



2018

ANNUAL REPORT



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## 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 as equal partners to identify and deliver commercially-meaningful reforms in developing and least developed countries.



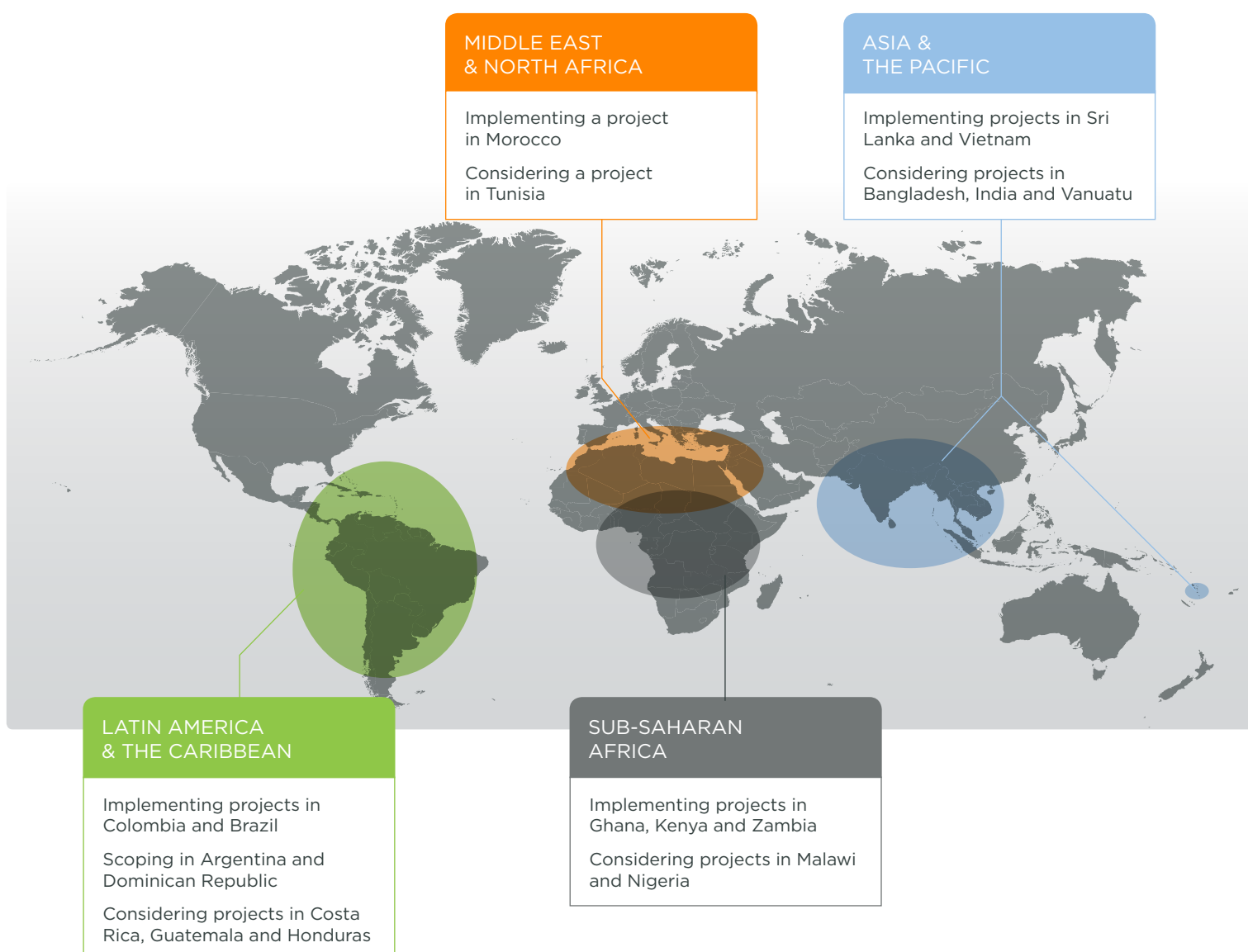


# AT A GLANCE

At the close of 2018 the Global Alliance for Trade Facilitation is delivering nine trade facilitation projects in developing and least developed countries, scoping two further projects and considering nine others.

USD **14.04M** INVESTMENT IN TRADE FACILITATION REFORM COMMITTED TO DATE

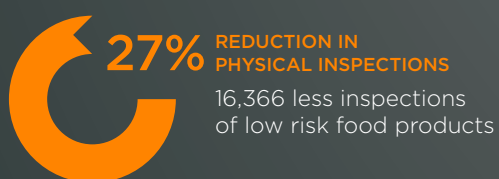
USD **3.88M** IN-KIND CONTRIBUTION FROM THE PRIVATE SECTOR



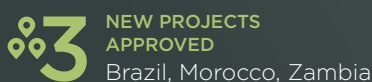
# OUR YEAR IN REVIEW

We continued our work to create public-private partnerships that drive trade facilitation reform, find new ways of leveraging private sector resources and expertise, and use data to understand barriers to trade and measure our impact.

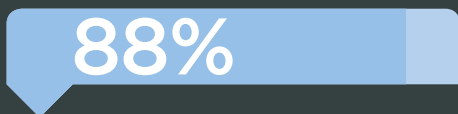
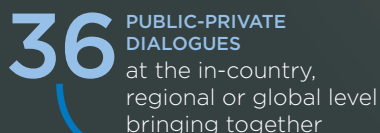
## OUR FIRST PROJECT RESULTS IN COLOMBIA



BETWEEN MARCH 2018 AND FEBRUARY 2019



DATA COLLECTION USING OUR UNIQUE TTLC METHODOLOGY in three countries (Colombia, Nigeria and India) - to help understand the bottlenecks driving up the cost of trade



of Alliance global private sector stakeholders confirm that the Alliance is **EFFECTIVELY LEVERAGING PUBLIC-PRIVATE PARTNERSHIPS ON TRADE FACILITATION REFORM**



of global private sector stakeholders believe that projects are **COMMERCIALY RELEVANT FOR THEIR BUSINESS AND GUIDED BY EVIDENCE AND GLOBAL GOOD PRACTICE**



of public and private local stakeholders believe projects in Ghana and Morocco are **COMMERCIALY RELEVANT FOR THEIR BUSINESS** and 93% and 94% respectively believe the projects were designed in cooperation between the public sector, local private sector and global private sector

# A MESSAGE FROM THE DIRECTOR



**Philippe Isler**

Just three years after our inception, the impact of the Alliance's work to support trade facilitation reform is starting to shine through.

This year we received the first quantitative interim results from one of our projects – a 27% reduction in physical inspections by Colombia's National Food and Drug Surveillance Institute (INVIMA) of food products at Colombia's borders. That translates to a reduction in processing time from 16-24 hours to 1-2 hours for low risk shipments and is thanks to the new risk management system we have supported INVIMA to introduce. The project is not yet complete, but these serve as encouraging early signs that it will have a positive impact on both INVIMA and traders as we remove hundreds of hours of redundant processing time in the supply chain, and support enhanced trade performance in Colombia.

2018 was also a year of expansion. We grew our network of private sector supporters and approved new projects in Brazil, Morocco and Zambia, bringing our portfolio of live projects to nine. Each project is the result of close collaboration between the public and private sectors and each has the potential to make a significant positive difference to the national economy, the business environment and the lives of individuals. At the heart of our efforts, we continue to support the government in those countries to implement the World Trade Organization's Trade Facilitation Agreement (TFA) which could have a bigger impact on world

trade than the elimination of all remaining tariffs.

But our goal is not merely to support countries to deliver the TFA. The Alliance was conceived in 2015 as an experiment. We set out to try to fundamentally change the way that the public and private sectors work together to deliver trade facilitation reforms. We want to move from a position where the private sector is a mere consultee, to a place where business and government work together as equal partners to identify issues at the border and develop and deliver solutions from the ground-up – and do so based on a relationship of trust and transparency. The Alliance acts as an impartial facilitator to catalyse this shift.

Throughout this report, you will hear directly from some of those actors involved in our projects who are experiencing a change in the way the two sectors perceive each other and work together. They are also finding that the Alliance's unique structure, with its close and broad links to the private sector throughout the globe, is allowing them to tap into international best practice and expertise more effectively than ever before.

Looking ahead, we are excited to see more results coming through from our projects on the ground. We

are also embarking on an important knowledge-gathering exercise to look at what we can learn from our projects, particularly around how we engage the private sector, and how we can share our experience with the wider trade facilitation community.

The TFA, with strong political commitment and business interest behind it, has created a window of opportunity for all parties to use trade to further sustainable development and tackle poverty. I wish to thank our donors, public and private sector partners and the Alliance team for their continued support and commitment to grasping that opportunity with both hands.



