



Annual Report 2025

# 10 YEARS OF IMPACT



# Table of contents

<b>1. About us</b>	<b>→</b>
1.1 Alliance overview	4
1.2 Alliance set up	5
1.3 Alliance Steering Group	7
1.4 Letter from the Director	8
A decade of co-creation in action	8
<b>2. 10 years of facilitating trade</b>	<b>→</b>
2.1 Timeline	10
2.2 Developing a model for success	12
Co-creation: Delivering country-focused deep reform	13
Business Action Projects (BAPs): Targeted intervention for business pinch points	14
Upscaling: Scaling proven solutions	15
2.3 What we do	16
Digitalising trade processes	17
Improving customs systems	18
Optimising border operations	19
Building capacity for sustainable reform	20
2.4 Advancing inclusive trade	21
2.5 Addressing global challenges	22
Public health	23
Food security	24
Climate action	25
Disaster preparedness	26
2.6 Measurement	27
<b>3. 2025 at a glance</b>	<b>→</b>
3.1 Our projects in 2025	30
3.2 Completed projects	31
3.3 Closed projects	35
3.4 New initiatives in 2025	41
<b>4. Adapting to a changing landscape</b>	<b>→</b>
4.1 Private sector engagement: A decade of concrete action	44
4.2 Perspectives from a new donor	45
4.3 Strategic vision 2026-2030	47
<b>5. Contact overview</b>	<b>→</b>
5.1 Copyright	50
5.2 Contact and web details	50



# 1. ABOUT US

1.1 Alliance overview



1.2 Alliance set up



1.3 Alliance Steering Group



1.4 Letter from the Director



## → 1.1 Alliance overview

The Global Alliance for Trade Facilitation is a public-private partnership helping developing and least developed countries make trade simpler, faster, and more cost-effective.

By reducing red tape at borders, we lower the cost and complexity of cross-border trade for businesses of all sizes. Our mission is to drive inclusive growth by improving access to global markets – helping reduce poverty and improve livelihoods.

### 01 Our Purpose

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



### 02 Our Vision

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



### 03 Our Mission

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



## Dr Ngozi Okonjo-Iweala

Director-General

World Trade Organization

For ten years, the Global Alliance for Trade Facilitation has worked alongside governments and stakeholders to advance practical trade facilitation reforms. Its approach has allowed WTO members to carry out impactful trade facilitation reforms, cut trade costs for the private sector, strengthen institutions, and expand opportunities for small businesses. This decade of delivery is a powerful reminder that effective trade facilitation is not just policy – it's progress.

## → 1.2 Alliance set up

### Our Donors



Co-funded by  
the European Union



Federal Ministry  
for Economic Cooperation  
and Development



Sweden  
Sverige

### Host Organisations



#### Center for International Private Enterprise

CIPE works with local partners to craft business-driven solutions to socioeconomic 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.

In cooperation with: **giz** Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH works worldwide for a future worth living. Together with its partners, GIZ creates opportunities and sustainably improves people's lives. Through its networks, it turns international agendas into action – with a global vision and local impact.

Secretariat

## → 1.2 Alliance set up

Global business partners include:




## → 1.3 Alliance **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 & Strategic Development  
UPS




**Christian Bilfinger**  
Senior Policy Officer  
BMZ




**Jochen Daechert**  
Vice President of Global Customs  
BASF




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Director of Risk Management and Regulatory Affairs  
ArdoVLM




**Nesli Al Mufti**  
Head of Global Public Affairs, Trade and Customs  
H&M Group



**Sarah Thorn**  
Senior Director of Global Government Affairs  
Walmart




**William Petty**  
Global Product Development Manager, Global Trade & Customs Consulting  
A.P. Møller – Mærsk



**Annie Sturinge (Observer)**  
Deputy head of section at Unit for Global Sustainable Economic Development  
Sida




**Ellen Dunbar**  
Deputy Director at the International Economic Relations Division  
Global Affairs Canada



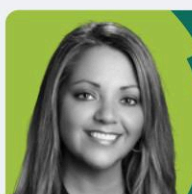
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European Commission



**Sarah Meinert**  
Head of GoTrade  
DHL Group



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

## → 1.4 Letter from the Director



### A decade of co-creation in action.

**Philippe Isler**

Director

Global Alliance for Trade Facilitation

#### Reflecting on ten years of the Global Alliance for Trade Facilitation

As I reflect on our journey over the past 10 years, what stands out most is how closely our Alliance today reflects the founding vision that brought it to life.

Our mission was to bring a new approach to trade and development aid and to design a novel co-creation model between governments and the private sector.

By combining the innovation, speed and results-driven spirit of the private sector with governments' efforts to modernise cross-border trade, we fundamentally changed how development assistance is designed and how trade reform happens.

The Alliance was built in the spirit of a start-up: backed by ambition and belief, yet facing considerable unknowns. While such a plurality of voices and resources inevitably poses challenges, the core purpose of the Alliance is to use dialogue as a tool for transformation and position the private sector at the centre of trade reform to ensure meaningful change. This approach prevailed from the outset and has remained a defining attribute over time.

Within seven years, we had generated enough added value and differentiation to attract new influential donors, such as the European Union and Sweden, not to mention valuable new business partners.

This position of influence is testament to our incredible team, partners and our collaborative model, which has remained resilient during a decade marked by extraordinary turbulence in global trade.

From the COVID-19 pandemic to the infamous Suez Canal bottlenecks and the war in Ukraine, all taking place in an environment of escalating climate change and geopolitical shifts, the global trade environment has been repeatedly tested.

Yet in spite of these shocks, the Alliance model has continued to demonstrate that trade is the engine of economic growth. Trade is fundamentally neutral; governments and trade flows may alter, but people and communities will always seek ways to thrive and prosper.

The fact that trade continues to be a universal lever for prosperity also means our approach to trade facilitation is pertinent—and replicable—across the world. The way we design solutions in Madagascar works just as well in Indonesia or in Jordan. Our unique bottom-up approach and ability to operate pragmatically from one continent to another and remain effective across diverse contexts has been key to our growing influence.

Countries recognise our impact, particularly those seeking to enhance competitiveness and champion trade reform. Ten years on, the Alliance is now viewed by governments not merely as a technical assistance provider but a trusted partner acting as an impartial counterpart sitting in-between government and business.

Countries that engage with us are rewarded through tangible results and often become ambassadors for our approach.

As with any ambitious partnership, there have been moments of friction along the way. The nature of the Alliance's public-private sector model has required us to align diverse interests and bridge very different worlds. Finding common ground between parties has been one of our biggest challenges and, over time, has become one of our greatest strengths.

Our results speak for themselves. Across our projects, we are most proud of our ability to measure results and demonstrate tangible impact. Quantifying outcomes has shown that trade facilitation brings real returns. We have seen countries generate savings 40 times the amount invested. These figures make the benefits clear and understandable to everyone, but they also reflect something deeper: the presence of our private sector partners helps to keep progress alive, ensuring continuity and momentum even when political priorities shift.

Ten years on, the lesson is simple: when governments and the private sector work together with trust and purpose, trade becomes more than a tool, it becomes a shared pathway to prosperity.



## 2. 10 YEARS OF FACILITATING TRADE

2.1 Timeline



2.2 Developing a model for success



2.3 What we do



2.4 Advancing inclusive trade



2.5 Addressing global challenges



2.6 Measurement



## → 2.1 Timeline

**2015**

The Global Alliance for Trade Facilitation is launched.



Philippe Isler, Director, Global Alliance for Trade Facilitation

“The Trade Facilitation Agreement represents an enormous opportunity for countries to boost trade-led growth and development. The Alliance looks forward to working with the public and private sectors to support its ambitious implementation and maximise its benefits for local economies.”

**2016**

The Alliance rolls out its first projects, with Colombia pioneering the success of co-creation.

“As a founding donor, Germany has been proud to support the Alliance from the very start. What I value most is the Alliance’s unique convening power, bringing governments, businesses and development partners together at the same table to examine cross-border challenges from different perspectives. Over the past ten years, this collaborative approach has helped translate reform efforts into meaningful changes on the ground. This milestone reflects the value of dialogue, trust and long-term partnership.”



Christian Bilfinger, Senior Policy Officer, Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung (BMZ), Germany

**2017**

The WTO Trade Facilitation Agreement (TFA) is ratified by two-thirds of WTO members and comes into force.

“The world can be very complicated, and trade can be very difficult. When it comes to finding the right information, some MSMEs are mid-ocean. Anything that will help to reduce the time and cost of moving our products across borders would have a positive impact on our business. These changes will help everyone.”



Sopa Soeng, Sela Pepper Ltd. Cambodia

**2018**

The Alliance launches an agri-food digitalisation project in Morocco, creating a model that will be upscaled to 12 more countries.

“Our partnership with the Global Alliance has been a meaningful step toward smarter, more efficient port operations. Through our joint work at the Port of Jorf Lasfar (...) we have once again demonstrated how public-private cooperation can translate reform ambitions into tangible results (...).”



Tarik Maaouni, Director of Information Systems and Digital Transformation, Agence Nationale des Ports (ANP), Morocco

**2019**

Our private sector network reaches the 25 business partners mark.

“H&M Group values how the Alliance brings people together to solve real trade challenges, embedding business expertise from the start. By streamlining customs and cutting delays, it helps liberate cash flow for companies like us, support local traders, and create a win-win for countries and the private sector.”



Nesli Al Mufti, Head of Global Public Affairs, Trade and Customs, H&M Group

## 2020

The Alliance publishes a knowledge paper on lessons learned in Private Sector Engagement.

"Participating in the Alliance goes far beyond the typical business involvement in many other initiatives. It's more than attending events, adding our logo to materials or giving money. Our experience so far has seen us lend our in-house experts in technical engineering, legal and brokerage directly to Alliance projects."



Amgad Shehata, Senior Vice-President of Global Public Affairs and Strategic Development, UPS

## 2021

The Alliance launches its Gender and MSME mainstreaming guidelines.

