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Expert Meeting on ICT Solutions to Facilitate Trade at
Border Crossings and Ports
Geneva, 16–18 October 2006

**REPORT OF THE EXPERT MEETING ON ICT SOLUTIONS TO
FACILITATE TRADE AT BORDER CROSSINGS AND PORTS**

Held at the Palais des Nations, Geneva,
from 16 to 18 October 2006

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Chapter I

CHAIRPERSON'S SUMMARY

1. The Expert Meeting on ICT Solutions to Facilitate Trade at Border Crossings and Ports was convened from 16 to 18 October 2006, pursuant to the decision taken by the Commission on Enterprise, Business Facilitation and Development at its tenth session. Experts had before them the background document prepared by the secretariat "ICT solutions to facilitate trade at border crossings and ports" (TD/B/COM.3/EM.27/2).

2. The objective of the Meeting was to provide a forum for Governments, the trade and transport industry, and intergovernmental and non-governmental organizations to explore emerging issues in the areas of trade and transport facilitation and information and communication technologies (ICTs). The substantive discussions were grouped under the following topics:

- (a) ICTs in global trade and transport;
- (b) Rules and standards and their implementation;
- (c) ICTs in ports and international transport: practical applications;
- (d) ICTs at Customs and border crossings: practical applications; and
- (e) The way forward: key strategies for ICTs in transport and trade.

3. Experts came from trade, transport, telecommunications, finance and other ministries and agencies, including Customs, as well as from private sector organizations, business and specialized organizations dealing with trade, transport and ICTs.

4. The UNCTAD secretariat introduced the subject, highlighting major trends that have a bearing on the use of ICTs in trade and transport facilitation. These trends include globalized production and trade, logistics and supply chain developments, multimodal and door-to-door transport, expanded industry portals and e-commerce. These developments go hand-in-hand with an increased use of ICTs by traders and transport service providers and have a significant impact on Customs and other operations at border crossings and in ports. As a result, ICTs are playing an increasing role in the design and implementation of Customs modernization programmes and other trade and transport facilitation measures.

5. Trade facilitation aims at harmonizing and simplifying international trade documentation and procedures and is, to a large extent, an information system activity. A trade procedure encompasses information retrieval, storage, processing and transmittal. The feasibility and success of trade facilitation programmes depend on factors such as the quality of public administration, human, financial and institutional resources, the availability of international transport and logistics services, and readiness to use ICTs effectively. When both information technologies and adequate operating and legislative environments are available, trade facilitation usually becomes a success story.

A. ICTs in global trade and transport

6. Nowadays, up to 80 per cent of container terminal operations are undertaken by private operators, who use the latest ICTs. The public sector needs to adapt to new business practices and introduce appropriate technologies for Customs and other procedures related to imports and exports. However, ICTs will be beneficial only if existing administrative and

commercial practices are overhauled prior to the computerization of procedures, as can be seen in the cases of successful implementation of Customs automation programmes.

7. Traders require fast and reliable trade and transport services. The growing market participation of third party logistics providers (3PL) has led to an increased potential for cost and time savings. Nevertheless, it also creates new complexities and requirements for ICTs. Additional important new demands for transport providers and trade facilitation derive from more stringent security requirements.

8. In ocean shipping, historically the first uses of ICTs were based on individual point-to-point communication links between shippers and shipping companies. Many of those links required expensive direct physical connections that were only affordable for the largest shippers and carriers. Subsequently, ocean carriers set up individual Internet-based systems. More recently, ocean shipping companies have set up joint e-business platforms, such as "INTERNATIONAL TRAdE" (INTTRA). Experiences with carrier portals suggest that such systems can help improve linkages between carriers, shippers, Customs and port community systems (PCS).

9. Improving transport operations needs to take into account a wide range of aspects, including reliability, security, and environmental concerns. A concern was raised regarding the need to adapt both national and international legislation to allow for the introduction of electronic documents. Attention was drawn to the functions of the negotiable bill of lading, which includes the "document of title function". This particular function continues to rely on the physical existence of a paper document. It was also mentioned that negotiable bills of lading are often used even in situations where a non-negotiable transport document, such as a sea waybill, would suffice.

