



Office of the National Economic
and Social Development
Council

The Third Thailand Logistics Development Plan (2017-2022)







**“Center of trade, services and investment
of ASEAN as a key element of the
national competitiveness enhancement
by upgrading Thailand's logistics system.”**





PREFACE

The Second Thailand Logistics Development Plan (2013-2017) under the framework of 3 key missions, namely, (1) to empower Thai entrepreneurs to create added value in the supply chain, (2) to maximize the efficiency of the trading service system, and (3) to develop relevant logistics supporting factors, has satisfactorily improved Thailand's logistics system. Consequently, to continuously improve Thailand's logistics system, the Third Thailand Logistics Development Plan of Thailand (2017 – 2022) is therefore formulated as the framework for the development of the national logistics system in the next phase.

Office of the National Economic and Social Development Council (NESDC), as a secretariat of the National Logistics Committee under Regulations of the Office of the Prime Minister on National Logistics (2009), teams up with relevant government agencies, private sectors, and academics to draft the Third Thailand Logistics Development Plan (2017-2022) to be used as the policy framework and developmental strategies for the more efficient improvement of the national logistics system. The Plan also integrates public participation from counterparts throughout the countries to obtain feedback and comments for further analysis leading to the development of the Strategic Plan being more aligned with current situations and businesses' needs.

The Third Thailand Logistics Development Plan (2017-2022) under the framework of the 20-year National Strategy (2018-2037) and the Twelfth National Economic and Social Development Plan (2017-2022) aims to enable Thailand to upgrade the national logistics system to become the center of trade, services and investment in the region. The plan consists of 3 main strategies: (1) Supply Chain Enhancement, (2) Development of Infrastructure and Facilities, and (3) Development of Logistics Supporting Factors to increase the country's competitiveness and to enhance the integration and cooperation among related agencies in driving the logistics strategies to be effective in actions. The Third Thailand Logistics Development Plan (2017-2022) was approved by the Cabinet on August 15th, 2017. Due to the approval, NESDC therefore published this plan for further distribution to be used as the guidelines for administering the development of the national logistics system and for the timely implementation as specified by the Plan.

Office of the National Economic and Social Development Council (NESDC)
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PART 1

The Third Thailand Logistics Development Plan (2017-2022)

10 Overview

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Supply Chain Enhancement**

**22 Strategy 2:
Development of Infrastructure
and Facilities**

**30 Strategy 3:
Development of Logistics
Supporting Factors**

Overview

VISION

Center of Trade,
Service and
Investment of ASEAN

OBJECTIVES

- Supply Chain Enhancement
- Trade Facilitation Enhancement
- Capacity Building and Policy Driving Factors

GOAL

- National Competitiveness
- Efficient Trade Facilitation
- World-Class Logistics Service Providers
- High Quality of Manpower

3 Strategies and 11 Sub-strategies

Strategy 1: Supply Chain Enhancement

Sub-strategy 1: Upgrade the standards of the logistics and supply chains management in the agriculture and industrial sectors

Sub-strategy 2: Connect trade towards e-commerce

Sub-strategy 3: Enhance the capability and competitiveness of logistics service providers

Strategy 2: Development of Infrastructure and Facilities

Sub-strategy 1: Sub-strategy 1: Develop transport infrastructure and logistics network on strategic routes to connect sub-regions and to support gateway development

Sub-strategy 2: Develop National Single Window System to be completed

Sub-strategy 3: Develop logistics procedures in an electronic format

Sub-strategy 4: Expedite the effort in tackling of international trade barriers

Strategy 3: Development of Logistics Supporting Factors

Sub-strategy 1: Develop occupational standards for logistics services

Sub-strategy 2: Develop world-class logistics service providers

Sub-strategy 3: Conduct research and development of logistics innovations and technologies

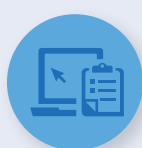
Sub-strategy 4: Evaluate / monitor the international agreements and develop a database to evaluate the national logistics development

Success indicators Logistics System Development

**Note: As of 2017*



Thailand's logistics competitiveness indicator (The World Bank's International Logistics Performance Index) improves in 2022. **Better Ranking** from previous ranking at 45.*



100 percent of the country's import and export transactions will be conducted electronically in 2022.



