



### Jesús Bermúdez

Minister of Development, Industry and Trade of  
Nicaragua

*"The update of the "Trade Facilitation Strategy and Competitiveness with Emphasis on Coordinated Border Management 2023"; it is a sign of the commitment of the Central American States to the deepening of the process of regional economic integration; Its implementation will contribute to the dynamization of intra- and extra-regional trade, the inclusive growth of sectors; and attracting investment, making our region increasingly competitive, for the benefit of our peoples"*



### Manuel Tovar Rivera

Minister of Foreign Trade of Costa Rica

*"The update of this Strategy not only represents a milestone in the regional integration process – by promoting important reforms that will streamline the movement of goods in Central America – but also an opportunity to continue improving our performance in complying with the WTO's Trade Facilitation Agreement"*



### Federico Alfaro Boyd

Minister of Commerce and Industry of Panama

*"For Panama, the update of the Central American Trade Facilitation Strategy has a positive impact as it contributes to strengthening the positioning of the Central American region, which translates into benefits for the development of intra- and extra-regional trade"*



### Francisco A. Lima Mena

Secretary-General of SIECA

*"The vision of this innovative instrument is to turn Central America into a region of opportunities for everyone, simplifying procedures, reducing costs and speeding up the movement of people and goods. I extend my congratulations for the leading role of regional institutions in this historic process"*





## EXECUTIVE SUMMARY

The Central American Strategy for Trade Facilitation and Competitiveness, with Emphasis on Coordinated Border Management (ECFCC for its acronym in Spanish)-2023, frames the measures that will be implemented based on five pillars, including measures and actions that were prioritized through the consultation process in the countries and, in an articulated way, contribute to the general objective: to reduce the costs and times of cross-border trade, ports and airports and streamline the mobility of people, implementing effective coordinated controls to improve regional logistics efficiency and competitiveness.

The ECFCC-2023 seeks to improve and strengthen efficiency in border controls and streamline customs processes through the implementation of the Coordinated Border Management (GCF for its acronym in Spanish) model in land, ports, and airports; the advance declaration of goods, comprehensive regional risk management and the strengthening of Authorized Economic Operators (AEO) programs.

The use of technologies contributes to the reduction of time and streamlining of the procedures associated with the processes managed by institutions linked to foreign trade operations. Simplification is part of the analysis of these processes, with the aim of achieving optimization, so that digitalization is implemented with a very clear and precise definition, efficiently linking technology.

Trade facilitation at borders, ports, and airports is based on a regulatory framework in order to implement controls and provide certainty and transparency to applicators and users. Central America has made progress in regional harmonization and standardization as well as in the recognition and adoption of international standards. Within the framework of this update, the region will continue to modernize regulations to implement Coordinated Border Management, facilitating controls and streamlining the flow of goods, especially food and agricultural products; as well as expanding the mutual recognition of health standards and registrations and promoting the regulatory framework for the safe digitalization of foreign trade procedures. The efficient management of control procedures and traffic of means of transportation allows not only to reduce costs and times for trade but also to optimize the use of infrastructure and its equipment. Each port, airport, and border point has a different nature, in terms of its geography, infrastructure, and characteristics of trade and movement of people.

The effectiveness and sustainability of the solutions proposed in the 5 pillars require the streamlining and efficiency of controls for the entry and exit of natural persons who travel for various reasons (tourism, business, medical care, academic services, etc.), as well as the provision of an adequate environment in the areas surrounding the border crossings that facilitates their proper functioning. Measures will be promoted to facilitate foreign trade operations by MSMEs, with a view to promoting their insertion in value chains at the intra- and extra-regional levels.

The ECFCC-2023 is based on differentiating elements that respond to the need to measure the progress and accountability of countries, authorities, and private stakeholders. Trade facilitation contributes to the region's sustainability and development goals, through factors such as the importance of ensuring integrity and the fight against corruption; public-private partnerships to promote investment and leverage resources to enable investment in infrastructure and technological equipment to support foreign trade; the relevance of digital trade; economic inclusion of gender, and the reduction of greenhouse gases.

The ECFCC-2023, through its transverse axes, establishes a governance and monitoring structure, with the aim of optimizing the use of resources and ensuring sustainability in the fulfillment of specific objectives. On the other hand, the implementation process is wide-ranging and it's based on the articulation of human and financial resources for its execution.

The ECFCC-2023 has a regional implementation plan and a monitoring, evaluation and follow-up plan, which were developed according to the logical framework for each of the five pillars, and their corresponding actions and measures. It also includes indicative measures that will be carried out within the framework of national implementation plans or by country pairs, in accordance with the progress and strategies of logistics and transportation, legal, operational, and contractual frameworks, applied by the national competent authorities.

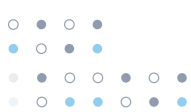
The implementation of the ECFCC-2023 is an interactive process that demands, in the first instance, the commitment and willingness of the countries, their authorities, and the proactivity of the entities that are linked in each of the areas defined in this document.



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## GLOSARIO

<b>MRA</b>	Mutual Recognition Agreement
<b>TFA</b>	World Trade Organization – WTO Trade Facilitation Agreement
<b>PPPs</b>	Public-Private Partnerships
<b>IDB</b>	Inter-American Development Bank
<b>CCIE</b>	Consultative Committee on Economic Integration
<b>CENPROMYPE</b>	Center for the Promotion of Micro and Small Enterprises of the Central American Integration System
<b>COMIECO</b>	Council of Ministers for Economic Integration
<b>RKC</b>	Revised Kyoto Convention
<b>ECFCC</b>	Central American Trade Facilitation and Competitiveness Strategy with Emphasis on Coordinated Border Management
<b>ERGIRA</b>	Regional Strategy for Comprehensive Customs Risk Management
<b>TRS</b>	Time Release Study
<b>WBG</b>	World Bank Group
<b>TFTG</b>	Trade Facilitation Technical Group
<b>WCO</b>	World Customs Organization
<b>WTO</b>	World Trade Organization
<b>AEO</b>	Authorized Economic Operator
<b>RFID</b>	Radio Frequency Identification Device
<b>SICA</b>	General Secretariat of Central American Integration System
<b>SIECA</b>	Secretariat for Central American Economic Integration
<b>BIP</b>	Border Integration Program
<b>CLIP</b>	Customs Logistics Integration Program
<b>DIP</b>	Deep Integration Process
<b>SIRSS</b>	Regional Integration System for Health Registries
<b>EU</b>	European Union
<b>UNCTAD</b>	United Nations Conference on Trade and Development



## I. INTRODUCTION

In June 2014, the presidents of the Central American Integration System (SICA for its acronym in Spanish), in order to increase levels of competitiveness and promote greater economic and social development in the region, instructed the Council of Ministers of Economic Integration (COMIECO for its acronym in Spanish) to “adopt and implement a Central American strategy for trade facilitation and competitiveness, emphasizing coordinated border management.”

In October 2015, COMIECO approved the Central American Strategy for Trade Facilitation and Competitiveness, with Emphasis on Coordinated Border Management, through Agreement No. 01-2015 (COMIECO-LXXIII) and instructed the members of the Technical Group on Trade Facilitation (TGTF) to finalize the implementation plans according to the policies of the Central American governments. The ECFCC includes five short-term priority actions, eight medium- and long-term pillars and three transversal axes.

The approval of the ECFCC and its entry into force in 2015 identified actions that, after a process of consultations, implemented jointly that made it possible to consolidate in Central America a model of coordinated border management. This is a key element of a broader strategy to strengthen the Central American economic integration process.

In December 2022, the presidents of the Central American Integration System (SICA for its acronym in Spanish) recognized the progress made in the implementation of the ECFCC, and urged COMIECO to have an updated strategy in 2023, adjusted to the new trends and demands of international trade, which includes goals and indicators that allow it to be evaluated and continue advancing in the facilitation of intraregional trade in Central America.<sup>1</sup>

In response to the instructions received, the Deputy Ministers of Economic Integration approved the strategic guidelines for the update of the ECFCC (hereinafter ECFCC-2023).

Six guidelines were defined:

- 1)** Crossing times at border posts;
- 2)** Costs impacting intraregional trade;
- 3)** Simplification, harmonization and digitalization of processes;
- 4)** Harmonization of regional regulations;
- 5)** Comprehensive risk management and
- 6)** Training for border officials.

These guidelines guided the process of reviewing and updating the ECFCC, to promote implementation in a coordinated manner, considering the technological advances inherent to international trade, as well as the new trends and challenges associated with the post-pandemic transition and the context of the global economy.

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<sup>1</sup> Previously, on November 10, 2023, COMIECO approved the methodology for the update of the Central American Strategy for Trade Facilitation and Competitiveness, with an Emphasis on Coordinated Border Management.





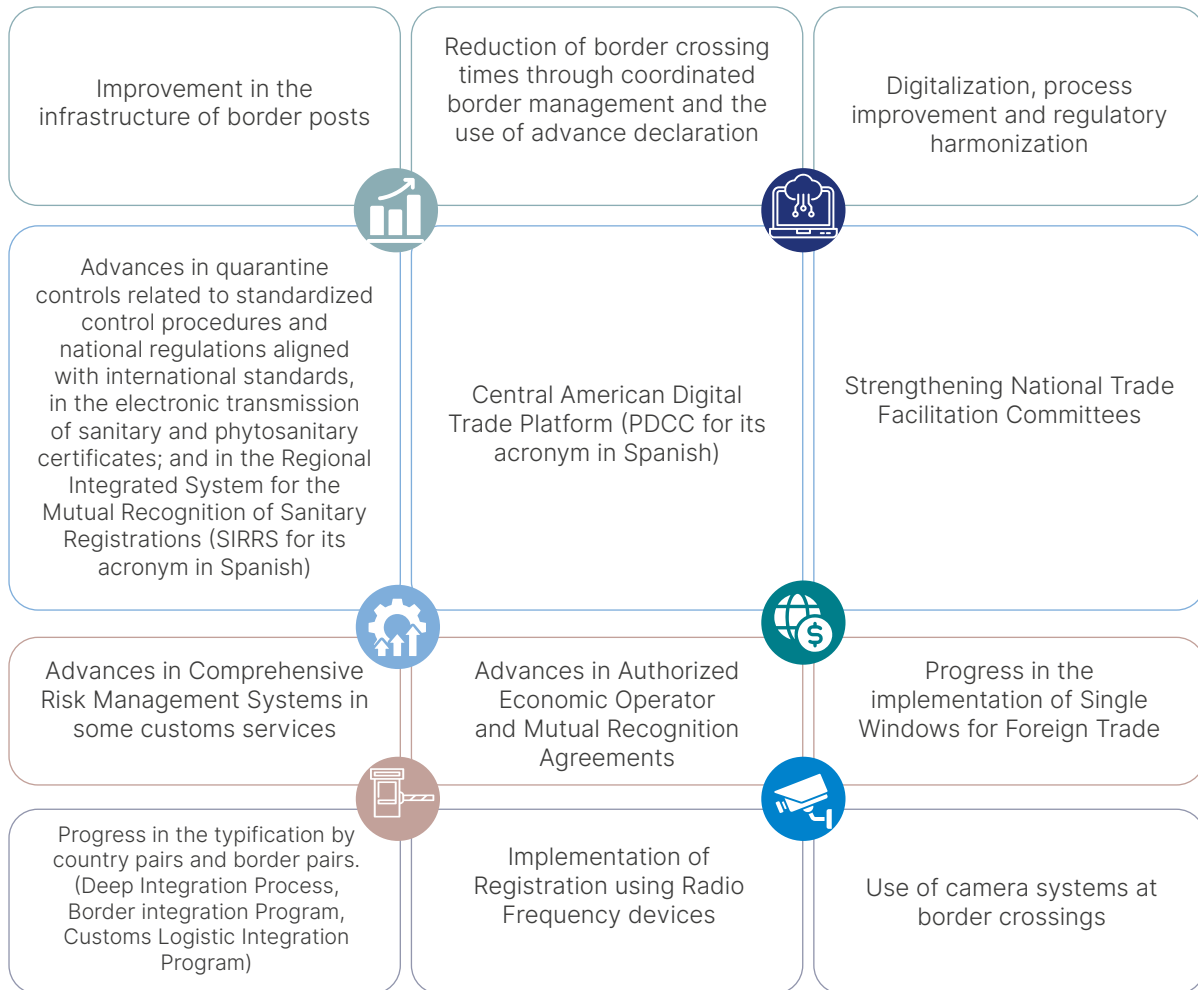
## II. PROGRESS IN THE IMPLEMENTATION **OF THE ECFCC-2015 AND RESULTS ACHIEVED**



## II. PROGRESS IN THE IMPLEMENTATION OF THE ECFCC AND RESULTS ACHIEVED

In 2020, countries with the support of SIECA produced a regional diagnostic report on the progress in implementation in the ECFCC-2015. Table 1 shows a summary of the main impact of the implemented milestones.

Table 1: **Impact milestones implemented at the ECFCC-2015<sup>2</sup>**



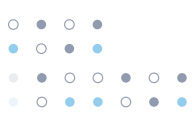
Source: SIECA, IDB and WB, 2023

The implementation of the ECFCC-2015 has led to opportunities, among which the following stand out: the reduction of time and costs, greater integration between countries, advances in innovation and digitalization in foreign trade procedures, harmonization of regulations and modernization of infrastructure, and the integration of new technologies in the operational management of border posts.

Countries have achieved important results, such as raising awareness of a simplification, digitalization, and interoperability approach, for example, the design and development of the Central American Digital Trade Platform (PDCC for its acronym in Spanish), progress in strengthening the Single Windows for Foreign Trade, and the regional implementation of the Single Central American Declaration (DUCA for its acronym in Spanish) in its different modalities

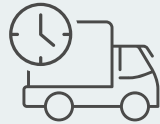
<sup>2</sup> ECFCC 2015 Country Assessment (see Annex 1)





Customs services have made progress in the implementation of operational devices, such as non-intrusive equipment for inspection, antennas equipped with Radio Frequency Identification Devices (RFID) for traceability, cameras capable of recognizing license plate numbers on means of transportation at border points that conform the Central American corridor.

Other compliance actions that countries, on a binational basis, have promoted within the framework of trade facilitation are:



**a.** Progress in the development of integrated procedures between customs, migration and ports to reduce short sea shipping times and routes.



**b.** Progress in regional air services agreements, which will reduce the cost of intra-regional air transport, boosting tourism and competitiveness.

The implementation of the ECFCC-215 has generated positive results at the national and regional levels, facilitating trade exchange and reducing time and costs of business operations.

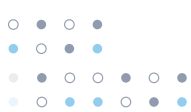




### III.

# CHALLENGES AND EXPECTATIONS





### III. CHALLENGES AND EXPECTATIONS

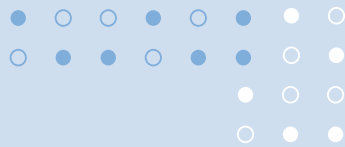
The process of Central American Economic Integration continues to strengthen in a global context that imposes great challenges and opportunities for the region. Trade facilitation is a means to keep strengthening trade. However, it is a process that involves the actions not only of customs services, but also of agencies linked to foreign trade, as well as the capacity of companies and private operators. During this process of implementation of the ECFCC-2015, countries have faced challenges, including limited budget allocation and the difficulty of ensuring inter-institutional coordination. These challenges have postponed the implementation of some trade facilitation measures.

In order to continue advancing regional integration and trade facilitation, it is necessary for the different authorities that manage foreign trade operations to know and actively participate in the implementation of the measures proposed as part of the updating of the strategy, the cost/benefit and the expected impacts; the relevance of interinstitutional coordination; national or binational governance schemes for Coordinated Border management; the technological model/scheme that supports the operations, and the sustainability options of the interventions. To this end, budget planning and allocation are required, such as fundamental elements in the execution and maintenance of planned investments, as well as specialized and updated human talent in foreign trade, with a trade facilitation approach.

In accordance with the transversal impact that these programs generate in users and economic operators, training processes in change management should be strengthened, not only at the public level, but also at the private level. For this reason, the ECFCC-2023 update seeks to identify high-impact measures. The extensive consultation process carried out in each of the countries has made it possible to define a series of specific actions with management indicators, which contribute to the achievement of results and impact. This update seeks to prioritize these actions, building on the progress made.



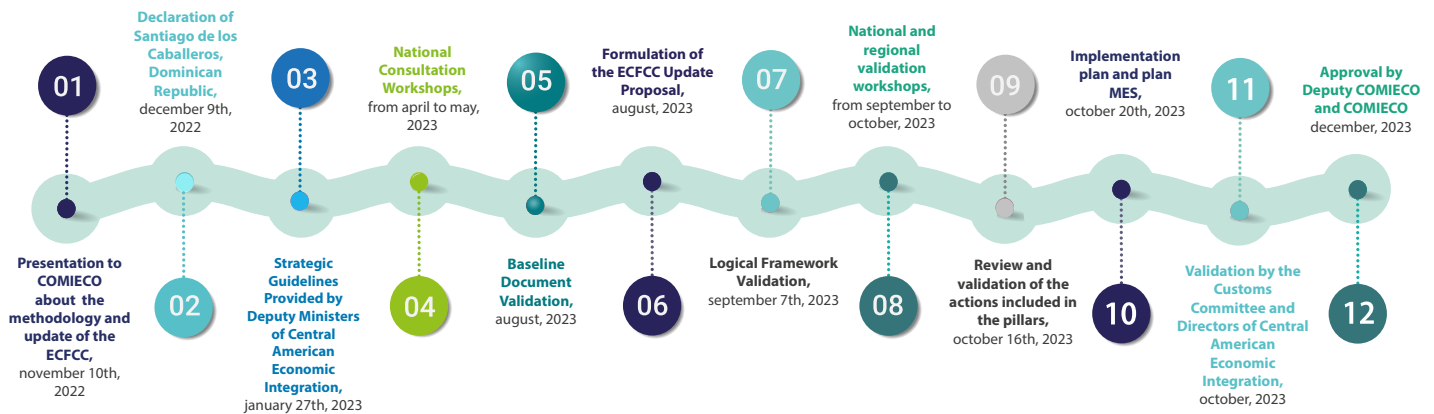
# IV. ECFCC-2023 GENERAL FRAMEWORK



## IV. ECFCC-2023 GENERAL FRAMEWORK

The process of updating the ECFCC-2023 was coordinated by the Permanent Working Group made up of a delegate from the Ministries of Economy/Foreign Trade and a delegate from the Customs Services of each country, and included six national consultation workshops, six national validation workshops, a regional validation workshop with the participation of the public and private sectors, as well as the main control agencies with a presence at the borders and authorities linked to foreign trade.

