



GLOBAL ALLIANCE
FOR TRADE FACILITATION



Annual Report 2024





CONTENTS



1. Introduction

Letter from Our Director	5
Year in Review	6
Purpose, Vision and Mission	7
Theory of Change	8

2. Trade and Development

Supply Chain Resilience	10-12
- Ukraine	10
- Bangladesh	11
- Tunisia, Latin America	12
We Mean Business	13-14
Anatomy of an Alliance Project	15
The Importance of Measurement	16-18

3. Addressing Global Challenges

Healthcare	20-21
Food Security	22
Greening Trade	23

4. Projects in Implementation 2024

Where We Work	25
Projects in Progress	26-29

5. Governance

Donors, Host Organisations & Secretariat	31
Private Sector Partners	32
Steering Group	33

6. Financial Summary

Financial Summary	35
Contact Information	36



“

More efficient trade will
always make sense.



Introduction



Letter from Our Director	5
Year in Review	6
Purpose, Vision, and Mission	7
Theory of Change	8



Philippe Isler
Director

Global trade continues to evolve, shaped by the shifting geopolitical dynamics contributing to tensions and uncertainty. And yet, trade volumes continue to increase, and trade remains a cornerstone of economic growth across much of the world. Against this backdrop, our work in supporting developing countries in streamlining their trade processes remains more important and relevant than ever.

We do not control the political environment, and we certainly cannot predict how the trading ecosystem might look into the future, but making trade more efficient will always make sense. Why maintain outdated, paper-based procedures or incur unnecessary storage charges when faster, predictable, and cost-effective border clearance is within reach?

The Alliance is a truly unique initiative. Our strong private sector network, operational agility, and a commitment to measuring results sets us apart within the Development Aid ecosystem. Empowering private enterprise helps business thrive, leading to economic growth.

Our public-private partnership approach, built on a robust yet lean governance structure, our entrepreneurial spirit, and our perseverance in sometimes complex environments, provides space and opportunity for governments, businesses of all sizes, and benefits consumers.

Ten years ago, we were founded to support governments and businesses committed to facilitating legitimate trade. Today, we have a record of success and an increasing demand for our solutions.

We are now present in 31 countries, engage with 48 multinational companies, support around 1,720 local MSMEs, and we have saved over US\$ 213 million in trading costs – multiples of the amounts invested.

More efficient trade will always make sense. After all, why maintain outdated, paper-based procedures or incur unnecessary storage charges when faster, predictable, and cost-effective border clearance is within reach?

Our strong record of delivery across the world over the past decade reflects an ability to be targeted yet flexible, visionary yet pragmatic, structured yet innovative, and collaborative yet tenacious.

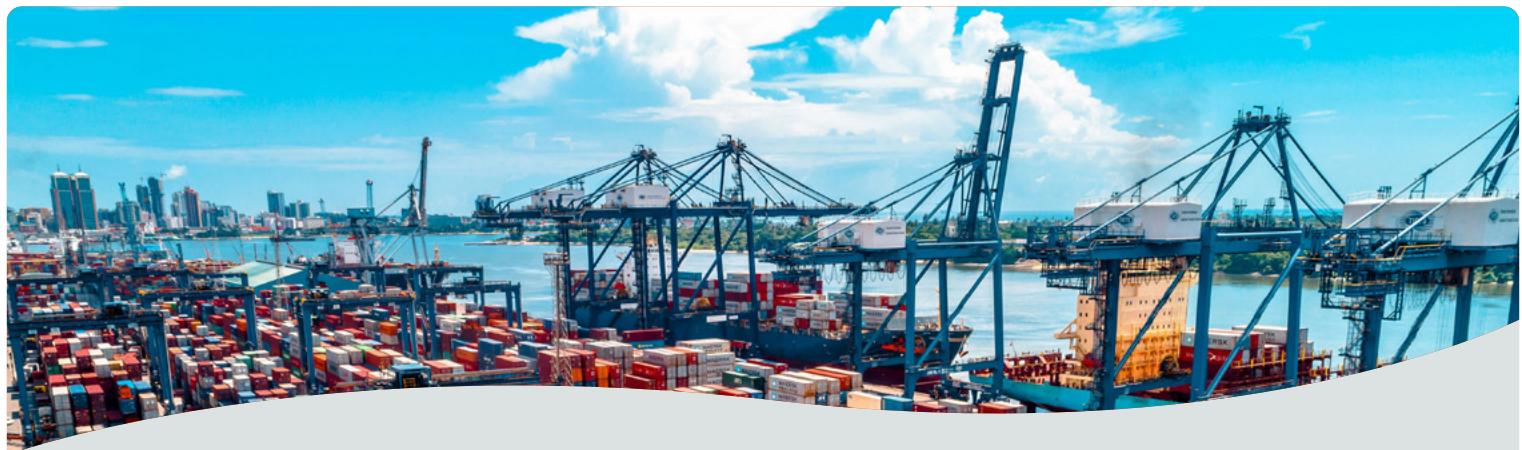
Looking ahead, new technology presents unprecedented opportunities to strengthen supply chains, rationalising outdated practices to help create the conditions for developing countries and LDCs to take full advantage of existing world markets and emerging regional trade blocs.

Regardless of the future direction of global trade, technological advances continue to promise exciting opportunities. Innovations such as Artificial Intelligence coupled with the Internet of Things, tracking & tracing, data mapping, and risk management offer the prospect of unprecedented time and cost savings in all aspects of trade.

International trade patterns are always shifting but our commitment to making trade as simple, secure, and cost-effective as possible remains unchanged, reflecting the best interests of countries, businesses, and consumers. Finally, given the tightening constraints on international aid budgets, moving humanitarian goods across borders as efficiently as possible has taken on even greater urgency.

We are very grateful for the sustained financial support from our donor partners, and I would like to extend a warm welcome to Sweden and the European Union, for joining Canada and Germany as Alliance core donors. I would also like to acknowledge the previous strong backing from the United States, which made our progress possible.

I hope you enjoy this report and share it widely.