10. As regards the initial investments associated with ICTs, numerous examples were mentioned where the introduction of new technologies has resulted in significant cost savings, allowing for rapid recovery of the initial investment costs.

11. Experiences with industry initiatives suggest that some developing countries' interest in and capacity to use web-based solutions is comparable to that of developed countries. Since developed countries may have important sunk costs related to past investments, developing countries may sometimes be in a better position to invest in the latest information and communication technologies. In fact, several examples suggested that developing countries are "leading the way" in the development and application of the latest ICTs.

12. In some regards, experiences suggest that some developing countries have been more successful in establishing public/private sector partnerships (PPPs) than many developed countries. There are also examples where a carrier's network could be expanded to include linkages to commodity producers in developing countries.

13. A view was expressed that there exist two main trade-offs regarding the global use of ICTs. One such trade-off is between single standards and many-to-many message translations. Another trade-off is between openness on one side and interoperability of systems on the other. Global interoperability was identified as a key issue for further advances in the introduction and use of ICTs. It needs to incorporate infrastructure, legislation and institutions.

B. Rules and standards and their implementation

14. Relevant rules and standards are developed by various international organizations including the World Trade Organization (WTO), the World Customs Organization (WCO), the International Organization for Standardization (ISO), and the United Nations Economic Commission for Europe (ECE), also through UN/CEFACT. It was reported that industry initiatives aim at using existing standards, such as XML and EDIFACT, rather than developing their own new standards.

15. Security has received increased attention in recent years. While several international organizations are attempting to provide solutions, coordination of such attempts appears to be particularly important.

16. In the context of the WTO, trade facilitation is mainly covered by three Articles of the GATT 1994, namely Article V (Freedom of transit), Article VIII (Fees and formalities), and Article X (Transparency). Other WTO agreements related to trade facilitation include the Customs Valuation Agreement and Agreements on Pre-shipment Inspection, Import Licensing Procedures, Rules of Origin, Technical Barriers to Trade, and Sanitary and Phytosanitary Measures. Experts were informed about the suspension of formal negotiations still being in effect. Consideration was given to the question of how to make best use of the intermission time, especially with respect to advancing technical, informal work. Efforts are under way to enhance the needs assessment and cost analysis process, with several international organizations announcing planned activities in that regard.

17. Until the suspension, proposals tabled at the WTO negotiations on trade facilitation with a particular emphasis on the use of ICTs included Internet publication, establishment of enquiry points, computerized systems to reduce discretion, automation, a single window, risk management, authorized traders, pre-arrival clearance, and post-clearance audit

18. The key instruments of the WCO as regards trade facilitation include the following: the Framework of Standards to Secure and Facilitate Global Trade (SAFE Framework), the Harmonized System, the Revised Kyoto Convention, the Integrated Supply Chain Management Guidelines (ISCM Guidelines), the WCO Data Model, the Unique Consignments Reference (UCR), and Time Release Studies.

19. The WCO Customs Data Model originates from G7 efforts to standardize, harmonize and reduce Customs data requirements. It incorporates other WCO standardization instruments, notably the Revised Kyoto Convention (RKC), ICT Guidelines, and the UCR. The WCO Customs Data Model follows existing international code standards, notably those of UN/CEFACT, including Business Process and Information Modelling based on Unified Modelling Methodology (UMM) and Unified Modelling Language (UML).

20. The International Organization for Standardization (ISO) technical committee ISO/TC 154 looks at processes, data elements and documents in commerce, industry and administration; it has issued the EDIFACT standards (ISO 9735) and ebXML standards (ISO 15000). In addition, recent work of the ISO in the area of transport relates to the following: 45-foot containers, container door end security, mechanical and electronic seals for containers, supply chain applications of Radio Frequency Identification Devices (RFIDs), security management for the supply chain, and the current list of management systems standards (MSSs).