"The Alliance proves what can be achieved when diverse voices work across borders toward common goals. A decade on, the Alliance has made meaningful progress in breaking down barriers that can hold back trade, and Canada remains committed to ensuring these systems work for everyone."



Ellen Dunbar, Deputy Director at the International Economic Relations Division, Government Affairs Canada

## 2022

The Alliance pilots the Business Action Project approach in Mozambique.

"Through its public-private dialogue and advocacy initiatives, the Global Alliance has significantly impacted trade facilitation. This partnership has enabled both sectors to address trade barriers with practical, real-time solutions. We appreciate the Alliance's contributions and continued efforts to advance global trade."



Stacy Diève, Strategic Trade Leader, Global Tax and Customs, Cisco Systems

## 2023

The Alliance launches a record number of projects, growing its global footprint to nearly 40 projects across 4 continents.

"Madagascar's engagement with the Alliance aims to accelerate structural reforms and strengthen the competitiveness of the private sector. Public-private cooperation is essential to remove trade barriers and attract investment. Together, these efforts help facilitate trade, stimulate economic growth, and ultimately reduce poverty."



Saholy Nomenjanahary Ramiliarijaona, Director of Plant Protection IPPC Focal Point, Ministry of Agriculture and Livestock

## 2024

Sweden and the EU join the Alliance as new donors.

"The Alliance is valuable to Sweden for its strong, collaborative private sector approach, bringing together public and private actors to support trade and development. It delivers concrete, measurable results that improve trade processes and create opportunities in developing countries."



Annie Sturinge, Deputy head of section at Unit for Global Sustainable Economic Development, Sida

## 2025

The Alliance turns 10.



36

successfully closed projects



USD 273M

in savings generated



292%

return on donor investment



## → 2.2 Developing a model for success

Over the last decade, the Alliance has grown from a promising concept into a mature platform recognised for its practical methods, structured knowledge gathering, and ability to deliver and measure results.

The driving force behind this evolution has been the effectiveness of its public-private partnership model. From day one, the Alliance has involved business at every stage of its work, from on-the-ground project implementation to high-level engagement for better cross-border trade. This deep, continuous engagement underpins the Alliance's impact and its continuing relevance. Another key element of the

Alliance's evolution has been the refinement of its three pathways for project development.

- Co-creation enables government and business stakeholders to jointly identify trade bottlenecks and shape solutions grounded in operational realities.
- Business Action Projects (BAPs) introduced a more targeted, evidence-driven way for business communities to articulate the reforms they need, helping governments move quickly on priority issues.
- The third pathway—upscaling—enables successful solutions to expand across additional countries and regions. Together, these pathways form a coherent, scalable toolkit for systemic reform.

## → Co-creation: Delivering country-focused deep reform

Co-creation is the signature project creation model of the Alliance.

Governments and businesses join with the Alliance to prioritise trade bottlenecks and align behind the idea of reform, in areas such as customs clearance, border risk management, single window design and improvement, traceability and classification, and access to markets.



### Case study: Building trust in Colombia's automotive sector

A historic lack of trust between Colombian customs authorities and the automotive industry had created a fraught relationship. Customs perceived low levels of private sector compliance, while industry cited unpredictable border procedures and a poorly functioning appeals system. Contested customs declarations could mean up to 12 days' additional clearance time and storage costs.

The Alliance worked with the Colombian Customs and Tax Administration (DIAN) and the private sector to develop a Center of Excellence – a virtual hub concentrating specialised automotive industry

knowledge within DIAN to provide consistency in how customs classify and treat components and processes advance rulings for the automotive industry.

The Center, the first of its kind in Latin America, required legislative change to modify the country's customs' structures. As part of these changes, a faster Advance Ruling system is now reducing clearance times for imports from 120 to 90 days. This has allowed border controls to concentrate on higher-risk shipments. The project has strengthened relations, too. By the end of the project, both public and private sector representatives reported a 67% increase in trust between customs and the automotive sector.



The work of the Alliance and the trust we have built with DIAN have been fundamental to the development of foreign trade in this sector, which generates 25,000 direct jobs and 100,000 indirect. The sector represents 6.6% of gross domestic product (GDP), with production, exports and imports crucial to the Colombian economy.



Juliana Rico Ospina, Executive Director, Chamber of the Automotive Industry, National Business Association (ANDI)



The Global Alliance for Trade Facilitation has been a driver of public-private interaction and has been a key factor in strengthening trust between the different trade actors in Colombia. Through honest and open conversations, we hope to build trust further and make Colombia's automotive industry as competitive as possible.



Ingrid Diaz, Customs Director, Colombian Customs and Tax Administration (DIAN)

## → Business Action Projects (BAPs): Targeted intervention for business pinch points

Business Action Projects (BAPs) grew out of the Alliance's mission to amplify the role of the private sector in trade facilitation. Under this pathway, 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 change to achieve success, allowing governments and companies to align behind them quickly.



### Case study: Improved processes for vaccine distribution in Mozambique

Mozambique has made steady progress in reducing child mortality rates, yet common ailments still represent serious challenges to public health. A key barrier has been the lengthy import process for essential medicines and vaccines.

The Alliance worked with government agencies, local importers and Alliance global business partners Abbott Laboratories, Agility, DHL Deutsche Post and Agility to streamline the speed and efficiency of clearance procedures. The result was to reduce pre-shipment delays resulting from inefficient processing of regulatory approvals.

#### The challenge

Previously, imports of certain products into Mozambique, including pharmaceuticals, were subject to pre-shipment inspections. Routine vaccines took between two and four weeks to clear border controls, delaying distribution while incurring the additional cost of storing perishable products in a controlled environment. Importers had to navigate complex paper-based procedures involving several agencies

and inconsistent classifications. Although vast quantities of goods were the same or very similar, every consignment would be treated individually.

#### The solution

The Alliance supported the government in digitalising and streamlining the import approval process. Replacing a duplicative, paper-based system helped drastically slash processing times drastically. Imports of vaccines and related medical products are now subject to lower direct and indirect costs relating to storage and inventory issues stemming from delays at the border.

The new system also improves product traceability, mitigating the risk of delays because of misplaced, incorrect, or damaged paperwork, enabling critical goods to reach vulnerable people, including children, more quickly and safely.



"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, Abbott

## → Upscaling: Scaling proven solutions

While co-creation and BAPs help initiate reforms, the Alliance's upscaling model focuses on expanding solutions and replicating reforms that have already proven effective. When successful reforms in one country demonstrate clear benefits, other governments often approach us to achieve the same outcomes.

Morocco helped to pioneer this approach in the agri-food sector. After the country adopted electronic phytosanitary certificates ('ePhytos'), the benefits to Morocco's agricultural exporters were substantial. Seeing this success, more than 12 other countries have since requested the Alliance's support to implement similar ePhyto systems.



### Case study: Modernising postal clearance for international e-commerce in Cambodia, with a scalable, replicable model

Micro-, small- and medium-sized enterprises (MSMEs) make up 99% of Cambodia's private sector and more than 70% of employment, yet these enterprises contribute just 10% of the country's exports. Nevertheless, e-commerce and small-package trade is growing, putting pressure on Cambodia Post to modernise its services and provide MSMEs reliable and affordable access to international markets.

Concurrently, a surge in parcel volumes created challenges for Cambodia's Customs (GDCE), which needed to ensure fast, secure clearance while safeguarding revenue, consumer safety and national security.

The Alliance worked with Cambodia Post, GDCE, and the business community to address key bottlenecks for MSMEs. Many MSMEs lacked access to clear, up-to-date information on export rules, procedures, and costs, as well as broader export-readiness skills needed to compete internationally. The project introduced a modernised, data-driven clearance process and strengthened MSME capacities, giving small businesses a more predictable pathway into global e-commerce.

The results speak for themselves: since the completion of the project, 98% of the 100+ participating MSMEs have reported increased confidence around exports, and 55% have gone on to actively export. Of the 121 MSMEs that took part in the Small Package Exporter Champions (SPEC) project, 70% of the businesses increased their customer base thanks to easier shipping practices.

This project is now being replicated in Bosnia and Herzegovina and North Macedonia, two Eastern European countries experiencing rapid e-commerce growth and increasing volumes of cross-border postal and express shipments.

### A flexible model

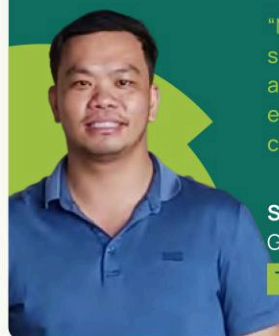
The three project pathways—co-creation, BAPs, and upscaling—reflect the Alliance's commitment to partnership, flexibility and impact. The three approaches enable us to adapt to diverse political, economic, and institutional contexts while maintaining a strong focus on measurable results. Together, they form the backbone of the Alliance's ability to mobilise public-private partnerships that deliver lasting improvements in global trade and create more efficient, accessible systems for businesses of all sizes.

### Trader story: From family rice mill to international supplier

Sambath Taing's family-run mill in Cambodia's Battambang Province produces fragrant Jasmine rice, rated among the top varieties in the world. Over the past three decades, it has grown from a small mill serving the local community to a national supplier and now has ambitions to become an exporter.

The Alliance provided capacity-building, mentorship and peer learning to Mr. Taing, including a visit to another exporting rice mill, which provided insights on how to adhere to international standards. Mr Taing went from having little knowledge about exports to fully understanding the process, as well as learning about e-commerce strategies and logistics options.

After completing the necessary certification, Mr. Taing can now supply his rice to international markets, and he is using Cambodia Post to connect and send samples to international buyers.



"My business has grown by 15% since my participation in the project and I now have the confidence to execute my exporting and e-commerce strategy."

**Sambath Taing**  
General Manager  
Taing Rice Mill

## → 2.3 What we do



Over the past ten years, the Alliance has delivered reforms that make trade faster, more predictable, and more inclusive.

