



GLOBAL ALLIANCE
FOR TRADE FACILITATION



ANNUAL REPORT
2017



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MESSAGE FROM OUR DIRECTOR



PHILIPPE ISLER

2017 has been a landmark year for the Alliance.

In February we saw the World Trade Organization's Trade Facilitation Agreement officially enter into force. Speaking that day, the WTO's Director General Roberto Azevêdo hailed the agreement as the biggest reform of global trade this century and spoke of the message its ratification sends about the power of trade to support jobs and growth around the world—in developed and developing countries alike.

The agreement's ratification demonstrated the commitment of WTO members to international trade, but it also made many of us reflect on the challenge ahead—turning the TFA's potential benefits into reality.

In the second full year of the Alliance's existence, we hit the ground running in response to that challenge. We have seen real appetite from businesses to play their part, taking up shared responsibility with governments for making trade simpler, faster and more cost-effective. And we have had the opportunity to work hand in hand with governments which have a strong commitment to delivering reform and unlocking economic growth for their countries.

By the end of the year we had six projects on the ground in Colombia, Ghana, Kenya, Sri Lanka and Vietnam, a further six in development and had leveraged hundreds of thousands of dollars of in-kind support from the private sector.

While our projects remain in their early stages, we are already beginning to see real progress in the way that governments and businesses approach the trade facilitation reform process. The private sector is on a path to no longer being considered a mere consultee, but an equal partner. Countries are sharing best practice and looking at how they can address the similar trade bottlenecks they face. This openness marks an important culture change and is a crucial step to unlocking the potential benefits of the TFA.

I would like to thank our donors, partners and staff for their support and dedication over the past year, reaching these key milestones in our journey and laying strong foundations for a 2018 where we begin to deliver real impact to trade facilitation, economic growth and poverty reduction.



THE GLOBAL ALLIANCE FOR TRADE FACILITATION

The Global Alliance for Trade Facilitation is a public-private partnership for trade-led growth.

We bring together governments and businesses as equal partners to identify opportunities to address customs delays and unnecessary red-tape at borders and design and deploy targeted reforms that deliver commercially quantifiable results. Our projects help to create an environment where businesses can trade more easily, with predictable procedures, streamlined regulations and modern automation.

Our work is designed to help governments in developing and least developed countries implement the World Trade Organization's Trade Facilitation Agreement.

OUR STORY

International trade has incredible potential to serve as an engine for economic growth. Multiple studies have shown that countries which trade more experience higher levels of growth and sustainable development. Not only can trade encourage long-term investment, but it can also empower marginalised communities and reduce inequality and poverty.

Evidence suggests that cutting non-tariff barriers such as unnecessary red-tape at borders can have a greater impact on boosting international trade than eradicating tariffs. For instance, shipping costs are frequently as high as 70 percent of the value of exports in some emerging markets due to inefficient border crossings, and 90 percent of the transit time for air cargo is spent not moving, but waiting to move. Each extra signature required of exporters cuts exports by an average of 4.2 percent, with particularly detrimental consequences on export diversity.

These barriers make it harder for businesses of all sizes to trade internationally but hurt small and medium-sized enterprises the most. Reducing non-tariff barriers even halfway to global best practice would yield close to a five percent increase in global GDP.

In 2013, members of the World Trade Organization (WTO) came together to conclude the Trade Facilitation Agreement (TFA), a binding multilateral agreement designed to tackle these barriers. By signing up to the TFA, countries commit to reducing red tape at borders – from measures to ensure quicker release and clearance of goods to better cooperation between border agencies.

These reforms will cut delays and unpredictability, increase transparency and efficiency, reduce bureaucracy and corruption and ultimately make cross-border trade simpler, faster and more cost-effective. In turn, this allows firms in developing countries to access international markets, especially

those of other developing countries, and can help meet other development goals such as lowering the price of essential goods.

The TFA came into force in February 2017 and by the end of the year almost 80% of WTO members had ratified the agreement. The challenge now lies in implementing the agreement.