Figure 1: Milestones of the ECFCC update process-2023



Source: SIECA, 2023

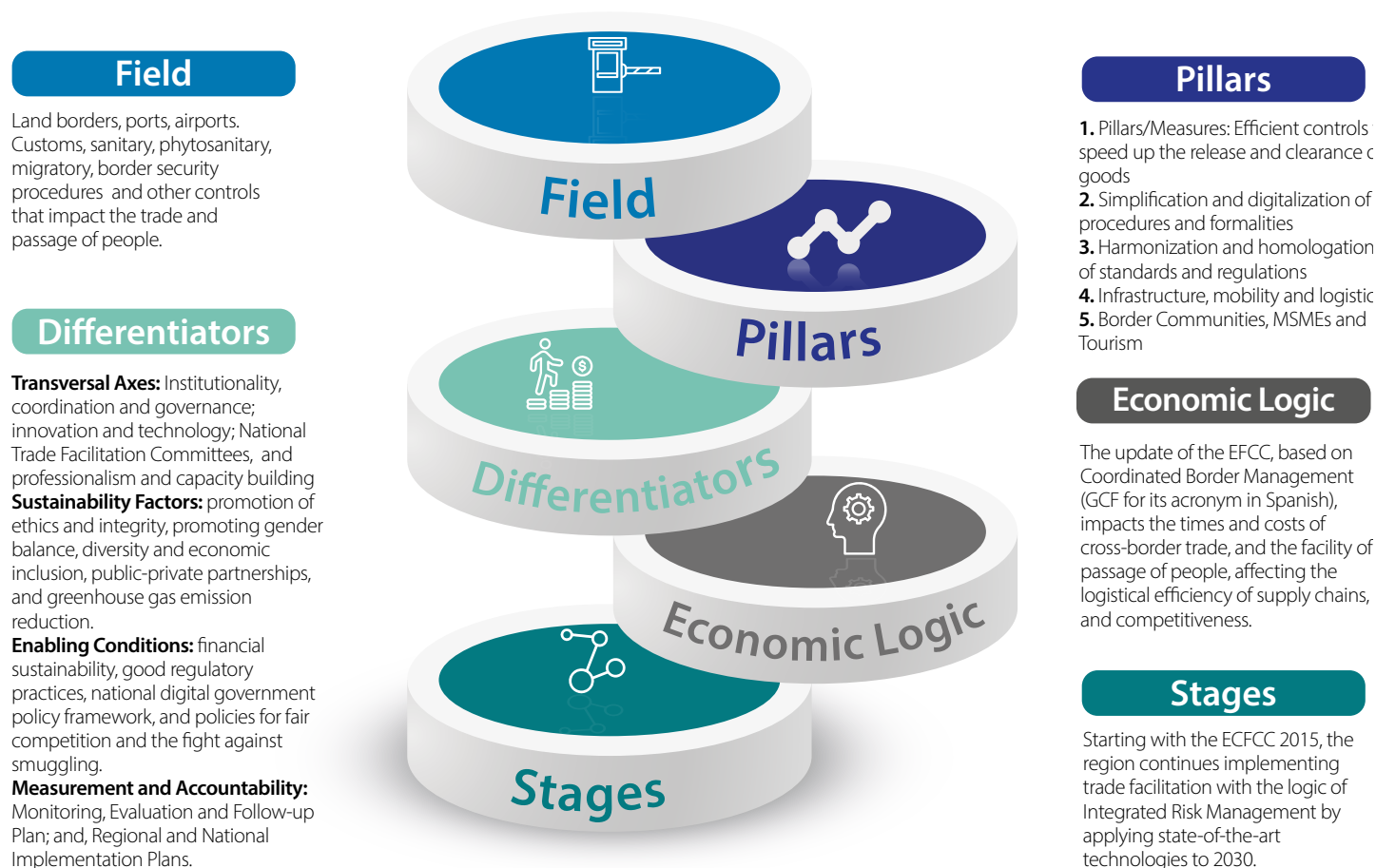
The ECFCC-2023 is based on the baseline document that was structured from the documentary review of the ECFCC diagnostic report, the Regional Mobility and Logistics Master Plan 2035, the progress status of the Regional Strategy for Comprehensive Customs Risk Management (ERGIRA for its acronym in Spanish), the Regional Time Release Study (ETD for its acronym in spanish), the Revised Kyoto Convention (RKC) and the Regional Economic Recovery Plan, among others.

### a. Scope, differentiators and economic logic

This strategy is based on differentiating elements that respond to the need to measure the progress and accountability of countries, authorities and private actors. Trade facilitation contributes to the region's sustainability and development goals, through factors such as: the importance of ensuring integrity and the fight against corruption; public-private partnerships to promote investment and leverage resources to enable investment in infrastructure and technological equipment to support foreign trade; the relevance of digital trade; gender economic inclusion; and the reduction of greenhouse gases.

According to the progress and logistics and transportation strategies; legal, operational, and contractual frameworks, applied by the national competent authorities, the implementation of the measures contemplated in the ECFCC-2023 for ports and airports will be carried out within the framework of national implementation plans or by country pairs.

Figure 2: **Scope, differentiators and economic logic**



Source: SIECA, IDB and WB, 2023

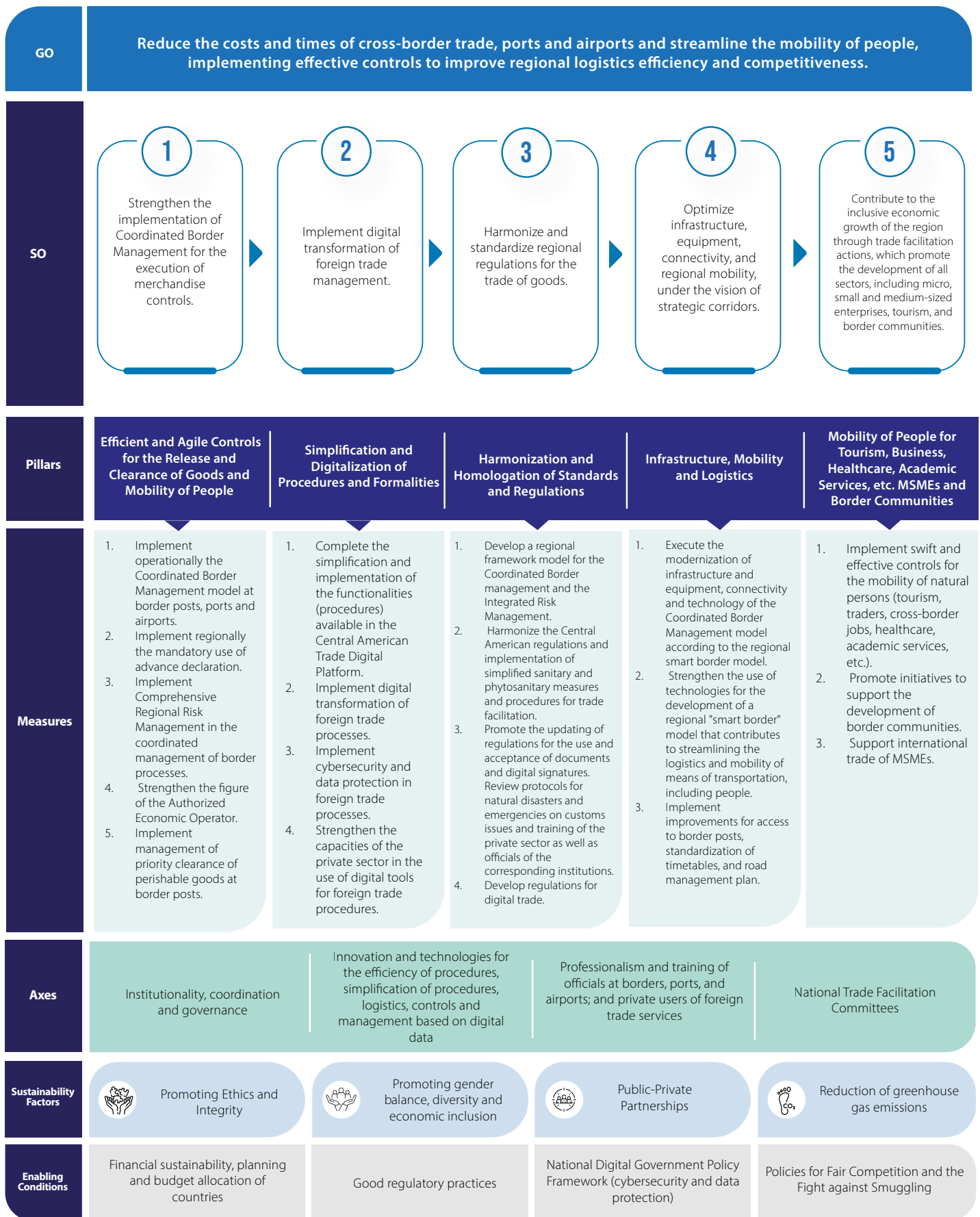
## b. Logical framework

The ECFCC-2023 frames the measures and actions to advance trade facilitation, that the authorities linked to foreign trade must implement in a coordinated manner, nationally, bilaterally, and regionally. The ECFCC-2023 is extended to all modes of transportation: air, land and sea.

It continues to be based on the Coordinated Border Management (GCF for its acronym in Spanish) model, and the measures will be implemented based on five pillars (specific objectives) that, in coordination, contribute to the general objective: reducing the costs and times of cross-border trade, maintaining effective controls, and contributing to the reduction of logistics costs and the increase of competitiveness. Implementation may be binational or national, depending on the strategic vision of the countries.



Figure 3: Logical Framework



## c. Framework of objectives

### General objective



Reduce the costs and times of cross-border trade, ports and airports and streamline the mobility of people, implementing effective coordinated controls to improve regional logistics efficiency and competitiveness.

### Specific objectives



The following specific objectives contribute to the achievement of the general objective:

1. Strengthen the implementation of Coordinated Border Management (CGF) for the performance of merchandise controls.
2. Implement the digital transformation of foreign trade management.
3. Harmonize and standardize regional regulations for trade in goods.
4. Optimize infrastructure, equipment, connectivity and regional mobility, under the vision of strategic corridors.
5. Contribute to the inclusive economic growth of the region through trade facilitation actions, which promote the development of all sectors, including micro, small and medium-sized enterprises (MSMEs), tourism and border communities.

## d. Pillars, measures and actions

To meet the proposed objectives, the ECFCC-2023 is based on five pillars, which include a series of measures and actions that were prioritized through the consultation process in the countries.

### Pillar 1.

#### Efficient and agile controls for the release and clearance of goods and mobility of people



It seeks to improve and strengthen the efficiency of border controls and streamline customs processes through the implementation of the Coordinated Border Management model at land, port and airport borders, the advance declaration of goods, comprehensive regional risk management and the strengthening of Authorized Economic Operators (AEO) programs. It also proposes to improve the management of perishable goods to facilitate trade.

#### Measure 1:

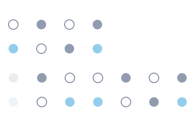
##### Operationally implement the Coordinated Border Management model at border posts, ports and airports.



The schemes, models and operational plans of the Coordinated Border Management-based border posts will continue to be strengthened, according to the national, binational, or regional vision. These schemes must comply with minimum conditions established in the regulations to be developed. The measure incorporates actions such as:

#### a.

Strengthen the Coordinated Border Management according to with the national, binational or regional vision depending on the progress that the countries decide so that the authorities increase coordination in the optimal use of available resources and implement the minimum required conditions, taking into consideration the conditions referred to in the Trade Facilitation Agreement, based on risk management mechanisms, coordinating the binational security at the post in accordance with the plans to be developed.



b.

Conclude the implementation of the streamlining and coordination of immigration controls for the operational use of the migratory pre-check of cargo drivers and single control in the country of departure and interface with the country of entry, through interaction with regional computer portals, by using disruptive and cutting-edge technology.

c.

Develop, review and strengthen border processes among the competent authorities, so that they allow the coordinated implementation with the road management plans, with respect to the segmented circulation of cargo in the primary and access areas of the borders in a standardized manner.

d.

Design, develop, and strengthen the digital platform that allows real-time communication between the institutions in charge of trade control at the border, and importers, exporters, and Customs Civil Service Assistants, in accordance with the principles of legality, transparency, and confidentiality of information. The platform must be accessible from mobile devices and computers, providing a secure environment for access to information and ensuring continuity of service.

e.

Implement a computer system or functionality in the Central American Trade Digital Platform of automated notifications and alerts that informs importers, exporters and Customs Civil Service Assistants about the status of their procedures, as well as stages of the clearance process, such as the moment when the means of transport should approach the scanner, initiation of inspections by the different authorities, additional inspections or other relevant events. The system will be accessible from fixed and mobile electronic devices, providing a secure environment for access to information and ensuring continuity of service.

f.

Establish a monitoring and evaluation mechanism to measure the effectiveness of the implemented system of notifications and alerts, in order to obtain feedback from users and make necessary adjustments to ensure its optimal functioning.

## Measure 2:

### Implement regionally the mandatory use of advance declaration.



Declare and process tariff and non-tariff requirements in advance, to increase control and accelerate efficiency in clearance (land, sea and air), allowing predictability in the physical and information flow of goods, as well as risk management. Countries, at the national or binational level, have implemented various solutions. With the ECFCC-2023, it seeks to regionally implement scopes, documents, requirements and other formalities to be communicated in coordination between the authorities, thus increasing the supply of data and quality information to border risk management and advance processing of the operation, including the advance payment of taxes. Actions that will allow this measure to be implemented include:

a.

Develop and adopt, following Pillar 3, a harmonized model for the use of mandatory advance declaration and the consistent development of regulations, processes, technical guides and user manuals. The harmonized model will include relevant aspects for the electronic transmission and processing of data, accompanied by the supporting documents, including travel documents and the corresponding non-tariff requirements, and evidence of compliance with the corresponding customs tax obligations in the country of destination of the goods.





- b.** Ensure operational implementation and interoperability between the corresponding platforms and systems of the customs authorities, the Single Window for Foreign Trade, regulation and control of trading, corresponding public finances, and regional developments managed by SIECA.
- c.** Optimize border processes according to the model developed by each country, binational or regional, defining management plans to address and close identified gaps.



**Measure 3:**  
**Implement Comprehensive Regional Risk Management in the coordinated management of border processes.**

Comprehensive Regional Risk Management directly contributes to improving processes at borders, ports and airports, simplifying and strengthening cross-border crossing operations. The fulfilment of this objective will allow the efficient use of resources, systems, technologies and infrastructure available and to be developed; focusing on higher-risk operations and simplifying the move from lower-risk operations. Actions that will allow this measure to be implemented include:

- a.** Develop a roadmap or work plan to link the Regional Strategy for Comprehensive Risk Management in Customs (ERGIRA) with the risk management of other institutions related to the flow of goods.
- b.** Establish prior and ex-post control measures based on automated risk management systems to expedite the clearance of goods upon arrival at the point of entry or exit.
- c.** Develop proposed procedures, technical guides and user manuals in compliance with the corresponding regulations, as well as progressively implement them at border posts, ports and airports, ensuring their due dissemination.
- d.** Advance in the implementation of the Comprehensive Risk Management System, based on the formulation/updating of institutional risk matrices in the countries and the transmission tests of the Comprehensive Risk Management System in the region.
- e.** Publish on the website of the Customs Services the information of the Customs Civil Service Assistants, according to the legislation in force in each State Party.
- f.** Train officials on the World Customs Organization Compendium on risk management.
- g.** Develop a regionally approved mechanism for the advanced transmission of information for the treatment of empty means of transportation.
- h.** Establish a simplified mechanism for the treatment of incoming and outgoing containers, pallets and packaging.





#### **Measure 4: Strengthen the figure of the Authorized Economic Operator (AEO)**

The implementation of the AEO Programs aims to streamline border processes, improve trade efficiency and the promotion of a safe commercial environment. Since it has been incorporated into the general framework and even advanced in the certification of some operators, it is suggested to continue with their implementation. Actions planned for this measure include:

- a. Develop and implement a plan to operationalize the Mutual Recognition Agreement for the countries that have adopted it, with the aim of providing facilities in border processes to certified operators.
- b. Develop a strategy to promote an increase in the number of certified operators in the countries and in the region.
- c. Expand the scope of the Authorized Economic Operator Programs, including facilitation measures by other foreign trade regulatory institutions, such as ministries of agriculture and health, among others, according to the national progress of each country.



#### **Measure 5: Management of priority clearance of perishable goods at border posts.**

The intra-regional production and trade of perishable goods is of great relevance in the Central American economy. Perishable goods deteriorate rapidly without the corresponding environmental control and waiting at the border for sampling and laboratory results of means of transportation with temperature and relative humidity control increases costs and affects quality by interrupting the cold chain and, therefore, the competitiveness of these products. With the ECFCC-2023, simplified sanitary and phytosanitary measures will be implemented to help speed up border crossing, with actions focused on:

- a. Review the legal framework in accordance with national, binational, and regional legislation, in order to implement procedures that allow for more efficient compliance with the sanitary and phytosanitary measures applicable at the border to perishable shipments and goods, including live animals, prioritizing the crossing of the means that transport these goods.
- b. Review and adjust all applicable customs, sanitary and phytosanitary, migratory and security procedures, shipment operations and perishable goods regarding physical inspections, sampling, phytosanitary diagnosis and laboratory analysis, at the established times.
- c. Develop a proposal of a procedure for the prioritized clearance of perishable goods at points of entry to speed up and facilitate procedures, in accordance with the sanitary and phytosanitary status of the exporting country and based on the risk of the goods.



## **Pillar 2.** **Simplification and digitalization of procedures and formalities**



The use of technologies contributes to the reduction of time and streamlining of the procedures associated with the processes managed by institutions linked to foreign trade operations. Simplification is part of the analysis of these processes, with the aim of achieving optimization, in a way that digitalization is implemented with a very clear and precise definition, efficiently linking to technology (equipment, devices, hardware and software).

