

Seminar on
**Connecting the Connectivities:
Synergy through Enhanced
Partnership**



22 JANUARY 2021



WORLD BANK GROUP



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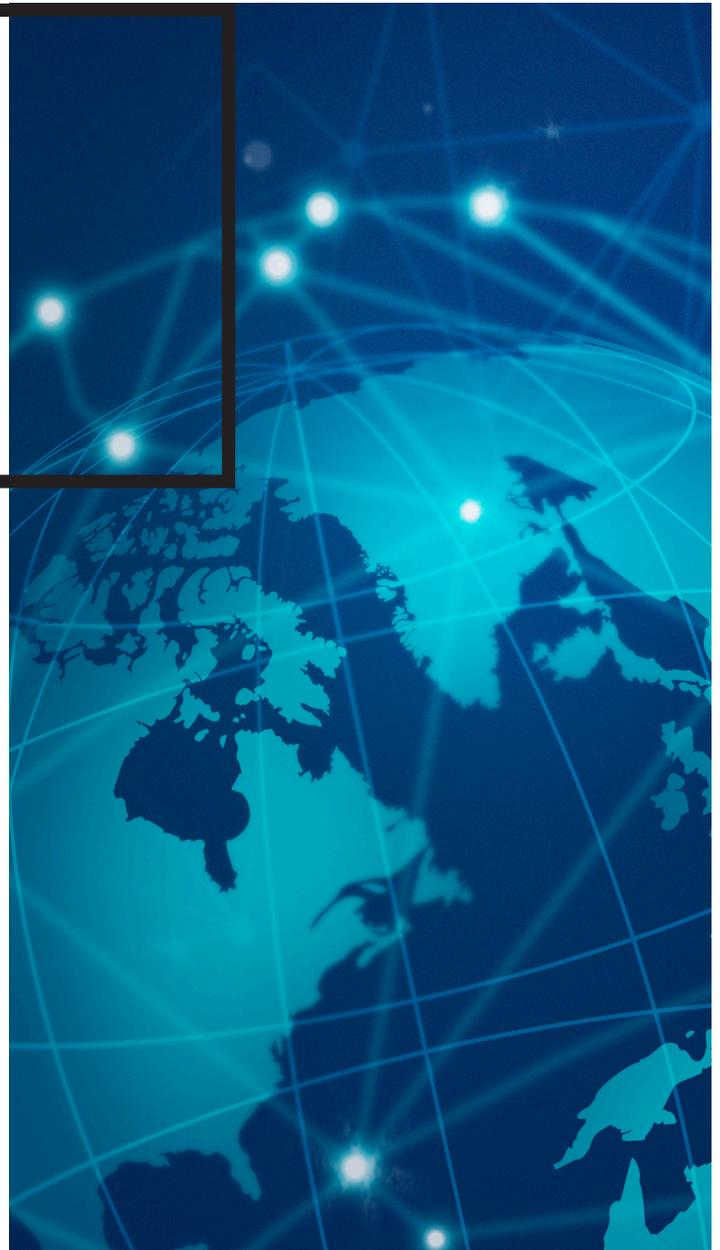
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ABOUT THE SEMINAR

Enhanced connectivity has been considered a key driver for ASEAN in achieving competitive growth, facilitating economies of scale and integrated production networks, enhancing intra-regional trade, attracting investments, and promoting deeper ties among ASEAN peoples.

For ASEAN to truly benefit from enhanced connectivity, ASEAN connectivity must also link with other connectivity strategies in the region through “Connecting the Connectivities”.

The virtual Seminar on “Connecting the Connectivities: Synergy through Enhanced Partnership” was organized by Ministry of Foreign Affairs of Thailand in partnership with the World Bank and the ASEAN Secretariat. The seminar provided a platform for policymakers, experts, academia, and the private sector from ASEAN Member States and Dialogue Partners to exchange views on promoting synergies between the Master Plan on ASEAN Connectivity (MPAC) 2025 and other connectivity initiatives in the region. It was also an opportunity for ASEAN Member States to engage with Dialogue Partners, including China, Japan, ROK, the United States (U.S.), the European Union (EU), Australia, and India, on how to deepen collaborations to enhance connectivity in the region.



The seminar focused on strategic areas of connectivity and important issues for economic recovery from COVID-19, namely, global supply chain connectivity, green and digital connectivity, and smart and sustainable connectivity, and brought together experts, scholars, and participants who have worked on relevant issues in those areas. The expected outcome of the seminar included a set of recommendations on how to deepen cooperation on connectivity while highlighting the common areas between connectivity strategies through “Connecting the Connectivities” approach.

OPENING SESSION



In his opening remarks, H.E. Chutintorn Gongsakdi, Deputy Permanent Secretary, Ministry of Foreign Affairs of Thailand, highlighted the importance of enhanced partnership on connectivity within ASEAN and beyond and suggested the 3Es approach to maximize the potential of connectivity in the post-pandemic recovery, namely:

- **Ensuring resilient and sustainable regional supply chain** through enhanced seamless logistics and the early implementation of the RCEP Agreement;

- **Empowering digital ASEAN** through the development of digital infrastructure and digital integration, including digital trade platform; and

- **Enhancing sustainability** through the promotion of green infrastructure, sustainable urbanization, the ASEAN Smart Cities Network, SDGs, and Bio-Circular-Green or BCG Model.

