



Action Plan on
**Thailand
Logistics
Development
2023-2027**





Foreword

Action Plan on Thailand Logistics Development 2023-2027 was formulated in line with the 20-Year National Strategy (2017-2036) and the Thirteenth National Economic and Social Development Plan (2023-2027) and was adhered to the Sustainable Development Goals (SDGs) of the United Nations and other related plan frameworks. The Action Plan is a continuation of the Third Thailand Logistics Development Plan (2018-2022) under the 20-year framework for logistics development. The Plan name, following the Level 3 Plan Formulation Guideline, has to change from “the Fourth Thailand Logistics Development Plan (2023-2027)” to “Action Plan on Thailand Logistics Development 2023-2027.” The Action Plan aims to enable the logistics system as the main mechanism for driving Thailand into a major trade gateway for the sub-regions and regions. Its five development guidelines include 1) Infrastructure and Logistics Facility Improvement, 2) Standard Improvement and Value Chain Enhancement, 3) Improvement of Customs Clearance Procedures and International Transport Facilitation, 4) Capability Enhancement of Thai Logistics Service Providers (LSPs), and 5) Research and Development Enhancement, Logistics Personnel Capacity Building, and National Logistics Evaluation. Its key success indicators are to reduce both transportation cost to GDP and inventory holding cost to GDP and to improve both Customs (LPI) and Logistics Quality and Competence (LPI) ranking.

Office of the National Economic and Social Development Council (NESDC), a secretariat of the National Logistics Committee, teamed up with relevant government agencies, the private sector, and academics to formulate the Action Plan. NESDC also regards participation by a broad cross-section of society to obtain feedback and suggestions for Action Plan formulation improvement to be more concise and complete. The Action Plan was approved by the Cabinet on December 13, 2022. Due to the approval, NESDC, therefore, published the Action Plan to be used as guidelines for logistics development from 2023-2027 to lead to efficient implementation direction and enhance national competitiveness.

Office of the National Economic and Social Development Council
January 2023



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Introduction

Concepts

- The continuity of logistics system development
- The utilization of modern technology
- Goals of the Bio-Circular-Green Economy (BCG)
- Sustainable Development Goals (SDGs) of the United Nations

Principles and Reasons

Objectives

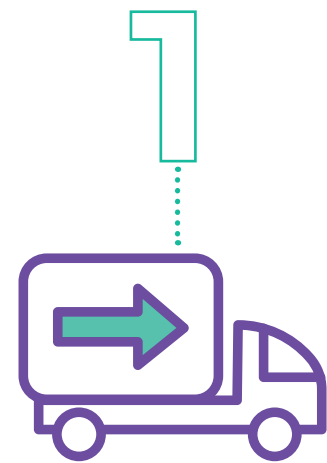
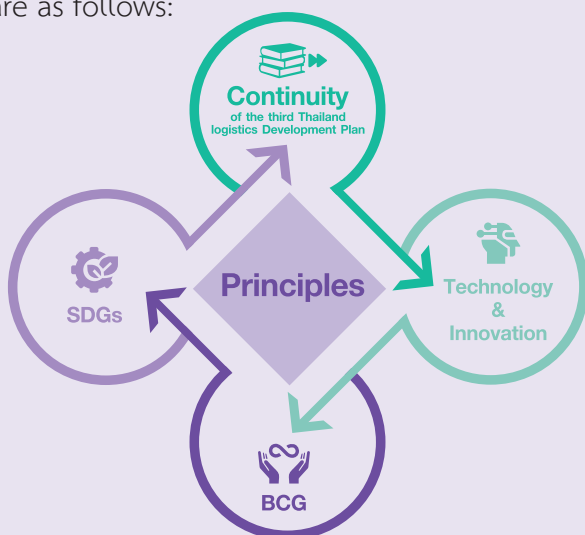


Concepts



Action Plan on Thailand Logistics Development 2023-2027 serves as a mechanism for translating the goals of the relevant Master Plans under the National Strategy into action during the 2nd five years of the National Strategy 2018-2037 to enable responsible agencies to achieve the related targets of the National Strategy and Master Plans consecutively.

The formulation of the Action Plan aims to *“enable the logistics system as the effective mechanism for driving Thailand into a major trade gateway for the sub-regions and regions”* in line with the goals of the National Strategy, relevant Master Plans, and the Thirteenth National Economic and Social Development Plan (2023-2027). The 4 concepts of the Action Plan are as follows:



The continuity of logistics system development

...

by evaluating a previous stage of development to determine the next development directions by taking the congruence between current and future situations into account to continually develop Thailand's logistics system and achieve long-term goals



2



The utilization of modern technology

...

by setting development directions in logistics activities that enable technology and innovation to be comprehensively applied in various sectors to enhance management efficiency and logistics services in the supply chain and to support industrial growth

3



Goals of the Bio-Circular-Green Economy (BCG)

...

by emphasizing the knowledge application in science, modern technology, and creativity to create economic value added, along with balancing the conservation and utilization of natural resources and biodiversity, including changing production, service and consumption patterns to reduce environmental impact

4



Sustainable Development Goals (SDGs) of the United Nations

...

by setting development directions that aim to enhance the quality of life for all groups of people covering dimensions of continuous economic growth; resilient, inclusive and sustainable infrastructure; and environmental innovation

