

BEST PRACTICES IN CORRIDOR DEVELOPMENT AND MANAGEMENT FOR THE BENEFIT OF LLDCS AND TRANSIT COUNTRIES

Venue: Ulaanbaatar, Mongolia

Date: 29-30 October 2019

SUMMARY REPORT OF THE MEETING

A Meeting on Best Practices in Corridor Development and Management for the Benefit of Landlocked Developing Countries (LLDCs) and Transit Countries took place in Ulaanbaatar, Mongolia on 29-30 October 2019. This meeting was organized by UN-OHRLLS and the Government of Mongolia, in collaboration with the International Think Tank for Landlocked Developing Countries.

The meeting was attended by about 90 representatives from more than 25 landlocked developing countries and transit countries, as well as development partners, international and regional organizations and corridor management organizations.

This report includes the summary of the proceedings of the meeting and the outcome document of the meeting. The annex presents the programme of the meeting and the list of participants.

Ulaanbaatar Call for Enhanced Transit Transport Corridor Development

30 October 2019, Ulaanbaatar, Mongolia

Senior representatives and participants from LLDCs, transit developing countries, development partners, United Nations, international, regional and sub-regional organizations, regional development banks, think tanks, private sector and other stakeholders met at Ulaanbaatar, Mongolia, on 29 and 30 October 2019, and held deliberations in the Meeting on Best Practices in Corridor Development and Management organized by the Government of Mongolia in collaboration with the United Nations Office of the High Representative for Least Developing Countries, Landlocked Developing Countries and Small Island Developing States (UN-OHRLS).

In view of the discussions held, we propose the following recommendations to enhance corridor development and accelerate the implementation of the Vienna Programme of Action for landlocked developing countries:

1. Welcome the efforts of LLDCs and transit countries to develop and operationalize international transit transport corridors in order to improve their connectivity, boost trade potential and to achieve the sustainable development goals;
2. Stress that LLDCs and transit countries should consider promoting the corridor approach to facilitate faster, smoother and more efficient transit, improve cross-border transport infrastructure and enhance regional connectivity;
3. Underscore the need to transform transit transport corridors into economic corridors that spur economic and industrial activity of the region and have the potential to create investment opportunities, enhance regional connectivity and facilitate regional trade and investment;
4. Emphasize the need for LLDCs and transit countries to harmonize and improve transport (road, rail, waterways, pipelines), sea-ports, inland ports, logistics centres and border-crossing infrastructure and facilities and services along the international transit transport corridors in order to improve efficiency, and in this regard LLDCs and transit countries should endeavor to harmonize domestic policies, standards and procedures and regulations for transit such as visa requirements for truck drivers, vehicle insurance, transit charges and axle load limits or non-tariff barriers;
5. Underscore the importance of establishing compatible ICT systems to support movement of goods and people such as Single Windows, OSBPs, electronic data exchange, digitalization of processes, informational portals and others;
6. Stress the need for transit transport corridors to encompass safety and security, technical standards and interoperability and ease of movement across borders;

7. Encourage LLDCs and transit developing countries to consider establishing or strengthening corridor coordination platforms, management mechanisms and frameworks, such as corridor management organizations and committees;
8. Encourage LLDCs and transit countries to enter into transit transport and corridor agreements at bilateral and regional level, in addition to global conventions on transit and transport, including the WTO Trade Facilitation Agreement; and in this regards invite all States that have not yet done so to consider signing, ratifying or acceding to the United Nations conventions and agreements on transport and transit facilitation;
9. Note that transit and corridor agreements should include provisions for coordinated planning and development of infrastructure, trade and transport facilitation issues, transport logistics monitoring, stakeholder coordination, capacity building and where appropriate establishment of corridor institutional framework and governance structure;
10. Emphasize that corridor partner states should sustain their cooperation and agreements governing corridors;
11. Emphasize the importance of institutions to facilitate the process of corridor development such as the Mongolia Investment Research Center that is supporting development of Mongolia-China-Russia economic corridor;
12. Underscores the need to mobilize, as appropriate, additional financial resources for rehabilitation or development of resilient corridor transport infrastructure and services, including through the promotion of public-private-partnerships, leveraging of private investments, co-financing and increased private sector participation so as to achieve inclusive and sustainable development;
13. Call on the UN system and other relevant international and regional organizations to provide policy, analytical and technical support towards the development, functioning and management of corridors and to facilitate greater sharing of experiences within and between regions;
14. Note the dearth in readily available reliable and regular data to inform policy and monitor corridor performance and call on development partners to provide corridor member states and corridor management institutions with capacity building support to enhance regular collection and publication of key corridor performance data to support the effective monitoring and evaluation of the corridors and further encourage strengthening or establishment of observatories;
15. Request UN system organizations, international, and regional and sub-regional organizations attending the meeting in particular UN-OHRLS, UNCTAD, UNECA, ESCAP, UNECE, European Union, African Development Bank, Asian Development Bank, EBRD, IRU, International Think Tank for LLDCs and others to continue providing financial and technical assistance to landlocked developing countries and transit countries on corridor development and management and to undertake comprehensive research evaluating the benefits of corridors for LLDCs, or evaluation of efficiency of corridor governance structures to fill the knowledge gap;

16. Further request all regional and sub-regional corridor organizations to actively participate in corridor development and management;
17. Call on international financing institutions, regional development banks, multilateral and bilateral donors, the private sector and international organizations to prioritize access and increase their funding to LLDCs and transit developing countries towards transit transport corridor development and management including by providing timely, predictable and sustained financial resources and technical support at the national, regional, inter-regional and international levels;
18. Request international financial institutions, UN system and international and regional organizations to provide technical support to LLDCs to enable them to formulate and implement bankable corridor infrastructure development projects more effectively and efficiently including for feasibility studies, the negotiation of complex contracts and project management;
19. Call for establishment of dedicated corridor development and management funds that countries can access and can be regional or and global;
20. Strengthen corridor management institutions to enhance cooperation and coordination along corridor routes, and promote information sharing;
21. Request international and regional organizations to provide technical support to LLDCs and transit countries to ensure that corridors are sustainable;
22. Stress that it is important for LLDCs and transit developing countries to be incorporated in the advancement of regional initiatives and receive the necessary support.

Acknowledgment

The Meeting expressed profound appreciation to the Government of Mongolia for generously hosting the meeting. The Meeting expressed gratitude to the substantive support of UN-OHRLLS and financial contribution by the Russian Federation. The Meeting also appreciated the active participation and substantive contributions by LLDCs, transit developing countries, development partners, UN system organizations, multi-lateral and regional development banks, other international and regional organizations, development partners, the private sector, think tanks and other stakeholders.

Summary of proceedings

A. Opening session

The meeting was opened with a message from **the President of Mongolia**, who highlighted the importance of the meeting given it was held right before the high-level midterm review on the implementation of the Vienna Programme of Action for LLDCs. The President noted that trade and transport are important areas in countries' pursuit to reach the SDGs. He noted that LLDCs are pursuing international, regional and bilateral cooperation in order to overcome the challenges of landlockedness and the high trade and transport costs. He also stressed that the international community has made progress in promoting the development interests of LLDCs, as evidenced for example by the implementation of the Vienna Programme of Action and the WTO Trade Facilitation Agreement (TFA), including its provisions on Freedom of Transit. He also noted Mongolia's initiative to establish the International Think Tank for LLDCs.

The President highlighted Mongolia's regional cooperation efforts with its neighbouring China and Russia, in particular through agreements on transit transport, international road transport and carriage of goods by rail. He specifically noted that major infrastructure projects are planned within the framework of the Mongolia-Russia-China Economic Corridor program. The President emphasized that despite these efforts, the share of LLDCs in world trade is still negligible and their access to global and regional value chains is limited. He called for further efforts to protect and promote the common interests of LLDCs, in particular through the establishment of a group of LLDCs within the WTO, as well as the implementation of international instruments. He also highlighted the need for enhanced sharing of information and best practices with transit countries on facilitating transit and trade.

H.E. Ms. Batmunkh Battsetseg, Deputy Minister for Foreign Affairs of Mongolia emphasized the priority of the Mongolian Government to implement the trilateral Mongolia-Russia-China Economic Corridor Program, noting the importance of economic corridors as instruments of international cooperation. She noted that implementation has been guided by trilateral summit meetings and consultations at vice-ministerial levels and that already the number of transit trains from China to Russia and Europe through Mongolia has tripled between 2016 and 2018. She highlighted that Mongolia also attached importance to development of infrastructure within the country, mentioning development of Zamiin-Uud regional logistics centre and Tavantolgoi-Gashuunsukhait and Tavantolgoi-Zuunbayan rail projects.

She mentioned the challenges that Mongolia still faces and proposed further collaboration and experience sharing amongst LLDCs, including through establishment of LLDC Group at the WTO. She also highlighted the importance of active cooperation with transit countries and effective implementation of international and bilateral agreements. She called for a joint study by LLDCs and transit countries on the implementation of the Vienna Programme of Action and the WTO Trade Facilitation Agreement focused on finding effective and integrated solutions to cross-border trade and transit transport problems. She also expressed her wish to establish a high-level coordinating body between LLDCs and transit countries to facilitate smooth transit. Ms. Battsetseg concluded by recognizing the work of the International Think Tank for LLDCs.

Ms. Fekitamoeloa Katoa 'Utoikamanu, Under-Secretary-General and High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States (UN-OHRLLS)

expressed gratitude to Government of Mongolia for hosting and co-organizing the meeting and also appreciated the financial support from Government of the Russian Federation towards organization of the meeting. She gave an overview of the challenges of the LLDCs, noting the formidable challenges in ensuring their full integration into global trade if the SDGs are to be met. She stressed that high transit costs are the main obstacle for LLDCs to export worldwide, and thus enhancing the efficiency of transit transport systems and designing and implementing effective rules and regulations within a supportive policy framework are the key areas that LLDCs and transit countries should further cooperate on. She noted that well-coordinated corridors, with close cooperation between LLDCs and transit countries, are critical for expansion of LLDCs' trade, increasing connectivity, harmonizing of rules along transit routes and providing win-win opportunity for all.

Ms. 'Utoikamanu explained that the Vienna Programme of Action for LLDCs (VPoA) includes specific actions on corridor development. She noted that corridor approach has been particularly successful in Africa, providing opportunity for countries to learn from each other's experiences. She recalled that this meeting would generate input to midterm review on the implementation of Vienna Programme of Action. She mentioned that the issues of connectivity and corridor development will be on the agenda of the midterm review and that the Political Declaration will include important calls for action in this regard.