Thailand's trade facilitation enhancement (The World Bank's Trading Across Borders Index) improves in 2022. **Better Ranking** from previous ranking at 56.*



Thailand's logistics cost reduces to 12 percent of the country's GDP in 2022 (Ratio of logistics cost to GDP).

NESDC, an agency responsible for the preparation of the Thailand Logistics Development Plan under Regulations of the Office of the Prime Minister on National Logistics (2009), carried out the analysis of the conceptual framework for the direction of the national logistics system, the assessment of the national development environment, and the results of the implementation of the Second Thailand Logistics Development Plan (2013-2017). In summary, there are several factors including political crisis, the readiness of government agencies, budget allocation, etc. that impact both directly and indirectly on the overall implementation of the development plan. To this end, NESDC has therefore drafted the Third Thailand Logistics Development Plan (2017-2022), approved by the Cabinet on 15 August 2017. The details of the plan are as follows:

Vision

“Center of trade, services and investment of ASEAN as a key element of the national competitiveness enhancement by upgrading Thailand's logistics system.”



Strategic Objectives

- To increase the capability of entrepreneurs by improving their value-added process and promote the use of technologies and innovations in supply chain management.
- To enhance the efficiency of Thailand's trade facilitation to meet international standards.
- To build capacity and policy-driving factors, such as developing quality logistics personnel, building a cooperation network with the private sector in developing human resources, and creating a monitoring and evaluation system for development of the country's logistics systems.

Strategic Goals

Thailand becomes competitive in logistics management with a highly efficient trade facilitation process, Thai logistics service providers have the capability to operate locally and internationally, and logistics personnel are trained to increase productivity.

Success Indicators

- Thailand's logistics competitiveness indicator (The World Bank's International Logistics Performance Index) improves in 2022.
- Thailand's trade facilitation enhancement (The World Bank's Trading Across Borders Index) improves in 2022.
- Thailand's logistics cost reduces to 12 percent of the country's GDP in 2022 (Ratio of logistics cost to GDP).
- 100 percent of the country's import and export transactions will be conducted electronically by 2022.



Strategy 1: Supply Chain Enhancement

16 Sub-strategy 1: Upgrade the standards of the logistics and supply chains management in the agriculture and industrial sectors

18 Sub-strategy 3: Enhance the capability and competitiveness of logistics service providers

17 Sub-strategy 2: Connect trade towards e-commerce

Strategy 1: Supply Chain Enhancement

To enhance and improve logistics and supply chain management to meet global standards, to encourage value-added creation, and to effectively manage the whole supply chain including from the point of sale to the end consumer. The key components of the strategy are as follows:



Sub-strategy 1: Upgrade the standards of the logistics and supply chains management in the agriculture and industrial sectors

Agriculture Sector

Specify the main agency to oversee the agricultural supply chain process including the supply chain of rice, cassava, sugarcane, palm and vegetables and fruits, etc., in order to achieve effective work synchronization and unified work direction among related agencies. Support and improve the manufacturing flow management in farms to increase the overall efficiency of logistics and supply chain management in the agricultural sector. Create a value chain for farmers, agricultural institutions, and businesses with logistics management from Farm-to-Fork. Strengthen the capacity of farmers' institutions to be the primary steering mechanism in network management for production, marketing, financial, and other related manufacturing systems. Improve the agricultural logistics infrastructure (e.g. facilities to sort, process, package, and distribute) for communal use in local communities. Promote the usage of modern production technologies and innovations especially for harvesting and post-harvesting processes, along with the development of the cold chain system to eliminate unnecessary waste, reduce cost and improve traceability throughout the whole supply chain. Encourage farmers to not only use shock and vibration protection packaging to reduce product damage in order to create value added but also devise a risk management plan to to lessen any jeopardy that might be affecting the agricultural sector.

Industrial sector

Upgrade logistics and supply chain management in the industrial sector to meet international standards. Encourage businesses to increase the adoption of information technology and software for logistics management within the organizations, especially within Small and Medium Industries (SMIs), to achieve a more systematic management for businesses. Support the collaboration in logistics and supply chain management to create the development of the digital system for logistics and supply chain in order to connect the databases between organizations throughout the supply chain and to create professionalism for business management in evolving into international standardized organizations and in turning into modern and green enterprises. Develop spatial logistics management, network creation, and the connectivity of raw material sources, production bases, and markets in order to support related industries in terms of production, management, and reverse logistics. Encourage a preparation of logistics plan for possible emergency situations and risk management. Moreover, for tourism as an important service sector, develop a transportation facilitation towards the tourist attractions. Create value-added products and travel services. Support information and financial flows. Promote the creation of a network of tourism service providers in creating tourism activities and products that are able to respond to sustainable and environmentally friendly tourism.