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## OUR ALLIANCE

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# WHO WE ARE

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 unnecessary red-tape and delays 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. The resulting increase in trade and investment is expected to unlock inclusive economic growth and poverty reduction.

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

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

**The Center for International Private Enterprise** provides three decades of knowledge and seasoned expertise in delivering successful market reforms.

**The International Chamber of Commerce** is the world's largest business organization representing more than 45 million companies in over 100 countries including many of the world's leading businesses, 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.

In cooperation with **Deutsche Gesellschaft für Internationale Zusammenarbeit** has over 50 years' experience of delivering development projects on the ground.







## OUR DONORS

The Alliance is supported by our donors - the governments of the United States, Canada, the United Kingdom, Australia, Germany and Denmark.



**USAID**  
FROM THE AMERICAN PEOPLE



Global Affairs  
Canada



**Australian Government**  
Department of Foreign Affairs and Trade



Federal Ministry  
for Economic Cooperation  
and Development



**MINISTRY OF FOREIGN AFFAIRS  
OF DENMARK**

## OUR PARTNERS

Together our global private sector partners are leading the way in international trade reform and responsible business, providing in-kind contributions in the form of resources and expertise.

The Alliance's multinational partners include Agility, Ardo VLM, Cisco, DHL, Diageo, Dow Chemical, FCA Group, FedEx, International Air Transport Association, Krones, Maersk, Pernod Ricard, Roanoke, UPS and Walmart.

Our business network brings together over 50 global companies and we work with hundreds of other local businesses in our project countries.



## IMPLEMENTING THE WORLD TRADE ORGANIZATION'S TRADE FACILITATION AGREEMENT

The Alliance's work aims to help developing and least developed countries implement the Trade Facilitation Agreement (TFA).

The TFA officially entered into force in February 2017. By signing up, Member States commit to tackling barriers to trade posed by burdensome requirements and inefficiencies in trade-related processes.

Evidence suggests that cutting these non-tariff barriers to trade can have a greater impact on boosting international trade than eradicating all remaining tariffs. According to the WTO, if implemented fully, the TFA has the potential to reduce global trade costs by more than 14% on average, add 2.7% a year to world export growth and create around 20 million jobs, mostly in developing countries.

Making trade simpler, faster and more cost-effective is a win-win-win deal: it's a win for governments by raising revenue and generating economic growth; a win for the public by lowering the cost of essential consumer goods and creating jobs; and a win for businesses of all sizes, particularly small and medium-sized enterprises (SMEs), by increasing predictability and opening up new markets.

### The Trade Facilitation Agreement



**Article 1\***  
Publication and Availability of Information



**Article 5\***  
Other Measures to enhance Impartiality, Non-Discrimination and Transparency



Article 9  
Movement of Goods intended for Import under Customs Control



**Article 2\***  
Opportunity to Comment, Information before Entry into Force, and Consultations



Article 6  
Disciplines on Fees and Charges imposed on or in connection with Importation and Exportation and Penalties



**Article 10\***  
Formalities connected with Importation, Exportation and Transit



**Article 3\***  
Advance Rulings



**Article 7\***  
Release and Clearance of Goods



**Article 11\***  
Freedom of Transit



Article 4  
Procedures for Appeal or Review



**Article 8\***  
Border Agency Cooperation



Article 12  
Customs Cooperation

\* The Articles our projects are addressing

## Progress

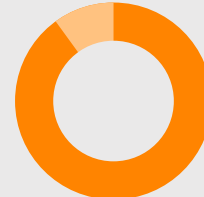
At the end of 2018 140 of the 164 WTO Member States had ratified the agreement (85.4%), demonstrating that there is significant political will behind it.

The challenge ahead is implementation. While progress is being made, the simplest reforms have now been made leaving us with those that will be most challenging to deliver. Thankfully the TFA is breaking new ground in that it allows developing and least developed countries to set their own timetables for implementation depending on their

capacity and allows them to request assistance, such as that from the Alliance.

Because Alliance projects are designed from the ground up they respond directly to a need identified by government agencies and trading businesses.

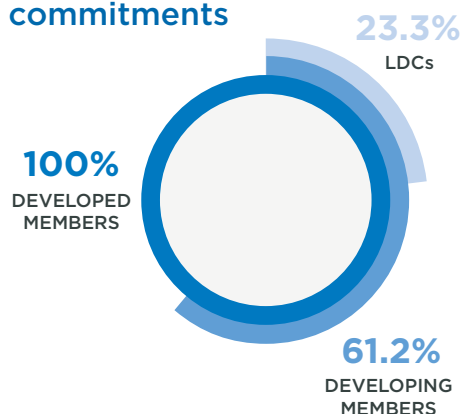
85%



140 of the 164 WTO Member States had ratified the agreement

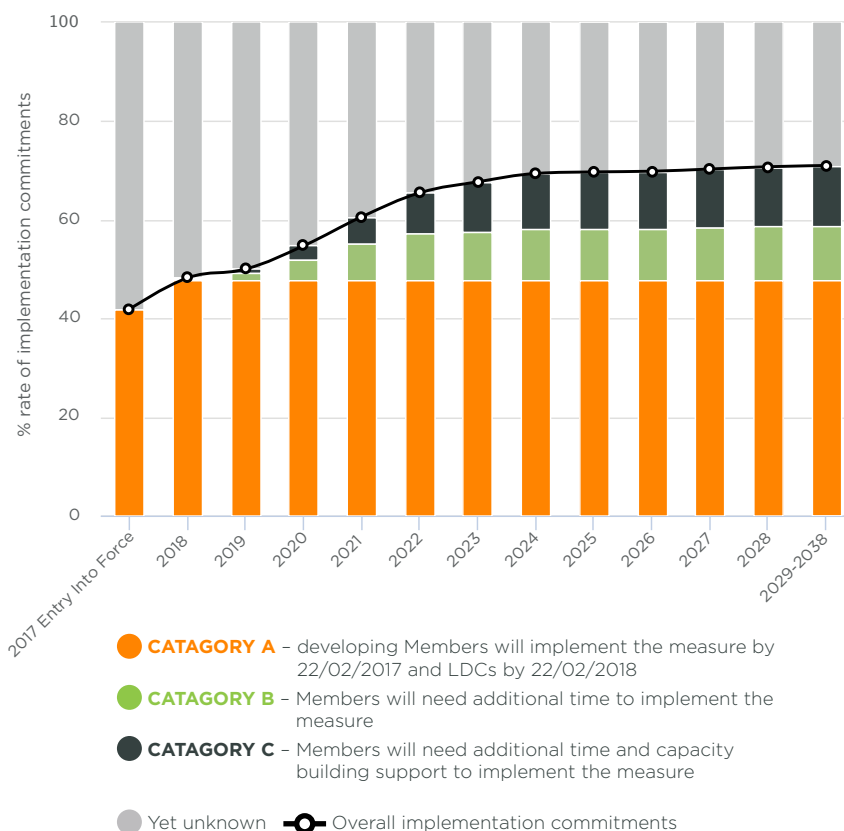
WTO Members notify the WTO of their category A, B and C commitments. These implementation commitments allow us to create a roadmap of when the TFA can be expected to be fully implemented by the entire membership. It is the implementation of this roadmap that the Alliance seeks to support and accelerate.

## Rate of implementation commitments



## Timeline of implementation commitments

Based on implementation commitments by all WTO Members over time



Source: Trade Facilitation Agreement Database (March 2019)

“A strong partnership between public and private sectors is crucial to enable WTO Members to reap the benefits of implementation of the WTO Trade Facilitation Agreement. The private sector role is unique in that it combines the voice of the end-user, a powerful stakeholder voice to drive change, and the technical expertise necessary to assist governments to design, implement, and monitor trade facilitation reforms. The Alliance plays an important role in the development of these partnerships in WTO Members around the world.”

**Sheri Rosenow**  
WTO Secretariat - Trade Facilitation Agreement Facility



## OUR UNIQUE APPROACH TO TRADE FACILITATION REFORM

The Alliance's central objective is to accelerate trade facilitation implementation, and our theory of change puts public-private partnership at the heart of achieving that.

### INCLUSIVE ECONOMIC GROWTH AND POVERTY REDUCTION

INCREASED TRADE AND INVESTMENT

REDUCED TIME AND COST OF CROSS-BORDER TRADE

#### WE FOCUS ON THREE WORK STREAMS

1

Creating sustainable public-private partnerships and multi-stakeholder dialogues on trade facilitation reform

The Alliance was born out of the notion that neither the public nor the private sectors can deliver the full potential of the TFA alone, and our starting point is always to bring the two sectors together. Governments need to understand the challenges businesses face when importing and exporting, and the opportunities they see for improvement. Business needs to understand how government and its agencies operate, and their responsibility for ensuring compliance and protecting public health and safety with due diligence. Implementing the TFA through public-private partnerships ensures reforms address the real needs of governments and business, but also that they benefit from the expertise and resources of the private sector and build sustainable trust-based relationships between the two sectors that can endure long after our projects are complete.