YEAR IN REVIEW

Key figures 2024

- **1,720** MSMEs
- **556** Chambers of Commerce & Associations
- **125** Public-Private Dialogues
- **48** Global Business Partners



Women Participants
in Public-Private
Dialogues

Total business contributions:
US\$ 17 million

25 Project countries

18 Projects in implementation

8 New projects

6 Projects completed

3 New Global Business Partners

[240% ROI]

US\$ 213 million **Savings**



Our Purpose

To drive economic growth and opportunity for everyone by boosting international trade.



Our Vision

A world where cross-border trade is simple, safe, and inclusive.



Our Mission

To deliver targeted and measurable trade facilitation reforms through public-private partnership in developing countries.



Trade Facilitation: Our Theory of Change

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, streamlining international trade processes, and strengthening supply chain resiliency.

By emphasising digitalisation and focusing on practical, targeted, and measurable reforms, Alliance projects enable businesses to trade more easily in an environment where resource-poor micro, small and medium enterprises (MSMEs) stand to gain most.

Modernising trade procedures strengthens border management, encouraging legitimate trade while safeguarding consumers. Alliance projects boost trade competitiveness and business conditions, driving inclusive economic growth and poverty reduction.

Recognising the pivotal role of the private sector in generating employment, contributing to government revenues, and serving as a vital supplier of essential goods and services, businesses are integral to the success of every Alliance project. Their inputs are evident throughout the Alliance project lifecycle, from scoping to implementation, to post-completion sustainability.

“

The issue is that there isn't enough money in government coffers, Multilateral Development Banks or philanthropies to address the multitude of challenges that we're facing. So, the private sector has to bring its capital, ingenuity, people and technology to the table.

Ajay Banga

President of the World Bank

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.



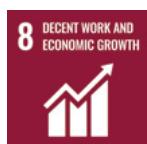
Goal 1: End poverty in all its forms everywhere



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



Reducing time and cost of trade

Increased trade, investment and jobs

Inclusive economic growth and poverty reduction

Trade and Development



Supply Chain Resilience	10-12
- Ukraine	10
- Bangladesh	11
- Tunisia, Latin America	12
We Mean Business	13-14
Anatomy of an Alliance Project	15
The Importance of Measurement	16-18

“

Flexible, efficient, resilient supply chains are vital for the predictable flow of goods.

Building Supply Chain Resilience

Thriving economies depend on strong, adaptable supply chains to maintain a reliable flow of goods – especially during times of crisis or uncertainty.

With a focus on digitalisation in modernising border processes, our solutions strengthen supply chains, mitigate risks, and improve efficiency. This ensures safer access to essential goods, including vital foodstuffs and critical healthcare supplies.

Working with low and middle-income countries in streamlining trade processes drives economic growth, makes them more attractive to investors and broadens sourcing opportunities for customers.

Ukraine

Successfully digitalising key aspects of war-torn Ukraine's food supply chain in 2024 further validates our partnership approach and the importance countries place on trade facilitation, even in the most challenging circumstances.

Ukraine is among the world's top agricultural producers and a major international trader in commodities requiring phytosanitary certificates. A top exporter of oil seeds and grains, it plays a major role in supplying these goods to many countries, especially low and middle-income countries.

The Alliance worked with government agencies and the private sector to support Ukraine's integration into the International Plant Protection Convention (IPPC) ePhyto Hub, enabling seamless electronic phytosanitary certificate exchange with 134 countries, including all its main trading partners.

The ePhyto solution enables the harmonised transfer of certificates quickly, accurately and at low cost,

Among other benefits for business, strengthening supply chains allows better inventory management, reducing storage costs and improving cash flow. Predictability also creates a competitive edge, enhancing consumer satisfaction and with it, the prospect of increased sales.

We leverage a range of digital tools and automating techniques to accelerate border processes, enhancing transparency while reducing vulnerabilities and disruptions. Through strong public-private partnerships, we ensure project goals are met rapidly and efficiently.

mitigating the risk of damage, loss or errors while also easing the administrative burden on both border agencies and business. Its introduction will have measurable short and long-term benefits for Ukraine and global food security, including:

- Reducing the difficulties associated with the exchange of paper certificates.
- Improving scheduling and planning for the arrival and clearance of plants and plant products.
- Reducing delays in receiving replacement phytosanitary certificates.
- Enabling the more efficient storage, management, and access to electronic information.
- Decreasing the time to process phytosanitary certificate applications.
- Streamlining border procedures.



Bangladesh

In Bangladesh, inefficient paper-based processes often contributed to long delays and impeded throughput at the busy Bhomra Land Port, the nearest commercial border crossing with Kolkata, India.

In 2024 the Alliance successfully supported the Bangladesh Land Port Authority and the private sector in introducing an ePort management system at Bhomra. Digitalising many of the steps that were ramping up the time and cost of trade, as well as undermining the country's competitiveness included:

- Introducing an e-payment system to facilitate online payments, eliminating the requirement to pay in person at designated offices.
- Implementing an automated port-billing feature, streamlining bill generation to improve speed and accuracy.
- Enabling traders and C&F agents to track consignments online, eliminating the need for constant physical contact to verify truck movements.
- Creating unprecedented levels of trust through facilitating extensive engagement, training and workshops involving BLPA officials, C&F agents, and importers/exporters.
- Building a successful template for roll-out to the country's 22 other land ports.



“

The automation of Bhomra Land Port is not just a technological upgrade; it is a strategic move to enhance our economic infrastructure and streamline trade processes.

**Harunur Rashid, Director of Traffic
Bangladesh Land Port Authority (BLPA)**



Tunisia

Discretionary or inconsistent treatment of goods at borders discourages international trade, undermining business confidence and hampering economic growth. In Tunisia, exporters and importers identified variations in tariff classifications and determinations of origin for the same product across Customs posts and officials.

To address this, the Alliance has supported Tunisia in introducing an advance rulings mechanism, enabling traders to request a binding legal opinion before shipment covering how Customs would treat their goods. Such rulings are valid for at least a year.

Advance rulings boost supply chain resilience by enhancing trade predictability and reducing prospective disputes with Customs.

Early adopters are likely to come from automotive, chemical, pharmaceutical, and general manufacturing sectors where disputes often arise on tariff classification and origin.

The project, completed successfully in 2024, is expected to deliver:

- Faster processing of customs declarations.
- Fewer disputes over tariff classification and determination of origins on goods.
- Improved targeting of cargo due to advance information on imported goods.
- Fewer penalties for operators.
- A reduction in demurrage and warehouse storage fees.