Sub-strategy 2: Connect trade towards e-commerce

Maximize agricultural institutes', entrepreneurs' especially Small and Medium Enterprises' (SMEs) potential to be able to professionally conduct business on electronic platforms to expand markets and increase business opportunity. Support the development of information technology and electronic commerce for SMEs entrepreneurs, agricultural institutes, agricultural co-operatives for process improvement of businesses, trade, services, and marketing, and increase competitiveness. Educate logistics service providers about the electronic commerce. Train and advise entrepreneurs to be able to digitally market for B2B, B2C, or C2C. Provide manuals for online trading. Promote and support manufacturers and service providers to connect to the E-marketplace for both domestic and international trading. Increase product delivery efficiency between manufacturers and consumers by connecting online service providers both E-delivery and E-fulfillment. Increase E-payment effectiveness and security. Reduce conditions or regulations that hinder the business operations. Provide the online payment infrastructure to support the electronic commerce model.



Sub-strategy 3: Enhance the capability and competitiveness of logistics service providers

Enhancing the capability and competitiveness of logistics service providers to be internationally qualified

Service providers remain competitive with international service providers by getting internationally certified such as the Authorized Economic Operator (AEO) for customs brokers. Encourage logistics service providers to become a one-stop shop offering comprehensive services including services such as international multimodal transport service and across-border road transport. Standardize freight and insurance. Develop logistics service using information technology such as transportation management systems, backhaul trucking system, tracking and tracing system .

Networking support for Thai logistics service providers

Support Thai logistics service providers especially SMEs on investments and business networks in the neighbouring countries, namely, CLMV (Cambodia-Laos-Myanmar-Vietnam) through tax and financial measures. Encourage partnership and cooperation between Thai logistic service providers and Thai industrial sector by creating alliances among entrepreneurs, and between Thai entrepreneurs and product owners or exporters to increase the market share for Thai logistics service providers.

Creating ASEAN consulting center for Thai investors

Push for the establishment of an ASEAN Consulting center for Thai investors in foreign countries to provide information and advice to the Thai private sectors on investment and business operations. Organize a logistics business database to facilitate international business activities as well as collect all useful statistics for entrepreneurs.

Supporting green & safety logistics

Provide knowledge to entrepreneurs in order to acknowledge the importance and the awareness of 'Green & Safety Logistics'. Use tax mechanisms and law incentives such as alternative energy for transportation, transportation modal shift to rail and ocean freight to reduce the costs for Thai entrepreneurs. Set up Carbon Credit standardization for Greenhouse Gas control. Provide training on Reverse Logistics for Waste Management.





Strategy 2: Development of Infrastructure and Facilities

22 Sub-strategy 1: Develop transport infrastructure and logistics network on strategic routes to connect sub-regions and to support gateway development

26 Sub-strategy 2: Develop National Single Window System to be completed

26 Sub-strategy 3: Develop logistics procedures in electronic format

27 Sub-strategy 4: Expedite the effort in tackling of international trade barriers

Strategy 2: Development of Infrastructure and Facilities

Increase the efficiency of goods transport and logistics network throughout the supply chain. Support and develop supply chain systems on trade routes that are mutually supportive within the CLMV countries (Cambodia, Laos, Myanmar, and Vietnam), while ensuring connectivity with China. Support the transition to multimodal transport in order to reduce logistics costs, save energy and conserve the environment. Develop and upgrade the country's standards of trade facilitation to meet international standards. The strategy includes four sub-strategies:



Sub-strategy 1: Develop transport infrastructure and logistics network on strategic routes to connect sub-regions and to support gateway development

Support a transport modal shift to a more efficient transportation mode. Encourage Mode shift and Multimodal transportation

to reduce transportation costs and increase efficiency of transportation services and to connect the logistics networks from end to end.

Rail

Develop and improve the metre-gauge railway network to become the nation's main transportation network. Construct dual-track railways on the congested transport routes. Link the Feeder Lines from economic zones, border cities, economic and industrial areas in different provinces to the main rail network. Strengthen the cooperation with neighboring countries on railway services development. Increase the railway transportation capability by procuring sufficient locomotives and bogie container flat wagons and increase the private sectors' participation in providing a wider range of services.