2

Delivering commercially-measurable trade facilitation reforms

These public-private partnerships co-create and deliver projects that will make trade simpler, faster and more cost-effective, increase in-country capacity to deliver reforms and demonstrate that change through public-private partnerships works.

3

Measuring results and building trade facilitation knowledge

Through our extensive network of organisations and multi-stakeholder dialogues we facilitate the sharing of measurable results, lessons and emerging best practice. This improves our project design and implementation and helps to harmonise trade procedures and practices around the globe. By sharing best practice from our projects, we can encourage more governments and businesses to pursue meaningful trade facilitation reforms.

### THE RESULTS

Through these three strands of work, the Alliance is accelerating trade facilitation reform across the globe, cutting the time and cost of cross-border trade which can in turn deliver real impact - increased trade and investment and inclusive economic growth and poverty reduction.



# 3

## OUR PROGRESS

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# SPARKING A NEW CONVERSATION

## Facilitating public-private dialogues

Constructive dialogue between the public and private sectors is the foundation on which all Alliance projects are built. In 2018 we organised 36 public-private dialogues bringing together 452 senior government officials, senior business executives and civil society leaders as well as hundreds of other stakeholders to either support our projects or raise awareness of our work and the importance of trade facilitation reform on the regional or global stage.

**36** PUBLIC-PRIVATE DIALOGUES at the in-country, regional or global level bringing together **452** SENIOR REPRESENTATIVES FROM GOVERNMENT, BUSINESS AND CIVIL SOCIETY

Highlights included over 400 public and private sector representatives in Vietnam meeting to discuss the introduction of Asia's first all-encompassing customs bond system there, and over 100 delegates coming together in Sri Lanka to mark the project launch there and plan its implementation.

On the international stage, the Alliance shared its approach to trade facilitation reform at the World Economic Forum's annual meeting in Davos, ASEAN Summit and Sustainable Development Impact Summit, the ICC's Regional Forum on Customs and Trade Facilitation in cooperation with the

B20, and the first Africa NTFC Forum with the United Nations Conference on Trade and Development. We also ran workshops in the United Kingdom, Canada and United Arab Emirates to encourage the private sector to get actively involved in delivering the TFA.

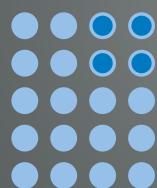
In addition, throughout 2018 the Alliance engaged with stakeholders in 11 countries with a view to understanding trade barriers and potentially developing projects - Argentina, Bangladesh, Costa Rica, Dominican Republic, Guatemala, Honduras, India, Malawi, Nigeria, Tunisia and Vanuatu.

**3** NEW PROJECTS APPROVED  
Brazil, Morocco, Zambia



Private sector partners acting as our ambassadors at **16** GLOBAL OR REGIONAL EVENTS

**3.88M USD**  
IN-KIND CONTRIBUTIONS from global and local companies to date



**4** NEW GLOBAL PRIVATE SECTOR PARTNERS  
Bringing the total to **20**

**88%**

of Alliance global private sector stakeholders confirm that the Alliance is **EFFECTIVELY LEVERAGING PUBLIC-PRIVATE PARTNERSHIPS ON TRADE FACILITATION REFORM**

## Working with local companies & SMEs

Most of our work with business is done in-country with local companies and business associations, including ICC National Committees which we can reach through our host organisation ICC.

Our projects have the potential to create significant opportunities for SMEs to grow. It is local companies, and particularly SMEs, that stand to benefit most from our work to support implementation of the TFA, and who can often identify issues which larger companies may not prioritise. The barriers to trade tackled by Alliance projects make it harder for businesses of all sizes to trade internationally but hurt

SMEs the most. This is because they cannot as easily absorb the additional time and costs involved or navigate unpredictable procedures. We know that SMEs tend to be under-represented in public-private dialogue, so we work hard to include them in our co-creation process.

A 2018 survey of local project stakeholders in Ghana where 61% of

respondents were from the local private sector, 93% agreed that the project had been designed in cooperation between the public sector, local private sector and global private sector and 100% agreed that the project results will be commercially relevant for their business.

## Working with the global private sector

As well as developing projects directly with local businesses in our project countries, we engage with the global private sector so that our projects can benefit from the knowledge and expertise of the world's biggest companies.

In 2018 we welcomed four new official private sector partners to the Alliance bringing the total number of Alliance partners to 20. Meanwhile, the Alliance's growing global business network now allows us to tap into the skills, technical know-how and experience of over 50 companies.

Companies who take part contribute resources to support our projects, which may mean providing experts, sharing data and metrics or delivering training; connect us with their contacts on the ground, whether their subsidiaries, clients or companies in their supply chains; and act as ambassadors

advocating for the role of business in trade facilitation reform. Throughout 2018 our private sector partners spoke on our behalf at no less than 16 international or regional events.

At the close of 2018, 88% of Alliance global private sector stakeholders confirmed that the Alliance is effectively leveraging public-private partnerships to deliver trade facilitation reforms, while 95% of global businesses we work with said they believe Alliance projects are commercially relevant for their business and guided by evidence and global good practice.

To date, the Alliance has secured USD 3.88M of in-kind contributions - USD 2.15M from global and local companies and USD 1.73M from our secretariat organisations the International Chamber of Commerce and the World Economic Forum. This demonstrates the real potential of the Alliance model to secure value from the business community.

Finally, we began to look at how we can explore the potential of new technology in our trade facilitation projects by holding a series of workshops with the Alliance steering group, secretariat and innovative tech-companies.



John Kornerup Bang

**Head of Sustainability Strategy and Shared Value at Maersk**

As one of the world's largest integrated transport and logistics companies operating in 130 countries, Maersk is a major part of the global trading system.

**“We play a direct role in multiplying the benefits of trade.”**

“International trade has helped lift over a billion people out of poverty. At the same time, we recognise that we need to make global trade available for everybody so that all can share in its benefits. That's why a key pillar of our sustainability strategy is to multiply the benefits of trade by supporting countries to implement the World Trade Organization's (WTO) Trade Facilitation Agreement (TFA) – and why we work with the Alliance to do it.

“Maersk's local teams in project countries have supported the development of Alliance projects including in Morocco, Sri Lanka and Vietnam by helping to diagnose the major border issues, and connecting the Alliance team to our key contacts such as businesses in our supply chain. We have also contributed our data experts and our own unique methodology to help the Alliance identify the biggest challenges that businesses face and measure the impact of projects. It is the first methodology to provide a holistic view of trade costs,

combining direct transport costs and fees with measures of the indirect costs that traders face due to unpredictability at borders.

“According to the WTO small and medium sized enterprises provide two thirds of all jobs but pay twice as much for logistics as large firms. Accelerating trade reform through the TFA can make growth more inclusive as barriers for countries, entrepreneurs and small businesses come down. That's a story we want to be part of.”



Amgad Shehata

**Senior Vice President of International Public Affairs and Strategy at UPS**

UPS is the world's largest package delivery company and a leading global provider of specialised transportation and logistics services. Every day, it manages the flow of goods, funds, and information in more than 200 countries and territories worldwide.

**“We believe that we can propel sustainable development and business performance at the same time.”**

“Helping countries to implement the World Trade Organization's Trade Facilitation Agreement (TFA) allows us to do exactly that. Facilitating cross-border trade completely aligns with our customers' needs while holding the promise of driving economic growth and creating a more equal society across the globe.

“Participating in the Alliance goes far beyond the typical business involvement in many other initiatives. It's more than attending events, adding our logo to materials or giving sponsorship money. For example, in Colombia and Vietnam, our local UPS teams were sought out to take part in initial scoping missions, meeting with government agencies and local businesses to help identify issues at the border and develop targeted project proposals. As part of UPS' broader drive to digitise cross-border trade, in these country projects and some others we've been tasked to collect and provide data to help build

the case for governments to adopt more ambitious, modern electronic import risk management techniques.

“We have this expertise because we face these types of non-tariff barriers to trade around the world every day. The Alliance gives us a platform to lend that expertise to deliver real change and at the same time offers a great engagement and development opportunity for our staff.”



## OUR PROJECTS

OUR RESULTS:  
COLOMBIASUPPORTING COLOMBIA IN MOVING ESSENTIAL GOODS EFFICIENTLY  
THROUGH RISK MANAGEMENT

Food, medicine and medical devices are among the most vital goods for society, so ensuring they can be moved across borders safely, quickly and efficiently is fundamental.