Principles and Reasons



The development of Thailand's logistics system was first carried out during the first and second Thailand Logistics Development Plan (2007-2016) under these main mission frameworks: strengthening Thai entrepreneurs to enhance their product/service offering from a value-added supply chain, upgrading the efficiency of trade facilitation systems and developing logistics supporting factors. The implementation of both plans satisfactorily drove strategies into action. Then, the National Strategy (2018-2037) has been employed as a 20-year framework for national development, including the logistics system. During the 1st five years (2018-2022), the Third Thailand Logistics Development Plan was formed as an essential development guideline in determining the strategic position for sub-regional connectivity and a leading trade gateway along with upgrading supply chain management, improving

the complete NSW system, amending laws to support paperless transactions, and developing professional logistics standards and quality standards for logistics personnel. Subsequently, in the next five years (2023-2027), the Action Plan focuses on the continuous development of Thailand to be a trade gateway in the sub-regions and regions.

To adhere to the 20-year logistics development framework, the next 11-20 years (2028-2037) focus on (1) Thailand to be a transport and logistics centre in the region, a leading actor in trade and services, and a nation for sustainable agricultural production base, creative industrial base, and eco-friendly innovations; and (2) Thai entrepreneurs to enter the global market, utilize regional value chains, and engage in the digital economy and innovation development.



Objectives

The Action Plan for logistics development during the years 2023-2027, which is the continuation of the Third Thailand Logistics Development Plan (2018-2022), aims to enable Thailand as the trade gateway in the sub-regions and regions by integrating e-commerce transactions, promoting complete paperless logistics systems, and enhancing the efficiency of entrepreneurial potential in production, service, trade, investment, and logistics activities.

To enable “the logistics system as the effective mechanism for driving Thailand into a major trade gateway for the sub-regions and regions

Its guidelines include transport infrastructure and facility improvement to connect the regions and reduce national logistics cost; trade facilitation enhancement to meet international standards; standard improvement and value chain increment in both agricultural and industrial sectors that promote technology utilization, and green logistics; and personnel capacity building and R&D enhancement that meet consumer needs to proficiently support logistics efficiency.



Alignment of the National Strategy, Master Plans, and National Economic and Social Development Plan

- The 20-Year National Strategy (2018-2037)
- Master Plans Under the National Strategy
- The Thirteenth National Economic and Social Development Plan (2023-2027)

02

Alignment of the National Strategy, Master Plans, and National Economic and Social Development Plan

Primary National Strategy Competitiveness Enhancement

- Development Goals**
- Thailand as a developed country with stable and sustainable growth
 - Thailand with increased competitiveness



Exploring Value-Added Agriculture



Developing Future Industries and Services



Establishing High-Quality Infrastructure
to Connect Thailand With the World



Creating a Modern
Entrepreneurship-Based Economy

Strategic Guidelines

Secondary National Strategies

- Developing and Strengthening Human Capital
- Eco-Friendly Development and Growth
- Public Sector Rebalancing and Development

Primary Issue

Infrastructure, Logistics and Digital Systems

Primary Issue Goal

Improve competitiveness in infrastructure

Sub-Issue Goals

- Thailand's logistics cost to GDP decreases
- Thailand's International Logistics Performance Index (LPI) improves

Secondary issues

- Agriculture
- Industries and Services for the Future
- Smart Entrepreneurs and SMEs
- Special Economic Zone
- Human Capability for all Ages of Life
- Eco-friendly Growth
- Public Administration for the People
- Laws and Justice Procedures
- Research and Innovation

The national logistics development in the Action Plan closely aligned with the Dimension of the manufacturing and service sectors

Milestone 5 Thailand as a Regional Strategic Gateway for Trade, Investment, and Logistics

Goal Undergo toward eco-innovation and sustainability transitions in manufacturing and service sectors

By enabling an ecosystem in supporting trade and investment to promote Thailand as a major trade and investment centre in the region, fostering seamless transport connectivity across Thailand and the world, encouraging Thai entrepreneurs to participate in regional and global value chains, and enhancing the national competitiveness of major manufacturing and service sectors along with reducing greenhouse gas emissions and building a low-carbon society

Other relevant milestones

- Milestone 1 Thailand as a Leader for High-value Agriculture and Processed Agricultural Products
- Milestone 2 Thailand as a Quality-focused and Sustainable Tourism Destination
- Milestone 3 Thailand as the World's Major Electronic Vehicle Production Base
- Milestone 6 Thailand as the World's Major Smart Electronics Industry Hub
- Milestone 7 Thailand with Empowered, High-potential, and Competitive SMEs
- Milestone 8 Thailand with Livable, Safe, and Sustainable Areas and Smart Cities
- Milestone 10 Thailand with a Low-carbon Circular Economy
- Milestone 12 Thailand with High-performance Workforce of Continuous Learners for the Future Development
- Milestone 13 Thailand with Modern, Efficient, and Citizen-centric Government