While each project responds to a country's specific needs, our work consistently centres on four interconnected areas of trade facilitation reform that directly influence how goods move across borders – **digitalisation, customs, border processes, and capacity-building**. The following examples highlight how these approaches translate into measurable improvements on the ground.

## → Digitalising trade processes

Modern trade depends on the rapid, accurate exchange of information. In many countries however, essential permits, certificates, and approvals still rely on paper forms, manual processing or repetitive and archaic procedures.

The Alliance helps governments transition these procedures to digital systems that reduce errors, shorten turnaround times, and give both traders and regulators greater visibility.



### Case study: Speeding up port processes in Guatemala

Guatemala's ports are vital to national prosperity, but manual, paper-based procedures have long constrained their efficiency. Before the Alliance's project, shipping agents made repeated in-person visits to complete formalities, slowing operations, delaying clearance, and stalling shipments due to poor interagency coordination.

Because shipping depends on precise scheduling, these delays had cascading effects—missed berthing windows, idle ships and cranes, higher fuel use, increased costs for consumers, and unnecessary emissions.



The Alliance worked with stakeholders from the public and private sector to:

- design new standard operating procedures (SOPs) for ports
- develop a comprehensive, interactive maritime single window.

In May 2023, Guatemalan port controls agencies signed a cooperation agreement to implement the new SOPs through VUMAR, a maritime single window, and committed to establishing a permanent public-private working group for sustained, continuous improvement.

The Alliance's public-private partnership approach meant that procedures for vessel arrivals and departures were successfully automated, creating greater efficiency in line with international standards.

This resulted in a reduction in processing time of up to 90% at Guatemala's ports, saving USD1,261 per shipment and saving USD4M annually in trade costs for business.



## → Improving customs systems

Customs administrations play a central role in enabling efficient trade. When systems for classification, risk assessment or advance rulings are inconsistent or manual, clearance times slow and compliance costs rise.

The Alliance strengthens customs functions by helping agencies modernise procedures and adopt tools that support consistent, transparent outcomes, especially in sectors such as automotive, manufacturing or pharmaceuticals, where delays can disrupt supply chains.



### Case study: Change management to improve customs operations in Tunisia

In Tunisia, businesses were frustrated at a lack of uniformity when applying customs legislation and procedures. The Alliance supported Tunisian customs to develop the legal, procedural and organisational framework to operate advance rulings. The project focused on change management within customs to encourage businesses to use the framework.

Tunisian customs officials received intensive training from the World Customs Organization on classification and rules of origin, which created a critical mass of awareness and expertise. The Alliance also developed training and communications materials on the new procedures to build the business case around the benefits of adoption.

The introduction of advance rulings delivered measurable time and cost savings to businesses conducting cross-border trade and marked another step in implementing Tunisia's TFA commitments.

The project has led to:

- 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; and
- a reduction in demurrage and warehouse storage fees.



## → Optimising border operations

Even small inefficiencies at border posts or ports can compound into hours—or days—of delay. The Alliance works with border agencies and operators to streamline day-to-day processes, reduce unnecessary paperwork, and introduce operational improvements that make trade flow more smoothly.



### Case study: e-Port in Bangladesh reduces trade bottlenecks

The Bhomra Land Port is a vital gateway for Bangladesh's trade with India, yet outdated manual procedures were creating significant trade bottlenecks. Traders experienced long queues, slow payment processing, and limited visibility on cargo movements.

The Alliance supported the introduction of an e-Port management system that reshaped how the land port operates.

- Online payments replaced in-person fee collection, reducing congestion and opportunities for error.
- Automated billing increased accuracy and cut processing time.
- Real-time tracking of consignments reduced the need for repeated physical checks.
- Training for officials and clearing agents ensured consistent and confident use of the new system.

As a result, the port has seen increased processing capacity, improved transparency and smoother day-to-day operations. Concretely, the project achieved a 67% reduction in processing time per import consignment and brought about significant savings for traders by reducing port-related costs by 40%. The system is now serving as a model for modernising Bangladesh's other land ports.



### Trader story: Positive gains from the e-Port at Bhomra Land Port

A.S.M. Maksud Khan, Member Secretary of the Bhomra Clearing and Forwarding Agents Association, is also an entrepreneur whose businesses trade local goods and support the national economy. Having experienced the frustrations of the former manual system at Bhomra Land Port, he now benefits daily from the new e-Port platform.

He employs 17 people and works largely with MSMEs, which he sees as central to economic development. Having held senior roles within the Association and witnessed its growth to a network of 600–700 members, Maksud views the e-Port digitalisation project as a pivotal moment, delivering immediate benefits for agents.

He credits the Alliance's public-private partnership approach as key to the project's success, particularly the dialogue and engagement led by the project team. He is optimistic about the port's future as trade opportunities expand following the opening of the Padma Bridge.

"Carrying & Forwarding (C&F) agents are already benefiting from the Bhomra e-Port management system. With the new system, C&F agents can clear more consignments in less time."

#### A.S.M. Maksud Khan

Member Secretary

Bhomra C&F Agents Association

## → Building capacity for sustainable reform

A reform is only as strong as the institutions responsible for implementing and sustaining it. Across its portfolio, the Alliance invests in strengthening the skills, procedures, and operational readiness of border agencies and the private sector.

This includes training on new digital systems, developing standard operating procedures, improving data management, and reinforcing preparedness for disruptions.

These efforts help ensure that reforms endure beyond the duration of a project. They also empower agencies and businesses to adapt, expand, and refine new systems as trade volumes grow or environments evolve.



### Case study: Professionalising an industry for smoother trade in Malawi

#### The challenge

Customs clearing agents are central to Malawi's economy, linking traders and the Malawi Revenue Authority (MRA) and influencing trade efficiency and government revenue. Long-standing under-regulation led to errors, delays, higher costs and risks to revenue collection, consumer protection and public health, while women and small businesses faced barriers in an underregulated and opaque system.

#### What we did

The Alliance partnered with the government and private sector associations to modernise the licensing framework for customs clearing agents by:

- establishing Malawi's first legally enforceable licensing regulations, aligned with the WTO Trade Facilitation Agreement;
- creating a public-private working group;
- rolling out a national training and certification programme for clearing agents with 233 agents trained (over 95% of the market), including increased participation of women;

- introducing standardised examinations, ethical requirements, and ongoing oversight mechanisms to raise professionalism across the sector; and
- leveraging regional experience and embedding sustainability into training materials.

Despite the suspension of external funding in early 2025, Malawian stakeholders continued the training programme using their own resources—an exceptional demonstration of local ownership.

#### The impacts

The project delivered measurable improvements in trade efficiency, professionalism, and trust:

- Malawi adopted a new licensing framework in 2025, transforming customs brokerage into a recognised profession.
- A 16.2% reduction in customs processing times, a 43.2% reduction in declaration errors, and a 23.1% decrease in brokerage costs, saving traders an average of USD113 per declaration.
- Deeper collaboration between government and the private sector, strengthening confidence, compliance, and long-term reform.



## → 2.4 Advancing inclusive trade

Women entrepreneurs and MSMEs are central to economic growth in developing countries, yet they continue to face the greatest barriers to participating in cross-border trade.

Complex procedures, unpredictable delays, and limited access to information disproportionately affect those with the fewest resources. Across its portfolio, the Alliance prioritises reforms that level the playing field and make trade more accessible for women and small businesses. By ensuring that small businesses and women traders are represented in our public-private dialogues and engaging them in

project activities from scoping through implementation, the Alliance ensures that its projects address the real-world challenges facing small and women-led businesses.

This commitment is enshrined in the Alliance's MSME and Gender Mainstreaming Guidelines—two knowledge products that provide a roadmap for making trade facilitation reforms more inclusive, more responsive, and more impactful.

The stories of Koffitse Kpogli in Togo and Elizabeth Nwankwo in Nigeria demonstrate what inclusive trade reforms can achieve.

### Trader story: Koffitse Kpogli, smallholder, Togo

Koffitse Kpogli was always keen to grow his business and support rural farmers. What began with organic soybean production grew into two complementary companies exporting soybeans, fresh fruit and value-added dried pineapple products to Europe and the United States.

Yet manual phytosanitary certification created costly delays, especially for perishable products sourced from smallholder farmers. Each certificate required multiple trips to offices, unpredictable processing times, and administrative burdens that slowed exports and limited growth.

Through an Alliance project in partnership with the Islamic Centre for Development of Trade, Togo adopted the International Plant Protection Convention (IPPC) ePhyto Solution, modernising how phytosanitary certificates are processed and exchanged.

“Previously, we had to spend a lot of time on paperwork and travel. We now handle everything from our office, from document submission to payment, to document receipt, which we can send to the customer.”



**Koffitse Kpogli**  
Founder

SAM & Bio Farm Trading

### Trader story: Elizabeth Nwankwo, exporter, Nigeria

Elizabeth Olanrewaju Nwankwo leads a women-powered agribusiness that supports 300 women farmers and thousands of dependents. Her company exports cocoa, cashew, ginger, cassava, and shea butter— all products that require strict quality control and timely certification.

As a woman in a male-dominated sector, Elizabeth has faced persistent gender barriers, from negotiating with male farmers to overcoming perceptions about women's leadership. Procedural challenges made exporting even harder.

After attending an Alliance-supported training, Nwankwo proactively adopted the ePhyto Solution, in a move that transformed her operations. She describes it as a 'gamechanger' for her company, drastically reducing processing, while also enabling better scheduling to allow raw products to reach markets more quickly and cost-effectively.

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



**Elizabeth Nwankwo**  
Founder & CEO

Oklan Best Ltd

### Making trade work for more people

The impact of the Alliance's work is visible not only in faster systems or improved procedures, but also in the lived experiences of women and small businesses whose opportunities expand as borders become more predictable and accessible. The Alliance's work in Togo and Nigeria shows that inclusivity is not an add-on, it is integral to effective trade reform. When women, small traders and MSMEs have a voice in shaping how borders operate, the result is a more equitable and efficient trading system.