### **Measure 1:** **Complete the simplification and implementation of the functionalities (procedures) available in the Central American Digital Trade Platform.**



The process of implementing the Central American Digital Trade Platform will continue as part of a cycle of continuous improvement. Based on the results achieved in the first stage of the prioritized functionalities, the implementation of the Central American Digital Trade Platform and the services it provides will be strengthened. This measure will be oriented to:

- a.** Prioritize the processes of development and implementation of the Single Windows for Foreign Trade for countries that do not have them, considering national progress and enhancing the interoperability provided by the Central American Digital Trade Platform infrastructure.
- b.** Follow up on the implementation and effective use of the functionalities included in the Central American Digital Trade Platform tool.
- c.** Promote the expansion of functionalities and the development of services to achieve levels of interoperability with other systems, as well as the identification of good practices (World Customs Organization, Single Window for Foreign Trade Compendium, SEFAC-United Nations, among others).

### **Measure 2:** **Implement digital transformation of foreign trade processes.**



Digitalization has a progressive dynamic until achieving 100% in the management of the process (from end to end), including the ability to digitally validate in the approval and authorization sections. Currently, hybrid processes coexist, where part of the paperwork is digital, but the use of stamps and physical signatures remain. This measure will be implemented through the acceptance of electronic documents and the use of digital signatures. For this reason, this measure proposes actions to:

- a.** Prioritize the 100% implementation of the use of electronic signatures in institutions linked to foreign trade.
- b.** Promote at the national level, in countries that have not implemented them, the development of plans, in accordance with national legislation, that consolidate and expand the implementation and use of electronic signatures.
- c.** Develop a regional or peer-to-peer mechanism for the mutual recognition of certified electronic signatures, carried out through electronic devices.
- d.** Develop a regional mechanism to allow the transmission of electronic documents, to prevent carriers from continuing to travel with full folders of customs documents.





### Measure 3:



#### Implement Cybersecurity and data protection in foreign trade processes.

Digitalization faces challenges that have significant impacts on the processes that are managed under computer systems, automation schemes, use of technological platforms, as well as on data exchange, systems' interoperability, among others. Cyberattacks, data leaks, manipulation and misuse of information are some of the conditions that distort the benefits of technology. For this reason, it is essential to promote robust digital management to ensure confidence in the use of the services and instruments made available to officials and users. The following specific measures are proposed:

- a. Promote the adoption of international standards and best practices by countries that lead to the implementation of measures that strengthen cybersecurity and data protection during the design, development and implementation phases of computer systems, considering the infrastructure of storage, transmission, integrity and quality of use, both at the regional and national levels.
- b. Develop, implement, and provide maintenance and monitoring of a cybersecurity strategy according to the international best practices, which includes: a regional cyberattack response plan, a regional contingency plan, a cyber risk mitigation plan, a cybersecurity management plan that articulates efforts to manage crisis situations and reduce vulnerabilities to situations of exposure, applicable to all authorities linked to foreign trade.

### Measure 4:

#### Strengthen the capacities of the private sector in the use of digital tools for foreign trade procedures.



The dynamism of trade depends on the companies associated with trade in their different roles and management mechanisms. The improvement of processes and paperwork that is transferred to a digital level is only effective if users take ownership of the use and mastery of the tools. In this sense, this measure will be aimed at the private sector through the following actions:

- a. Develop technical support plans and immediate response plans with required capacity, establishing minimum requirements to ensure the transmission of data from intra-regional trade operations.
- b. Train the different actors in the logistics chain on the digital systems and tools that are developed at the regional and national level, in order to facilitate use, transparency, management, accessibility, and identification by users, among others.
- c. Develop, publish, and continuously update guides, manuals, instructions and courses, which provide a better appropriation of the instruments, including help desks based on innovative technologies to improve the user experience.



### Pillar 3.

#### Harmonization and homologation of standards and regulations



Trade facilitation at borders, ports and airports is based on a regulatory framework to implement controls and provide certainty and transparency to applicators and users. Central America has made progress in regional harmonization and standardization and in the recognition and adoption of international standards. Within the framework of this update, the region will continue to modernize regulations to implement Coordinated Border Management, facilitating controls and streamlining the flow of goods, especially food and agricultural products; as well as expanding the mutual recognition of health standards and registrations and promoting the regulatory framework for the safe digitalization of foreign trade procedures.

#### Measure 1:

##### Develop a regional framework model for the Coordinated Border Management and Integrated Risk Management.



This model will establish the basis for countries, in accordance with the nature of borders, ports and airports, to develop the operation of border controls in a coordinated manner between the related authorities, to ensure the efficient flow of transportation, goods and people. The model will be based on the good practices that the region has achieved in the field of Coordinated Border Management, considering the following:

- a. Issue guidelines within the framework of the Central American Economic Integration Subsystem that instruct, in an intersectoral manner, the development and adoption of the Coordinated Border Management model, binding on the authorities participating in foreign trade processes.

- b. Develop a regional framework model for Coordinated Border Management and Integrated Risk Management that establishes in a binding manner the concepts, minimum operational requirements taking into consideration the TFA, the processes, functionalities, and the definition of border coordination schemes, as well as other international standards on trade facilitation.

#### Measure2:

##### Harmonize the Central American regulations and implementation of simplified sanitary and phytosanitary measures and procedures for trade facilitation.

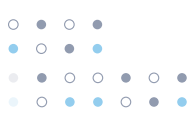


Sanitary and phytosanitary authorities will coordinate with institutions linked to foreign trade to:

- a. Collaborate with the identification of resources for the implementation of the actions of the roadmap of the Committee on Sanitary and Phytosanitary Measures.

- b. Identify, prioritize and standardize, through risk analysis and according to the sanitary and phytosanitary status of each country, a list of products for which sanitary and phytosanitary measures will be reviewed, with the aim of facilitating the free movement of shipments and goods that allow the harmonization of phytosanitary measures, and thus reduce the duplication of controls between exporting and importing countries. This includes the recognition of laboratories and inspection bodies and compliance with the disinfection of means of transport in the country of origin, provenance, or final destination, according to the applicable regulations.





### Measure 3:

#### Promote the updating of regulations for the use and acceptance of digital documents and signatures.

In order to achieve the simplification and digitalization of foreign trade procedures, it is important to update and develop the regulations to which the authorities linked to these processes are subject, as well as the documentary requirements for users. In order to achieve the congruence of foreign trade procedures with digitalization, countries will update their regulations that support digital procedures in a timely manner. To this end, the following actions are established:

- a. Analyze and adapt of legislation, for the acceptance of digital documents, where applicable.
- b. Design mechanisms that allow the issuance and acceptance of digital documents by all border authorities.
- c. Review of requirements, processes, documents and regulatory updates, where required.
- d. Train staff members on the legal basis for the acceptance of electronic documents and the use of electronic signatures.

### Measure 4:

#### Review of protocols for natural disasters and emergencies in customs matters and training of the private sector, as well as officials of the corresponding institutions.



In situations of health crisis and national emergency, the ability to control and expedite the entry and exit of goods, shipments of relief and people become a complex situation. Customs services and other border authorities play a key role in dealing with these types of emergencies, as they are responsible for the clearance of goods, as well as rescue equipment, medical supplies and critical goods, both purchased and donated. It is also important to ensure the continuity of legitimate trade and to contribute to the economic recovery as a whole.

The implementation of national and binational protocols, schemes and coordination is key. For this reason, the region needs to review, update or create instruments that contribute to this objective:

- a. Review contingency plans and protocols in current customs matters, including computer contingencies, identifying proposals for improvement for joint management and parallel with ordinary operations, without detriment to the actions that each country carries out nationally.<sup>3</sup>
- b. Train and disseminate for effective coordination at the regional level in disaster situations and for the response to relief shipments.

<sup>3</sup> It is recommended to refer to the "Toolkit for Coordinated Border Management during Natural Disasters and Emergencies". (IDB, 2023).





**Measure 5:  
Develop regulations for digital trade.**

The rise of the digital economy and the relevance of digital tools in public and private foreign trade processes demand a strategic and regulatory framework that guarantees the security and legitimacy of public and private digital transactions. To this end, the countries of Central America will be able to work within a common regional cooperation framework to develop and standardize criteria regarding data protection, cybersecurity, cross-border electronic information transfer, data location requirements and computer facilities, source code requirements, online consumer protection, unsolicited electronic communications, among other areas of digital trade to promote digital innovation in the economies of the region according to the typology of flows in each customs office.

- a.** Analyze national and international models that facilitate proposals for the exchange of data, goods and services, through the formation of a technical group, which will coordinate with the existing technical groups to avoid duplication of functions.
- b.** Manage and receive technical assistance from international organizations to guide good practices that promote innovation, while maintaining the security of information of companies, officials and citizens.
- c.** Identify and implement actions that allow the digitalization of trade, prioritizing MSMEs and progressively incorporating other business segments.

**Pillar 4.  
Infrastructure, Mobility & Logistics**

The efficient management of control procedures and traffic of means of transportation allows not only to reduce costs and times for trade, but also to optimize the use of infrastructure and its equipments. Each port, airport and border point has a different nature, in terms of its geography, infrastructure and characteristics of trade and movement of people.



Trade flows in the region show a progressive increase, so the actions and investments of this component must respond to a current evaluation. Subsequently, the determination of both the physical and technological infrastructure that is required to be more competitive and, finally, the determination of plans for the joint execution of this new vision, preferably articulated binationally, to ensure that changes and improvements are mutual and eliminate bottlenecks in crossing borders from one country to another.

The measures proposed below consolidate this vision of modernization, connectivity and efficient management for mobility and logistics, so this pillar requires coordination with the Sectoral Council of Ministers of Transportation of Central America for the development of the activities included in the Mobility and Logistics Master Plan 2035.

**Measure 1:  
Execution of the modernization of the infrastructure and equipment, connectivity and technology of the coordinated management model according to the regional smart border model.**



Each border post, port and airport will carry out an infrastructure adaptation plan that will optimize controls and the flow of means of transportation according to their needs, therefore, with this measure, actions are proposed to make efforts in:



- a. Implement efficient control processes supported by communications technologies that allow segregating the flow of entry or exit of cargo vehicles, light vehicles or passenger flow selected by a comprehensive risk management applied at land, sea and air border posts.
- b. Promote at the regional level the adoption of international data standards, which allow the transmission of information and the exchange of data between the different national and regional systems, in an efficient and effective way.

**Measure 2:**

**Strengthen the use of technologies for the development of a regional “smart border” model that contributes to streamlining logistics and mobility of means of transport, including people.**



A complete digital transformation is adopted in the region’s border services through the implementation of advanced technology, information and communications, and data-driven management, such as the digital transmission of information, the use of cargo traceability devices in means of transportation, as well as their interaction with other non-intrusive inspection technologies. To optimize the flow of goods, it seeks to strengthen the use of technological tools to manage the risks of illicit activities and safeguard public health, as well as animal and plant health. The measure focuses on the implementation of technologies at borders, ports and airports, to balance control with agility at cross-border crossing, through the development of a “smart border” model.

This model is based on traceability technology, implementing Radio Frequency Identification Devices, non-intrusive inspection systems, georeferencing, cameras with data recognition (LPR, CCR), motion sensors, smart signage, biometrics, QR code readers, among other tools that allow replacing manual methods that generate considerable delays and are no longer efficient. The aim is to speed up border crossings without interruptions or unnecessary delays when no risks are detected. In the implementation, countries ensure financial sustainability, operational viability, and the design components necessary for effective implementation. By implementing the following actions, it will not only promote agility in trade, but also ensure high-security standards in border operations:

- a. Carry out an exhaustive inventory of the technologies installed at border control points, assessing their current and potential capabilities, in order to identify the required needs through a detailed gap analysis to frame the course towards the development of “smart borders”.
- b. Design and implement a financial sustainability plan for the “smart border”, covering aspects such as the maintenance, acquisition, installation, and gradual growth of traceability technology, using Radio Frequency Identification Devices, non-intrusive inspection systems and other solutions for the management of controls and cross-border crossing of cargo transit at borders.
- c. Provide the maintenance and computer updates required to ensure the continuous operation without interruptions of the installed equipment and systems and the optimal transmission of information, in order to support institutions in the automation of processes such as the recording of times at load passage checkpoints, monitoring of means of transportation and analysis of risk data associated with the operation, ensuring the sustainability of the systems during these procedures.





- d. Design, develop and implement a computer system that incorporates the functionalities related to the control of management at border posts and integrating the physical components (Radio Frequency Identification, scale, camera, OCR, radioscopic images, among others), computer systems and interfaces that operate in a coordinated manner and interact with each other.
- e. Implement a notification mechanism to confirm the arrival of transports with perishable cargo and AEOs.



**Measure 3:**  
**Improve access to border posts, standardization of timetables and road management plan.**

Binational road management plans will be established and operated to decongest cargo crossings in the primary zone and access areas at the borders. The road plan will also contain signage for the primary area and its accesses, as well as the sterilization of the primary area, in such a way that it impacts on the reduction of risks for all actors and users. Among the actions planned for this measure are:

- a. Update the Central American Road Design Manual and the Central American Agreement on Road Traffic, in accordance with the guidelines of the PMML 2035.  
 Design country pair-by-country plans that ensure:
  - Signage and road planning.
  - Standardization of schedules between pairs of countries.
- b.
  - The establishment of entry or exit lanes for perishable or dangerous goods, among others, as well as the prompt attention of the AEOs and the differentiated treatment of tourism, as long as the infrastructure of the border posts allows it
  - Road management of access and return to the primary area of border posts and the development and implementation of strategies for the effective management of the primary zone.

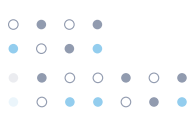
**Pillar 5.**  
**Mobility of people through tourism, business, doctors, academics, etc., MSMEs and border communities**



The effectiveness and sustainability of the solutions proposed in the previous pillars require the streamlining and efficiency of controls for the entry and exit of natural persons traveling for various reasons (tourism, business, medical care, academic services, etc.), as well as the provision of an adequate environment in the areas surrounding the border crossings that facilitates their proper functioning. In addition, under this pillar, measures will be promoted to facilitate foreign trade operations by MSMEs, in order to promote their insertion in value chains at the intra- and extra-regional levels.



**Measure 1:**  
**Implement swift and effective controls for the mobility of natural persons (tourism, traders, cross-border jobs, health care, academic services, etc.).**



In addition to the measures to segment access to the border crossing for travellers contemplated in pillar 4, the implementation of coordinated and agile controls at the binational level will be promoted, through the use of technologies, the advanced transmission of electronic declarations and the establishment of operator certification programs. Specifically, measures will be boosted to promote the regional tourism chain, due to its strategic value for the economic dynamics of Central American countries. To this end, the following actions are proposed:

- a. Promote the implementation and use of the regional traveler's affidavit electronically and in advance (or its equivalent) in the land, sea and air transportation of passengers, by the control institutions that apply.
- b. Promote and ensure facilities for the advance submission of vehicle information for the mobility of individuals (tourism, merchant businesses, cross-border jobs, medical care, academic services, etc.).

**Measure 2:**  
**Promote initiatives to support the development of border communities.**



In order to address the effects on the communities surrounding the border posts that may arise in the context of their modernization, the implementation of economic, social and environmental mitigation measures will be promoted, in coordination with the respective local authorities. In the case of MSMEs and formal workers that may be affected, training programs will be promoted for their specialization or productive reconversion, taking into consideration the services that the operation of the stalls may require (logistics, commerce, and tourism, among others). In this regard, it is proposed:

- a. Develop studies that estimate the economic, social, and environmental impact that the process of modernization of border posts could have on the communities that surround them. The economic impact analysis will focus on the expected effects on MSMEs operating in border communities, in the case of countries that do not yet have such studies.
- b. Develop and implement an action plan that derives from the study referred to in point A, in an articulated manner with the institutions that serve MSMEs and the modernization of border posts to address economic, social, and environmental aspects, according to the needs and physical conditions of the surrounding area.
- c. Implement plans to mitigate the economic, social and environmental impact and planning, in an articulated manner, with the interventions to modernize border posts.
- d. Capacity reinforcement for the MSME sector near border posts, following the results of the study on the role of MSMEs in border operational activity (study indicated in point A).

**Measure 3:**  
**Support for international trade of MSMEs.**



Measures will be promoted to facilitate foreign trade for MSMEs in the region, adapted to the particular characteristics and needs of this segment of companies. The proposed actions are set out below:

- a. Develop an information tool that is part of the Economic Intelligence Observatory, administered by SIECA, that provides information on logistics services (transport, couriers, cargo consolidators, AEOs, etc.) in order to boost foreign trade.
- b. Develop exporter's and importer's guides for MSMEs where applicable and its dissemination through electronic means, websites of MSME promotion entities, and other instances.
- c. Evaluate the development of simplified customs declaration mechanisms for customs operations carried out by MSMEs, when the nature of the regime allows it.