Action Plan on Thailand Logistics Development 2023-2027

Goals and Indicators

- Plan-Level Goals and Indicators
- Guideline-Level Indicators and Targets

Development Guideline Map

- Development Guideline Map Figure

Development Guidelines

- Infrastructure and Logistics Facility Improvement
- Standard Improvement and Value Chain Enhancement
- Improvement of Customs Clearance Procedures and International Transport Facilitation
- Capability Enhancement of Thai Logistics Service Providers (LSPs)
- Research and Development Enhancement, Logistics Personnel Capacity Building, and National Logistics Evaluation



03

5 Development Guidelines

Objective

To enable “the logistics system as the effective mechanism for driving Thailand into a major trade gateway for the sub-regions and regions”



Infrastructure and Logistics Facility Improvement



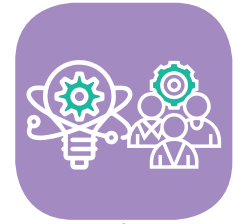
Standard Improvement and Value Chain Enhancement



Improvement of Customs Clearance Procedures and International Transport Facilitation



Capability Enhancement of Thai LSPs



R&D Enhancement, Logistics Personnel Capacity Building, and National Logistics Evaluation

4 Goals



Transport cost to GDP decreases



Inventory holding cost to GDP decreases



The efficiency of customs and border management clearance (LPI) ranks higher



The competence and quality of logistics services (LPI) ranks higher

4 Indicators

- Transport cost to GDP reduces to 5 percent
- Inventory holding cost to GDP reduces to 5 percent
- The efficiency of customs and border management clearance ranks 25th or have a score of not less than 3.20
- The competence and quality of logistics services ranks 25th or have a score of not less than 3.60

Goals and Indicators

Plan-Level Goals and Indicators

Overall goals and indicators under the Action Plan are built to foster achieving the goals of the relevant Plans: the National Strategy on National Competitiveness Enhancement with the goals of Thailand as a developed country with stable and sustainable growth, and Thailand with increased competitiveness; the Master Plan of Infrastructure, Logistics and Digital System (Sub-Issue on Infrastructure and Logistics System) with the main goals of “Thailand’s logistics cost to GDP decreases,” and

“Thailand’s International Logistics Performance Index (LPI) improves,” and the Thirteenth National Economic and Social Development Plan - Milestone 5 Thailand as a Regional Strategic Gateway for Trade, Investment, and Logistics under that aims at promoting Thailand to be a gateway and a transport and logistics centre in the region.

Goals and Indicators Under the Action Plan

Goals	Indicators	Targets
Transport cost to GDP decreases.	Transport cost to GDP (%)	Reduce to 5 percent
Inventory holding cost to GDP decreases.	Inventory holding cost to GDP (%)	Reduce to 5 percent
The efficiency of customs and border management clearance (LPI) ranks higher.	The efficiency of customs and border management clearance (ranking)	Rank 25 th or a score of not less than 3.20
The competence and quality of logistics services (LPI) ranks higher.	The competence and quality of logistics services (ranking)	Rank 25 th or a score of not less than 3.60

Goal Alignment of the Action Plan, National Strategy (Main Strategy), Master Plan Under the National Strategy (Main Issue), and the 13th National Economic and Social Development Plan

The National Strategy on Competitiveness Enhancement



Thailand as a developed country with stable and sustainable growth
Thailand with increased competitiveness

Master Plan on Infrastructure, Logistics, and Digital System



Issue-Level Goals

070001 Competitiveness in Infrastructure improves.

Sub-Issue on Infrastructure and Logistics System



Sub-Issue Level Goals

070101 National logistics cost to GDP decreases.
070102 Thailand's LPI improves.

The 13th National Economic and Social Development Plan

Milestone 5 : Thailand as a Regional Strategic Gateway for Trade, Investment and Logistics.



Milestone-Level Goals

Thailand as a gateway and a transport and logistics center in the region.

Action Plan on Thailand Logistics Development 2023-2027



Transport cost to GDP decreases.



Inventory holding cost to GDP decreases.



Customs (LPI) ranking improves.



Logistics Quality and Competence (LPI) ranking improves.