Mr. Tapan Mishra, UN Resident Coordinator in Mongolia noted that the economy of Mongolia is vulnerable to global economic volatility given its high reliance on the extractive sector. He pointed out that economic diversification is essential for sustainable development, especially for ensuring inclusive growth and job creation. He highlighted the importance of international standards and mechanisms related to trade and transport. He posited that Mongolia could benefit from regional cooperation initiatives, such as the Mongolia-Russia-China economic corridors, the Eurasian Economic Union and others.

Mr. Mishra outlined three elements to consider for sustainable policy development: 1. Evidence-based policy making capacity, noting however that the Governments' internal capacity needs to be strengthened; 2. Policy continuation and political stability, which is important in providing the enabling environment for private sector development, especially for foreign and domestic investors; 3. Policy coordination, which is key in ensuring policy coherence and realizing the whole-of-government approach for effective SDG implementation in Mongolia. Mr. Mishra concluded that implementable action maps can be developed with sufficient resources, to help the Government advocate their policies and engage other stakeholders to leverage resources for sustainable development. He noted the importance of Government leadership. He also noted the positive role of the International Think Tank for LLDCs and called for further support to the Think Tank.

B. Thematic Sessions

Thematic Session 1: Corridors as key for LLDCs' trade and access to global markets

Ms. Gladys Mutangadura, Senior Programme Management Officer, UN-OHRLS, noted that LLDCs have urgent need to integrate into global markets as trade is an important driver of sustainable development, as is also well identified in the 2030 Agenda. However, there are some practical challenges that LLDCs face, which call for implementation of corridor development programs. She introduced corridor interventions from three aspects: Institutions, containing governance of corridors, policy making and institutions like external stakeholder committee; Infrastructure, making clear rules and standards for corridor programs; Legal instruments, containing bilateral and multilateral agreements and memorandum of understanding (MoU).

Ms. Mutangadura highlighted potential gains of corridors in terms of improved efficiency and lower costs; increased trade and investment; and wider benefits leading to enhanced economic and social development. She referred to empirical evidence which shows that incremental trade facilitation, improved physical connectivity and improvements in ICT along the Belt and Road Initiative corridors resulted in higher returns, with LLDCs such as Mongolia, Uzbekistan and Kazakhstan likely to benefit the most. She provided data from the Northern Corridor, which realized over 65% reduction in transit times for LLDCs between 2010 and 2016. Experience shown from other African corridors also suggests that reductions in border clearance times, harmonization of axle load limits, adoption of common transit procedures, and simplified transaction processes due to efficient trade facilitation measures can all be achieved along well-coordinated corridors.

Ms. Mutangadura stressed that information gap is still a challenge, especially in terms of the performance of corridors and which corridor governance structure is the best for efficient corridor operations. She noted that LLDCs still face challenges in the establishment, operationalization and management of corridors, poor infrastructure, stakeholder coordination and collection and monitoring of key performance indicators. She concluded by highlighting the need for capacity building for LLDCs, enhanced funding, greater analysis on benefits of corridors, sharing of experiences and best practices and corridor observatories.

Mr. Edouard Chong, Transport Connectivity and Logistics section, Transport Division, United Nations Economic and Social Commission for Asia and the Pacific (ESCAP), provided an overview of infrastructure network in the region and ESCAP initiatives to enhance regional connectivity. As part of the infrastructure base, the Trans-Asian Railway Network covers almost 120,000 kilometers and 28 countries, and the Asian Highway Network covers 141,000 kilometers across 32 countries. He then focused on challenges in inland connectivity along ESCAP transport corridors, which consist of three main transfer corridors: Northern Corridors, Central Corridors and Southern Corridors with 48 inland border crossing points and 36 seaports.

He explained that the main challenges are different railway gauges in the network across countries; infrastructure quality of road and rail networks, with some rail routes non-electrified and single-track and different classes of roads within corridors that create bottlenecks for seamless connectivity; traffic rights along corridors. He added that most of the transport and transit rights are based on bilateral, as well as some multilateral agreements, with some roads being permit-free while other roads requiring permit for each single trip, if possible at all. He noted that other challenges include mismatch in transport regulations

for bilateral and international road transport, such as weight and dimensions standards and border-crossing operational gaps, such as not-harmonized transit procedures and documents. He noted ongoing efforts to enhance harmonization on the standards along the Asian Highway Network. Mr. Chong mentioned the various elements of management of transport corridors, highlighting ESCAP initiatives to enhance regional connectivity across Asia and Europe, such as the regional frameworks for facilitation of international road and railway transport and eight mutually complementary models/tools.

Mr. Chong also delivered the presentation on behalf of **United Nations Economic Commission for Africa (UN ECA)**. He explained that half of the world's LLDCs are in Africa, making the case for regional transport corridors even stronger in this region. He added that corridors not only promote physical integration and connectivity of Africa, but also ultimately contribute trade integration and economic growth, ensuring Africa's participation in globalization and contributing to poverty alleviation. He explained that African LLDCs have lower road density on average and are improving their size of their road networks at lower speed than coastal neighbors, noting that ECA continues to support African LLDCs to address their peculiar challenges. He highlighted that the Trans African Highway (TAH) provides direct road links and connects African LLDCs to sea ports, with a total length of 54,120km distributed along nine corridors, however it still has about 20% of missing links and is characterized by poor maintenance in some key segments. He added that other transport corridors run by various corridor authorities provide alternate routes for LLDCs.

In concluding, he noted the importance of leveraging on the AfCFTA, which through its holistic approach offers a regional approach to infrastructure development especially transport corridors and taking advantage of its momentum to facilitate a platform where corridor stakeholders share ideas and experiences. He added that the African Corridor Management Alliance (ACMA) should be strengthened to enhance cooperation and coordination and promote information sharing among corridor management institutions in Africa.

Thematic Session 2: (Sub-)Regional perspectives from Euro-Asia

Mr. Sangmin Nam, Deputy Head, East and North-East Asia Office of ESCAP, shared insights from research on corridor development in north-east Asia with special focus on Mongolia. He started by noting the challenges of limited export diversification in Asian LLDCs, with heavy dominance of fuel exporting LLDCs, and heavy reliance on limited number of export partners like China, India and European Union. He further stressed Mongolia's heavy reliance on exports of mineral resources and increasing dependence on China for trade. He noted that Mongolia is moving from transport corridor towards economic corridor, adding that Mongolia has Asian Highway (AH) Routes 3 and Route 4 going through its territory. Mr. Nam affirmed Mongolia's progress in terms of the intergovernmental agreement on international road transport with China and Russia, including newly issued 200 road permits to each party in July 2019, expected Chairmanship of Mongolia of the joint committee in 2020 and expedited road construction work on AH4 route. However, he noted Mongolia's geographic disadvantages in trade facilitation, such as insufficient trade logistics and under-developed paperless trade implementation, compared to its neighbouring countries.

Mr. Nam highlighted the wide cooperation on the China-Mongolia-Russia Economic Corridor Program, as effective practice in advancing regional connectivity, including cooperation on transportation infrastructure, trade and customs issues, development of border-crossing points, energy sector and others. However, he concluded by noting that there is still a need in Mongolia and other Asian LLDCs for tangible and speedy progress in establishing seamless border trade by enhancing soft and hard infrastructure as well as building effective implementation mechanisms.

Ms. Unurjargal Dalaikhuu, Regional Cooperation Officer, Mongolia Resident Mission, Asian Development Bank (ADB), presented ADB's Regional Cooperation and Integration (RCI) Strategy of 2006, which is still operational priority under ADB's Strategy 2030 and aims to improve connectivity in the region, trade and investment, strengthen multimodal transport links and enhance financial stability and competitiveness of countries by addressing cross-border infrastructure needs. She introduced ADB's support for sub-regional programs and corridor development initiatives, including Central Asia Regional Economic Cooperation (CAREC), Greater Mekong Subregion (GMS) and South Asia Subregion Economic Cooperation (SASEC), helping countries upgrade from transport corridors to economic corridors. She added that ADB also has specific strategies and agendas under each of the sub-regional programs, such as Transport and Trade Facilitation Strategy, Transport Strategy and Integrated Trade Agenda under CAREC. Ms. Dalaikhuu further illustrated that among the six CAREC corridors, the most active one is Corridor 1, traversing the Russian Federation border to China via Kazakhstan and the Kyrgyz Republic.

Ms. Dalaikhuu introduced the CAREC Corridor Performance Measurement and Monitoring tool that monitors the efficiency of CAREC corridors by collecting real-time road and rail cargo shipment data, which shows smooth sections but also pinpoints delays and blockages in the transport corridor network. She illustrated four fundamental indicators including time taken to clear a border-crossing point, cost incurred at border-crossing clearance, cost incurred to travel a corridor section and speed to travel on CAREC Corridors. Additionally, she introduced examples of RCI pilot projects undertaken by ADB to further streamline and harmonize transit documents: 1) CAREC Advanced Transit System and Information Common Exchange project between Azerbaijan, Georgia and Kazakhstan; 2) Joint Customs Control project that emphasizes soft infrastructure between Mongolia and China; 3) Regional Improvement of Border Services project for Mongolia, Kyrgyzstan, Pakistan and Tajikistan that improves border crossing points, but also promotes single windows development.

Mr. Gankhuyag Sodnom, Director, Investment Research Centre, Ministry of Foreign Affairs of Mongolia, presented an overview of the Mongolia-Russia-China Economic Corridor Program, signed in 2016, that aims to expand trilateral partnership through implementation of joint projects, to promote competitiveness of goods and to facilitate cross boundary freight routes and improving infrastructure constructions. The cooperation fields of this program include transportation infrastructure, industrial sector, trade and trade facilitation, energy sector and education, science and technology, etc. consisting of 32 projects in total, financed through AIIB, BRICS New Development Bank, SCO Interbank Consortium, Silk Road Fund and other national and multilateral financial institutions.

Mr. Sodnom introduced the railway and road transit corridors that expand through eastern, central and western parts of Mongolia. He recalled the first trilateral expert meeting for Economic Corridor Implementation held in March 2017 which intensified cooperation and discussed priority projects; and the second meeting held in August 2017 which agreed on the content of trilateral cooperative mechanism

for implementation of the Program (which was later signed in September 2018) and implementation of three priority projects namely Central railway corridor, Central Highway corridor and Electricity transmission line. He stressed the efforts and role that the Government of Mongolia plays in implementing the Economic Corridor Program, including establishing National Working Group by Prime Minister's decree and Research Center for Investment which will be foundation for formation of Joint Center for Investment Planning by the three countries. He added that the Joint Center's responsibilities will be to analyze laws and regulations of the three countries and seek to harmonize them, coordinate with Chinese and Russian organizations and provide coordination between respective organizations in implementing projects. Mr. Sodnom concluded that the Government of Mongolia will hold meeting of the Heads of National Groups to review the implementation of the Program, discuss the process and timeline of priority projects and future steps.