21. Experts noted the crucial role of trade documents in international supply chains. By way of example, a comparison of export costs and times between a developed and a developing country showed that 27 days are required in the latter as opposed to six days in the former. A large part of this difference is due to delays in document preparation and business processes.

22. The UN/CEFACT Integrated Framework of Standards for Paperless Trade includes the following layers: (i) generic, including standards for paper and for electronic business; (ii) standards for data interchange; (iii) implementation; and (iv) national and regional policies. UNEDocs is based on an integrated data model that describes the information exchanged between the parties involved in an international supply chain operation. As has been successfully demonstrated in the ASEAN Single Window, these data models can be used to harmonize data requirements at the national and regional level. UN/CEFACT is now preparing a recommendation on Cross Border Data Harmonization.

23. Reference was made to UN/CEFACT Recommendation 33, which recommends to Governments and trade to establish a single window whereby trade-related information and/or documents need to be submitted only once at a single entry point. The Recommendation also recommends that the single window be established in a public/private sector partnership and that participating agencies coordinate their respective controls through the single window.

24. The aim of the TIR Convention is to facilitate trade through efficient Customs procedures for transit traffic, as well as revenue protection through the provision of an international guarantee system. For traders and transport service providers, the TIR Convention aims at reducing transport costs and at simplifying and harmonizing Customs formalities.

25. The five pillars of the TIR system are the following: (i) secure vehicles or containers; (ii) international guarantee; (iii) controlled access; (iv) mutual recognition of Customs controls; and (v) the TIR Carnet. The International TIR Data Base (ITDB) contains information on all transport operators authorized to use the TIR procedure. Entries are made by Customs authorities in collaboration with transport associations. Under the ITDBonline+ project, it is planned to allow for direct input by Customs authorities into the ITDB.

26. Experts pointed out that transit trade is of particular importance for many African countries. For the TIR or other similar transit systems to be applicable, several countries in the same region need to accede to the convention concerned. Other conditions that need to be met for the TIR Convention include the establishment of national issuing and guaranteeing associations, sound financial standing, and certain minimum standards as regards the construction and sealing of the load compartment of vehicles.

C. ICTs in ports and international transport: practical applications

27. Land accesses and intermodal connections were identified as major bottlenecks in many ports, leading to long waiting times for trucks on access roads. A proposed solution involves a combination of additional infrastructure, such as pre-gate areas or dry ports located on the outskirts of the port premises, and ICTs that allow for better planning and faster operations. Examples of ICT tools used to track cargo and vehicles before and after entering a

port area include automated vehicle location (AVL), radio frequency identification devices (RFIDs) and optical character recognition (OCR).

28. A Port Community System (PCS) is an IT platform that links the actors of the transport chain so that they can efficiently manage the information associated with international trade. The following four steps can be taken to set up a modern PCS. Stage one automates internal processes; stage two connects critical business processes of port agents; stage three sets up linkages between all players of the entire port community; and stage four links the port community to the rest of the world.

29. An important aspect of any PCS is that it avoids re-keying data. A PCS should accommodate different technologies, because not all stakeholders have access to the most advanced ICTs. A PCS also contributes to improved safety and security, as it allows for better and advanced information management, especially when dealing with dangerous goods. Information at the port level can also be linked to national data bases covering Customs issues and information on dangerous goods. It was argued that port community systems should be linked to national, regional (transit) and international communication systems.

30. The case of an electronic data highway was presented, which incorporates the national Government, agencies and shippers. The system is Internet-based and allows for the integration of the main players, including Customs, through electronic data interchange (EDI). It also allows for reduced waiting times and for compliance with the International Ship and Port Facility Security (ISPS) Code. The system is expected to be applicable to a wide range of sea ports and airports, as well as border crossings.

31. A private container terminal operator highlighted the growth of volumes handled and the challenges this poses for existing infrastructure. Physical expansion can be costly, and it may be constrained by a port's geographical position within an urban centre. A solution therefore requires changes to processes and operations, enabled by ICTs, in order to increase the productivity of the existing infrastructure.