## e. Transversal axes

### Axis



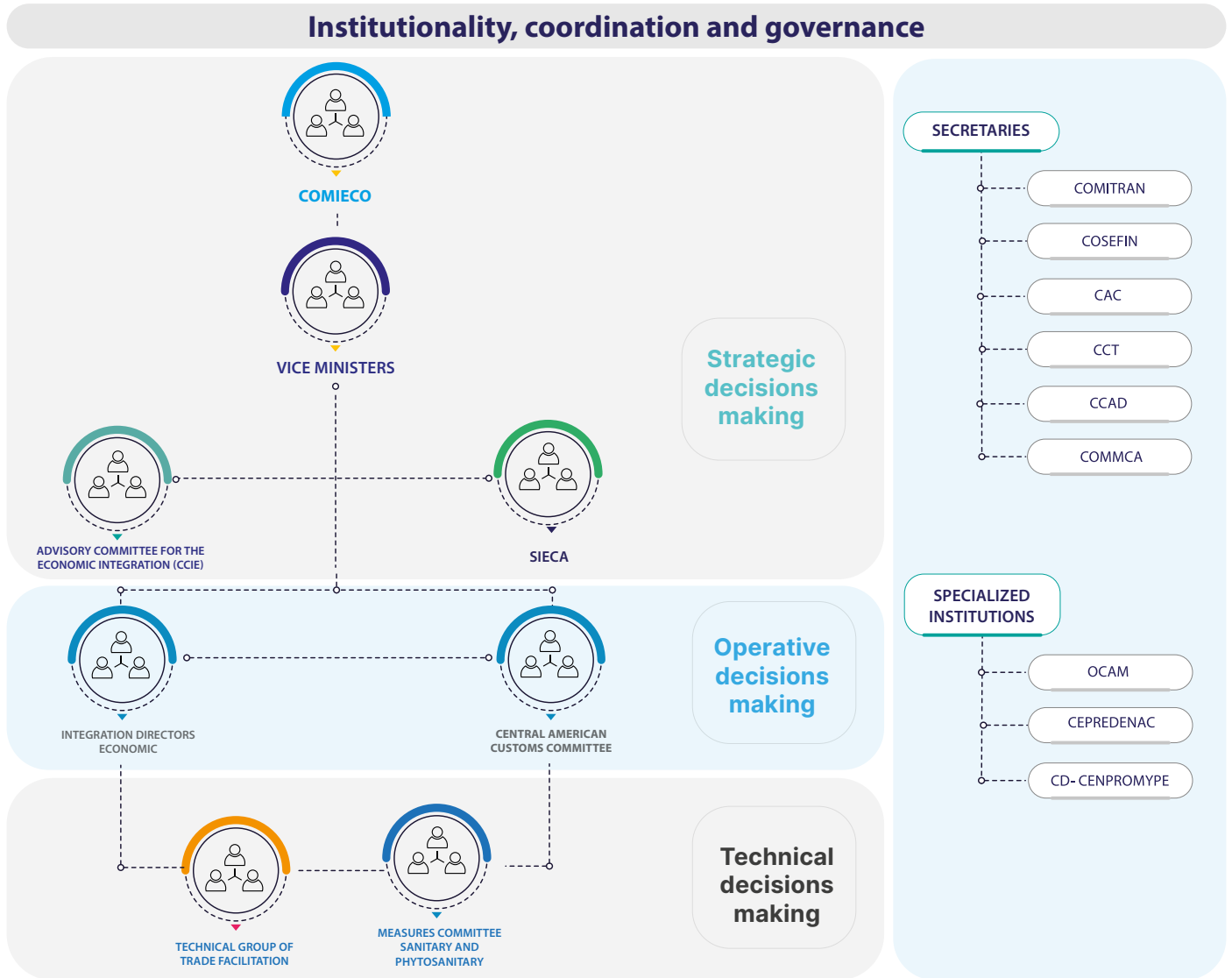
#### 1. Institutional, coordination and governance

A governance and monitoring structure is established, with the aim of optimising the use of resources and ensuring sustainability in meeting specific objectives. This document establishes the rules for coordination and work between the different stakeholders (public-private, executors-beneficiaries) involved in the implementation of the ECFCC-2023, which also includes the activities and functions of the instances and bodies of the Economic Integration Subsystem.

Actions that start the governance of the ECFCC-2023 for the implementation of a regional structure are the following:

- a. Generate work spaces, led by the public sector with the active participation of the private sector, that promote collaboration and synergy, in order to guarantee sustainability and achieve a comprehensive perspective in the implementation of goals.
- b. Ensure that the sessions of the Technical Facilitation Group include the responsible institutions in the regional implementation plan. It will coordinate with the private sector under the mechanisms established at the national level. Accompany the efforts of countries to comply with the commitments of the World Trade Organization's Trade Facilitation Agreement at a regional level.
- c. Create and hold forums for participation and coordination with all foreign trade authorities, as well as the business sector and actors in the logistics chain, in order to ensure the implementation of the ECFCC update.
- d. Seek sources and manage the financing of the projects and the governance and monitoring mechanism, which will be subject to the approval of COMIECO. This funding will be used for the fulfillment of the work plan, which will seek to achieve the objectives. Funding arrangements may include: in-kind contributions (offices and their resources), non-reimbursable international technical assistance, financial contributions from private entities, funds from a business subsector for specific activities, and funds for unitary activities or other needs.
- e. Design and adopt a comprehensive communication plan with the aim of disseminating progress and achievements in the implementation of the strategy and capacity building. It will include social media content and briefing papers that will be presented every six months.

Figure 4: ECFCC-2023 Governance Structure



Source: SIECA, 2023

## Axis

### 2.

**Innovation and technologies for the efficiency of procedures, simplification of procedures, logistics, controls and management based on digital data**



Border operations are optimized through technologies that streamline the management of procedures, controls, compliance with requirements, inspections, weighing, and other activities, as well as data-driven capture and management.

The ECFCC-2023 is based on the use of digital technologies to promote foreign trade in an agile way. Digitalization must promote user trust, guarantee responsibility and security in the use of technologies, implementing cybersecurity and data protection standards, considering the resilience of systems, business continuity and response to contingencies. This axis considers the following aspects as key guides:



**a.** Develop and implement optimized and automation-oriented processes, considering the use of the WCO data model and other international standards in order to simplify them.

**b.** Use technological tools and devices to generate quality data in a timely manner. i) Process and analyse data, making use of applications such as business intelligence and machine learning. ii) Effectively present data through digital platforms and portals that facilitate the consumption of data by public and private sector audiences.

**c.** Facilitate regional collaboration for the homologation of digital trade standards and criteria.

## Axis

### 3.

**Professionalism and training of officials at borders, ports and airports and private users of foreign trade services**

Professionalism and capacity building is transversal within this ECFCC, it will be a multidisciplinary effort to develop training programs for officials, trade operators and companies.

To ensure the implementation of the measures in this update, it is important to strengthen knowledge of the regulations, procedures and technologies involved in the reforms.

Knowledge management is key to improving the performance of border control operations in all areas, for example: the formulation of regulations, the design of border control procedures, the management of operations, the use of technologies, even the quality of user services, user knowledge, data-driven decision-making and communication.

Learning and collaboration should be a constant element, using:

**a.** Virtual tools and regional workshops for the exchange of good practices among the countries of the region within this update. Learning management should be developed, disseminated and evaluated based on application in organizations.

**b.** Creating Digital Educational Materials: Designing clear and concise educational materials that explain the requirements, procedures, and current regulations at border checkpoints. These materials could be reproduced through brochures, instructional videos, and they be available in accessible formats.

**c.** Interactive training sessions: organize regular interactive training sessions for transportation drivers in the responsible companies. These sessions could include topics such as document submission requirements, cargo inspections, and relevant customs aspects.

**d.** Training programs on topics related to border operations.

**e.** Training program for the management and implementation of standards and best practices of cybersecurity and data protection.

Institutions linked to foreign trade, both public and private, will ensure that, progressively, job descriptions and career plans of the officials include the requirements of knowledge, experience, skills, and training to perform their roles.



## Axis

### 4.



#### National Trade Facilitation Committees

Trade facilitation should be a process of dialogue and follow-up that is activated through National Trade Facilitation Committees. The World Trade Organization's Trade Facilitation Agreement determines that each Member shall establish or maintain a national trade facilitation committee to facilitate internal coordination and implementation of the provisions of the Trade Facilitation Agreement, in order to promote a forum for discussion to address the various national interests that converge on border control and to define priorities for advancing in trade simplification.

Development and building of capacities will be supported through the following actions:

a.

Strengthen the National Trade Facilitation Committees through the annual holding of Regional Trade Facilitation Meetings and participation in training programs of international organizations, as well as other binational initiatives aimed at the same end.

b.

Promote the exchange of successful experiences with countries outside the Central American region or through cooperation/donors.

## f. Sustainability Factors



### 1

#### Promoting Integrity and Ethics

To fulfill their functions, customs administrations in the Central American region must promote engagement within their administrations and with the actors in the logistics chain. Stakeholders must act according to ethical, upright and transparent principles in foreign trade operations. This means that all customs administrations in the region promote regional and country-by-country actions to fight corruption, taking as a reference the Declaration of Ethics and Transparency in Central American Customs Administrations.

Each country will provide mechanisms for importers, exporters, carriers, customs agents and other actors to file complaints related to misconduct and corruption by officials in their territories, including ports of entry and other customs control facilities. Each country will take appropriate actions according to its legislation, regulations and procedures.

Customs administrations and border control agencies will advance in collaboration, information sharing, and joint operations to fight against corruption.



## 2 Promoting gender balance, diversity and economic inclusion

The authorities shall ensure that all their staff members are treated fairly in accordance with their performance and skills, and shall be given equal opportunities regarding to hiring, promotion, salaries, benefits, disciplinary measures, termination, and dismissals ensuring non-discrimination and gender inclusion.

According to the recommendations of the Study on Gender Equality in Central American Customs Administrations, regional cooperation is promoted to encourage good practices on inclusion and diversity in government authorities, the private sector, business associations, and border communities. A coordinated approach is promoted to implement an environment of inclusion across value chains and foreign trade processes. It recognizes the importance of preventing and protecting people from any type of harassment or gender-based violence, among officials and towards the public and the communities where they operate.



## 3 Public-Private Partnerships

Public-private partnerships (PPPs) will be a critical resource in the implementation of measures to achieve the objectives of the ECFCC-2023. These partnerships are presented as an effective solution to finance and implement projects and actions that promote trade facilitation in the region. PPPs will make it possible to take advantage of synergies between the public and private sectors, based on the experience, technology, and capacity that each one of them brings to the table, as well as better communication and joint coordination.

Within each of the pillars of the updated strategy, the development of PPPs is contemplated (quantifying them in the Monitoring and Evaluation Plan), with the aim of:

- a. Implement coordinated border management at border posts, ports and airports, streamlining controls of goods and people.
- b. Simplify and digitize customs procedures and procedures, using innovative technology, and tools that reduce time and costs in trade.
- c. Promote the incorporation of technology and innovation in logistics and customs processes, improving efficiency, and safety in operations.

**d.** Collaborate in the harmonization and homologation of customs standards and regulations among the countries of the region, facilitating intra-regional trade.

**e.** Modernize infrastructure, connectivity and mobility at international trade access points, facilitating the flow of goods and people.

**f.** Strengthen the technical capacities of public sector operators and actors in the production and logistics chain, promoting professionalization and continuous improvement in trade.

**g.** Promote the mobilization of people for business, medical, and academic tourism, among others, in addition to facilitating the transit of MSMEs and border communities, promoting economic and social development in the region.

La flexibilidad y eficiencia que caracteriza a estos modelos de colaboración permitirán avanzar de manera ágil y sostenible hacia el cumplimiento de los objetivos trazados en esta actualización. La participación de ambas partes, sumada al apoyo de organismos internacionales y la sociedad civil, consolidará una visión común para potenciar la competitividad y el crecimiento económico en la región centroamericana.



## 4 Reduction of Greenhouse Gas Emissions

Global trade through land, sea and air transportation has a direct impact on the greenhouse gas emissions that cause the climate crisis. In the implementation of the measures in this update, especially in the improvement of infrastructure, equipment and technology, special consideration is given to contributing to global efforts to reduce greenhouse gas emissions.

It is expected that optimizing the use of infrastructure, energy, fuels, use of renewable energy (e.g., lighting through solar energy), streamlining the flow of transport at borders, ports and airports, reducing physical documents and reducing logistics costs, will contribute to reducing greenhouse gas emissions. The monitoring and evaluation of the ECFCC-2023 will follow up on the contribution of the measures to environmental sustainability.





### 1. Financial Sustainability, Planning and Budget Allocation of Countries



Trade facilitation requires financial resources for the necessary investment in infrastructure, equipment, technology and personnel. The Ministries of Economy and institutions linked to foreign trade will make arrangements with the competent ministries in each country to have the budget allocation that allows the implementation of the measures and carry out the actions of the ECFCC-2023. Budgets should also foresee the needs for the maintenance, innovation and updating of computer systems and equipment, as well as the recruitment of qualified personnel. National budgets may be supplemented by reimbursable and non-reimbursable cooperation resources, technical assistance, and public-private partnership contributions for the execution of this update.

Likewise, multilateral and regional cooperation organizations will be invited for technical and financial support that is articulated and focused on the optimal and efficient use of resources.

### 2. Good Regulatory Practices



These fundamentals are summarized in good regulatory practices such as: 1) regulations to eliminate bureaucratic requirements and to ensure the acceptance and validity of digital documents; 2) digitalization of foreign trade processes; (3) publication and transparency of procedures and requirements; 4) services focused and available to users; 5) consultations on the impact of the measures, before their implementation, through the National Trade Facilitation Committees.

### 3. National Digital Government Policy Framework (Cybersecurity and Data Protection)



It seeks the homologation of standards and legislation to guarantee cybersecurity and data protection implemented at the national level that ensures the integrity and security of electronic platforms and processes for foreign trade, governments and users.

### 4. Policies for Fair Competition and the Fight against Smuggling



Smuggling, piracy, counterfeiting of products and evasion of tax and parafiscal obligations constitute illicit trade, which involves serious risks to health and public safety, encouraging corruption. When it comes to regulated products, illicit trade poses a threat to the health and safety of consumers.

These goods also affect regional companies due to unfair competition, as they enter the market by evading sanitary registrations and other compliance costs. In this regard, the ECFCC-2023 promotes cooperation between authorities, so that border controls and the strengthening of market surveillance contribute to fair competition in foreign trade.





**V.**  
STRATEGY  
**IMPLEMENTATION PLAN**





## V. STRATEGY IMPLEMENTATION PLAN

### I. Regional/National Implementation Plan

To advance in the implementation of the ECFCC 2023, an implementation plan has been drawn up for the period 2024-2030, which identifies specific products to be developed linked to the agreed measures and actions, as well as the entities responsible for their implementation. In order to advance in the development of the products contemplated in the implementation plan, action plans will be developed at the regional and national levels, which will identify the specific activities that must be carried out in order to move forward according to the proposed schedule.

#### 1. Introduction



The implementation of the Central American Strategy for Trade Facilitation and Competitiveness with an Emphasis on Coordinated Border Management (ECFCC for its acronym in Spanish) is an interactive process that demands, in the first instance, the commitment and willingness of the countries, their authorities and the proactivity of the entities that are linked in each of the areas defined in the document.

On the other hand, the implementation process is wide-ranging, based on the articulation of human and financial resources for execution. The implementation plan is developed according to the agreed logical framework, each of the pillars, measures and actions.

#### 2. Objectives of the implementation plan



1. Establish a mechanism to define goals and measure their progress for each action.
2. To be a tool for monitoring progress, challenges and opportunities for improvement for each of the authorities operating at the border, governments and SIECA.
3. Provide a tool for decision-making by the different authorities and actors linked to the strategy to make the appropriate and necessary changes to achieve the goals.
4. Define the products or deliverables that are obtained through the actions.
5. Identify actions that encounter challenges to their implementation and provide information to decision-makers for necessary modifications.
6. Provide a framework for partnerships and identify resources from international organizations, donors, the private sector, and other actors to contribute to the trade facilitation process in the region.



### 3. Importance of data in measuring results



The metrics make it possible to evaluate the effectiveness of the actions contained in the ECFCC-2023. In this sense, the actors linked to the strategy will contribute to providing timely information to record the progress and implementation of the actions.

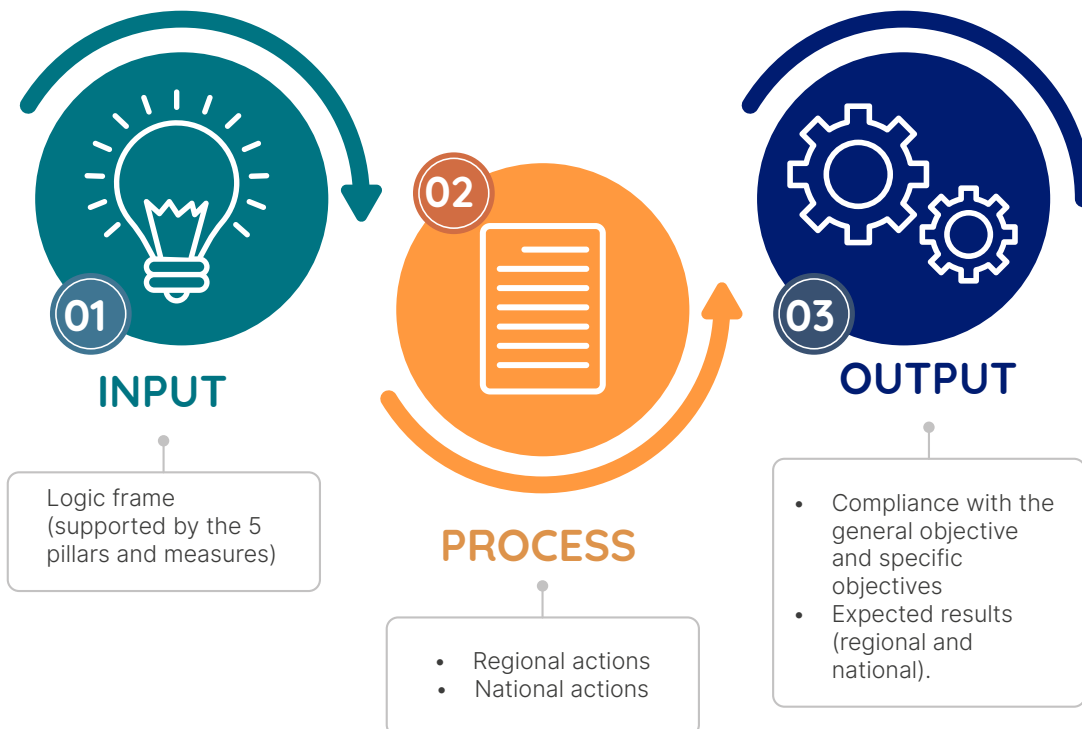
Customs administrations, Ministries of Agriculture, Health, Immigration authorities, as well as other related agencies provide information about:

1. Implementation Reports
2. Relevant Transactions to border processes
3. Use of electronic platforms
4. Digital Transactions
5. Implemented Technologies
6. Investment and provided resources

The information provided to measure the results of the strategy should be general, and in no way imply providing personal or private information of the companies or putting the national security of the countries at risk. The information should only be used to measure the progress of the actions included in the strategy.