Latin America

Individual Customs may award Authorised Economic Operator (AEO) status to companies that comply with prescribed supply chain security standards, conferring benefits such as reduced inspections on goods and quicker clearance times at borders.

The Alliance has supported 11 Latin American and Caribbean countries in taking this a step further by establishing Regional Recognition Arrangements (RRAs), affording favourable, mutual treatment for AEO companies across all member states.

The RRA means AEO status in one country applies across all 11 member states. Outside of the European Union, this is the largest arrangement of its kind in the world and full implementation would be an important building block towards economic integration in Latin America and for regional insertion into global value chains.

AEO companies can anticipate fewer physical and documentary checks and faster border clearance times across the region, with reduced costs. And customs agencies can concentrate more human and technical resources on higher-risk shipments.



We Mean Business

The Alliance's public-private partnership approach facilitates ongoing sustainable engagement among key stakeholders to formulate and implement jointly agreed solutions to identified problems.

Customs and other border agencies engage in a delicate balancing act, protecting their countries from multiple threats, while also maximising trade flows and revenue collection.

With billions of dollars of goods crossing borders each day, authorities require extensive private sector collaboration, rewarding compliance and penalising violations. Ensuring responsible, safe, and frictionless

trade is in everyone's best interests – countries, businesses, and consumers.

Self-regulation and informed consent have transformed international goods' transit and compliance methods, emphasising borders as a shared responsibility. Yet there remains plenty of scope for improvement, particularly in low and middle-income countries.

The Alliance continues to welcome new Global Business Partners to our network. Here, some new members share why they have chosen to join us.



Nesli Al Mufti, Global Trade Adviser, H&M Group, a global fashion and design company, with over 4,000 stores in more than 75 markets and online sales in 60 markets.

"Trade facilitation is extremely important to H&M. Faster customs clearance and less paperwork mean fewer shipping delays. If customs processes are slow, our collections may arrive late, missing key sales periods, leading to extra costs, and tying up cash in inventory. And with tariffs rising, we see trade facilitation as an important way to reduce costs."

"The Alliance operates in many of the low and middle-income countries where our products originate. Improving trade processes in these countries directly impacts our ability to move goods efficiently."

"H&M supports more digital trade initiatives, such as e-documents for customs, to reduce manual errors. Like the Alliance, our focus is on digital customs solutions, automation of trade processes, and sustainability."



Dr Mahmut Kobal is Global Head of Customs and International Trade at Beiersdorf, the global skincare company whose portfolio includes leading brands such as Nivea, Eucerin, La Prairie and Coppertone.

"Trade facilitation plays a crucial role in optimising our global supply chains and ensuring the seamless movement of goods across borders. We rely on efficient and transparent customs processes to reduce costs, improve lead times, and enhance service delivery for our customers, all underpinned by strong legal compliance."

"Facilitating trade enables us to stay competitive in an increasingly interconnected marketplace while contributing to economic growth and sustainability. It also enhances our ability to respond swiftly to market changes and regulatory developments."

"Partnering with the Alliance enables us to collaborate with key stakeholders to reduce trade barriers, streamline customs procedures, and adopt best practices that benefit not only our operations but also the broader global business community."



Keika Lee is Director Public and Regulatory Affairs at Inter IKEA Group, the iconic global home furnishing brand.

"Inter IKEA Group is responsible for everything from forest to warehouse, including materials, product development and global supply chains, working with about 700 suppliers worldwide.

"Our aim to have a positive impact on people and planet aligns with the Alliance focus on driving inclusive economic growth by supporting small businesses through reducing barriers to market access.

"We work directly with various governments, authorities and local stakeholders and view the Alliance's knowledge, best practices, and business network as a valuable adjunct in realising our goals. We believe we can work together in removing barriers to trade, enhancing public-private sector cooperation and ensuring reduced costs for everyone."



Cecilia Marryatt is Public Relations Manager at Alliance Global Business Partner ETG, a conglomerate with a diverse portfolio of assets spanning more than 45 countries.

"ETG's supply chain model relies heavily on trade facilitation, especially in emerging markets where sophisticated systems are often lacking.

"Efficient trade facilitation reduces time, cost, and risk, making it essential for maintaining operational fluidity. It also ensures transparency, which is extremely important to our Group, and contributes to economic growth in the markets we serve.

"Recognising the need for a structured agricultural supply chain in Africa to connect surplus goods to deficit regions, we have focused on addressing trade barriers affecting the movement of foodstuffs, initially in Africa and now expanding across the world, extending to other product categories.

"We believe our partnership with the Alliance assists in this effort, benefiting our company, the industries we support, and the communities we serve."



Anatomy of an Alliance Project

Technology has transformed trade in recent decades, but the persistence of outdated procedures and paper-based processes provides the Alliance with a steady pipeline of potential projects to evaluate.

Following rigorous assessment of the merits and anticipated impacts resulting from a project, our agile, yet robust governance structure enables quick decision-making, allowing us to begin approved projects quickly.

Our public-private partnership approach gives us a head start and provides a roadmap for success. Our projects all rely upon explicit government buy-in and a commitment to involve the private sector as equal partners throughout. They focus on implementing pragmatic, targeted improvements to identified blockages to trade.

After confirming initial diagnosis of the challenges and catalysing public-private sector engagement, we agree on fully costed, workable solutions. We track every project from inception to completion and beyond, monitoring progress, while focusing on ensuring our interventions are on schedule and on budget.

When complexities arise or we encounter unforeseeable circumstances, our role as a recognised impartial trade facilitation catalyst enables us to find appropriate solutions.

We engage with the various stakeholders, consult best practices, and when necessary, we adapt or pivot our approach to ensure that we achieve our objectives.

Trade facilitation projects can be unpredictable. Multiple stakeholders with varying objectives sometimes create blockages or activity without making real progress. Therefore, we strongly believe that our adaptability and pragmatism are key ingredients for success.

Also, there is a saying in the logistics sector that you cannot improve what you don't measure. This is why we place great emphasis on quantifying our impact as a core principle – demonstrating our commitment to meaningful change.



The Importance of Measurement

Comprehensive data measurement, both qualitative and quantitative, is essential to meeting project goals, for assessing impact and gathering knowledge to inform future improvements.