32. One port explained that it had introduced ICTs to manage internal processes and vessel location systems. A larger-scale project aimed at increasing productivity, reducing costs and improving service quality is being considered. Limited financial resources and the need to reform the enabling legislation have so far hindered the process.

33. A technology provider presented various ICT-based functionalities, such as cargo location, identity and status information services, available to shipping companies, ports and shippers. The underlying technologies are based on existing and emerging standards, including those of ISO. Container-tracking technologies presented allow, inter alia, for the detection of changes in temperature, movement, light and humidity, and communication takes place via the use of RFIDs. An example was presented where container tracking facilitated enhanced supply chain visibility, status monitoring and reduced lead times.

34. With respect to the cost of electronic seals and RFID technologies, it was argued that, although the installation of specific RFIDs may not have to be financed by the port, the latter has to provide for certain facilities, such as electricity and wireless connections.

D. ICTs at customs and border crossings: practical applications

35. Customs automation is not an end in itself, but a crucial component of Customs reform which aims at modernizing Customs administrations and aligning the legal framework and procedures with international standards and best practices. Automation facilitates the clearance of legitimate trade, improves the efficiency of Customs controls and secures revenue collection. In addition, it helps address expectations of traders and transport operators regarding transparency, predictability and reliability, as well as the simplification of border-crossing and administrative procedures. Automated Customs systems may also prove to be a practical tool for implementing WCO instruments.

36. A precondition for successful reform is a strong commitment on the part of government and key stakeholders. The premises and equipment necessary for Customs automation may include new or rehabilitated offices, hardware, software, internal communication systems and connections to external networks, and they may also require the set-up of wireless networks and links. Furthermore, the introduction of ICTs needs to be accompanied by extensive capacity building.

37. Benefits of Customs automation include a reduction of fraud, remote access to information, improved collection of statistics, and uniform application of Customs legislation. The introduction of Customs automation minimizes direct contacts between Customs officers and traders or their agents, and hence leads to a reduction of corruption. Further benefits achieved through Customs automation include improved reporting, control of file transfers, automatic reconciliation of Customs declarations, and compliance testing of bank files. Paperless declarations and Customs automation save time and make it easier to focus on inspecting high-risk consignments. The possibility of submitting Customs declarations on-line has in some cases made it possible to reduce the associated fees; in other cases it has helped eliminate the obligatory contracting of Customs agents.

38. ICTs can significantly reduce the number and the potential negative impact of physical inspections. ICTs allow, inter alia, for pre-arrival clearance, risk analysis by Customs, and separation of release from clearance. With the help of ICTs, it is further possible to better plan the timing and location of physical inspections, thus significantly reducing the waiting times for trucks and containers. Finally, ICT solutions allow for better measurement of the length and number of physical inspections. Such measurement needs to cover the complete trade and transport operation and not be limited to Customs clearance times.

39. Customs automation typically involves the following three phases: (i) establishment and training of the core team; (ii) installation of a prototype at pilot sites; (iii) full system roll-out. This may be followed by further upgrading of the software, the introduction of Customs automation at all border points, and tailor-made solutions for specific applications. One national system was presented, linking Customs, port operators, shipping lines, freight forwarders, transit shed operators, national government, banks and insurance companies; the system also includes special modules for transit and small traders.

40. One national experience illustrated how Customs automation connects the regulatory authorities involved in international trade, including government ministries, the Central Board of Revenue, Customs, sales tax collection offices and banks. The system has reduced the cost of doing business by allowing for just-in-time inventories and reduced clearing-

agency and port charges. Physical inspection of cargo has been reduced from 100 per cent to 2 per cent for exports and to 4 per cent for imports.

41. Various national experiences illustrated how different information systems are increasingly linked to each other. Examples covered Customs, tax, transport, port and warehousing systems, as well as systems in other countries.

42. One national experience was presented where a well functioning and automated Customs administration helped in coping with special challenges resulting from war. The successfully completed tasks included acting as a "single window" for import and export operations, the facilitation of humanitarian relief and the clearance of express shipments. Customs also provided strategic statistical information to government.