Mr. Farlod Kholov, Senior Specialist of International Relations Department, Ministry of Transport of Tajikistan, informed that Tajikistan is at the crossroads connecting developed transport networks of the North (Russia and Kazakhstan) with large international trading ports of the South, and the shortest trade route connecting the East and the West. He stressed that transport is the main priority in Tajikistan's development, with rail, road and air transport infrastructure present in the country. He noted that Tajikistan is amongst the countries making efforts to revive the Great Silk Road through development of transport corridors, as an important channel for international cooperation. He highlighted that Tajikistan is taking necessary measures to improve the condition of the transport corridors passing through the country, such as Asian Highway segments and TRACECA and CAREC corridors. He added that the Government has established cooperation with various development partners and international institutions such as ADB, World Bank, EBRD, AIIB and Arab Cooperation Group. Mr. Kholov informed that in order to develop the transport sector, total of 47 investment projects worth \$1.5 billion have been implemented, resulting in 2,768km of newly built and rehabilitated roads, 31km of tunnels, 403 bridges, 219km of railways and 7 transport logistics terminals. He concluded that the internal road network of Tajikistan is fully connected to regional and international road networks.

Mr. Rygzyn R. Rakshaev, Minister-Counsellor, Embassy of Russian Federation in Mongolia, remarked that transportation system plays an important role in economic and social development and in foreign trade for the Euro-Asia continent. In this regard, he noted that enhancing transport infrastructure in Siberia is one of the priorities for Russia, with the Trans-Siberian railway system being the largest railway network in the world, connecting key ports in far-east Russia with its west border, and expected to increase its transport capacity to \$80 million by 2024. He pointed out that main transport between Europe and Asia is enabled by seaports, and seaports are integrated into the logistics systems of Russian Federation.

Mr. Rakshaev informed that the Russian Federation also actively promotes digital corridors by introducing innovative technologies in road transport. He highlighted the importance of creating legal framework and enabling environment for implementation of multimodal transportation and communication network between Europe and Asia, as well as enhancing the supply chain management along the network. He noted that the Russian Federation is signatory to intergovernmental agreements on dry port development, international transport by road along the Asian Highway Network and an intergovernmental agreement on international road transport between Russia, China and Mongolia which came into force in September

2018, with main objectives to facilitate reliable and efficient road transport for trade development among the participating countries.

H.E. Mr. Traian Laurentiu Hristea, European Union (EU) Ambassador to Mongolia, emphasized the significance of improving connectivity between EU and Asia, since for example, Europe and Asia together account for 60% of the world GDP and 70% of the world population, and have annual trade worth 1.6 trillion Euros. He explained “4-3-2-1 Model” in designing and implementing EU’s strategy to enhance connectivity between EU and Asia. This model has four pillars: Transport, Energy, Digital and Human productivity; the actual implementation of connectivity strategy requires three aspects: Partnerships, Connections and Financing; the two principles EU is promoting are Sustainability and Level playing field. He added that the transport aspect calls for diversified trade routes linking EU and Asia and streamlined and shorter customs procedures; energy pillar requires more interconnected regional energy platforms and environmental-friendly solutions; digital pillar calls for enhancement in both digital access and data privacy; human productivity pillar requires advanced cooperation in education, research, innovation, culture and tourism.

Additionally, Mr. Hristea noted that the EU has become the most popular destination for international students, which allows the EU to build physical networks and partnerships for utilizing its financial capacity and intelligence advantage. For implementation of the strategy, he mentioned that EU engages in improving efficient cross-border connections and transport, energy, digital and human networks; strengthening bilateral, regional and international partnerships; and leveraging sustainable financing for investments. He stressed that EU’s connectivity strategy is based on understanding that sustainable connectivity aligns with the interest of citizens of Europe and Asia. He outlined several EU connectivity projects in Asia, such as towards construction of road, rail and logistics networks, improving electricity access and markets, EU-ASEAN Air Transport Agreement, or EU-funded regional Research and Education Networks.

H.E. Mr. Zhalgas Adilbayev, Ambassador of Kazakhstan to Mongolia, briefly introduced current challenges shared by Kazakhstan and other LLDCs of developing transit transportation and noted that the Government of Kazakhstan is developing competitive land routes to facilitate sustainable transport industry and achieve SDGs. Kazakhstan now participates in 11 corridors including 5 railway corridors and 6 road corridors and plans to increase its annual transit traffic to \$2 million TEUs, which will create \$5 billion revenue in 2020. Within the railway corridor network, Northern Corridor connects Europe and China, Southern Corridor connects Europe and Southeast Asia, bypassing China, Russia and Kazakhstan, while Central Asian Corridor links Kazakhstan and Europe, across middle and eastern Asia. Road network in Kazakhstan is also improving, with 10,000 kilometers reconstructed during 1991-2017 and 4,400 kilometers expected to be reconstructed during 2018-2020. In 2020, the proportion of roads in good and satisfactory condition will be 90%, 50% of roads of local significance will be improved and 88% of national level roads can be considered of decent quality.

Mr. Adilbayev further underscored container transportation development in Kazakhstan, which has improved dramatically since 2012, with annual volume of transit traffic to increase to 2 million containers in 2020. He pointed out that in order to further improve efficiency of roads, the Government of Kazakhstan has established joint logistics companies with neighboring countries. He highlighted that the Trans Caspian International Transport Route is expected to foster synergy of logistics infrastructure on the

route between China, Kazakhstan, Azerbaijan, Georgia, Turkey, Ukraine and Romania. He mentioned that Kazakhstan is improving capacity of ports, with 3 dry cargo terminals with capacity of 3 million tons built in the Port Aktau, and seaports capacity at Port Kuryk increased from 16.5 to 25.5 million tons. Kazakhstan also established project “Khorgos-Gate Way” with China, which is expected to create 4.4 million tons annual freight traffic. The infrastructure facilities of the FEZ “Khorgos-Gate Way” were put into operation in October 2018. He stressed that the project attracted 79 participants of the Special Economic Zone.

Mr. Mostak Ahmed, Deputy Secretary, Economic Relations Division, Ministry of Finance of Bangladesh, introduced inherent features of Bangladesh including its location that separates two parts of India, highlighting why regional connectivity and transit are important issues for the country. He informed that three Asian Highway routes traverse Bangladesh, that six proposed SASEC transport corridors connect Bangladesh, India, Nepal and Bhutan, and that Bangladesh cities are important regional gateways for neighbouring countries. He mentioned that Bangladesh has initiated national plan to improve regional connectivity and cooperation, especially with Bhutan and Nepal. He underscored that transportation between two parts of India relies on the 17-mile Shiliguri Corridor through Bangladesh, which is also critical to the relationship with Seven Sister northern states in India as well as Nepal and Bhutan. In order to improve regional synergy, the Government of Bangladesh has been collaborating with these countries on the national level, including establishment of Nepal-Bangladesh Joint Economic Commission, supporting road expansion in Bhutan. Mr. Ahmed pointed out that regional cooperation is still hampered by challenges such as lack of physical infrastructure and funding, natural water protection rights and internal and regional political issues. In order to overcome these challenges, he noted that the Government of Bangladesh initiated the Delta Plan that integrates railways, highways and waterways in the area to enhance regional connectivity and implement SDGs.

In the **interactive discussion** that followed, participants discussed the importance of transit corridors as a development opportunity, with experiences shared from different regions. Participants stressed that being landlocked does not mean being brain locked, as efforts have been ongoing to enhance connectivity for the benefit of all across different sectors in pursuing sustainable development, such as for example through the EU connectivity strategy. Participants highlighted the importance of political will and how working together to improve regional connectivity can lead to boosting economies of all concerned countries in the long run.

Participants shared progress in implementing the Belt and Road Initiative, including for example construction of Lao-China Railway Project from Kunming to Mian, which is expected to operate by 2021. Participants highlighted the challenge of attracting investment and financing infrastructure project implementation. It was noted that ADB bases its financing on the country partnership strategy which identifies priority projects and areas and provides two kinds of financing: soft loans with low interest rates and grants. The issue of prices along transport corridors was discussed, noting that Government of Mongolia and Government of Russia have reached agreement regarding preferential treatment for goods transported cross corridors of the two countries. Good cooperation between China, Russia and Mongolia on transit issues and improvement of hard infrastructure was highlighted. The participants noted that transit transportation of Mongolia increased three times since last year, however the capacity of border crossing points needs urgent improvement, noting efforts of the Government to modernize cross-border points. At the same time, it was noted that clearance times at borders still remain high, even though speed per hour indicators have increased.

Thematic Session 3: (Sub-)Regional perspectives from Africa and Latin America

Ms. Moono Mupotola, Director, Regional Development & Regional Integration, African Development Bank, outlined the mission, strategy and financing by the African Development Bank Group. She recalled the Trans-African Highway network, which includes 9 transcontinental road projects and more than 56,000 kilometers in length, but noting that Africa's infrastructure needs are about \$130 billion per year. She informed that AfDB provides financial support for infrastructure development by promoting Programme of Infrastructure Development in Africa (PIDA) and other corridors, seeking to address the lack of regional connective infrastructure to improve trade and competitiveness. The Regional Integration Strategic Framework (2018-2025) consists of three pillars: infrastructure connectivity, trade and investment and financial integration and provides financial support of \$1 billion every three years, with new cycle in 2020-2023. She specially introduced several projects that AfDB supports in the region, including 1) Lomé – Ouagadougou Corridor, where AfDB provided funding for 300 kilometers missing link and one stop border post; 2) Trans-Tunisia Corridor, providing financial support to project linking city of Gabes to the Tunisian-Libyan border; 3) Bamako-Ouagadougou-Accra-Tema Corridor, where support was provided for two juxtaposed border control posts and road development. She stressed however that Africa's corridor development needs exceed the available resources.

