



GLOBAL ALLIANCE  
FOR TRADE FACILITATION



# Annual Report

2022

## 1. ABOUT US

- Purpose, Vision and Mission /PAGE 4
- Trade Facilitation: Why it matters /PAGE 5
- Donors, Host Organisations & Secretariat /PAGE 6
- Private Sector Partners /PAGE 7
- Steering Group /PAGE 8
- Year in Review /PAGE 9
- Letter from our Director /PAGE 10

## 2. DELIVERING IMPACTS

- Streamlining certification in Ecuador, Jordan & Tunisia /PAGES 12-14
- Modernising agri-food trade in Senegal /PAGES 15-16
- Expediting medical aid to Mozambique /PAGE 17
- Preparing for future disasters /PAGES 18-19
- Enhancing transparency /PAGE 20

## 3. PROMOTING INCLUSIVE TRADE

- Working through Public Private Partnership /PAGES 22-23
- Catalysing MSMEs /PAGES 24-25
- Empowering women in trade /PAGES 26-27

## 4. PROJECTS AT A GLANCE

- Where we are working /PAGE 30
- The ways we work /PAGE 31
- Project snapshots /PAGES 32-37

## 5. ADVANCING TFA IMPLEMENTATION

- Advancing TFA implementation /PAGE 39
- Harnessing digitalisation /PAGE 40
- Measuring results /PAGE 41

## 6. FINANCIAL SUMMARY

- 2022 Financial Summary /PAGE 43



## 1. ABOUT US

- Purpose, Vision and Mission /PAGE 4
- Trade Facilitation: Why it matters /PAGE 5
- Donors, Host Organisations & Secretariat /PAGE 6
- Private Sector Partners /PAGE 7
- Steering Group /PAGE 8
- Year in Review /PAGE 9
- Letter from our Director /PAGE 10

## OUR PURPOSE

To boost trade competitiveness and business conditions, which are key drivers of inclusive economic growth and poverty reduction

## OUR VISION

A world where cross-border trade is simple, fast, and cost-effective

## OUR MISSION

To deliver targeted and measurable trade reforms through public private partnership in developing and least developed countries



# TRADE FACILITATION: WHY IT MATTERS

Trade facilitation lowers the time and cost of trade, helping to make businesses and countries more competitive, driving economic growth, creating jobs, and ultimately reducing poverty.

Business thrives on confidence, predictability, and transparency. Red tape, cumbersome paper-based procedures, and inconsistent treatment of goods at borders create uncertainty, delays, and additional costs.

Modernising border procedures encourages trade, with micro, small and medium enterprises (MSMEs) that stand to gain most from easier access to international markets. Predictable, efficient processes also save governments time and resources, while safeguarding borders and revenue collection.

Guided by the World Trade Organization Trade Facilitation Agreement (TFA), Alliance projects work through public private partnership to achieve measurable impacts, unlocking the potential of developing countries and least developed countries (LDCs).

Making trade simpler, faster, and more cost-effective triggers inclusive economic growth, alleviating poverty, and improving lives.

World Bank, 2018



## Supporting UN Sustainable Development Goals

The United Nations recognises international trade as an engine for inclusive economic growth and poverty reduction, and an important means to achieve its 17 Sustainable Development Goals (SDGs).

The Alliance's work to support developing countries and least developed countries in implementing the World Trade Organization's (WTO) Trade Facilitation Agreement (TFA) can help to meet several of these goals.



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



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



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



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



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



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



REDUCED TIME AND COST OF TRADE



INCREASED TRADE, INVESTMENT AND JOBS



INCLUSIVE ECONOMIC GROWTH AND POVERTY REDUCTION

OUR DONORS



HOST ORGANISATIONS



**Center for International Private Enterprise**

CIPE works with local partners to craft business-driven solutions to social-economic problems that affect millions of people. CIPE believes that democracy is at its strongest when the private sector is flourishing. Working with local partners, including business associations, chambers of commerce, think tanks, universities and advocacy organisations, CIPE helps to create the enabling environment for business to thrive. CIPE currently has more than 200 projects on the ground, including grants with local partners, in over 80 countries to help build those institutions.

**International Chamber of Commerce**

ICC is the institutional representative of more than 45 million companies in over 130 countries with a mission to make business work for everyone, every day, everywhere. Through a unique mix of advocacy, solutions, and standard setting, ICC promotes international trade, responsible business conduct and a global approach to regulation, in addition to providing market-leading dispute resolution services. Members include many of the world's leading companies, MSMEs, business associations and local chambers of commerce.

**World Economic Forum**

The World Economic Forum, committed to improving the state of the world, is the international organisation for public-private cooperation. The Forum engages the foremost political, business and other leaders of society to shape global, regional and industry agendas.

IMPLEMENTING PARTNERS



SECRETARIAT

## GLOBAL BUSINESS PARTNERS INCLUDE:



## LOCAL BUSINESS PARTNERS INCLUDE:

**BANGLADESH**

Bhomra Customs Clearing & Forwarding Agent's Association

**BRAZIL**

Association of Customs Brokers of São Paulo  
ICC Brazil

**CAMBODIA**

Cambodia Women Entrepreneurs Association  
DHL Express (Cambodia)  
European Chamber of Commerce in Cambodia  
Khmum Technology Co., Ltd.

**COLOMBIA**

ANALDEX (Asociación Nacional de Comercio Exterior)  
Asociación Nacional de Empresarios de Colombia (ANDI)  
ICC Colombia

**GUATEMALA**

Chamber of Industry of Guatemala (CIG)  
ICC Guatemala  
National Association of Shipping Agents

**ECUADOR**

CORBANEC  
AMCHAM Quito  
Anecacao  
Association of Banana Exporters of Ecuador (AEBE)  
Expoflores  
ICC Ecuador  
Kallari  
Logiztik Alliance  
Quito Chamber of Commerce  
Unión de Organizaciones Campesinas Cacaoteras (UNOACE)

**JORDAN**

The Association of Owners of Clearance and Transport Companies  
ICC Jordan  
Jordan Chamber of Commerce  
Jordan Dates Association (JoDates)  
Jordan Exporters and Producers Association for Fruit and Vegetables (JEPA)

**INDONESIA**

ICC Indonesia  
Indonesia Fish Canning Association (APIKI)  
Indonesian Fishery Producers Processing and Marketing Association

**MADAGASCAR**

CCM Transit  
Groupement des Exportateurs de Girofles de Madagascar  
Groupement des Exportateurs de Vanille de Madagascar  
Groupement du Patronat Malagasy - FIV.MPA.MA  
Local Professional groups of importers & exporters (GEM)  
Madagascar Ground Handling

**MALAWI**

Clearing and Forwarding Agents Association of Malawi  
Indigenous Customs Clearing and Forwarding Agents  
Association of Malawi (IC CAFA)

**MOZAMBIQUE**

AIPROMEM (Medicines Importers Association)  
CTA (Confederation of Economic Associations)  
Mozambique Single Window

**NIGERIA**

Association of Nigeria Licensed Custom Agent (ANLCA)  
ICC Nigeria  
Lagos Chamber of Commerce and Industry  
Nigerian Association of Chambers of Commerce, Industry, Mines and Agriculture (NACCIMA)  
Organization of Women in International Trade (OWIT)

**PERU**

Asociación de Exportadores (ADEX)  
Chamber of Commerce of Lima (CCL)  
National Society of Industries (SNI)  
Sociedad de Comercios Exterior del Peru (COMEXPERU)

**SENEGAL**

Association des Unions Maraichères des Niayes  
Coopérative Fédérative des Acteurs de l'Horticulture du Senegal (CFAHS)  
Syndicat des Exportateurs des Produits Agricoles (SEPAS)

**TUNISIA**

Union Tunisienne de l'Agriculture et de la pêche (UTAP)  
Union Tunisienne de l'industrie, du commerce et de l'artisanat (UTICA)

**UGANDA**

HortiFresh

**ZAMBIA**

Zambia Customs and Forwarding Agents Association (ZCFAA)  
Zambia Freight Forwarders Association (ZAFFA)

# STEERING GROUP

Our Steering Group embodies public-private collaboration and puts partnership at the core of all Alliance work. It comprises representatives of our donor governments and global business partners. Our Steering Group provides strategic direction, approves projects, and authorises budgets on a consensus basis.



**Amgad Shehata**

Senior Vice-President of Global Public Affairs & Strategy  
UPS



**David Lepage**

Deputy Director, Economic Relations and Strategy Division, Strategic Policy Branch  
Global Affairs Canada



**Jochen Daechert**

Vice-President of Global Customs  
BASF



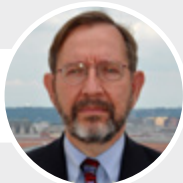
**Leila Aridi Afas**

Director of Global Public Policy  
Toyota Motor North America



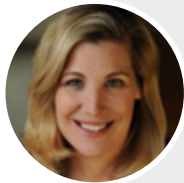
**Mark FeDuke**

Director of Risk Management and Regulatory Affairs  
ArdoVLM



**Paul Fekete**

Senior International Trade Advisor  
USAID



**Sarah Thorn**

Senior Director of Global Government Affairs  
Walmart



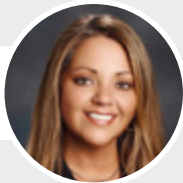
**Stephan Bethe**

Head of Division Trade Policy,  
German Federal Ministry for Economic Cooperation and Development  
BMZ



**Steven Pope**

Head of Trade Facilitation (GoTrade)  
Deutsche Post DHL Group



**Susie Hoeger**

Senior Director, Global Trade Compliance & Policy  
Abbott Laboratories



**William Petty**

Global Product Development Manager,  
Customs & Trade Consulting  
A.P Moller - Maersk

# YEAR IN REVIEW

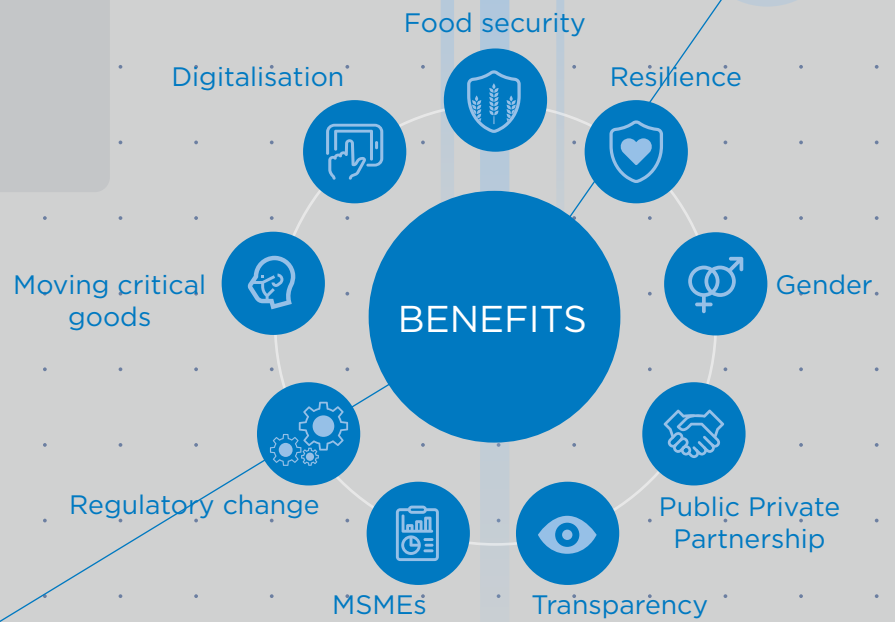
Total business contributions  
**US\$ 3 million**

- Chambers of Commerce & Associations **125**
- MSMEs **445**
- Global Business Partners **41**
- New Global Business Partners **2**
- Public Private Dialogues **88**
- Completed Projects **10**
- Projects in Implementation **16**
- New Projects **2**
- Project Countries **31**

To end-2022, Alliance initiatives achieved an initial 10x return on investment, saving US\$ 60 million in just seven project countries.

Saving  
**US\$ 60 million**

Initial return on investment  
**10x**





# LETTER FROM OUR DIRECTOR

## PHILIPPE ISLER



2022 was the year when all our hard work really paid off at scale. In successfully delivering 10 projects in seven countries across Africa, Asia, and Latin America, we continued our acceleration, further demonstrating our unique public private partnership approach to trade facilitation.

By providing a platform for businesses of all sizes to work together with government in implementing trade reforms, the Alliance is continuing to achieve measurable time and cost savings for traders through public-private collaboration.

Our progress in 2022 goes far beyond the number of project completions; it highlights the diverse ways in which trade facilitation is tackling many of our greatest shared challenges, including food security, global health and climate change.