Guideline-Level Indicators and Targets

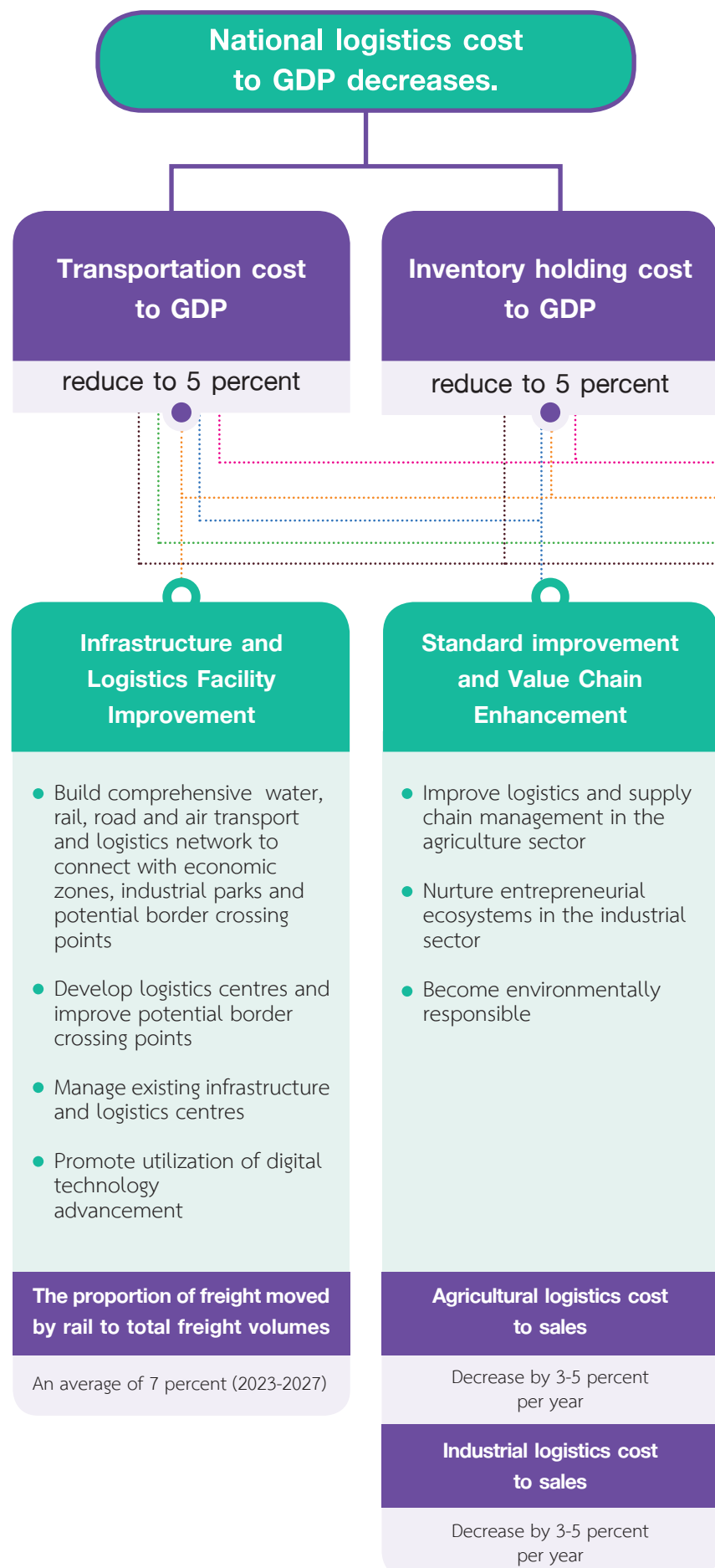
Five development guidelines and each of their goals set to achieve the goals of the Action Plan, along with the National Strategy, Master Plans, and the 13th National Economic and Social Development Plan, are as follows:

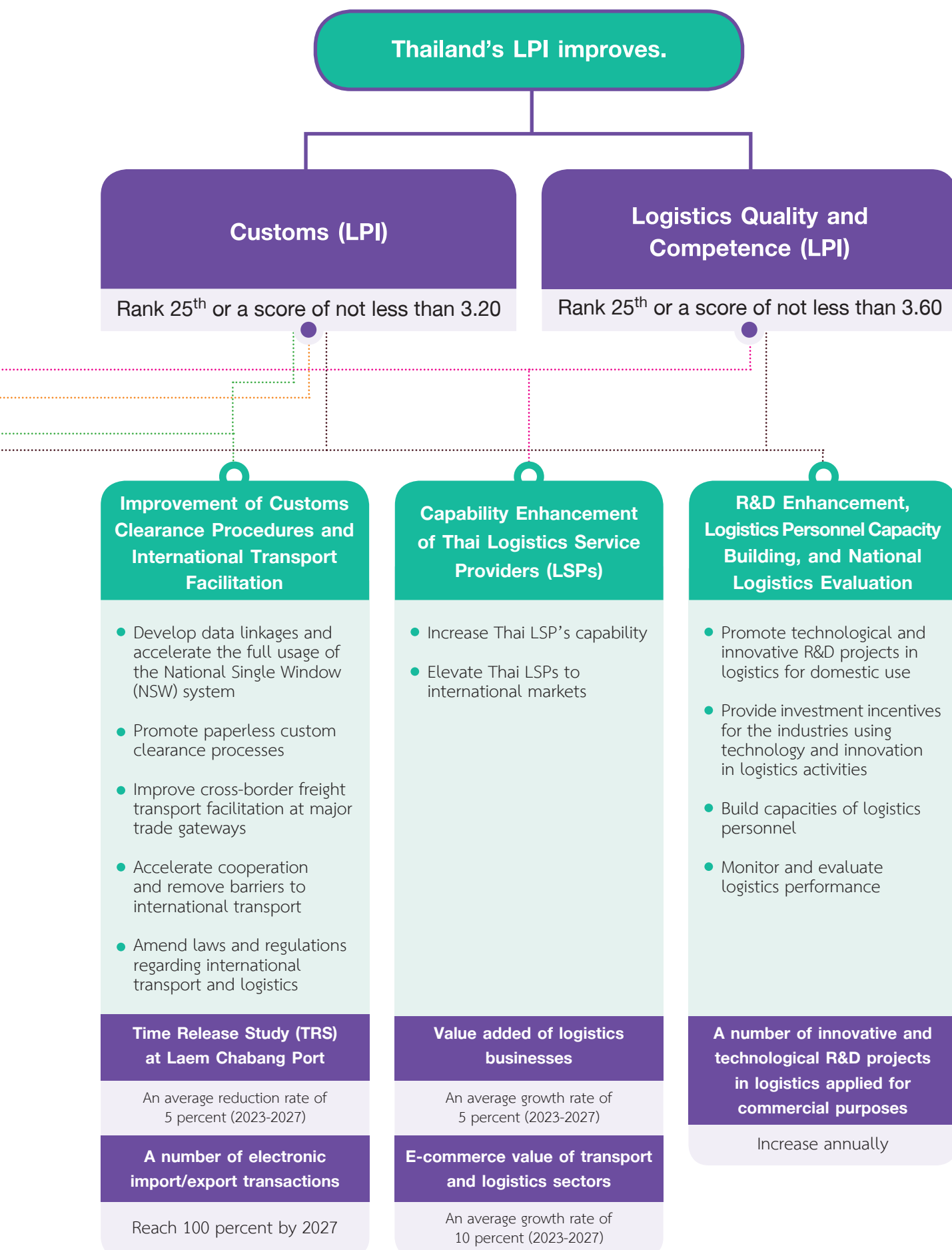
Development Guidelines and Goals

 Development Guidelines	 Goals	 Indicators	 Targets
1. Infrastructure and Logistics Facility Improvement	Transport logistics cost reduces.	The proportion of freight moved by rail to total freight volumes	An average growth rate of 7 percent (2023-2027)
2. Standard Improvement and Value Chain Enhancement	The Logistics costs of agricultural products and industrial goods decrease.	Agricultural logistics cost to sales	Decrease by 3-5 percent per year
		Industrial logistics cost to sales	Decrease by 3-5 percent per year
3. Improvement of Customs Clearance Procedures and International Transport Facilitation	The efficiency of customs clearance process and freight transport facilitation improves.	Time Release Study (TRS) at Laem Chabang Port	An average reduction rate of 5 percent (2023-2027)
		A number of electronic import/export transactions	Reach 100 percent by 2027
4. Capability Enhancement of Thai Logistics Service Providers (LSPs)	Thai logistics service providers increase their potential to run both online and offline businesses.	Value added of logistics businesses	An average growth rate of 5 percent (2023-2027)
		E-commerce value of transport and logistics sectors	An average growth rate of 10 percent (2023-2027)
5. R&D Enhancement, Logistics Personnel Capacity Building, and National Logistics Evaluation	Innovative and technological R&D projects in logistics are increasingly applied for commercial purposes.	A number of innovative and technological R&D projects in logistics applied for commercial purposes	Increase annually

Development Guideline Map

The five development guidelines are closely linked to support more than one goal of the Action Plan.







Development Guidelines 01

Infrastructure and Logistics Facility Improvement



Guideline 1

Build comprehensive water, rail, road and air transport and logistics network to connect with economic zones, industrial parks, and potential border crossing points



Developing intercity transport routes and bypasses, such as intercity route between Ranong and Chumphon, improving motorways to transport goods to various regions, and building bridges across borders.



Expediting the current phase 1 and 2 (and future) construction on double-track railways to be national transport backbones by prioritizing the project investment for regional connectivity, as well as supplying sufficient locomotives, carriages and lifting equipment in accordance with the rail projects, and developing railway connectivity within neighboring countries and regions.



Improving for maximizing port utilization, and managing hinterland congestion to facilitate operations of ports, such as Laem Chabang Port, and Bangkok Port as well as investing sufficient lifting equipment and facilities to increase the efficiency of ports, such as Ranong Multipurpose Port and Songkhla Port, and developing and dredging economic waterways to support inland coastal and international shipping.



Improving potential regional airports to serve as air cargo hubs, such as Chiang Mai International Airport, Mae Sot International Airport, Udon Thani International Airport, Ubon Ratchathani International Airport, Hat Yai International Airport, and Ranong Airport.



Guideline 2

Develop logistics centres and improve potential border crossing points



Developing logistics centers to be regional and intermodal facilitation centres in potential areas having capability to be strategic locations for both national and regional connectivity, namely fulfillment and distribution centres, intermodal facilities, free zone warehouses, truck terminals or container yards, along with truck rest areas for transport safety.



Improving customs houses or developing potential border crossing points, such as Chiangkhong Customs House, Maesot Customs House, Nongkhai Customs Office, Nakhonphanom Customs House, Mukdahan Customs House, Sadao Customs House, and Padangbesar Customs House, to support cross-border transport facilitation for all modes of transport covering all activities of release and clearance of goods, namely customs clearance, plant and animal inspections, immigration, disease controls, and truck weighing.



Guideline 3

Manage existing infrastructure and logistics centres



Formulating consistent management guidelines for existing infrastructure and logistics centres to support national freight transport.



Promoting rail and inland waterway transport, such as providing tax incentives for freight operators to use rail or inland waterway transport and setting port tariff/port charges of each port based on product types and ship types or sizes.



Engaging local government and private sectors in the development of transport and logistics projects in line with the local area development policy and users' needs, such as the involvement of private sectors as early as during the early stages of project development.



Promoting private sector participation, with transparent performance evaluations, in government's supported infrastructure as transport service providers, namely providing private sectors opportunities to provide rail transport services given that route and time allocations, freight charges and other infrastructure fees, and other related standards are determined by concerning authorities.