## → 2.5 Addressing global challenges

How trade facilitation helps tackle today's global challenges.

In a world shaped by cascading crises—climate change, pandemics, conflict and supply chain disruptions—countries need trade systems that are not only efficient but also resilient and prepared for

shocks. The Alliance works with governments and businesses to strengthen the systems that keep trade flowing. These reforms do more than improve competitiveness: they directly support national priorities in public health, food security, disaster response, and sustainability.

## → Public health

More than two billion people still lack access to essential medicines. Border delays, including slow inspections, inconsistent classifications or paper-based approvals can worsen shortages and hinder emergency response. The Alliance helps countries unblock border bottlenecks through digitalisation, smarter risk management, and better coordination between regulators, customs, and health agencies.

### How our work makes a difference:

- **Faster access:** Digitalising paper-based procedures contributes to quicker distribution of medical supplies to vulnerable populations.
- **Lower costs:** Fewer delays at borders reduces storage fees and other overheads for importers, including aid organisations.
- **Consumer safety:** Modern risk management allows authorities to concentrate their physical inspections on higher-risk shipments to better combat fraud.



### Example: Reducing approval times for vaccines in Mozambique

In Mozambique, an Alliance–UNICEF partnership reduced pre-shipment approval times for lifesaving supplies by 25%, improving traceability and ensuring timely arrival of critical goods nationwide. Similar reforms in Nepal and Madagascar are strengthening medical supply chains and regulatory oversight.



## → Food security

One in ten people worldwide experiences hunger, and nearly a third of the global population faces food insecurity. Trade barriers—whether delays, outdated procedures, or non-transparent requirements—directly affect food availability, affordability, and safety. The Alliance helps governments modernise agri-food trade processes so perishable goods can cross borders quickly, safely, and predictably.

### How our work makes a difference:

- **Reduces spoilage:** Digitalising paper-based procedures helps eliminate unnecessary delays, allowing fresh food to transit faster.
- **Boosts production:** Fewer hold-ups on imported inputs such as fertilisers stimulate agricultural production.
- **Strengthens safety systems:** Seamless systems provide predictability for agri-food traders, improving confidence in cross-border transactions.



### Example: Streamlining agricultural trade flows in Senegal

In Senegal, two complementary Alliance projects streamlined agricultural import and export procedures and introduced electronic phytosanitary certification. Farmers reported fewer missed planting seasons and lower risk of spoilage, helping to strengthen national food security.



## → Climate action

Transport and logistics account for nearly 30% of global CO<sub>2</sub> emissions, driven in part by inefficient, paper-heavy and duplicative trade systems. For every hour that trucks idle at borders, or for each additional trip to deliver paperwork, emissions increase.

By digitalising procedures and reducing redundancies, the Alliance helps shrink the carbon footprint of global supply chains, showing that improving trade and cutting emissions can go hand in hand.



### Example: ePhyto certificates speed up processes and save emissions

Digital phytosanitary certificates exchanged through the IPPC ePhyto Hub are far cleaner and faster than paper. Between January 2018 and December 2024, nearly 7.7 million ePhyto certificates were exchanged through the Hub. This resulted in estimated carbon emissions savings of approximately 63,300 tonnes of CO<sub>2</sub> equivalent – roughly equal to the absorptive capacity of more than 2.9 million trees.

The findings underscore how digitalisation of trade procedures supports not only efficiency and transparency, but also sustainability. With ePhytos representing 5% of certificates worldwide, the opportunity for further impact is enormous.

### How our work makes a difference:

- **Less paper, less waste:** Simplified, digitalised processes reduce the environmental impact of paper-based procedures and allow for more efficient movement of goods when systems face disruptions.
- **Reduced transport emissions:** Trade facilitation eliminates redundancies, cuts delays, and helps reduce emissions linked to transportation, ensuring goods move faster and with lower environmental impact.
- **More integrated systems:** Improved collaboration between border agencies, logistics providers, and businesses ensures that trade flows smoothly, minimising emissions and contributing to more sustainable global trade practices.



## → Disaster preparedness

When disasters strike, every minute counts. Whether responding to cyclones, earthquakes, pandemics, or supply chain breakdowns, countries need reliable, agile border procedures to move critical goods quickly. Trade facilitation reforms strengthen national resilience by establishing clear emergency protocols, digital tools, and coordinated procedures that keep borders functioning when systems are under stress.

### How our work makes a difference:

- **Continuous access:** Simplified processes and emergency protocols keep goods flowing even during system disruptions.
- **Faster response:** Digitalising procedures cuts red tape, allowing emergency supplies to clear borders faster.
- **Better coordination:** Stronger collaboration between customs, emergency response agencies, aid organisations and the private sector improves response times and efficiency..



### Example: Building resilience in Madagascar

In Madagascar, an Alliance project with Columbia University's National Centre for Disaster Preparedness (NCDP) and the World Customs Organization (WCO) stress-tested emergency customs procedures. When Cyclone Batsirai hit weeks later, these reforms helped accelerate humanitarian clearance, turning preparedness into real-world impact.



Across 30+ countries, Alliance projects show that trade facilitation is not merely a technical exercise. It is a practical solution to global challenges:

- health systems work better when medical goods move quickly and safely
- food systems are more secure when borders are predictable and efficient
- climate goals are easier to reach when trade routes are streamlined and digital
- disaster response becomes faster and more reliable when border agencies are prepared.

## → 2.6 Measurement

### Metrics and Benchmarking: Turning results into impact

As the Alliance marks its 10th anniversary, the Metrics and Benchmarking (M&B) workstream stands as one of its core functions that translates reform into measurable, credible impact.

Since its creation, the Alliance has built a reputation for quantifiable results: cutting trade costs, accelerating clearance times and helping businesses thrive in over 30 countries. The M&B workstream has been central to this success, pioneering a practical framework grounded in business practices and logistics for measuring trade facilitation impacts.

At the heart of its work, M&B brings the private sector perspective into focus – showing how businesses experience the tangible benefits of trade facilitation. Using tools such as the Alliance’s Total Transport and Logistics Cost (TTLC) framework, Business Process Analysis, and targeted private sector surveys, the workstream demonstrates how reforms translate into real-world time and cost savings.

More than measurement, M&B defines the Alliance’s evidence culture – informing reform design, building donor and government trust and amplifying private sector engagement. It ensures every project contributes not only to faster, simpler, and more predictable trade, but to a growing global body of knowledge on how trade facilitation fosters a more competitive trade environment and drives growth.

Looking forward, the M&B continues to innovate – standardising methodologies across projects where relevant, automating data collection, and expanding

measurement to environmental gains such as carbon emission reductions. By evidencing the value of trade facilitation, M&B exemplifies the Alliance’s mission: making trade efficiency measurable, scalable, and sustainable for the decade ahead.

### Monitoring & Evaluation: The signal that keeps the Alliance moving forward

Monitoring and Evaluation (M&E) functions as the Alliance’s guidance system, the steady signal that keeps projects aligned, informed and moving toward meaningful results.

M&E blends quantitative tracking with on-the-ground qualitative perspectives and works with teams to define what success should look like in each context, while ensuring that projects remain responsive, inclusive, and grounded in reality. M&E is involved in the entire project implementation process, providing precise data, timely insights and practical recommendations.

M&E is also a thought partner. This workstream informs design choices, guides adaptations, and connects lessons learned across countries, making the Alliance smarter with every project. Thanks to tools, surveys and a learning culture, M&E turns experience into evidence, and evidence into better decision-making.

As the Alliance enters its next decade, M&E will continue to support evaluations, enhance monitoring systems and build capacity across teams, to ensure that every project benefits from the knowledge, experience and wisdom generated by those before it.

### The Alliance Theory of Change



## → 2.6 Measurement



### Case study: Using data to understand the real cost of trade in El Salvador

#### The challenge

El Salvador's National Trade Facilitation Strategy (NTFS) aims to establish the country as the regional leader in logistics and international trade procedures by 2027. This required an assessment of the country's trade competitiveness to measure the impact of trade facilitation reforms on trade performance.

#### What we did

The Alliance conducted a Total Transport and Logistics Costs (TTLC) study for the textile and apparel industry. The project provided technical assistance to the Ministry of Economy, while building its capacity to implement the methodology independently.

The study analysed the country's trading systems and the time and cost of imports, exports and transit operations as well as identifying supply chain blockages and priorities for future reform. The Alliance will maintain an advisory role to ensure the TTLC continues to be deployed in line with quality standards.

#### The impact

This Alliance project helped to deliver sustainable reforms that reduced time and costs in cross-border trade, while building capacity to roll out future and current trade facilitation reforms.

For El Salvador, implementing the TTLC ensures accurate NTFS monitoring, strengthens foreign investor confidence and positions El Salvador as a global model of good practice.



### Total Transport and Logistics Costs: A unique approach to measuring trade performance

The Total Trade and Logistics Cost (TTLC) methodology, a bespoke impact assessment tool developed for the Alliance by A.P. Møller – Mærsk A/S, measures the direct and indirect costs of trading across borders and assesses the potential returns of trade facilitation interventions.

**Examining supply chains differently:** The TTLC provides a comprehensive analysis of the supply chain in terms of time and cost. It has an emphasis on quantifying time variability and indirect costs and fills gaps not addressed by existing methodologies.

**Identifying bottlenecks:** By estimating the time and costs involved at each step of the import and export supply chain, the TTLC serves as a baseline tool for identifying bottlenecks. By using the same data, the TTLC can help to assess the potential return-on-investment of trade facilitation reforms.

**Tracking progress over time:** The TTLC can be used both before and after the implementation of trade facilitation initiatives. It allows for ex ante analysis to estimate the potential impact of reforms and ex post analysis to assess the actual impact on total costs of transport and logistics.

**Engaging the private sector:** As one of the key beneficiaries of trade facilitation reforms, the private sector holds valuable information on the performance of supply chains. Collecting data from business is an important feature of the TTLC methodology, allowing the user to gain insights on how the private sector experiences the international trade environment.