H.E. Kung Phoak, Deputy Secretary-General of ASEAN for ASEAN Socio-Cultural Community, suggested how to connect and harness greater synergies between connectivity initiatives in the region, including:

- **Taking a whole-of-ASEAN approach** by engaging sectoral bodies, sub-regional frameworks, and Dialogue Partners;

- **Taking a pragmatic approach** by learning from pilot projects and initiatives, such as the Initial Rolling Priority Pipeline of ASEAN Infrastructure Projects, the ASEAN Sustainable Urbanisation Strategy, and the ASEAN Smart Cities Network; and

- **Promoting synergy and pooling resources** from external partners to support ASEAN connectivity efforts.

Mr. Ranjit Lamech, Regional Director (East Asia & Pacific), Infrastructure Department, World Bank, emphasized the need to work on three areas, namely:

- **Enhancing regional supply chain;**

- **Promoting digital connectivity**, including digitalization of system and procedures; and

- **Improving critical connectivity infrastructure** through advancing financing aspect.

“Connectivity is endless, should be universal, and could only be fully achieved through synergised efforts within ASEAN and Beyond.”

*H.E. Chutintorn Gongsakdi,
Deputy Permanent Secretary,
Ministry of Foreign Affairs of Thailand*



SESSION 1 :

GLOBAL SUPPLY CHAIN CONNECTIVITY

Moderated by Ambassador Sihasak Phunagketkeow, Special Advisor Thailand's Eastern Economic Corridor (EEC)

The objective of this session was to discuss the current dynamics of global supply chains in the regional and sub-regional context – the outlook of global trade trends, the potential of sub- and cross-regional collaboration, and ASEAN's supply chain network that is resilient to pandemic events.

Dr. Aaditya Mattoo, Chief Economist, World Bank Group, gave an overview of the current global trade situation as the world is going through the COVID-19 pandemic. After two decades of hyper-globalization, the **COVID-19 shock is affecting five prior trends in trade:** (i) contraction of trade due to supply and demand shock; (ii) regionalization due to faster recovery in East Asia; (iii) relocation of manufacturing from China due to “dependence aversion;” (iv) servicification due to the sunk costs in digitization; and, (v) protectionism due to inequality, insecurity, and international rivalry.

There is contraction in trade relative to GDP, but much less than expected. In contrast to the 2008 economic crisis, the 2020 contraction in trade is relatively less than the contraction in GDP. The global GDP contracts relatively less than trade's contraction in 2008, while trade in 2020 contracted less than GDP.

The faster recovery in East Asia means countries in the region are trading more with each other. Exports of ASEAN Member States recover faster in Vietnam and Malaysia, which have similar export structures with electronic goods.

Services trade is changing, and the region needs to change. The pandemic has been restricting trade in goods but not in services. In fact, the services trade has been growing due to the digitalization and data usage during the travel restrictions.



Mr. Nguyen Tuong, Deputy Secretary-General of the Vietnam Logistics Business Association, emphasized that COVID-19 has also accelerated the need for collaboration on regional supply chains. With the global supply chains disrupted by the pandemic, it is an opportunity for ASEAN to promote regional supply chains through digital transformation, logistics infrastructure development, and regulatory cooperation.

Regional synergies and looking beyond trade to keep trade open and beneficial will be key. Services reform is crucial to regional connectivity. Bundling infrastructure investment for synergies will improve efficiency. Regulatory cooperation, with leadership from larger countries, can help move forward the regional integration agenda in a sustainable manner.

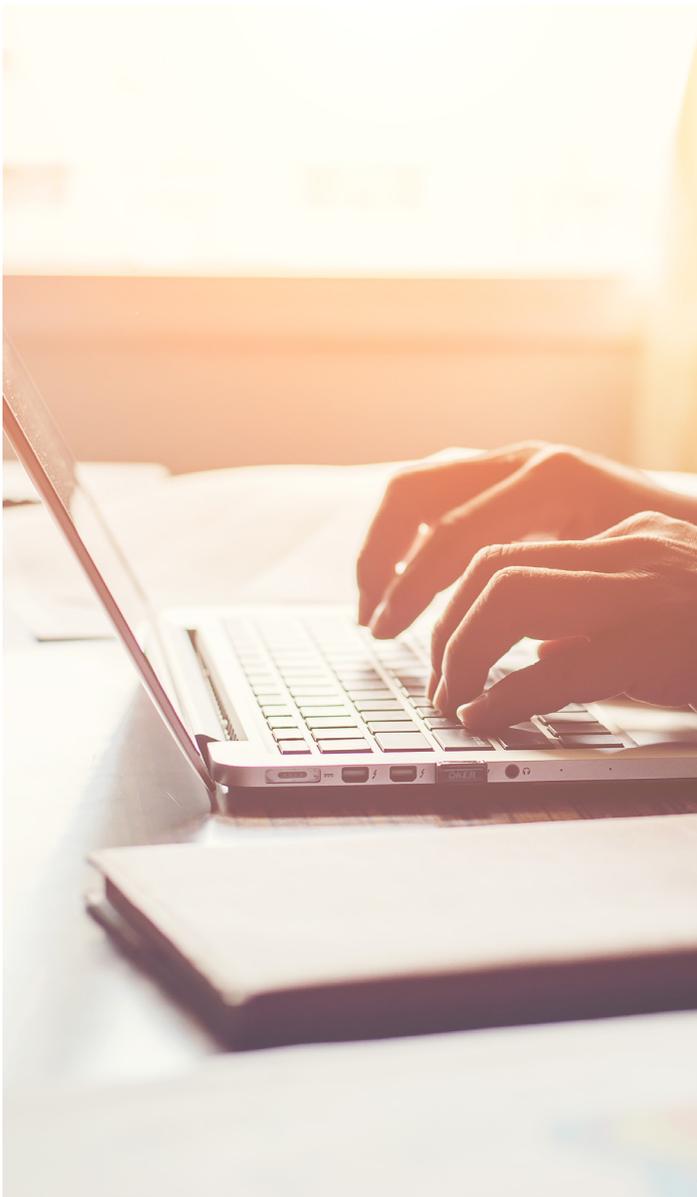
Dr. Nakgyoon Choi of the Korea Institute of International Economic Policy presented the impact of COVID-19 on the global economy, which is in line with what Dr. Matoo presented earlier. He also added that **ASEAN Member States can build resilient production networks through various programs to reshare and diversify the offshore production facility.**