The ability of governments and the private sector to work together is crucial to implementing the TFA effectively. After all, there is no trade without the private sector and it has a deep understanding of the barriers it faces and the needs of value-chains.

For all these reasons, the Global Alliance for Trade Facilitation was set up – to enhance trade facilitation implementation by bringing together the public and private sectors as equal partners to identify and deliver targeted reforms in developing and least developed countries.



OUR THEORY OF CHANGE

Our theory of change explains our central objective, how we will achieve it, and the impact it will have.

OUTCOMES

Sustainable public-private partnerships and inclusive multi-stakeholder dialogues on trade facilitation reform

Sustainable public-private partnerships (PPPs) and multi-stakeholder dialogues (MSDs) where both public and private stakeholders work together on trade facilitation are vital to ensuring reforms address the needs of both sectors and projects benefit from private sector expertise. Building an environment conducive to trade facilitation includes enhancing public awareness and support for TFA ratification and implementation.

Commercially measurable trade facilitation reforms

Delivering commercially meaningful trade facilitation reforms will make trade simpler, faster and more cost effective, increase in-country capacity to deliver reforms and demonstrate that change through PPPs works.

Evidence, analysis and insight based Alliance projects

Capturing lessons learnt from trade facilitation reform through monitoring and evaluation and sharing best practices will encourage more governments and businesses to identify and pursue meaningful reforms. At the same time, the adoption of international best practices makes their design more efficient and impactful and contributes to the harmonisation of trade procedures and practices around the globe.



OBJECTIVES

Enhanced trade facilitation implementation

The Alliance's central objective is to accelerate trade facilitation implementation.

Reduced time and cost of cross-border trade

Analysis suggests that enhanced trade facilitation through the TFA alone could reduce total trade costs by more than 14% for low-income countries and more than 13% for upper middle-income countries by streamlining the flow of trade across borders.



IMPACT

Increased trade and investment

The reduction in trade costs associated with implementation of the TFA could increase developing countries' exports by up to US\$730 billion per year. Trade facilitation reform also has the potential to significantly increase investment, especially into sectors such as manufacturing.

Inclusive economic growth and poverty reduction

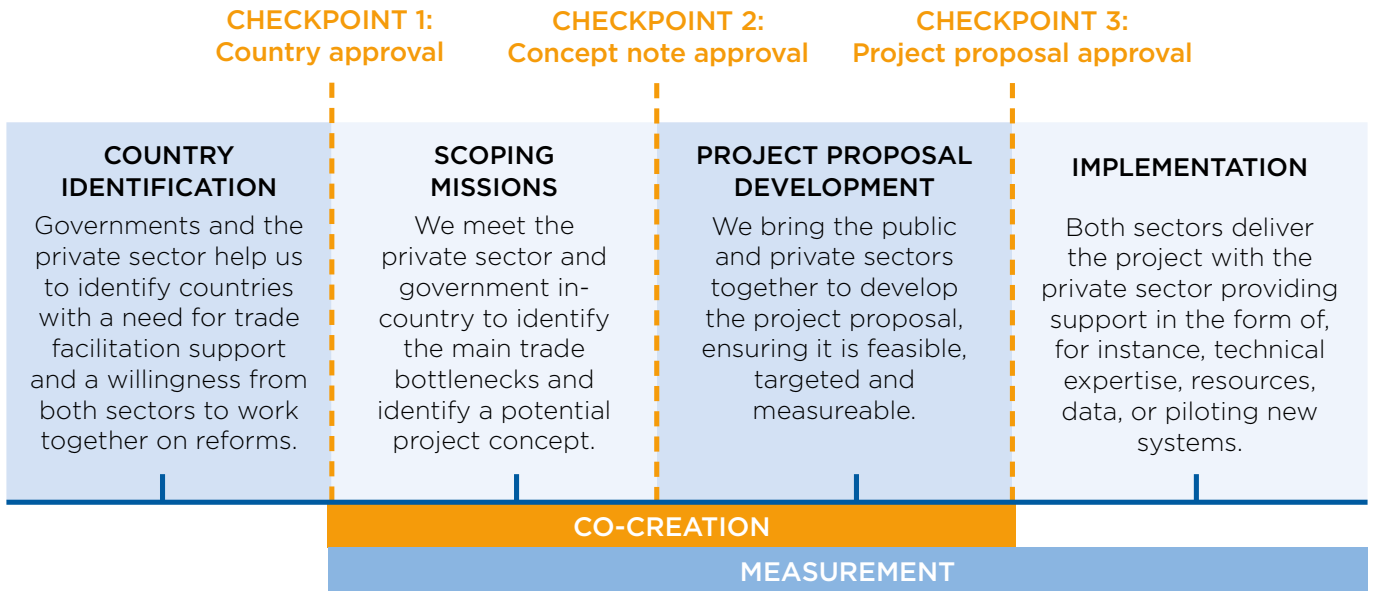
The macroeconomic link between trade and investment and economic growth is well established, and broadly, economic growth is critical for poverty alleviation. Improved trade facilitation policies can connect poor people to regional and global markets, allowing for increased incomes and reduced poverty.