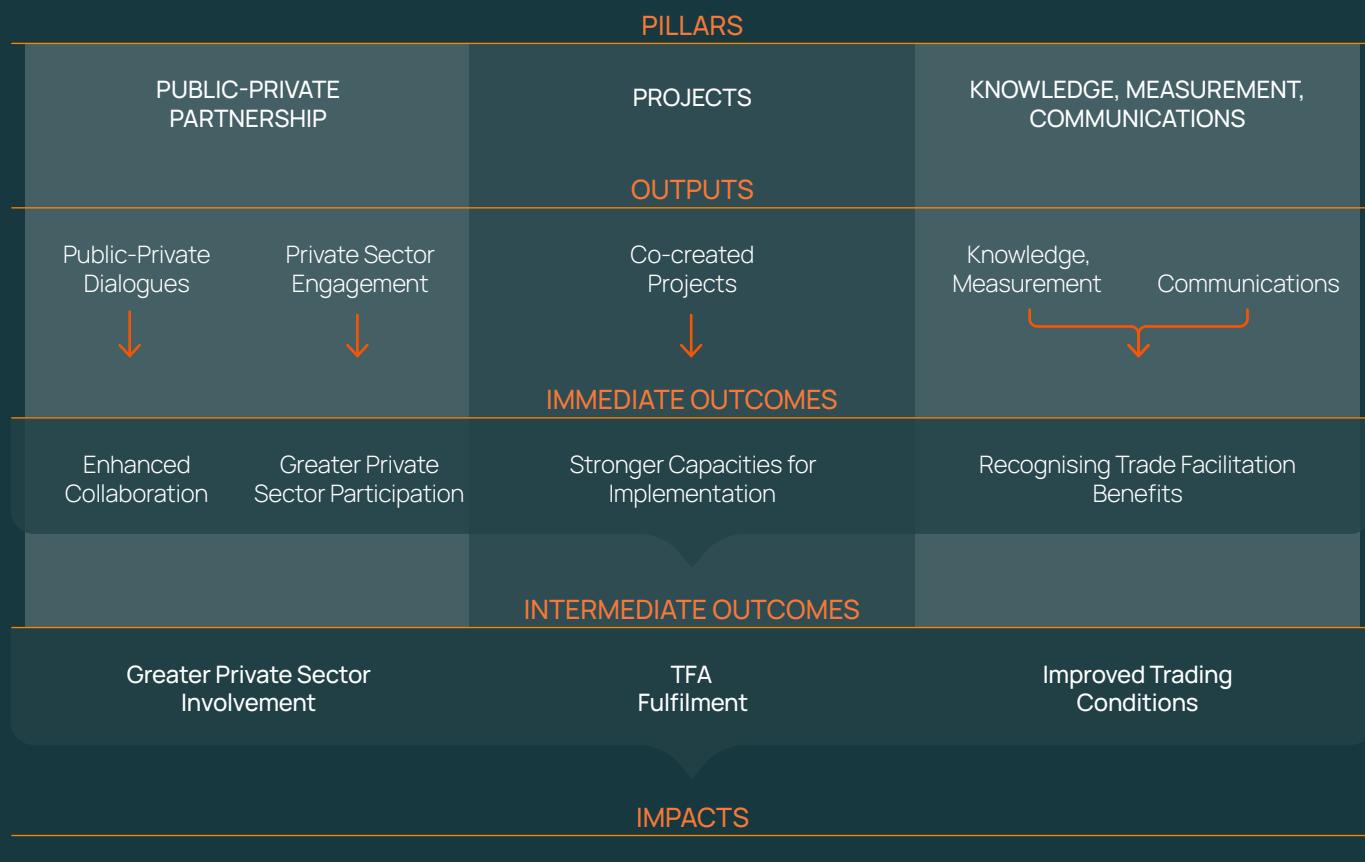
Monitoring and Evaluation (M&E)

M&E contributes to data-driven decision-making, accountability, and continuous knowledge acquisition. Standardised, systematic data collection ensures processes are clear, accessible, and efficient. Aligning with our Theory of Change – a guide to how projects will effect change and deliver benefits – M&E plays a pivotal role through:

- Planning for results: Mapping out how best to achieve agreed goals.
- Measuring results: Collecting and analysing data to track progress, identify gaps, and adjust for maximum effect.

- Reporting for accountability: Documenting outcomes through reports, dashboards, and case studies to show value to donors and stakeholders.
- Learning and adapting: Evaluating outcomes to gather lessons learned, improve future projects, and refine methods.

The Alliance Theory of Change



Metrics and Benchmarking (M&B)

Standardised measurement is essential for assessing the impact of projects and the differences they make in enhancing the business environment, both quantitatively and qualitatively.

We use various tools to capture the benefits of our projects, including Business Process Analysis (BPA) and our bespoke Total Trade and Logistics Cost (TTLC) methodology, originally developed by A.P. Møller Maersk A/S.

Based on extensive project experience, our dedicated measurement team has refined its work, including developing new ways of measuring the potential and realised benefits of trade facilitation on the time and

cost of trade. We analyse impacts from three supply chain flows:

- Material flow of goods.
- Financial flow of payments.
- Information flow on goods.

These flows are separate but interlinked – sub-optimal operation in any one of these can slow down the entire process or lead to unpredictable outcomes. Our projects may also generate significant impacts beyond time and cost savings. For instance, they may also improve border agency efficiency, allocating more resources to tackling illicit activities and enhancing consumer protection.

Indirect Costs

The Alliance pays particular attention to measuring the impacts of better data management and transmission on cross-border trade, including capturing indirect costs incurred by delays and long lead times, such as wasted work hours, late delivery penalties, lost orders, additional storage and inventory costs, and demurrage and detention charges.

Such indirect costs have cascading effects – potentially weakening supply chains, driving up production costs and incurring reputational damage, all of which may significantly erode business competitiveness.





Guatemala

Ready access to the Pacific Ocean and the Caribbean Sea, and relative proximity to the Panama Canal are among the many advantages Guatemala possesses in trading terms. The country's main ports are regarded as a strategic engine for national prosperity, but cumbersome, manual procedures have inhibited their potential.