Waterways

Utilise the existing regional ports of which related agencies jointly integrate management, marketing promotion, and demand development of the existing coastal and riverside ports. Encourage the utilization of high technology lifting equipment to increase the efficiency and productivity of the infrastructure investment in order to support the connection of internal waterway transportation and act as Feeder Ports for Lamchabang Port. Support port hinterland development. Enhance the connectivity of the transportation network between port, rail and road transportations and the network between domestic and international ports. Upgrade the Lamchabang Port's service to meet regional standard and equip Lamchabang Port to be the imported and exported goods checkpoint of CLMV countries in order to support Thailand's special economic zone projects such as the Eastern Economics Corridor Development (EEC).

Air

Promote the development of Suvarnabhumi Airport, Don Mueang Airport and Utapao Airport in accordance with the master development plan. Expand the capability of various regional airport systems to cater for the increasing shipping demand in the future. Improve the airport management system to maintain the safety standard, equipment availability, facilitation for passengers and goods, and the management of emergency incidents to meet international standards complying with international agreements.

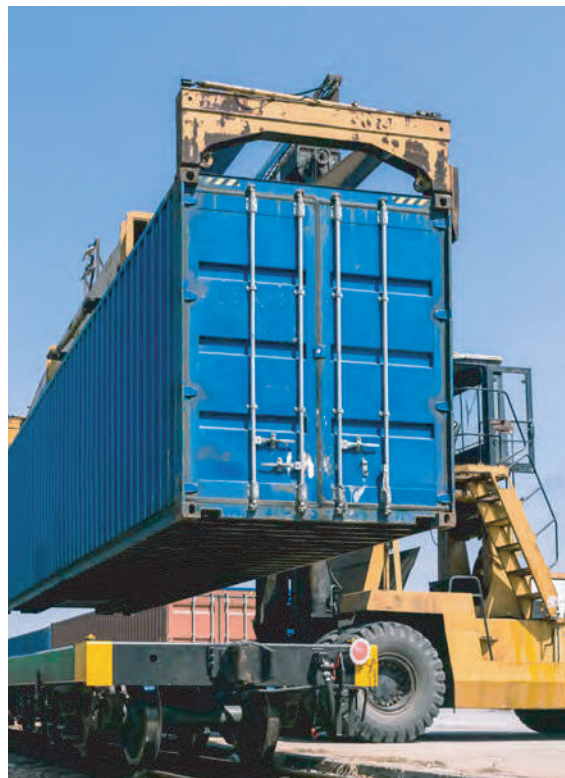


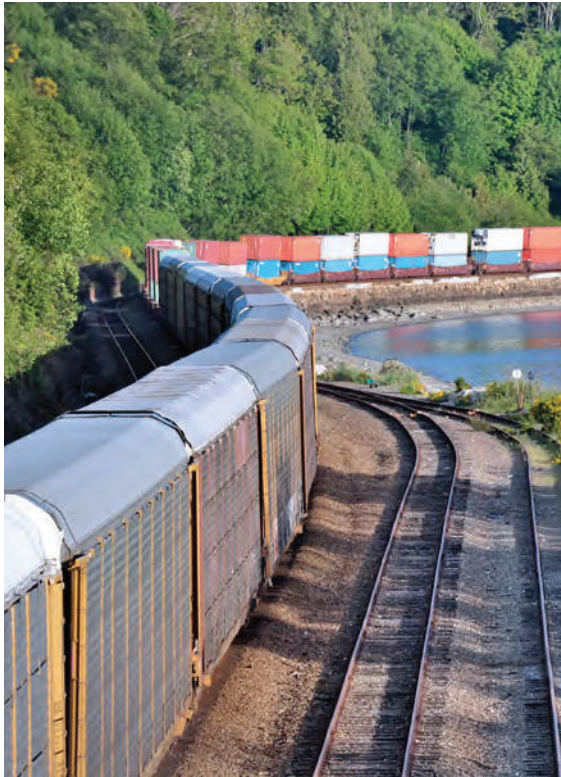
Building logistics networks based on strategic routes and the connection to neighboring countries

Improve the high priority routes for domestic transportation to neighboring countries. Enhance cooperative economics development with neighboring countries for more efficient trading, services and investment. Develop the expressway network and the special highway across the border crossing areas and important trade gateways. Develop the appropriate routes connecting transportation between the west and east by taking a public hearing and environmental impact into consideration. Improve the quality of main domestic roads and increase road capacity to serve the growing traffic needs in areas such as border crossings, sea ports, airports, etc., to serve the increase in freight traffic resulting from closer integration of the ASEAN Economic Community (AEC).