43. Another national experience involved a customs modernization and automation project which aims at helping rebuild a country after several years of war. The long-term objectives of the project include the creation of fair conditions for a transparent, predictable and competitive investment and business environment, as well as protection of society from illicit trade. Among the main obstacles encountered is the lack of infrastructure and electricity, as well as insufficient cooperation from other government departments.

44. A regional initiative promoting trade and transport facilitation was presented. Specific facilitation measures included the measurement of release times, risk management, inter-agency cooperation, integrated border management and single electronic windows. An important component of the project involves cooperative arrangements within and between participating countries. Results in one country of the region included a reduction of physical inspections at borders from 100 per cent to around 9 per cent at a pilot site.

45. In one national experience, the objectives of a single window for exports were said to include a single exporter register, electronic and simplified procedures, an electronic certificate of origin and a single database for products and entities. In the case of meat exports, the single window initiative resulted in a reduction in the number of steps (from 28 to 9), paper documents (from 8 to 3) and clearance times (from more than two weeks to four hours). The main beneficiaries of the electronic single window for exports are small and medium-sized companies, for whom time and cost reductions are far more significant than for large exporters. The financial sustainability of the system is achieved by charging users reasonable fees. Users still realize cost savings in comparison with the situation prior to the introduction of the single window. Positive experiences with the single window for international trade have been shown also to encourage the introduction of single windows in other public domains.

46. One national experience of a land-locked country illustrated the need for functioning transit systems. Efficient transit is important not only for the landlocked country's national trade, but also for neighbouring countries' trade that transits through the landlocked country's national territory. Another landlocked country, which is also a transit country for its neighbours, reported how the improvement of a transit system allowed the Government to improve its control, revenue collection and statistics as regards trade transiting its national territory.

47. The Automated System for Customs Data (ASYCUDA) is a computerized customs management system, developed by UNCTAD, which covers most foreign trade procedures. Users of ASYCUDA vary significantly in terms of level of technological development, trade

patterns and size. Different modules of ASYCUDA respond to different needs, such as statistics collection, payments, post-clearance audit and risk analysis. Key results of ASYCUDA projects include the following:

- An installed Customs automation system;
- The simplification of Customs procedures;
- Maintenance or increase of revenue collection;
- Strengthened controls;
- Improved production of trade statistics;
- Countries' self-sufficiency terms of running the system.

E. The way forward: key strategies for ICTs in transport and trade

48. A key challenge for the introduction of ICTs in transport and trade is to promote trade while at the same time protecting a country's revenue and security interests. In this regard, successful trade facilitation will help achieve both objectives, i.e. promote trade and increase revenue collection, as well as improving the effectiveness of controls.

49. The right sequencing during the introduction of trade facilitation measures is fundamental, given the functional linkages that prevail among them. For example, the introduction of the Harmonized System and the alignment of documentation are preconditions for Customs automation. Once Customs operations are automated, the introduction of specific measures such as risk analysis, pre-arrival clearance or single windows can take place. One particular obstacle that needs to be overcome is the legal recognition of electronic documents. In general, it is important to first analyse and decide on the business process and only after that automate and legislate. The harmonization and alignment of national legislation and regulations with international rules and standards is a prerequisite for any national trade facilitation strategy.

50. Building alliances helps promote common interests regarding requirements for reform. A first step to reform is the generation of trust and confidence, listening to all stakeholders' concerns, and seeking to identify win-win situations. Members of the private sector may not necessarily always have the same interests. They include users as well as suppliers of trade and transport services, and they may have different short-term and long-term objectives.

51. In spite of recent general progress made in trade facilitation, the growth of trade has actually led to an increase in expenditures on administrative inefficiencies and paperwork. Paperless trade will need to go beyond sending documents electronically when this requires re-keying of data. International industry initiatives aim at creating global technology platforms that provide the infrastructure for the financial and information flows linked to the physical flow of goods.

