



**Standing Committee
for Economic and Commercial Cooperation
of the Organization of Islamic Cooperation (COMCEC)**

Proceedings of the 9th Meeting of the COMCEC Trade Working Group

“Single Window Systems in the OIC Member States for Facilitating Trade”



**COMCEC COORDINATION OFFICE
April 2017**



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**PROCEEDINGS OF THE 9TH MEETING OF THE
COMCEC TRADE WORKING GROUP
ON**

**“Single Window Systems in the OIC Member States for Facilitating
Trade”**

(March 9th, 2017, Ankara, Turkey)

COMCEC COORDINATION OFFICE

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TABLE OF CONTENTS

Introduction.....	1
1. Opening Session.....	2
2. The COMCEC Trade Outlook	3
3. Single Window Systems: Conceptual Framework and Global Trends and Practices	5
4. Single Window Systems in the OIC: Current Situation, Selected Case Studies and Recommendations	7
5. Policy Options for Single Window Systems in the OIC Member States for Facilitating Trade	9
6. Utilizing the COMCEC Project Funding.....	10
7. Success Stories of the Member States	12
7.1. Cameroon.....	12
7.2. Cote d'Ivoire.....	12
7.3. Morocco	13
7.4. Pakistan.....	15
7.5. Turkey	16
8. The Efforts of the International Institutions / Private Sector.....	17
8.1. World Customs Organization	17
8.2. UNESCAP	18
8.3. International Islamic Trade Finance Corporation (ITFC)	19
8.4. International Transporters' Association (UND)	19
9. Closing Remarks.....	21
Annex 1: Agenda of the Meeting.....	22
Annex 2: Program of the Meeting	23
Annex 3: The Policy Recommendations	26
Annex 4: List of Participants.....	29

Introduction

The 9th Meeting of the COMCEC Trade Working Group was held on March 9th, 2017 in Ankara, Turkey with the theme of “Single Window Systems in the OIC Member States for Facilitating Trade.” The Meeting was attended by the representatives of 26 Member States, which have notified their focal points for the Trade Working Group. Representatives of the COMCEC Coordination Office, ICDT, SESRIC, SMIIC, ITFC, WCO, UNESCAP and UND have also attended the Meeting.¹

At the outset, the representative of the COMCEC Coordination Office informed the participants about the trade outlook of the Member Countries. Then the participants considered Single Window Systems through focusing on the Analytical Study titled “Single Window Systems in the OIC Member States for Facilitating Trade.” commissioned by the COMCEC Coordination Office specifically for the Meeting with a view to enriching the discussions.

The Representatives of the Member States have shared their experiences, achievements and challenges regarding Single Window Systems in their respective countries. The participants had the chance to discuss the policy options for enhancing the cooperation in this important field. The Room Document based on the findings of the Analytical Study submitted to the Trade Working Group Meeting and the answers of the Member Countries to the policy questions were the main inputs for the discussions during policy debate session.

¹ The list of participants is attached as Annex 4.

1. Opening Session

In line with the tradition of the Organization of the Islamic Cooperation (OIC), the Meeting started with the recitation from the Holy Quran. At the outset, Mr. Metin EKER, Director General of the COMCEC Coordination Office introduced the COMCEC and its activities briefly.

Mr. Jalal BENHAYOUN, CEO of PORTNET Service, MOROCCO was elected as the Chairman of the Meeting. Mr. BENHAYOUN introduced himself and thanked all the participants for electing him as the Chairman of the Meeting.

2. The COMCEC Trade Outlook

Prof. Halis AKDER, consultant from the COMCEC Coordination Office, has presented some of the key findings of the COMCEC Trade Outlook 2016.

In his presentation, Prof. AKDER focused on the recent trends and main characteristics of the trade between OIC Member States and the world, recent trends in intra-OIC trade and trade facilitation in the OIC Member States.

Concerning the trade between OIC Member states and the world, Prof. AKDER stated that total OIC trade decreased to 3.4 trillion \$ in 2015 down from 4.1 trillion \$ in 2014. He mentioned that total OIC exports decreased sharply by 25 per cent to 1.6 trillion dollars in 2015 whereas total OIC imports declined by 8.6 per cent.

Prof. AKDER also pointed out that mineral fuels accounted for 22.5 per cent of the decline in total OIC exports as this sector contracted sharply mainly due to collapse in oil prices in 2015.

Main factors accounted for the weakness of exports in 2015 including the sluggish pace of world demand growth, collapse in oil prices, falling prices for other commodities, US dollar appreciation and developments in the Middle East. Prof. AKDER also shared figures about total OIC trade, share of OIC trade in global trade and the breakdown of total OIC exports and imports by countries and sectors.