Colombia's National Food and Drug Surveillance Institute (INVIMA) regulates the import and export of these goods. Without a modern risk management system (RMS), INVIMA had to inspect 100% of goods arriving at borders, making trade unpredictable and costly for business, driving up consumer prices, and putting unnecessary strain on the agency.

The Alliance has brought together INVIMA, other relevant Colombian agencies and the private sector to design and implement a modern RMS for food, medicine and medical devices, based on international best practice.

The project aims to reduce inspections, speeding up the process and increasing predictability for traders. Ultimately this can ensure essential goods move

in and out of the country efficiently and support economic development in Colombia.

A major highlight of 2018 was seeing the first interim quantitative results from the project. We supported INVIMA to roll out the RMS for food products to 13 points of entry including ports, airports and border crossings. Between its introduction in March 2018 and the end of February 2019 INVIMA recorded a 27% reduction in physical inspections of food products at Colombia's borders. That means 16,366 less inspections and translates to a reduction in processing time from 16-24 hours to 1-2 hours for low risk food products.

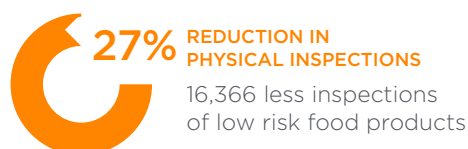
Since the launch the project team has been working with INVIMA and the private sector to analyse how the

new system is working and identify the improvements that can get us to our target of a 30% reduction in physical inspections by INVIMA for food products.

Meanwhile two workshops brought together the public and private sectors to develop the second component of the project – a similar RMS for medicine, medical devices and cosmetics – which will launch in 2019.

As well as these positive results, INVIMA has found the open dialogue of the project has helped to improve its relationship with the private sector as businesses gain a better understanding of its perspective and how it takes decisions.

**Between the introduction of the RMS in March 2018 and February 2019 INVIMA recorded:**



**“As well as delivering promising early results, this project has already had a positive impact on our relationship with the private sector. Businesses now have a better understanding of how INVIMA works, how we take decisions and why we do what we do to protect public health in Colombia. This has helped to build trust between us.”**

**Alexandra Esteban**  
Adviser, Risk Management Unit - INVIMA

## OUR PROGRESS

- 1 DESIGN AND DEVELOPMENT OF THE RMS
- 2 TESTING AND PILOTING THE NEW RMS FOR FOOD IN 13 PORTS AND BORDER CROSSINGS
- 3 EXPANDING THE NEW RMS TO MEDICINE, MEDICAL DEVICES AND COSMETICS

“The project is succeeding because we have openness from INVIMA to engage with us, and we have a great mediator in the Alliance. Although traditionally governments may be reluctant to work with the private sector on risk management out of fear of losing control, we have found with INVIMA that the concepts of risk and control are in fact not contradictory. Working together helps us to understand each other and how the agency can use resources in the smartest possible way.”

**Juan Diego Cano**

Director of Legal Affairs - National Association of Foreign Trade

ADDRESSING  
TFA ARTICLES**Article 5.1**

Notifications for Enhanced Controls or Inspections

**Article 7.4**

Risk Management

**Article 7.9**

Perishable Goods

Three new projects were co-created in **BRAZIL, MOROCCO** and **ZAMBIA** following a series of public-private dialogues.

## BRAZIL

### SUPPORTING BRAZIL'S INTEGRATION INTO GLOBAL SUPPLY CHAINS BY MODERNISING LICENSING PROCEDURES

The demand for import licenses for consumer and durable goods in Brazil has doubled over the last five years. The explosion in demand coupled with older generation IT systems and under-utilisation of risk management principles has put strain on government resources and led to delays in processing import license applications.

The National Institute of Metrology, Quality and Technology (INMETRO), Brazil's national standards agency, has put in place temporary measures to help address the bottleneck, but with the scaling up of trade volumes, sustainable reforms are needed to ensure the processing of import licenses is fast and simple.

Learning from international best practice, our project brings together INMETRO and private sector expertise to modernise and upgrade INMETRO's IT system so that data exchange with

other agencies and Brazil's new single window is fully automated. It is also introducing a risk-based licencing process to allow INMETRO to focus on high-risk shipments. We aim to reduce the average time taken to issue licenses to compliant traders from seven to three working days for 70% of applications.

In August 2018 we launched the project with the signing of a Memorandum of Understanding with INMETRO and the Secretariat of Foreign Trade of Brazil (SECEX). The launch was a result of a series of public-private dialogues which brought together stakeholders from INMETRO, SECEX and Receita Federal with those from right across Brazil's private sector including members of key trade associations the National Association of Auto Manufacturers, the National Association of Electronics and Appliances Manufacturers, the National Confederation of Industry and ICC Brazil.

Since the project launch, we have been working with a talented project team from the public and private sectors with the expertise to simplify the licensing process and planning study tours to enable them to learn from international best practice.

We aim to reduce:



“The structure of the Alliance helps us tap into a wide range of expertise from different public and private sector organisations internationally, ensuring our reforms are based on the best benchmarks in the world. Doing that without the Alliance’s network would take much longer.”

**Pedro Brown**  
Technical Researcher - INMETRO



“When you are reforming policy and procedures you have to have one eye inside your own country and one eye on the rest of the world. The Alliance goes beyond just consulting the private sector - by bringing companies’ trade experts to the table, willing to lend their time and expertise, Brazil can benefit from global best practices in risk management.”