Our projects speak to this diversity, ranging from enhancing food security; speeding up imports of critical healthcare goods and vaccines to vulnerable populations; supporting supply chains to become more resilient; to democratising trade by taking concrete actions to make international commerce more inclusive for micro, small and medium-sized enterprises (MSMEs) and women.

Our 2022 Annual Report is peppered with first-hand accounts from traders benefitting from public private partnership, including less time spent mired in paperwork, travel to government offices and long waits to collect documents. It also shows how traders benefit from other aspects of public private partnership, not least the forging of unprecedented trust between government and business, paving the way for better collaboration.

Digitalising processes enhances transparency. Replacing manual procedures with predictable, seamless digital systems underpins business confidence and is also integral in tackling the corruption that erodes

democratic governance and deprives countries of much-needed revenues.

The international trading environment has changed substantially since the World Trade Organization Trade Facilitation Agreement (TFA) entered into force in 2017 but implementing it in full has never been more relevant for building resilience and realising sustainable development goals. Our work supports developing countries and least developed countries in fulfilling their commitments under the agreement. Recent adverse events such as the COVID-19 pandemic and the conflict in Ukraine underline world interdependency and the importance of trade facilitation in keeping goods moving. Strengthening global supply chains by introducing better processes and by cutting red tape may not generate many headlines, but it is vital for continued economic growth.

Moreover, supporting initiatives such as simplifying reverse supply chains to boost the circular economy and optimising trade routes to reduce emissions are essential to a greener future. We are aiming to intensify our work in this domain.

We will continue to use tried and tested solutions for tackling existing challenges while also being alive to new innovations and collaborations. In 2022 we announced our formal partnership arrangement with UNICEF to help deliver critical supplies quickly and efficiently to vulnerable communities and we also signed an agreement with the Islamic Centre for Development of Trade (ICDT) to support its member states in achieving inclusive economic growth through fulfilling their TFA commitments, particularly in sub-Saharan Africa.

Our reputation has grown and demand for our assistance has never been greater from countries most in need of our knowledge, expertise, and experience. While we must adapt as the world evolves, we face the coming years confident in our approach and our abilities.

I would like to thank our staff and our teams in various regions of the world for their hard work in bringing so many projects across the line and in continuing to bring others to fruition. I would also like to thank our host organisations and implementing partners.

Finally, I wish to thank our donor countries – the United States of America, Canada and Germany, as well as our private sector partners for their continuing support and close operational collaboration which makes the Alliance what it is today.

At a time when good news is thin on the ground, the Alliance is a proven success story. Join us in making a real impact through trade facilitation.



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- Expediting medical aid to Mozambique / PAGE 17
- Preparing for future disasters / PAGES 18-19
- Enhancing transparency / PAGE 20

# STREAMLINING CERTIFICATION IN ECUADOR, JORDAN AND TUNISIA



The Alliance is partnering with the International Plant Protection Convention (IPPC) Secretariat to support developing countries and least developed countries (LDCs) in introducing electronic phytosanitary certificates, or ePhytos, boosting food security by making trade simpler, faster, and more cost-effective while strengthening plant health protection and consumer safety.

After successful implementation in Morocco in 2020, the Alliance completed the integration of this electronic certification solution in Ecuador, Jordan, Madagascar, and

Senegal during 2022, with additional projects scheduled for completion during 2023 in Cameroon, Colombia, Fiji, and Thailand.

The IPPC ePhyto Solution allows end-to-end phytosanitary certificate exchange through a central hub, quickly, accurately, and at low cost.

Digitalisation improves end-to-end visibility and transparency, while replacing wasteful, duplicative systems. It also enables timely amendment of certificates in cases of rejection by the destination country.

### TFA Articles Addressed

Article 2.2:	Consultations
Article 7.4:	Risk management
Article 7.1:	Pre-arrival processing
Article 7.9:	Perishable goods
Article 8:	Border agency cooperation
Article 10.1:	Formalities and documentation requirements
Article 10.4:	Single Window



## ECUADOR

Supported by the Alliance, Ecuador, the world's biggest banana exporter and a major producer of other crops such as cut flowers and cocoa, adopted the IPPC ePhyto Solution in 2022, replacing cumbersome, manual procedures.

The country issues around 370,000 phytosanitary export certificates a year, 75% of them for bananas and cut flowers.

Typically, it would take almost eight hours over five working days for exporters to obtain a phytosanitary certificate. An initial email application would trigger an official, on-site inspection. Following approval an exporter would then have to travel to a district National Plant Protection Organisation (NPPO) office to present the inspection report, make payment and receive the necessary documentation for presentation at an NPPO control post at an airport or for accompanying shipments by sea. And all the while, the clock was ticking – following inspection approval, exporters have just 72 hours to ship a consignment or start the process all over again.

The next steps created yet more uncertainty. The exporter would courier, post or send the certificate with the shipment to an importer for customs clearance on arrival. Along the way, this piece of paper would pass through many hands, making it prone to loss, damage, and fraud.

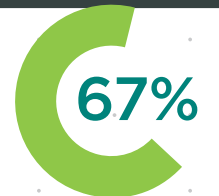
Finally, the paperwork might be rejected at the destination port of entry for various reasons, including illegible handwriting or other non-compliance issues. In such cases, these physical documents had to be returned to Ecuador for amendments, leading to additional storage costs, deterioration or even spoilage of fresh produce, and frustrated customers.

This piecemeal process undermined food security while compromising the government's ambitions to bolster export volumes.

In Ecuador, a dramatic reduction in processing time is projected to save US \$6.2 million a year.



### Projected savings (annual)



REDUCTION IN PROCESSING TIME



FROM 8 HOURS TO

2 HRS 30 MINS

SAVING\* US\$ 6.2M





## 2. DELIVERING IMPACTS



### JORDAN

Like other countries transitioning to electronic phytosanitary certification, Jordan has ambitious plans to expand agri-food exports, building on its reputation as a premium supplier of fresh food products such as dates, tomatoes, and seeds to its main markets, primarily in the Middle East but also in the European Union and the United States.

Jordan had partially automated its phytosanitary system, but issuance of certificates remained paper-based. Encouraged by the success of the Alliance's work in Morocco, the government sought assistance in fully implementing electronic phytosanitary certification.

Previously, traders would have to spend at least four hours - and often much longer - in submitting, paying for, and collecting certificates. In common with other countries, the additional time and cost incurred were especially discouraging for resource-poor MSMEs, who were typically forced to return a second time to an NPPO office to collect a certificate.

Traders then endured a nervous few days, or even weeks, before finding out whether their cargo had been accepted at its destination.

The Alliance supported Jordan in introducing the first Arabic version of the IPPC ePhyto Solution, with significant input from MSMEs into piloting test exchanges with other countries on the system.

In May 2022, a high-level Jordanian delegation visited the Netherlands, one of the first countries to exchange ePhyto certificates through the IPPC ePhyto Hub and an enthusiastic advocate of the initiative. During the two-day visit, officials from the Jordanian Ministry of Agriculture, Ministry of Digital Economy and Customs met experts from the Netherlands Food and Consumer Product Safety Authority, helping to inform themselves on international best practice.

The adoption of the IPPC ePhyto Solution benefits the economy, exporters, importers, and producers, with projected potential annual savings of around US\$1 million. Digitalising the paper phytosanitary process increases international trust in the country's produce, making Jordanian exporters more competitive. Critically, it also enhances food security by mitigating decay and spoilage.

Strong engagement from the public sector improved private sector trust in the reform process, building momentum and demand for more digitalisation in the country. The success of the project has also encouraged interest from Jordan's main trading partners across the Middle East.

### Projected savings (annual)



REDUCTION  
IN PROCESSING TIME



FROM  
4 HOURS  
TO



\*includes potential savings from reducing border delays



### TUNISIA

Tunisia is a net importer of agricultural products, including wheat, soybeans, barley, corn, vegetable oils and sugar, but it also exports foodstuffs, primarily olive oil, dates, fish products and citrus fruits.

The country initiated its Tunisia TradeNet (TTN) Single Window in 2004, enabling traders to complete many procedures online. However, the mandatory Certificate of Technical Control at Export for agri-food products and other technical requirements remained paper-based, forcing exporters to submit a physical application, present every consignment for inspection and sampling at designated packing stations, and collect a hard copy certificate to present to Customs for export clearance.

Frequently, these paper certificates expired by the time consignments reached border control, requiring modification, and increasing the time and cost of trade still further.

The Alliance supported Tunisia's Office of Trade (OCT), the government body responsible for controlling and certifying export procedures, in simplifying issuance of these certificates. The private sector was actively involved throughout project development and implementation, including participating in change management workshops designed to raise awareness of the benefits of the new systems.

This successful project involved digitalising paper-based processes and integrating them into the TTN Single Window. Simplifying these export procedures is expected to contribute to economic development, export growth and MSME job creation, especially in rural areas.

Digitalising and automating the system for requesting and issuing export certificates for Tunisian food exporters also helps in boosting competitiveness.

The new system will save exporters significant administrative time and cost by reducing the likelihood of having to request extensions to certificates due to expiry. Previously, 14% of certificates required extension. By speeding up the entire process, the new system slashes the incidence of extensions and slashes reissue time from 9 hours to 11 minutes.

**“Before I discovered this platform, I had to fill out three or four different forms. It was complicated and time consuming. The platform will solve this problem entirely.”**

**Ibtissem Jmel, Export Manager  
at the Association of Cap  
Bon Canned Food Producers  
(SCAPCB), Tunisia**



# MODERNISING AGRI-FOOD TRADE IN SENEGAL



Senegal’s population has more than doubled over the past 30 years, from under eight million to almost 18 million, with more than half living in urban areas. The capital city, Dakar, is now home to 3.3 million people, increasing from 1.5 million in 1993.

On its doorstep sits the southern end of the fertile Niayes Valley, source of up to two-thirds of the country’s fresh fruit and vegetables and around 80% of fresh food exports, including staples such as tomatoes, onions, and potatoes.

Demographic projections suggest that Africa will host 3.9 billion people by the end of this century – 40% of the world’s population. In 1950, this figure was just 10%. Moreover, the majority will live in towns and cities, not rural areas.

The population increases and urban drift are already putting pressure on food supplies. Global crises, including climate change, pandemics, and conflict in certain places, only add greater urgency to food security, which requires stability of supply, ready availability, affordability, and reasonable quality.

Like many countries, Senegal grows its own crops for domestic and export markets while also relying heavily on imports of agricultural inputs and finished products to feed its population.

In 2022, the Alliance completed two complementary projects in Senegal, streamlining key import and export processes to bolster food security while increasing export potential, especially for micro, small and medium-sized enterprises (MSMEs).

The Alliance worked with the government and local businesses, including Niayes Valley farmers and their representatives, in digitalising key, paper-based trade procedures.

Replacing the paper-based re-shipment authorisation of import permits with a seamless, application process through a bespoke platform has allowed businesses to make online requests and payments to the Directorate of Plant Protection (DPV). Removing the need to make requests and payments in person reduces time and cost for traders.

These reforms are projected to reduce the average permit processing time by nine hours, or 12.5%, while saving traders US\$ 33 a permit. It is also far easier for traders to modify or replace permits in cases of expiry before completing the importation.

Following a successful launch in May 2022, the government made this new system mandatory for the limited number of seed importers in the country. By end-2022, 25 companies were using the new platform, with more than 600 permits issued.

Importers who also export will benefit twice, following the introduction of electronic phytosanitary certificates, or ePhytos. The Alliance supported the DPV in adopting the International Plant Protection Convention (IPPC) ePhyto Solution. Replacing a manual, paper-based system with seamless electronic exchange reduces the time and cost of trade while enhancing transparency and minimising losses incurred through delays.

Losses incurred in decay and spoilage extend far beyond the value of the goods themselves. Inputs such as seeds, water, sanitation, fertilisers, transport, refrigeration,

### TFA Articles Addressed

- Article 2.2: Consultations
- Article 7.4: Risk management
- Article 7.1: Pre-arrival processing
- Article 7.9: Perishable goods
- Article 8: Border agency cooperation
- Article 10.1: Formalities and documentation requirements
- Article 10.4: Single Window

fuel consumption, and landfill costs – including wasted packaging – should also be factored in.

In 2022, Senegal exchanged more than 800 certificates through the IPPC ePhyto Hub. Switching fully from the previous, manual procedures is projected to generate annual savings of over half a million U.S. dollars to the economy.



Least Developed Countries (LDCs)

**14% of world population**  
**<1% share of global export goods trade**

Source: WTO





MODERNISING AGRI-FOOD TRADE IN SENEGAL continued.