He continued his presentation by stating that high country and product concentration in total OIC exports makes the OIC member states vulnerable to external shocks. He also stated that recent oil price slump and falling prices for other commodities underlie the importance of policies aiming to enhance export diversification. He said that in the commodity composition of total OIC exports, the share of mineral fuels, oils and related products was 47 percent in 2015.

He also elaborated on the intra-OIC trade. He shared figures about intra-OIC trade and commodity composition of intra-OIC exports. The long-sought target of 20 percent intra-OIC trade has been reached in 2015 and 30 member states surpassed this target level in 2015.

Prof. AKDER concluded his presentation by sharing figures on border compliance costs and times for exports in the OIC Member States. He stated that border compliance costs and times vary immensely across the member countries and reducing trade costs in the OIC member states is important to be more competitive in the international markets.

Comments:

Comment: As it is stated in the study prepared for the meeting, countries in the first places of trade volume ranking of the Doing Business Report, implemented Single Windows. So we can say that SWs contribute to the trade volume of the country.

Comment: In the presentation the relation between time required and money spend during international trade is shown. If the time spent while crossing the borders increase, the amount of costs also increase. Implementing single window will help to decrease time required to pass goods through borders and hence decrease costs.

3. Single Window Systems: Conceptual Framework and Global Trends and Practices

Ms. Birgit Viohl, the consultant conducted the research report, made a presentation on the concept of Single Window for International Trade.

Recalling the objectives and methodology of the study, the presentation covered an introduction to the Single Window concept and best practices.

She stated that Single Window can be defined as a centralized hub connecting traders and government agencies to offer faster and more reliable services to the trading community.

Ms. Viohl pointed out that the existing SWs can be divided into public or public-private models. These models differ with regards to source of investment, source of operational funds, and legal structure.

She underlined that it is commonly understood that SWs are electronic systems. The electronic SWs are supported by an IT system or an architecture. An IT architecture is the totality of applications and services that an IT system provides, the technical infrastructure behind it and the IT strategy that holds it all together. SW IT architecture patterns are either distributed, or centralized or they are hybrid architecture.

The core of the SW is the business processes, meaning the functionalities and services that the SW provides to its users. These are the formalities and procedures that can be accomplished using the SW; i.e. the application for an export license for a specific product. SWs turn such procedures into business processes and offers dedicated services, such as uploading documents or printing certificates.

She also stated that the definition of the business process and services of the SWs are the fundamental aspect of the SW Business strategy that defines the way the SW operates and delivers value. This business strategy is translated into functional, service and technical requirements of the IT architecture.

The number of Single Windows for trade has steadily grown in the past 10 years and is likely to continue.

Ms. Viohl continued her presentation by stating that the Single Window has evolved since early 2000. Six trends can be identified in the current developments described in the study:

- Towards more digitization and automation
- Towards cross-functional design
- Towards single submission (# single data entry location)
- Towards cross-border expansion
- Towards data centralization in distributed IT architectures
- Towards Single Window interoperability.

She concluded her presentation by stating that SW developments are complex projects which generally takes more than 4 years but they decrease complexity of formalities and hence cost of international trade.

Questions and Answers

Question: There are many countries in the different phases of the implementing Single Window Systems. But there are also some other countries that did not take any steps towards implementing it. How should they start to implement SW?

Answer: The first step that needs to be taken to implement SW can be raising awareness. Stakeholders need to be informed about benefits and advantages of SWs as a first step.

Question: While preparing the study, which sources are used to get information about SWs in the OIC Member Countries?

Answer: In order to get necessary information to prepare the study, surveys are made with the participants from different member countries. Publicly available information was also used. In case study countries, face to face in depth interviews were made in order to get detailed information.

4. Single Window Systems in the OIC: Current Situation, Selected Case Studies and Recommendations

Ms. Birgit Viohl made a second presentation on the situation of SWs in the OIC Member Countries and the case countries namely, Cameroon, Morocco and Kyrgyz Republic.

She started her presentation by stating that the number of Single Windows for trade in the OIC Member Countries has grown in the past years. More than half of the member states now operate SW systems.

She presented the specificities of Single Windows in OIC Member Countries and the challenges faced, and policy recommendations.

In the OIC Member Countries, the Single Windows are predominantly publicly financed and owned. The majority of countries have set up dedicated organizations with the majority of them being for profit and non-profit entities under private law. It is common that users have to pay for the Single Window services and only few countries offer free services.

She pointed out that the majority of OIC Member Countries' Single Windows provide services related to government licensing and permit approvals, submission of documents to customs services. The services that are provided less frequently are port, transport and transit movement control services.

The findings of the study show that not all Single Windows offer paperless procedures, because of legal limitations, limited business process simplification and requirement for a re-design.