## 3. 2025 AT A GLANCE

3.1 Our projects in 2025



3.2 Completed projects



3.3 Closed projects



3.4 New initiatives in 2025



## → 3.1 Our projects in 2025



### Key Figures:

40+

Project countries

11

Projects in  
implementation

36

Projects completed

USD 273M

Total savings

292%

ROI on donor investment

## → 3.2 Completed projects

### Ukraine: Keeping trade flowing during times of conflict



#### The challenge

In recent years, with European Union support, Ukraine has digitalised many aspects of its agricultural trade. However, several key border processes remain paper based.

Until 2025, traders looking to acquire the phytosanitary certificates required to import or export agricultural products had to complete a cumbersome application process that created unnecessary costs and delays. The State Service of Ukraine for Food Safety and Consumer Protection (SSUFSCP) handles around 220,000 such applications every year and the cost of obtaining a certificate can vary per shipment. This manual process was a significant administrative burden for both government and private sector. The ongoing conflict in Ukraine compounded the need to digitalise processes.

Ukraine is among the world's top agricultural producers and a major international exporter of food supplies, especially to developing economies. Beyond the obvious economic gains for the agricultural sector, easing exports from Ukraine has wider benefits for global food security.

#### What we did

The project enhanced digitalisation within Ukraine's national phytosanitary certification system (PHIS) and connected it to the IPPC ePhyto Hub. It also updated the connection between PHIS and Ukraine's laboratory information management system (LIMS), which tests export samples for pests and diseases. Linking the two systems allows laboratory results to be shared digitally, reducing physical travel.

In addition to making IT enhancements to PHIS, the Alliance supported change management to enable the transition from manual to digital. This included training for more than 750 officials across the country. For the private sector, the project helped develop diverse online training material.

Lastly, the project supported the regulatory changes required to authorise ePhytos, resulting in their formal legalisation in November 2024. While new legislation enacted in early 2025 is currently limiting uptake, the platform is operationally ready and will enable a complete end-to-end digital phytosanitary certification process once the legislation takes effect.

#### The impact

Since the system's go live in February 2025, Ukraine has exchanged more than 100,000 ePhytos via the IPPC ePhyto Hub. The project has also enabled Ukraine to link with the EU's trade control and expert system (TRACES), supporting closer regulatory alignment and deeper integration with European trade processes.

The new system is improving the security, efficiency, transparency, and predictability of agricultural trade in several ways, including:

- reducing the complexity of the phytosanitary certification process
- reducing the cost of acquiring phytosanitary certificates by USD18 per certificate for fruit exports and USD66 per certificate for cereal exports
- streamlining the arrival, departure and clearance of plant products
- easier rerouting of shipments due to digitalised re-issuance procedures



"Switching to paperless trade using digital tools such as ePhyto will help Ukrainian agribusinesses to increase the efficiency of logistics for grain & oilseeds trade by reducing time and costs for exporters [...] Digitisation of phytosanitary services is a win-win for all parties - business, government, and our foreign partners".



**Irina Dushnik, Grain & Oilseed Committee  
Executive Director, European Business  
Association**

## → 3.2 Completed projects

### Jordan: Digitalising processes to boost exports

#### The challenge

Jordan's exporters operate in an increasingly competitive global marketplace, where speed, predictability and trust are essential. Yet until recently, the process for acquiring certificates of origin, a critical document required for border clearance, was largely paper-based, fragmented and dependent on in-person visits. Exporters typically had to travel to their chamber of commerce to apply for a certificate, pay fees in person, obtain physical signatures from government entities and carry stamped documents to customs. Even when the approval itself only took minutes, the travel time could consume half a working day. For many businesses, especially MSMEs, this meant precious hours taken away from business development. At the system level, paper-based processes limited transparency and data availability. Authorities and chambers of commerce had no real-time visibility on export flows, and inconsistencies across institutions made coordination difficult. Jordan needed a harmonised digital system and a stronger public-private coordination mechanism to reduce friction and improve competitiveness.

#### What we did

Working closely with the Ministry of Industry, Trade and Supply, the Ministry of Transport, Zarqa and Irbid Chambers of Industry and Commerce and other private sector representatives, the Alliance supported two complementary reforms:

#### 1. Rolling out Electronic Certificates of Origin (eCOs)

The project developed a national digital platform allowing exporters to apply for certificates of origin online. The system connects chambers of commerce, ministries, government databases and customs, reducing the scope for errors and enabling end-to-end digital processing. Instead of travelling between offices, traders can now complete applications from their factory or home, often in minutes.



By digitalising more of our services, we are ensuring that trade is accessible to everyone, providing a platform where women and people with special needs can compete and succeed without barriers.



Fares Hammoudeh, Chairman of the Zarqa Chamber of Industry

#### 2. Strengthening public-private coordination

In parallel, Jordan restructured its National Transport and Trade Facilitation Committee (NTTFC), modernising and expanding its approach, and transforming it into an active, institutionalised platform for reform. Specialised working groups now bring together government agencies and private sector operators to co-create solutions, develop a trade facilitation strategy and monitor implementation.



The true achievement was not only delivering digital tools like the electronic certificate of origin but institutionalising trust and transforming public-private coordination into a permanent engine of reform.



H.E. Fares Abu Dayyeh Secretary General of the Ministry of Transport

#### The impact

Projected results show that Jordanian exporters are set to save an average of 1.79 hours and USD19 per certificate with the new system. With an estimated 160,000 certificates issued annually in Jordan, this translates into projected annual savings of USD186,900 for traders. For small and medium-sized enterprises, the reform levels the playing field. By reducing administrative burdens, digitalisation removes the barriers that disproportionately affect firms with limited staff and resources. Digitalisation also strengthens transparency and compliance. Authorities can better ensure that issued certificates correspond to actual shipments, thereby enhancing trust in 'Made in Jordan' products.

Finally, the project has strengthened trust between public and private actors. The involvement of chambers of commerce and businesses ensured the reform responded to real operational needs. The restructuring of the NTTFC institutionalised this collaboration, transforming dialogue into joint reform ownership.



Countries globally are shifting toward electronic certificates. For Jordan, accelerating digitalisation was essential to ensure that 'Made in Jordan' products face zero administrative friction at international borders.



H.E. Ms. Dana Al-Zoubi, Secretary General of the Ministry of Industry, Trade and Supply

## → 3.2 Completed projects

### Jordan: Digitalising processes to boost exports



#### Trader Story: “From five trips a month to ten minutes online”

A young accountant, Ms. Wala'a Al Zoubi, at a medium-sized plastics manufacturer (ZamZam) in northern Jordan used to handle certificates of origin alongside her core finance responsibilities.

Each month, the company exported around five consignments, implying five separate trips to the local chamber of commerce. Every application required preparing and verifying documentation, travelling in traffic and waiting for processing. When things went smoothly, the task consumed hours. When there were unforeseen delays, it could stretch into a full day.

It was not Wala'a's primary role, but it often dictated her schedule.

Today, she submits applications digitally. Shipment details are entered online, sometimes in the evening, and certificates are ready the next morning.

“Before, this process could take two or three hours just to prepare documentation plus travel time. Now I can do it in ten minutes. It saves time, effort and pressure.”

She no longer needs to leave her desk to manage documentation, and the time reclaimed is reinvested into her actual accounting work – better supporting business operations.

#### Trader Story: Cutting costs and building credibility

As the Logistics Manager of one of Jordan's largest garment exporters (Needle Craft Group) to the United States and Europe, digital transformation is not a theoretical concept for Khalid Badarneh, it is a competitive necessity.

For years, managing certificates of origin required dispatching staff between the factory, the local chamber of commerce, Ministry of Industry, Trade and Supply and customs. Even with experienced teams, the process created friction: multiple trips, physical payments and coordination across institutions.

Today, with the eCO system, applications can be prepared and submitted directly from the company's offices. Payments are processed and approvals are issued electronically. The administrative burden is lighter, and internal resources can be allocated more efficiently.

But for this exporter, the impact goes beyond cost savings. Operating in highly regulated markets like the US and the EU, credibility matters. Digital certificates enhance trust with foreign buyers and Customs authorities, reducing doubts about authenticity and improving predictability in cross-border trade.

For Khalid, digitalisation is also a signal to investors and international partners that Jordan is keeping pace with global standards.

“Being advanced in these systems is important. It shows Jordan is ready for business.”



## → 3.2 Completed projects

### Uganda: Making food and plant inspections faster and more predictable

#### The challenge

Agriculture is the backbone of Uganda's economy, employing nearly 70% of the population and generating close to 50% of export earnings. Yet despite its importance, agriculture has struggled to grow and compete regionally due to fragmented operations, information gaps across the supply chain, weak traceability, and low trust between public and private actors—driving inefficiencies and high transaction costs.

These challenges were especially acute in the country's Sanitary and Phytosanitary (SPS) inspection system. The paper-based, manual process was slow and error-prone, requiring over 15 hours per consignment—much of it spent on inspections and manual sorting. Limited visibility of incoming trucks at the airport prevented exporters from planning shipments, resulting in ad hoc evening operations, higher costs and increased risks of spoilage, waste and border rejections.

Regulatory agencies lacked end-to-end oversight: cargo was sometimes approved without physical inspection, while weak documentation, poor enforcement and duplicate checks at packhouses and airports further undermined efficiency. These systemic failures led to international bans on some Ugandan products, threatening livelihoods, employment and Uganda's credibility as an exporter. While SPS guidelines existed, they were inconsistently applied and rarely enforced. The system was failing both public authorities and the private sector.

#### What we Did

The Alliance partnered with Uganda's Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) and the Ministry of Trade, Industry and Cooperatives (MTIC) to support the creation of a private sector association named HortiFresh. A multi-pronged strategy was implemented to improve the quality and efficiency of SPS procedures. Key to this was the development of a crop inspection and certification platform (RUSH/CICS) to streamline SPS inspections, improve transparency, and strengthen coordination.