“But even more important than deepening traditional cooperation, I believe is to look beyond trade and to keep trade open and beneficial.”

*Dr. Aaditya Mattoo,
Chief Economist,
World Bank Group*

An efficient system of supply chain management could be coordinated among ASEAN Member States as well as participation from regional enterprises. Creating a conducive regulatory environment and removal of non-tariff barriers can further enhance the Global Value Chain (GVC) trade flows for East Asian economies.

Dr. Luxamon Attapich, Deputy Secretary-General of Thailand’s Eastern Economic Corridor (EEC), stated that ASEAN should promote a multi-modal transportation system to keep the supply chain connected. Cooperation between economic corridors in ASEAN Member States can link domestic development with regional connectivity.



(i) bringing experience from the U.S. to support trade partners; (ii) advancing the shared priorities; and (iii) finding innovative solutions to the joint challenges. Besides the engagement in the aviation sector, economic corridor development is one of the ongoing areas of engagement. And, USTDA commits to high resilient infrastructure development with partners.

Digital technology and SMEs are the key elements that drive regional trade. Mr. Sami Farhad, Senior Director of the Globalization Office of Alibaba Group, indicated that Alibaba considers itself as a part of ASEAN's economic environment. The platform supports exports from ASEAN to China and ASEAN's imports from China, connecting local SMEs to the regional market. The Electronic World Trade Platform (EWTP), set up in Thailand and Malaysia, does not only help facilitate trade with China, but also help with the domestic trades and distribution.

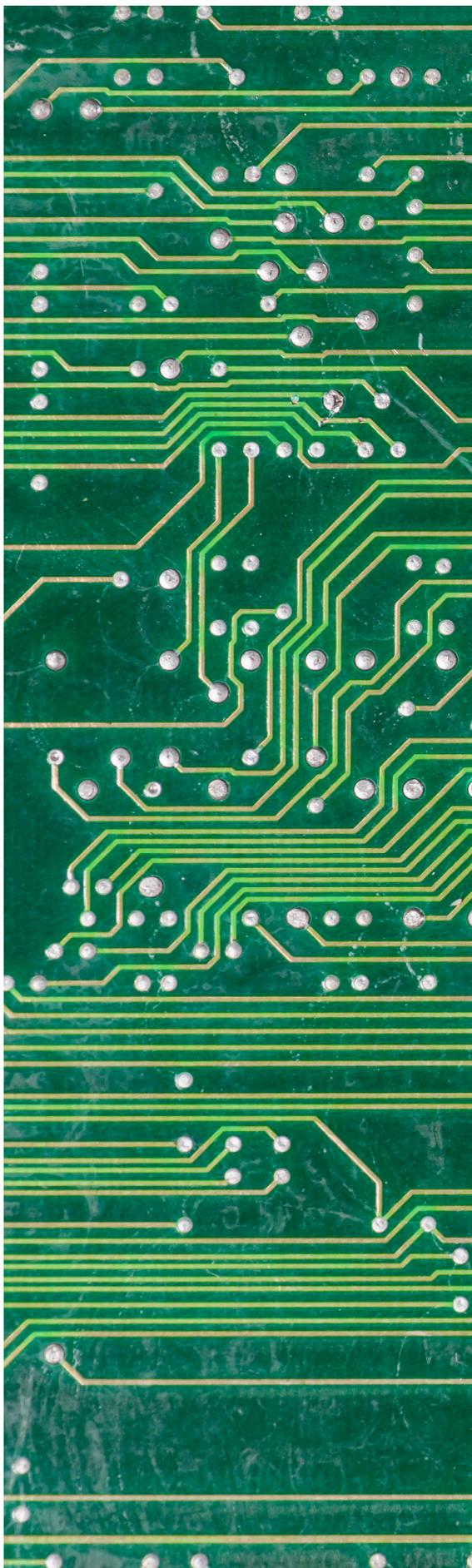
The human capital development is very important to take advantage of digital technology. Training of entrepreneurs, especially small and medium business owners, on digital literacy will help them participate in the modern-world trading markets and platform – which is not only with the bigger economies but also within domestic and sub-regional markets.