She continued her presentation by presenting three case studies from the OIC Member Countries to illustrate the variety of existing approaches.

The Single Window of Cameroon evolved from a physical one into an electronic system, and gradually launched e-services in 2007. This was achieved by an ad hoc integration of services, organizations and IT systems. As this approach stretched the operational and technological abilities of the systems, Cameroon is now implementing a re-designed Single Window that fully integrates paperless procedures from government licenses to port exit.

Port formalities were the nucleus for the Single Window of Morocco. Launched in 2011 with a focus on the port of Casablanca, the Single Window is now operational in all major ports of Morocco. It offers port and other government formalities, including submission of documents for customs clearance, a close to completely paperless environment. Morocco is also currently in the process of re-designing its system in order to improve performance and services.

The Single Window of Kyrgyz Republic focuses solely on the request for government approval and licenses for import and export. It was launched in 2014 successfully. The Single Window now has to adapt to a new trade policy environment since the Kyrgyz Republic has joined the Eurasian Customs Union. The Kyrgyz experience is an example of a Single Window project giving priority to fast implementation to the detriment of process improvement, and where the IT architecture cannot accommodate flexibility and sustainability requirements anymore. The Government is evaluating the possibilities to re-design the Single Window – with the option to merge into a regional form of the Eurasian Single Window.

The research study shows numerous challenges faced by the OIC Member Countries ranging from driving and completing the SW project despite stakeholder resistance and limited resources, to managing Single Window organization, designing and maintaining an interoperable and flexible IT architecture and infrastructure, and continuously managing performance and quality. The study provides policy options that allow member states at different stages of Single Window projects to overcome challenges. The aim is to ensure that a Single Window can leverage organizational re-design and the use of information technology to decrease the import, export and transit formalities by using integrated supply chain perspective.

The recommendations for the OIC Member Countries to improve their Single Window efforts can be summarized as the following:

1. It is important to devote sufficient resources and time to develop skills and knowledge prior and during the development of a SW and to invest in continuous training.
2. It is important to create culture and behavior that support the changes that Single Window System will bring.
3. It is important to focus on simplified services from the supply chain and not from a single organization perspective and to radically redesign of the processes and procedures.
4. A priority of the IT strategy should be the design of a flexible and interoperable IT architecture and infrastructure.
5. The importance of cross-border exchange of data will increase but interoperable national Single Window Systems and common standards are required to use the data.
6. Real costs and benefits of Single Windows need to be better understood and measured.

Questions & Remarks

Question: As it is stated in the presentation, IT structure is very important for smooth implementation of SWs. IT systems are required to transfer data between borders. So how can it possible to exchange data between borders?

Answer: In order to exchange data between the OIC Countries the process and forms need to be standardized. So agreements should be made for standardization.

Comment: In some countries consultants are hired to implement and operate SWs for a few years with contract. How knowledge and skills gained by consultant firm can be transferred to the government after the end of the contract?

Answer: Other firms can be used to operate the SW. Also experts of the consultant firms can be hired to work as government officials.

5. Policy Options for Single Window Systems in the OIC Member States for Facilitating Trade

The session was moderated by Mr. Wajid ALI, Director of Directorate General of Reforms and Automation of Republic of PAKISTAN. At the outset, Mr. ALI stated that “the Room Document for the Moderation Session of the 9th Meeting of the Trade Working Group”, prepared by the COMCEC Coordination Office in light of the findings of the analytical study prepared specifically for the Meeting and the answers of the Member Countries to the policy questions which have already been sent by the CCO.

At the beginning of the session, Mr. Mustafa Adil SAYAR, Expert from the COMCEC Coordination Office, made a brief presentation on the responses of the Member Countries to the policy questions on single window systems sent to the Trade Working Group focal points by the CCO. After presenting the questions and responses of the Member Countries, he introduced the draft policy advices included in the Room Document.

Afterwards, based on intensive deliberations, the participants agreed on the policy advices given in the attached room document to be submitted to the 33rd Session of the COMCEC as an outcome of the 9th Meeting of the Trade Working Group.

The policy recommendations highlighted by the participants are as follows:

- Strengthening Single Window efforts in OIC Member States by developing integrated Single Window strategies that reflect national and regional requirements and actively engage the stakeholders in this process
- Improving the effectiveness of Single Window projects by identifying and implementing necessary changes in the laws and regulatory framework and operational practices
- Prioritizing flexibility, scalability, safety and interoperability of IT architecture of Single Windows Systems
- Promoting cross-border interconnectivity and interoperability of the national Single Window Systems in the OIC Region towards establishing Regional Single Window Systems

6. Utilizing the COMCEC Project Funding

Mr. Burak KARAGÖL, Director at the COMCEC Coordination Office made a presentation on the COMCEC Project Funding introduced by the COMCEC Strategy. At the outset, Mr. KARAGÖL informed the participants about where the COMCEC Project Funding stands in the COMCEC Strategy. Mr. KARAGÖL underlined the basic qualifications of the COMCEC Project Funding as “simple and clearly defined procedures and financial framework”, and mentioned that CCO provided continuous support to the Member Countries during the all stages of the COMCEC Project Funding Mechanism. With respect to the financial framework, Mr. KARAGÖL emphasized that the funds are grant in nature and would be provided by the CCO.