OUR UNIQUE CO-CREATION PROCESS

At the heart of our approach is the process of co-creation. It is what makes our approach to trade facilitation reform unique.

The public and private sectors have an equal responsibility to deliver trade facilitation reform. Reforms are also most likely to be effective if they are designed and delivered by both sectors working together.

That's why the private sector is embedded in the process as an equal partner to government from start to finish and why the two sectors take joint ownership of all of our projects.



This approach allows us to strengthen the capacity of the local private sector in developing and least developed countries to engage in meaningful public-private dialogue.

It also means we can deliver projects with business-efficiency, guided by rigorous targeting, monitoring and evaluation.



WHO WE ARE

We are uniquely placed to facilitate public-private partnerships—our organisations combine business and political networks right across the globe with hands on, practical experience of delivering projects.



The Center for International Private Enterprise comprises seasoned experts with three decades of hands on experience in delivering market reforms.



The International Chamber of Commerce is the world's largest business organisation with a network of over 6 million members in more than 100 countries, including many of the world's largest companies, SMEs, business associations and local chambers of commerce.



The World Economic Forum is the international organisation for public-private cooperation, with a network of the world's foremost leaders in politics, business and civil society.



Gesellschaft für Internationale Zusammenarbeit has over 50 years' experience of delivering development projects on the ground.

Our vision

A world where cross-border trade is simple, fast and cost-effective, creating new business opportunities, enabling greater economic and social development and reducing poverty.