Moderator's Summary: *In spite of the pandemic and supply chain disruption, strengthening connectivity collaboration and building resilience will move ASEAN forward.*

For example, Thailand's EEC aims to provide infrastructure that can support regional trade. Digital infrastructure is also one of the key focuses—the EEC links with GMS economic corridors, BRI, and other economic corridors between neighboring countries. **GVC participation increases vulnerability to foreign shocks but reduces vulnerability to domestic shocks.**

From the U.S. perspective, Mr. Thomas Hardy from the U.S. Trade and Development Agency (USTDA) indicated that a closer U.S.-ASEAN collaboration will bring partnership effectiveness – providing access to top technical experts from the U.S. – with three very clear objectives:





SESSION 2:

GREEN AND DIGITAL CONNECTIVITY

Moderated by Mr. Lim Chze Cheen, Director of ASEAN Connectivity Division, ASEAN Secretariat

This session aimed to identify possible concrete areas of cooperation and synergies between MPAC 2025 and other connectivity initiatives, such as BRI, Partnership for Quality Infrastructure and its expanded version, and New Southern Policy, in the green and digital connectivity area.

Professor Fukunari Kimura, Chief Economist, Economic Research Institute for ASEAN and East Asia (ERIA), kicked start the second session with a remark on the implication and potential of digital connectivity for East Asian countries. Digital connectivity carries a profound implication on economic development of ASEAN and East Asia in at least three different aspects: (i) widening and deepening task-wise division of labor and further strengthening Asia's production base ("Factory Asia"); (ii) stepping into a new form of division of labor in terms of individuals; and (iii) enhancing people's welfare by delivering information, communication, matching and digitized services.

Digital economy in ASEAN still has room to grow.

The contribution of digital economy to GDP in ASEAN was about 7 per cent in 2018, which is relatively low compared to that of China (16 per cent), the EU (27 per cent), and the U.S. (35 per cent). The challenges of digital adoption include the need for a skilled workforce, knowledge of entrepreneurship, and data openness through accommodating policies and regulations.

COVID-19 accelerates the utilization of communication technology, which reduces service link costs and discourages "reshoring." Cross-border service outsourcing, such as online English courses across countries, is a result of technology utilization.

Green technology can be a result of better connectivity. ASEAN and East Asia must catch up with enhancing global environmental awareness. Regional collaboration on cross-border electricity trade, development of renewable energy, and energy storage can be a starting point.



“Digital trade can lead to sustainability and inclusiveness.”

*Ms. Yingluk Kongkasai,
Head of Transaction Bangkok Group
at the Bank of Ayudhya PCL*

Dr. Rong Ying, the Vice President of China Institute of International Studies, mentioned that improving communication and dialogue platforms are the keys to working together within ASEAN. In addition, trade and development partners bring good influence on the green technology – e.g., BRI adopts green development principles.

ASEAN’s collaboration through MPAC 2025, BRI, and the RCEP Agreement bring in the momentum of a large economy like China to green and digital development. China’s latest social and economic development plan embraces new development philosophy and new paradigm toward a higher quality of development and profound reforms. The synergy between BRI and MPAC 2025 has made good progress in major transport infrastructure projects around the region.

Focusing on quality implementation of priority projects within the region will ensure inclusive growth. Many BRI projects in ASEAN are being implemented, in which digital-enable infrastructure investments that go in parallel with these investments can help with poverty reduction efforts.

Mr. Shige Watanabe, the Director of Information and Communications Division at Japan’s Ministry of Foreign Affairs, added that the “Quality Infrastructure” also aims to support sustainable, inclusive, and resilient growth. Japan has been supporting several green connectivity efforts in ASEAN Member States, such as green ports and connectivity through land, sea and air.

Mr. Jaehong Ko, Associate Director for Overseas Project Division, Korea Expressway Corporation, shared an experience on **Transit-Oriented Development (TOD)** – an example of the development of green and digital connectivity. TOD is observed in an urban setting where there is a volume of demand for the necessary investment, including to address traffic congestion challenge. TOD follows the principle of reducing (driving demand), shift (to public transport), and improve (efficiency with information technology system). ASEAN is the right platform for exchanging ideas and discussing how TOD could benefit its Member States.



Ms. Yingluk Kongkasai, Head of Transaction Bangkok Group at the Bank of Ayudhaya PCL, presented on how **digital trade and payment platforms can improve the efficiency of cross-border trade.** Digital trade platforms initiated by the private sector or government can reduce processing time, improve efficiency and competitiveness, and broaden SMEs inclusion. However, it requires two layers of implementation.

At the national level, a country should develop a national digital platform that connects all international business activities, national single window (NSW) of the government, and with similar platforms in other countries.

At the regional level, harmonizing standards, legal and regulatory, and commercial terms are crucial. Technology adoption is the easy part, while coming to an agreement on protocols, common practices, laws, regulations, security and privacy rules, and on commercial terms can be challenging and take time.