After briefly explaining the COMCEC Project Funding, Mr. KARAGÖL highlighted the potential project owners. It was emphasized that relevant ministries and other public institutions of the Member Countries and the OIC Institutions operating in the field of economic and commercial cooperation could submit projects. He also underlined that Member Countries have to be registered to respective working group in order to submit their project proposals.

During the presentation, three key actors and their responsibilities under the COMCEC Project Funding were identified; Project Owner (Project Submission and Implementation); the CCO (Program Management) and the Development Bank of Turkey (Project Monitoring and Financing). Moreover, steps and roles of these key actors throughout the project application process were defined.

He continued his presentation by explaining the “Project Selection Criteria” namely, compliance with Strategy’s Principles, and targeting strategic objectives of the Strategy, focusing on output areas and pursuing multilateral cooperation among the OIC Member Countries. Mr. KARAGÖL also emphasized that project proposals submitted by the Member Countries should be compliant with the sectoral themes for the fourth call stated in the Program Implementation Guidelines. Mr. KARAGÖL pointed out the importance of the multilateralism for project appraisal and stated that project proposals should focus on common problems of at least two Member Countries and also should offer joint solutions for these problems.

Mr. KARAGÖL also gave information on 2014, 2015 and 2016 Projects. He stated that Member Countries and OIC institutions had shown great interest and 209 project proposals were submitted by Member Countries and OIC institutions in three-year period (2013-2015). He also stated that totally six trade projects were implemented under the COMCEC Project Funding in 2014, 2015 and 2016. They were titled “SMEs in the Borderless Era, Shaping Opportunity in the Global Value Chain”, “International Seminar on Developing National& Regional Approaches to Enhancing Innovation Support Commercialization of R&D Results and Patents Among the Organization of Islamic Cooperation Member States”, “Capacity Building in Trade Institutions of the Central Asian Countries of COMCEC”, “Access to Finance for SME and entrepreneurs in the OIC region; Opportunities and Challenges for the Entrepreneurs”, “Capacity-building and Institutional Strengthening of The Gambia Standards Bureau for the Adoption and Implementation of OIC/SMIIC Halal Standards and related Conformity Assessment” and

“Improving Delivery of Trade Facilitation Services (IDFTS)” proposed by Indonesia, ICDT, Afghanistan, Qatar, the Gambia and Uganda respectively. Mr. KARAGÖL also stated that 57 project proposals received under the fourth project call and 15 of them will be funded in 2017. He also mentioned that 3 trade projects will be funded in 2017.

Mr. KARAGÖL shared brief information with participants regarding common characteristics of successful project proposals and stated that “sufficient and informative project summary”, “sound project activities and relevant details about them”, “qualified human resources in line with Program Implementation Guidelines requirements”, “detailed and well-designed work plan”, “realistic cost estimations in the budget and sufficient explanations for them”, “Project Owner’s cooperation and communication with CCO” and “active participation to the relevant Working Group” are key success factors.

7. Success Stories of the Member States

7.1. Cameroon

Mr. Faouzi ABDOULLAHI, Head of Department in Single Window for Foreign Trade Operations of Cameroon made a presentation on Moroccan policy of trade facilitation and the cooperation with the OIC Member States.

At the beginning of his presentation, he stated that Single Window is a facility that allows parties involved in trade and transport to lodge standardized information and documents with a single entry point to fulfil all import, export and transit-related regulatory requirements. He also shared the Cameroon's progress in developing single window system. In 2000, The SW started as a physical SW grouping the main administrations and other stakeholders involved in trade procedures. Development process of SW has been completed in 2016. At that year law on foreign trade was introduced, SW for foreign trade operation in import was introduced, SW for foreign trade operations for cocoa and coffee was launched, e-Payment to other stakeholders is extended.