To help change this situation, the Alliance has supported Guatemala in developing a digital Single Window system, known as VUMAR, automating the documentation procedures involved in arrivals and departures at the country's four main cargo ports and creating greater uniformity and efficiency in line with international standards.

Modernising business processes and introducing automated systems to manage port arrivals and departures has expedited turnaround, reduced costs, and lowered emissions.

Since its completion in 2024, the project has cut processing times by 85%, with projected annual savings of US\$ 4 million. Full implementation of the system could further enhance competitiveness by freeing up to 3,000 hours of berthing capacity every year.

Projected time and cost reduction



- Alleviated the administration burden.
- Built momentum for increased digitalisation.
- Helped level the playing field for MSMEs.



Addressing Global Challenges

Healthcare

Accelerating Delivery of Essential Products Together (ADEPT)

An Alliance-UNICEF Partnership

Every day, millions of lives around the world depend on the timely arrival of life-saving medical supplies, especially in low and middle-income countries.

Recognising the blockages that delay these supplies from reaching the people who need them most, the Alliance and UNICEF are partnering in the ADEPT programme, blending expertise, resources, and pioneering activities to streamline the movement of humanitarian and medical products into at least ten priority countries.

UNICEF, the United Nations' agency dedicated to providing humanitarian and developmental assistance

to children and adolescents worldwide, brings powerful logistical insights and a vast network of partners within the humanitarian sector. The Alliance, with its expertise in customs processes, regulatory frameworks, and digital solutions, provides the knowledge and tools to streamline the cross-border movement of critical goods.

We are working together with countries and the private sector to cut the time and cost involved in providing humanitarian relief, enabling shipments to move faster across borders to reach those in need as quickly and cost-effectively as possible.



Early Results and Successes

We have already made significant progress. Beginning in 2022 with a project to automate crucial border procedures in Mozambique, we were able to significantly reduce processing times for imports of routine vaccines and ancillary products.

Our work together is not only about immediate responses; it's about improving the ability of countries to handle both crises and regular import operations in a timely and efficient fashion.

Modernising border procedures and removing barriers to trade help countries build supply chain resilience, better equipping them to deal with ongoing development programmes and future

health emergencies, including pandemics and natural disasters. These advancements are helping developing nations adopt modern, efficient customs systems that work better for all stakeholders – both for humanitarian aid and regular commercial trade.

A Logical Progression

The partnership is off to a very promising start, but we are also aware that we have a lot of work ahead to ensure that critical medicines and equipment can ship more efficiently, no longer incurring costs that could be better spent on people in need.

“



Delivering supplies to over 160 countries, each with different duty-free protocols, is complex. That's why we've partnered with the Global Alliance for Trade Facilitation to take an evidence-based approach. Together, we're analysing import processes, identifying inefficiencies, and designing tailored solutions to eliminate unnecessary charges and accelerate deliveries.

Jean-Cedric Meeus
Chief, UNICEF Global Transport Division



Madagascar

UNICEF collaborates with Madagascar in procuring essential medical supplies for the country's public health system.

These imported health supplies, although officially exempt from government taxes, duties, and fees, typically take 45 days to process (and as much as a year in some cases) because of a complex, 16-step procedure, and data gaps.

We are working with UNICEF, relevant government agencies and private sector stakeholders in simplifying the processes governing these imports. This involves digitalising the current paper-based procedures, integrating processes into the country's Single Window and connecting relevant government departments to improve data management.

The Alliance and UNICEF anticipate replicating the positive impact of their 2021-22 collaboration in Mozambique, which slashed the time and cost of importing vital medicines into the country.

Successful completion in Madagascar will streamline the current fragmented procedures, expediting clearance, and freeing up budget to spend money on supplies, rather than on unnecessary port overheads resulting from avoidable delays in importation.

Food Security

Ensuring access to safe, nutritious, and affordable food to meet dietary needs should never be a pressing concern. Growing more food is only one part of the journey from farm to fork – our work in trade facilitation plays a vital role in ensuring that highly perishable goods make it to market in optimal condition.



Malawi

Jacqueline Banda founded Jeyie Foods in her hometown of Mangochi in 2019, producing home-made chilli sauces and then diversifying into peanut butter and porridge flour.

After five years of growing her social enterprise locally, Ms Banda is now looking to expand into national, regional, and global markets but requires export certification, which can be a lengthy and costly process.

To remedy this, Ms Banda is engaging in an Alliance-supported export training programme for the agri-food sector. Jeyie Foods trains women on seed cultivation and harvesting, buying a proportion of their produce in raw form, and supporting them in processing the remainder for value-added sale or own use. With strong direct sales to a loyal customer base, Jeyie Foods is supporting 178 women smallholder farmers and their families in this way.

“These women always say to me that it is thanks to my business that they have managed to send their children to school, feed them, clothe them properly,” Ms Banda said.

“I think of myself as an ‘Ambassador of Impact.’ When I learn things and gain knowledge, I educate other women around me to empower them.”



Nigeria

Elizabeth Olanrewaju Nwankwo, founder & CEO of Oklan Best, a small exporter specialising in value-added premium farm produce, works with around 300 local farmers to supply a broad range of foodstuffs to international markets, including cocoa, cashew nuts, cassava, ginger, and shea butter.

The company also engages in storage, research & development, training, and assisting farmers to procure development financing.

Ms Nwankwo’s company is among the early adopters of the International Plant Protection Convention (IPPC) ePhyto Solution, which she describes as a ‘game-changer.’

“It reduces turnaround times and is encouraging farmers to become more export-oriented because ePhyto improve traceability,” she said. “It is a solution that is long overdue – the positive response towards it has gladdened my heart.”

“

Collaborating with the Alliance in implementing ePhyto has been immensely beneficial for Nestlé. Through engaging in pilot testing and subsequent activities, such as training sessions with the relevant authorities, we gained a deeper understanding of the advantages of adoption and how best to optimise our processes, ensuring a seamless transition.

Godwin Abah
Import and Export Coordinator, Nestlé Nigeria

Greening Trade

International trade drives income convergence, lifting millions of people in low and middle-income countries from extreme poverty but it also accounts for 30% of global CO₂ emissions, making greater efficiency vital to climate action.

Our work in digitalising trade processes and implementing related best practices, demonstrates that we can grow trade while cutting emissions.