But ASEAN is not starting from zero. In 2019, the ASEAN Digital Trade Connect project under the ASEAN Business Advisory

Council (ASEAN-BAC) was recognized as an important reform for ASEAN. Even with COVID-19, progress has been made on the study on Digital Trade Connect which aims to integrate ASEAN with China's Bay Area Platform, Japan's Trad Wall, Republic of Korea's UTradeHub, Singapore's NTP, and Thailand's NDTP.

In line with **Ms. Kongkasai's remarks, Mr. Rizal Edwin, Assistant Deputy Minister for Digital Economy, Manpower, and SMEs, Coordinating Ministry for Economic Affairs of Indonesia** indicated that ASEAN has many initiatives that can drive different aspects of digital development. The implementation of MPAC 2025 strategic area on digital innovation will support the adoption of technology by MSMEs, support financial access through digital technologies, and support enhanced data management and open data in ASEAN. And many other initiatives are driven through the ASEAN Coordinating Committee on Electronic Commerce (ACCEC), ASEAN Coordinating Committee on Micro, Small, and Medium Enterprises (ACCMSME), ASEAN Digital Senior Officials' Meeting (ADGSOM), and the ASEAN Framework on Personal Data Protection.

Moderator's Summary: COVID-19 accelerates the preexisting trends and brings about new trends that require changes in policies and actions. It is important that ASEAN strengthens cooperation and policy coordination to leverage the current investment toward sustainability, resiliency, and inclusiveness.





SESSION 3:

SMART AND SUSTAINABLE CONNECTIVITY

This session, moderated by Ms. Almud Weitz, Practice Manager for Transport for South East Asia and Pacific, World Bank.

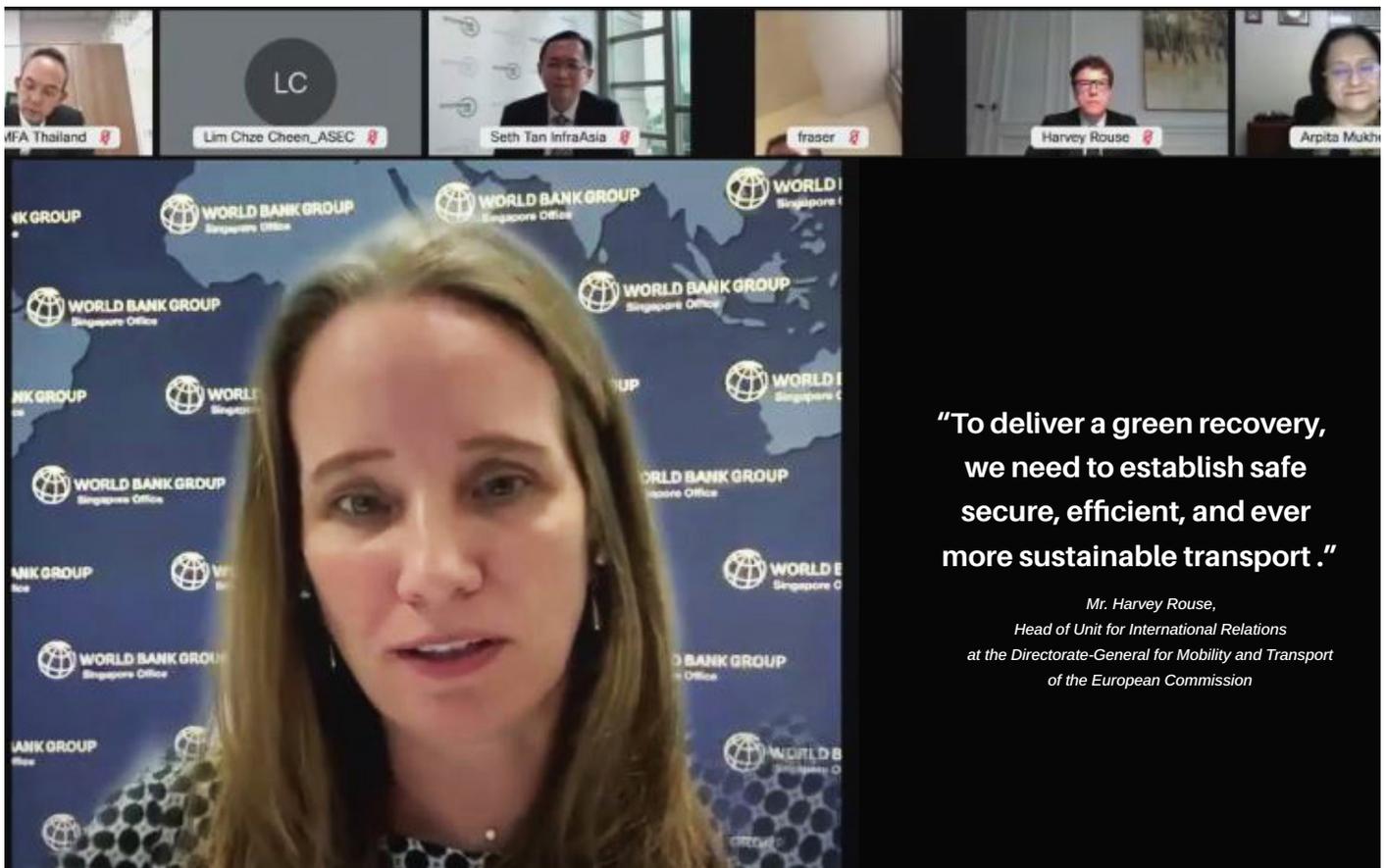
This session exchanged views on enhancing connectivity through inclusive, smart, and sustainable cooperation between ASEAN and dialogue partners and on synergy in areas of mutual benefits.