Ms. Mupotola highlighted challenges such as capacity and institutional challenges, missing links, weakness in the transit regimes, weak information systems and poor guarantee management. She concluded that there is a need to place equal emphasis on investing on both soft and hard infrastructure, which will be the Bank's focus in the coming cycle, focusing on economic corridors, assessing countries' needs for corridor, and leveraging regional value chain to ensure win-win outcome for all countries. She highlighted Walvis Bay in Namibia as an example of successful practice of corridor development, since it encouraged landlocked neighboring countries to use and benefit from the port transportation together. In terms of recommendations, she suggested the need for project preparation support, importance of ICT systems, the need for corridor coordinating mechanisms, fostering multimodal transport, the importance of logistics and deepening regional integration. She affirmed several aspects of way forward for AfDB: mobilizing all sources of finance, including leveraging regional and national resources and co-financing; enhancing participation of private sector; strengthening MDB's capacity to catalyze finance and creating development finance partnerships and multi-stakeholder platforms such as the African Investment Forum to showcase investment and attract potential investors.

Mr. François Noitora, Director-General, Ministry of Infrastructure and Transport of Chad, gave an overview of Chad, noting that LLDCs in Africa share common challenges, which enables Chad to cooperate with other LLDCs on establishing economic corridors. He noted that Douala - N'Djaména Corridor remains the most competitive, despite challenges that impede the flow of traffic, such as multiple checkpoints, delays at port and high logistics costs. He informed that the operation and management of the Douala-N'Djaména corridor and the Douala-Bangui corridor are governed by the Regional Program for Transport and Transit Facilitation of the Economic Community of Central African States (ECCAS) signed in 2006. He highlighted that Cameroon, CAR and Chad have also set up joint border checkpoints for transit traffic to improve the efficiency of transit transport, however several controls along the corridors remain.

He also highlighted the importance of improving management of transit transport, improve modal interfaces and improve border crossings in order to contribute to development of regional integration

between North Africa and South Sahara region. He gave overview of several projects that have been implemented to improve economic integration in the region, such as a railway construction project with Cameroon and Sudan supported by the World Bank and African Development Bank; construction of bridge over a river between Cameroon and Chad; construction of juxtaposed checkpoints at borders between Chad and Niger and Chad and Cameroon; and construction of international airport in N'Djamena. Mr. Noitora concluded that exchanges of experience are very important to Chad and other LLDCs and encouraged the audience to share their successful practices.

Ms. Irene Tembo, Chief Planner, Ministry of Transport and Communications of Zambia, pointed out that Zambia's central geographic location in the COMESA and SADC regions presents unexploited opportunities for access to all SADC sea ports. She highlighted that Zambia, as both a landlocked developing country and a transit country, has been working on mutual development of transport corridors in order to speed up regional integration, in line with SADC Protocol on Transport, Communications and Meteorology. She specifically noted linked projects such as the Inter Regional Railway Network; Regional Trunk Road Network; and rehabilitation, modernization and expansion of Ports, Maritime and Inland Waterways, as well as various efforts undertaken under the Regional Strategy for Corridors.

Ms. Tembo shared experience and achievements of Zambia in corridor development, including harmonization of policies and reduction of delays at the One Stop Border Post (OSBP) at Chirundu with Zimbabwe; adoption of Zambia/Zimbabwe Model Law for OSBP by other countries; development of infrastructure to the Mwami-Mchinji Border with Malawi; and setting up of corridors institutions for Dar-es-Salaam Corridor and the Walvis Bay-Ndola-Lubumbashi Corridor. She also remarked on good support from Development Partners, Regional Economic Commissions and International Organizations and Member States to enhance regional connectivity. In terms of key challenges, Ms. Tembo underscored that there are gaps in transport infrastructure mainly due to financing shortfalls, discrepancies in corridor management in the region and inconsistencies in Road User Charges. Accordingly, she recommended countries to create single Corridor Secretariat and have Focal Point Officers in Member States, and invest in transport infrastructure for the provision of basic services as well as the attainment of socio-economic growth.

Ms. Gilda Arrellaga, International Affairs Advisor, Ministry of Public Works and Communications of Paraguay, highlighted the transport infrastructure situation of Paraguay, noting that investments required in waterways, road and railways development amount to \$4.68 billion, and adding that Paraguay has lowest indicators in the region on social accessibility and territorial connectivity as well as low road infrastructure quality. She highlighted that due to its central location, Paraguay seeks to cooperate with neighboring countries to develop the Bi-oceanic Corridor that will allow smooth transfer of cargo and passengers between Brazil-Paraguay-Argentina-Chile. She noted the total investment for the corridor is \$2,368 billion. The project consists of two phases: 1) Paving the section Carmelo Peralta – Cruce Centinela Loma – Plata with estimated cost of \$430 million and start date in February 2019; 2) Paving of the section Cruce Centinela – Mariscal Estigarribia – Pozo Hondo with estimated total cost of \$460 million. She added that a bi-oceanic corridor working group has been set up.

Ms. Arrellaga explained that the corridor will run through Chaco Paraguayo which divides Paraguay into western and eastern region. She highlighted "engineering + financing" modality in implementing the project, which includes financial support from banks like UBS and construction support from Bi-oceanic

Road Corridor Consortium. She remarked that this modality enables work to be done under global sum system where price readjustment is not contemplated, providing incentives to the contractor to deliver the stretch in time and transferring the design and construction risk to the contractor. She stressed that the corridor would ensure integration of Paraguayan territory, ensure better access to Asian market through Chilean ports, bring trade focus to the country and provide experience in transport of grains through access to the Atlantic Ocean. She also pointed out that Paraguay needs to put great emphasis on enhancing inter-modality, ensuring efficient logistics and customs processes, and greater use of digital technology.

In the **interactive discussion**, participants discussed the need for coordination among high-level corridor groups and political stability as pre-requisites to effective corridor management and operations. Panelists remarked that NEPAD works as the agency to coordinate all programmes in the African Union. Solutions to delays at the border ports were mentioned to include Single Windows, providing economic interests for private sector to attract more financing to the region, and mutual agreements between countries. It was noted that challenges in implementing corridor initiatives remain to be addressed.

Thematic Session 4: Strengthening legal frameworks for corridor operations

Ms. Dagmar Hertova, Programme Management Officer, UN-OHRLS introduced the benefits of a harmonized international regulatory framework on transit and transport which can ultimately bring down the cost of transport and reduce delays in transit, thereby improving the export competitiveness and integration of LLDCs. She gave overview of the status of ratifications of key international instruments, such as the WTO Trade Facilitation Agreement, TIR Convention, Revised Kyoto Convention and Harmonization Convention, noting the importance of their full implementation, as well as the various regional, sub-regional and bilateral agreements that LLDCs are party to. She noted the different scope of international, regional, bilateral transit and corridor agreements, which all generally include provisions on infrastructure development, harmonization of procedures and documentation, development of shared information systems and resource mobilization.

Ms. Hertova explained that the establishment of transport corridors is usually undertaken through multilateral or bilateral instruments such as treaties, agreements, MOUs or other instruments. She showcased different types of existing corridor agreements, noting that while each corridor is different, many corridors have been established through the conclusion of comprehensive multilateral agreements and MOUs, especially in Africa. Based on available experience, she highlighted that comprehensive corridor management agreements should consider the following: corridor institutional framework and governance structure, responsibility of different stakeholders, coordinated planning and development of transport infrastructure, corridor budgetary resources and funding for the management institutions, trade and transport facilitation issues, transport logistics monitoring, stakeholder coordination, resolution of bottlenecks and capacity building and training for corridor management institution staff as well as for other stakeholders engaged in corridor operations. In concluding, Ms. Hertova reminded of the challenges that might arise in negotiating and ratifying corridor and transit agreements amongst countries, pointing to the importance of sharing experiences on what challenges can arise and how they can be solved.

Mr. Roel Janssens, Economic Affairs Officer, Sustainable Transport Division of United Nations Economic Commission for Europe (UNECE), briefly introduced UNECE and Euro-Asian Transport Link (EATL) Project, which was carried out from 2002 to 2017 over three phases and brought together 38 countries from Europe and Asia as well as international organizations. Detailed mapping of physical and non-physical obstacles, comparative study of inland versus maritime, and web-based Geographical Information System were part of the EATL project. He cited findings from EATL Phase III Report, namely that cargo transportation on Euro-Asian corridors experienced 140% increase during first half of 2017 compared to the same period in 2016. He pointed out that missing infrastructure links, outdated border-crossing customer transfer procedures, and poor ICT connectivity posit needs for operationalization. He argued that operationalization, meaning ensuring integrated and reliable transport services, requires both horizontal work, including interoperability and operational plan across countries, and vertical work, including national strategy and necessary legal environment and facilitation in the country. He posited that some ways to enhance operationalization include establishing Corridor Management Groups which set up operation targets and monitor the implementation, carrying out Corridor Operationalization Performance Review, and development of Sustainable Inland Transport Connectivity Indicators.

Mr. Janssens explained that the Sustainable Inland Transport Connectivity Indicators, under development, are based on three pillars: Economic sustainability pillar (e.g. efficiency, cost, infrastructure, operations, ICT and ITS solutions), Social sustainability pillar (e.g. road traffic rules, vehicle regulations, dangerous goods transport) and Environmental sustainability pillar (e.g. greenhouse gas emissions, noise). He added that the Indicators project is foreseen to be finalized by end of 2020. He informed that Corridor Management Groups should consist of high-level transport officials from countries, corridor coordinators, private sector coordinators and other stakeholders and their key tasks could include setting up corridor-specific priorities, operation standards, developing and monitoring implementation plans, advocacy and marketing of the corridor and piloting reforms in logistics and trade facilitation. Corridor Operationalization Performance Review should focus on the vertical work such as legislative framework. He emphasized synergies with other on-going UNECE workstreams such as Unified Railway Law, (e)TIR and (e)CMR, and the International Transport Infrastructure Observatory.

Ms. Yan Zhou, Chief Representative, East and South East Asia of International Road Transport Union (IRU), introduced IRU and presented the TIR system as the only global international customs transit and guarantee system, including more than 70 countries, used by over 34,000 transport and logistics companies, and tested for over 70 years. She explained the 6 pillars in the TIR system, including International guarantee chain, TIR carnet, Controlled access by customs and IRU, Safe TIR and electronic data exchange, Secure vehicles or containers and Reciprocal recognition of customer controls (the most important one, as it ensures harmonized cross-border custom procedures among all countries involved). She informed that the electronic data exchange for risk management connects stakeholders such as TIR operators, customs and TIR associations and grants each of them access to the information system, enhancing TIR security.