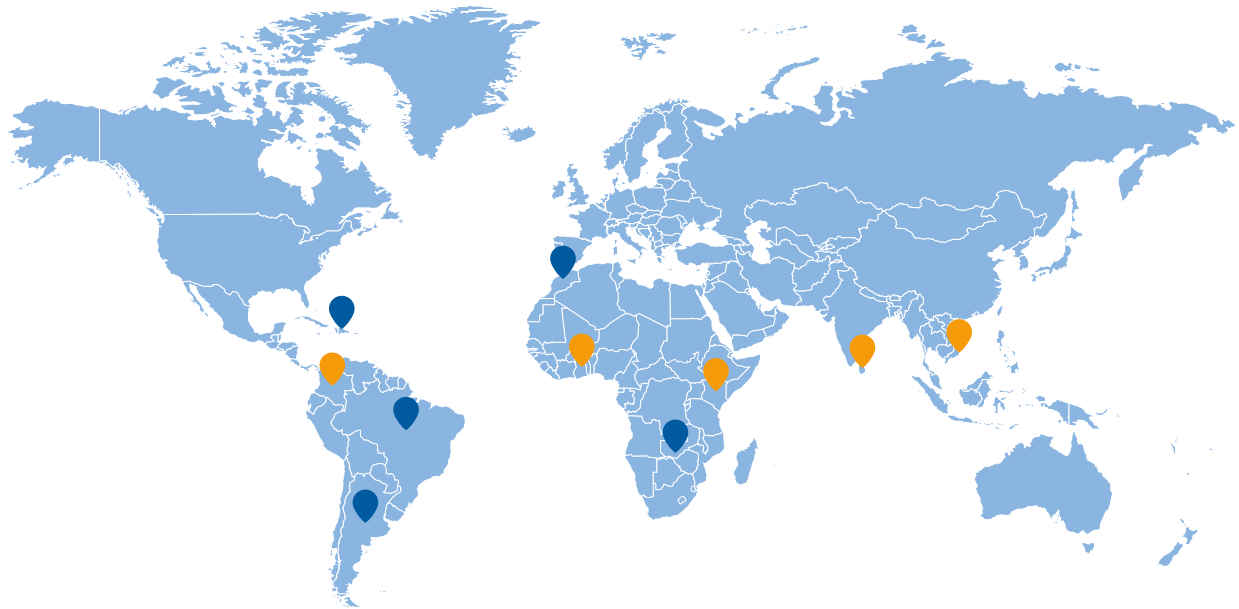
Our mission

To enhance trade facilitation implementation by bringing together the public and private sectors to identify and deliver commercially meaningful reforms in developing and least developed countries.

Our values

- **Collaboration** – we believe the public and private sectors must be equal partners, co-creating ideas and taking equal responsibility for improving trade facilitation
- **Pragmatism** – we believe in practical reforms that make trade easier
- **Impact** – everything we do is measurable and results-driven, delivering sustainable, commercially meaningful change and value for money
- **Impartiality** – we work with our partners towards a greater, shared vision
- **Transparency** – we are open and accountable for our actions

YEAR IN REVIEW 2017



Six approved projects
Colombia, Ghana, Kenya,
Sri Lanka and Vietnam

Six projects in development
Argentina, Brazil, Dominican Republic,
Morocco and Zambia



18 public-private dialogues in our five project countries bringing together over 500 stakeholders from government, business and civil society



85 senior level officials, executives and civil society leaders participated in three global or regional public-private dialogues on trade facilitation, helping to share best practice



USD\$820,000 of private sector in-kind support leveraged into Alliance work



90% of private sector partners agree that the results of the Alliance projects are commercially relevant for their business



5 new companies as committed official Alliance partners, making 16 in total, and seven global companies appointed as dedicated project champions



OUR PROJECTS

Throughout 2017, we laid the groundwork for six trade facilitation projects in Latin America, Africa and Asia, each with the potential to support sustainable, inclusive economic growth and ultimately help reduce poverty.

COLOMBIA



Implementing a risk management system for the National Food and Drug Surveillance Institute (INVIMA)

Colombia's National Food and Drug Surveillance Institute (INVIMA) regulates the import and export of products which are vital for society such as food, medicines, medical devices, cosmetics and toiletries. Without a modern risk management system, however, INVIMA must physically inspect 100% of goods arriving at borders, making trade more costly and time consuming for businesses, particularly those with perishable products, and putting unnecessary strain on the agency.

Our project is supporting INVIMA to introduce a new risk management system which will maintain risk profiles based on historical data and current trends,

allowing border agencies to identify which shipments are higher-risk and prioritise them for physical inspection. Ultimately we aim to reduce inspection rates from 100% to 70%, reducing costs to INVIMA, providing better traceability for products entering Colombia and making the trading process faster, more cost effective and more predictable for businesses.

2017 achievements

- Helped create a change in the way that the public and private sectors collaborate by bringing them together to focus on an area of customs procedures that is traditionally guarded closely by government.
- Secured buy-in from all partners and began implementation in June.
- Secured the support of DHL as the project's private sector champion.
- Sparked conversations and the sharing of ideas around trade facilitation at the 9th Annual National Importers Forum hosted by the National Association of Exporters.
- Laid the groundwork for the new risk management system by lending expertise for assessment and evaluation, and design of a data clean-up algorithm.