As a result of these projects, Senegal can anticipate improving food security while becoming more competitive in global markets. Individual producers can expect to save time and cost through easier importation of the seeds and plants they require to

produce crops, while exporters of this produce will benefit from ePhyto adoption, showing their cargoes of plants and plant products are free of pests and disease.

The benefits of ePhyto adoption will likely be further enhanced through the introduction of a batch e-payment system anticipated in 2023, allowing traders to pay for multiple electronic certificates in a single transaction.

**Making a real difference**

Niayes Valley food producers were used to battling heavy traffic on journeys to and from Dakar to complete phytosanitary procedures. The entire process often entailed several visits and cost around \$US 10 - an average day's wages and transport costs - just to obtain the necessary certificate.

“Before now, everything was heavily centralised, and no matter where you were in the country, you were forced to come to Dakar to get the certificate,” explained **Mamadou Ndiaye, Coordinator of the Association of Market Gardening Unions of Niayes (AUMN)**, which represents around 22,000 producers across the Niayes Valley region. “There would also be unforeseen delays - an officer might not have been

present or have been otherwise occupied and that would have meant another journey or having to arrange an overnight stay.”

Thanks to the IPPC ePhyto Solution, the long hours spent battling traffic have already become a bad memory for registered traders, who can now exchange phytosanitary certificates electronically, managing the entire process at the click of a few buttons from a home screen.

Mr Ndiaye reserved special praise for public private partnership.

“The project took into consideration and responded to the real needs of small producers and traders,” he said. “The local project team engaged with us from start to finish, making the

effort to understand the true nature of our problems. We don't always see this level of private sector association involvement.”

**MAMADOU NDIAYE**  
Coordinator of the Association of Market Gardening Unions of Niayes (AUMN), Senegal

## EXPEDITING MEDICAL AID TO MOZAMBIQUE

Years before the COVID-19 pandemic, the World Trade Organization Trade Facilitation Agreement (TFA) recognised the potential benefits of streamlining border procedures for global healthcare and strengthening resilience against current and future emergencies, particularly in developing countries and least developed countries (LDCs).

During 2022 the Alliance completed two separate but complementary projects in Mozambique, a country that has made steady progress in reducing child mortality rates but where, like many other places, common ailments still represent serious challenges to public health.

Malaria is endemic in Mozambique, accounting for 4.25% of global cases and 3.8% of global deaths, with pregnant women and children most at risk: HIV/AIDS has also hit the population particularly hard, infecting around 1.5 million people every year and causing almost 40,000 deaths.

Early detection and treatment of these diseases is vital in managing these conditions and in preventing their further spread.

The Alliance supported Mozambique in expediting imports of rapid test kits (RTKs) for HIV/AIDS and malaria and other medical goods, collaborating with Alliance global business partners Abbott Laboratories, DHL Deutsche Post and Agility.

Separately, the Alliance partnered with UNICEF in supporting government efforts to digitalise and streamline imports of routine vaccines, including those for diphtheria, tetanus, hepatitis B, pneumonia, meningitis, measles, rubella, and polio, reducing wait times of between two and four weeks for import approvals.

The new system has improved product traceability and predictability, mitigating the risk of delays because of misplaced, incorrect, or damaged paperwork, enabling these critical goods to reach vulnerable people more quickly.

The project has made a significant contribution toward the government's five-year comprehensive vaccination campaign and boosted overall public health by ensuring that all Mozambicans, particularly children, are vaccinated against these diseases.

Encouraged by its collaboration in Mozambique, in March 2022, UNICEF and the Alliance announced its global partnership, aiming to help UNICEF in delivering critical supplies quickly and efficiently to vulnerable communities. Both partners are currently exploring future collaboration opportunities.



“The new system will ensure timely delivery of critical supplies to protect children from preventable life-threatening infections and diseases in every district, leaving no child behind. We trust the success of this initiative will also inspire other countries where we have programmes in the region, and beyond.”

**Edson Madeira, Chief of Supply & Logistics Section, UNICEF Mozambique**



### TFA Articles Addressed

- Article 3: Advance rulings
- Article 7.1: Pre-arrival processing
- Article 8: Border agency cooperation
- Article 10.1: Formalities and documentation requirements

“The Alliance is doing some impressive work in the healthcare space, tackling trade facilitation challenges put forth by its partners and truly making an impact in the world.”

**Susie Hoeger, Senior Director, Global Trade Compliance & Policy, Abbott Laboratories**



Least Developed Countries (LDCs)

**Malaria in Mozambique:**  
**4.25% of global cases**  
**3.8% of global deaths**

Source: UNCTAD





**TFA Articles Addressed**

- Article 3: Advance rulings
- Article 7.1: Pre-arrival processing
- Article 7.9: Perishable goods
- Article 10.1: Formalities and documentation requirements

## PREPARING FOR FUTURE DISASTERS

Extreme weather events such as floods, droughts and epidemics afflict some of the world's poorest countries with alarming regularity and climate change models suggest such incidences are only going to become more frequent.

The World Trade Organization Trade Facilitation Agreement (TFA) does not explicitly mention disaster preparedness but many of its provisions, including the efficient movement, release and clearance of goods, can contribute towards strengthening emergency relief efforts.

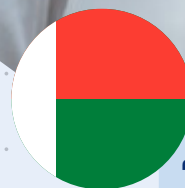
In Madagascar, tropical cyclones are an annual feature, inflicting loss of life and serious infrastructural damage. Five such storms between January and March 2022 alone killed more than 200 people and left almost a million more without shelter, food, and water.

Ambitious economic and social development plans have had to take a back seat to the COVID-19 pandemic and a severe drought affecting almost two million people in the south of the island. And this in a country where more than 80% of the 30 million population subsist on less than US\$ 2.15 a day, the definition of extreme poverty.

Climate change forecasts point to less rainfall in the southern part of the country in future decades, while cyclones may intensify in frequency and strength.

Realising the importance of streamlining Malagasy import procedures to expedite imports of vaccines and protective medical equipment to combat the COVID-19 pandemic, the World Customs Organization (WCO), as part of the WCO COVID-19 Project funded by the Government of Japan, had supported Malagasy authorities in drafting new Standard Operating Procedures (SOPs) for the clearance and regularisation of relief goods in cases of natural disasters and other disruptions.

Previously, the absence of clear, pre-authorisation procedures had made it difficult for organisations involved in border processes to collaborate in efficiently clearing urgent shipments of relief supplies.



“Technical and financial support from the Global Alliance for Trade Facilitation has been a critical component of improving the private sector enabling environment in Madagascar and has already helped modernise trade. This work is an important contributor to achieving USAID/Madagascar’s objectives for increasing sustainable economic opportunities and resilience and is a great example of ‘Progress not Programs’ showing real and lasting improvements in the ease of doing business for both the private sector and government.”

**Randy Chester, Acting Mission Director, USAID Madagascar**

## 2. DELIVERING IMPACTS

### PREPARING FOR FUTURE DISASTERS continued.

The Alliance collaborated with the World Customs Organization and the National Center for Disaster Preparedness at Columbia University in organising a tropical cyclone simulation session to gauge how well these new procedures would work during an emergency. Participants regarded them as helpful in the identifying the requirements for faster clearance and suggested improvements, including additional training and scenario planning events.

Simulation was quickly overtaken by reality as Tropical Cyclone Batsirai, a Category 4 hurricane swept towards the island. In the aftermath, the SOPs would make a demonstrable difference in expediting vital assistance.

Their effectiveness further encouraged Madagascar in enhancing its risk management capabilities by introducing Advance Rulings, expediting clearance by providing legally binding decisions on the classification, origin, and valuation of goods, including vital medical equipment, prior to import.

“We recognise that trade facilitation is an important facet of disaster resilience, serving as a lifeline for communities affected by disasters, with cascading impacts beyond the directly impacted areas. In a world of growing consequences from trade disruptions, and increasing disasters disrupting trade, the integration of resilience more centrally to trade strategies will benefit greatly from the work of the Alliance. We look forward to continuing to collaborate with the Alliance on these important issues.”

**Jeff Schlegelmilch, Director,  
National Center for Disaster  
Preparedness, Columbia Climate  
School, Columbia University**



**Total cost of  
natural disasters  
2002-2022  
US\$ 2.8 trillion**

Source: International Disaster Database





# ENHANCING TRANSPARENCY

In 2022, **86% of public and private sector stakeholders** agreed that Alliance projects had **brought about greater transparency in trade processes.**



International trade requires transparency and consistency to thrive but moving consignments from one country to another can prove difficult.

Barriers to trade such as daunting paperwork, challenging compliance requirements and lengthy payment procedures, increase the time and cost of doing business. Processes may also differ significantly from one country to another, and when disputes arise settling them may not be straightforward.

Recognising the importance of a rules-based system, the World Trade Organization (WTO) Trade Facilitation Agreement (TFA) contains measures to support consistent, impartial border controls, including binding requirements on member states to make information on procedures readily available and accessible in a consistent format.

### Promoting fair treatment

Under the agreement, WTO members must clearly publish information and guidelines relating to trade procedures, rates of duty and taxes, required documents, rules for goods classification and valuation, rules of origin, transit procedures, and rules for penalties and appeals.

Governments must also publish notifications relating to procedures on the control of foods, beverages, or feedstuffs at border crossings, offering the possibility of a second opinion when consignments are deemed unsafe.

Authorities must also consult traders and interested parties before introducing new or amended laws related to the movement, release, and clearance of goods. In cases where traders have been affected directly by a customs' decision or omission, they are entitled to an explanation and have the right to appeal.

### Equalising access

These rules aim to level the playing field for everyone, particularly micro, small, and medium enterprises (MSMEs) discouraged by unpredictable treatment of goods, by ensuring a consistent trading environment. Greater transparency reduces arbitrary decision-making by officials and makes it more difficult for traders to engage in the illicit practices that undermine economic development and erode confidence in government institutions.

Among MSMEs, women-owned enterprises, often informal cross-border traders, are especially vulnerable. 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, leading to undocumented processes that are subject to arbitrary decisions.

Trade facilitation promotes clear, consistent, and transparent processes, making it easier to monitor the trading environment and detect anomalies. Fair treatment encourages business and trust in governance. Streamlining processes, including digitalising manual procedures, coupled with regulatory reform is a proven recipe for enhancing transparency.

### TFA commitments

Several Alliance projects address TFA Article 1 - Publication and Availability of Information, which obliges members to publish trade-related information in a non-discriminatory and easily accessible manner.

For example, following the successful completion of a project in Peru during 2022, MSMEs can now avail of clear, gender-sensitised guidance on food exports. In Uganda, as part of a wider project, we are supporting the

government and local private sector to produce online information on horticultural export procedures. And, in conjunction with the Cambodian Women Entrepreneurs Association, we are working to establish an online portal to provide information that will help the women-led businesses comprising 65% of MSMEs to better navigate cross-border trade.

Greater transparency is pivotal to enhancing international trade and helping to equalise access to the benefits of the global marketplace, for businesses and their countries. The Alliance is committed to making this happen.

**“By facilitating regulator-industry dialogue as well as providing training for MSMEs on export market regulations, this project [in Peru] promoted transparency of process while enabling exporters to successfully access export markets.”**

**Mark Feduke, Director of Risk Management and Regulatory Affairs, ArdoVLM**





### 3. PROMOTING INCLUSIVE TRADE

- Working through Public Private Partnership / **PAGES 22-23**
- Catalysing MSMEs / **PAGES 24-25**
- Empowering women in trade / **PAGES 26-27**



## WORKING THROUGH PUBLIC PRIVATE PARTNERSHIP

The Alliance is the only international trade reform initiative structured explicitly around a public private partnership model and committed to measuring the impact of its projects in terms of time and cost savings for business.

Alliance projects cut through red tape and end costly delays at borders by bringing together governments and businesses of all sizes as equal partners to deliver targeted, measurable trade reforms.

Emphasising digitalisation and delivering other best practices enable businesses to trade more easily thanks to streamlined and more predictable processes. Governments save time and resources by modernising trade procedures while still safeguarding their borders. Alliance projects boost trade competitiveness and business conditions, which are key drivers of inclusive economic growth and poverty reduction.

The cornerstone of every project, from inception to completion, is public

private partnership. Every Alliance project stems from a joint recognition of the need to target identified obstacles to trade and a willingness to work together to eliminate them: Acting as a neutral convener and catalyst between government and business, the Alliance builds consensus through workshops, public private dialogues (PPDs), and public private working groups.

Through these mechanisms, mutually beneficial partnerships are built, achieving measurable results in terms of reduction of time and cost of trade whilst increasing trust, predictability for business, and transparency.