From a process approach, the strategy considers the validated elements in the logical framework as inputs and defines a series of activities at two levels, a regional level as a common denominator that countries consider as aspects of shared vision for the trade facilitation process, and a national level aligned with the country's vision, connecting with national plans or institutional actions. All of this will generate outputs that contribute to the agreed central objective.

Figure 5: **Input, Process, and Output Schema**



## 4. Deployment Arrays



The implementation plan is set out in a matrix for each pillar (1-5) and implementation lines for each measure and their respective actions (see annex 2).

## 5. Follow-up to results



The implementation plan contains the results of the actions, under the outputs column. At the level of results, the strategy defines a general objective and five specific objectives, the latter of which five pillars are associated that provide guidance on the deliverables that countries will be able to verify as a criterion for progress in the implementation of the strategy, which are configured through the development of activities that have been identified. These activities will allow a cost to be estimated and identify financing alternatives.

In this way, it is possible to define an implementation scheme that allows progress to be confirmed, and to generate a complementary monitoring and evaluation plan, as required.

Matrix 1: **Regional/National Matrix**

Pillars Measurement	Regional/ national actions	Product	Management indicator	Unit	Baseline	Goal	Estimated Cost	Responsible Institution	Financing

## 6. Management indicators



The implementation plan includes management indicators that make it possible to measure progress concerning the expected product for each action. Management indicators allow to define goals and measure progress toward achieving them. Whenever possible, management indicators are compiled on a country-by-country basis, which also works as a benchmark for the progress of actions, and to relate them to the expected results according to the measure and under each pillar of the ECFCC-2023.

## 7. Baseline



For each line of action, a baseline is obtained that refers to the current status of implementation. Recognising that for some actions there is already progress in the implementation of the 2015 strategy. This space will include information to add the results in the next ECFCC implementation period (2024-2030). Establishing the baseline for all actions will be one of the initial activities of the ECFCC-2023 Monitoring and Evaluation Plan.

## 8. Implementation Period (Annual)



In the implementation matrices, the implementation period is established with columns for each year from 2024 – 2030, where the results reported by the countries are documented, by other means of data collection, depending on the case.

## 9. Goal



The goal is set for the six-year implementation period. The target must be realistic, achievable and implementable, and contribute to the outcome of each measure, the objective of the pillar and trade facilitation in terms of time, costs, transparency, and competitiveness. The establishment of these targets should be in compliance with the general objective of the ECFCC.

## 10. Estimated Cost



In some cases, the cost will need to be determined according to the experiences and good practices of implemented programs. It is necessary to review the costs with the countries to have clarity on the investment and resources needed for its implementation.

## 11. Responsibles



The implementation plan identifies the authorities responsible for implementation and ensuring their sustainability within the institutions

## 12. Funding Sources



The source of funding is indicated for each action: central budgets, projects of multilateral organizations, donors, the private sector, business development programs, among others.

## 13. Implementation Plan Progress Management



The implementation plan will be reviewed annually, through the management indicators, and will be reported to COMIECO and the corresponding regional sectoral bodies and technical forums, in accordance with the governance of the ECFCC-2023. The progress report includes recommendations and opportunities for improvement in those actions that have implementation challenges.

## 14. Indicative Measures for the National Implementation Plan



Within the framework of the country-validated baseline document, a list of indicative measures per pillar is suggested for the elaboration of the national implementation plan to be developed by country or country pairs, starting in the first half of 2024.

### **Pillar 1: Efficient and agile controls for the release and clearance of goods and mobility of people**

1. Develop studies of clearance times in ports and airports for the evaluation of processes and the definition of action plans.
2. Promote binational security plans at border posts.
3. Strengthen the implementation of line 3 of the Regional Comprehensive Customs Risk Management Strategy related to ex-post audits through technical assistance and training activities based on international good practices in the field.
4. Publication of sanitary and phytosanitary import requirements on the official website.
5. Establish a database of sanitary and phytosanitary requirements by the competent authorities.



6. Disinfection of means of transportation at the regional level. Regulation for the corresponding treatment at the regional level.

## **Pillar 2: Simplification and digitalization of procedures and formalities**

1. Develop a pilot program for paperless trade and, at the same time, the strengthening of single windows for foreign trade as a key tool for its management.
2. Simplified expedited shipment procedure, including a procedure de minimis [pertaining to minimal things] for low-volume, low-value (regional) shipments.
3. Establishment of a regional information system for contingencies in agri-food chains.
4. Homologation of the database of regulated products between institutions in order to facilitate the management of procedures in Single Window for Foreign Trade of Nicaragua (VUCEN for its acronym in Spanish).

## **Pillar 3: Harmonization and Homologation of Standards and Regulations**

1. Creation of a centralized portal with tariff and non-tariff information by product-country.
2. Expand the operation of the Regional Integration System for Health Registries to other categories of products in accordance with the Central American Technical Regulations in force.
3. Implementation of the United Nations Model on the Transit of Dangerous Goods.
4. Include in the existing regulations governing the express abandonment of goods the obligation of environmental and chemical protection.
5. Review the Central American regulations on the origin of goods, in terms of requirements on physical documents and the validity of electronic documents.
6. Develop mechanisms that allow all the regulation of the Subsystem to be in the original version and consolidated version.
7. Integration of all controls into the Management Control System (PIF)

## **Pillar 4: Infrastructure, Mobility and Logistics**

1. Updating of regulations and development of a system for controlling weights and dimensions of cargo vehicles.
2. Promote the construction of roadside rest areas and services in order to provide a comfortable rest area for road users and boost and revitalize the local economy (Michi-no-Eki).
3. Creation of a regional reinvestment fund and identification of mechanisms for the execution of strategic projects of the Regional Master Plan for Mobility and Logistics 2035.
4. Regionalization of international measures for multimodal trade, adapting international regulatory measures (legal, procedural, transport, etc.) according to the capacity of each country.

## **Pillar 5: Mobility of people through tourism, business, medical, academic, etc., MSMEs and border communities**

1. Creation of a digital platform for tourist passage.
2. Promote the cooperation of governments to eradicate corrupt structures in cross-border trade procedures.
3. Include the issue of tourism and migratory processes in the regional ETD.
4. Promote spaces for citizen participation.
5. Development of a risk management matrix at the regional level to identify early warnings, among others.







## **VI.** MONITORING, EVALUATION **AND FOLLOW-UP PLAN**



## VI. MONITORING, EVALUATION, AND FOLLOW-UP PLAN

One of the differentiating elements of the ECFCC-2023 is the monitoring, evaluation and follow-up plan that informs the Council of Ministers of Economic Integration (COMIECO), the border control authorities and the business sector of the degree of progress in the implementation of the strategy, the implementation results (given in the implementation plan), but above all, the effectiveness with which the implemented actions contribute to achieving the objectives of trade facilitation and competitiveness.

The monitoring and evaluation plan will be a tool to track progress in the execution of the implementation plan and monitor the results and impacts linked to this process. The plan includes the following indicators:

- **Management indicators** that will allow monitoring of the progress in the development of the products proposed in the implementation plan.
- **Outcome indicators** that will allow monitoring of the results associated with the execution of the outputs for each pillar and specific objective.
- **Impact indicators** that will allow us to know the effect of the efforts made in achieving the general objective.

These indicators will be measured periodically so that countries can analyze progress in complying with the measures and identify areas for improvement in the execution of the plan, which will facilitate decision-making. These evaluations will be carried out at different stages of implementation and may cover different pillars or measures.

The development of the monitoring and evaluation plan requires the strengthening of technical and computing capacities, as well as a series of actions that may require the support of cooperation partners, including:

- a. Ensure the allocation and increase of human and technological resources in the countries and the SIECA, for the incorporation of teams that collaborate in the implementation, collection, coupling, analysis of the data and carry out the Manufacturing Execution System reports for the Governance instances of the ECFCC-2023.
- b. Establish methodologies and techniques for data collection, which will apply the outcome indicators and the indicators of progress of implementation to the report.
- c. Define the timing of data collection and generate analytical reports on data behavior.
- d. Automate and develop a system for the collection and reporting of data, according to the periodicity defined in the indicators and quality review of it, as well as the analysis and reporting of Manufacturing Execution System.
- e. Studies of regional clearance times, expanding the scope to other institutions operating at borders, ports, and airports.
- f. Use of data generated by Radio Frequency Identification devices in the verification times by the reading points, as well as the data generated by GPS devices in available means of transportation and other automatable measurements such as the “methodology for measuring speeds for the land transit of goods in the Pacific Corridor of Central America”<sup>4</sup>.
- g. Train data collection staff to ensure the consistency and quality of the data collected.

<sup>4</sup> SIECA, second edition, Results for 2016 – 2020.



## 1. Monitoring, Evaluation and Follow-Up Approach

The monitoring, evaluation and follow-up of the ECFCC-2023 will be based on the approach of the agreed logical framework that defines the objectives, pillars and measures, as well as the cross-cutting axes, sustainability factors and enabling conditions, establishing the logical relationship between them. The logical framework establishes a linear relationship. However, participatory evaluation, consulting not only the indicators, but also the qualitative evaluations and perceptions of actors, makes it possible to incorporate those non-linear factors that explain the performance of the implemented policies..

## 2. Baseline

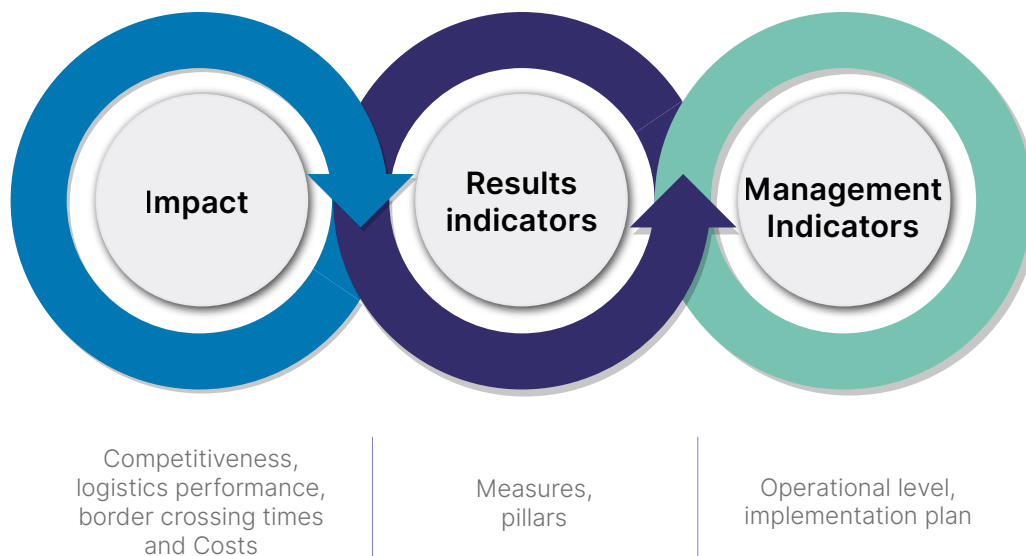
The baseline of the indicators is an element with which the indicators are compared, and allows you to visualize the progress of the strategy. It also makes it possible to define the progress made in the first stage and integrate it into the ECFCC-2023 update. The baseline survey is carried out at the beginning of the implementation of the monitoring, evaluation and follow-up plan.

## 3. Indicators

Indicators refer to the measurement of processes, outputs, results, and impacts for the strategy's objectives, pillars, measures, and actions. They allow decision-makers to track progress, demonstrate results, and take corrective action.

Indicators allow to set goals and evaluate the progress of results. They identify opportunities for improvement and indicate whether a detailed assessment or review is necessary. The main purpose of outcome indicators is to measure how the objectives are contributing to the pillars and measures, and these, at the same time, to the actions that underpin the strategy.

Figure 6: Type of indicators



Source: SIECA, 2023

Table 1: Performance indicators

Objective	Indicator	Descriptor
<b>Strengthen the implementation of Coordinated Border Management for the performance of merchandise controls.</b>	<p>Percentage of border posts (land, sea and air) implementing the Coordinated Border Management model</p> $\frac{\Sigma \text{ PdF (infrastructure + technology + processes)}}{\Sigma \text{ Pdf in the region}}$ <p>Number of Authorized Economic Operators certified in the region</p> $\frac{\Sigma \text{ of AEOs certified in the six countries}}{\Sigma \text{ Pdf in the region}}$	<p>The indicator provides information on the degree of progress in the implementation of the Coordinated Border Management model in the region, based on the percentage of border posts (land, sea and air) that apply it. The criterion will be binary, meets/does not meet, in a way that it is only reported to evaluate results.</p> <p>Partial compliance will be monitored at the country level in the management indicators. The border posts implementing the model will be taken as a baseline and compared against the total number of border posts. The indicator will make it possible to measure the results of the implementation of the plans to strengthen the AEO programs and operationalize the regional Mutual Recognition Agreement.</p>
<b>Digital transformation of foreign trade management.</b>	<p>Regional percentage of digitized foreign trade procedures</p> $\frac{\Sigma \text{ on foreign trade formalities digitized by country}}{\text{Total regional foreign trade procedures}}$	<p>This indicator will make it possible to know the degree of progress in digitization and simplification of value-added procedures that each country has achieved, taking into account the total number of procedures defined in the baseline. A baseline breakdown of the countries by institution linked to foreign trade is required in order to be able to make the weighting and establish the coverage criterion. A standard definition of digitization should be incorporated to determine milestones.</p>
<b>Harmonize and standardize regional regulations for trade in goods.</b>	<p>Degree of implementation of trade-related regulations</p> $\frac{\text{Number of Normative Instruments Implemented Regionally}}{\Sigma \text{ of standard-setting instruments defined in the baseline}}$	<p>The indicator will allow to know in what measure the approved regulation in the region achieves an implementation level for trade issues. The implementation of the instrument will require a means of contrast with foreign trade users. Partial compliance (state of progress of the regulatory process) will be monitored at the country or regional level in the management indicators, depending on the nature and scope of the instrument. The baseline will determine which current instruments could contribute and those that are not being implemented or have partial implementation and those that contribute to the objective.</p>
<b>Optimize infrastructure, equipment, connectivity and regional mobility, under the vision of strategic corridors.</b>	<p>1. Degree of Smart Border Implementation</p> $\frac{\Sigma \text{ PdF using intelligent systems}}{\Sigma \text{ Pdf in the region}}$ <p>2. Degree of modernization of the infrastructure</p> $\frac{\Sigma \text{ PdF with modernized infrastructure}}{\Sigma \text{ Pdf in the region}}$	<p>This indicator refers to the implementation of schemes based on the use of technology, having criteria such as the use of computer platforms and the implementation of management stations (for digital data capture of the means of transportation) for the automation of systems. While there is no agreed-upon concept of a smart border, some aspects that should be considered by this concept are:</p> <ol style="list-style-type: none"> <li>1. Operational Automation</li> <li>2. Use of computer systems</li> <li>3. Use of devices for real-time data transmission</li> <li>4. Data Mining for Control Analysis and Risk Management</li> <li>5. Infrastructure Optimization</li> </ol>

<sup>5</sup> Panama in the process of joining the Subsystem.

**Contribute to the inclusive economic growth of the region through trade facilitation actions, which promote the development of all sectors, including MSMEs, tourism, and border communities.**

Degree of improvement in the perception index of users (passengers and tourists) at border crossings.

$$\Sigma \text{ index variables (0 to 100)}$$

Degree of Programs Implementation of Impact Mitigation of Trade Facilitation in the Border Communities

$$\frac{\Sigma \text{ of programmes implemented}}{\text{Total Programs}}$$

The overall satisfaction index will be a weighted average of the following critical service characteristics: process management (26%); quality of service (20%); security (18%); infrastructure (16%); environmental conditions (10%); costs (10%).

It is proposed to incorporate direct consultations with MSMEs in terms of their participation in regional trade into the mid-term and final evaluation.

Qualitative assessment of the impact of trade facilitation actions on border communities and the extent to which impact mitigation plans have improved the living conditions of these communities. The means of verification will be the mid-term and final evaluations.

**Table 2: Impact indicators**

Indicator	Calculation	Descriptor	Source	Periodicity
Average time for goods to be cleared by border posts in the Pacific Corridor	$\frac{\Sigma \text{ clearance times for border operations}^*}{\Sigma \text{ border operations}^*}$ <p>*Includes exports, imports, and transits, as well as empty unit passages.</p>	This indicator provides an average of the times of clearance of goods at the border posts of Pedro de Alvarado – La Hachadura (GU/ES), El Amatillo (ES/HO), Guasaule (HO/NI), Peña Blanca - Peñas Blancas (NI/CR), Paso Canoas (CR/PN).	Time Release Study	2024 (baseline), 2027 (midterm), 2030 (final)
<b>Indicators by border crossing point and country:</b>				
Average Time of Passage of Goods - Export	$\frac{\Sigma \text{ import clearance times}}{\Sigma \text{ export operations}}$	This indicator provides an average of the clearance times of goods at border posts for exports.	Time Release Study	2024 (baseline), 2027 (midterm), 2030 (final)
Average Time of Passage of Goods - Import	$\frac{\Sigma \text{ import clearance times}}{\Sigma \text{ import operations}}$	This indicator provides an average of the clearance times of goods at border posts for imports.	Time Release Study	2024 (baseline), 2027 (midterm), 2030 (final)
Average Freight Transit Time - North/South Transit	$\frac{\Sigma \text{ North/South transit clearance times}}{\Sigma \text{ North/South transit operations}}$	This indicator provides an average of the clearance times of goods at border posts for north/south transits.	Time Release Study	2024 (baseline), 2027 (midterm), 2030 (final)
Average Freight Transit Time - South/North Transit	$\frac{\Sigma \text{ South/North transit clearance times}}{\Sigma \text{ South/North transit operations}}$	This indicator provides an average of the clearance times of goods at border posts for south/north transits.	Time Release Study	2024 (baseline), 2027 (midterm), 2030 (final)
Average Empty Unit Passage Time - North/South	$\frac{\Sigma \text{ North/South void passage times}}{\Sigma \text{ north/south void steps}}$	This indicator provides an average of the clearance times of goods at the border posts for the passage of empty north/south units.	Time Release Study	2024 (baseline), 2027 (midterm), 2030 (final)
Average Empty Units Passage Time - South/North	$\frac{\Sigma \text{ south/north void passage times}}{\Sigma \text{ South/North Void Steps}}$	This indicator provides an average of the clearance times of goods at border posts for the passage of void south/north units.	Time Release Study	2024 (baseline), 2027 (midterm), 2030 (final)



In addition, information on the time of passage of goods by type of operation is expected<sup>6</sup>.