Dr. Fraser Thompson, Director of AlphaBeta Advisory from Australia, indicated that there are **rooms to expand dialogue among ASEAN Member States at the subregional level.** It appears that there are relatively more engagement activities at the global level compared with the sub-regional level. This could be done with more consultations and better support from development partners during their annual forums. Collaboration through specific working groups can also help increase the level of engagement.

Ambassador Nikordej Balankura from Ministry of Foreign Affairs of Thailand also added that reinforcing the existing sub-regional initiatives, especially on policy synchronization,

without reinventing the wheel is key. From the experience of Ayeyawady–Chao Phraya – Mekong Economic Cooperation Strategy (ACMECS), the Master Plan focuses on three aspects of connectivity to achieve Seamless, Synchronized, Smart and Sustainable ACMECS namely: (i) hard infrastructure; (ii) policies, processes, and regulations; and (iii) human aspects. The objective is to create a cobweb of initiatives that cover member countries. CLMV countries also tried to ensure the consistency of their policies with other relevant sub-regional initiatives – such as GMS and ACMECS.

From the EU's perspective, **Mr. Harvey Rouse, Head of Unit for International Relations at the Directorate-General for Mobility and Transport of the European Commission,** emphasized that the strategic partnership between the EU and ASEAN can be a platform for knowledge sharing on smart and sustainable connectivity development.



The EU has a three-decade-long history of regional integration and connectivity development. Connectivity is very important for trade and economic activities, jobs, and people-to-people interactions. And, the experience of its regional connectivity efforts can be shared with ASEAN.

The EU focuses on the quality of connectivity. Any connectivity project must have a strong economic justification, avoid financial and fiscal imbalances, and consider climate impact. Knowledge and experience sharing from the EU to ASEAN are not only limited to its railway development experience, but also air transport, urban and smart mobility, and digital innovation - which is very much in line with the direction of MPAC 2025.

In addition, Mr. Karel Vinck, Former European Coordinator for Railways of the European Commission, shared the EU's experience on railway network development. He emphasized that regional railway network integration takes time and efforts, but can benefit from a smart traffic management system. From the EU's experience, the development of the railway network required the standardization and harmonization of the signaling system – ERTMS (or European Railway Traffic Management System). Due to the size of the region, the harmonization was not done in one shot - but rather started corridor by corridor. But in time, a better traffic system has helped improve the efficiency of transport, and lower logistics costs for the region.

“To deliver a green recovery, we need to establish safe secure, efficient, and ever more sustainable transport .”

*Mr. Harvey Rouse,
Head of Unit for International Relations
at the Directorate-General for Mobility and Transport
of the European Commission*



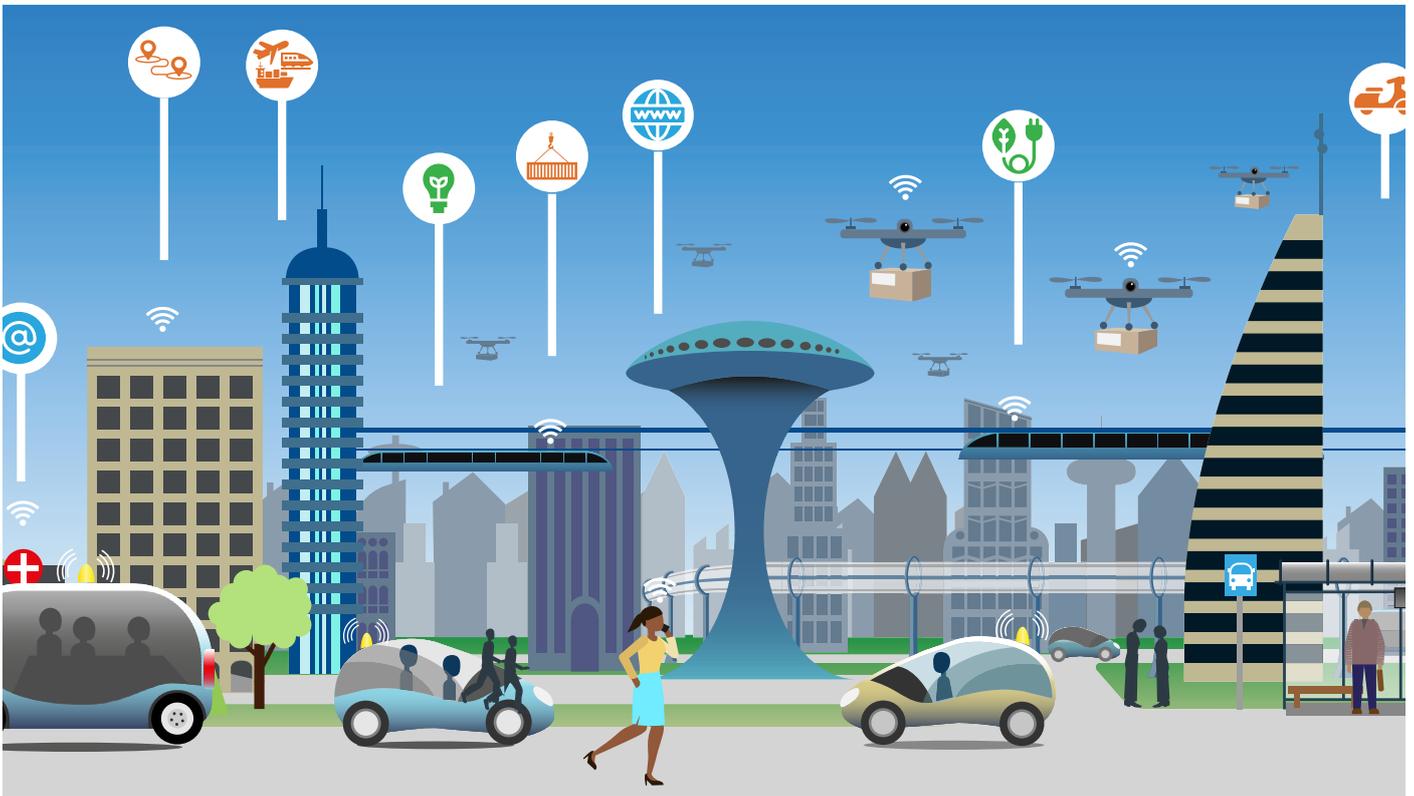
More opportunities for dialogue will contribute to the progress of connectivity initiatives. Such dialogue can bring clarity to the policies and regulations on foreign direct investment – which is an important part that drives economic collaboration. Other challenges are around platforms for vulnerable groups and lack of actional targets and plans.