52. Just as different government entities involved in international trade, such as Customs, health, phytosanitary or security-related authorities, need to work together at the national level, the international organizations dealing with those issues need to continue and strengthen their efforts to cooperate and coordinate their activities. Global interoperability

was identified as a key issue for further advances in the introduction and use of ICTs. It needs to incorporate infrastructure, legislation and institutions.

53. Private sector participation in the provision of transport support services can contribute to introducing ICTs in the public sector and advancing reforms. By the same token, the introduction of ICTs by the public sector, for example in an electronic export single window, can encourage private sector investments in ICTs, for example by SMEs that wish to benefit from the services offered by such an electronic single window. SMEs can be expected to be among the main beneficiaries of trade facilitation measures. One particular incentive for the use of electronic alternatives to paper-based documents seems to be reduced fees.

54. An important obstacle that needs to be overcome concerns legal recognition of electronic alternatives to traditional paper documents. Coordination of the work of various international organizations, including in the field of security, is required so that harmonization of data element requirements can be achieved.

55. It will be necessary to compare and analyse different experiences and propose “best practices”, including with respect to declarations, clearance, risk analysis, valuation, transit regimes, service standards, and public/private partnerships. Experience suggests that a strong “champion” for reform can have a positive impact on the initiation and success of reform.

56. Not all developing countries will be able to receive the same ICT-based services if these require the same technologies. Ideally, different, adapted, technologies should ensure that the same services are available to different countries, including developing ones and LDCs. Governments need to adopt holistic approaches when introducing ICTs and not limit their efforts to trade and transport facilitation.

57. In addition to the important positive contribution of UNCTAD’s ASYCUDA programme, UNCTAD can play a positive role in supporting national efforts, for example to create trade facilitation committees and to prepare the analysis of trade facilitation proposals made at the WTO.

58. Experts expressed a desire to be continuously informed by UNCTAD about trends and analysis concerning the use and introduction of ICTs in trade and transport facilitation. This should include the benefits and costs of different measures, including those being proposed at the WTO. It was further suggested that the close cooperation between UNCTAD and other international organizations should be continued and strengthened.

59. The presentations made at the Expert Meeting are available on-line, in the format and language in which they were received by UNCTAD, at the following address: <http://r0.unctad.org/ttl/ttl-ppt-2006-10-16to18.htm> .

Chapter II

ORGANIZATIONAL MATTERS

A. Convening of the Expert Meeting

60. The Expert Meeting on ICT Solutions to Facilitate Trade at Border Crossings and Ports was opened at the Palais des Nations, Geneva, on 16 October 2006 by Mr. Habib Ouane, Director, Division for Africa, Least Developed Countries and Special Programmes.

B. Election of officers

(Agenda item 1)

61. At its opening meeting, the Expert Meeting elected the following officers to serve on its bureau:

Chairperson: H.E. Mr. Manzoor Ahmad (Pakistan)

Vice-Chairperson-cum-Rapporteur: Mr. Emmanuel Farcot (France)

C. Adoption of the agenda and organization of work

(Agenda item 2)

62. At the same meeting, the Expert Meeting adopted the provisional agenda circulated in document TD/B/COM.3/EM.27/1. The agenda for the Meeting was thus as follows:

1. Election of officers
2. Adoption of the agenda and organization of work
3. ICT solutions to facilitate trade at border crossings and ports
4. Adoption of the report of the Meeting

D. Documentation

63. For its consideration of the substantive agenda item, the Expert Meeting had before it a note by the UNCTAD secretariat entitled "ICT solutions to facilitate trade at border crossings and ports" (TD/B/COM.3/EM.27/2).

E. Adoption of the report of the Meeting

(Agenda item 4)

64. At its closing meeting, the Expert Meeting authorized the Rapporteur to prepare the final report of the Meeting under the authority of the Chairperson.