The Alliance has deployed 21 projects involving digitalisation, with an additional six in implementation. Aside from 12 ePhyto projects connecting countries to the IPPC ePhyto Hub, the Alliance has implemented

large components of systems relating to sea and land ports (Guatemala, Bangladesh), Single Windows (Ecuador, Mozambique, Madagascar), traceability (Uganda), Advance Rulings (Madagascar, Tunisia, Colombia), and Origin Management (Jordan) among others. Replacing paper-based procedures with seamless digital processes reduces paper consumption and vehicle emissions.

“

In working with countries to introduce ePhyto certification, by end-2023, initial data indicates that our projects saved the equivalent of 5,494 tonnes of CO₂ emissions, or about 9,312 flights from New York to London.



Projects in Implementation 2024



Where We Work

25

Projects in Progress

26-29

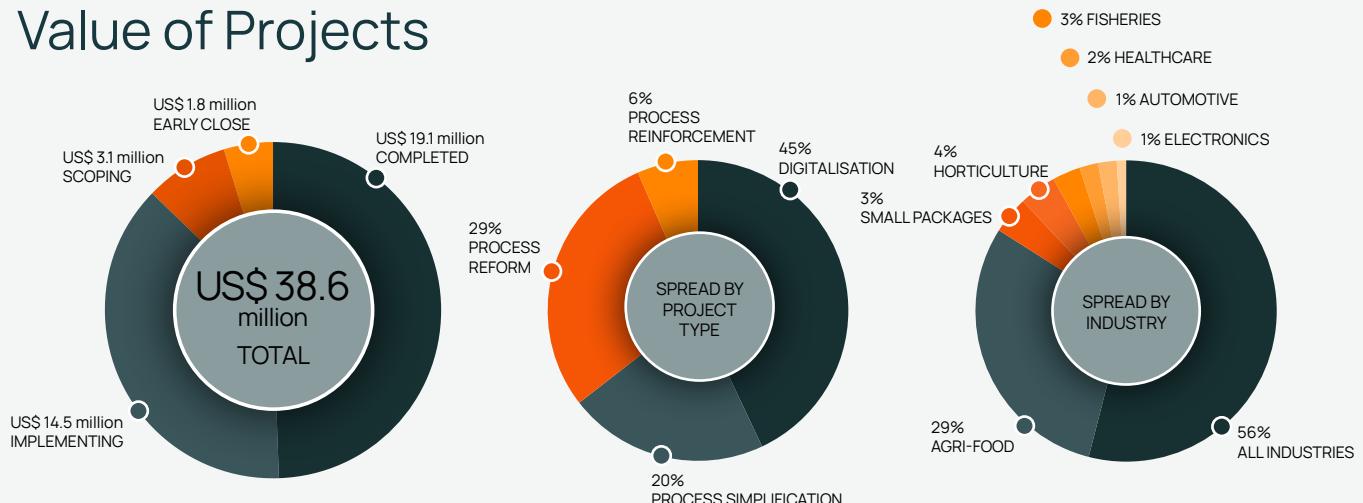


Where We work

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.



Value of Projects





Projects in Progress

SUB-SAHARAN AFRICA

1. EAST AFRICA

This project aims to promote the seamless distribution of mangoes grown in the region among member countries of the East Africa Community (EAC) common market, maintaining local supply and offering growth opportunities for MSME farmers, processors, and wholesalers. Having identified the main causes of cross-border friction and suggested solutions, we are compiling a comprehensive knowledge report to inform discussions on best practices to provide greater impetus for future development of the EAC and the African Continental Free Trade Area (AfCFTA).



2. MADAGASCAR

Madagascar works through UNICEF to procure essential medical supplies for the country's public health system, but complex border procedures and chronic data gaps often delay such vital imports from reaching vulnerable communities, sometimes for months. As part of our joint ADEPT (Accelerating Delivery of Essential Products Together) programme with UNICEF, we are digitalising manual processes and enhancing data-sharing among relevant government agencies by integrating clearance procedures into the national Single Window. We anticipate replicating the success of our collaboration in Mozambique, which reduced delays in border processing of routine vaccines and ancillary equipment by 25%.



3. MALAWI (1)

Well-trained, professional customs clearing agents are vital for efficient cross-border trade, ensuring goods comply with national regulations by furnishing error-free documentation and verifying that traders have paid the correct duties, tariffs, and VAT. In Malawi, ad-hoc standards had the opposite effect, fuelling distrust between customs officials and traders, stretching scarce inspection resources, and creating costly delays for businesses. Based on experience from a similar project in neighbouring Zambia, we are helping to introduce a new licensing framework for agents, including a standard training curriculum and final exam. This will lower the time and cost of trade while making Malawi more attractive for inward investment.



4. MALAWI (2)

Also in Malawi, would-be MSME exporters often find it difficult to meet necessary certification, overcome regulatory hurdles, and access basic information on key requirements, including international quality standards and packaging standards. We are addressing these challenges by setting up an export training programme, focusing on the agri-food sector, preparing for an anticipated upswing in regional trade under the African Continental Free Trade Area (AfCFTA). In tandem, we are supporting the introduction of a user-friendly Harmonised System (HS) tool, used by the World Customs Organization to classify products to ensure transparent, consistent treatment, which also reduces delays, fines, and overpayment.

Projects at a Glance – SUB-SAHARAN AFRICA



5. MAURITANIA

Agricultural productivity in Mauritania has improved significantly in recent years. Introducing modern irrigation techniques and improving seed varieties in the Senegal River Valley, where most of the country's arable land is located, has increased export potential but complicated paper-based phytosanitary procedures are causing delays. Replicating its successful implementation in several LDCs, the Alliance is supporting the introduction of the International Plant Protection Convention (IPPC) ePhyto solution, replacing piecemeal, manual procedures with seamless, low-cost electronic exchange. Streamlining border processes will also benefit importers and consumers, who can anticipate faster clearance times. Mauritania currently imports around 60% of its foodstuff staples.



6. UGANDA

Almost 70% of Uganda's adult working population is engaged in agriculture, with the sector accounting for around 24% of GDP and 35% of export earnings. Massive growth potential remains but producers often find it difficult to meet international sanitary and phytosanitary (SPS) standards. And when fruit and vegetables arrive for shipment at packhouses and at the country's main airport, exporters face the further uncertainty of discretionary physical inspections, creating delays and incurring additional costs. We are supporting Uganda to modernise its inspection system, standardising the treatment of agricultural produce, ensuring compliance with international standards, and improving traceability to address quality issues.