We also:

- Laid the groundwork for data-driven inspections
- Engaged stakeholders to co-create solutions
- Built capacity across the supply chain
- Enabled risk-based inspections



With the new tool, each batch of produce will be traceable back to its origin, enabling authorities to identify the source of any issues, such as harmful organisms or pesticide residues. This is expected to significantly benefit farmers, who will be 'coded and traced', ensuring accurate tracking and documentation for exports.



**Carol Nankinga, Assistant Commissioner,  
Ministry of Agriculture, Animal Industry and  
Fisheries**

#### The impact

RUSH/CICS is transforming Uganda's agricultural export landscape thanks to a digital inspection platform that strengthens compliance, reduces errors and builds trust in Ugandan produce—delivering measurable value across the sector. As a result, thanks to digitalisation, the cost of processing a consignment has fallen from USD88 to USD50, saving exporters nearly USD39 per shipment. Improved SPS controls are enhancing compliance and lowering rejection risks by enabling inspectors and exporters to identify and intercept non-compliant consignments before export. RUSH/CICS has strengthened Uganda's position in global markets as improved traceability and faster clearance have reinforced Uganda's competitiveness, particularly for time-sensitive, perishable exports.



The RUSH/CICS system has transformed our exporting business by replacing time-consuming manual processes with a streamlined digital solution. This shift saves us valuable time but also improves data management, ensuring our records are safe, accessible and accurately tracked. Additionally, the system allows us to trace our goods back to their origin, enabling quick identification of any issues and enhancing accountability and quality control.



**Yawe Juliet Mercy, Manager, Roki Fruits &  
Vegetables Limited**

## → 3.3 Closed projects

In January 2025, a Stop Work Order from the U.S. Department of State led to the withdrawal of funding from the United States Agency for International Development (USAID), closing a range of projects earlier than planned. The section below outlines these projects. While implementation was shortened, each project achieved meaningful results and contributed valuable lessons and outputs.

### Colombia: Modernising border processes



The Alliance partnered with Colombia's national authority for agricultural health and phytosanitary controls (ICA), the Ministry of Agriculture and private sector stakeholders to modernise border processes through:

- Risk management: Designing a national blueprint for a system aligned with international best practice, enabling ICA to systematically identify, assess, and prioritise phytosanitary risks.
- Digital modernisation: Supporting ICA to adopt the IPPC ePhyto Solution and connect to the IPPC ePhyto Hub for secure electronic exchange of phytosanitary certificates.
- Capacity-building: Training ICA officials in risk analysis and e-certification, complemented by knowledge-sharing with international experts.
- Infrastructure upgrades: Equipping ICA with the necessary IT systems and connectivity to sustain digital operations.
- Stakeholder engagement: Organising dialogues and trainings with private sector exporters, raising awareness about ePhyto and the benefits of risk-based approaches.

#### The impact

The project delivered concrete results:

- Colombia now has a modern risk management methodology, enabling ICA to target inspections more effectively and align with global standards.
- The launch of ePhyto reduced processing times by 29% and generated USD970,000 in total annual savings for the private sector.
- ICA staff gained practical skills in ISO-based risk management and digital certification, while exporters expressed strong satisfaction with the reforms.
- Public-private collaboration improved trust and created a foundation for continued reform.

Early closure meant that planned work to consolidate risk management and expand training under ePhyto could not be completed. Despite this, Colombia now has the building blocks in place to offer a solid foundation for future reform and trade facilitation.



## → 3.3 Closed projects

### The Dominican Republic: Helping small businesses reach new buyers



#### The challenge

The Dominican Republic's strategic location and robust Free Trade Zone (FTZ) network make it an ideal hub for regional commerce, yet many local small businesses have struggled to fully benefit from this economic advantage. Barriers such as meeting international standards, accessing finance, navigating customs and building technical capacity have limited their ability to seize nearshoring opportunities and integrate into global value chains.

#### What we did

The Alliance worked with public and private sector partners to bridge these gaps by:

- Connecting SMEs to buyers via matchmaking events: Held in Santo Domingo and Santiago, these brought together 243 companies for 753 business meetings, resulting in the first local SME securing a purchase order from a FTZ company.
- Strengthening SME capacity: 12 SMEs completed a mentorship programme to boost their export readiness. Four SMEs received tailored technical assistance to meet free trade zone supplier standards, and one SME secured USD10,000 to invest in new machinery and boost production.

- Facilitating trade compliance: 22 SMEs acquired Authorised Economic Operator (AEO) certification, enabling faster customs clearance and real cost savings.
- Mobilising the private sector: Businesses contributed over USD126,000 to co-fund project activities, with engagement from 66 MSMEs, 24 large firms, and 18 associations and chambers of commerce.

#### The impact

- Customs clearance times for certified SMEs dropped from 104 hours to 72 hours.
- All 22 certified SMEs reported lower costs and fewer inspections.
- Matchmaking events opened new markets across multiple sectors, while public and private institutions collaborated more closely than ever before on supplier development.

While early closure limited scale-up, the groundwork for better business links to SMEs is in place, seen in stronger SME capacities, proven supplier development approaches, and a successful model of public-private cooperation that can continue to strengthen the country's role in regional supply chains.

## → 3.3 Closed projects

### Ecuador: Moving border approvals online

#### The challenge

Ecuador's efforts to modernise trade procedures had stalled due to public budget constraints, leaving many key import and export processes slow and paper-based; nearly 40% of trade-related procedures required manual handling, often taking several days to complete. This affected the efficiency and reliability of interactions between businesses and government agencies responsible for customs, agricultural and animal health controls, and sanitary regulation. The lack of integrated digital systems limited traceability, delayed approvals and constrained Ecuador's ability to compete in international markets

#### What we did

The Alliance partnered with Ecuadorian public institutions and the private sector to improve trade efficiency through process reengineering and digitalisation across three complementary areas:

- Strengthening the national single window, 'VUE', the digital platform that allows traders to submit documents to multiple border agencies through a single entry point. The project supported the launch of nine new digital services and four upgrades, covering key authorisations such as certificates of origin, phytosanitary transit permits, agricultural free sale certificates and vehicle import licenses.
- Modernising the laboratories of AGROCALIDAD, the public agency responsible for animal and plant health controls, by designing and implementing a digital laboratory management system. This replaced manual, paper-based workflows with end-to-end digital processes for sample intake, analysis, payments, traceability and results delivery.
- Modernising sanitary procedures at ARCSA, the national agency in charge of food, pharmaceutical, and health product regulation, through the development and partial deployment of an integrated digital management system to consolidate and automate internal and user-facing procedures.



#### The impact

The project delivered concrete efficiency gains and durable institutional improvements:

- Processing times for several high-volume trade procedures were significantly reduced—by up to 81% in some cases—through the shift from paper-based to fully digital services.
- The single window was strengthened as a coordination tool, improving inter-agency collaboration, transparency, and alignment with Ecuador's international trade commitments.
- AGROCALIDAD successfully transitioned its laboratory operations to a digital system, reducing manual administrative tasks by more than 80% and supporting compliance with international quality standards.

ARCSA consolidated multiple fragmented systems into a single digital architecture, establishing the technical foundation for more efficient and traceable sanitary approvals once full rollout is completed. Overall, five newly digitalised or upgraded services alone generated an estimated 486,950 hours of processing time saved per year, based on actual reductions in approval times and annual transaction volumes reported by public agencies.

Despite early closure, the project helped Ecuador advance toward a more efficient, transparent, and resilient trade environment, while laying the groundwork for continued reform beyond the project's lifetime.

## → 3.3 Closed projects

### Malawi: Reducing Trade Barriers for Small Businesses



#### The challenge

Small businesses in Malawi struggled to access the benefits of regional and global markets. Trade barriers such as complex customs processes, limited knowledge of export requirements and heavy reliance on intermediaries raised costs and reduced competitiveness, especially in MSMEs and women-owned businesses.

#### What we did

The Alliance partnered with the Malawi Revenue Authority, Ministry of Trade and Industry, and private sector actors to tackle these barriers by:

- Providing export readiness training to 135 MSMEs, 87% of them women-led, across the country.
- Supporting 30 MSMEs through a mentorship programme that built lasting peer-learning networks.
- Launching a digital HS classification and tariff information tool to help traders classify goods, determine tariffs, and understand compliance requirements.
- Promoting gender inclusion in cross-border trade through targeted outreach to women's associations and gender-sensitive mentorship.
- Creating a public-private platform that brought together government, business, and development partners to align reforms with national strategies and African Continental Free Trade Agreement (AfCFTA) priorities.

#### The impact

The project showed how targeted support and digital tools can make trade more inclusive and efficient:

- 74% of mentored SMEs reported new or increased exports.
- 84% reported greater efficiency in trade operations.
- Within three months of launch, the HS tool processed over 7,500 queries with zero disputes, giving traders greater independence, reducing costs and improving accuracy.
- Government and private sector collaboration deepened, laying the groundwork for future reforms.

By reducing information gaps, modernising trade systems, and equipping businesses—especially women-led enterprises—with the right knowledge and tools, the project strengthened Malawi's overall trade competitiveness.

While planned activities such as AfCFTA capacity-building and the Malawi Bureau of Standards certifications for targeted MSMEs were curtailed, the project delivered its key outputs: trained entrepreneurs, a functioning digital tariff tool and an inclusive public-private cooperation model to build on.



## → 3.3 Closed projects

### Regional Authorised Economic Operators: Helping trusted traders move through borders

#### The challenge

Customs administrations across Latin America and the Caribbean face the dual challenge of securing borders while facilitating growing volumes of legitimate trade. Although many countries had established AEO programmes, these operated largely in isolation. Without mutual recognition across borders, trusted exporters could not fully benefit from their investments in compliance and supply chain security, and customs authorities missed opportunities to focus controls on higher-risk trade. While bilateral AEO agreements were proliferating globally, their practical implementation, and therefore impact on businesses, was limited.