Our project supports TFA Articles:

Article 5.1	Notifications for Enhanced Controls or Inspections
Article 7.4	Risk Management
Article 7.9	Perishable Goods

COLOMBIA



Supporting growth in Colombia's automotive industry Establishing a Centre for Trade Facilitation and Good Practices

The automotive industry is a key economic sector in Colombia, contributing significantly to gross domestic product and generating thousands of jobs. Our analysis with the Colombian customs agency, DIAN, and the private sector found that the industry could unlock further economic growth if rules on classification, valuation and origin were reformed. If customs was to issue advance rulings to clarify the classification, valuation and origin of goods prior to their importation or exportation, importers and vehicle assembly companies would benefit from lower clearance times at borders.

Our project is supporting DIAN to set up the centre, establishing a public-private sector working group, leveraging private sector business and legal expertise and helping to test and launch the centre.

2017 achievements

- Brought together public and private sectors, including companies traditionally in competition with each other, secured their buy-in, and kicked off the project with a major public-private dialogue event.
- Fiat-Chrysler, DHL and UPS, each with extensive experience of working with similar centres elsewhere, committed to supporting the project.
- The public-private working group set up for the project is set to be incorporated into Colombia's national trade facilitation committee. This will help to ensure the meaningful dialogue between the public and private sectors created through our project will be sustained after the project is completed.
- After the centre project started, INVIMA requested support from the Alliance to develop its risk management system, demonstrating a ripple effect from our work.

Our project supports TFA Articles:

Article 1.3	Enquiry Points
Article 2.2	Consultations
Article 3	Advance Rulings

Across our two projects in Colombia we held four public-private dialogues and four senior-level country dialogues bringing together 99 stakeholders from across government, global and regional companies, local companies and business associations.



Strengthening Ghana's position as a key hub for regional and international business

Introducing a risk-based pre-arrival customs process

Ghana is already one of the largest economies in West Africa and an important hub for regional and international business. Without an effective risk-based pre-arrival process, however, customs has to physically inspect 100% of shipments while clearance times and requirements are unpredictable for traders.

We are working with the government and the private sector to introduce fully-automated, paperless processing which will allow traders to supply information on goods and for customs officials to prioritise before shipments arrive at borders. It will

significantly reduce the number of physical inspections for low-risk shipments, helping customs to prioritise, and speed up clearance and release of goods for traders.

2017 achievements

- Held four public-private dialogues bringing together 130 stakeholders including large companies, small and medium-sized enterprises and business associations to agree and drive forward the project.
- Secured the support of private sector champions Agility, DHL, FedEx and Maersk to work alongside Ghana's public sector organisations.
- Launched the project publicly in September, generating media coverage and helping to build momentum behind the project.
- Completed phase one of the project by developing a model for pre-arrival processing, in partnership with stakeholders.
- Ghana's National Trade Facilitation Committee incorporated the project working group as a formal technical working group on pre-arrival processing. This will formalise the public-private partnership and help create sustainable change.

Our project supports TFA Articles:

Article 7.1	Pre-Arrival Processing
Article 7.2	Electronic Payment
Article 7.3	Separation of Release from Final Determination of Duties, Taxes, Fees and Charges
Article 7.4	Risk Management



Strengthening Kenya's position as East Africa's key trade hub

Introducing a risk-based pre-arrival customs process

Kenya is already a key regional trade hub in East Africa, acting as a gateway for imports and exports to neighbouring landlocked countries. Yet without an effective risk-based pre-arrival process, traders and customs officials face lengthy, burdensome and unpredictable formalities at borders. A formal, structured and systematic approach to risk management can change this.

We are working with the government and the private sector to introduce fully-automated, paperless processing which allows traders to supply information on goods and for customs officials to prioritise before

shipments arrive at borders. It will significantly reduce the number of physical inspections for low-risk shipments, speeding up clearance and release of goods and creating a better business environment.

2017 achievements

- Extensive consultation with government, global and local business to agree the project scope. This included two public-private dialogues bringing together 34 stakeholders including companies and business associations.
- DHL and Maersk committed as private sector champions.