Guideline 4

Promote utilization of digital technology advancement



Encouraging infrastructure service providers and government agencies to utilize digital technology to develop and improve logistics-related services to reduce logistics cost and upgrade logistics system efficiency, for example, the utilization of driverless vehicles and development of the digital platform as backbone system for transport management and tracking for SMEs.





Development Guidelines 02

Standard Improvement and Value Chain Enhancement



Guideline 1

Improve logistics and supply chain management in the agriculture sector



Providing farmers and farmer institutes with academia and funding in applying technology and innovation, such as e-logistics, to the manufacturing process and logistics management.



Encouraging farmers to minimize waste from logistics activities, such as undertaking sorting and trimming of fruits and vegetables at farm level, and utilizing cold chain systems managed by farmer institutes.



Supporting farmers to access various and effective marketing channels, such as e-Commerce, and local and regional distribution centres.



Forming farmer institutes as main mechanisms for farmers in managing businesses, linking production networks, collecting and distributing produce, marketing, finance and other related production.



Assigning a responsible agency to manage the supply chain of major agricultural products and to ensure interdepartmental integration to provide unity of action.



Guideline 2

Nurture entrepreneurial ecosystems in the industrial sector



Encouraging entrepreneurs to apply technology, innovation, information technology system in supply chain management, especially in production efficiency, warehouse management, tracking and traceability and to integrate environmental, social, and governance (ESG) into business operations.



Supporting the development of new marketing channels, especially e-Commerce.



Continuously supporting access to sources of funding, and the use of financial innovations, such as encouraging entrepreneurs to use alternative financial evidence, such as purchase order confirmations, to enable potential entrepreneurs to gain access to credit.



Engaging Thai entrepreneurs to invest abroad, especially in Mekong sub-region countries, such as an investment in labor-intensive industry as Thailand is moving towards an aging society and restructuring the industrial sector to higher-value-added production.

Guideline 3

Become environmentally responsible



Pushing forward the implementation of policy measures, namely, the utilization of biofuel and natural gas in supply chains, and the provision of financial or tax incentives to encourage energy users to adopt alternative energy in order to promote energy efficiency and reduce greenhouse gas emissions in line with the goals and guidelines of the Bio-Circular-Green Economy (BCG)