#### What we did

The Alliance supported 11 customs administrations in Latin America and the Caribbean to design, implement, and begin measuring the world's largest Regional AEO Recognition Arrangement by:

- Facilitating alignment of national AEO programmes with the WCO SAFE Framework of Standards through joint site validations and peer reviews across all participating countries.
- Supporting the negotiation and signing of a single multilateral Regional AEO Arrangement in May 2022, replacing the need for multiple bilateral agreements.
- Building institutional capacity by training nearly 200 customs officials on AEO validation methodologies, including innovative remote validation techniques during the COVID-19 pandemic.
- Supporting operational implementation through common data exchange protocols, monitoring tools, and national AEO management systems, including the launch of a fully digital system in Paraguay.
- Leading the first systematic effort to measure the real-world implementation of a mutual recognition arrangement, focusing on utilisation rates, customs selectivity and clearance times.

- Conducting extensive public-private outreach, connecting with over 5,000 private sector stakeholders to explain how the arrangement works and how exporters and brokers can access its benefits.

#### The impact

The project delivered landmark results for regional trade facilitation:

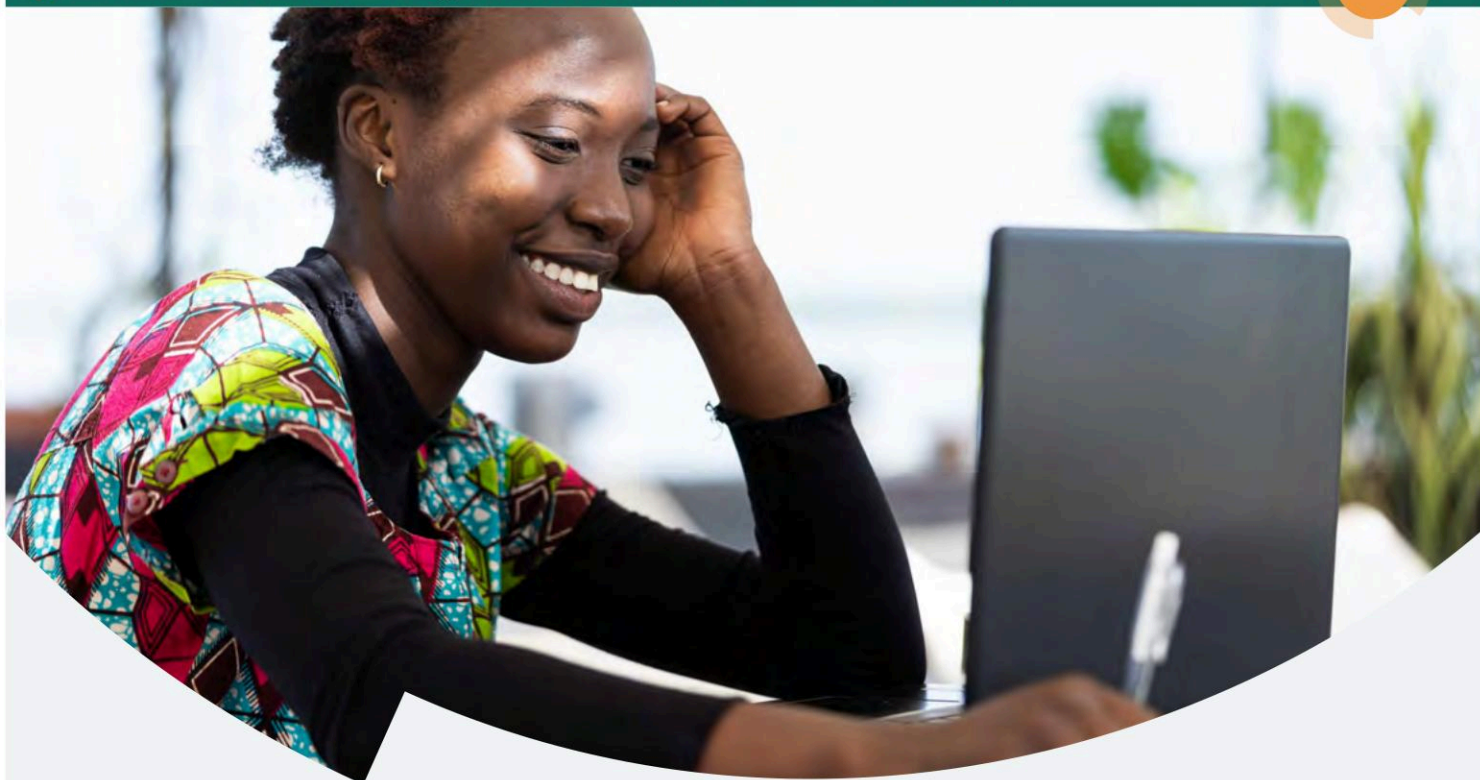
- 11 customs administrations established a shared framework to recognise trusted exporters across borders, strengthening regional integration and coordinated border management.
- Preliminary data showed that AEO shipments under the arrangement received significantly higher green-channel treatment and faster clearance, with clearance times in some countries cut nearly in half.
- For the first time globally, a regional group of customs administrations agreed on common indicators to monitor the implementation and impact of a mutual recognition arrangement.
- Trust, cooperation, and peer learning among customs authorities deepened, creating a sustainable platform for future collaboration.

By moving beyond signature to implementation and measurement, the project demonstrated how regional cooperation on trusted trader programmes can deliver real benefits for businesses and customs alike—and set a global benchmark for how mutual recognition arrangements can be made operational and accountable.

Despite early closure, the project demonstrated how regional cooperation on trusted trader programmes can deliver real benefits for businesses and customs alike, setting a global benchmark for how mutual recognition arrangements can be made operational and accountable.

## → 3.3 Closed projects

### Zambia: Professionalising customs to improve border efficiency



#### The challenge

In Zambia, customs agents play a crucial role in helping traders navigate complex import and export procedures. Yet inconsistent professional standards, limited training, and weak regulation made it harder for traders—especially MSMEs—to move goods efficiently across borders.

#### What we did

The Alliance used a multi-pronged approach that involved strengthening institutional capacity, catalysing regulatory reform, boosting digitalisation and promoting cross-sectoral cooperation. Together with the Zambia Revenue Authority (ZRA) and private sector partners, we:

- Developed a national framework to license and regulate customs agents.
- Introduced a standardised training and certification programme, with over 300 agents completing accredited courses.
- Piloted digital tools and upgraded infrastructure at selected border posts to reduce paperwork and errors.

- Ensured gender considerations were integrated into training and recruitment, encouraging greater participation of women in the customs profession.
- Strengthened collaboration between businesses and the Zambia Revenue Agents' Association (ZRA) to embed reforms.

#### The impact

The project demonstrated how professionalising customs agents can speed up clearance and reduce costly documentation errors. Agents benefited from clearer rules and stronger credibility, while traders, particularly SMEs, saw more predictable, reliable services.

Early closure limited scale-up beyond the pilot sites, but Zambia now has a tested framework, stronger institutional capacity and lessons learned that can guide future trade facilitation reforms.

## → 3.4 New initiatives in 2025

In 2025, the Alliance significantly expanded its reach and impact through new donor partnerships, regional programmes and a growing humanitarian collaboration—strengthening supply chains, accelerating digitalisation and advancing inclusive and sustainable trade in some of the world’s most challenging contexts.

A major milestone this year was the European Union joining the Alliance as a donor, alongside renewed support from Germany. This partnership reinforces a shared commitment to modernising cross-border trade processes, improving transparency, and unlocking opportunities for MSMEs, particularly in least developed countries. The collaboration also supports the objectives of the EU’s Global Gateway strategy, which is mobilising investments in digital, climate, energy, health, transport and education.

The Alliance also deepened its partnership with the Swedish International Development Cooperation Agency (Sida), launching three new regional windows across Eastern Europe, Africa, and the Middle East–North Africa. In Eastern Europe, the Alliance is supporting closer alignment with EU standards, starting in Moldova, Armenia and Ukraine with reforms focused on border agency cooperation, agri-food trade, and interagency coordination. In Africa, work is underway to digitalise the exchange of phytosanitary certificates to lower compliance costs, improve

certificates to lower compliance costs, improve traceability and reduce administrative delays. In MENA, starting with Morocco, the Alliance is helping governments advance TFA implementation, with a priority on digitalisation, regulatory reform and coordinated border management.

Together, these regional windows combine Sida’s commitment to inclusive development with the Alliance’s proven public–private partnership model and promoting regional integration, food security, and improved market access.



In the MENA region, the Alliance is translating Sweden’s priorities into real action and engaging our network at every level, from embassies and development partners to the private sector – embedding them directly into project design and delivery. This holistic approach will help unlock tangible trade benefits for businesses and support inclusive economic growth across the region.



Rebecca Ygberg Amayra First Secretary, Regional Programme Manager, Trade and Economic Development, Embassy of Sweden in Jordan

2025 also marked a step change in our humanitarian impact through the Alliance’s growing partnership with UNICEF, known as ADEPT (Accelerating Delivery of Essential Products Together). Building on a successful pilot in Mozambique, the collaboration demonstrates how smarter trade facilitation can deliver life-saving results. The model is being scaled to 10 additional countries, with work underway in Madagascar and Nepal where our projects are reducing pre-shipment processing times for humanitarian health products.

Across all new initiatives launched in 2025, there is a common thread: practical, business-informed reforms delivered through strong partnerships. From new donor engagement to regional platforms and humanitarian supply chains, the Alliance continued to scale solutions that help governments modernise trade systems, generate benefits for businesses, and ensure trade works better for people everywhere.





## 4. ADAPTING TO A CHANGING LANDSCAPE

4.1 Private sector engagement: A decade of concrete action



4.2 Perspectives from a new donor



4.3 Strategic vision 2026-2030





## → 4. Adapting to a changing landscape

The signature public-private partnership model of the Alliance has proved its success and impact over the past decade.