Mr. Seth Tan, Executive Director of Infrastructure Asia from Singapore, shared his experience that **advancing digital connectivity agenda is not without its challenges.** Deployment of digital hardware and infrastructure is just a beginning. The readiness of businesses and residence is required for developing smart cities. E-commerce and digitized payment system play a key role in cross-border trade, which could spin-off to infrastructure investment.

In urban transport, Transit-Oriented Development (TOD) is a good example of smart and sustainable connectivity. TOD brings efficiency to the overall system both on the operational and demand side, as well as the financing side. Cross-financing between public and private sectors could be achieved as shared risks and benefits.

Moderator's Summary: *With a number of regional initiatives and ongoing efforts in ASEAN, it is time to synergize the implementation of these regional plans. "Connecting the Connectivities" is exactly the way forward – especially in collaboration with partners beyond ASEAN and with the private sector.*





KEY TAKEAWAYS

Key takeaways presented by **Mr. Lim Chze Cheen, Director of ASEAN Connectivity Division, ASEAN Secretariat**, to summarise salient points from 3 sessions included:

- Partnership is key to the success of “Connecting the Connectivities”;
- Cooperation on enhancing connectivity should support the effective implementation of the ASEAN Comprehensive Recovery Framework and its Implementation Plan;
- Early ratification and entry into force of the RCEP Agreement is crucial for furthering regional economic integration, achieving seamless logistics and ensuring resilient and sustainable supply chain connectivity in the region;
- ASEAN should continue its work on enhancing multi-modal transport linkages and inter-connectivity to build greater efficiency and resilience of the

regional supply chain;

- ASEAN should harness the opportunities of digital trade and explore cooperation in strengthening “digital trade platform” to enhance business competitiveness, particularly MSMEs digitalization and digital skills development;
- ASEAN should strengthen cooperation in developing robust regulations to enhance digital capability and enable digital connectivity;
- ASEAN should encourage more private sector participation to co-create and seize the opportunities from its growing economy and initiatives; and
- Sustainable Development Goals (SDGs) could be the guiding compass in advancing sustainable connectivity.

CLOSING SESSION



Ms. Usana Berananda, Director-General, Department of ASEAN Affairs, Ministry of Foreign Affairs of Thailand, underlined the “Connecting the Connectivities” approach as an important enabler for maximizing the potential of ASEAN connectivity. She also looked forward to the key recommendations, to be developed after the seminar and circulated to the relevant ASEAN Meetings, including the ASEAN Foreign Ministers’ Meeting and the ASEAN Connectivity Coordinating Committee (ACCC) Meeting. The recommendations that were highlighted in her closing remarks included, among others:

- Taking a pragmatic and whole-of-ASEAN approach in enhancing regional connectivity while promoting synergy between MPAC 2025 and other connectivity strategies;

- Promoting multi-modal transport linkages and seamless logistics;

- Enhancing digital trade connectivity by building upon the existing mechanisms/tools, such as ASEAN Single Window and Electronic World Trade Platform (EWTP);

- Increasing digital skills for businesses, especially among MSMEs;

- Maximizing the benefits of FTAs, including the RCEP Agreement; and

- Promoting green and sustainable development models, such as Bio-Circular-Green or BCG Model.