He continued his presentation with introduction of e-Force which is the single form for Foreign Trade Operations and web-based form that allows economic operators to submit once all the information required by the administrations and logistics parties to fulfil all the regulatory procedures. The data is processed through a work flow and then shared by all the actors. It was implemented with the objective to align Cameroon SW to the International Standards and recommendations, thus, facilitate the regional and global data exchange. It is integrated with a payment system to allow the stakeholders to interact without any need to move out of the office. It includes tracking functionalities for multichannel follow up (online, SMS, emails, etc.). It is also compatible with standards mobile device browsers and OS (Android, IOS, Windows,)

He also pointed out the efforts made to strengthen the SW system of Cameroon. 76 sites were connected to the National Fibre Optic (Regional delegation, Corridors, Ministries headquarters) and 80 more sites to be connected in 2017 (bidding process ongoing). 150 more sites will be connected to the National Fibre Optic within the next two years. MOU signed agreement with 5 ISP (Including the National ISP CAMTEL) to insure coverage of all locations where foreign trade procedures are treated. MOU also signed agreement with 2 Telecom Operators for 3G and 4G coverage.

7.2. Cote d'Ivoire

Mr. Andre Ekpan BENIN, Director from Ministry of Commerce of Cote d'Ivoire made a presentation on experiences of Cote d'Ivoire on SW systems.

At the beginning of his presentation he stated that since 2013 and in line with its vision of becoming an emerging country by 2020, Côte d'Ivoire has undertaken several reforms aimed at improving the business climate, which include the creation of a Single Window for Foreign Trade (GUCE) and a Trade Information Web Portal. Those tools allow harmonization, simplification,

transparency and dematerialization of procedures related to cross-border trade in application of the provision of the WTO Trade Facilitation Agreement.

A regulatory framework has been built through policies, decrees and regulations.

The building of the GUCE has been given to a private concessioner in order to build government capacity and transfer the management to the state at the end.

He also underlined the main modules of the GUCE platform as the following:

- GUCE Portal (Operational since July 2013);
- Government Executive vision (Operational since August 2013);
- Follow-up of Commercial Transaction (Operational since September 2013);
- Commercial Transaction Management (Operational since May 2014);
- E-certificate (operating)
- E-manifest (Marine component in operation- Air component at start of pilot phase);
- Submission to the Ruling center (Operational since April 2014);
- Prior Authorization import (operating);
- E-SAD (Operating)
- Franchise and Exemption (In test phase);
- Change Authorization and Commitment (In production, with more than 20,000 requests per day);
- E-Risk (In test phase).

He concluded his presentation by giving brief information on a single window for foreign trade (GUCE) and a trade information web portal (PWIC). GUCE is stop border shop for international trade transactions allows on-line delivery of all relevant compulsory permits & certificates needed for import & export commercial transactions and also includes customs clearance and removal of goods and allows billing and electronic payments. PWIC (<http://pwic.guce.ci/>) gives all information related to all regulation, trade and customs procedures and information related to trade in Cote d'Ivoire.

7.3. Morocco

On behalf of Morocco Mr. Jalal BENHAYOUN, CEO of PORTNET Service of Morocco made a presentation on strategic alliance of port and foreign trade communities.

At the outset he mentioned international trade challenges economic operators face such as immaturity of the functions of the supply chain in SMEs, limited capabilities, unclear procedures and circuits, uncertainty about the necessary time, uncertainty about costs involved, risk of out of stock, stock oversizing, surprises in the real cost, delays in customer deliveries, low level of competition, stops in production lines, lost commercial transactions, unsatisfied customers and financial difficulties.

He stated that businesses suffer both direct border-related costs, such as expenses related to supplying information and documents to the relevant authority, and indirect costs, such as those

arising from procedural delays, and lack of predictability in the regulations. Surveys aimed at calculating these costs suggest that they may range from 2% to 15% of the value of traded goods.

In practical terms, it is almost impossible for SME's to achieve the full integration of their supply chain due to the complexity of external environment.

He also underlined the trade facilitation and supply chain integration pillars are:

Physical flows

- Modern infrastructure (Ports, aero ports, highways, logistics platforms)
- Strong connectivity: By sea, by air, by roads, by rails and hinterland
- Intermodality
- Mature Services providers.

Data flows

- Supply chain automation
- Dematerialization
- National and international interoperability
- Anticipation specialty in capturing trade information
- Predictability

Payments flows

- Suitable payment instruments
- Electronic payment culture
- Harmonized payment system import and export operations

Mr. Jalal BENHAYOUN also introduced PortNet by stating that it is a SW to integrate the complete foreign trade supply chain. PortNet speeds up integration process by interconnecting all stakeholders around the electronic national single window.

He stated that the goals of PortNet are reducing and simplifying procedures, foreign trade community e-network development and compliance with international standards by providing services such as automated reporting and dashboards, change in management and technical support, planning and optimizing control and inspections, tracking flows, integration and harmonization of repositories, dematerialization of formalities.