Improving facilities and logistics service centers

Enhance logistics activities in fulfilment centers and distribution centers, bonded warehouses, truck terminals, dry ports, container yards and loading areas. Provide the lifting equipment at the rail yards on to the strategic routes which connect the industrial and agricultural production bases especially along the Eastern Economic Corridor Development (EEC), the North-South Economic Corridor (NSEC), and the East-West Economic Corridor (EWEC), to the gateways such as airports, international sea ports, and important border crossings. Encourage private sector investments in logistics-related service centers such as truck rest areas, distribution centers, intermodal shift mode center, etc.





Developing the border cities to support transportation and logistics.

Accelerate urban planning in the special economic zones and develop important border areas to facilitate trades and investments. Develop the bypass routes and the connecting routes between major regional cities to support the expansion of economic and trade activities. Support the investment of the logistics industry and businesses by encouraging local logistics-related entrepreneurs to form logistics communities aiming to gain value added from cross border trading importing-exporting activities in the vicinity of border crossings. Develop from important trade-potential border crossings into permanent border checkpoints that meet international standards. Support the cooperation with neighboring countries in upgrading the border checkpoint management to also meet international standards. Also, specify the key agency in monitoring and integrating the development and the use of border areas in order to achieve a more unified border management by related agencies, achieving a more harmonized development projects and problem solutions.



Sub-strategy 2:

Develop National Single Window System to be completed

Accelerate the establishment of a central agency overseeing the National Single Window System, responsible for the management, the administration, and the development of the information exchange linking data between government to government (G2G) and government to business (G2B). Be able to operate electronically as a single-entry service covering G2B while enabling ASEAN Single Window (ASW) to be completely connected. Upgrade the NSW expansion incorporating into Port Community Systems (PCS) at Lamchabang Port, Bangkok Port, and Suvarnabhumi Airport.



Sub-strategy 3:

Develop logistics procedures in electronic format

Promote the cutting down of import-export procedure and the work-related processes of governmental agencies regarding imports and exports, such as licensing and certification approval procedures, to achieve a paperless policy as set in the Single Window guidelines and to meet global standards especially for the first five pilot goods including sugar, rice, rubber, frozen goods, and hazardous substances and continue to roll out to other products. Accelerate all relevant agencies to use Harmonized Codes as the standard of classification items and develop Single Window Entry to support electronic information exchange with the related government agencies. Improve legal and regulatory mechanisms concerning trade facilitation and logistics activities, to be in accordance through the Single Form with Trade Facilitation Agreement (TFA) and World Trade Organization (WTO) trading regulations aiming to support logistics activities especially at key gateways such as major ports, airports, and borders. Speed up the enactment of new regulations related to international electronic transactions.



Sub-strategy 4: Expedite the effort in tackling of international trade barriers

Promote bilateral and multinational trade negotiations. Specify the key actor and national stand and focus on proactive negotiations to eliminate trade barriers including tariffs and non-tariff barriers (NTBs) e.g. the nation's or its counterparts' law or trade policy amendment, tariff adjustment, transportation measures, and environmental measures, etc. Stimulate international trade through international agreements at the sub-regional, regional and global levels mainly with the cross-border trading partner countries in order to facilitate the services of Thai Logistics Service Providers (LSPs) to be more flexible and more efficient.



Strategy 3:

Development of Logistics

Supporting Factors

30 Sub-strategy 1: Develop occupational standards for logistics services

33 Sub-strategy 4: Evaluate / monitor the international agreements and develop a database to evaluate the national logistics development

31 Sub-strategy 2: Develop world-class logistics service providers

32 Sub-strategy 3: Conduct research and development of logistics innovations and technologies

Strategy 3: Development of Logistics Supporting Factors

Expedite the development of skilled logistics personnel and upgrade occupational standards in logistics services. Establish a collaboration network with private sectors to develop human resources and promote the use of technology and innovations in logistics management. Create a monitoring system to evaluate the logistics development.