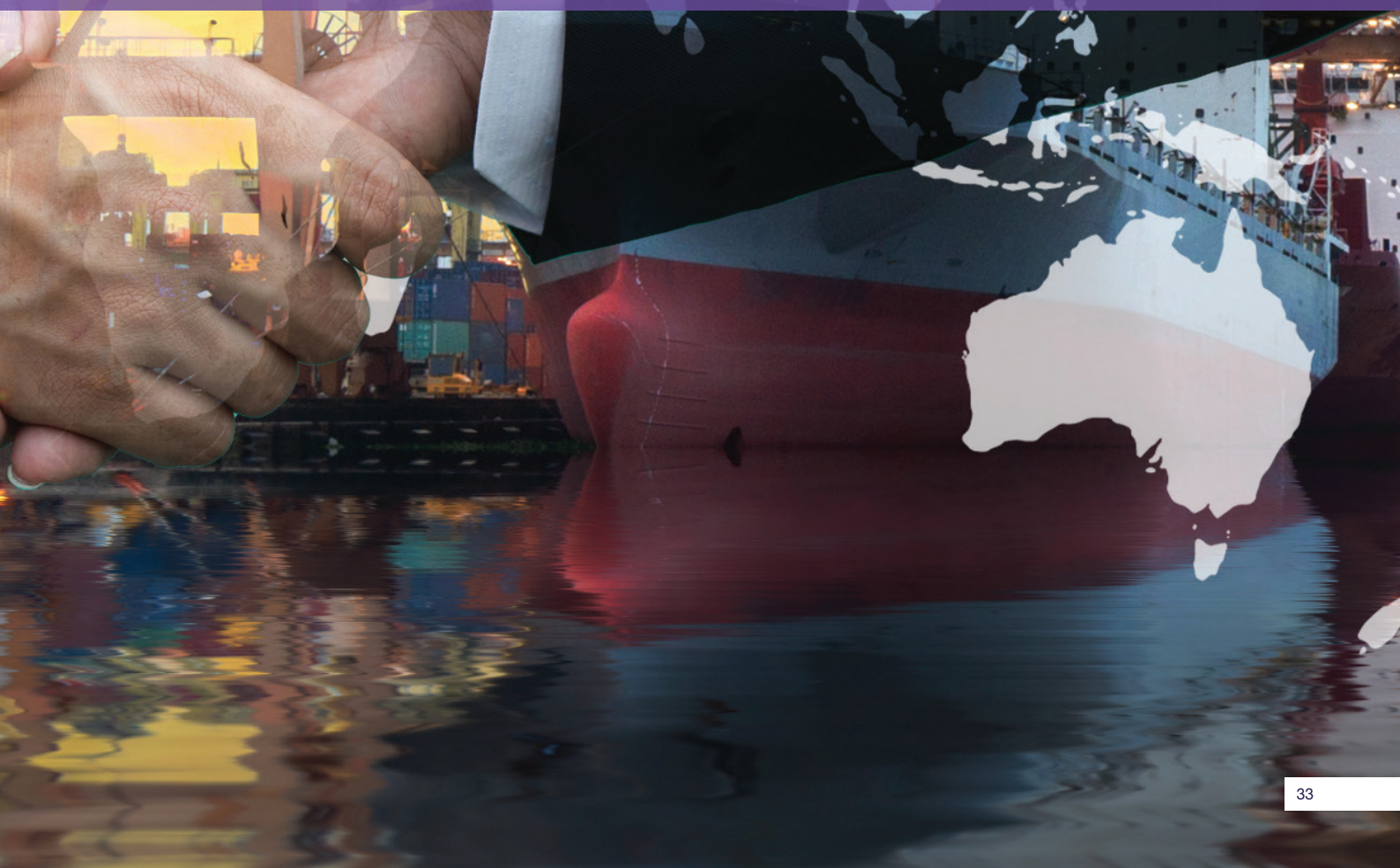




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Development Guidelines 03

Improvement of Customs Clearance Procedures and International Transport Facilitation



Guideline 1

Develop data linkages and accelerate the full usage of the National Single Window (NSW) system



Enhancing the NSW to support electronic transactions and information exchange with other systems, such as National Digital Trade Platform (NDTP), and Port Community System (PCS).



Expanding the exchange of trade-related documents, such as the ASEAN Customs Declaration Document (ACDD) and e-Phyto Certificate, with ASEAN Member States through the ASEAN Single Window (ASW) and Non-ASEAN Member States through the agreed systems.



Enhancing the NSW's functions to cover Business-to-Business (B2B), Business-to-Customer (B2C) and Business-to-Business-to-Customer (B2B2C) transactions.

Guideline 2

Promote paperless custom clearance processes



Simplifying import-export procedures, and developing electronic transactions on the process of certification, permission, and licensing of significant goods, with the NSW.



Accelerating the classification of customs tariffs and statistics codes for controlling the import, export, and transit of goods by regulatory agencies in accordance with the Harmonized System (HS) to maintain the database for goods and the data exchange through the NSW.



Expediting the exchange of electronic documents related to import and export procedures for the customs clearance through the NSW between regulatory agencies.



Establishing the Single e-Form platform (through the NSW) to provide Single Window Entry services.



Expediting relevant government agencies to revise their laws and regulations to simplify and automate work process and document requirements towards paperless transactions and information exchange through the NSW.

Guideline 3

Improve cross-border freight transport facilitation at major trade gateways



Promoting collaboration between agencies involved in import-export procedures to facilitate border crossing formalities through Single-Stop Inspection (SSI) at key trade gateways.



Encouraging the implementation of the Common Control Area (CCA) at, for instance, Mukdahan Customs House, Nongkhai Customs Office, Nakhonphanom Customs House, and Chiangkhong Customs House.



Amending cross-border transport and transshipment laws, namely Customs Acts and Declarations regarding timing and document requirements for cross-border transport and transshipment.



Guideline 4

Accelerate cooperation and remove barriers to international transport



Expediting proactive negotiations at both bilateral and multilateral levels to seek cooperation of and eliminate barriers to the international transport and the promotion of modal shifts and seamless multimodal transport for cross-border trade, such as increasing road transport permits under the GMS Cross-Border Transport Agreement (CBTA), implementing the Protocol on Quarantine and Inspection Regulations for Fruit Export and Import through a Third Country between Thailand and the People's Republic of China, and allocating container quota for transport via the China-Laos railway.



Accelerating the implementation of international trade and logistics agreements, especially with key trading partners at sub-regional, regional and global levels to enable conducive business environments.



Developing contingency plans with details of work procedures and responsible agencies for unexpected events, such as the temporary closure of border checkpoints, the prohibition of international ships for berthing, and the rejection of foreign truck drivers on cross-border trucking.



Guideline 5

Amend laws and regulations regarding international transport and logistics



Amending Thai laws and regulations to be in accordance with international obligations and agreements of freight transport.



Revising and enacting relevant laws and regulations to support modern transport and logistics activities, such as laws and regulations on multimodal international transport, e-Commerce, and cross-border e-Commerce.



Creating awareness or promote information about improving or adding laws and regulations for businesses.





Development Guidelines 04

Capability Enhancement of Thai Logistics Service Providers (LSPs)



Guideline 1

Increase Thai LSPs' capability



Encouraging use of technology, innovation and digital platform in transport and logistics services such as one-stop service platforms, Smart GPS and QR Code technologies for end-to-end tracking and tracing systems, and digital sensors for temperature, humidity, and vibration monitoring systems.



Promoting the improvement of logistics services for special goods, such as pharmaceuticals, and dangerous goods.



Fostering business operations using sharing economy frameworks to reduce business operating expenses, such as the development of a shared platform to eliminate empty backhauls.



Increasing accessibility, especially for small Thai LSPs, to databases on personnel development, technology, and regulations, for further improvement in LSPs' services.



Promoting green businesses, efficient energy utilization, and greenhouse gas reduction, such as the use of electric vehicles.