Our project supports TFA Articles:

Article 7.1	Pre-Arrival Processing
Article 7.2	Electronic Payment
Article 7.3	Separation of Release from Final Determination of Duties, Taxes, Fees and Charges
Article 7.4	Risk Management

SRI LANKA



Establishing Sri Lanka as a world-class regional logistics hub

Developing the trade facilitation framework for multi-country consolidation

Sri Lanka is positioned in the centre of the Indian Ocean at the crossroads of international trade, making it ideally located to become a key regional logistics hub. To help realise this vision, Sri Lanka needs to put in place the right processes and legal framework for multi-country consolidation (MCC).

An MCC hub is an intermediate point where multiple shippers from multiple origins consolidate their shipments to build Full Container Loads (FCL), before sending them on to their next destination. MCC offers

traders flexibility, lower transit costs and more efficient service.

We are working with the government and the private sector to establish an MCC model in Sri Lanka. This will ultimately improve the competitiveness of Sri Lanka's exports by providing access to global supply chains at lower prices and with increased frequency of shipping; lower transit costs of trading small quantities of goods, giving SMEs new access to trading partners around the world; and create opportunities for value-added services in Sri Lanka, such as packaging, labelling, quality control and repairs.

2017 achievements

- Extensive consultation with government and the private sector to develop a framework for a MCC hub. This included bringing together 186 stakeholders for a major public-private dialogue including senior government officials, civil society leaders, global and local companies, SMEs and business associations.
- Maersk and John Keells Holdings committed to being project champions.

Our project supports TFA Articles:

Article 11 Freedom of Transit



Strengthening Vietnam's position as a regional manufacturing powerhouse

Introducing a modern customs bond system for conditional release of goods

Since 2014, changes in legal and regulatory frameworks have significantly simplified customs procedures and increased transparency in Vietnam. Yet our analysis found that many shipments are held within congested Vietnamese ports simply due to a lengthy release process. In fact, Vietnam's hold rates for imports and exports remain among the highest in Asia.

We are bringing together the government and the private sector to implement a modern customs bond system for the conditional release of goods.

Vietnam will be the first country in Asia with such an

all-encompassing system. Traders will be able to purchase bonds to guarantee their payment of duties and taxes as well as regulatory compliance, allowing customs to expedite release of their goods. The new system will help ensure compliance with Vietnam's regulations and reduce administrative burden on border agencies, while making trade more predictable and efficient for businesses, particularly SMEs.

2017 achievements

- Held two public-private dialogues and two senior-level government country dialogues bringing together 136 stakeholders including global and local companies.
- Signed two letters of agreement with the General Department of Vietnam Customs and Vietnamese business associations in May, and a Memorandum of Understanding with the Vietnam Private Sector Forum in July, locking in the sense of shared public-private responsibility for trade facilitation and a cooperative approach.
- DHL, Maersk, UPS and Walmart committed as private sector champions.
- Publicly launched the project in September with a series of events, covered by over 30 media outlets, creating significant momentum behind the project.

Our project supports TFA Articles:

Article 7.1	Pre-Arrival Processing
Article 7.3	Separation of Release from Final Determination of Duties, Taxes Fees and Charges
Article 7.8	Expedited Shipments
Article 10.1	Formalities and Documentation
Article 10.9	Temporary Admission of Goods and Inward and Outward Processing
Article 11.6	Freedom of Transit



ESTABLISHING PUBLIC-PRIVATE DIALOGUES

ESTABLISHING PUBLIC-PRIVATE DIALOGUES

Throughout 2017, we worked to kick-start conversations and spark ideas about trade facilitation amongst the people with the power to make change happen – governments, businesses and other influencers.

Facilitating open dialogue with governments, international organisations and others working in trade facilitation is vital to ensuring the Alliance adds real value, identifies opportunities to collaborate with others, shares best practice and avoids duplication.

In engaging the private sector, we aim to enhance its commitment to trade facilitation reform and maximise the value it brings to the Alliance's work.