7. ZAMBIA

Zambia, like neighbouring Malawi, lacks a proper licensing framework and accreditation programme for customs clearing agents – previously, anyone could obtain a licence to operate without demonstrating the skillset and knowledge required. Errors in documentation generate mistrust between traders and customs, increasing physical inspections to ensure compliance with rules governing the origin, valuation, and classification of goods. With the support of relevant public and private stakeholders, we have designed and introduced an accredited training course, combining practical, hands-on modules with e-learning and a final examination to demonstrate competence.

ASIA-PACIFIC



1. NEPAL

Working with UNICEF, we are expediting imports of critical healthcare supplies into Mozambique, and we are partnering with UNICEF in replicating its success in several other countries, beginning with Nepal and Madagascar. In Nepal, cumbersome paper-based approval procedures, sub-optimal information sharing, and discretionary treatment can delay pre-clearance of vital medical goods, such as vaccines, syringes, and needles, for more than three months. Digitalising manual procedures and increasing co-operation among ministries, agencies, and Customs, will speed up the process while reducing incidences of misplaced documentation, helping to fast-track humanitarian assistance to vulnerable communities across Nepal and lowering costs associated with storage and holding additional inventory.

Projects at a Glance – EUROPE



1. NORTH MACEDONIA

In North Macedonia, manual, paper-based clearance procedures for postal items are struggling to cope with the inexorable rise in e-commerce volumes: Customs systematically revert to physical inspections of all parcels and most small packages. To speed up parcel deliveries, we are working with the government and local private sector in introducing an electronic pre-arrival processing (PAP) system, enabling electronic declaration of compulsory information to authorities prior to importation. Creating safe and efficient channels for electronic data exchange in line with EU and global World Customs Organization (WCO)/Universal Postal Union (UPU) standards will streamline postal and customs procedures, driving economic potential.

2. UKRAINE

Ukraine is undertaking a comprehensive transfer of government services online, digitalising and automating paper processes. We are playing our part by supporting the government and local private sector in introducing the IPPC ePhyto solution, enabling electronic exchange of phytosanitary certificates with key trading partners through a centralised international hub. The government has now amended regulations to recognise the legality of ePhyto, allowing us to proceed to final pre-launch testing, including the training of relevant public and private sector stakeholders. As one of the world's top food producers, agriculture is not only crucial to the Ukrainian economy, but it also contributes to global food security.

LATIN AMERICA



1. COLOMBIA

Colombia still relies heavily on physical inspections of goods at its borders to ensure compliance, ramping up the time and cost of trade and increasing the potential for spoilage, particularly of agricultural products that are also subject to onerous paper-based phytosanitary documentation procedures. We are supporting Colombia in strengthening its risk management system for agricultural products, enabling a reduction in physical inspections. We are also assisting in digitalising manual phytosanitary procedures, enabling Colombia to exchange phytosanitary certificates through a central hub with key trading partners quickly, accurately, and at a low cost.



2. DOMINICAN REPUBLIC

The Dominican Republic has a fast-growing economy but MSMEs lack the resources to capitalise on external trade opportunities. Currently, more than 700 companies in the country's Free Trade Zones (FTZ) generate over 70% of non-mineral exports. On the other hand, MSMEs comprising almost 99% of all registered companies and employing around 500,000 people, account for only 7% of exports. This project aims to take advantage of nearshoring, building MSME capacity to supply FTZ companies. It is also simplifying Authorised Economic Operator (AEO) certification to expedite customs clearance for compliant importers and is introducing an Export Training Programme.

Projects at a Glance – LATIN AMERICA



3. ECUADOR

Ecuador has connected several government services to VUE, the National Single Window, but around 40% of trade procedures remain paper-based, requiring in-person filing and issuance. Given the clear improvements in time and cost reduction of using Vue, we are working to increase the number of available e-Services on this centralised platform, while also implementing improved management systems in the government's main sanitary facilities for obtaining food compliance clearance. As of end-2024, we helped in updating 14 existing Vue services and in introducing a further 10, reducing time and cost for traders and enabling officials to increase productivity by freeing them up from routine paperwork.