**Gabriel Petrus**

Executive Director - ICC Brazil

## OUR PROGRESS

1 MODERNISATION OF LICENSING PROCEDURES

2 MODERNISATION AND UPGRADE OF IT SYSTEMS

## ADDRESSING TFA ARTICLES

### Article 7.4

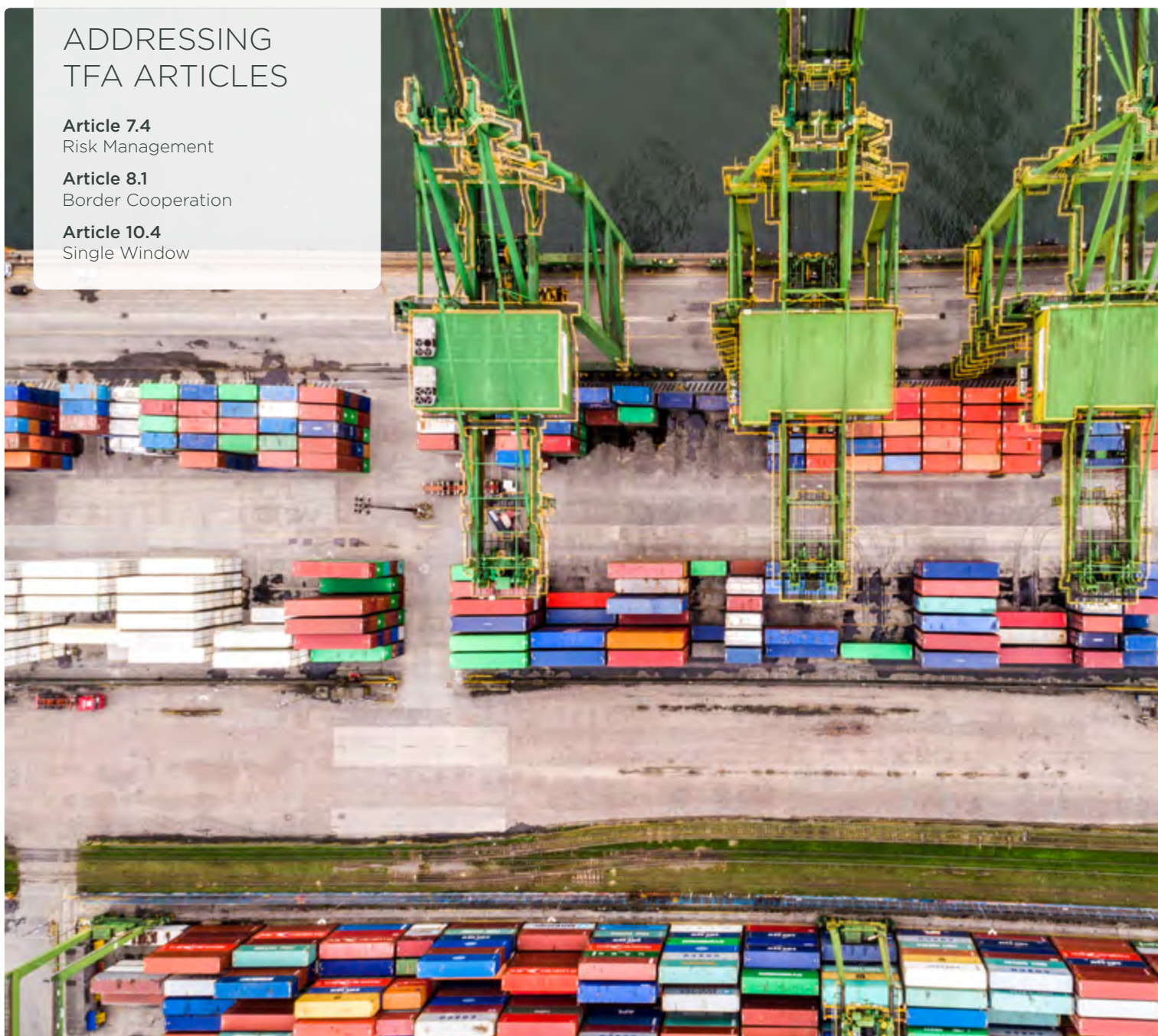
Risk Management

### Article 8.1

Border Cooperation

### Article 10.4

Single Window





# MOROCCO

## SUPPORTING GROWTH IN MOROCCO'S ARGI-FOOD SECTOR THROUGH AUTOMATION AND DATA SHARING

Traders of agri-food products at Morocco's ports face two major border issues. Firstly, every container passing through Morocco's main ports must be weighed twice - once when full and once when empty. The weigh data is recorded manually on paper slips and taken by hand to those who need it, for example for calculating import duties or the load balance for a ship. This leads to trucks being delayed in the port area - a major issue when trading perishable agri-food products which are sensitive to time and temperature. Our project will introduce a paperless, automated data exchange between the weigh bridges and those who use the data.

Second, traders importing or exporting plants or plant products must acquire a paper phytosanitary certificate to show that the material is considered free from pests and that it complies with plant health regulations. These paper certificates accompany the shipment or are exchanged by post with trading partners. This makes for a lengthy process, where any errors take a long time to rectify, and there is a risk of loss, damage or fraud. Our project will introduce electronic phytosanitary certificates (ePhytos) which can be shared with other countries as part of an initiative led by the International Plant Protection Convention.

In November 2018 we launched the project in Morocco and signed a Memorandum of Understanding with the Ministry of Foreign Trade. The launch followed a series of public-private dialogues to co-create a proposal that

We aim to reduce the clearance time for weighing by 25% and reduce the clearing time for imports and exports requiring ePhyto certification by two days.



directly responds to the needs of the government and business. We engaged with the National Port Agency and the National Office for Health Security of Food Products, as well as members of the General Confederation of Enterprises of Morocco, the Moroccan Exporters' Association, the Professional Association of Maritime Agents, Consignees and Ship Brokers Chartering of Morocco among others. We established a steering committee that will sit under Morocco's National Trade Facilitation Committee, ensuring the project remains connected to Morocco's wider trade facilitation agenda. The project team has begun to analyse the existing weighing process at the port of Casablanca and map out the ePhyto certification process.

“This was the first time we have worked with the public sector in this way - not just responding to consultations but sitting round a table with the public sector, other businesses and my head of ocean freight and head of road freight to really deep-dive into the weighing process in Morocco, the issues we are facing and our ideas for addressing them.”

**Christelle Fadel**  
General Manager - DHL Morocco



“The development of the project has worked well because we have the right people in the room - those who have a deep knowledge of trade facilitation issues combined with practical experience of trading. Having an ongoing dialogue with all the stakeholders involved, rather than one-off consultation, means everyone is informed and can contribute new insights and ideas as things move forward.”

**Maghraoui Hassani Said**

Director, Offsets and Regulation - General Directorate of Trade

## OUR PROGRESS

- 1 **PLANNING**
- 2 **ANALYSIS AND DESIGN OF NEW PROCESSES USING INTERNATIONAL BEST PRACTICE**
- 3 **PILOTING, DELIVERING TRAINING AND LAUNCHING THE NEW SYSTEMS**

## ADDRESSING TFA ARTICLES

**Article 7.9**  
Perishable Goods

**Article 10.1**  
Formalities and  
Documentation Requirements



# ZAMBIA

## MODERNISING LICENSING FOR CUSTOMS CLEARING AGENTS AND CREATING NEW PROFESSIONAL TRAINING OPPORTUNITIES

Customs clearing agents play an important role in cross-border trade, supporting traders by handling the documentation needed to gain clearance for goods arriving and leaving the country. A well-functioning border relies heavily on their knowledge, professionalism and integrity. Yet Zambia lacks a proper licensing framework and accreditation programme for customs clearing agents – they can currently obtain a licence to operate without demonstrating the skills required to perform the role.

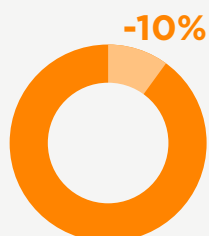
As a result, many agents lack proper knowledge of how to clear goods in compliance with Zambia Revenue Authority (ZRA) regulations. This can lead to errors in documentation which cause mistrust between traders and customs, a high level of physical inspections and ultimately delays at the border. These delays increase the cost of trade for businesses and the government, damaging Zambia's international competitiveness.

Our project team, comprising representatives from the ZRA, customs clearing agents associations, training institutions and local and international businesses, will work together over the next two years to design and introduce a new framework for licensing customs clearing agents. The framework will include a training course delivered by qualified trainers, combining practical, hands-on training with e-learning. After completing the course, existing and prospective agents will sit an exam to demonstrate their competence. The course and exam will be designed to maximise accessibility for all, particularly for women who, as primary caregivers, face additional time constraints. A scholarship fund will be set up to help customs clearing agents with any additional costs such as training and exam fees, materials, travel and accommodation. The project team serves as a specialised working group of the National Trade Facilitation Committee, ensuring the project is embedded in Zambia's wider trade facilitation agenda.

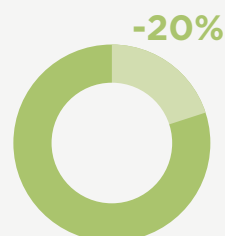
We aim to reduce customs processing time by 10%, reduce the number of shipments designated for physical inspection by 20% and reduce errors in classification, origin and valuation by 20%.

Throughout 2018 we organised public-private dialogues to co-create the project from the ground-up alongside the ZRA, local and international businesses and customs clearing agent associations. It was approved in December and we enter 2019 ready to kick-start phase one.

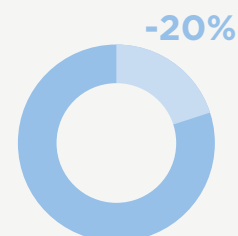
### We are aiming for the following reductions:



CUSTOMS  
PROCESSING  
TIME



NUMBER OF SHIPMENTS  
DESIGNATED FOR  
PHYSICAL INSPECTION



ERRORS IN  
CLASSIFICATION, ORIGIN  
AND VALUATION

“This project can bring huge benefits to Zambia as a nation, to Zambian businesses and to individuals. Our association has wanted to standardise this type of training and increase professionalism in the industry for many years. Although we had common ground with other stakeholders involved, we were all pulling in different directions. The Alliance has made a difference by bringing all parties round one table, eradicating misunderstanding and helping us all to agree a way forward that will ultimately better the industry and the trading environment in Zambia.”