The Alliance provides technical support and guidance throughout project development and

“The Alliance embodies USAID’s vision of the public and private sectors working collaboratively to address development challenges. It has helped leverage private sector expertise, resources, and market-led solutions to achieve measurable outcomes that strengthen the international trading system, improving trade competitiveness and promoting inclusive economic growth and poverty reduction.”

**Paul Fekete, Senior International Trade Advisor and Trade Team Lead, USAID**

### 3. PROMOTING INCLUSIVE TRADE

#### WORKING THROUGH PUBLIC PRIVATE PARTNERSHIP *continued*

implementation. It channels knowledge from global and local businesses to countries where it can have the greatest impact. A key aspect of our work is that we involve local companies, including micro, small and medium-sized enterprises (MSMEs) and women-owned businesses, to ensure they share in the benefits of this knowledge transfer and the design and implementation of trade reform projects.

Borders are a shared responsibility: Government may set the rules, but business drives trade. It is in everyone's interest for businesses of all sizes to become more involved in global trade reform, ensuring alignment with real world goals and successful delivery, with benefits for countries, companies, and consumers.



A high-level Jordanian delegation visited the Netherlands on a fact-finding mission during 2022 to better inform themselves in preparation for digitalising key agricultural processes

#### PUBLIC PRIVATE DIALOGUES (PPD)

##### PARTICIPANTS 2022

# 5822

Total number of participants in PPDs

# 39%

Average % of women participants in PPDs

# 31%

Average % of participants from MSMEs in PPDs

#### PPD PARTICIPANTS BY SECTOR

# 54%

Average % of private sector participants PPDs

# 39%

Average % of public sector participants PPDs

# 7%

Average % of participants from other sectors

**Samantha Power** @PowerUSAID · Jan 17

Through the Global Alliance for Trade Facilitation, we're making it easier for businesses and governments to come together to facilitate trade and drive economic growth.

Great meeting with @GATFnews Director, Philippe Isler at #wef23.



#### TRADE FACILITATION INNOVATION DAYS 2022

The Alliance held its inaugural Trade Facilitation Innovation Days on September 20 & 21, 2022, in collaboration with the UN Conference on Trade and Development (UNCTAD), bringing together a broad range of professionals to spark visionary and practical ideas and solutions for streamlining cross-border processes.

This was the latest in a number of Alliance events, including hackathons and innovation sprints, seeking imaginative ways of overcoming stubborn challenges to trade.

This virtual event featured contributions from trade facilitation experts, government officials, border

agents, logistics professionals, academics, and other specialists. It also allowed wider crowdsourcing, where attendees could contribute their problems and suggested solutions using innovative new formats not often seen in trade facilitation events.

The cross-fertilisation of viewpoints succeeded in breaking down silos, making it easier to think outside the box when it comes to identifying and overcoming barriers to trade. Collaborating in this disruptive way encourages multi-disciplinary cooperation, creating a nurturing environment for innovation to prosper.

Topics discussed at the event included:

- Turbocharging trade technology
- Special trade regimes
- The role of trade facilitation in tackling climate change
- Strengthening supply chains
- Mitigating risks
- Boosting e-commerce

The event attracted participants from across the world, including traders with first-hand experience of excessive bureaucracy and outdated procedures.



## ECUADOR

In 2022, the Alliance supported Ecuador, the world's biggest banana exporter and a major producer of other crops, such as cut flowers and cocoa, in adopting the International Plant Protection Convention (IPPC) ePhyto Solution, enabling seamless exchange of electronic phytosanitary certificates. The successful transition, founded on public-private collaboration, is projected to save exporters around 1.9 million hours and over US \$6 million a year.



“[Speaking] on behalf of Fedexpor, I believe we are making a milestone step in the institutionalisation of the country towards digitalisation. We are at an important starting point – count on the private sector to implement initiatives like this in the future.”

**Xavier Rosero**  
Executive Vice-President of the Ecuadoran Exporters Federation (Fedexpor)

“In Ecuador, around 370,000 phytosanitary export certificates are issued annually, 75% of which are for bananas and flowers...”

The implementation of ePhyto in Ecuador is an example of joint work between international cooperation, the public and private sectors.”

**Patricio Almeida**  
Executive Director of Agricalidad



### Reform through public private partnership

An end-survey comprising 320 public and private sector respondents found high levels of satisfaction regarding the cooperation between both sectors during implementation, with broad agreement that public private partnership was crucial to delivery and that working together towards a successful conclusion had generated trust.

**83%**  
respondents agreed public private cooperation was essential for implementing the project

**88%**  
respondents agreed the project has helped make trade processes and requirements more transparent

**83%**  
respondents agreed that collaboration between public and private sectors on trade facilitation reform intensified because of the project



## P3 IMPACT AWARD

The Alliance was among the five finalists in the prestigious Concordia P3 Impact Award 2022, which recognises and honours leading public private partnerships that improve communities and the world.

At a presentation during the annual Concordia Summit in New York on September 19-22, the five judges praised the work of the finalists chosen from several hundred entrants.

The P3 Impact Award was created by Concordia, the University of Virginia Darden School Institute for Business in Society, and the U.S.

Department of State's Office of Global Partnerships.

Finalist status recognised the Alliance's mission to end unequal access to global markets through public private partnership, by streamlining the processes associated with cross-border trade in developing and least developed countries, making trade simpler, safer, faster, and more cost-effective.



## CATALYSING MSMEs

It would be hard to overstate the importance of micro, small and medium enterprises (MSMEs) to the economic and social fabric of developing countries and least developed countries (LDCs).

According to the United Nations Department of Economic and Social Affairs, in 2022 formal SMEs accounted for up to 45% of total employment and up to 33% of national income (GDP) in these countries, noting that the percentages were much higher with the inclusion of micro enterprises and informal SMEs.

Yet, lack of resources along with barriers to commerce virtually exclude these enterprises from the benefits of global trade, also denying economic opportunity and growth to their countries.

Empowering MSMEs in accessing global markets creates jobs, raises living standards, and ultimately leads to poverty reduction.

In framing and entering into force the World Trade Organization (WTO) Trade Facilitation Agreement (TFA), WTO members recognised the outsized benefits full TFA implementation would have for MSMEs in these countries.

The Alliance provides opportunities for small business to participate in shaping trade facilitation through

its MSME Mainstreaming Approach, informed by two key Alliance documents - *Trade Facilitation Agreement Through an MSME Lens* and *Small businesses, great opportunities*. Trade facilitation also plays a significant role in empowering the other possibilities created by digital transformation, particularly e-commerce.

Through its work in supporting countries in fulfilling their TFA commitments through public private partnership, the Alliance is giving MSMEs a voice in trade facilitation.

MSMEs provide invaluable input at every stage of project development and implementation. In 2022, almost a third of the 5,822 participants in 88 Alliance-supported public private dialogues (PPDs) came from the MSME sector. A total of 445 MSMEs engaged in these various events, a three-fold increase from the previous year.

Strong MSME representation in PPDs informs governments on trade bottlenecks and priority reforms while enabling companies to better

appreciate constraints agencies encounter while instigating and managing change. Early consensus involving businesses of all sizes, including MSMEs, helps in creating and building trust.

“The Alliance operates at the nexus of trade and development, providing timely and expert ways of overcoming trade barriers for MSMEs, including women-owned enterprises, in developing and least developed countries.”

**David Lepage, Deputy Director, Economic Relations and Strategy Division, Strategic Policy Branch, Global Affairs Canada**



## UGANDA

The neat rows of files stacked behind Amina Hudaaya Namutebi's desk in her office in the Uganda capital, Kampala, bear witness to the sheer volume of paperwork exporters of fresh fruit and vegetables must negotiate in getting highly perishable produce to market.

“Aside from the phytosanitary certificate, absolutely everything is paper-based and that's why we have so many files” said **Ms. Namutebi, Supply Chain Manager and Quality controller**



at **Agricado Farms Ltd.**, a private sector participant in the Alliance's Re-engineering Uganda's Sanitary and Phytosanitary Inspection for Horticultural Exports (RUSH) project “We expect this project we are engaging in will eliminate some of this paperwork.”

The Alliance is working with the government and private sector in introducing a digital solution to enable better data collection and analytics as a basis for a modern risk management system, reducing the volume of inspections. The Alliance is also supporting an upgrade of Uganda's trade information portal to bolster MSME trade and to strengthen interagency coordination.

“When processes are digitalised, it will make a massive difference” said **Emmanuel Bwire, Agronomist and Quality Controller at Roki Fruits and Vegetables Ltd.**, another exporter taking part in RUSH. “With digitalisation, we can better schedule inspections and more self-regulation will reduce the number of inspections required based on less risk.”

### Time is of the essence

Main export crops like chillis and avocados begin to deteriorate within days at ambient temperatures, making it essential to get them to market as quickly as possible, but Mr Bwire says obtaining these final, official signoffs can be far from straightforward.

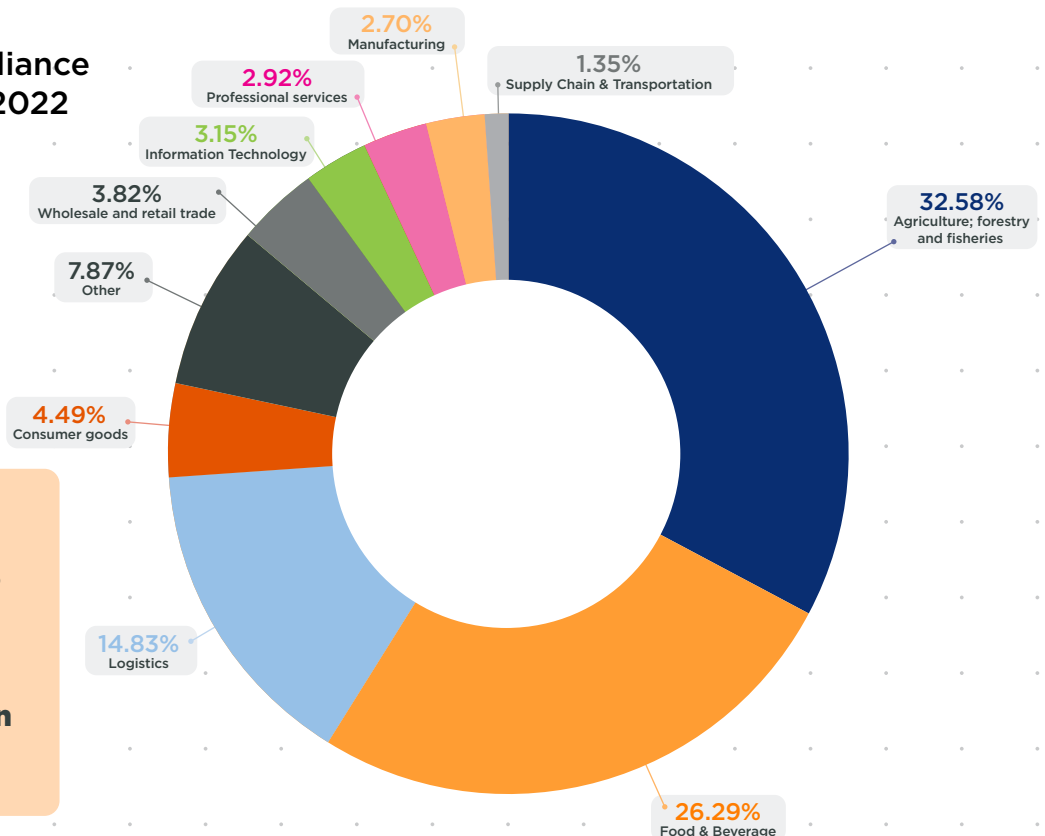
When it involves perishable food products, delay is always costly and can even spell disaster, with some air routes running only once a week.

“If you miss the flight, you lose the customer because they can't wait,”

**Mr. Bwire said.**

The participants in Uganda say they are already seeing the benefits of engaging in the RUSH project, which began in June 2021 and is due for completion in early-2023.

MSMEs engaged in Alliance projects by sector in 2022



**SMEs comprise over 90% of the private sector among developing countries and are responsible for more than 50% of jobs.**

Source: World Bank





## EMPOWERING WOMEN IN TRADE

Women face deep-rooted gender discrimination, including in accessing global markets. Trade facilitation can help in empowering women, but it requires sensitisation to the additional demands they face in overcoming endemic inequalities. Informed by mainstreaming best practices and the knowledge we have garnered, the Alliance gender-sensitises 100% of its projects in practical ways, helping to ensure women have an equal say in shaping trade reforms.

The Alliance's Gender Mainstreaming Guidelines serve as a blueprint for tackling structural inequalities experienced by women, emphasising the importance of sensitising our work to be as inclusive as possible. Female participation in public private dialogues has increased by 30% since the introduction of mainstreaming guidelines.