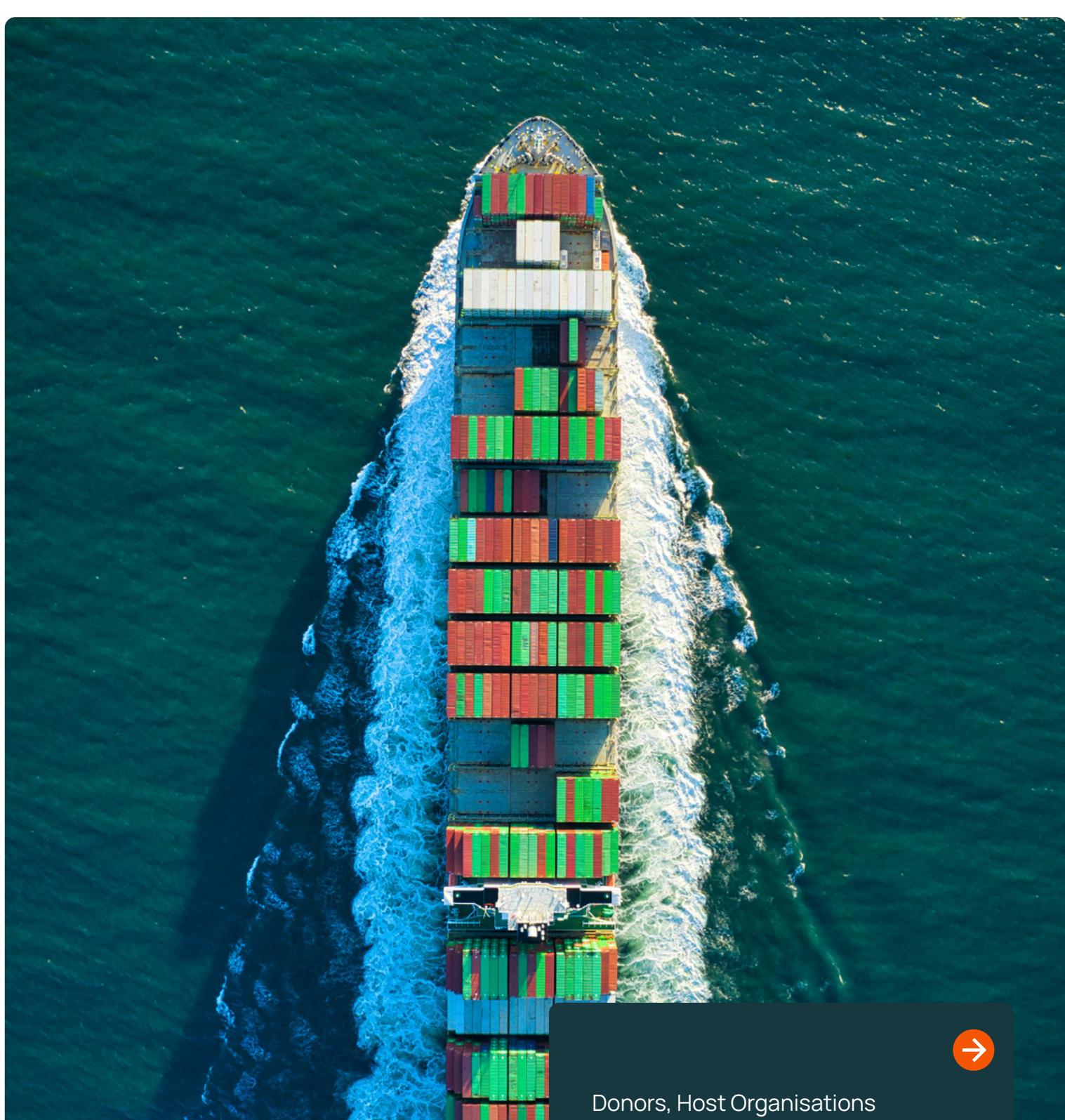
4. EL SALVADOR

El Salvador is aiming to establish itself as the regional leader in logistics infrastructure and modern international trade procedures by 2027. To monitor progress, the Ministry of Economy is implementing the Alliance's bespoke Total Transport and Logistics Costs (TTLC) methodology, enabling it to assess the impact of trade facilitation reforms on economic performance. Informed by private sector data, the Alliance is carrying out a TTLC study concentrating on textiles, a key export sector, providing technical assistance and building the country's capacity to implement such measurement independently at project-end.

5. REGIONAL

Many countries grant authorised economic operator (AEO) status to companies that meet certain supply chain security standards, leading to reduced inspections on their shipments and ensuring quicker border clearance. The Alliance has worked to establish a regional AEO arrangement involving 11 countries in Latin America and the Caribbean, generating enormous potential to boost intra-regional trade. Mutual AEO recognition means AEO companies can now take advantage of fewer physical and documentary inspections, faster clearance, and reduced costs across these 11 countries. Customs agencies gain by being able to concentrate resources on higher-risk shipments and through greater trust and constructive working relationships with businesses.





Donors, Host Organisations
& Secretariat

31

Private Sector Partners

32

Steering Group

33

Governance

Our Donors

Canada



Federal Ministry
for Economic Cooperation
and Development



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 is the International Organisation for public-private cooperation. It provides a global, impartial and not-for-profit platform for meaningful connection between stakeholders to establish trust and build initiatives for cooperation and progress. In a world marked by complex challenges, the Forum engages political, business, academic, civil society and other leaders of society to shape global, regional and industry agendas. Established in 1971 as a not-for-profit foundation, it is independent, impartial and not tied to any special interests, upholding the highest standards of governance and moral and intellectual integrity.

SECRETARIAT

In cooperation with:



Global business partners include:



Local business partners include:

BANGLADESH

Bhomra Customs Clearing & Forwarding Agents 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

(UNOCACE)

JORDAN

The Association of Owners of Clearance and Transport Companies

ICC Jordan

Jordan Chamber of Commerce

Jordan Dates Association (JoDates)

Jordan Exporters and Products 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 Girofle 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 (ICCAFA)

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)

SENEGAL

Association des Unions Maraîchères des Niayes

Coopérative Fédérative des Acteurs de l'Horticulture du Sénégal (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



Annie Sturinge (Observer)

Deputy head of section at Unit for Global Sustainable Economic Development

Sida



Christian Bilfinger

Senior Policy Officer

BMZ



Ellen Dunbar

Deputy Director, International Economic Relations Division

Global Affairs Canada



Jochen Dächert

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



Martijn Boelen

Head of Trade at the Directorate-General for International Partnerships

European Commission



Nesli Almufti

Global Public Affairs Lead for Trade, Customs, and Investment

H&M Group



Sarah Meinert

Head of GoTrade

DHL Group



Sarah Thorn

Senior Director of Global Government Affairs

Walmart



Susie Hoeger

Senior Director, Global Trade Compliance & Policy

Abbott Laboratories



William Petty

Global Product Development Manager, Customs & Trade Consulting

A.P. Møller - Maersk

Financial Summary



Financial Summary	35
Contact	36



2024 FINANCIAL SUMMARY

INCOME	US\$
Donor contribution	10,363,063
EXPENDITURE	
Workstream 1: Creating public-private partnerships and multi-stakeholder dialogues	2,288,532
Workstream 2: Delivering commercially measurable trade facilitation reforms (in-country projects)	7,227,287
Workstream 3: Measuring results and building trade facilitation knowledge	847,244
TOTAL	10,363,063

Global Alliance for Trade Facilitation

Annual Report 2024

Copyright © 2025 Global Alliance for Trade Facilitation

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

info@tradefacilitation.org
www.tradefacilitation.org

 [global-alliance-for-trade-facilitation](#)

 [@GATFvideos](#)

 [@GATFnews](#)

CREDITS

Designed by [wearezephyr.com](#)

Photography

Cover, page 3. Photo by Timelab on Unsplash

Page 4. Photo by Delfina Iacub on Unsplash

Page 6. Photo by Ali Mkumbwa on Unsplash

Page 9. Photo by Chris Pagan on Unsplash

Page 30. Photo by Venti Views on Unsplash

All other images are © 2025 Global Alliance for Trade Facilitation.

Notes