Ms. Zhou informed that since acceding to the TIR convention in 2016 and operating under the system since May 2018, China has tested the TIR system under extreme weather conditions and opened all custom checkpoints for TIR. She displayed several China-EU routes by road including China-Poland, China-Germany and China-Spain (longest, more than 13,600 kilometers) and noted that road transport is cheaper compared to air and maritime transport, and is faster and more flexible compared to rail

transport. She remarked that China is also working on incorporating advantages of railway and road transport to enable refrigerated transport under TIR, and forging the Forth Logistics channel connecting China and Europe (taking advantage of road transport potential along various trade routes between Asia and Europe). She concluded by highlighting the potential of digital TIR to boost intermodal corridors.

Ms. D. Tsendsuren, Senior Customs Officer, International Cooperation Division, Customs General Administration of Mongolia, gave an overview of Mongolia's progress in implementing the WTO TFA, noting that national trade facilitation committee was established in 2017. She showed that Mongolia has implemented 23.5% of provisions of the WTO TFA (all category A), with 36.1% of provisions labeled category B and 40.3% as category C. She highlighted some achievements, such as 85% paperless export clearance, tripartite cooperation between Mongolia-China-Russia customs and establishment of National Roadmap on trade facilitation, enhanced cooperation between government agencies and drafting of new Customs Law.

She highlighted customs cooperation with WCO and with neighboring countries, including use of Exchange E-Manifest between Mongolia and China, and Exchange Customs Declaration and X-ray between Mongolian and Russian Customs. Additionally, she highlighted that Government of Mongolia has been emphasizing custom infrastructure development over the past 25 years and is currently implementing electronic customs system called SMART Gate which includes Automatic truck scale, CCTV, RFID system and E-Gate that helps improve border-crossing waiting time, enable electronic registration, reduce face-to-face procedures and enhance effectiveness of risk-based customs control. She added that Operations Control and Management Center is being established as back support. She outlined that current priorities in trade facilitation include risk management, border agency cooperation, time release study, pre-arrival processing, single window and further customs cooperation.

Mr. Komlavi Yovo, Director, Ministry of Infrastructure and Transport of Togo, outlined main transport sectors in Togo including road, railway, air and maritime and the three transport corridors that Togo is member of (Lomé - Cinkansa-Koupéla-Kantchari-Makalondi-Niamey-Gao; Lomé - Cinkassé - Ouagadougou - Hérémakono – Bamako; and the 1,022 km Abidjan – Lagos corridor which is the most important corridor in West Africa). Mr. Yovo remarked that institutional and legal framework is an integral part of corridor development in Togo and that the Ministry of Infrastructure and Transport defines, develops and coordinates transportation policies, noting that corridors of ECOWAS and UEMOA are governed by these institutions. He gave overview of the various national legal instruments and resolutions on all modes of transport, transit and corridors. He informed that Togo set up a national trade facilitation committee in 2012, composed of representatives of public administrations and of the private and para-public sector. Another effort to improve the legislative context of transport corridors includes establishment of the Observatory of Abnormal Practices to monitor good practices on Togolese corridors and report any physical and non-physical obstacles to UEMOA on annual basis. He elaborated on efforts to improve border posts, including the Lomé-Cinkassé juxtaposed border control post, where joint committee between Togo and Burkina Faso was established. In terms of good practices, he underscored the financial support from the African Development Bank and the European Union, including funding for construction of Abidjan – Lagos Highway; and the establishment of Management Authority for the Abidjan – Lagos corridor by intergovernmental agreement in October 2018.

Mr. Yovo reminded the audience of challenges in corridor management, including lack of a standardized construction and maintenance policy, reluctance of States to apply common regulations, high cost of passage to the juxtaposed border post, and insufficient funding for the implementation of programs and policies relating to the development and management of corridors. He provided recommendations: countries of WAEMU and ECOWAS should establish policies for infrastructure development and maintenance, as well as corridor management, should set up information systems to collect real-time data on corridors, should apply the axle load directives and strengthen controls to discourage truck overload. The United Nations should further strengthen legislation on the development and management of corridors and support further sharing of best practices. He further recommended that partners providing technical and financial assistance should support corridor development and management programs and support Corridor Development and Management Fund in Africa for example.

Thematic Session 5: Identifying best practices in development, management and functioning of corridors

Mr. Jan Hoffman, Chief of Trade Logistics Branch, Division on Technology and Logistics of UNCTAD, structured his presentation around three questions: Why corridors matter?, How to make corridors work in a sustainable way?, What UNCTAD can do to support?. In relation to the first question, he informed that LLDCs' trade costs are far higher than developed countries and world average, constraining their ability to develop trade with other countries in the world, making transport and trade facilitation in particular critical for LLDCs for reducing these costs and enhancing their trade. He noted the different types of corridors, from transport corridor, trade and transit corridor, sector specific corridor to most ambitious economic corridor, even though there is no universal definition for the latter.

On the second question, he noted that transit facilitation measures need to be supported by bilateral, regional and multilateral transport agreements; customs, transit and other facilitation arrangements; harmonized border procedures and corridor arrangements. He commented that seaports are important partners that connect corridors and that there has been also increasing recognition that transit trade is also beneficial for transit countries. He mentioned that since involving different agencies and public and private stakeholders along corridors can be complicated, corridor management provides an important tool to coordinate, produce policies and implement interventions in a collaborative approach. He highlighted the successful example of the Northern Corridor where cost of transport, dwell time and clearance times have been reduced. He noted that transit countries can impose various conditions on transit, including on goods, services, operations, means of transport and infrastructure, but that the WTO Trade Facilitation Agreement is an important tool which includes various provisions on transit thus ensuring transparency and formality of transit. He added that transit provisions in the TFA are mostly obligatory with the term 'shall'. In terms of UNCTAD support, he mentioned activities to build institutional capacity, improve sustainable performance of corridors, the UNCTAD Sustainable Freight Transport (SFT) toolkit (including Portal, Training Programme, UNCTAD SFT framework) and courses for transit coordinators.

Mr. Elias Leonardo, Director, Monitoring and Evaluation, Transit Transport Co-ordination Authority of the Northern Corridor of Africa (NCTTCA), emphasized that transit corridors have benefits like enhancing

smooth transportation and promoting economic and social development, fostering trade by improving efficiency in the supply chain, minimizing diversion of goods through monitoring mechanisms, acting as bases for planning, regulating and monitoring trade and logistic performances. Specifically, he introduced the Northern Corridor, established in 1985, which covers six member countries (Burundi, DR Congo, Kenya, Uganda, South Sudan, Rwanda), with Council of Ministers and Executive Committee as highest policy making agencies and coordinated by the Northern Corridor Secretariat. There is also an annual Public-Private Consultative Forum to promote engagement of both public and private sector in corridor development. Mr. Leonardo shared best practices from the development stage and management stage of the Northern Corridor. In the development stage, he noted binding agreements between government bodies, supporting infrastructure and transport systems, regulation and standards, and enabling environment as essential elements for corridor development within Africa Region. In the management stage, he noted importance of having appropriate structure, strategic planning which is developed every five year since the Northern Corridor was established, financing arrangements including maintaining three financial mechanisms and charging annual member fees to ensure efficient financing for projects, the need for demand driven and results oriented programs and efficient monitoring.

Mr. Leonardo talked about key achievements of the Northern Corridor, including elimination of multiple security bonds and customs declarations, establishment of efficient corridor management institutions with clear structures, establishment of Northern Corridor Transport Observatory that enabled access to 11 indicators and updated information on a web portal, introduction of Self-regulatory Charters (Port Community Charter that improves efficiency of ports, and Vehicle Control Charter), annual logistics survey and mandatory meetings of the policy organs and committee. He added that despite the achievements in the Northern Corridor, main challenges in African corridor development include low levels of automation and interconnectivity, persistent Non-Tariff Barriers and contrasting focus and priorities in Partner States. Accordingly, Mr. Leonardo concluded that Partner States should sustain the cooperation and agreements for governing corridors, deliberate efforts should be made to improve infrastructure and ICT, and policies, regulations and legal frameworks should be streamlined and harmonized.

Mr. Jigjee Sereeter, Acting Director-General of Policy and Planning Department, Ministry of Road and Transport Development of Mongolia, introduced the transport sector in Mongolia, noting that transportation needs for goods and passengers has been increasing steadily since 1995, and adding that 63% of total cargo is transported through the road network. He made reference to main Government policy documents on transport, including Mongolia Sustainable Development Vision-2030, Action Plan of Government of Mongolia for 2016-2020, Program on Development Road and State Policy on Railway Transport for example. He stressed that various intergovernmental agreements on transport have been signed with neighbouring countries, such as on railway transit transportation and road transport with Governments of Russian Federation, China, Kazakhstan, Latvia, Turkey and DPR Korea. Specifically highlighted was the program for establishing economic corridor by Mongolia, Russia and China which includes 32 projects, 13 of which are directly on transit transportation. He added that first meeting of the joint committee in July 2019 took decisions regarding implementation of the agreement.

Mr. Jigjee Sereeter highlighted facilitation measures at railway border crossings which enabled travel time from Russia to China and China to Russia to be reduced by 27% and 26% respectively. He stressed that tariff rates on container transport and transshipment tariffs for containers were reduced by 15.5% and 65.5% respectively, and tariff rate was differentiated based on volume of transportation. He added that

several joint programs have been implemented, such as e-sign between Ulaanbaatar Railways and Russian Railways. Overall, he highlighted that transit transportation volume increased 9% last year compared to the previous year and it is expected to increase further. He then noted that the Government of Mongolia has invested, with support from the ADB, in Zamiin-Uud Regional Logistic Park, which starts operations later in 2019 and is expected to enable capacity of 5 million ton every year. He concluded that international investors and international organizations can play important role in helping LLDCs enhance transport.

Mr. Nelson Rwenaga, Assistant Commissioner, Ministry of Works and Transport of Uganda, shared practices in Transport Corridors development in Uganda, noting that Uganda depends on Northern Corridor (from Mombasa in Kenya) and Central Corridor (from Dar-es-Salam in Tanzania) with total length of 1,170 kilometers and 1,800 kilometers respectively, for international trade and access to the Indian Ocean. He added that Uganda is also working on direct connections across Lake Victoria and new corridor – Djibouti corridor is in development. He informed that 96% of the transit cargo in Uganda is delivered through the Northern Corridor, while 4% through the Central Corridor, even though efforts are underway to develop the required infrastructure on both Uganda and Tanzania side to promote the use of the Central Corridor. He stressed that Uganda enjoys benefits brought by regional connectivity, including right of transit between member states, provision of facilities for transit traffic, and simplification and harmonization of documentation and procedures which has facilitated trade.