2017 key achievements

- Brought together 85 senior level officials, executives and civil society leaders to participate in three global and regional public-private dialogues on trade facilitation. These included events at the World Trade Organization's 11th Ministerial Conference and the World Economic Forum's summits in Davos, Switzerland and Durban, South Africa.
- Facilitated 18 operational level public-private dialogues in-country with over 500 participants relating to live projects or projects in development.
- Recruited five new companies as committed official Alliance partners, making 16 in total, and appointed seven global companies as dedicated project champions.
- Leveraged USD\$820,000 of private sector in-kind support to the Alliance's work, including Maersk's support with the Total Transport and Logistics Costs methodology worth USD\$500,000.
- Convened a new working group with 15 members from global companies to create a direct link between the international private sector and our projects, making us better able to harness their skills and expertise.
- Delivered value for our private sector partners with over 90% of respondents to our survey agreeing that the results of Alliance projects are commercially relevant for their business, and 80% agreeing that in-country dialogues established by the Alliance are effective in initiating and fostering public-private collaboration of trade facilitation reform.
- Presented the Alliance's approach and encouraged public and private stakeholders to pursue trade facilitation at a host of events including the World Customs Organisation TFA Working Group, the West Africa Borderless Alliance annual conference, WEF's Public Forum and Summits on ASEAN, Latin America, MENA and Sustainable Development Impact, UNCTAD's High-level experts meeting and the Commission of the Economic Community for West African States (ECOWAS). We continued to engage with other key stakeholders including the Global Facilitation Partnership for Transport and Trade (GFP), Annex D++, World Bank and the International Trade Centre.



**ENHANCING GLOBAL
KNOWLEDGE ON
INCLUSIVE TRADE
FACILITATION**

ENHANCING GLOBAL KNOWLEDGE ON INCLUSIVE TRADE FACILITATION

The Alliance's approach to trade facilitation aims to use real world business metrics to help design our projects and measure our impact. Data collected through these metrics will enable us to share best practice and build a better understanding among governments and others of exactly how trade facilitation can impact business, ultimately helping to accelerate trade facilitation globally.

Key 2017 achievements

- Worked with Maersk to adapt its Total Transport and Logistics Costs (TTL) study and create a methodology allowing us to effectively measure the indirect impact of our projects. This will enable us to collect data on the direct and indirect costs of cross-border trade along the supply chain both at the beginning of the co-creation process to help steer us to the key bottlenecks, and at the completion of our projects. We began applying this approach in Colombia, Kenya, Ghana, Sri Lanka, and Vietnam.
- Established our Measurement and Metrics Working Group with five private sector companies to share and leverage expertise.
- Launched our first paper on the role of trade facilitation in attracting foreign direct investment into the manufacturing sector in emerging economies, sparking over 700 downloads in its first six weeks.
- Brought together metrics experts from the World Bank, World Trade Organisation, Inter-American Development Bank, United Nations, Organisation for Economic Co-operation and Development, World Customs Organization and Cross-Border Research Association to share best practice in metrics and measurement.





OUR TEAM

OUR TEAM

Our team of 30 are from 12 different countries and work across five continents. Our management team brings a wealth of experience in public-private partnerships and trade.



Philippe Isler, Director

Philippe is the Alliance's Director and is based at the offices of the World Economic Forum in Geneva. Philippe has spent the past 15 years leading trade facilitation initiatives across the world, working to digitise supply chain processes in a number of developing countries through public-private partnerships. He also spent 10 years developing traceability solutions to track consignments transiting through countries with harsh environments. Philippe is a former Vice President at SGS Group where he led government and institutions business development for trade community systems, e-government, telecom monitoring and port/customs operations.



Andres Galeota, Deputy Director, World Economic Forum

Andres joined the World Economic Forum in 2010 and has held roles focussed on managing strategic partnerships with the private sector. Based in Geneva, he works to leverage the Forum's network of governments and businesses to support the work of the Alliance. Andres joined the Forum from Scottish Development International, Scotland's trade and investment agency where he was a senior executive working with businesses, governments, financiers and aid agencies to boost trade across Europe, the Middle East and Africa.