**John Mumba**

Chairman - Zambia Customs Forwarding Agents Association

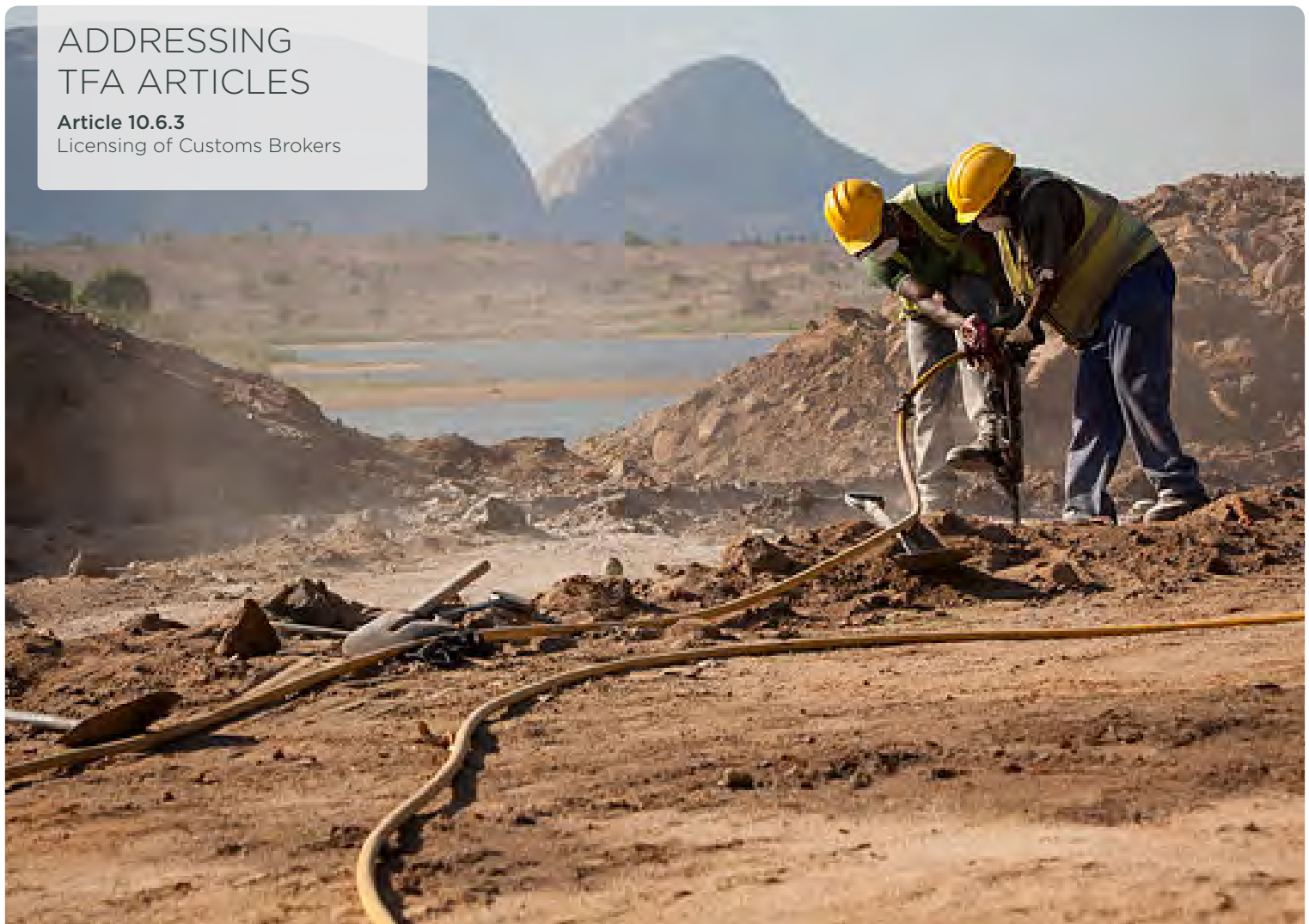
## OUR PROGRESS

- 1 DESIGNING NEW REGULATIONS
- 2 CREATING THE CURRICULUM AND EXAM
- 3 PHASING IN THE NEW FRAMEWORK

### ADDRESSING TFA ARTICLES

#### Article 10.6.3

Licensing of Customs Brokers







# COLOMBIA

## SUPPORTING GROWTH IN COLOMBIA'S AUTOMOTIVE INDUSTRY THROUGH 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, Dirección de Impuestos y Aduanas Nacionales (DIAN), and the private sector found that we could lower clearance times at borders if customs could issue advance rulings to clarify the classification, valuation and origin of goods before they arrived at the border. This would bring down the cost of trade for importers and vehicle assembly companies and unlock further economic growth.

Our project is supporting DIAN to set up a Centre for Trade Facilitation and Good Practices to do just that. Learning from international best practice, Colombia's new centre will be based on the ten Centers of Excellence and Expertise in the United States, which each focus on a different industry including the centre for automotive and aerospace in Detroit. These bring together a centralised team of customs officials, with specialised knowledge of a particular sector and its unique trading environment, to process documentation, provide advice and solve compliance issues nationwide. They aim to lower the cost of trade to business, provide consistency and predictability and lead to greater levels of compliance.

Throughout 2018 we continued to work with DIAN and the private sector in Colombia to develop the new centre. In the wake of presidential elections, we worked with stakeholders to ensure the project and trade facilitation reform continue to be a priority. Meanwhile the team pressed ahead with phase two of the project to agree the centre's mandate, resource needs and operational procedures on the ground,

and the regulatory reforms necessary to make it a reality. Project stakeholders told us they are already seeing a significant change in the way the public and private sectors are working together.

**“The Alliance’s co-creation approach allowed us to meet representatives of Colombia’s private sector and other government agencies to analyse the challenges the country faces in implementing the TFA. The idea for specialising customs by sector through the centre arose directly from those conversations.**

**The project has allowed us to understand each other better - the reality faced by the companies, their concerns and experiences, as well as the concerns of customs against the effective compliance of the regulations. In the future, this permanent interaction through the centre will allow us to strengthen the relationship of trust between the authority and the industry.”**

**Berdardo Escobar Yaver**

Despacho Dirección General - DIAN



“This project has been built on extremely robust foundations. We have been able to work closely with government from the very beginning and make our experience of trade bottlenecks visible to customs.

The project has also had a positive impact within the private sector – although we may have different priorities to other business associations, by bringing us round the table to create a project together, the Alliance has helped us to find a solution – the centre – that will benefit us all, and which we can work together to establish.”

**Maria Carolina Uribe**

Industry Director - Asociación Nacional de Empresarios de Colombia

## OUR PROGRESS

- 1 **PREPARATORY WORK AND EDUCATION PROCESS**
- 2 **INSTITUTIONAL SET UP AND REGULATORY REFORMS**
- 3 TESTING, PILOTING AND LAUNCHING THE CENTRE
- 4 SUPPORTING LEGAL AND REGULATORY REFORMS
- 5 ASSESSMENT OF IMPACT ON THE COLOMBIA AUTOMOTIVE INDUSTRY

## ADDRESSING TFA ARTICLES

**Article 1.3**  
Enquiry Points

**Article 2.2**  
Consultations

**Article 3**  
Advance Rulings

# GHANA

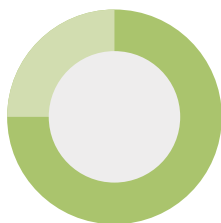
## STRENGTHENING GHANA'S POSITION AS A REGIONAL AND INTERNATIONAL BUSINESS HUB THROUGH RISK-BASED PRE-ARRIVAL PROCESSING

Ghana is already one of the largest economies in West Africa and an important hub for regional and international business. Yet there is potential for economic and social development if clearing goods at borders can be made quicker and simpler. The Ghana Revenue Authority (GRA) and businesses who trade in Ghana agree that introducing a risk-based pre-arrival process could cut clearance times significantly.

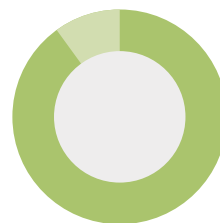
This process requires traders to supply customs with information on goods before they arrive at the border. Customs can then systematically identify low-risk shipments for release without physical inspection and prioritise inspection of high-risk shipments.

We aim to see 75% of all shipments assigned to the green channel pre-

### We are aiming for:



**75%** OF ALL SHIPMENTS ASSIGNED TO THE GREEN CHANNEL



**90%** OF ALL GREEN CHANNEL SHIPMENTS RELEASED UPON ARRIVAL

arrival with 90% of all green channel shipments being released upon arrival. This has the potential to significantly reduce the cost of cross-border trade in Ghana.

In 2018 the project team, comprised of representatives from the GRA and the business community, completed an

analysis of international best practice, including a study visit to Germany, developed the new model and identified the necessary legal and regulatory changes that need to be made to support it. As we enter 2019, we are ready to begin delivering training and piloting the new pre-arrival process.

### OUR PROGRESS

- 1 ANALYSIS AND PLANNING
- 2 DESIGNING THE NEW MODEL
- 3 PILOTING AND DELIVERING TRAINING

“Ghana is on the fast-track to delivering our roadmap thanks to the private sector sharing its first-hand experience of the challenges involved with trading internationally and best practices. The Alliance has facilitated that process and with its help we can bring Ghana into line with the best standards across the world.”

#### Anthony Nyame-Baafi

Director for Multilateral, Regional & Bilateral Trade  
- Ministry of Trade and Industry

### ADDRESSING TFA ARTICLES

**Article 7.1**  
Pre-Arrival Processing

**Article 7.2**  
Electronic Payment

**Article 7.3**  
Separation of Release from Final Determination of Customs Duties, Taxes, Fees and Charges

**Article 7.4**  
Risk Management

# KENYA

## STRENGTHENING KENYA'S POSITION AS EAST AFRICA'S KEY TRADE HUB THROUGH RISK-BASED PRE-ARRIVAL PROCESSING

Kenya is an important gateway for imports and exports to East African landlocked countries, yet traders and customs officials face lengthy, burdensome and unpredictable formalities at borders. A formal, structured and systematic approach to risk management can help change this.