- Benchmarks**

Below are some indicators linked to trade facilitation generated by external sources. It is expected that the measures, actions and outputs proposed in the updated strategy will contribute to improvements in the performance of these indicators in Central American countries. Therefore, it is proposed to monitor their performance as part of the monitoring and evaluation plan

Table 3: **Impact indicators**

Indicator	Descriptor	Source
Customs Clearance and Border Management Efficiency	This indicator seeks to rate the efficiency of the clearance process (i.e., speed, simplicity, and predictability of procedures) by border control agencies in each country.	World Bank. Part of the Logistics Performance Index
Formalities – Automation	This indicator assesses electronic data interchange, use of automated risk management, automated border procedures, electronic payments.	Organization for Economic Co-operation and Development, Part of Trade Facilitation Indicators
Formalities - Procedures	This indicator assesses the streamlining of border controls; single submission points for all required documentation (Single windows) Post-clearance audits, authorized operators.	Organization for Economic Co-operation and Development, Part of Trade Facilitation Indicators
Internal Cooperation	This indicator assesses the level of cooperation between the country's various border agencies and the delegation of control to customs authorities.	Organization for Economic Co-operation and Development, Part of Trade Facilitation Indicators
External Cooperation	This indicator evaluates cooperation schemes with neighbouring countries or third countries.	Organization for Economic Co-operation and Development, Part of Trade Facilitation Indicators

<sup>6</sup> Regional and National Clearance Time Studies, as well as BID Border Reform programs in Costa Rica and Panama, will be taken as a reference.



#### 4. Guiding Assessment Questions

The evaluation questions serve to provide guidance by incorporating qualitative information on the performance of the ECFCC.

This information is gathered through interviews, breakout sessions, and focus groups with key stakeholders:

The midterm and final evaluations will answer the following questions:

- a.** Were implemented the measures included in the ECFCC-2023 by the countries? What were the encountered challenges?
- b.** To what extent did the measures reduce the time and costs of cross-border trade?
- c.** What was the progress in the digitalization of procedures? Was it possible to reduce border crossing times through digitalization? Was it possible to reduce costs as a result of the digitalization of processes?
- d.** What progress has been made in the harmonization and standardization of regulations? To what extent did these actions contribute to facilitating trade?
- e.** Has the Coordinated Border management been implemented at land border posts, ports and airports? What's the progress? What are the implementation challenges?
- f.** To what extent were facilitation actions implemented at airports?
- g.** To what extent are trade facilitation actions implemented in ports?
- h.** Are there any interrelationships or substantial differences in terms of the relevance of the actions included in the ECFCC-2023 for land, air and sea transportation?
- i.** Has there been any progress in coordination between border control authorities?
- j.** To what extent has the regulatory environment allowed the digitalization of foreign trade processes?
- k.** To what extent do digital economy policies impact trade facilitation?
- l.** To what extent has the Trade Facilitation Technical Group achieved coordination between national authorities and the private sector?
- m.** What good practices and lessons learned can be identified during the implementation of the ECFCC-2023?
- n.** To what extent is the impact on border communities considered in the plans and implementation of ECFCC-2023? What programs were implemented to mitigate potential negative impacts?





- o.** How have public-private partnerships been incorporated?
- p.** To what extent have MSMEs improved their participation in regional trade as a result of the trade facilitation measures proposed in the strategy?
- q.** Are the actions and programs implemented sustainable? To what extent is there appropriation by countries and border control authorities?
- r.** To what extent did interventions in border communities contribute to mitigating the negative impacts of trade facilitation on border communities?

## 5. Data Quality and Information Collection

When backed up with robust data collection (perhaps through formal surveys), analytics, and reports.

Monitoring is obtained from data from the following sources:

### a. Global Index

- i.** Competitiveness Index (WEF)
- ii.** Logistics Performance Index (LPI- World Bank)

### b. Statistics of Customs Authorities, Migration, Agriculture

- i.** Customs World Organization's Model Regional Time Release Studies, Baseline (2021), Midterm (2027), Final (2030)
- ii.** Number of transactions by border, port, airport (import, export, transit)
- iii.** Customs Clearance Times
- iv.** Inspection times (customs and other agencies)
- v.** % Selectivity (Customs - Risk Management Systems)
- vi.** Number of used innovative technologies (border control authorities)
- vii.** Joint Inspections
- viii.** Number of trained staff

### c. Surveys

They make it possible to collect standardized information from a relevant sample of the target group. This information is comparable across countries for borders, ports and airports. Surveys can be used to establish a baseline and measure periodic results.

- i.** Transportation drivers
- ii.** Passengers
- iii.** Tour Operators
- iv.** Users of customs, migration and MFS services (WB Enterprise Survey)



- v. Training Program Satisfaction Surveys
- vi. Border Community Surveys

#### **d. Rapid Diagnostic Methods**

To obtain the positions of specific groups of key stakeholders on the impact or implementation of some measure or action.

#### **e. Statistics on the regional information systems administered by SIECA**

- i. Central American Trade Digital Platform
- ii. Central American Unique Declaration
- iii. Regional Integration System for Health Registries

#### **f. Analysis of public expenditure and revenue**

- i. Impact on foreign trade tax collection
- ii. Resources for the improvement of infrastructure and processes

#### **g. Reports on the Implementation of Non-Reimbursable Loans and Technical Assistance Projects**

### **6. Mid-Term Evaluation (2027)**

The mid-term evaluation will be carried out in 2027, three years after the start of implementation. It will assess the progress of the ECFCC-2023 in its entirety, its relevance and effectiveness towards achieving the objectives. The evaluation will identify successful projects and those that are encountering challenges in their implementation.

- i. Measure the global progress of the ECFCC-2023.
- ii. Provide recommendations to national authorities to improve performance towards global targets.
- iii. Identify the measures that have the greatest contribution to the objective.
- iv. Identify measures that could be revised, improved, or eliminated.
- v. Identify implementation challenges, and take action to address them.
- vi. Redirect measures and actions.

### **7. Final Assessment**

The final assessment will be carried out at the end of the implementation of the ECFCC-2023, and will include an analysis of the compliance of the actions, based on the coherence of the strategy as a whole, the relevance of the pillars, measures and actions. It will measure the effectiveness of their implementation towards achieving an improvement in the environment of regional trade, cross-border logistics, and in general, their contribution to the competitiveness of Central American countries.



- i. Measuring global compliance with the EFCC
- ii. Integration of mid-term evaluation recommendations and their effectiveness
- iii. Identify the measures that have the greatest contribution to the objective
- iv. Opportunities for improvement and identify implementation challenges
- v. Good practices and lessons learned.

## **8. Learning**

- i. Outreach for the improvement of public policies
- ii. Contribution of Trade Facilitation for Competitiveness
- iii. Effectiveness of trade facilitation measures
- iv. Identification of good practices
- v. Recommendations for border control authorities
- vi. Recommendations to the private sector.





# ANNEXES 2023



## Main Developments in the Implementation of the ECFCC



## EL SALVADOR

Component	Main Developments Made
2. Information Interoperability	<ul style="list-style-type: none"> <li>Incorporated export and import operations in the one-stop shop.</li> </ul>
3. Comprehensive Risk Management	<ul style="list-style-type: none"> <li>The risk parameters of Customs are included in the risk management system</li> </ul>
4. Reliable Operators	<ul style="list-style-type: none"> <li>Regulations related to AEO approved in 2017 (DACG No. DGA 010-2017)</li> </ul>
6. Integration of Procedures and Control	<ul style="list-style-type: none"> <li>Infrastructure and equipment has been modernized at the following border posts: <ul style="list-style-type: none"> <li>- El Amatillo</li> <li>- Anguiatú</li> </ul> </li> </ul>
7. Infrastructure and Equipment	<ul style="list-style-type: none"> <li>The modernization of the infrastructure and equipment of the following border posts is about to begin: <ul style="list-style-type: none"> <li>- La Hachadura</li> <li>- San Cristóbal</li> <li>- Las Chinamas</li> </ul> </li> </ul>

## Linked Financing/Cooperation Program

- Support for the Deep Integration Process of the Northern Triangle of Central America. Technical cooperation of the Inter-American Development Bank (IDB).
- Program for the transformation of El Salvador's Business Climate, through Trade and Investment Facilitation. Financing from Andean Development Cooperation .
- Trade Facilitation and Port Operation Modernization Program. Expected to be approved in 2024. Financing from the Inter-American Development Bank .



## GUATEMALA

Component	Main Developments Made
4. Reliable Operators	<ul style="list-style-type: none"> <li>Regulations on AEO approved in 2020 (Resolution SAT-DSI-775-2020)</li> <li>In May, an inter-institutional cooperation agreement was signed on the subject of the Authorized Economic Operator, which includes the Ministry of Agriculture, Livestock and Food, Ministry of Interior, (General Subdirectorates for Analysis of Antinarcotics Information, and the Division of Ports, Airports and Border Posts), the Ministry of Health and Social Assistance and the Superintendency of Tax Administration to apply joint benefits to AEOs.</li> <li>In November, a joint Pilot Plan is being implemented at Santo Tomás de Castilla Customs.</li> </ul>
6. Integration of Procedures and Control	<ul style="list-style-type: none"> <li>Three Integrated Border Posts (IFPs for its acronym in Spanish) with Honduras have been set up, in which border control operations between both countries are carried out in a single physical space (single stop). <ul style="list-style-type: none"> <li>- Corinto</li> <li>- Florido</li> <li>- Entre Rios</li> <li>- Aguacaliente</li> </ul> </li> </ul>
7. Infrastructure and Equipment	<ul style="list-style-type: none"> <li>Generated pre-designs for the modernization of the following border posts: <ul style="list-style-type: none"> <li>- Pedro de Alvarado (conditions for virtual integration of controls with El Salvador)</li> <li>- La Ermita – Anguiatú (design of goods clearance processes)</li> </ul> </li> </ul>
8. Border Community and Safety	<ul style="list-style-type: none"> <li>Studies of the economic and social situation in the border communities have been developed of the following border crossings: <ul style="list-style-type: none"> <li>- Corinto</li> <li>- Entre Rios</li> <li>- Florido</li> <li>- Aguacaliente</li> </ul> </li> </ul>

## Linked Financing/Cooperation Programs

- Support for the Design of the Customs Infrastructure Strengthening Program. Technical cooperation of the Inter-American Development Bank.
- Support for the Deep Integration Process of the Northern Triangle of Central America. Technical cooperation of the Inter-American Development Bank.


**HONDURAS**

Component	Main Developments Made
4. Reliable Operators	<ul style="list-style-type: none"> <li>● AEO Regulations approved in 2020 (Customs Agreement DE-050-2020)</li> <li>● CUSTOMS AGREEMENT-DE-035-2023 of May 04, 2023 Amendments to Articles 6, 7, 9, 13, 19 and 20 of the CUSTOMS-DE-No.050-2020 Agreement dated October 21, 2020, containing the Administrative Provisions Applicable to the Authorized Economic Operator (AEO) in Honduras.</li> <li>● SAFE FRAMEWORK REGULATIONS OF THE WORLD CUSTOMS ORGANIZATION.</li> <li>● RESOLUTION No. 368-2015 (COMIECO L-XXIII) amendment to Section XIII, Chapter VII of Title II of RECUACA.</li> </ul>
6. Integration of Procedures and Control	<ul style="list-style-type: none"> <li>● Three Integrated Border Posts (IFP for its acronym in Spanish) with Guatemala have been set up, in which border control operations in both countries are carried out in a single physical space (single stop). <ul style="list-style-type: none"> <li>- Corinto</li> <li>- Entre Rios</li> <li>-Florida</li> <li>- Aguacaliente</li> </ul> </li> </ul>
7. Infrastructure and Equipment	<p>It would be updated with the implementation of the PFI El Amatillo, however, the Resolution is in the process of being signed by the Ministerial Instance of the Deep Integration Process, which must be approved before December 7, 2023, the date that has been established for the implementation of the PFI.</p>

**Linked Financing/Cooperation Programs**

- Support for the Deep Integration Process of the Northern Triangle of Central America. Technical cooperation of the Inter-American Development Bank (IDB).


**NICARAGUA**

Component	Main Developments Made
2. Information Interoperability	<ul style="list-style-type: none"> <li>● All government agencies that act in the pre-customs stage are included in the Single Window for Foreign Trade of Nicaragua (VUCEN for its acronym in Spanish), and the set of documents used by border control institutions has been incorporated.</li> <li>● The legal support of the VUCEN with the Law creating the VUCEN No. 1147 has been approved.</li> </ul>
3. Comprehensive Risk Management	<ul style="list-style-type: none"> <li>● A Risk Management System, which covers the management of at least two institutions, with the capacity to expand, has been developed.</li> <li>● A Management Control System for the integrated operation in 3 border posts (Peña Blanca, Guasaule, San Pancho), which allows the management of the operations or actions of each authority that carries out people, goods and means of transportation has been approved. (Pending Implementation)</li> </ul>
4. Reliable Operators	<ul style="list-style-type: none"> <li>● The Authorized Economic Operator program in 2018 for exporters, in accordance with international best practices has been enabled.</li> <li>● The Administrative Circular of the AEO scheme to the business chambers has been sent.</li> </ul>
6. Integration of Procedures and Control	<ul style="list-style-type: none"> <li>● The modernization of the infrastructure and equipment has been completed at the following border posts: <ul style="list-style-type: none"> <li>- Peña Blanca</li> <li>- Guasaule</li> <li>- San Pancho</li> </ul> </li> </ul>
7. Infrastructure and Equipment	<ul style="list-style-type: none"> <li>● Pre-designs for the modernization have been generated for the following border posts: <ul style="list-style-type: none"> <li>- Las Manos</li> <li>- El Espino</li> </ul> </li> </ul>
8. Border Community and Safety	<ul style="list-style-type: none"> <li>● The economic and social impact mitigation plans are implemented at the following border crossings : <ul style="list-style-type: none"> <li>- Peña Blanca</li> <li>- Guasaule</li> <li>- San Pancho</li> </ul> </li> </ul>

**Linked Financing/Cooperation Programs**

- Border Integration Program. Financing from the Inter-American Development Bank (IDB).
- Complementary contribution to the Border Integration Program. European Union Cooperation Resources, administered by the IDB.



## COSTA RICA

Component	Main Developments Made
2. Information Interoperability	<ul style="list-style-type: none"> <li>All border control bodies are included in the Single Window for Foreign Trade.</li> </ul>
4. Reliable Operators	<ul style="list-style-type: none"> <li>Strengthened and modernized customs regulations on the figure of the Authorized Economic Operator, through the reform of the General Customs Law and its regulations (2023)</li> </ul>
5. Quarantine Control	<ul style="list-style-type: none"> <li>Implementation of the e-Phyto digital platform, through which electronic transmissions of phytosanitary certificates are made with countries that have implemented the same platform.</li> <li>The risk-based sampling pilot plan for pest control of phytosanitary control products has been initiated.</li> <li>The Animal Health National Service (SENASA for its acronym in Spanish) official staff is authorized to issue health certificates and technical notes in exporting establishments previously approved by the business partner.</li> </ul>
6. Integration of procedures and control	<ul style="list-style-type: none"> <li>Modernization of the infrastructure and equipment has begun at the following border posts:               <ul style="list-style-type: none"> <li>Paso Canoas / Darizara (double headquarters with physical integration of controls with PN, single stop)</li> <li>Peñas Blancas (conditions for virtual integration of controls with NI)</li> </ul> </li> <li>Generated designs for the modernization of the following border posts:               <ul style="list-style-type: none"> <li>Las Tablillas (conditions for virtual integration of controls with NI).</li> <li>Sixaola (single headquarter with physical integration of controls with PN, single stop).</li> </ul> </li> </ul>
7. Infrastructure and Equipment	<ul style="list-style-type: none"> <li>Binational agreements have been signed for the modernization of border crossings.               <ul style="list-style-type: none"> <li>Framework Agreement to Implement Binational Integrated Control Systems at Border Posts between Costa Rica and Panama (2017)</li> <li>Inter-institutional Agreement for Virtual Coordination at Authorized Border Control Posts between Costa Rica and Nicaragua (2018)</li> </ul> </li> </ul>
8. Border Community and Safety	<ul style="list-style-type: none"> <li>Implementation of the economic and social impact mitigation plan in Peñas Blancas has been initiated. The Involuntary Resettlement Plan associated with the interventions of this post is in the stage of implementation.</li> </ul>

### Linked Financing/Cooperation Programs

- Border Integration Program. Financing from the Inter-American Development Bank (IDB).



## PANAMÁ

Component	Main Developments Made
6. Integration of procedures and control	<ul style="list-style-type: none"> <li>Modernization of the infrastructure and equipment has begun for the following border posts:               <ul style="list-style-type: none"> <li>Paso Canoas/San Isidro (Physical integration of checkpoints with } Costa Rica, single stop)</li> <li>Sereno River (physical integration of checkpoints with Costa Rica, single } stop)</li> </ul> </li> </ul>
7. Infrastructure and Equipment	<ul style="list-style-type: none"> <li>Binational agreements have been signed for the modernization of border crossings               <ul style="list-style-type: none"> <li>Framework Agreement to Implement Binational Integrated Control Systems at Border Posts between Costa Rica and Panama (2017)</li> </ul> </li> </ul>
8. Border Community and Safety	<ul style="list-style-type: none"> <li>An economic and social impact mitigation plan has been designed in Paso Canoas. Currently, actions are being implemented both on the project and at kilometer 0, depending on the impact associated with the interventions.</li> </ul>

### Linked Financing/Cooperation Programs

- Customs Logistics Integration Program. Financing from the Inter-American Development Bank (IDB).