The Alliance is committed to involving women and women's trading associations at every stage of a project to understand their challenges, believing there are concrete actions that can empower women entrepreneurs, traders, and employees.

These practical supports have included scheduling meetings at convenient times and places and providing flexible training opportunities to maximise participation.

In Peru, for example, the Alliance worked with the private sector and the agency responsible for issuing food export licences, the General Directorate of Environmental Health and Food Safety (DIGESA) in making its procedures more transparent, consistent, and user-friendly for women.

A group of women entrepreneurs and a gender expert engaged in a series of Alliance-supported conferences and a workshop, providing direct input into reforms to address the delays in issuing pre-market authorisations and the unpredictable decision-making discouraging trade.

This led to the creation of a series of gender-sensitive resources such as a Digital Directory, a practical

“The Alliance has made a significant impact in implementing the WTO Trade Facilitation Agreement, driving positive change by streamlining customs procedures, promoting digital solutions, and empowering MSMEs, including sensitising the needs of women traders. The German Federal Ministry for Economic Cooperation and Development, through its Aid for Trade commitment, is proud to support the Alliance.”

**Stephan Bethe, Head of division trade policy, German Federal Ministry for Economic Cooperation and Development, BMZ**

manual and infographics that use inclusive language and respond to the needs of women traders.

The Alliance also supported three online workshops, providing practical knowledge of accessing and using the new materials. Of the 54 companies attending these events, 17 were led or owned by women, with women also representing 33 among 53 DIGESA attendees.

Emphasising the universality of gender disparity - including the digital divide - and the diversity of our efforts in helping to tackle it, in all its project countries the Alliance is actively engaging organisations representing women in business.

The project is also working with the Cambodia Women Entrepreneurs Association to develop a new online portal that will serve as a 'one-stop shop' for MSMEs looking to understand and engage in international trade through the enhanced arrangements between Customs and Cambodia Post. In 2022 these activities supported over 70 businesses, with 70% of them women-owned.

In the initial stages of projects, the Alliance gathers data and analyses sectoral gender disparities. This informs future activities and supports governments and local private sector in facilitating economic empowerment. For example, in Indonesia a gender analysis of the fisheries industry informed recommendations for improving equality in the sector. Throughout project implementation these will guide our actions in ensuring all stakeholders have equal access to resources and activities.



**Three billion people still do not have internet access, the majority of them women and girls in developing countries and in least developed countries, where just 19% of women are online.**

Source: United Nations



## TRADE IS THE SPICE OF LIFE FOR CAMBODIAN ENTREPRENEUR

Sopha Seong, a Cambodian entrepreneur is confident she has a world-class product to sell but like many MSMEs in developing and least developed countries (LDCs), her business Sela Pepper is finding it difficult to break into many international markets.

Ms. Soeng is among the women-led Cambodian MSMEs that worked with the Alliance to identify their main trade facilitation challenges and deliver a project that could tackle them.

She is enthusiastic about the Alliance project, citing the need to post samples of her products to potential customers more efficient and growing demand from MSMEs for more information on exporting processes.

She has experienced difficulties in navigating complex exporting procedures and believes streamlining e-commerce and the creation of an online information portal will be a big help to businesses owned or operated by women.

Sela Pepper has come a long way since 2015 when Ms. Seong first began building premises and going from door-to-door trying to convince farmers to sell their produce to her start-up.

“The gender gap is there but it is getting better: I was given the opportunity to demonstrate my ability and I have proven it.”

“I began when I was 24 years old – I was very young with no experience in agriculture, but investors believed in me and I began believing in me too.”

#### ALLIANCE GENDER VISION

A world where everyone benefits equally from trade facilitation reforms; where simple, fast, and cost-effective trade empowers women entrepreneurs, traders, and employees, and helps them contribute to their communities.

#### ALLIANCE GENDER MISSION

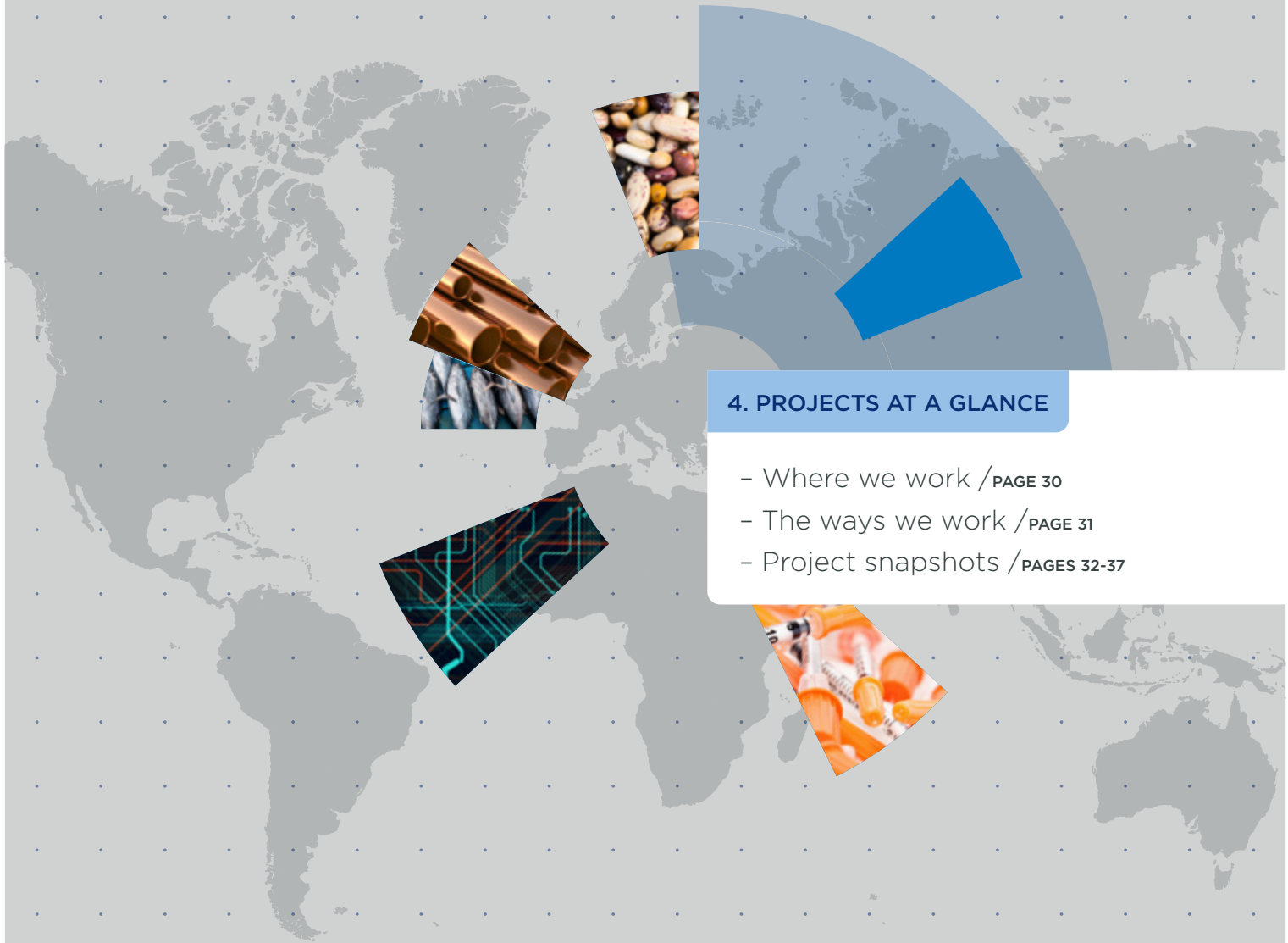
To ensure gender sensitivity in our projects. This means avoiding gender-blind actions, being conscious of the gendered effects of our work and employing measures so that our projects benefit men and women equally.



**\$6.3 trillion - value of global e-commerce market in 2022.**

Source: eMarketer, 2022





#### 4. PROJECTS AT A GLANCE

- Where we work /PAGE 30
- The ways we work /PAGE 31
- Project snapshots /PAGES 32-37

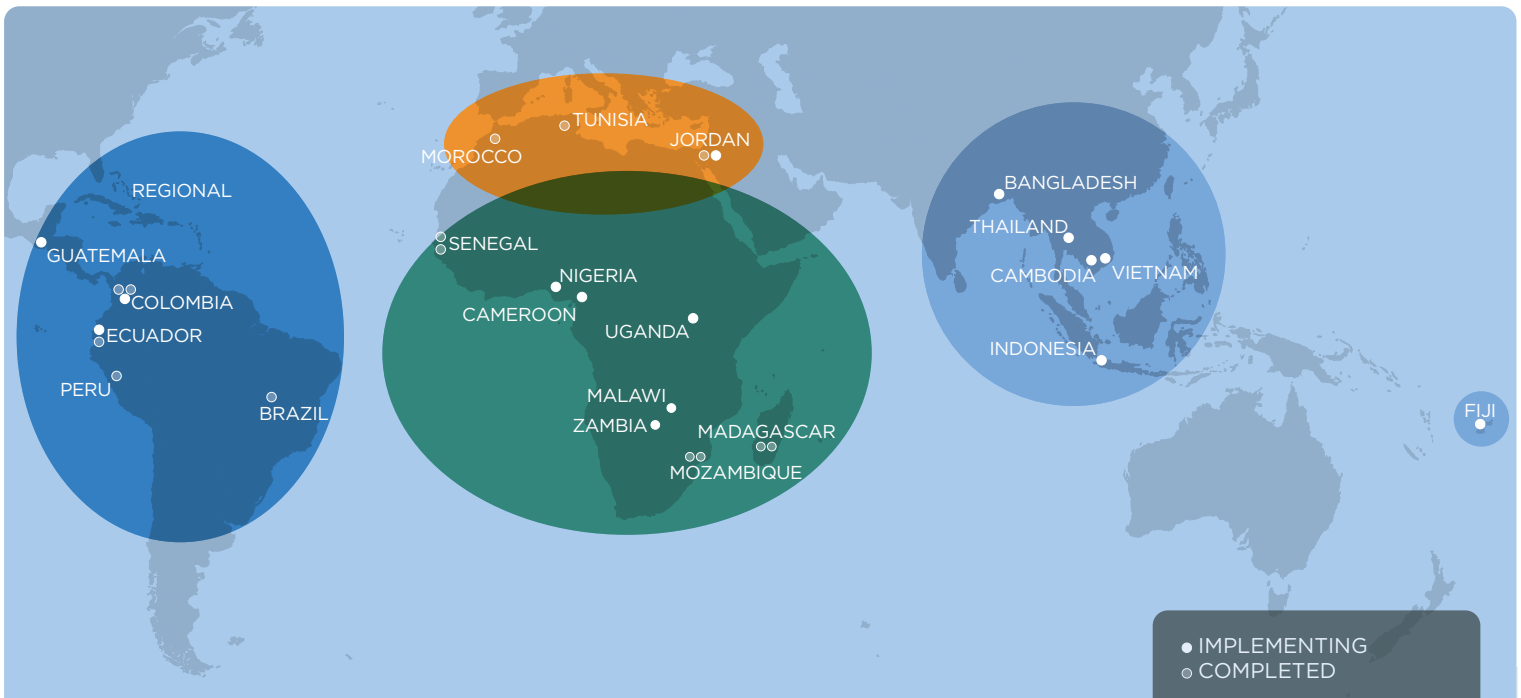
# WHERE WE WORK

Our project work is designed to directly address the needs of both governments and the private sector. This philosophy, alongside our multilateral, multi-donor approach, has led to a diverse and growing global project portfolio, addressing a range of TFA provisions.