Mr. Rwenaga shared that Uganda has developed five One Stop Border Posts at common borders, simplified customs and port clearance procedures to reduce clearance from 8 days to 2 days, modernized customs systems of the revenue authorities to speed up processes and address customs fraud, introduced electronic cargo tracking systems to improve cargo security, and is eliminating Non-Tariff Barriers by establishing seamless committee and introducing transport observatories. Uganda has also harmonized standards and procedures for design and construction of transport infrastructure, transit charges and axle load limits and enhanced private sector participation. He noted that Uganda also promotes joint planning for the development of transport and transit facilities and mobilization of funding for project execution, including cooperating with China and Tanzania. He concluded that cooperation and experience sharing among member states are important to transit corridor development and success. He stressed the crucial importance of annual subscription to corridor secretariat. While commitment by member states is important, he noted that governance and geo-politics issues also need to be considered.

Mr. Ali Ahmed Youssouf, Director, Ministry of Infrastructure and Transport of Djibouti, noted that Djibouti is on one of the busiest sea routes in the world, on the crossroads between East Africa, the Arabian Peninsula and mainland Asia and Europe and main transit country for Ethiopia. He noted that the country's Vision 2035 identified infrastructure, including transport, port development, energy and ICT as priority sectors. He added that Djibouti has 6 international standard ports that are equipped with latest facilities for handling all types of boats and goods, one of which is specialized in transit cargo. Djibouti also has extensive railway infrastructure, in particular the 756-kilometer Addis Ababa – Djibouti railway that enables transport connectivity in Africa. He elaborated on three road corridors that allow connection with Addis-Ababa, including a corridor that runs from northern Djibouti to Ethiopia which contributes to the broader vision of enhancing intra-African trade.

Mr. Youssef also mentioned the Djibouti Corridor in the context of COMESA, which runs through Djibouti, Ethiopia, Sudan and South Sudan, which has approved legal framework and headquarters of which are yet to be decided. Mr. Youssef reiterated that Djibouti would like to partner with LLDCs to enhance regional transport connectivity. In the context of IGAD, he recalled IGAD Executive Secretariat meeting in May 2019 which launched the Djibouti-Addis Ababa-Juba-Kampala corridor. He talked about the one stop border post between Djibouti and Ethiopia. He stressed the importance of legal framework between Ethiopia and Djibouti, noting draft documentation for harmonization with regards to the common border post. He mentioned the Mega green belt project that is underway to connect Djibouti to Senegal.

In the **interactive discussion** that followed, participants exchanged views on strict phytosanitary measures and checks, which are common for example in Chile. It was noted that this is not a common practice along the Northern and Central corridors in Africa, where joint inspections are undertaken by teams from the two countries such as for example on Ugandan borders. It was noted that in the Northern Corridor region, problems like this can be handled by the joint border committee that deals with localized issues at the border, which can defer a decision to the Executive Committee and Council of Ministers.

Thematic Session 6: Enhancing financing for corridor development and development of bankable infrastructure projects

Ms. Irina Kravchenko, Head of EBRD Resident Office in Mongolia, introduced EBRD, a multilateral financing institution established to support transition to market economies, and its objectives of supporting private sector participation, mobilizing foreign direct investment and encouraging environmentally sound and sustainable development. She explained that EBRD provides flexible financing solutions, including PPPs and sees corridor development as vital for the development of the region especially in landlocked countries. She highlighted that EBRD has different financing instruments available depending on the nature of the projects and is involved in all sub-sectors of the transport sector, except coal transport, investing in roads, railways, maritime, aviation and intermodal and logistics. She added that highway, street and bridge construction amounts for the largest portfolio by far, with 1.27 billion Euros. Ms. Kravchenko informed that various corridor projects in Central Asia have been signed, including for example Europe-China road project in Kazakhstan with \$180 million loan, road projects in Kyrgyzstan, Azerbaijan, Tajikistan and recent Manas Airport Rehabilitation project in Kyrgyzstan with \$4.7 million loan. A number of potential projects have been identified. She highlighted that EBRD assists with enhancing procedures such as tendering, environmental and safety standards, improved reporting and transparency procedures.

Ms. Kh. Bulgantuya, Vice Minister for Finance of Mongolia, highlighted that infrastructure investment is a key issue in Mongolia, also in light of the importance of transport networks in enabling further development of the mining sector. Ms. Bulgantuya presented key forms of investment for infrastructure development in Mongolia including 1) Concessional financing, in particular from key partners such as ADB, EBRD, IFC, AIIB; 2) Public-Private Partnerships (PPPs) and 3) Multilateral financing from partners such as ADB, EIB, IFC, EBRD, AIIB, Development Bank of Mongolia, China, Russia and the Greater Tumen Initiative. She noted that PPPs are difficult to implement for domestic project in Mongolia due to its small size and limited national sources, but that Mongolia expects to implement more PPPs for transit corridor

development in the future. She stressed that Ministers for Finance and Economy from China, Mongolia, Russia and South Korea meet annually to discuss carefully selected projects with a view to seek development banks to value the projects and financing possibilities.

H.E. Mr. Baymyrat Annamammedov, Deputy Minister of Industry and Communications of Turkmenistan outlined main international transport and transit corridors that pass through Turkmenistan, including Transport Corridor formed in accordance with Ashgabat Agreement; Lapis Lazuli corridor established under the Agreement between the Afghanistan, Turkmenistan, Azerbaijan, Georgia and Turkey on transit and transport cooperation; TRACECA corridor aimed at developing economic relations in the regions of the Black Sea Basin, the South Caucasus and Central Asia. He affirmed Turkmenistan's priority to utilize the strategic location and potential of the Caspian Sea to improve international economic and political relations. He informed that part of these efforts is to implement large-scale projects to create transport transit corridors in the region. He informed on the Turkmenbashi seaport that provides storage with 3-year tax exemption as well as free storage from 30 to 60 days, connected to the railway network and the international railway "Kerki-Imamnazar-Akina". Mr. Annamammedov shared that the Kazakhstan-Turkmenistan-Iran Railway will serve to transport goods from Europe to the Persian Gulf, the Farap-Turkmenabat railway bridge increased the volume of transit cargo from Uzbekistan, and the Serhatabat station to the Afghan point of Turgundi was also under construction.

Mr. Annamammedov pointed out that Government of Turkmenistan promotes use of innovative technologies and ICT in infrastructure projects, including constructing high-speed highway Ashgabat-Mara-Turkmenabad that serves 2,000 passengers daily. He added that air transport is also important and the Ashgabat International Airport serves 17 million passengers every year. He highlighted the potential for the air terminal to become large logistics center in the region, with capacity of holding 200,000 tons of cargo every year, improving the capacity to connect to global trade. In order to fully take advantage of this terminal, infrastructure such as aircraft parking lots, export and import zones and warehouses have been constructed.

Ms. Madalo Mungapoti Nyambose, Director of Policy and Planning, Ministry of Transport and Public Works, Malawi, introduced 4 main corridors that connect Malawi with neighboring countries, namely Mtwara Corridor, Beira Corridor (which is the most frequently used corridor by Malawi), Nacala Corridor and North-South Corridor that splits into Dar-es-Salaam Corridor and Durban Corridor, with the two latter corridors having corridor management institution or agreement. She mentioned that Dar-es-Salaam Corridor and Durban Corridor are fully financed by the World Bank and other bilateral financing institutions, while private sector plays an important role in financing of the Nacala Corridor. She noted that private sector is keen to invest wherever economic activities exist along the corridor. She shared successful practices from Malawi's corridor management, including establishment of Corridor Management Institution for the North-South Corridor to ensure effective and efficient operation; signing of bilateral and trilateral agreements to work jointly on corridor development; holding of tripartite meetings for Nacala Corridor; harnessing private sector financing; and OSBP development with Zambia, Tanzania and ongoing discussion with Mozambique.

Ms. Nyambose pinpointed the key challenges that Malawi is facing in corridor development, including 1) insufficient financing from government (the Mtwara Corridor is experiencing insufficient financing for infrastructure construction); 2) lack of harmonized standards between SADC and EAC under TTTFP

initiative, including some of the standards conflicting with each other; 3) coordination and cooperation on Nacala Corridor; 4) monitoring and data collection on Nacala and Mtwara Corridors; 5) collaboration of different players on eliminating Non-Tariffs Barriers. She provided several recommendations on corridor management, including the need for joint planning of corridor management, standards harmonization, dedicated staff for corridor management and collection of data, and regular meetings that encourage engagement of all stakeholders.

Mr. Cesar Kurewa, Principal Research Officer, Ministry of Transport and Infrastructure Department of Zimbabwe, presented the geographic location of Zimbabwe as advantage to serve as a hub for infrastructure to service the region, noting that almost all the landlocked countries have one or more links with the corridors in the region. He informed that in Zimbabwe the Ministry of Transport is responsible for transport infrastructure development and policy direction in the transport sector, as well as coordinating and participating in discussions on corridor development. He gave overview of the corridors in Zimbabwe, noting that there is no coordination mechanism for Trans-Capri and Beria corridors.

Mr. Kurewa highlighted the funding modalities that Ministry of Transport of Zimbabwe is considering various funding modalities, including PPPs, harnessing diaspora resources, external financing resources such as SADC, EU, BRICS, and loans or grants from financial institutions like AfDB, DBSA and EXIM banks. He noted the role of Ministry of Transport in provision of infrastructure and services in aviation, road, rail and inland water sectors, as well in enhancing regional integration, corridor development and management and trade facilitation. He highlighted that transport services provide access for other industries such as tourism, agriculture, industry, mining and there is need for adequate coordination and planning. He gave overview of various upcoming projects by the Ministry, in particular road, rail, bridge and border post development and rehabilitation. In concluding, he articulated the key challenges as border delays, coordination of institutions and member states, liquidity crunch, historical legacy debt and climate change.

In the **interactive discussion**, the participants agreed on the importance of attracting co-financing from various organizations, enhancing corridor coordination, and improving participation of private sector. The responsibilities of public and private stakeholders during and after project implementation were discussed. Country representatives shared their country experiences, noting responsibility of governments for identifying resources for funding infrastructure projects, noting that domestic resources are typically not enough for larger infrastructure projects. The successful experience of Lapid-Lazuli corridor development was discussed. The experience of EBRD was shared, where depending on specific sectors, EBRD can provide guarantee support to private sector, engage in build and transfer scenarios so that private sector can operate, etc. It was noted that EBRD utilizes various financing tools, including loans, grants or blended finance, to reduce the financial burden on Government and optimize financing. It was also noted that EBRD provides technical assistance towards improving efficiency of projects.