Jose Raul Perales, Deputy Director, Center for International Private Enterprise

Based in Washington, Raul leads CIPE's contribution to the Alliance working with his team to develop and implement trade facilitation projects on the ground. He is currently leading Alliance projects in Colombia, Vietnam and Sri Lanka. Prior to joining CIPE, Raul advised the US Department of Homeland Security on a wide range of business issues including public-private partnerships and customs and trade facilitation. He has extensive experience of representing the private sector in strategic policy work and was Director of the Americas department at the US Chamber of Commerce and Executive Vice President at the Association of American Chambers of Commerce in Latin America.



Valerie Picard, Deputy Director — International Chamber of Commerce

Based at the International Chamber of Commerce in Paris, Valerie leads the ICC's work within the Alliance to engage the ICC's global network of businesses and chambers of commerce in the work of the Alliance. A corporate, infrastructure and project development lawyer, she previously worked at Bolloré Transport & Logistics as senior counsel working on public-private transactions in the ports space and advising on all aspects of the development of ports and terminals in Africa and Asia.



Mattia Wegmann, Deputy Director, Deutsche Gesellschaft für Internationale Zusammenarbeit

Mattia has over 15 years' experience in international development and leads Deutsche Gesellschaft für Internationale Zusammenarbeit's (GIZ) participation in the Alliance, developing and implementing trade facilitation projects in Ghana and Kenya amongst others. He joined GIZ in 2005 as an adviser based initially in South Africa, then neighbouring Botswana, before returning to Germany in 2014. He has delivered projects aimed at trade facilitation, local economic development and regional economic integration, with a specialisation in developing public-private dialogue.





OUR DONORS AND PARTNERS

OUR DONORS

The Alliance's work is made possible by our donors—the governments of the United States, Canada, the United Kingdom, Australia and Germany—who share our vision and want to play a part in facilitating trade, creating new economic opportunities and meeting sustainable development goals.



USAID
FROM THE AMERICAN PEOPLE



Global Affairs
Canada

Affaires mondiales
Canada



Australian Government

Department of Foreign Affairs and Trade



**Federal Ministry
for Economic Cooperation
and Development**

OUR PARTNERS

The private sector plays a vital role in the work of the Alliance at all levels, from steering our global strategy to driving country projects on the ground. Together our partners are leading the way in international trade reform and responsible business, creating greater opportunities for commerce and sustainable economic growth.

The Alliance's multinational partners include Agility, BASF, BMW, Brambles, Cisco, DHL, Diageo, Dow Chemical, FCA Group, FedEx, Krones, A.P. Møller-Maersk, Pernod Ricard, Roanoke, UPS and Walmart.



FINANCIAL SUMMARY

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FINANCIAL STATEMENT 2017

Income	US\$
Donor contributions	3,992,469

Expenditure	US\$
PIR 1 – Establishing public-private dialogues	784,066
PIR 3 – Enhancing global knowledge on inclusive trade facilitation	683,536
Direct administrative costs*	415,454
CIPE Indirect Costs**	56,672
<i>Sub-Total (excluding PIR 2)</i>	1,939,729
PIR 2 – Our projects	1,733,668
CIPE Indirect Costs	319,071
<i>Sub-Total (PIR 2)</i>	2,052,739
Total	3,992,468

In-kind contribution***	US\$
Private sector	820,000

* Includes financial management of grants, donor relations, administrative management and coordination of the Alliance, management and steering group meetings and internal guidelines development

** CIPE indirect costs are billed and allocated to all CIPE direct costs. As CIPE does not have any source of income other than restricted funds (i.e grants), the indirect costs are billed to keep its operations running. The rates are negotiated with the U.S. Government under the authority contained in 2 Code of Federal Regulations (CFR) 230.

*** Includes private sector partner contribution only. Host organisation in-kind contribution is not included.



To get involved or for more information, please contact us at info@tradefacilitation.org

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