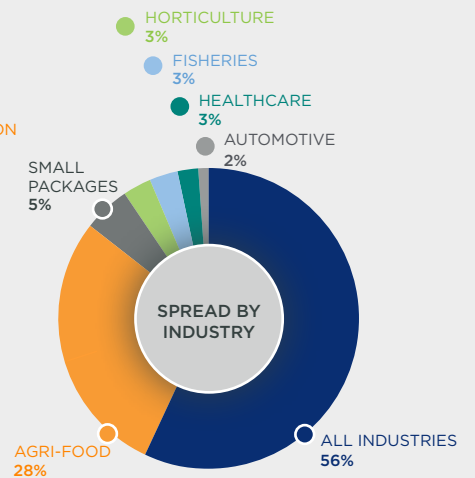
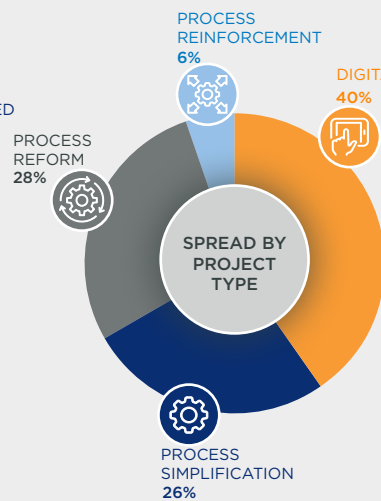
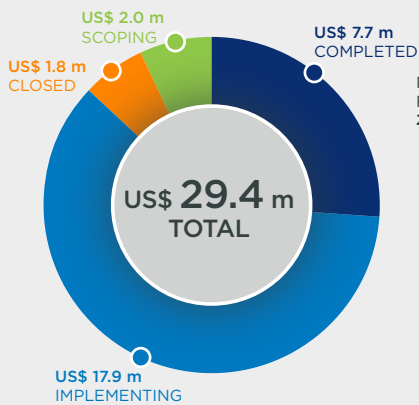
Our projects cover the spectrum of trade facilitation solutions, from broad, high-level reforms of customs regulations through to narrowly-focused, rapid interventions within a single sector or industry.

Alliance projects are unique in international trade, connecting private sector expertise with governments committed to improving their customs and border services. To reach approval, every Alliance project must

show that it will deliver measurable results within the overall objective of making trade smoother and more cost-effective for all, including MSMEs and women-owned businesses.



## Value of Projects



# THE WAYS WE WORK

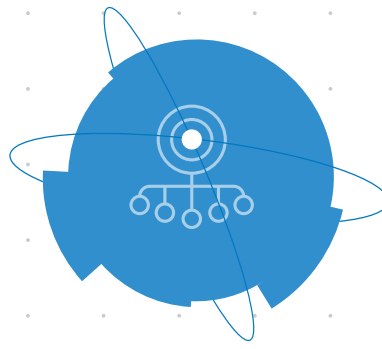
Our projects fall into three categories: **CO-CREATION**, **BUSINESS ACTION** and **UPSCALING**.

All of our projects stem from joint recognition by the public and private sectors of the need to target identified trade barriers and the willingness to work on them together. Every Alliance project is launched with the full support of the beneficiary government and the local private sector.



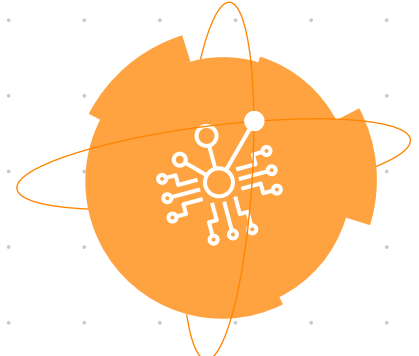
## CO-CREATION

In co-creation projects, governments and businesses join with the Alliance to prioritise trade bottlenecks and align behind the idea of reform. We then encourage a willingness to collaborate in developing the project proposal and ensure the concept has feasible, targeted and measurable goals. The Alliance then leads project implementation, which relies on private sector delivery of technical expertise, resources, data, or modern systems.



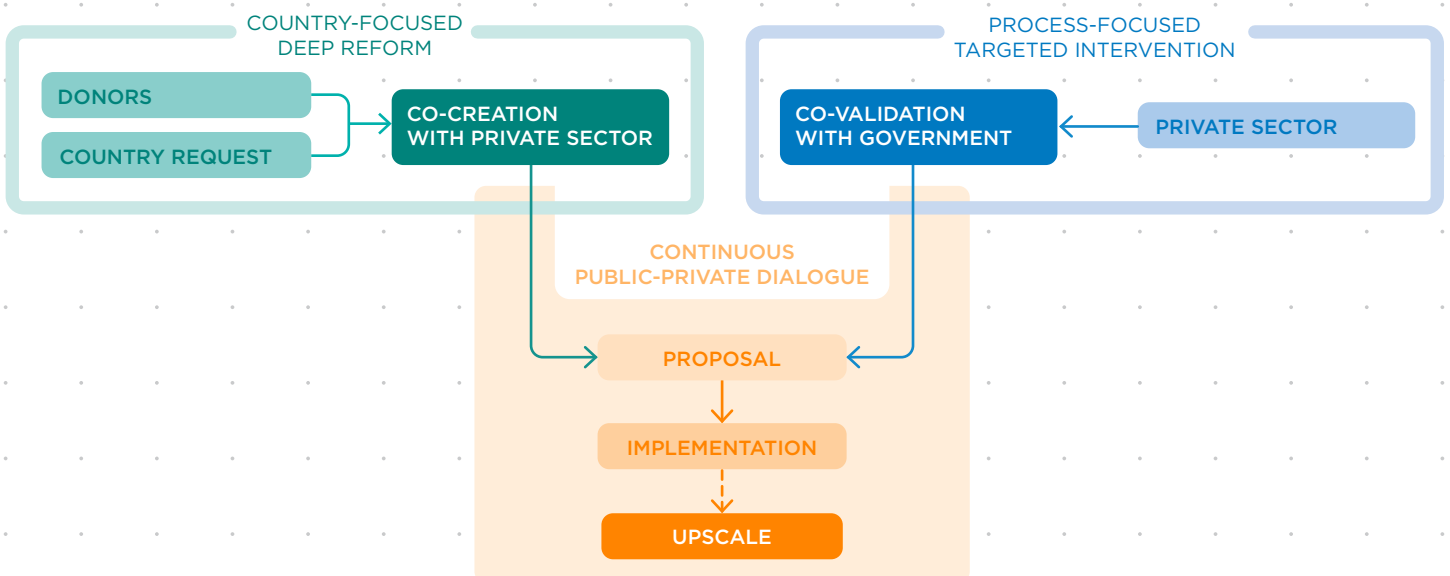
## BUSINESS ACTION

Our business partners alert us to particular 'pinch points' hindering trade. We diagnose the underlying problem and act as an impartial catalyst to engage governments in formulating and delivering solutions. These targeted, short-term projects do not require deep policy changes or sweeping measures to achieve success, allowing governments and companies to align behind them quickly, paving the way for deeper and wider reforms.



## UPSCALING

Our successful implementation of trade facilitation reforms has encouraged other governments to ask for our help to follow suit. For example, Morocco's agri-food sector has reaped the benefit from the country's adoption of electronic phytosanitary certificates, or ePhytos. The Alliance is now helping several countries to emulate this success. Our reputation and the way we work has also encouraged engagement from different government agencies in the same country.



## PROJECTS IN IMPLEMENTATION

## SUB-SAHARAN AFRICA

## MALAWI



## TFA Articles

- 10.6 Use of Customs Brokers



REGULATORY REFORM



PROCESS REINFORCEMENT

Customs clearing agents (customs brokers) play a vital role in moving goods across borders, helping businesses of all sizes understand and comply with complex export and import requirements.

In Malawi, clearing agents operate in a weak institutional and legal framework, with limited training which increases the risk of non-compliance with import and export requirements that inevitably end up creating more barriers to engage in international trade. This dynamic is particularly detrimental to micro, small, and medium-sized enterprises (MSMEs) that lack the resources to navigate burdensome processes.

The Alliance supports the Government of Malawi in transforming its trade processes, providing training and national certification for clearing agents in line with international best practices.

The new regulations will come into force following ministerial approval in 2023. There is particular emphasis on recruiting and training women clearing agents, not only to address the gender gap in this vital component of the supply chain but also because women represent a large percentage of informal cross-border traders in Malawi.

The project also ties in with other government initiatives to tackle corruption. Malawi has identified customs fraud as a significant problem and has introduced various measures to combat it, including rewarding anonymous whistleblowers and informants who provide information on suspected incidences.



## NIGERIA



## TFA Articles

- 2.2 Consultations
- 8 Border Agency Cooperation
- 10.1 Formalities and Documentation Requirements



PROCESS SIMPLIFICATION

Moving goods across Nigeria's borders can be a cumbersome process for traders, including often having to provide the same information to various border agencies and multiple physical inspections of the same shipments. Resulting increases in the time and cost of trade, discourages exports and imports, damaging the country's competitiveness and potentially driving up prices for consumers. The Alliance is working with Nigerian government partners, businesses, and private sector associations to devise ways of simplifying processes, training border agency staff, and supporting improvements. To achieve tangible but also scalable benefits within a controlled environment, the project is focusing on the largest cargo airport of the country, the Murtala Muhammed International Airport in Lagos.

In 2022, the project team mapped air cargo import and export processes, identifying bottlenecks for simplification. Subsequently, the Alliance helped set up a public-private working group under the lead of the Customs Area Comptroller to start collaborating and addressing the priority issues. Initial successes include the improvement of manifest transmission procedures and initiating regular consultations between Customs and freight forwarders.

In an Alliance-facilitated review session in November 2022, stakeholders decided to concentrate their efforts during 2023 on introducing joint inspections for imports and exports; improving cargo security (with a focus on access control at the gates) and on strengthening public private consultation and cooperation.

## UGANDA



DIGITALISATION



PROCESS REFORM

## TFA Articles

- 1.2 Information Available through the Internet
- 1.3 Enquiry Points
- 7.4 Risk Management
- 7.9 Perishable Goods
- 10.1 Formalities connected with Importation, Exportation, and Transit

Inefficient, manual processes mean horticultural traders must undergo physical sanitary and Phytosanitary (SPS) inspections on their shipments from the country's main transport hub, Entebbe Airport. This discourages plant exports, particularly among micro, small and medium-sized enterprises (MSMEs), 30% of them women-owned, who struggle to risk the potential delays while absorbing the additional costs. The Alliance is working with the government and private sector in introducing a digital solution to enable better data collection and analytics as a basis for a modern risk management system, reducing the volume of inspections. The Alliance is also supporting an upgrade of Uganda's trade information portal to

bolster MSME trade and to strengthen interagency coordination. The project is known as RUSH (Re-engineering Uganda's Sanitary and Phyto-sanitary Inspection of Horticulture Exports).

During 2022, the Alliance supported government officials in developing checklists to improve inspection procedures and in 'training of trainers' on best practices in cargo handling. As part of this process, representatives from key public and private sector stakeholders visited Turkey for training in cargo operations and to learn more about the benefits of greater automation and other efficiencies.

## ZAMBIA



REGULATORY REFORM



PROCESS REINFORCEMENT

## TFA Articles

- 10.6 Use of Customs Brokers

As in neighboring Malawi, the absence of a proper licensing framework and accreditation programme for customs clearing agents creates inconsistencies and errors in documentation, leading to high levels of physical inspection and delays at the border, and a lack of trust between government and traders that undermines the country's competitiveness.

Throughout 2022, the Alliance continued working with the Zambia

Revenue Authority and private sector partners in implementing a new licensing framework involving training and formal examinations for clearing agents to ensure greater capacity in the clearing agent industry, and consistency in the treatment of goods at the country's borders. Some 200 agents have signed up for online training, and the new regulations will come into force following ministerial approval in 2023.

## ASIA &amp; THE PACIFIC

## BANGLADESH



DIGITALISATION



PROCESS OPTIMISATION

## TFA Articles

- 7.2 Electronic Payment
- 7.9 Perishable Goods
- 8 Border Agency Cooperation

Bhomra Land Port, the nearest border crossing between Bangladesh and the north India metropolis of Kolkata, is a busy spot, with more than 450 trucks on average parked up there every day. Following completion of the two-storey Padma Bridge in 2022, the port is set to become even busier. The bridge shaves 70km off the journey from the Bangladesh capital, Dhaka, but more importantly it replaces erratic ferry crossings for truckers who may have been forced to wait for days to cross. Determined to avoid the port becoming the new bottleneck to trade, which would undermine the considerable investment in the new bridge, the government and private sector are

working together in digitalising Bhomra Land Port's management system, enabling the elimination of cumbersome, paper-based procedures.

In 2022, the Alliance furthered the project by signing a Memorandum of Understanding with the Economic Relations Division of the Ministry of Finance and conducting the baseline study. This allows measurement of time and costs impacts following the introduction of the new system and preparing the way for significant developments in the near term.



## CAMBODIA



DIGITALISATION



PROCESS REFORM

## TFA Articles

- 1 Publication and availability of information
- 7.1 Pre-arrival processing
- 7.4 Risk management
- 8.2 Border agency cooperation

E-commerce has exploded in recent years and is showing no sign of slowdown. Global e-commerce sales were worth around US \$ 5.2 trillion in 2021, a figure projected to grow by 56% to about US \$ 8.1 trillion by 2026.

In theory, this means any business with the right product at the right price should be able to sell it anywhere in the world. But the reality is very different – especially for micro, small and medium-sized enterprises (MSMEs) lacking the resources to benefit from international trade.