In the coming years we will continue to refine and strengthen this approach to sustain our impact, and to ensure trade and prosperity can flourish, even in an increasingly complex and changing global landscape. Below we share insights from our private sector workstream, reflections from our newest public sector partner, the European Union, and a forward-looking perspective from our Director.

## → 4.1 Private sector engagement: A decade of concrete action

The Alliance's mission is to integrate private sector expertise into trade reform in ways that deliver concrete development impact and are practical for business.

Our public-private partnership model is designed to make trade work better for the countries in which companies operate by aligning business realities with national reform priorities.

### **At the core of this model is flexibility.**

The Alliance enables the private sector to engage with us in three complementary pathways: companies may serve as global ambassadors, using their connections with governments and international organisations to advocate for trade facilitation. They may invest in technical work, connecting their in-country teams with Alliance projects and taking part in trainings and consultations; or they may wish to focus on governance, participating in steering group decisions and project approvals. This lets companies engage in ways that fit their strengths and capacity.

### **The Alliance meets the evolving needs of our business partners.**

Companies flag operational challenges, supply chain issues or non-tariff barriers that they face in the countries where they source or trade, or the need for innovative solutions that could help reduce the time and cost of doing business in their host country. Here, the public-private partnership model enables the Alliance to play a matchmaking role, finding projects that address these business challenges while delivering development impact for the host country. These projects could be in the areas of certification (e.g., certificates of origin, certificates of conformity or phytos), customs entry challenges or implementing systems-based solutions.

### **The Alliance's private sector engagement model allows companies to prioritise and organise.**

In 2025 the Alliance introduced industry-specific subgroups for food and beverage, textiles and retail, and technology-driven industries. These groups are led by the private sector partners and allow for focused conversations on topics such as interoperability, circularity and digitalisation. Plans include expanding these groups to other sectors based on partner needs.

### **The enduring appeal of the Alliance model is that it delivers concrete results.**

Partners remark that, unlike many other business forums, the Alliance connects them directly with project representatives to discuss their challenges. We also move quickly. This may be why, despite the ongoing turbulence in global trade, from tariffs, supply chain disruptions and shifting geopolitical patterns, multinational businesses remain committed to the Alliance and our ability to deliver results even in uncertain times.

### **Underlying all of this is the Alliance's ability to build trust between public and private sectors.**

This has been one of our most significant achievements. Companies value our ability to create dialogue with customs authorities and trade ministries that would otherwise be difficult to access, particularly during project scoping. Governments, in turn, gain direct insight into private sector challenges. Many governments see the value of the Alliance as a true partner, not just a technical implementer.

As we look towards the next ten years, the Alliance will continue to adapt. We are exploring how new technologies and partnerships with technology companies can support trade facilitation and help us expand into circular economy work. But the core lesson from the past decade is clear: staying concrete, staying flexible, and adapting as business needs shift.

## → 4.2 Perspectives from a new donor

The European Union joins the Alliance as a donor.

In 2025, the European Union joined the Alliance as a new donor and partner. Here, Martijn Boelen, Head of Trade and Investment Climate at the Directorate-General for International Partnerships, European Union, explains the motivations behind this strategic and exciting new partnership.



In 2025, the European Union (EU) joined the Alliance as a new donor and partner, strengthening global support for implementation of the WTO TFA in developing countries.

Here, Martijne Boelen explains why the EU was drawn to the Alliance and the particular synergies between the two entities, “The EU believes in trade as a driver of development, job creation, economic growth and poverty reduction. For example, it has a longstanding commitment to Aid for Trade and is historically one of the largest providers of support in this area. For the EU – like the Alliance – trade facilitation is a practical tool with tangible benefits such as helping countries improve border processes, reduce delays and costs, and making trade more predictable and transparent.”

He continues, “The EU’s decision to support the Alliance was driven by the need for a specialist partner with a focus on trade facilitation implementation. Unlike other development programmes, where trade facilitation is simply a component of a broader initiative, the Alliance offers a dedicated platform for translating the WTO’s TFA commitments into practical reforms at borders, customs and ports.”

Through the convening role of the Alliance’s host organisations, such as the International Chamber of Commerce (ICC) and the World Economic Forum, the Alliance helps strengthen dialogue between governments and the private sector, including in countries where such engagement is limited.

This public–private partnership model was another powerful motivator for the decision, as Martijn states, “The EU sees the private sector as essential for designing practical solutions and identifying trade bottlenecks. As businesses directly experience border frictions, they are well placed to point to where procedures, systems and incentives fail.”

He continues, “The partnership also aligns with the EU’s Global Gateway strategy. While the Global Gateway mobilises finance for infrastructure and development investment, the EU recognises that finance alone is not enough. In many countries, investment is held back by slow border procedures, weak customs systems, permit delays and difficulties moving goods, inputs and profits across borders. Trade facilitation—and the specific methodology of the Alliance—helps remove these barriers and makes it easier for companies to invest.”

EU funding through the Alliance is focused on Least Developed Countries (LDCs), where implementation gaps remain largest. The EU has also supported collaboration between the Alliance, ICC and UNICEF on trade facilitation for emergency settings. Beyond financial support, the EU is an active participant in the Alliance through its engagement in the Steering Group. Here, the EU brings a multilateral perspective and contributes to discussions on priorities and the selection and design of projects.



## → 4.2 Perspectives from a new donor

The EU's entry as a donor strengthens the Alliance's funding base and supports its future activities. It also increases the Alliance's visibility within the EU, among its Member States, and within the wider trade facilitation community. This reinforces the Alliance's position as a practical platform for trade facilitation implementation and public-private cooperation, while preserving its character as a focused, nimble and neutral actor.



### How We Engage With Donors

When designing new projects, the Alliance has the strategic objectives of our donors in mind. We work closely with their embassies, their networks in project countries, as well as businesses from donor countries - for example DHL from Germany, H&M from Sweden, and ArdoVLM from Canada. These on-the-ground connections help surface shared bottlenecks that matter to everyone, and our network plays an important role in achieving results.

Examples of this type of collaboration include roundtables with Swedish businesses in Egypt and Bangladesh, meetings with EU delegations in project countries, convening donor country companies and their suppliers, ultimately generating valuable insights that helps shape project direction.



## → 4.3 Strategic vision 2026-2030

As we look to the next five years, Alliance Director Philippe Isler explains how our mission remains shaped by the WTO TFA but how a rapidly changing world requires further innovation and adaptability. Our ambition is to continue to influence how global trade systems are designed and implemented toward continued economic growth and resilience.

Although the TFA has been in force for several years, implementation is still unfinished in many countries and completing that agenda is a priority. In our next strategic phase, we wish to support countries in addressing blind spots and ensure that any new trade rules are designed with trade facilitation in mind from the outset.

With the growing volume and complexity of regulation, the Alliance can also help governments and businesses integrate trade facilitation principles so that climate and sustainability ambitions do not translate into unnecessary friction.

## → 4.3 Strategic vision 2026-2030

### Win-win models rather than one-way aid

The landscape of development cooperation is undergoing a structural shift. Traditional models of one-directional aid are increasingly giving way to partnership frameworks that align development impact with mutual economic interest. Fiscal pressures, geopolitical competition, and domestic accountability demands mean that donor governments are seeking initiatives that deliver measurable benefits both to partner countries and to their own economies. This evolution does not diminish the importance of development objectives; rather, it reframes them. The focus is moving toward catalytic investments that strengthen local ecosystems, reduce systemic trade barriers, and unlock sustainable economic growth – while simultaneously expanding responsible commercial opportunities for firms in donor countries. In this context, development cooperation becomes a platform for shared prosperity rather than a one-way transfer of resources.

The Alliance's public-private model is particularly well positioned to respond to this shift. By convening governments, businesses, and development actors, we can design interventions that improve the enabling environment for trade – such as regulatory reforms, digitalisation of customs procedures, supply chain transparency, or standards harmonisation – in ways that benefit local SMEs and producers while also facilitating sustainable commercial linkages with donor economies.

### Rerouting is becoming part of the trade landscape

The broader trade environment is unlikely to become more predictable. Supply chains will continue to be affected by geopolitical tensions, climate disruptions and shifting tariff policies. Rerouting is becoming part of the landscape. We will work with partners to build systems that are more corridor-based and more anticipatory, moving from a single-country approach to one that follows the full journey of a transaction across borders. Artificial intelligence can play a pivotal role through data harmonisation, dynamic risk management and route optimisation.

### Supporting circular business models

We also see a clear gap around traceability and the design of reverse supply chains, which support circularity. Demand for end-to-end visibility is a growing risk management concern driven by consumers, regulators and companies. Circular economy models, from textiles and plastics to electronic waste, require goods to move efficiently back from markets to recycling or recovery points. These flows are poorly served by existing trade procedures, so helping countries and companies to design systems that support circularity will be an important area of our work.

### Trade links as an incentive for country cooperation

Looking further ahead, there are promising avenues at the intersection of trade, peacebuilding and humanitarian responses. In some regions, better trade links can serve as an incentive for dialogue and cooperation, creating common economic interests that support stability. We see potential for the Alliance's impartial role to contribute to such efforts alongside specialised organisations. Similarly, simplifying trade procedures in fragile and crisis-affected contexts can make it easier and faster to move essential goods where they are most needed.

By 2030, our ambition is for the Alliance to be recognised as the natural place where governments and the private sector come together to find practical solutions to trade challenges. Over the past ten years, we have established ourselves as a credible and valued contributor in the trade facilitation ecosystem. In the next decade, we intend to further deepen that role by increasing our leadership in shaping how trade facilitation is conceived and delivered.

As we move into our next strategic phase, my hope is that we will continue to do what has defined us from the beginning: bring the right people around the table, listen carefully, design intelligently and deliver focused reforms that endure. I am confident that by 2030, the Alliance will have not only grown in scale, but in relevance and purpose.



## 5. CONTACT OVERVIEW

5.1 Copyright



5.2 Contact and web details



## → 5.1 Copyright

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