Pillar 1: Efficient Controls, Streamlining the Release and Clearance of Goods, and Mobility of People

Measurement	Validated Action	Product	Management Indicator	Unit	Line Base	Goal (per year)					Goal	Implementation Responsible	
						2024	2025	2026	2027	2028			2029
<p><b>Measure 1:</b> Implement operationally the Coordinated Border Management Model at border posts, ports and airports.</p>	<p><b>a.</b> Strengthen the Coordinated Border Management in accordance with the national, binational or regional vision depending on the progress that the countries decide so that the authorities increase coordination in the optimal use of available resources and implement the minimum required conditions, taking into consideration the conditions referred to in the TFA, based on risk management mechanisms, coordinating the binational security at the post in accordance with the plans to be developed.</p>	<p><b>1.</b> Coordinated Border Management model adopted at countries-prioritized border crossings, ports and airports</p>	<p>Border posts, ports and airports using the Coordinated Border Management model</p>	#	6	2	3	3	3	3	17	<p>Guatemala/Costa Rica/Nicaragua/Honduras/Panama: Agreed</p> <p>Coordinator: Customs Committee</p> <p>Key Stakeholders of the Coordinated Border Management: Customs Services Migration Sanitary and phytosanitary authorities Border police, among others</p> <p>Technical Support: GTFC</p>	
	<p><b>b.</b> Conclude the implementation of the streamlining and coordination of immigration controls for the operational use of the migratory pre-check of cargo drivers and single control in the country of departure and interface with the country of entry, through interaction with regional computer portals, using disruptive and cutting-edge technology.</p>	<p><b>2.</b> Implemented Mechanism for streamlining and coordinating immigration pre-check controls of cargo drivers.</p>	<p>Functionality associated with the migratory pre-check in the implemented Central American Trade Digital Platform.</p> <p>Border crossings where coordination of immigration controls are applied</p>	#	0	0	1				1	<p>Coordinator: Migration Directors</p> <p>Key Stakeholders: Customs Committee/Ministries of Economy/Trade/Foreign Trade</p> <p>Technical Support: SIECA</p>	
	<p><b>c.</b> Develop, review, and strengthen border processes among the competent authorities, so as to allow coordinated implementation with road management plans, with respect to the segmented circulation of cargo in the primary and access areas of the borders in a standardized manner.</p>	<p><i>This action is implemented under the outputs of measure 3 of pillar 4 (flow segmentation).</i></p>		#	8	2	3	1			17		
	<p><b>d.</b> Design, develop and strengthen the digital platform that allows real-time communication between the institutions in charge of border trade control and importers, exporters and Customs Civil Service Assistants, in accordance with the principles of legality, transparency and confidentiality of information. The platform must be accessible from mobile devices and computers, providing a secure environment for access to information and ensuring continuity of service.</p>	<p><i>Planned Implementation in the Central American Trade Digital Platform (pillar 2)</i></p>											
<p><b>e.</b> Implement a computer system or a functionality in the Central American Trade Digital Platform of automated notifications and alerts that informs importers, exporters and Customs Civil Service Assistants about the status of their procedures, as well as stages of the clearance process such as the moment when the means of transportation should approach the scanner, initiation of inspections by the different authorities, additional inspections or other relevant events. The system shall be accessible from fixed and mobile electronic devices, providing a secure environment for access to information and ensuring continuity of service.</p>	<p><b>3.</b> Management control system implemented at border crossings, ports and airports, the are prioritized by countries</p>	<p>Countries with a designed management control system</p>	#	3	1						4		
		<p><b>4.</b> Implemented Cargo Traceability Notification and Alert System</p>	<p>Border crossings with operational management control system</p>	#	0	1						7	<p>Coordinator: Ministries of Economy/Trade/Foreign Trade and SIECA</p> <p>Key stakeholders of the Coordinated Border Management: Customs Services Migration Sanitary and phytosanitary authorities Border police, among others</p>
			<p>System or functionality in the Central American Trade Digital Platform for automated notifications and alerts of developed traceability</p>	#	0	1						1	
			<p>System or functionality in the Central American Trade Digital Platform for automated notifications and alerts of implemented traceability</p>	#	0							1	
			<p>Monitoring and evaluation mechanism to measure the effectiveness of the implemented notification and alert system</p>	#	0							1	
	<p><b>f.</b> Establish a monitoring and evaluation mechanism to measure the effectiveness of the implemented notifications and alerts system, in order to obtain feedback from users and make necessary adjustments to ensure its optimal functioning.</p>			#	0							1	

Measurement	Validated Action	Product	Management Indicator	Unit	Line Base	Goal (per year)					Goal	Implementation Responsibilities
						2024	2025	2026	2027	2028		
<b>Measure 2:</b> Implement regionally the mandatory use of advance declaration.	<p><b>a.</b> Develop and adopt, in accordance with Pillar 3, a harmonised model for the use of mandatory advance declaration and the consequent development of regulations, processes, technical guides and user manuals. The harmonized model will include relevant aspects for the electronic transmission and processing of data, accompanied by the supporting documents, including travel documents and the corresponding non-tariff requirements, and evidence of compliance with the corresponding customs tax obligations in the country of destination of the goods.</p>	<p><b>1.</b> Implemented Harmonized model for the use of mandatory advance declaration</p>	A model developed and agreed by countries	#	0	1					1	Coordinator: Customs Services Key stakeholders: Single Window for Foreign Trade/Ministries of Economy/Trade Technical Support: SECA
			Technical guides and user manuals are developed and disseminated	#	0	0	2				2	
			Border posts implementing the mandatory advance declaration model	#	4	4	3	3	2		17	
	<p><b>b.</b> Ensure operational implementation and interoperability between the corresponding platforms and systems of the customs authorities, Single Window of Foreign Trade, trade regulation and control, corresponding public finances and regional developments managed by SECA.</p> <p><b>c.</b> Optimize border processes according to the model developed by each country, binational or regional, defining management plans to address and close identified gaps.</p>	<p><b>This action is implemented under the Action 1 products of Measure 1.</b></p>										
	<p><b>a.</b> Develop a roadmap or work plan to link the Regional Strategy for Comprehensive Customs Risk Management, with the risk management of other institutions related to the flow of goods.</p>	<p><b>1.</b> Regional Comprehensive Customs Risk Management Strategy linked to other border control institutions</p>	Regional agreement signed between countries	#	0	1					1	Coordinator: Customs Committee Key Stakeholders: Sanitary and Phytosanitary Authorities and Police
			Develop of Regional roadmap for implementation of the agreement	#	0	0	0	1			1	
			Implemented roadmap	#	0	0	0	1			1	
	<p><b>b.</b> Establish prior and ex-post control measures based on automated risk management systems to expedite the clearance of goods upon arrival at the point of entry or exit.</p> <p><b>c.</b> Develop the proposed procedures, technical guides, and user manuals in compliance with the corresponding regulations, as well as progressively implement them at border posts, ports, and airports. Ensuring its proper disclosure.</p>											Coordinator: Customs Committee
<b>Measure 3:</b> Implement Comprehensive Regional Risk Management in the coordinated management of border processes.		<p><b>2.</b> Implementation of the Integrated Risk Management System</p>	Countries using the Comprehensive Regional Risk Management System in the Central American Trade Digital Platform	#	0	0	2	2	2		6	Coordinator: Customs Committee Key Stakeholders: Migration, Sanitary and Phytosanitary Authorities and Police
			Implemented module of the Comprehensive Regional Risk Management System in the Central American Trade Digital Platform	#	0	0	0	1			1	
	<p><b>e.</b> Publish on the website of the customs services the information of the assistants of the customs civil service in accordance with the legislation in force of each State Party.</p>	<p><b>It is also suggested that it be included in the national implementation plan.</b></p>										Coordinator: Customs Services
	<p><b>f.</b> Train officials in relation to the World Customs Organization Compendium on risk management.</p>	<p><b>It is suggested to articulate for the implementation through the transversal axis of professionalism.</b></p>										
	<p><b>g.</b> Develop a regionally approved mechanism for the advance transmission of information for the treatment of empty means of transportation.</p>	<p><b>Articulate this action with the products of Pillar 3</b></p>										
	<p><b>h.</b> Establish a simplified mechanism for the treatment of incoming and outgoing containers, pallets and packaging.</p>	<p><b>Simplified mechanism for the incoming and outgoing treatment of containers, pallets and packaging</b></p>	Developed Mechanism	#	0	1					1	Coordinator: Customs Committee Key Stakeholders: Sanitary and Phytosanitary Authorities
		Approved mechanism	#	0	0	1				1		

Measurements	Validated action	Product	Management Indicator	Unit	Line Base	Goal (per year)						Goal	Implementation Responsibilities		
						2024	2025	2026	2027	2028	2029			2030	
<b>Measure 4:</b> Strengthen the figure of the Authorized Economic Operator.	<p><b>a.</b> Develop and implement a plan to operationalize the Mutual Recognition Agreement for the countries that have adopted it, to facilitate border processes for certified operators.</p> <p><b>b.</b> Develop a strategy to promote an increase in the number of certified operators in the countries and in the region.</p>	<p><b>1.</b> Implemented Plan to operationalize regional MRA for Authorized Economic Operator</p>	<p>Developed and approved plans to make the MRA operational</p> <p>Implemented Plans to make the MRA operational</p>	#	0	0	1					1	Coordinator: Customs Committee Key Stakeholders: Sanitary and Phytosanitary Services and Police		
						0	0	0	1					1	
	<b>Measure 5:</b> Implement the management of priority clearance of perishable goods at border posts.	<p><b>c.</b> Expand the scope of the Authorized Economic Operator Programs, including facilitation measures by other foreign trade regulatory institutions, such as the Ministries of Agriculture and Health, among others, according to the national progress of each of the countries.</p> <p><b>a.</b> Review the legal framework following national, binational, and regional legislation, in order to implement procedures that allow for more efficient compliance with the sanitary and phytosanitary measures applicable at the border to perishable shipments and goods, including live animals, prioritizing the crossing of the means that transport these goods.</p> <p><b>b.</b> Review and adjust all applicable customs, sanitary, phytosanitary, migratory, and security procedures, shipment operations and perishable goods with regard to physical inspections, sampling, phytosanitary diagnosis and laboratory analysis, at the established times.</p> <p><b>c.</b> Prepare a proposal for a procedure for the prioritized clearance of perishable goods at points of entry to expedite and facilitate procedures, in accordance with the sanitary and phytosanitary status of the exporting country and based on the risk of the goods.</p>	<p>We suggest considering this factor in the national plan to strengthen programs and attract operators</p> <p><b>1.</b> Implemented Plans to optimize the management of perishable goods at border posts</p>	<p>Strategy to promote the increase of operating stakeholders in the region</p>	#	0								5	Coordinator: Customs Committee Key Stakeholders: Sanitary and Phytosanitary Authorities and Police
<b>Measure 5:</b> Implement the management of priority clearance of perishable goods at border posts.	<p><b>a.</b> Review the legal framework following national, binational, and regional legislation, in order to implement procedures that allow for more efficient compliance with the sanitary and phytosanitary measures applicable at the border to perishable shipments and goods, including live animals, prioritizing the crossing of the means that transport these goods.</p> <p><b>b.</b> Review and adjust all applicable customs, sanitary, phytosanitary, migratory, and security procedures, shipment operations and perishable goods with regard to physical inspections, sampling, phytosanitary diagnosis and laboratory analysis, at the established times.</p> <p><b>c.</b> Prepare a proposal for a procedure for the prioritized clearance of perishable goods at points of entry to expedite and facilitate procedures, in accordance with the sanitary and phytosanitary status of the exporting country and based on the risk of the goods.</p>	<p>A study with a review of the legal framework and recommendations for adjustments to procedures and regulations has been developed and disseminated</p> <p>A Regional Plan to Expedite the Clearance of Perishable Goods has been designed</p> <p>National Plans to Expedite Perishable Goods Clearance have been implemented</p>	<p>Elaborated Procedure for Prioritized Clearance of Perishable Goods</p> <p>Approved Procedure for Prioritized Clearance of Perishable Goods</p>	#	0	0	1						1	Coordinator: Sanitary and Phytosanitary Authorities Key Stakeholders: Health Regulatory Agencies	
<b>Measure 5:</b> Implement the management of priority clearance of perishable goods at border posts.	<p><b>c.</b> Prepare a proposal for a procedure for the prioritized clearance of perishable goods at points of entry to expedite and facilitate procedures, in accordance with the sanitary and phytosanitary status of the exporting country and based on the risk of the goods.</p>	<p><b>2.</b> Procedure for Prioritized Clearance of Perishable Goods</p>	<p>Elaborated Procedure for Prioritized Clearance of Perishable Goods</p> <p>Approved Procedure for Prioritized Clearance of Perishable Goods</p>	#	0	0	0	1					6	Coordinator: Sanitary and Phytosanitary authorities Key Stakeholders: Customs Committee, Health Regulatory Agencies and Other Related Institutions	

**Note:** Take into consideration that actions that will have a first level of implementation of a national nature will be identified.

## Pillar 2: Simplification and digitalisation of procedures and formalities

Measures	Validated action	Product	Management Indicator	Unit	Line Base	Goal (per year)					Meta	Implementation Responsibilities	
						2024	2025	2026	2027	2028			2029
<b>Measure 1:</b> Complete the simplification and implementation of the functionalities (procedures) available in the Central American Trade Digital Platform.	<p><b>a.</b> Prioritize the processes of development and implementation of the Single Windows for Foreign Trade for countries that do not have them, considering national progress and boosting the interoperability provided by the Central American Trade Digital Platform infrastructure.</p>	<p><b>1.</b> Implemented Functionalities of the Single Window for Foreign Trade in the Central American Trade Digital Platform</p>	Single Window for Foreign Trade functionalities including export and import formalities.	#	8		X					PD/Implementation of Road-map	Coordinator: Ministry of Economy/Trade/Foreign Trade and SIECA  Key Stakeholders: Customs Services/Single Window for Foreign Trade/Ministry of Economy, among others.
							X					PD/Implementation of Road-map	
							4	2			6		
							1						
<b>Measure 2:</b> Implement digital transformation processes of foreign trade.	<p><b>b.</b> Follow up on the implementation and effective use of the functionalities included in the Central American Trade Digital Platform tool.</p>	<p><b>2.</b> New Developed functionalities of the Central American Trade Digital Platform</p>	Agreed list of functionalities to be incorporated into the Central American Trade Digital Platform.	#	0								Coordinator: Ministry of Economy/Trade/Foreign Trade and SIECA.  Key Stakeholders: Customs Services/Single Window for Foreign Trade/Ministries of Economy, among others.
							5	5			10		
							1						
<b>Measure 2:</b> Implement digital transformation processes of foreign trade.	<p><b>c.</b> Promote the expansion of functionalities and the development of services to achieve levels of interoperability with other systems as well as the identification of good practices (World Customs Organization, Single Window for Foreign Trade, Compendium, SEFAC-United Nations, among others).</p>	<p><b>3.</b> Implemented functionalities of the Central American Trade Digital Platform</p>	Agreed list of the Central American Trade Digital Platform functionalities to be implemented (by country).	#	0								Coordinator: Ministry of Economy/Trade/Foreign Trade and SIECA  Key Stakeholders: Customs Services/Single Window for Foreign Trade/Ministry of Economy, among others.
							20	20	20	20	80%		
							1				1		
<b>Measure 2:</b> Implement digital transformation processes of foreign trade.	<p><b>d.</b> Prioritize the implementation at 100% of the use of electronic signatures in institutions linked to foreign trade.</p>	<p><b>4.</b> Computer platforms linked to the Central American Trade Digital Platform</p>	Computer platforms linked to the Central American Trade Digital Platform.	#	0								Coordinator: Ministry of Economy/Trade/Foreign Trade and SIECA.  Key Stakeholders: Customs Services/Single Window for Foreign Trade/Ministry of Economy, among others.
							1				2		
<b>Measure 2:</b> Implement digital transformation processes of foreign trade.	<p><b>a.</b> Prioritize the implementation at 100% of the use of electronic signatures in institutions linked to foreign trade.</p>	<p><b>These actions are considered to have a first level, which would be part of the national plans.</b></p>	These actions are considered to have a first level, which would be part of the national plans.										
<b>Measure 2:</b> Implement digital transformation processes of foreign trade.	<p><b>b.</b> Promote at the national level, in countries that have not implemented them, the development of plans, in accordance with national legislation, that consolidate and expand the implementation and use of electronic signatures.</p>	<p><b>1.</b> Implemented Regional Mechanism for the Mutual Recognition of Certified Electronic Signatures</p>	Baseline study with proposed mechanism.	#	0		1						Coordinator: Ministries of Economy/Trade/Foreign Trade.
<b>Measure 2:</b> Implement digital transformation processes of foreign trade.	<p><b>c.</b> Develop a regional or peer-to-peer mechanism for the mutual recognition of certified electronic signatures, carried out through electronic devices.</p>	<p><b>1.</b> Implemented Regional Mechanism for the Mutual Recognition of Certified Electronic Signatures</p>	Mechanism defined and approved by countries.	#	0		1						Coordinator: Ministries of Economy/Trade/Foreign Trade.
<b>Measure 2:</b> Implement digital transformation processes of foreign trade.	<p><b>d.</b> Develop a regional mechanism to allow for the transmission of electronic documents, to prevent carriers from continuing to travel with complete folders of customs documents.</p>	<p><b>Articulate with Pillar 3, Measure 3</b></p>	Implemented mechanisms.	#	0				1				Coordinator: Ministries of Economy/Trade/Foreign Trade.