Trade reform and digitalisation can make a difference: MSMEs represent 99% of Cambodia's private sector but account for only 10% of exports, compared to around 30% in other countries in the region.

The Alliance is supporting Cambodia Customs and Cambodia Post in linking their electronic systems for cross-border clearance of small postal packages, making low-value shipments easier,

quicker, and more cost-effective. In tandem, the Alliance is working with the Cambodia Women Entrepreneurs Association to build an online portal, providing information and logistics services to help businesses – particularly the 65% of MSMEs that are women owned or led – in accessing global trade. The project also aims to strengthen the export readiness of MSMEs seeking to ship goods internationally, upscaling their efforts through the Small Package Exporter Champions (SPEC) programme.

In July 2022, the Government signed the official regulation sanctioning the formation of the steering committee, comprising Ministry of Commerce, Cambodian Customs, Cambodia Post and private sector stakeholders to oversee and provide strategic guidance for implementing various key components and activities of the project.

## THAILAND



DIGITALISATION



PROCESS OPTIMISATION

## TFA Articles

- 7.9 Perishable Goods
- 10.1 Formalities and Documentation Requirements
- 10.4 Single Window

The agri-food sector plays a key role in Thailand's economy, representing 8% of GDP and employing roughly 6.4 million people – almost one-third of the total labour force. The Department of Agriculture (DOA) has already taken significant steps towards the adoption of electronic phytosanitary certificates, or ePhytos, but it has yet to connect to the International Plant Protection Convention (IPPC) ePhyto Hub, which will enable it to exchange these vital documents with many of its main trading partners, including Australia and the United States. The Alliance is supporting the government and the local private sector in fully implementing the IPPC ePhyto Solution. As well as upgrading the relevant technology, the project involves training government officials and traders in adapting to the new service.

The project made significant progress throughout 2022, culminating in successful pilot ePhyto test exchanges with Argentina, Fiji, Australia, New Zealand, Chile, United States, France, South Korea and Morocco. Local private sector agri-business groups also held an online event facilitated by the Alliance to raise awareness of the benefits of ePhyto transition, engaging with a key DOA official. The Department of Agriculture, National Bureau of Agricultural Commodity and Food Standards, Thai Customs Department and National Telecom Public Company have collaborated closely throughout the course of the project. This cooperation has eased technical implementation and will help in sustaining future private sector adoption.



## VIETNAM



## TFA Articles

- 7.1 Pre-arrival Processing
- 7.3 Separation of Release
- 7.8 Expedited Shipments
- 10.1 Formalities and Documentation Requirements
- 10.9 Temporary Admission of Goods and Inward and Outward Processing
- 11.6 Freedom of Transit



DIGITALISATION



PROCESS REFORM



REGULATORY REFORM

Certificates of Origin are an essential and universal document in international trade as they determine the duties owed to the government. In Vietnam, there has been broad recognition of the need to modernise the process to issue Certificates of Origin and verify the origin of goods. Following extensive consultation with the Government, as well as local and global businesses, the Alliance helped in identifying key reform possibilities.

The Alliance has engaged with the General Department of Customs (GDVC) and the private sector in identifying possibilities for digitalising and reforming current issuance procedures. This would lower the time and cost of trade while also strengthening transparency and traceability. Following this, in

September 2022 GDVC produced a draft circular, recommending several initiatives to tackle identified bottlenecks to trade, including the treatment of documentary errors and the adoption of clearer language to describe the timelines for inspections and issuance of certificates.

There is broad private sector consensus – expressed in a public private dialogue organised by the Alliance and in other forums, that implementing the proposals would improve the business environment for traders of all sizes, including micro, small and medium-sized enterprises (MSMEs), better integrating them into global supply chains. As of end-2022, the GDVC was studying the circular.

## FIJI



## TFA Articles

- 7.1 Pre-arrival Processing
- 7.9 Perishable Goods
- 10.1 Formalities and Documentation Requirements



DIGITALISATION



PROCESS OPTIMISATION

Agriculture is an important contributor to income generation and food security in Fiji, accounting for 8.1% of GDP in 2021, supporting 83% of rural dwellers and 27% of the total population. The sector's importance has become even more apparent since the island's lucrative tourism market collapsed due to widespread travel restrictions during the COVID-19 pandemic.

In July 2020, Fiji became one of the first countries in the region to adopt electronic phytosanitary certificates, or ePhytos, but exchanges were confined to New Zealand. The Alliance is supporting the island in taking the final steps in fully integrating into the International Plant Protection Convention (IPPC) ePhyto Hub, enabling the exchange of necessary export and import certification with key markets quickly, accurately, and at low cost.

Implementation forms part of a broader government strategy designed to increase agri-food trade, complementing its single biggest export product, raw sugar. Micro, small and medium-sized enterprises (MSMEs) produce crops such as papayas, pineapples, and mangoes in low volumes, with little of it exported.

The Alliance is working with the Biosecurity Authority of Fiji (BAF) and the local private sector in connecting

traders to the enhanced ePhyto system, providing appropriate training and assisting BAF in reviewing and revising its practices to optimise digitalisation.

The initiative aims to improve planning for the arrival and clearance of plants and plant products from Fiji when they arrive at their destination countries; expedite the clearance of produce from ports; allow faster more cost-effective completion of required certification; automate the process for issuing ePhytos to non-registered traders; and enable the quick replacement of erroneous paperwork.

During 2022, the public private partnership driving this initiative set up a steering committee to oversee progress. Both sectors participated in training and early testing of the new system. Change management training concluded in several BAF district offices, with strong satisfaction recorded among participants working with new training manuals following the installation of the necessary IT equipment. The Alliance also launched an awareness campaign comprising workshops and information meetings to inform private sector of the benefits and encourage early adoption.

## INDONESIA

PROCESS  
REFORM

## TFA Articles

## 7.4 Risk management



Indonesia's fish imports, mainly mackerel, sardines, and tuna, are treated as high-risk by the Fish Quarantine and Inspection Agency (FQIA) of the Ministry of Marine Affairs and Fisheries. High-risk imports face physical inspection and are kept in storage for up to 13 days pending release. Aside from the direct costs of storage and mandatory laboratory testing, there is risk of spoilage. The Alliance is working with FQIA and private sector partners to improve the effectiveness of import controls and inspections by improving risk management practices, reducing time and costs for importers while enhancing the efficiency and effectiveness of inspection processes.

In 2022, the Alliance officially launched the project designed to reduce inspections from 100% to 60%, resulting in significant time and cost savings for importers. The initial groundwork included a review of key indicators, existing legislation, guidelines, and current operating procedures. A steering committee was formed, and its composition confirmed. The Alliance also helped formulate a private sector engagement strategy, completed a stakeholder survey, and a Gender Equality and Social Inclusion assessment.

## LATIN AMERICA &amp; THE CARIBBEAN

## COLOMBIA



DIGITALISATION

PROCESS  
OPTIMISATION

## TFA Articles

- 7.4 Risk Management
- 7.9 Perishable Goods
- 8 Border Agency Cooperation
- 10.1 Formalities and Documentation Requirements

Colombia relies heavily on physical inspections of imports and exports of agricultural and livestock products, creating delays at borders and ramping up time and costs for traders. The Alliance is working with public sector bodies, including the main agri-food enforcement agency, the Institute of Agriculture and Livestock (ICA), and private sector stakeholders in introducing modern risk management to optimize resources, make intelligent decisions based on data, and reduce

the rate of inspections for low-risk products. The Alliance is also supporting ICA in adopting the International Plant Protection Convention (IPPC) ePhyto Solution, substituting paper-based procedures with the seamless exchange of electronic phytosanitary certificates (ePhytos). This includes an extensive training programme for both public and private sector stakeholders on best practices in risk management and in operating electronic phytosanitary certification.

## ECUADOR



DIGITALISATION

PROCESS  
OPTIMISATION

## TFA Articles

- 7.1 Pre-arrival Processing
- 7.9 Perishable Goods
- 10.1 Formalities and Documentation Requirements
- 10.4 Single Window

Many key trade procedures in Ecuador remain paper-based, requiring in-person interactions and submission of multiple documents. The Alliance is supporting the government in upgrading and adding new e-services to the country's Single Window, known as VUE while also developing new management systems in agricultural testing laboratories to increase capacity and simplifying the process to register and certify food products. Agri-food producers can expect significant time and cost savings on exports while also benefiting from easier importation of fertilisers, machinery, and aquaculture inputs. MSMEs represent almost 100% of Ecuador's private sector but only 3% of these businesses export their goods. MSMEs have consistently cited non-

tariff barriers such as compliance with sanitary standards and cumbersome rules governing certificates of origin, as significant obstacles to trade - this project aims to make it easier for them to break into global markets.

During 2022, the Alliance supported the planned upgrade of VUE, adding e-services and providing training on the new operations. Also, following extensive consultations with government agencies, including three public private dialogues (PPDs) facilitated by the Alliance, private sector stakeholders had significant input into recommending specific improvements in agricultural testing and sanitary controls to inform best practice in future reforms.





## LATIN AMERICA & THE CARIBBEAN

### GUATEMALA



**TFA Articles**

- 8 Border Agency Cooperation
- 10.1 Formalities and Documentation Requirements
- 10.3 Use of international standards



DIGITALISATION



PROCESS OPTIMISATION

Arrival and departure processing at Guatemala's main ports require shipping agents to make multiple in-person visits to comply with paper-based formalities, slowing port operations and clearance times. This increases the time and cost of doing business. The Alliance is partnering with the public and private sectors in Guatemala in automating these procedures, creating greater uniformity and efficiency in line with international standards.

In 2022, following a cost-benefit analysis to quantify the advantages of the modernisation, the project team made significant progress towards ensuring 100% of all vessel arrivals and departures will be electronically registered on a new digital platform. The team also validated new standard operating procedures with the five responsible government agencies and provided legal support for their official adoption.

### REGIONAL

**TFA Articles**

- 2 Opportunity to Comment, Information Before Entry into Force and Consultations
- 7 Trade Facilitation Measures for Authorised Operators
- 12 Customs Cooperation



DIGITALISATION



PROCESS REFORM



PROCESS REINFORCEMENT

Increased intra-regional trade across Latin America and the Caribbean is highlighting opportunities for improvement in cross-border management. To relieve pressure from growing volumes at border crossings, the Alliance is working with 11 countries in introducing an Authorised Economic Operator (AEO) Regional Recognition Arrangement – the most extensive in the world outside of the European Union. Companies with AEO status will benefit from reduced inspections on goods and quicker clearance times at borders, allowing Customs to focus greater attention on unknown high-risk cargo, making their operations more

efficient and strengthening security. A regional arrangement enables mutual recognition of a company's AEO status across all participating countries, reducing paperwork for both traders and Customs.

During 2022, this initiative took a giant step forward when 11 countries formally signed up to this ambitious arrangement, giving preferential market access to AEO companies. The endorsement involves Customs administrations from Argentina, Bolivia, Brazil, Colombia, Costa Rica, Chile, Dominican Republic, Guatemala, Paraguay, Peru, and Uruguay.

## MIDDLE EAST & NORTH AFRICA

### JORDAN



**TFA Articles**

- 2.2 Consultations
- 8 Border Agency Cooperation
- 10.1 Formalities and Documentation Requirements
- 10.4 Single Window



DIGITALISATION



PROCESS REFORM



PROCESS OPTIMISATION



PROCESS REINFORCEMENT

The Alliance is supporting the introduction of electronic certificates of origin (eCOs) - vital international trade records certifying that goods in a particular export shipment are obtained, produced, manufactured, or processed in a specific country.

A new online system will be integrated into the country's Single Window, providing secure transmission and

verification by Customs. This will speed up customs clearance, eliminating unnecessary administrative overheads and related expenditures. Working with the government and the private sector, the Alliance is helping to digitalise the current paper-based system. An electronic platform will save all stakeholders time and money and is expected to be particularly beneficial for MSMEs.

TODAY 75.6%

2023 - 2024

82.6%

16 Feb 2023 - 31 Dec 2024

+7.0%



## 5. ADVANCING TFA IMPLEMENTATION

- Advancing TFA implementation / **PAGE 39**
- Harnessing digitalisation / **PAGE 40**
- Measuring results / **PAGE 41**

# ADVANCING TFA IMPLEMENTATION



The invasion of Ukraine in February 2022 sent shockwaves around a global economy still reeling from the effects on supply chains of the COVID-19 pandemic. With developing countries and least developed countries bearing the brunt of surging energy costs and soaring debt repayments, there has never been a more urgent need to support every effort to strengthen resilience.