He pointed out key factors for SWs to play central role in integration between the OIC Member Countries as following:

- Align the governance of SW projects to the interests of the real customers, not only the interests of some communities or stakeholders
- Continuous wins, concrete results and KPIs are important to sustain the interest and the commitment of all the stakeholders
- Inclusive cooperation between public and private sector is essential
- SWs are vital national infrastructure that have to be safe, efficient and should have an important scalable capacity and performance.

In his closing remarks he underlined that the dematerialization approach allows Morocco to save the equivalent of the annual consumption of 7,735 households in terms of fresh water,

42,053 households in terms of electricity and 15,727 households in terms of waste. This approach has also saved 800,000 trees per year.

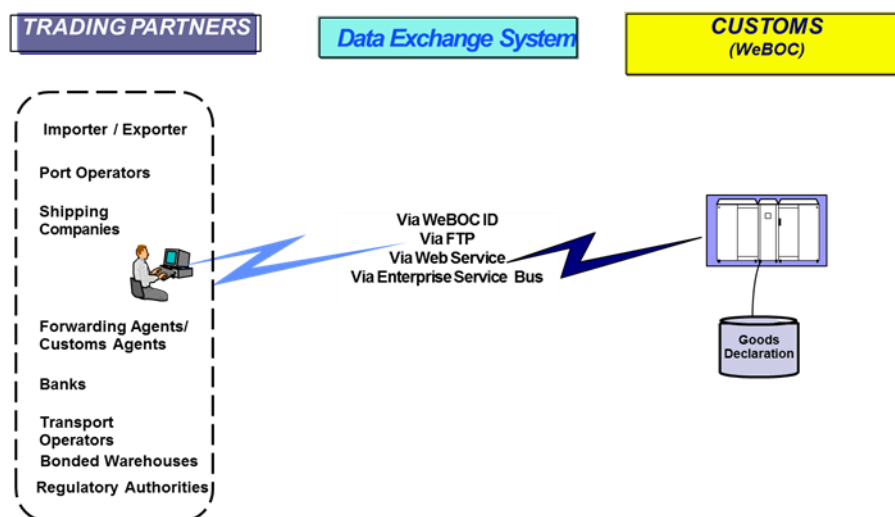
7.4. Pakistan

Mr. Wajid ALI, Director in Federal Board of Revenue of Pakistan made a presentation and shared the experience of his country in the ongoing development of Single Window in Pakistan.

He explained that Pakistan Customs is the lead agency in Pakistan for Single Window. He elaborated on the features of Pakistan's Customs Computerized System namely WeBOC system which allows filing and processing of Goods Declaration on 24/7 basis with the facility of risk based green channel clearance for importers and exporters having good profile. WeBOC currently has more than 69000 users.

Mr. ALI informed the participants that WeBOC system is electronically linked with port operators, warehouses, banks, shipping companies and transport operators. He explained that some regulatory departments in Pakistan have been integrated with WeBOC system for issuance of online authorizations to traders.

The vision of Pakistan Customs is to transform WeBOC system into Single Window for imports, exports and transit. The Electronic Data Interchange between Pakistan Customs and the regulatory authorities is being done through file transfer protocol (FTP) and direct input through system user IDs. However, recently Pakistan Customs has acquired Enterprise Service Bus (ESB) system for efficient and large data exchange. ESB shall become a major tool of data exchange in Single Window.



In his closing remarks Mr. ALI emphasized the need to develop risk management system in Single Window for efficient trade flow. For this purpose, the regulatory departments need to integrate their risk parameters in the Customs RMS.

7.5. Turkey

On behalf of Turkey, Lokman COMART, Assistant Expert in Ministry of Customs and Trade made a presentation on SW in Turkey.

At the beginning of his presentation he stated that main aims of SWs are simplifying procedures of customs transactions, saving costs and time, providing transparent customs transactions.

He continued his presentation by mentioning steps taken to implement SW in Turkey. At the beginning the SW was held in the National Plan and then circular order of Prime Ministry for single window which took force as of 20th of March 2012. After that action plan has been prepared and shareholders and accompanying documents have been determined and meetings were held with shareholders. Also articles related to SW have been added to the protocols related to exchange of data and data set was prepared for accompanying documents. Moreover design of the system was completed and the need for software determined. The software was prepared and tested by IT department. Trainings and pilot phases were completed and e-document application was put into practice by a public authority. After making legal amendments, e-application phase came into effect by 19.04.2016 and firms started to make application to use the SW.

He also stated that the system is implemented in two phases:

e – Application Phase:

Trader applies to single point (customs). If there is need for permission/license the system transmits data to relevant institution and relevant institution sends its response (negative/positive).

e-Document Phase:

Data about permission/license etc. is transmitted by SW. Customs administration uses the data in customs transactions and provides feedback.