Sub-strategy 1: Develop occupational standards for logistics services

Enhance workforce productivity through promoting collaboration among private and public sectors to revise both vocational and higher education level to meet global standards. Support the establishment of modernized and standardized logistics institutions and development centers, equipped with professional trainers to transfer logistics knowledge both operational and technical skills. Support logistics professional supervision organizations and quality assessment for logistics human resources. Develop the logistics database for human resources development to be more standardized and up-to-date.





Sub-strategy 2: Develop world-class logistics service providers

Develop logistics human resources so that personnel in all logistics-related industries throughout the supply chain are to be qualified, professional, and ethical. Enhance the quality of logistics human resources and planning to meet the demands of the business sector. Promote vocational or technical training covering the topics such as procurement, warehousing, transportation, and product delivery for warehouse personnel, customs clearance personnel, freight operators for air, rail, and waterways, etc. Support the coordination with private sectors in training in both operational and technical skills and developing skill development system to promote the logistics manpower with quality, standards, and operational safety.



Sub-strategy 3: Conduct research and development of logistics innovations and technologies

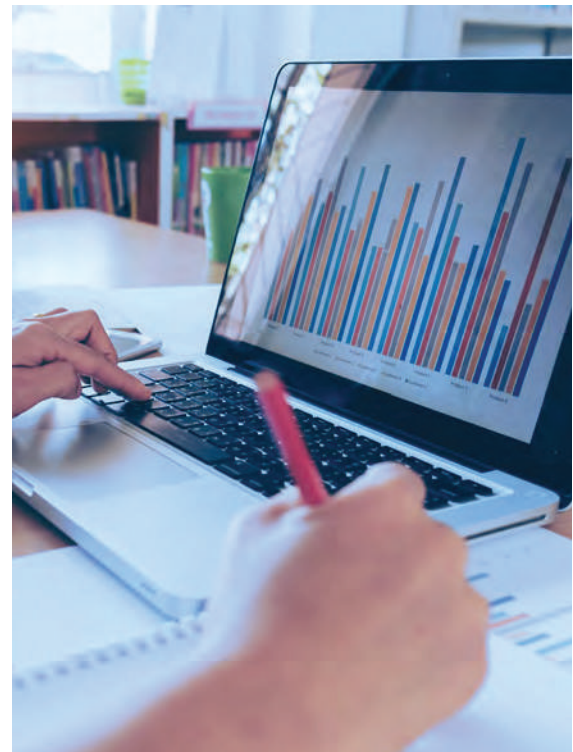
Encourage investments in logistics supporting industries, as well as the research and development of logistics technology and innovations through governmental procurement measures to continuously improve the industrial development with the knowledge transfer of logistics technology to the government, private sectors, and educational institutions. Use financial measures and investment incentives to encourage private sector investments in logistics-related industries. Promote research and development (R&D) and innovations, e.g. automated warehouse, transport management and tracking system, traceability system, robotic automation, robotic equipment, lifting equipment, manufacturing and packaging innovation, and maintenance equipment used in logistics activities to support import replacement, build innovation culture, reduce product damage during transportation, and enhance logistics system efficiency.





Sub-strategy 4: Evaluate / monitor the international agreements and develop a database to evaluate the national logistics development

Track any changes to international agreements and collaborations, both bilateral and multilateral, that affect logistics development, including the World Trade Organization (WTO) and Trade Facilitation Agreement and Regional Comprehensive Economic Partnership (RCEP) to equip policy makers with information for revising and devising future logistics development plans. Develop central logistics databases as well as key performance indicators to be linked and utilized among different agencies to help monitor the nation's logistics development such as logistics databases for the agricultural, industrial, and commercial sectors. Evaluate and monitor the execution of each related agency as listed in the Third Thailand Logistics Development Plan in order to report to the National Logistics Committee.