Our project is introducing fully automated, paperless processing, allowing traders to supply information on goods before they arrive at the borders. This means customs officials will be able to prioritise high-risk shipments for physical inspections, speeding up the clearance and release of goods and creating a better business environment.

We aim to ensure 75% of shipments are assigned to the green channel, and 70% of all green channel shipments are released upon arrival.

Throughout 2018, with the ground settling after recent elections, we kept momentum up by working with stakeholders to analyse Kenya's existing risk management processes and develop a roadmap for project implementation with the Kenya Revenue Authority. Towards the close of the year the Alliance signed Memoranda of Understanding with the Ministry of Trade and with the Kenya Private Sector Alliance (KEPSA) leaving us poised to hold an important public-private dialogue and workshop in early 2019 to develop the new processes.

### We are aiming for:



**“Getting engaged in the trade facilitation discussion is very important for business. In many cases business has the solutions that government needs, business knows what will work and also has the technical capacity to help deliver change.”**

**Victor Ogalo**

Director of Policy & Programmes - Kenya Private Sector Alliance

## OUR PROGRESS

- 1 ANALYSIS AND PLANNING
- 2 DESIGN AND DEVELOPMENT OF THE NEW PROCESS
- 3 TRAINING OF PUBLIC AND PRIVATE STAKEHOLDERS AND PILOTING THE NEW PROCESS

**“The private sector would like to move faster while the Ministry has a consultative process to follow in decision making. The engagement facilitated by the Alliance provides an opportunity to balance timelines and other objectives for delivery of projects to meet the expectation of all parties involved.”**

**Samuel K. Chemisto**

NTEC Secretary - Ministry of Industry, Trade and Cooperatives

## ADDRESSING TFA ARTICLES

### Article 7.1

Pre-arrival Processing

### Article 7.2

Electronic Payments

### Article 7.3

Separation of Release from Final Determination of Customs Duties, Taxes, Fees and Charges

### Article 7.4

Risk Management

# SRI LANKA

## ESTABLISHING SRI LANKA AS A WORLD-CLASS REGIONAL LOGISTICS HUB THROUGH 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 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, before sending them on to their next destination. MCC offers traders flexibility, lower transit costs and more efficient service.

Our project involves bringing together the public and private sectors to learn from international best practice and devise and roll out a legal framework, Authorised Operator Programme and in-transit bond regime for MCC.

The project will make it more cost-effective to trade small quantities of goods, opening up new export opportunities for SMEs, increase trade flows through Sri Lanka and potentially create new markets and jobs in services such as packaging, labelling and repairs.

As implementation got underway, the project team held an official launch event in October 2018, bringing together representatives from both the public and private sectors. The launch attracted the attention of Sri Lanka's mainstream business press, helping to build momentum and raise awareness of the project amongst the business community. Over 100 stakeholders met to review and discuss the plans for the new legal and regulatory framework.

### OUR PROGRESS

- 1 **DESIGNING THE PACKAGE OF REFORMS TO REALISE THE MCC**
- 2 **SUPPORTING THE GOVERNMENT'S ADOPTION OF THE REFORMS**
- 3 ROLLING OUT THE AOP PROGRAMME AND DEVELOPING THE REMAINING REGULATIONS TO SUPPORT LEGISLATIVE CHANGE

### ADDRESSING TFA ARTICLES

**Article 11**  
Freedom of Transit



# VIETNAM

## STRENGTHENING VIETNAM'S POSITION AS A REGIONAL MANUFACTURING POWERHOUSE THROUGH A MODERN CUSTOMS BOND SYSTEM

Vietnam's government has made trade facilitation a national priority and has significantly simplified customs procedures and increased transparency. Yet our analysis with the public and private sectors 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.

Our project is introducing a modern customs bond system for the conditional release of goods - the first of its type in Asia. Alongside the public and private sectors we are designing the necessary software that will interface with Vietnam's existing eCustoms system, working with insurers to develop a pricing model and providing customs bond training to stakeholders.

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. This means increased predictability and

efficiency for traders while protecting customs' revenues.

We embarked on phase two of the project in March 2018 with Vietnam Customs, insurance regulators, trade associations, key importers and insurers. We organised a week-long visit for a delegation of Vietnamese customs officials to the United States, where they met with US Customs and Border Protection and visited the Port of Baltimore to learn about the US customs bond system and see how it works in practice. Back in Vietnam, with the support of the private sector, we held customs bond training for insurers and worked to identify companies to participate in the pilot.

In October the Prime Minister of Vietnam approved the detailed plan for the customs bond pilot presented by Vietnam Customs. As we head into 2019, we are making the final preparations to launch the pilot.

**“The introduction of a customs bonds system will have a real impact on companies, particularly small businesses, by reducing customs clearance times, and is an important step in helping Vietnam comply with its TFA obligations. Reaching a common agreement among all stakeholders through the Alliance’s method at the very beginning of project development has been essential for our success.”**

**Ngô Minh Hai**

Deputy Head of Customs Supervision and Management  
Vietnam Customs

### OUR PROGRESS

1

**AGREEING THE DESIGN OF THE CUSTOMS BOND SYSTEM**

2

**IDENTIFYING THE LEGAL AND REGULATORY REQUIREMENTS, SOFTWARE DEVELOPMENT AND PILOTING**

3

REVIEWING THE PILOT, TRAINING KEY OFFICIALS AND SCALING UP

### ADDRESSING TFA ARTICLES

**Article 7.1**

Pre-arrival Processing

**Article 7.3**

Separation of Release from Final Determination of Customs, Duties, Taxes 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

# MEASURING IMPACT AND SHARING KNOWLEDGE

The Alliance uses data to help design our projects, ensuring we target support where it is most needed, and to track the impact of our work in a way that is relevant for business.

Our metrics highlight how trade facilitation reforms can make countries more attractive to investors and traders and empower local businesses.

The Alliance has worked with our partner, Maersk, to tailor its Total Trade and Logistics Cost (TTLIC) methodology for our projects. The methodology is one of several tools we use and is unique because it allows us not only to measure the direct time and cost of trade but importantly all the indirect costs that traders have to bear due to delays and unpredictability at borders. This indirect cost element includes

metrics such as inventory, storage, theft, demurrage and other cascading costs which are induced by delays.

We combine data from existing sources with data we collect from key stakeholders to both inform the design of the TTLIC and analyse the final results. The role of the private sector is key as businesses provide much of the data we use in our analyses.

## OUR PROGRESS

Throughout 2018 we continued our work to adapt the original TTLIC methodology to improve data collection on our projects.

We tested the updated methodology for the first time in Nigeria where we have been exploring the possibility of a project. Our team of experts conducted interviews with 119 importers, exporters, forwarders, shipping lines, terminal operators and trucking companies operating through the port of Apapa.

Our findings showed that indirect costs caused by lengthy transit times are the most significant factor driving up the overall cost of trade and logistics in Nigeria. We found that 85% of this transit time is taken up with import documentation, border clearance and picking up/delivering the container

at the terminal, and the methodology allowed us to pinpoint the main causes of these delays. In 2019 this data will help to inform the co-creation process as we aim to develop a project to address non-tariff barriers to trade in Nigeria.

We also began data collection using the latest methodology in India to help us identify bottlenecks at the border and in Colombia to measure the impact of our existing projects.

The Alliance is continuously adapting the data collection process based on our learnings during roll-out. We hope in

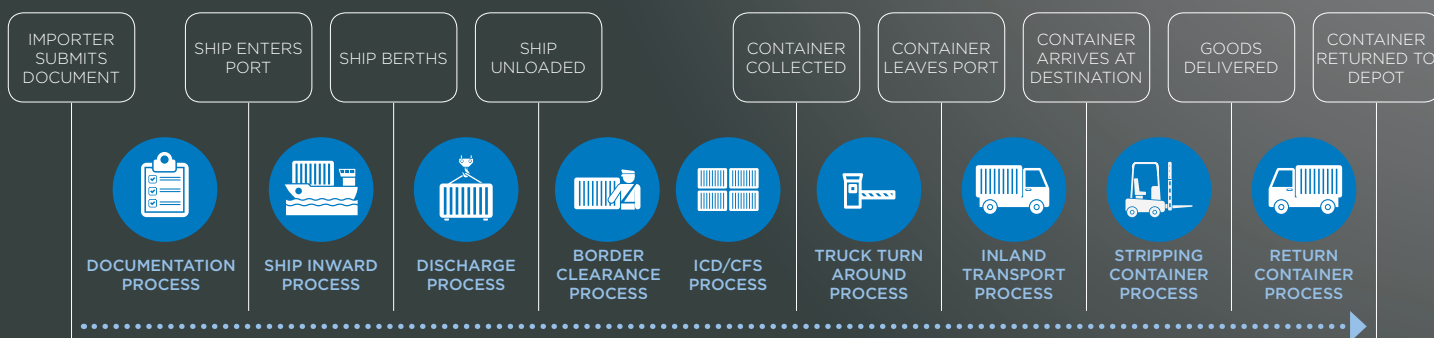
the future this innovative way of using data to both inform project design and measure impact will be something the wider trade facilitation community can benefit from.