Strategies to attract greater private sector participation in government infrastructure construction projects were discussed, including experience from Nacala Corridor where private sector was actively engaged with Government on corridor development because it was needed to support the mining industry. Another example would be having a funding agency which seeks cooperation and dialogue with banks and other private sector. Participants noted that there is often legal framework in place on how to secure financing from private sector. Insufficiency of funding dedicated for maintenance and

rehabilitation of road network was discussed. The experience of Malawi was shared where the Government expanded the mandate and budget of the road management administration and acts as main guarantor which gives banks confidence to contribute to the road management fund.

C. Closing Session

H.E. Mr. Sandagdorj Batbold, State Secretary of the Ministry of Road and Transport Development of Mongolia, thanked all the participants for attending the meeting and actively engaging in the discussions. He reaffirmed Mongolia's active involvement in bilateral, multilateral and international agreements in the field of transit and transport. He recalled the Mongolia-Russia-China Economic Corridor Program which is making important progress in working towards implementing its transit transport infrastructure projects. He expressed hope that participants can learn from the experience of Mongolia which is actively cooperating with other countries to contribute to the development of the Asia-Pacific region.

Ms. Fekitamoeloa Katoa 'Utoikamanu, Under-Secretary-General and High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States (UN-OHRLLS) concluded by expressing her gratitude to the Government of Mongolia for hosting and co-organizing the meeting. She extended a special note of appreciation to all the participants. She reiterated that LLDCs and transit countries in different regions and sub-regions make efforts to develop and operationalize transit transport and economic corridors, which are crucial for building connectivity and enhancing competitiveness and trade potential. She noted the positive experiences that were shared during the meeting and the commitment of both LLDCs and transit countries to work towards corridor development. She highlighted the importance of legal frameworks for corridor establishment and operationalization, necessary financing and efforts to identify best practices for effective development, management and functioning of corridors.

Ms. 'Utoikamanu called attention to the challenges highlighted in the meeting such as limited financial assistance and access to funding, pervasive capacity constraints, challenges in the establishment of corridor management institutions, lack of readily available data and monitoring mechanisms, lack of harmonized standards and procedures and long times to negotiate multilateral transit agreements. She noted that enhanced partnerships and co-operation at all levels – national, sub-regional, regional and international are needed to resolve these challenges. Ms. 'Utoikamanu concluded by appealing to all countries to participate at the Midterm Review of the Vienna Programme of Action on 5 and 6 December 2019. She emphasized that UN-OHRLLS will continue to facilitate discussions on corridor development and management, during the midterm review and beyond. She indicated that the outcome of this meeting will provide valuable inputs for LLDCs' way forward.

ANNEX I: Programme of the meeting



Meeting on Best Practices in Corridor Development and Management for the Benefit of LLDCs and Transit Countries

Novotel Ulaanbaatar Hotel
Ulaanbaatar, Mongolia
29-30 October 2019

PROGRAMME

Day 1 – 29 October 2019	
8:00 – 9:00	Registration
9:00 – 9:30	Opening session <ul style="list-style-type: none"> - Message from the President of Mongolia - H.E. Ms. Batmunkh Battsetseg, Deputy Minister for Foreign Affairs of Mongolia - Ms. Fekitamoeloa Katoa 'Utoikamanu, Under-Secretary-General and High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States (UN-OHRLS) - Mr. Tapan Mishra, UN Resident Coordinator in Mongolia
9:30	Group Photo
9:30 – 10:45	Session 1. Corridors as key for LLDCs' trade and access to global markets <i>This session will introduce the concept and functions of corridors, their role in international trade and their importance to enhancing connectivity of LLDCs and their access to global markets. This session will also present the background report prepared for the meeting.</i> <p><i>Moderator: Mr. Sandagdorj Erdenebileg, Chief, UN-OHRLS</i></p> <ul style="list-style-type: none"> - Ms. Gladys Mutangadura, Senior Programme Management Officer, UN-OHRLS - Mr. Edouard Chong, Transport Connectivity and Logistics section, Transport Division, UN ESCAP - Message from UN ECA, delivered by Mr. Edouard Chong <p><i>Interactive discussion</i></p>

10:45 – 11:00	Coffee break
11:00 – 12:30	<p>Session 2. (Sub-)Regional perspectives from Euro-Asia <i>This session will discuss and share experiences on the ways of collaboration between LLDCs and transit countries on development and management of corridors in Euro-Asia, such as the China-Russia-Mongolia economic corridor, the Belt and Road Initiative and others.</i></p> <p><i>Moderator: Mr. Sandagdorj Erdenebileg, Chief, UN-OHRLLS</i></p> <ul style="list-style-type: none"> - Mr. Sangmin Nam, Deputy Head, East and North-East Asia Office of ESCAP - Ms. Unurjargal Dalaikhuu, Regional Cooperation Officer, Mongolia Resident Mission, Asian Development Bank - Mr. Gankhuyag Sodnom, Director, Investment and Research Centre, Mongolia - Mr. Farlod Kholov, Senior Specialist of International Relations Department, Ministry of Transport, Tajikistan - Mr. Rygzyn R. Rakshaev, Minister-counsellor, Embassy of Russian Federation in Mongolia <p><i>Interactive discussion</i></p>
12:30 – 14:00	Lunch break
14:00 – 15:15	<p>Session 2. (Sub-)Regional perspectives from Euro-Asia (continued) <i>This session will discuss and share experiences on the ways of collaboration between LLDCs and transit countries on development and management of corridors in Euro-Asia, such as the China-Russia-Mongolia economic corridor, the Belt and Road Initiative and others.</i></p> <p><i>Moderator: Mr. Jan Hoffman, Chief of Trade Logistics Branch, Division on Technology and Logistics, UNCTAD</i></p> <ul style="list-style-type: none"> - H.E. Mr. Traian Laurentiu Hristea, EU Ambassador to Mongolia - H.E. Mr. Zhalgas Adilbayev, Ambassador of Kazakhstan to Mongolia - Mr. Mostak Ahmed, Deputy Secretary, Economic Relations Division, Ministry of Finance, Bangladesh <p><i>Interactive discussion</i></p>
15:15 – 15:30	Coffee break
15:30 – 17:00	<p>Session 3. (Sub-)Regional perspectives from Africa and Latin America <i>This session will discuss and share experiences on the ways of collaboration between LLDCs and transit countries on development and management of corridors in Latin America and Africa, such as the Northern Corridor and Trans-Kalahari Corridor and others.</i></p> <p><i>Moderator: Mr. V. Enkhbold, Director of Foreign Trade and Economic Cooperation Department, Ministry of Foreign Affairs</i></p>

	<ul style="list-style-type: none"> - Ms. Moono Mupotola, Director, Regional Development & Regional Integration, African Development Bank - Mr. François Noitora, Director-General, Ministry of Infrastructure and Transport, Chad - Ms. Irene Tembo, Chief Planner, Ministry of Transport and Communications, Zambia - Ms. Gilda Arrellaga, International Affairs Advisor, Ministry of Public Works and Communications, Paraguay <p><i>Interactive discussion</i></p>
18:00-20:30	<p>Reception hosted by Deputy Foreign Minister of Mongolia, H.E. Ms. Batmunkh Battsetseg</p> <p>Venue: “Nomin” Hall, Ministry of Foreign Affairs <i>(Transportation will be provided to the reception venue; bus leaves from Novotel Hotel at 17:40)</i></p>
Day 2 – 30 October 2019	
9:00 – 10:30	<p>Session 4. Strengthening legal frameworks for corridor operations <i>This session will review existing types of legal multilateral and bilateral agreements and harmonized regulatory frameworks for corridor operations and highlight successful legal and regulatory models and elements as best practices.</i></p> <p><i>Moderator: Mr. Odbayar, Executive Director, International Think Tank for LLDCs</i></p> <ul style="list-style-type: none"> - Ms. Dagmar Hertova, Programme Management Officer, UN-OHRLS - Mr. Roel Janssens, Economic Affairs Officer, Sustainable Transport Division, UN ECE (recorded message) - Ms. Yan Zhou, Chief Representative, East and South East Asia, IRU - Ms. D. Tsendsuren, Senior Customs Officer, International Cooperation Division, Customs General Administration of Mongolia - Mr. Komlavi Yovo, Director, Ministry of Infrastructure and Transport, Togo <p><i>Interactive discussion</i></p>
10:30 – 10:45	Coffee break
10:45 – 12:30	<p>Session 5. Identifying best practices in development, management and functioning of corridors <i>This session will analyse the various types of corridor management institutions and/or organizations and discuss the progress, challenges and best practices in their establishment and functioning. This session will also discuss how to facilitate trade and transport along corridors and monitor and enhance the performance of corridors.</i></p>

	<p><i>Moderator: Mr. S. Gankhuyag, Director, Investment and Research Center, Mongolia</i></p> <ul style="list-style-type: none"> - Mr. Jan Hoffman, Chief of Trade Logistics Branch, Division on Technology and Logistics, UNCTAD - Mr. Elias Leonardo, Director, Monitoring and Evaluation, Transit Transport Co-ordination Authority of the Northern Corridor of Africa (NCTTCA) - Mr. Jigjee Sereeter, Acting Director-General of Policy and Planning Department, Ministry of Road and Transport Development, Mongolia - Mr. Nelson Rwenaga, Assistant Commissioner, Ministry of Works and Transport, Uganda - Mr. Ali Ahmed Youssef, Director, Ministry of Infrastructure and Transport, Djibouti <p><i>Interactive discussion</i></p>
12:30 – 14:00	Lunch break
14:00 – 15:30	<p>Session 6. Enhancing financing for corridor development and development of bankable infrastructure projects</p> <p><i>This session will discuss the means of financing development of corridors, including how to develop bankable infrastructure projects and how to finance corridor infrastructure development.</i></p> <p><i>Moderator: Ms. Moono Mupotola, Director, Regional Development & Regional Integration, African Development Bank</i></p> <ul style="list-style-type: none"> - Ms. Irina Kravchenko, Head of EBRD Resident Office in Mongolia - Ms. Kh. Bulgantuya, Vice Minister for Finance, Mongolia - H.E. Mr. Baymyrat Annamammedov, Deputy Minister of Industry and Communications of Turkmenistan - Ms. Madalo Mungapoti Nyambose, Director of Policy and Planning, Ministry of Transport and Public Works, Malawi - Mr. Cesar Kurewa, Principal Research Officer, Ministry of Transport and Infrastructure Department, Zimbabwe <p><i>Interactive discussion</i></p>
15:30 – 15:45	Coffee break
15:45 – 16:45	<p>Way forward and closing</p> <ul style="list-style-type: none"> - Presentation of the outcome - H.E. Mr. Sandagdorj Batbold, State Secretary of the Ministry of Road and Transport Development of Mongolia - Ms. Fekitamueloa Katoa 'Utoikamanu, Under-Secretary-General and High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States (UN-OHRLLS)