PART 2

Implementation Guidelines

**37 Strategy 1:
Supply Chain Enhancement**

**38 Strategy 2:
Development of Infrastructure and Facilities**

**39 Strategy 3:
Development of Logistics Supporting Factors**



To efficiently convert the plan into action, Office of the National Economic and Social Development Council (NESDC) is assigned to be the key collaborator with related agencies to select the projects that support logistics development and establish key performance indicators (KPIs) to measure and monitor the operational performance at each stage, and to spontaneously adjust the strategy for any changes in the future development of country's logistics systems, as the following:



Strategy 1: Supply Chain Enhancement

Sub-strategy 1:

Upgrade the standards of the logistics and supply chains management in the agriculture and industrial sectors

Key Ministries	Ministry of Agriculture and Cooperatives (Agriculture) Ministry of Industry (Industry)
Supporting Ministries	Ministry of Industry, Ministry of Finance, Ministry of Commerce, Ministry of Transport, Ministry of Interior, Ministry of Tourism and Sports, Ministry of Higher Education, Science, Research and Innovation, and the private sector

Sub-strategy 2:

Connect trade towards e-commerce

Key Ministries	Ministry of Commerce, Ministry of Digital Economy and Society
Supporting Ministries	Ministry of Agriculture and Cooperatives, Ministry of Industry Ministry of Finance, Ministry of Interior, and the private sector

Sub-strategy 3:

Enhance the capability and competitiveness of logistics service providers

Key Ministries	Ministry of Commerce, Ministry of Transport
Supporting Ministries	Ministry of Energy, Ministry of Industry, Ministry of Finance, Ministry of Foreign Affairs, Ministry of Natural Resources and Environment, Ministry of Higher Education, Science, Research and Innovation, Ministry of Digital Economy and Society, and the private sector

Note: The supporting Ministries may be subject to change, as seen appropriate by the main Ministries.

Strategy 2: Development of Infrastructure and Facilities

- **Sub-strategy 1:**
Sub-strategy 1: Develop transport infrastructure and logistics network on strategic routes to connect sub-regions and to support gateway development

Key Ministries	Ministry of Transport, Ministry of Interior
Supporting Ministries	Ministry of Finance, Ministry of Defence, Ministry of Industry, Ministry of Commerce, and the private sector
- **Sub-strategy 2:**
Develop National Single Window System to be completed

Key Ministry	Ministry of Finance
Supporting Ministries	Office of the Prime Minister, Ministry of Digital Economy and Society, Ministry of Commerce, Ministry of Industry, Ministry of Agriculture and Cooperatives, Ministry of Transport, Ministry of Energy, Ministry of Interior, Ministry of Higher Education, Science, Research and Innovation, Ministry of Natural Resources and Environment, Ministry of Public Health, Ministry of Culture, Ministry of Defence, Ministry of Foreign Affairs, NBTC, and the private sector
- **Sub-strategy 3:**
Develop logistics procedures in an electronic format

Key Ministry	Ministry of Finance
Supporting Ministries	Office of the Prime Minister, Ministry of Digital Economy and Society, Ministry of Commerce, Ministry of Industry, Ministry of Agriculture and Cooperatives, Ministry of Transport, Ministry of Energy, Ministry of Interior, Ministry of Higher Education, Science, Research and Innovation, Ministry of Natural Resources and Environment, Ministry of Public Health, Ministry of Culture, Ministry of Defence, Ministry of Foreign Affairs, NBTC, and the private sector
- **Sub-strategy 4:**
Expedite the effort in tackling of international trade barriers

Key Ministry	Ministry of Commerce
Supporting Ministries	Ministry of Foreign Affairs, Ministry of Finance, Ministry of Transport, Ministry of Industry, Ministry of Natural Resources and Environment, Ministry of Energy, and the private sector

Note: The supporting Ministries may be subject to change, as seen appropriate by the main Ministries.

Strategy 3: Development of Logistics Supporting Factors

- **Sub-strategy 1:**
Develop occupational standards for logistics services

Key Ministries	Ministry of Labour, Ministry of Education
Supporting Ministries	Office of the Prime Minister, Ministry of Industry, Ministry of Foreign Affairs, Ministry of Transport, Ministry of Digital Economy and Society, and the private sector
- **Sub-strategy 2:**
Develop world-class logistics service providers

Key Ministries	Ministry of Labour, Ministry of Education
Supporting Ministries	Office of the Prime Minister, Ministry of Industry, Ministry of Foreign Affairs, Ministry of Transport, Ministry of Digital Economy and Society, and the private sector
- **Sub-strategy 3:**
Conduct research and development of logistics innovations and technologies

Key Ministries	Office of the Prime Minister Ministry of Higher Education, Science, Research and Innovation,
Supporting Ministries	Ministry of Education, Ministry of Industry, Ministry of Agriculture and Cooperatives, Ministry of Transport, Ministry of Digital Economy and Society, and the private sector
- **Sub-strategy 4:**
Evaluate / monitor the international agreements and develop a database to evaluate the national logistics development

Key Ministries	Office of the National Economic and Social Development Council
Supporting Ministries	Key Ministries for each objective, The Federation of Thai Industries, The Thai Chamber of Commerce, and Thai National Shippers' Council

Note: The supporting Ministries may be subject to change, as seen appropriate by the main Ministries.