The signatories of the Trade Facilitation Agreement (TFA) envisioned its potential to improve and transform the lives and expectations of millions of people, particularly in developing and least developed countries. The Alliance is continuing to play its part in driving forward momentum towards realising trade facilitation goals. All our projects address specific TFA articles to deliver concrete, measurable, sustainable benefits to governments and to businesses of every size, demonstrating the practical impact of TFA implementation. TFA implementation drives economic growth, building resilience while helping to combat the negative effects of climate change.

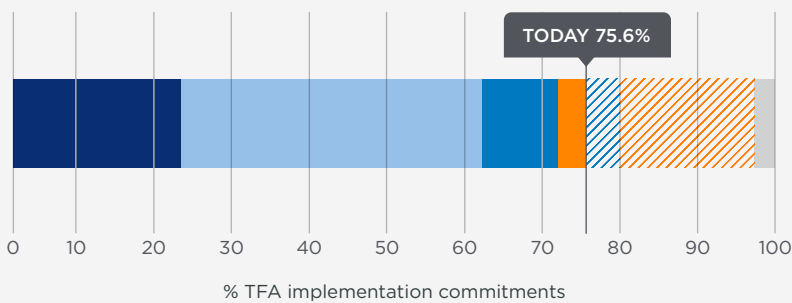
For example, documentation for a single shipment can involve up to 50 sheets of paper for presentation at various stages of a cargo journey. In

working towards eliminating manual processes through digitalisation, the Alliance is not only reducing the time and cost of trade, but also helping to reduce deforestation and landfill waste.

Similarly, over three million electronic phytosanitary, or ePhyto, certificates have been exchanged through the International Plant Protection Convention (IPPC) ePhyto-Hub since piloting began in 2017, saving at least one piece of paper with every transaction. Partnering with the IPPC, the Alliance has supported countries in introducing the IPPC ePhyto Solution in several countries, which also helps in eliminating emissions created by trader journeys to government offices to collect certificates and make payments.

## Global implementation commitments

Implementation commitments according to notification data



The TFA gives developing countries and least developed countries (LDCs) the option to have more time to implement the agreement and to request technical assistance and support for capacity building. They must notify these choices using A, B and C categories:

**Category A** - a provision notified under this category means that it is deemed implemented

**Category B** - a provision notified under this category means that the country requires more time to implement it

**Category C** - a provision notified under this category means the country needs more time as well as technical assistance and support

Source: Trade Facilitation Agreement Database (TFAD) [www.tfadatabase.org](http://www.tfadatabase.org)

## HARNESSING THE POWER OF DIGITALISATION

Digitalisation in its many forms plays a key role in helping to combat red tape at borders, streamlining processes to make trade simpler, faster, more predictable, transparent, and cost-effective.

The transformative power of digitalisation runs through many Alliance projects but introducing innovative technology alone will not have the desired impacts. Successful implementation requires leadership, public-private sector buy-in, training, and in some cases, legislative reform.

Technical implementation also involves process rationalisation, software development and/or customisation, infrastructure installation or upgrades, hardware, and software provision, and supports. The Alliance invests about half of its project funds into digitalisation-related projects.

For example, by harnessing the possibilities of digitalisation, through public-private partnership the Alliance is modernising manual documentation processes. This produces time and cost savings for stakeholders in many industry sectors, including agri-food, healthcare, and consumer goods.

Employing various modernising techniques - including the interfacing of controlling agencies to local Single Window systems and enhancing risk management systems at ports - can save traders time and cost while enhancing the effectiveness of customs and other government agencies.

The Alliance uses flexible digitalisation techniques and applications in overcoming diverse obstacles to trade across the world.

### Bangladesh

In Bangladesh, for example, truck drivers are used to long wait times at Bhomra Land Port on Bangladesh's border with India, where customs clearance can take almost five hours on any given day. Everything from verifying a driving licence and vehicle registration to generating bills and collecting payment are handled manually.

Adding to the delays and costs caused by paper-based processes,

traders must make time-consuming trips to the bank to pay service fees and taxes to the Bhomra Land Port Authority (BLPA) or Bangladeshi Customs. As a result, more than 450 trucks a day on average are parked for hours, many of them delivering perishable goods.

### Guatemala

In Guatemala, updates to trade processes at the country's four main ports are delivering new efficiencies, with benefits that can flow across its economy: Port arrival and departure processes traditionally have required shipping agents and ships' captains to make multiple in-person visits to satisfy a range of paper-based formalities, slowing inspection and clearance times, and stalling shipments because of inadequate inter-agency coordination.

By re-engineering business processes and introducing automated systems to manage port arrivals and departures, this project is aiming to reduce the time and cost of trade, ultimately boosting economic competitiveness.

The project also aims to produce greater uniformity across government agencies in terms of the type of documents required at the country's four main ports, while also designing and implementing a new Information Technology platform to centralise shipping documentation.

### Cambodia

The Alliance is also supporting Cambodia Post and the Customs authority in boosting e-commerce opportunities for micro, small and medium-sized enterprises (MSMEs) by linking their respective electronic systems for processing export clearances of small packages. In parallel, we are helping to establish an 'e-Trade One-Stop Service Portal', enabling MSMEs to better navigate necessary rules and regulations for cross-border trade.



The terms digitisation and digitalisation are often confused. **Digitisation** involves converting paper-based information - documents, photographs - to a digital format. **Digitalisation** is about much more than this - it is about integrating Information Technology into an existing manual environment, changing the way people work. The Alliance advocates and works towards true digitalisation.

Both entities have electronic systems for handling small parcel clearances, but a lack of integration means that Customs declarations remain in paper format and must be filed and processed by hand.

Linking the two systems will reduce the time and cost of filing and obtaining Customs clearances, encouraging more MSMEs into global trade. Increased transparency around Customs processes and tariffs applying to small package shipments will further incentivise this process.

Raising the MSME share of Cambodia's exports from 10% to the 30% seen in other Southeast Asian countries could add as much as US\$ 3.5 billion a year to the national economy.



**World exports of digitally delivered services have tripled since 2005, outpacing goods exports and reaching an estimated value of US\$ 3.8 trillion in 2021.**

Source: UNCTAD





# THE IMPORTANCE OF TOTAL MEASUREMENT

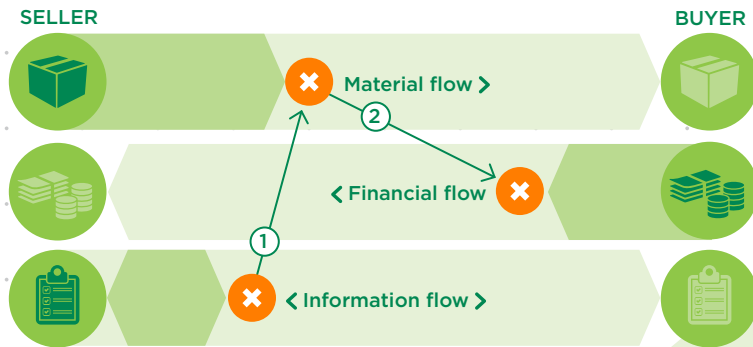
Accurate, standardised measurement is essential for assessing the impact of projects and the differences they make in improving people's lives, both quantitative and qualitative.

To capture the benefits of trade facilitation, the Alliance applies various tools; including standard Business Process Analysis (BPA) and our bespoke Total Trade and Logistics Cost (TTLIC) methodology, originally developed by A.P. Møller-Maersk A/S.

The Alliance has drawn important lessons in implementing and completing an increasing number of projects, enabling our dedicated measurement teams to refine our methodology and to develop new ways of measuring the potential and realised benefits of trade facilitation on the time and cost of trade.

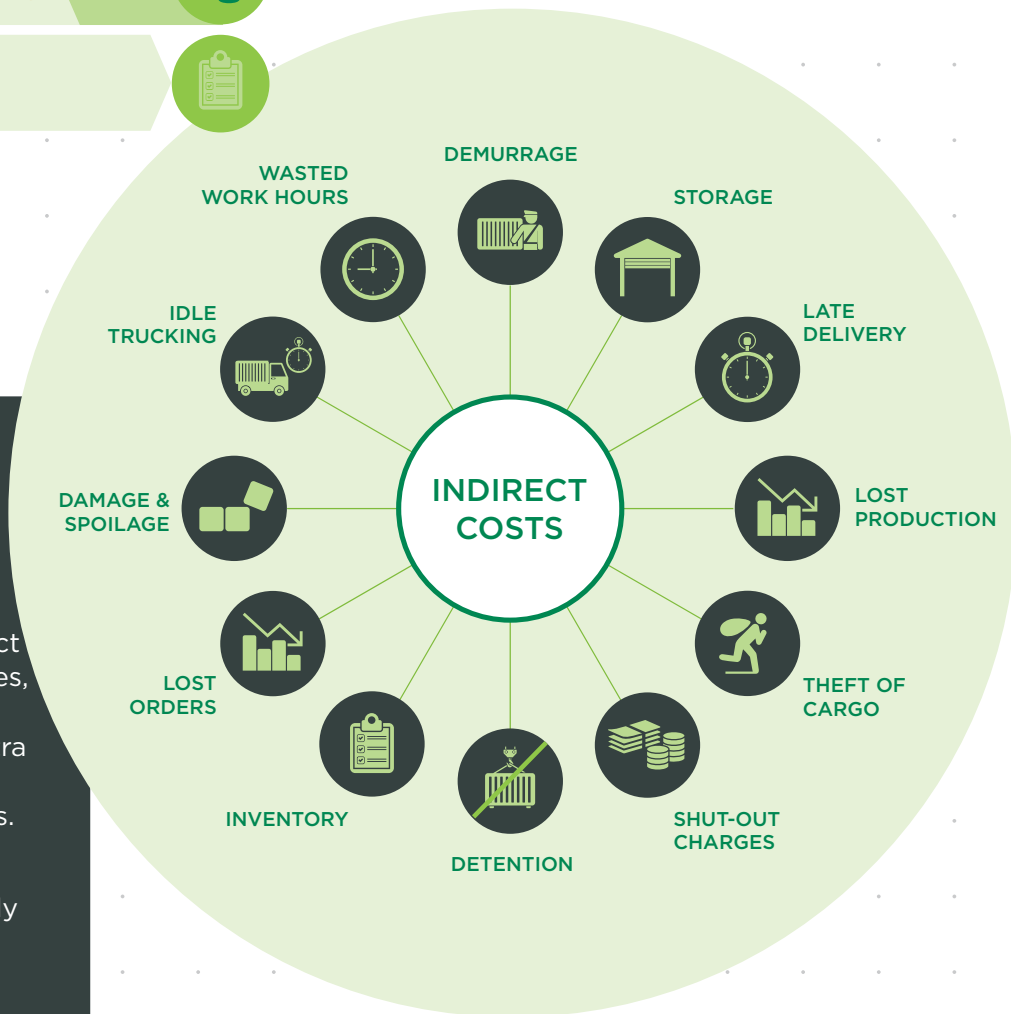
Impacts on time and cost are analysed from the perspective of three supply chain flows: the material

flow of goods, the financial flow of payments, and the information flow of trade-related documentation. Though separate, they are interlinked and sub-optimal operation in any of these can slow down the entire process.



1. The interrupted **information flow** (for example missing trade documents for customs clearance) will interrupt the **material flow** of goods.
2. If goods cannot leave or enter another country, the buyer of the goods will defer payment - therefore the **financial flow** is interrupted.

We pay particular attention to measuring the impacts that faster, more reliable obtention and transmission of information have on cross-border trade. This includes capturing the indirect costs of delays and long lead times, such as wasted work hours, late delivery penalties, lost orders, extra storage and inventory costs, and demurrage and detention charges. Such indirect costs have cascading effects and can severely impact supply chains, drive up production costs and hurt the reputations of both importers and exporters, significantly eroding trade competitiveness.



## 6. FINANCIAL SUMMARY

- 2022 Financial Summary / PAGE 43

## 2022 FINANCIAL SUMMARY

INCOME		US\$
<b>Donor contribution</b>		13,695,111
EXPENDITURE		
<b>Work stream 1:</b> Creating public private partnerships and multi-stakeholder dialogues		2,260,083
<b>Work stream 2:</b> Delivering commercially-measurable trade facilitation reforms (in-country projects)		10,466,679
<b>Work stream 3:</b> Measuring results and building trade facilitation knowledge		968,349
<b>TOTAL</b>		<b>13,695,111</b>




## Global Alliance for Trade Facilitation Annual Report 2022

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To get involved or for more information, please contact us at

**[info@tradefacilitation.org](mailto:info@tradefacilitation.org)**  
**[www.tradefacilitation.org](http://www.tradefacilitation.org)**

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