Measurements	Validated action	Product	Management Indicator	Unit	Line Base	Goal (per year)					Goal	Implementation Responsibilities
						2024	2025	2026	2027	2028		
<b>Measure 3:</b> Implement Cybersecurity and data protection in foreign trade processes.	<b>a.</b> Promote the adoption of international standards and best practices by countries that lead to the implementation of measures that strengthen cybersecurity and protection of data during the phases of design, development and implementation of computer systems, considering the infrastructure of storage, transmission, integrity and quality of use, both at the regional and national levels.	1. Implemented Regional Strategy of cybersecurity and data protection	E-Designed strategy with implementation plan.	#	0		1				1	Coordinator: Ministries of Economy/Trade/Foreign Trade Customs Committee.  Key stakeholders: Customs Services; Single Window for Foreign Trade/Ministries of Economy/Trade, among others. Support: SECA.
	<b>b.</b> Develop, implement, provide, maintain and follow up the strategy of cybersecurity in accordance with international good practices that include a regional plan in response to cyberattacks, a regional plan of contingencies, a cyber risk mitigation plan, a cybersecurity management plan that articulates efforts to manage crisis situations and reduce vulnerabilities in exposure situations, applicable to all authorities linked to the foreign trade.					Regional agreement on the adoption of the strategy.  Executed implementation Plan.		1			1	
<b>Measure 4:</b> Strengthen the capacities of the private sector in the use of digital tools for foreign trade procedures.	<b>a.</b> Develop technical support plans and immediate response plans with required capacity, establishing minimum requirements to ensure the transmission of data from intra-regional trade operations.	<b>Articulate with Pillar 3, measure 4</b>										
	<b>b.</b> Train the different stakeholders of the logistics chain on the digital systems and tools that are developed at the regional and national level, in order to facilitate use, transparency, management, accessibility and identification by users, among others.	<b>Articulate with the transversal axis of professionalism</b>										
	<b>c.</b> Develop, publish, and continuously update guides, manuals, instructions, and courses that provide better appropriation of the instruments, including help desks based on innovative technologies to improve the user's experience.	1. Implemented Help desks of the main automated regional platforms	Implemented systems of Artificial Intelligence in help desks (chatbots).	#	1						1	Coordinator: Ministries of Economy/Trade/Foreign Trade and SECA. Key Stakeholders: CCIE.

**Note:** Take into consideration that actions that will have a first level of implementation of a national nature will be identified.

## Pillar 3: Harmonization and homologation of standards and regulations

Measurements	Validated action	Product	Management Indicator	Unit	Line Base	Goal (per year)					Goal	Implementation Responsibilities	
						2024	2025	2026	2027	2028			2029
<b>Measure 1:</b> Develop a regional framework model for Coordinated Border Management and comprehensive risk management.	<p><b>a.</b> Issue guidelines within the framework of the Central American Economic Integration Subsystem that instruct, in an intersectorial manner, the development and adoption of the Coordinated Border Management model, binding on the authorities participating in foreign trade processes.</p> <p><b>b.</b> Develop a model regional framework for the Coordinated Border Management and the Integrated Risk Management that establishes, in a binding manner, the minimum operational concepts and requirements, taking into consideration the TFA, the processes, functionalities and definition of border coordination schemes, as well as other international standards on trade facilitation.</p>	<p>1. A regional framework model of the Coordinated Border Management and the Integrated Risk Management within the framework of the Central American Economic Integration Subsystem has been adopted.</p>	Proposal for a Coordinated Border Management and the Integrated Risk Management regional framework model has been developed.	#	0	1	0					1	Coordinator: Ministry of Economy Trade/Foreign Trade  Intersectoral: Council of Ministers of the Economic Integration/ Sectoral Council of Ministers of Central American Transportation/ Central American Agricultural Council/Directors of Migration/ Commission of Chiefs and Directors of Police in Central America and others involved in foreign trade operations  Supported by: GTFC
						0	0						
<b>Measure 2:</b> Harmonize the Central American regulations and implement simplified sanitary and phytosanitary measures, and procedures for trade facilitation.	<p><b>a.</b> Collaborate with the identification of resources for the implementation of the actions of the roadmaps of the Committee on Sanitary and Phytosanitary Measures.</p> <p><b>b.</b> Identify, prioritize and standardize, through risk analysis and in accordance with the sanitary and phytosanitary status of each country, a list of products for which sanitary and phytosanitary measures will be reviewed, with the aim of facilitating the free movement of shipments and goods that allow the harmonization of phytosanitary measures, and thus reduce the duplication of controls between exporting and importing countries. This includes the recognition of laboratories and inspection bodies, as well as the disinfection of means of transportation in the country of origin, provenance or final destination, according to the applicable regulations.</p>	<p><i>Link this action with Axis 3 of Professionalism and training of officials at borders, ports and airports, and private users of foreign trade services</i></p> <p>4. The list of products to be reviewed for sanitary and phytosanitary measures has been identified, prioritized and approved</p>	List of Sanitary and Phytosanitary Measures products has been identified.	#	0	1						1	Coordinator: Sanitary and Phytosanitary Authorities  Key Stakeholders: Health Regulatory Agencies
						X	X	X	X	X	X	X	
<b>Measure 3:</b> Promote the regulation update for the use and acceptance of documents and digital signatures.	<p><b>a.</b> Analyze and adapt legislations, for the acceptance of digital documents, where applicable.</p> <p><b>b.</b> Design mechanisms that allow the issuance and acceptance of digital documents by all border authorities.</p> <p><b>c.</b> Review requirements, processes, documents and regulatory updates, where required.</p> <p><b>d.</b> Train officers on the legal basis for the acceptance of electronic documents and the use of electronic signatures.</p>	<p>5. Regulations and/or procedures that allow the issuance and acceptance of digital documents by all border authorities have been adopted.</p> <p>6. Requirements, processes, documents and regulatory recommendation have been reviewed, where applicable</p>	Number of completed regulatory analyses and proposals for adaptations to allow the acceptance of digital documents in an effective and legal manner.	#	0	0	6	0				6	Intersectoral: Council of Ministers of the Economic Integration/Sectoral Council of Ministers of Central American Transportation/ Central American Agricultural Council/Directors of Migration/Commission of Chiefs and Directors of Police in Central America and others involved in foreign trade operations.  Coordinator: Ministries of Economy/Trade/Foreign Trade
						X	X	X	X	X	X	X	

Measurements	Validated action	Product	Management Indicator	Unit	Line Base	Goal (per year)					Goal	Implementation Responsibilities	
						2024	2025	2026	2027	2028			2029
<b>Measure 4:</b> Review of protocols for natural disasters and emergencies in customs matters and training of the private sector, as well as officials of the corresponding institutions.	<b>a.</b> Review the current contingency plans and protocols in current customs matters (including computer contingencies, among others), identifying proposals for improvement for joint management and parallel with ordinary operations, without detriment to the actions that each country carries out nationally.	<b>8.</b> Contingency plans for emergencies at the national and regional levels have been developed and approved.	National contingency plans.	#	0	3	3					6	Coordinator: Customs Committee Key stakeholders of the Coordinated Border Management: Customs Services Migration Sanitary and phytosanitary authorities Border police, among others
	<b>b.</b> Train and disseminate effective coordination at the regional level in disaster situations and for the response to relief shipments.	<i>Link this action with Axis 3 of Professionalism and training of officials at borders, ports and airports, and private users of foreign trade services</i>	Regional Contingency Plan.	#	0	1						1	
<b>Measure 5:</b> Develop regulations for digital trade.	<b>a.</b> Analyze national and international models that facilitate proposals for the exchange of data, goods and services, through the formation of a technical group, which will coordinate with the existing technical groups to avoid duplication of functions.	<b>9.</b> Technical Group on Digital Trade has been conformed and the proposals for legislation and regional model have been elaborated	Creation of the Technical Group on Digital Trade by COMIECO has been approved.	#	1							1	Coordinator: Ministries of Economy/Trade/Foreign Trade with the support of the G TFC.
	<b>b.</b> Manage and receive technical assistance from international organizations for good practices guidance that promote innovation, while maintaining the security of information, companies, officials and citizens.	<i>It is implemented as part of Output 9.</i>	Work plan of the Digital Trade Technical Group to advance in Digital Trade.	#	0	1	0	6	0			1	
	<b>c.</b> Identify and implement actions that allow the digitalization of commerce, prioritizing MSMEs and progressively incorporating other business segments.	<b>10.</b> It is implemented as part of Output 9.	Number of mechanisms and tools available to MSMEs for their business operations.	#	0		X	X	X	X	X	X	Coordinator: Ministries of Economy/Trade/Foreign Trade. Key Stakeholders: Regional Center for the Promotion of the Micro, Small and Medium Enterprises

**Note:** Take into consideration that actions that will have a first level of implementation of a national nature will be identified.



## Pillar 4: Infrastructure, mobility and logistics

Measurements	Validated action	Product	Management Indicator	Unit	Line Base	Goal (per year)					Goal	Implementation Responsibilities	
						2024	2025	2026	2027	2028			2029
<b>Measure 1:</b> Continue with the modernization of infrastructure, equipment, connectivity and technology under the Coordinated Border Management model.	<p><b>a.</b> Implement efficient control processes supported by communications technologies that allow segregating the entry or exit flow of cargo vehicles, light vehicles and/or passenger flow selected by an integral management of risks applied at land, sea and air border posts.</p>	<p><b>1.</b> Modernized infrastructure, equipment, connectivity and technology under the Coordinated Border Management model</p>	<p>Number of border posts with designs or pre-desigs for the modernization of infrastructure, equipment, connectivity and technology under the Coordinated Border Management model</p>	#	6	3	2	3	2	2	2	14	Coordinator: Customs Committee. Key stakeholders: Ports and Airports.
	<p><b>b.</b> Promote at the regional level the adoption of international data standards which allow the transmission of information and the exchange of data between the different national and regional systems, in an efficient and effective way.</p>												
<b>Measure 2:</b> Strengthen the use of technologies for the development of a "smart border" that contributes to streamlining the logistics and mobility of means of transportation, including people.	<p><b>a.</b> Carry out an exhaustive inventory of the technologies installed at border control points, assessing their current and potential capabilities, in order to identify the required needs through a detailed gap analysis to frame the course towards the development of "smart borders".</p>	<p><b>It links to a product within pillar 2.</b></p>	<p>Inventory and analysis of technology gaps installed at the prioritized border posts are developed</p>	#	0	1						1	Coordinator: Ministry of Economy/Trade/ Foreign Trade and Customs Committee. Key Stakeholders: Ports and Airports. Support: SECA The customs services, together with SECA, the guidelines and scope for the use of Radio Frequency Identification and cameras
	<p><b>b.</b> Design and implement a financial sustainability plan for the "smart border" covering aspects such as the maintenance, acquisition, Radio Frequency Identification, non-intrusive inspection systems and other solutions for the management of controls and cross-border crossing of cargo transit at borders.</p>												
<b>Measure 3:</b> Implement improvements for access to border posts and road management plan.	<p><b>c.</b> Provide the maintenance and computer updates required to equipment and systems, and the optimal transmission of information, in order to support institutions in the automation of processes such as the recording of times at load crossing checkpoints, monitoring of means of transportation and analysis of risk data associated with the operation, ensuring the sustainability of the systems during these procedures.</p>	<p><b>1.</b> Management control system implemented at border crossings, ports and airports prioritized by countries</p>	<p>Updates maintenance plans for information, communication, and technology systems designed, implemented, and updated annually</p>	#	0	9	12	14	14	14	14	14	
	<p><b>d.</b> Design, develop and implement a computer system that incorporates the functionalities related to management control at border posts and integrating the physical components (Radio Frequency Identification, scale, camera, OCR, radioscopic images, among others), computer systems and interfaces that operate in a coordinated manner and interacting with each other.</p>												
<b>Measure 3:</b> Implement improvements for access to border posts and road management plan.	<p><b>e.</b> Implement a notification mechanism to confirm the arrival of transportations with perishable cargo and AEOs.</p>	<p><b>Covered by measure 1 of pillar 1, output 3: management control system</b></p>	<p><b>Included in the Gap Care Plan</b></p>	#	0								
	<p><b>f.</b> Design plans by country-pairs that guarantee road signage and planning.</p>												
<b>Measure 3:</b> Implement improvements for access to border posts and road management plan.	<p><b>1.</b> Update the Central American Road Design Manual and the Central American Road Traffic Agreement, in accordance with the guidelines of the PMML 2035.</p>	<p>The guidelines of the Central American Road Design Manual and the Central American Road Traffic Agreement on Road Circulation, adapted to border modernization plans and coordinated border management, are linked.</p>	<p>The guidelines of the Central American Road Design Manual and the Central American Road Traffic Agreement on Road Circulation, adapted to border modernization plans and coordinated border management, are linked.</p>	#	0			2				2	Coordinator: Sectorial Council of Ministers of Central American Transportation included in the PMML 2035
	<p><b>2.</b> Standardize of schedules between country pairs.</p>												
<b>Measure 3:</b> Implement improvements for access to border posts and road management plan.	<p><b>3.</b> Establish entry or exit lanes for perishable or dangerous goods, among others, as well as the prompt attention of the AEOs and the differentiated treatment of tourism, as much as the infrastructure of the border posts allows it.</p>	<p>Flow segmentation analysis at border posts that have not yet been modernized.</p>	<p>Flow segmentation analysis at border posts that have not yet been modernized.</p>	#	0							6	Coordinator: Sectorial Council of Ministers of Central American Transportation in coordination with customs services Key Stakeholders: SECA
	<p><b>4.</b> Road management of access to and return to the primary area of border posts and development and implementation of strategies for the effective management of the primary zone.</p>												
<b>Note: Take into consideration that actions that will have a first level of implementation of a national nature will be identified.</b>	<p><b>2.</b> Country pair-based plans, including flow segmentation analysis have been developed and implemented</p>	<p>Number of binational plans (country pairs) to optimize vehicular flow, which includes road regulations, signage, identification of seasonal flows, considering the feasibility of an intermediate customs</p>	<p>Number of binational plans (country pairs) to optimize vehicular flow, which includes road regulations, signage, identification of seasonal flows, considering the feasibility of an intermediate customs</p>	#	0	2	2	2				6	Coordinator: Customs Services Key stakeholders: Transport, institutions, health authorities, migration, among others Coordinator: Customs services with the support of security and transit authorities, among others.
	<p><b>3.</b> Establish entry or exit lanes for perishable or dangerous goods, among others, as well as the prompt attention of the AEOs and the differentiated treatment of tourism, as much as the infrastructure of the border posts allows it.</p>												

## Pillar 5: Mobility of people for tourism, business, healthcare, academic services, among others. MSMEs and border communities.

Measurements	Validated action	Product	Management Indicator	Unit	Line Base	Goal (per year)					Goal	Implementation Responsibilities		
						2024	2025	2026	2027	2028			2029	2030
<b>Measure 1:</b> Implement agile and effective controls for the mobility of people (tourism, business, healthcare, academic services, etc.).	<p><b>a.</b> Promote the implementation and use of the Regional Traveler's Affidavit electronically and in advance for its equivalent in the land, sea and air transportation of passengers, by the applicable control institutions.</p> <p><b>b.</b> Promote and ensure facilities for the advance submission of vehicle information for the mobility of people (tourism, merchant businesses, cross-border jobs, medical care, academic services, among others).</p>	<p><b>1.</b> Electronic traveler's declaration (customs/immigration/health) in advance for land and air transport has been implemented.</p> <p><b>2.</b> Advance Passenger Vehicle Information Submission Mechanism has been developed and implemented.</p>	Number of countries implementing the traveler's electronic declaration in advance.	#	2	6						6	Coordinator: Customs Committee  Key Stakeholders: Ministries of Economy, Sanitary and Phytosanitary Authorities, Migration, Ministries of Health, among others	
						1						1		
<b>Measure 2:</b> Promote the implementation of initiatives to support the development of border communities.	<p><b>a.</b> Develop studies that estimate the economic, social, and environmental impact that the process of modernization of border posts could have on the communities surrounding them. The economic impact analysis will focus on the expected effects on MSMEs operating in border communities, in case such countries do not yet have such studies.</p> <p><b>b.</b> Develop and implement an action plan derived from the referred study in point a, in an articulated manner with the institutions that serve MSMEs and the modernization of border posts to address economic, social, and environmental aspects, following the needs and physical conditions of the surrounding area.</p> <p><b>c.</b> Strengthen capacities of the MSME sector near border posts in accordance with the results of the study on the role of MSMEs in border operational activity (study indicated in point a).</p>	<p><b>1.</b> Impact studies conducted at borders implementing the Coordinated border management plans.</p> <p><b>2.</b> Action plans to address economic, social and environmental aspects have been designed, implemented and evaluated.</p> <p><b>3.</b> Capacity building programs for the MSME sector have been implemented.</p>	Number of studies conducted and published.	#	10	3	3					14	Coordinator: Ministries of Economy/ Trade/ Foreign Trade  Key stakeholders: Ministries of Housing, among others, and the Regional Center for Promotion of the MSMEs.	
<b>Measure 3:</b> Support the international trade of MSMEs.	<p><b>a.</b> Develop an information tool that is part of the Economic Intelligence Observatory, administered by SIECA, that provides information on logistics services (transportation, courier, cargo consolidations, AEOs, etc.) in order to boost foreign trade.</p> <p><b>b.</b> Develop exporter's and importer's guides for MSMEs where applicable as well as its dissemination through electronic media, websites of MSME promotion entities, and other instances.</p> <p><b>c.</b> Evaluate the development of simplified customs declaration mechanisms for customs operations carried out by MSMEs, when the nature of the regime allows it.</p>	<p><b>1.</b> Informative tool of the Economic Intelligence Observatory has been developed.</p> <p><b>2.</b> Country-driven digital entrepreneurship.</p> <p><b>3.</b> Exporter and importer guides developed and published in each country.</p> <p><b>4.</b> Evaluation of the development of the simplified mechanism of the Simplified Customs Declaration for the use of MSMEs</p>	Module developed and implemented for foreign trade operations.	#	0	1						1	Coordinator: SIECA*	
						6								
			Number of guidelines developed, updated and published.	#	3	3							6	Coordinator: Ministries of Economy/ Trade/ Foreign Trade.  Key Stakeholders: Exporters and importers, and the Regional Center for Promotion of the MSMEs
			Feasibility analysis for developing simplified customs declaration mechanisms.	#	0		2	2	2				6	Coordinator: Customs Committee with the support of the Ministries of Economy/Trade/Foreign Trade and SIECA

\*The Consultative Committee for Economic Integration (CCEI for its acronym in Spanish) and the organized private sector are suggested as key stakeholders.  
 Note: Take into consideration that actions that will have a first level of implementation of a national nature will be identified.





# CENTRAL AMERICAN STRATEGY

FOR TRADE FACILITATION AND  
COMPETITIVENESS, WITH EMPHASIS ON  
COORDINATED BORDER MANAGEMENT



# 2023