# HOW THE TTLC WORKS



## MAPPING THE TRANSPORT AND LOGISTICS PROCESSES

### THE IMPORT JOURNEY



### THE EXPORT JOURNEY





## MAPPING THE DIRECT AND INDIRECT COSTS

### DIRECT COSTS



#### Documentation fees

Incurred during obtaining, preparing, submitting and processing the necessary documents for the clearance of the cargo e.g. delivery order, bill of lading, packaging lists, waybills, permits, licenses, certificates, commercial invoices



#### Port and terminal handling fees

Includes charges for terminal handling, delivery, weigh bridges and gate-out fees



#### Customs clearance fees

Administrative fees and charges from moving and stripping a container within the port or terminal for physical inspection and scanning



#### Inland transport

Includes tolls and weigh bridge fees

### INDIRECT COSTS



#### Breakage/spoiling



#### Inventory



#### Idle trucking/truck detention



#### Storage



#### Demurrage/container detention



#### Theft of cargo



#### Late delivery penalties



#### Lost orders/production



## HELPING TO DELIVER THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

International trade has been recognised by the UN as an engine for inclusive economic growth and poverty reduction, and an important means to achieve the SDGs. Trade facilitation can reduce costs, increase opportunities for SMEs, and spark competitiveness, productivity, innovation and growth.

The Alliance's work to support governments in developing and least developed countries to implement the TFA can help to meet the following SDGs.



### Goal 1: End poverty in all its forms everywhere

An estimated 767 million people live below the international poverty line of US\$1.90 a day. In order to eliminate poverty, economic growth must be inclusive, providing sustainable jobs and promoting equality.

When it's easier to trade, more trade happens. Multiple studies have shown that countries that trade more experience higher levels of growth. Trade encourages long-term investment and can empower marginalised groups, reducing inequality and poverty. It also generates higher standards of living through greater productivity and

increased real income.

Duty and tax collection at borders are an important source of revenue for many countries. By investing in modern, simplified operations, authorities can reduce operating costs and become more efficient while bringing in higher levels of revenue through increased trade which can be devoted to poverty alleviation.

By helping countries implement the TFA, the Alliance contributes to target 1.A (mobilise resources to implement policies to end poverty.)



### Goal 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture

Hunger is the leading cause of death in the world. An estimated one third of the food produced for human consumption is lost or wasted globally. Supply chain inefficiencies and lengthy delays at borders can leave perishable food rotting awaiting clearance, while many countries suffer from food insecurity.

By lowering trade costs, our projects can allow food-insecure countries to import food at lower prices. Some Alliance projects specifically target improving

trade facilitation for food and agri-products. The Alliance also tracks the indirect cost to traders of spoiled goods through our unique methodology for measuring the impact of our projects.

By reducing the time spent at borders and increasing predictability for traders, we can decrease the amount of food wasted in transport and contribute to target 2.3 (double the productivity and incomes of small-scale food producers.)



### Goal 5: Achieve gender equality and empower all women and girls

Women and girls continue to suffer discrimination and violence in every part of the world. Gender equality is not only a fundamental human right, but a necessary foundation for a peaceful, prosperous and sustainable world.

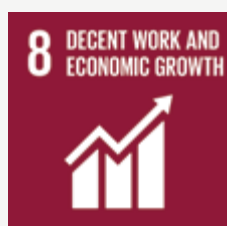
The vast majority of informal cross-border traders are women. Within the Southern Africa Development Community, for example, women make up 70% of informal cross-border traders. Women often face higher levels of

discrimination and longer waiting times at borders than men and are therefore more likely to avoid official border crossings.

Trade facilitation reforms that automate and digitise processes mean traders have to travel less and spend less time at the border. That means less opportunity for gender-based discrimination and harassment. Lower trade costs may also allow more women-led businesses to

access international markets, increasing their revenue.

Our work contributes to target 5.1 (end discrimination against women and girls everywhere), while our projects to introduce digital processes contribute to target 5.B (promote empowerment of women through technology.) All of our projects benefit SMEs where women are disproportionately represented.



### Goal 8: Promote inclusive and sustainable economic growth, employment and decent work for all

Poverty eradication is only possible through stable and well-paid jobs. An estimated 470 million jobs are needed globally for new entrants to the labour market between 2016 and 2030.

Reducing the time and cost of moving goods across borders can boost trade, increasing income and employment worldwide. The WTO estimates that implementation of the TFA has the potential to create around 20 million jobs, the overwhelming majority in developing countries. Simplifying trade

operations helps promote national and foreign investments, which in turn can spill over to fostering more and better employment.

Alliance projects introduce reforms which make it easier for SMEs to grow, contributing to target 8.3 (promote policies to support job creation and growing enterprises.) The Alliance also leverages support for developing and least developed countries from its donor governments in line with target 8.A (increase Aid for Trade support.)



### Goal 16: Promote just, peaceful and inclusive societies

Corruption, bribery, theft and tax evasion cost developing countries US\$1.26 trillion per year; this money could be used to lift people out of poverty.

The TFA includes multiple articles designed to enhance transparency, impartiality and non-discrimination and avoid conflicts of interest. Article 2 requires that stakeholders are consulted on new legislation and regulation before they enter into force- something that Alliance projects help to ensure by creating and embedding public-

private dialogues in the reform process. Meanwhile, modernisation of processes and increased use of technology reduces opportunities for informal payments.

All this helps to build strong national institutions, good governance, and trust between the public and private sectors.

In particular, Alliance projects contribute to targets 16.6 (develop effective, accountable and transparent institutions) and target 16.7 (ensure responsive, inclusive and representative decision-making.)



### Goal 17: Revitalise the global partnership for sustainable development

A successful sustainable development agenda requires partnerships between governments, the private sector and civil society. Action is needed to mobilise, redirect and unlock the transformative power of trillions of dollars of private resources to deliver on sustainable development objectives.

Improved trade facilitation helps unlock private resources by making countries more attractive to foreign direct investment and boosting revenue collection at borders.

The Alliance demonstrates that the concept of partnerships works. All Alliance projects are developed through our unique process of 'co-creation' where

the private sector is an equal partner to government in designing and delivering projects from start to finish. This creates a sustainable culture change in the way that the public and private sectors work together, that can endure long after our projects are completed. What is more, the private sector contributes significantly to the work of the Alliance through in-kind technical support.

In particular, Alliance projects contribute to target 17.1 (mobilise resources to improve domestic revenue collection), target 17.11 (increase the exports of developing countries), target 17.16 (enhance the global partnership for sustainable development) and target 17.17 (encourage effective partnerships.)

Sources:

*United Nations, 2016, 2030 Agenda for Sustainable Development*

*Deutsche Gesellschaft für Internationale Zusammenarbeit, 2014, Trade and Gender – exploring a reciprocal relationship*

# GOVERNANCE

## SECRETARIAT



In cooperation with



## STEERING GROUP

### DONORS



### PRIVATE SECTOR





## OUR MANAGEMENT TEAM



**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.



**Valerie Picard**  
Deputy Director  
International Chamber of  
Commerce

Based at the International Chamber of Commerce in Paris, Valerie leads the ICC's work to engage its global network of businesses and chambers of commerce in the work of the Alliance. A corporate, infrastructure and project development lawyer, she previously worked as senior counsel at a transport and logistics multinational working on public-private transactions and advising on the development of ports and terminals in Africa and Asia.



**José Raúl 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 Brazil, Colombia, Vietnam, Sri Lanka and Zambia. Prior to joining CIPE, Raul served as the Assistant Secretary for the Private Sector at the U.S. Department of Homeland Security advising the Secretary on how the department's policies, regulations and processes impact business. He has extensive experience of representing the private sector in strategic policy work and was Director for the Americas at the U.S. Chamber of Commerce and Executive Vice President at the Association of American Chambers of Commerce in Latin America.



**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, Morocco and Kenya among 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.

## 2018 FINANCIAL SUMMARY

INCOME		USD
<b>Donor contribution</b>		5,282,279

EXPENDITURE		
<b>Work stream 1:</b> Creating public-private partnerships and multi-stakeholder dialogues		969,370
<b>Work stream 2:</b> Delivering commercially-measurable trade facilitation reforms (in-country projects)		3,850,244
<b>Work stream 3:</b> Measuring results and building trade facilitation knowledge		462,665
<b>TOTAL</b>		<b>5,282,279</b>