Annex

ATTENDANCE¹

1. Experts from the following States members of UNCTAD attended the Meeting:

Afghanistan	Libyan Arab Jamahiriya
Albania	Lithuania
Algeria	Luxembourg
Angola	Madagascar
Argentina	Malawi
Bangladesh	Mali
Barbados	Mexico
Belgium	Moldova
Benin	Paraguay
Bosnia and Herzegovina	Philippines
Brazil	Qatar
Cameroon	Romania
Central African Republic	Russian Federation
China	Samoa
Côte d'Ivoire	Saudi Arabia
Dominican Republic	Serbia
Ecuador	Spain
Fiji	Sri Lanka
France	Sudan
Gabon	Syrian Arab Republic
Ghana	Swaziland
Guatemala	Switzerland
Guinea	Thailand
Haiti	Timor-Leste
Iran (Islamic Republic of)	Togo
Jamaica	United Republic of Tanzania
Jordan	Vanuatu
Kenya	Viet Nam
Lebanon	Zimbabwe

2. An expert from the following observer was represented at the Meeting:

Palestine

3. The following intergovernmental organizations were represented at the Meeting:

Common Market for Eastern and Southern Africa
Economic Community of Western African States
International Organization for Migration

¹ For the list of participants, see TD/B/COM.3/EM.27/INF.1.

Organization for Economic Cooperation and Development
World Customs Organization

4. The following United Nations agencies were represented at the Meeting:
Economic and Social Commission for Western Asia
Economic Commission for Europe
International Trade Centre
United Nations Development Programme
5. The following specialized agencies and related organizations were represented at the Meeting:

United Nations Industrial Development Organization
World Bank
World Trade Organization
6. The following non-governmental organizations attended the Meeting:

Global Express Association
International Centre for Trade and Sustainable Development
International Chamber of Commerce
International Confederation of Free Trade Unions
International Organization for Standardization
7. The following special invitees attended the Meeting:

Ms. Emeline Chong Yoke Ching, Dagang Net Technologies Sdn. Bhd, Kuala Lumpur, Malaysia
Mr. Chris Clark, International Federation of Inspection Agencies, London
Mr. Sean Doherty, Logistics and Transport Industries, Global Leadership Fellow, World Economic Forum, Geneva
Ms. Siti Rohana Binti Haji Mohamed Amin, Dagang Net Technologies Sdn. Bhd, Kuala Lumpur, Malaysia
Mr. Philippe Isler, Product Manager, SGS, Trade Assurances Services, Geneva
Mr. Michel Lagarde, International Federation of Inspection Agencies, London
Mr. Jerome Ntibarekerwa, Secretary-General, Port Management Association of Eastern and Southern Africa, Mombasa, Kenya
Ms. Zenaida C. Palacios, Administrative Assistant, Legal Department, LAC Division, FedEx Express, Miami, FL, United States
Mr. David Sparks, Consultant
Mr. Gisela Vargas, International Federation of Inspection Agencies, London
8. The following panellists attended the Meeting:

Ms. Katia Aberkane, Entreprise portuaire, Bejaia, Algeria
Mr. Salim Balaa, Advisor to the Minister of Finance, Beirut, Lebanon
Mr. Jean Paul Brichaux, Executive Director, Consejo de Usuarios del Transporte Internacional, (CUTRIGUA), Guatemala

Mr. Pablo Cuevas, Executive Director, VUE Programme, Ministry of Industry and
Commerce, Asunción, Paraguay
Mr. John DeBenedette, INTTRA, Denmark
Mr. Dragan Dragovic, Adviser, Project Manager, Customs Service, Belgrade, Serbia
Mr. Eduardo Mário Dias, University of São Paulo, Brazil
Ms. Susan Evans, SAVI Networks LLC, Italy
Mr. Bruce Lambert, US Army Corps of Engineers, United States
Mr. Miguel Llop Chabrera, Fundación Valenciaport, Spain
Mr. John Mein, Executive Coordinator, Procomex, Recife, Brazil
Mr. Henry James Robinson, Technical Director, Libra Terminais S.A., Santos,
Brazil
Mr. Márcio Rutigliano Bicudo de Lima Azevedo, R & D Manager, Seabox
Technology, Santos, Brazil
Ms. Angela Strachan, Commonwealth Secretariat, United Kingdom
Mr. Arthur Vonchek, Bolero, United Kingdom

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