Ms. Birgit Hansl, Country Manager for Thailand, the World Bank Group, stressed that trade facilitation and regional integration beyond tariff barriers will be at the core of partnership



on connectivity. Furthermore, she also highlighted the role of technology as an enabling tool that helps the region connect more efficiently.

“The COVID-19 pandemic is bringing forward the vulnerability of supply chains and trade worldwide, but the pandemic also brings us all closer together.”

*Ms. Birgit Hansl,
Country Manager for Thailand,
the World Bank Group*

ANNEX1: SEMINAR PROGRAM

Time (GMT+7) Bangkok time	Programme
10.00 - 10.15	<p>Opening Remarks</p> <ul style="list-style-type: none"> • H.E. Chutintorn Gongsakdi, Deputy Permanent Secretary, Ministry of Foreign Affairs of Thailand • H.E. Kung Phoak, Deputy Secretary-General of ASEAN for ASEAN Socio-Cultural Community • Mr. Ranjit Lamech, Regional Director (East Asia & Pacific), Infrastructure Department, World Bank
10.15 - 11.30	<p><u>Session 1: Global Supply Chain Connectivity</u></p> <p>To discuss the current dynamics of global supply chains in the regional and sub-regional context – the outlook of global trade trends, the potential of sub- and cross-regional collaboration, and ASEAN’s supply chain network that is resilient to pandemic events.</p> <p>Panelists:</p> <ul style="list-style-type: none"> • World Bank - Dr. Aaditya Mattoo, Chief Economist, World Bank • U.S. - Mr. Thomas R. Hardy, Director for Programme Management, U.S. Trade and Development Agency (USTDA) • ROK - Dr. Nakgyoon Choi, Visiting Research Fellow, Korea Institute for International Economic Policy (KIEP) • China - Mr. Sami Farhad, Senior Director of the Globalization Office, Alibaba Group • Viet Nam - Mr. Nguyen Tuong, Deputy Secretary-General, Vietnam Logistics Business Association (VLA) • Thailand - Dr. Luxmon Attapich, Deputy Secretary-General, Thailand’s Eastern Economic Corridor (EEC) <p>Moderator: Ambassador Sihasak Phuangketkeow, Special Advisor, Thailand’s Eastern Economic Corridor (EEC)</p>
11.30 - 13.00	Lunch break

Time (GMT+7) Bangkok time	Programme
13.00 - 14.15	<p>Session 2: Green and Digital Connectivity</p> <p>To identify possible concrete areas of cooperation and synergies between MPAC 2025 and other connectivity initiatives such as BRI, Partnership for Quality Infrastructure and its expanded version, and New Southern Policy in the Green and Digital Connectivity area.</p> <p>Panelists:</p> <ul style="list-style-type: none"> • ERIA - Prof. Fukunari Kimura, Chief Economist, Economic Research Institute for ASEAN and East Asia (ERIA) • China - Dr. Rong Ying, Vice President, China Institute of International Studies (CIIS) • Japan - Mr. Shige Watanabe, Director of Information and Communications Division, Minister's Secretariat, Ministry of Foreign Affairs of Japan • ROK - Mr. Jaehong Ko, Associate Director for Overseas Project Division, Korea Expressway Corporation • Thailand - Ms. Yingluk Kongkasai, Head of Transaction Banking Group, Bank of Ayudhya Pcl. • Indonesia - Mr. Rizal Edwin, Assistant Deputy Minister for Digital Economy, Manpower, and SMEs, Coordinating Ministry for Economic Affairs of Indonesia <p>Moderator: Mr. Lim Chze Cheen, Director of ASEAN Connectivity Division, ASEAN Secretariat</p>
14.15 - 14.30	Break
14.30 - 15.45	<p>Session 3: Smart and Sustainable Connectivity</p> <p>To discuss how to enhance connectivity through inclusive smart and sustainable cooperation between ASEAN and Dialogue Partners, and to synergize in areas of mutual benefits.</p> <p>Panelists:</p> <ul style="list-style-type: none"> • Australia - Dr. Fraser Thompson, Director of AlphaBeta Advisory • EU - Mr. Harvey Rouse, Head of Unit for International Relations, Directorate-General for Mobility and Transport, European Commission <ul style="list-style-type: none"> - Mr. Karel Vinck, Former European Coordinator for Railways, European Commission • Singapore - Mr. Seth Tan, Executive Director, Infrastructure Asia

Time (GMT+7) <i>Bangkok time</i>	Programme
	<ul style="list-style-type: none"> • Thailand - H.E. Nikordej Balankura, Ambassador attached to Ministry of Foreign Affairs of Thailand • India - Prof. Arpita Mukherjee, Indian Council for Research on International Economic Relations (ICRIER) <p>Moderator: Ms. Almud Weitz, Practice Manager for Transport for South East Asia and Pacific, World Bank</p>
15.45 - 16.00	<p>Key takeaways</p> <p>ASEAN Secretariat to suggest key takeaways</p>
16.00 - 16.10	<p>Closing Remarks</p> <ul style="list-style-type: none"> • Ms. Usana Berananda, Director-General, Department of ASEAN Affairs, Ministry of Foreign Affairs of Thailand • Ms. Birgit Hansl, Country Manager for Thailand, East Asia and Pacific, World Bank

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