In his closing remarks he pointed out that 21 Public Institutions and 117 documents are included in the Single Window System of Turkey.

8. The Efforts of the International Institutions / Private Sector

8.1. World Customs Organization

“World Customs Organization’s Perspective on SW Systems”

Mr. Armen Manukyan, Technical Attaché in Procedures and Facilitation Sub-Directorate, World Customs Organization (WCO), made a presentation on “WCO Perspective on Single Window Environments.”

Mr. Manukyan presented WCO approach to Single Window Solutions and the current trend in implementation models of the Single Window Environments. It has been highlighted that the SW concept examines regulatory controls through the eyes of the trader and observes all interactions between trader and regulatory agencies without any further internal divisions of the government. This approach clearly identifies all procedural redundancies duplications in filling the information and wastefulness involved in the overall effort in fulfilling cross-border regulations.

Mr. Manukyan pointed out that it is useful to produce a simple description by choosing a few characteristics that describe the essence of a Single Window. One of such characteristics is that that it helps to avoid repetitive submissions of data. But Single Window is not just about the submission of data, it is a part of a wider program of inter-agency cooperation and facilities of a country’s frontier, at ports, at airports and border control points. The focus of the SW is the functional integration of border agencies’ operations such as coordinated examination, unified control over the movement of conveyances over the movement of cargo and the entry, exit of passengers across the country’s borders and integrated risk assessment.

Mr. Manukyan also mentioned that the WCO’s approach to building the Single Window Environment in a three-phased, step-by-step approach from planning, selecting the appropriate project for the country followed by the development of the relevant facilities and the implementation of the e-services included in the SW solution.

He concluded his presentation by pointing out that of 163 delivered mission between 2015 and 2016 in the area of trade facilitation, 39 missions were delivered in the OIC Member Countries. The WCO Secretariat is increasingly engaged with other international stakeholders such as CITES, ICAO, IMO, UNECE(UN/EDIFACT Working Group as regards e-business standardization and UN/CEFACT’s activities in the area of trade facilitation), UPU, IATA, ICC, ISO for the harmonization of the cross-border regulatory requirements and data requested by the CBRAs.

8.2. UNESCAP

“From Single Window to Cross-Border Paperless Trade: Recent Developments from Asia-Pacific”

Mr. Tengfei Wang, Economic Affairs Officer from the United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP), made a presentation titled “From Single Window to Cross-Border Paperless Trade: Recent Developments in Asia and the Pacific”.

At the beginning of his presentation Mr. Wang informed participants that the latest status of development of single window and paperless trade in Asia and the Pacific are mainly based on the results from the first global survey on implementation of trade facilitation measures carried out by UN regional commissions. Noting that the Survey served as an important basis for the background document of the meeting titled “Single Window Systems in the OIC Member States” and supports evidence-based policy making. Mr. Wang requested the participants of the meeting to actively support the ongoing second global survey (<https://unnex.unescap.org/content/global-survey-trade-facilitation-and-paperless-trade-implementation-2017>).

Mr. Wang pointed out that, among the trade facilitation measures covered by the WTO’s Trade Facilitation Agreement, Single Window (SW) is probably one of the most important measures to be implemented. Establishing SW and maintaining its sustainability require highest possible political support and commitment, cooperation, shared vision and efforts of government agencies and ministries, ongoing stakeholder consultation and engagement, legal and regulatory framework and a sound business model. Technically, implementation of SW should not be treated as an IT project, although IT is an enabler for realizing SW. Trade process mapping, analysis and simplification and harmonization of data and documentation requirement are the first essential steps to be taken for establishing SW.

He stated that experiences of developing SW in Asia, especially in Malaysia, Singapore, Thailand and Indonesia may provide useful reference to other developing countries in the world. There is probably no one-size-fits-all solution and every country has to adapt and customize its own SW.

Mr. Wang emphasized that if development of national SW is already challenging, it is much more challenging to develop a “regional” SW. In developing countries, ASEAN SW is probably the most advanced but its functions are still limited.

In his closing remarks referring to the first Global Survey report, Mr. Wang pointed out that cross-border exchange of trade-related data and document still remain at nascent stage of development. To overcome such challenges, countries in Asia and the Pacific have decided develop a new UN treaty titled Framework Agreement on Facilitation of Cross-border Paperless Trade in Asia and the Pacific (<http://www.unescap.org/resources/framework-agreement-facilitation-cross-border-paperless-trade-asia-and-pacific>). The treaty will provide countries of Asia and the Pacific with a new tool and “digital” complement for better implementation of the

WTO Trade Facilitation Agreement (TFA) and the development of cross-border e-commerce. Countries in Asia and the Pacific can become a party of the treaty to enhance cross-border trade. The least developed countries can join the treaty to fully take advantage of opportunities for technical assistance and capacity building.