ANNEX II: List of Participants

Country/Organization	Name	Position
Afghanistan	Mr. Mohammad Sameem Raheemi	Director General Policy and Strategic Planning, Ministry of Transport
Armenia	Mr. Arman Karapetyan	Head of Technical Policy Division, Deputy Head of Automobile Transport Policy Department of the Ministry of Territorial Administration and Infrastructure
Azerbaijan	Mr. Nijat V. Mikayilov	Senior Adviser, Department of International Cooperation, Ministry of Transport, Communications and High Technologies
	Mr. Ramil Gasimov	Deputy Head of the Law, Human resources and International Relations Department, State Maritime Agency
Bangladesh	Mr. Mostak Ahmed	Deputy Secretary, Development Effectiveness Wing, Economic Relations Division
Bhutan	Mr. Leki Choda	Planning Officer, Road Safety and Transport Authority
Chad	Mr. François Noitora	Directeur General Des Transports De Surface, Ministère Des Infrastructures Et Des Transports
Cambodia	H.E. Mr. Rathpiseh HENG	Director General of Public Works, Ministry of Public Works and Transport
Chile	Mr. Carlos Dettleff	Director of Borders, Ministry of Foreign Affairs
Djibouti	Mr. Ali Ahmed Youssouf	Conseiller technique du Ministre de l'Équipement et des Transports
Eswatini	Mr. Mduduzi T. Lukhele	Director of the Road Transportation Department, Ministry of Public Works and Transport
Kazakhstan	H.E. Mr. Zhalgas Adilbayev	Ambassador to Mongolia
Lao People's Democratic Republic	Mr. Khamphinh Philakone	Director of UN Economic and Social Affairs Division, Ministry of Foreign Affairs
Malawi	Ms. Madalo Mungapoti Nyambose	Director of Policy and Planning, Ministry of Transport and Public Works
Mali	Mr. Marc Dabou	Secrétaire Général, Ministère des Transports et de la Mobilité Urbaine
Mongolia	H.E. Ms. Batmunkh Battsetseg	Deputy Minister for Foreign Affairs of Mongolia
	H.E. Ms. Kh. Bulgantuya	Vice Minister for Finance
	H.E. Mr. Sandagdorj Batbold	State Secretary, Ministry of Road and Transport Development
	Mr. V. ENKHBOLD	Director of Foreign Trade and Economic Cooperation Department, Ministry of Foreign Affairs

Mr. S.GANKHUYAG	Director, Investment and Research Center
Mr. J.SEREETER	Acting Director- General of Policy and Planning Department, Ministry of Road and Transport Development
Mr. TS. MUNKHBAYAR	Senior Advisor, Standing Committee on Economic Policy, Secretariat of the State Ikh Hural (Parliament)
Ms. J. UYANGA	Advisor, Standing Committee on Economic Policy, Secretariat of the State Ikh Hural (Parliament)
Ms. J.BATZAYA	Expert, Deputy Prime Minister's Administration of Mongolia
Mr. D.JAVKHLAN	Head of Maritime and Waterways Transport Division, Ministry of Road and Transport Development
Mr. B.BADRAL	Senior Officer, Policy and Planning Department, Ministry of Road and Transport Development
Mr. J.JANABAATAR	Senior Officer, Investment and Industrialization Division, Policy and Planning Department, Ministry of Energy
Ms. B.ZAYA	International Cooperation Division, Policy and Planning Department, Ministry of Food, Agriculture and Light Industry
Ms. U.UNU-UNDRAKH	International Cooperation Division, Policy and Planning Department, Ministry of Food, Agriculture and Light Industry
Mr. A.ERDENEBAT	Senior Officer, Economic, Investment, Research Division, Strategic Policy and Planning Department, Ministry of Mining and Heavy Industry
Ms. D.TSENDSUREN	Senior Customs Officer, International Cooperation Division, Customs General Administration of Mongolia
Mr. E. GAN-ERDENE	Senior officer, Research and Analysis Department, National Development Agency
Ms. B.UNDRAA	Senior Officer, Standardization Conformity Assessment Policy Department, Mongolian Agency for Standardization and Metrology
Ms. TS.OYUNGEREL	Officer, Standardization Conformity Assessment Policy Department, Mongolian Agency for Standardization and Metrology
Ms. A. URANCHIMEG	Deputy Director, Communications and Postal Policy Planning Department, Communications and Information Technology Authority
Mr. N.ERDENSUKH	Head of International Cooperation Department, General Agency for Specialized Inspection

Mr. S.BURENTUGS	Senior Veterinary Inspector, Export, Import and Border Quarantine Inspection Division, General Agency for Specialized Inspection
Mr. S.TSEVEGMID	Senior Officer, Financial Management Division, Development Bank of Mongolia
Mr. CH.TSOGTBAYAR	Vice Chairman in charge of Traffic Safety Issues, Ulaanbaatar Railway JVC
Mr. L.BYAMBASUREN	Chief Engineer, Ulaanbaatar Railway JVC
Mr. D.CHIMEDDORJ	Director, Business Strategy and Planning Department, Erdenes MGL LLC
Mr. SH.DORJRAGCHAA	Director, Erdenes Shivee Energy LLC
Ms. J.OYUNCHIMEG	Head of Policy and Strategy Department, Mongolian National Chamber of Commerce and Industry
Mr. A.GANKHULEG	Officer, Policy and Strategy Department, Mongolian National Chamber of Commerce and Industry
Ms. KH.BALJMAA	Governor of Altanbulag Free Zone Administration
Mr. J.TUVSHINBAYAR	Officer, International Cooperation and Information Technology Division, Altanbulag Free Zone Administration
Mr. N.ZURGAANJIN	Head of International Cooperation and Information Technology Division, Altanbulag Free Zone Administration
Mr. A.AMANKYELDI	Governor, Altanbulag Free Zone Administration
Mr. A.BATCHULUUN	Senior Officer, Research, Development and Quality Management Center, National Auto Transportation Center
Ms. E.CHANTSALDULAM	Officer, Transport Coordination Division, National Auto Transportation Center
Ms. P.OYUN-ERDENE	Officer, Transport Coordination Division, National Auto Transportation Center
Mr. E.GANZORIG	Officer, Transport Coordination Division, National Auto Transportation Center
Mr. S. TUVSHINTUR	Director-General, Maritime Administration of Mongolia
Mr. D. AMARTUVSHIN	Director of the Administration and Management Department, Maritime Administration of Mongolia
Mr. G.BATBAYAR	Director, Air Transport Policy and Planning Department, Civil Aviation Authority of Mongolia

	Mr. Z.TULGA	Officer, Air Transport Policy and Planning Department, Civil Aviation Authority of Mongolia
	Lieutenant Colonel Ms. O.SUVDERDENE	Senior Officer, Passport Control Department, General Authority for Border Protection
Mozambique	Mr. Ambrosio Adolfo Siteo	National Director, Ministry of Transport
Myanmar	Ms. New Ni Win Kyaw	Deputy Director (Air Transport), Department of civil aviation
Paraguay	Ms. Gilda Arrellaga	International Affairs Advisor, Ministry of Public Works and Communications
Russian Federation	Mr. Rygzyn R. Rakshaev	Minister-Counsellor, Embassy of Russian Federation in Mongolia
Tajikistan	Mr. Farlod Kholov	Senior Specialist of International Relation Department, Ministry of Transport
Togo	Mr. Komlavi Yovo	Director, Ministry of Infrastructure and Transport
Turkmenistan	Mr. Baymyrat Annamammedov	Deputy Minister of industry and communication
	Mr. Shohrat Batyrov	Representative on commerce at the Embassy of Turkmenistan in China
Uganda	Mr. Nelson Rwenaga	Assistant Commissioner, Ministry of Works and Transport
Zambia	Ms. Irene Tembo	Chief Planner, Ministry of Transport and Communications
Zimbabwe	Mr. Cesar Kurewa	Principal research Officer, Ministry of Transport and Infrastructure Department
European Union	H.E. Mr Traian Laurentiu Hristea	EU Ambassador to Mongolia
	Ganchimeg Mijiddorj	Political, press and information officer
	Mr. Marco Ferri	Minister Counsellor
African Development Bank	Ms. Moono Mupotola	Director, Regional Development & Regional Integration (RDRI)
Asian Development Bank	Ms. Unurjargal Dalaikhuu	Regional Cooperation Officer, Mongolia Resident Mission, Asian Development Bank
European Bank for Reconstruction and Development (EBRD)	Ms. Irina Kravchenko	Head of EBRD Resident Office in Mongolia
	Mr. Urjinbadam Amgalan	Sustainable Infrastructure Sector banker
International Think Tank for LLDCs	Mr. Odbayar	Executive Director
International Road Transport Union (IRU)	Ms. Yan Zhou	Chief Representative, East and South East Asia
Transit Transport Co-ordination Authority of the	Mr. Elias Leonardo	Director, Monitoring and evaluation

Northern Corridor of Africa (NCTCA)		
United Nations Conference on Trade and Development (UNCTAD)	Mr. Jan Hoffmann	Chief, Trade Logistics Branch, Division on Technology and Logistics
UN Economic and Social Commission for Asia and the Pacific (ESCAP)	Mr. Sangmin Nam	Deputy Head, East and North-East Asia Office
	Mr. Edouard Chong	Transport Connectivity and Logistics section, Transport Division
United Nations Industrial Development Organization (UNIDO)	Ms. Munkhbolor Gungaa	National Project Coordinator in Mongolia
UN Mongolia	Mr. Tapan Mishra	UN Resident Coordinator in Mongolia
UN-OHRLS	Ms. Fekitamoeloa Katoa 'Utoikamanu	USG and High Representative
	Mr. Sandagdorj Erdenebileg	Chief
	Ms. Gladys Mutangadura	Senior Programme Management Officer
	Ms. Dagmar Hertova	Programme Management Officer