Key Performance Indicators of the Third Thailand Logistics Development Plan (2017-2022)

The success indicators of the Third Thailand Logistics Development Plan (2017-2022) have been developed to assess the national logistics development. This set of the indicators is used to reflect the success of each strategy and sub-strategy of the plan. However, due to data limitations, some of the indicators specified in the annex have not yet been collected. Hence, the agencies need to start collecting data for a more efficient monitoring and evaluation of logistics system development. As for the indicators that the data have been collected, Office of the Public Sector Development Commission should consider them to be the performance indicator, with appropriate target, of the operating agencies.

Table of Success Indicators

Development issues	Success indicators	
	Indicators and targets	Unit
1. Logistics Development	1.1 International Logistics Performance Index Thailand's ranking improves in 2022.	Ranking of Thailand
	1.2 Trading Across Border ranking of Thailand ranks better in 2022.	Ranking of Thailand
	1.3 Logistics cost in Thailand is at 12 percent of the GDP at the annual price in 2022.	Percentage
	1.4 100 percent of the country's import and export transactions will be conducted electronically in 2022.	Percentage
2. Supply Chain Enhancement	2.1 Logistics cost on sales of major agricultural products decreases by 3-5 percent per year. *	Percentage
	2.2 Logistics cost on sales of key industrial groups decreases by 3-5 percent per year.	Percentage
	2.3 Number of agricultural institutions and entrepreneurs with trade linking to e-commerce increases by 10 percent per year. *	Percentage
	2.4 Value of e-commerce logistics and transportation increases an average of 10 percent per year. *	Percentage
	2.5 Economic value added of the country's logistics services business increases an average of 5 percent per year.	Percentage
	2.6 The value of the export service of the logistics business increases 5 percent per year. *	Percentage

Table of Success Indicators

Development issues	Success indicators	
	Indicators and targets	Unit
3. Development of Infrastructure and Facilities	2.7 The number of logistics operators receiving the Related Logistics World-recognized Certificate increases by 10 percent per year.	Percentage
	2.8 Carbon dioxide emissions in the transportation sector reduces by 5-10 percent by 2022.	Percentage (thousand tons of CO2 equivalent)
	3.1 The proportion of rail freight is increased to 4 percent and the proportion of water freight is increased to 15 percent of total domestic freight volume in 2022.	Percentage
	3.2 The use of multimodal transportation increases an average of 5 percent per year.	Percentage (million tons - km)
	3.3 Volume/value of trade at gateway and important border checkpoints is increased by 5 percent per year.	Percentage
	3.4 Import/Export Lead Time at gateway and major border checkpoints reduces by 5 percent per year.	Percentage (hour)
	3.5 Time Release Study reduces by 5 percent per year.	Percentage (minutes)

Table of Success Indicators

Development issues	Success indicators	
	Indicators and targets	Unit
4. Development of Logistics Supporting Factors	4.1 Have professional standards and skill standards for logistics covering all branches in 2022.	Standard
	4.2 Train personnel in logistics technology, especially supervisors, average technical staff and operating level as per the standard curriculum for 5000 people per annum.	Person
	4.3 Number of research projects / commercial value from research and development of innovation and logistics technology is increased 5-10 percent per year.*	Percentage
	4.4 Have a logistic database system to monitor and evaluate the development of the country's logistics system in 2022.*	Database system

Note: * Data which have not previously been collected or updated.

The set of success indicators in this table has initially been determined by NESDC to be used as a guideline for assessing the overall success and the achievement according to each strategy. To devise an operation plan, it is necessary that success indicators are to be reviewed and specified together with relevant agencies in order to come up with more appropriate indicators for effectively measuring the success of strategies and sub-strategies in the Third Thailand Logistics Development Plan (2017-2022).

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**Center of trade, services and investment
of ASEAN as a key element of the
national competitiveness enhancement
by upgrading Thailand's logistics system.**

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