Guideline 2

Elevate Thai LSPs to international markets



Enhancing Thai LSPs' potential to provide one-stop services and acquire international standard certificates, such as Authorized Economic Operator (AEO), ISO 9001 (Quality Management System), and ISO 23412 (Indirect, Temperature-Controlled Refrigerated Delivery Services).



Encouraging Thai LSPs to develop or apply up-to-date business operations by considering cross-border logistics network incorporation, marketing management, risk management, smart warehouse management, multimodal transport, last-mile delivery, and/or cold chain management, etc.



Promoting industrial investment and local logistics businesses in local areas to enhance the product/service offerings from value-added freight transport activities in order to build logistics communities.



Encouraging Thai LSPs, particularly SMEs and startups, to build their cooperation networks and to invest their businesses in Thailand and the regions to reduce competition and allow comprehensive logistics services.





61%

66%

50%

4110.4

60%

37%

44%

73%

8564.2

Development Guidelines 05

Research and Development Enhancement, Logistics Personnel Capacity Building, and National Logistics Evaluation

Guideline 1

Promote technological and innovative R&D projects in logistics for domestic use



Establishing funding mechanisms for research projects that can be applied for commercial purpose through, for example, collaboration agreements between business operators and academic institutions or researchers.



Building national and international collaboration networks in research through information and knowledge sharing for the improvement of logistics activities, such as packaging innovation for package arrangement and product damage reduction during transport, utilization of Artificial Intelligence (AI) for warehouse management and Radio Frequency Identification (RFID) for freight distribution and transport.



Promoting access to research data through, for instance, research dissemination events, and research database exchange and accessibility, to drive the use of technological and innovative R&D for further improvement of logistics activities.



Guideline 2

Provide investment incentives for industries using technology and innovation in logistics activities



Designing policies, incentives measures, and benefits to attract both domestic and foreign investors such as offering low-interest loans, and tax and non-tax incentives.



Promoting public procurement that supports entrepreneurs and industries adopting domestic technology and innovations.



Guideline 3

Build capacities of logistics personnel



Promoting cooperation between public and private sectors to develop or improve curriculums or training courses that emphasize the use of technology for logistics industries, for example, by encouraging logistics experts or entrepreneurs to be involved in improving the curriculums or courses, and building cooperation between academic institutions and logistics operators to offer internship opportunities to students.



Engaging logistics personnel in reskilling, upskilling and new skilling efforts to meet national skill standards and acquire essential skills for international labour markets consistent with business needs and technological advancement.



Guidelines for the Implementation of the Action Plan

1. Policy Level

2. Implementation Level

04

Policy Level The National Logistics Committee chaired by the Prime Minister performs as a central mechanism in determining, supporting, and supervising strategic directions for national logistics development; providing recommendations to the Cabinet on issues related to the development of the national logistics system, including amendments to the relevant laws, regulations, and agreements of the Cabinet; developing National Logistics Plans (the Action Plan) in line with the National Economic and Social Development Plans and government policies; and assigning key agencies responsible for each development guideline. NESDC serves as a secretariat of the Committee responsible for providing recommendations to the Committee on the alignment of the Action Plan and development guidelines; monitoring and evaluating the implementation progress of the Action Plan; and reporting the progress to the Committee.

Implementation Level Key and supporting agencies are responsible for implementing the assigned development guidelines set in the Action Plan as well as policies issued by the Committee. NESDC serves as a central agency to oversee responsible agencies to drive their assigned development guidelines into efficient implementation.

Responsible Agencies Implementing the Action Plan

Development Guidelines	Goals	Key Agencies	Supporting Agencies
Infrastructure and Logistics Facility Improvement	Transport logistics cost reduces.	Ministry of Transport	Ministry of Finance, Ministry of Agriculture and Cooperatives, Ministry of Digital Economy and Society, Ministry of Interior and the private sector
Standard Improvement and Value Chain Enhancement	The logistics costs of agricultural products and industrial goods decrease.	Ministry of Agriculture and Cooperatives Ministry of Industry	Ministry of Finance Ministry of Transport Ministry of Energy Ministry of Commerce Ministry of Digital Economy and Society Ministry of Interior Ministry of Higher Education, Science, Research and Innovation and the private sector
Improvement of Customs Clearance Procedures and International Transport Facilitation	The efficiency of the customs clearance process and freight transport facilitation improves.	Ministry of Finance	Ministry of Foreign Affairs Ministry of Defence Ministry of Agriculture and Cooperatives Ministry of Transport Ministry of Digital Economy and Society Ministry of Natural Resources and Environment Ministry of Commerce Ministry of Public Health and the private sector
Capability Enhancement of Thai Logistics Service Providers (LSPs)	Thai logistics service providers have the potential to run both online and offline businesses.	Ministry of Commerce	Ministry of Agriculture and Cooperatives Ministry of Transport Ministry of Digital Economy and Society Ministry of Energy Ministry of Public Health Ministry of Higher Education, Science, Research and Innovation and the private sector
R&D Enhancement, Logistics Personnel Capacity Building, and National Logistics Evaluation	Innovative and technological R&D projects in logistics are increasingly applied for commercial purposes.	Ministry of Higher Education, Science, Research and Innovation and Ministry of Labour	Ministry of Finance Ministry of Agriculture and Cooperatives Ministry of Commerce Ministry of Public Health Ministry of Industry and the private sector



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