8.3. International Islamic Trade Finance Corporation (ITFC)

“ITFC’s Efforts for Developing Single Window Systems in the OIC Member Countries”

Mr. Ayhan Karaca from International Islamic Trade Finance Corporation (ITFC), a member of Islamic Development Bank Group (IDBG) made a presentation and shared their experiences.

At the beginning of his presentation, he stated that promotion of regional cooperation and integration among its Member Countries has been identified as one of IDBG strategy objectives for the period of 2016-2025. Consequently, IDBG has given priority to financing infrastructure development projects with regional impacts. In his presentation, he informed the participants about IDBG’ integrated programmatic approach in addressing trade and transport facilitation challenges of its MCs at national and regional level.

He also mentioned that Trade Facilitation Agreement (TFA) mandates establishment of single window systems by countries as an important tool improving trade facilitation. Establishment of single window systems by countries will make them comply with many other articles of the said agreement, while creating positive impacts on cross-border trade.

He concluded his by expressing ITFC’s readiness to cooperate with other OIC institutions to develop joint initiatives to address trade facilitation challenges of the OIC Member Countries.

8.4. International Transporters’ Association (UND)

“Private Sector Perspective on Single Window Systems”

Mr. Erman EREKE, Executive Committee Member of International Transporters’ Association made a presentation and shared their perspective on SWs.

At the outset he stated that Logistics Performance Index (LPI) is an interactive benchmarking tool created to help countries identify the challenges and opportunities they face in their performance on trade logistics and capabilities to improve their performance. Logistics Performance Index (LPI) which has been published for every two year on the web site of the World Bank is an important index evaluating logistics performances according to six basic criteria.

These criteria are;

- The efficiency of customs and border management clearance (Customs)
- The quality of trade and transport infrastructure (Infrastructure)
- The ease of arranging competitively priced shipments (Ease of arranging shipments)

- The competence and quality of logistics services—trucking, forwarding, and customs brokerage (Quality of logistics services)
- The ability to track and trace consignments (Tracking and tracing)
- The frequency of shipments that reach to consignees within scheduled or expected delivery times (Timeliness)

He pointed out that many facilitative customs projects like Authorized Economic Operator, Single Window, Green lane project and Common Transit System have become operational in Turkey in recent years. These facilitative projects will help improve Turkey's logistics performance. The Logistics Performance Index, 2016 results, allows comparisons of 160 countries. 7 OIC countries are listed in the first 50 countries in Index. These are United Arab Emirates (rank 13), Qatar (rank 30), Malaysia (rank 32), Turkey (rank 34), Bahrain (rank 44), Oman (rank 48) and Egypt (rank 49). Turkey became fourth within the OIC member countries.

He stated that an analysis about delivery times for transport operations between Turkey and Germany was made by UND. 20.000 different transport operation data were handled which start from Istanbul customs office and ends in territory of Germany. Distance from İstanbul to Kapikule border gate is 280 km. It takes 37 hours to go this distance. Same distance takes 14 hours with bicycle which is faster than a truck. Rest of journey, from Bulgaria to Germany, takes approximately 4 days.

Mr. EREKE mentioned that there are many international and national studies about delays on delivery times and its effect on trade. The World Bank studies demonstrate that; 1 day delay in transport of a certain goods causes 1 % loss in trade. Other World Bank studies demonstrate that; 10 % increase in the transportation costs of a commodity may cause 20 % less trade of the commodity. It is obvious that every delay at transport activities causes trade and customer loss, loss of shipment and other economic losses. So barriers on trade should be removed for smooth transport activities and international trade procedures should simplified and harmonized

He concluded his presentation by stating that logistics sector of all OIC member states need simple and paperless customs procedures. All OIC countries can come and work together for one regional single window system in order to facilitate trade, make customs procedures paperless, accelerate border crossing procedures and increase intra-OIC trade.

9. Closing Remarks

The Meeting ended with closing remarks of Mr. Jalal BENHAYOUN, CEO of PORTNET Service, MOROCCO and Chairperson of the Meeting and Mr. Metin EKER, Director General of the COMCEC Coordination Office.

In his remarks, Mr. BENHAYOUN thanked all the Member Countries for giving him the opportunity to chair this session. He also thanked all the participants, presenters for their invaluable contributions, comments and ideas presented during the discussions.

Mr. Metin EKER also thanked all the participants for their invaluable contributions. He underlined that the observations, comments and critiques of the participants on the analytical study prepared specifically for the Trade Working Group Meetings would be welcomed in order to improve its quality. He also stated feedbacks about the main output of the meeting, the draft policy recommendations which will be presented to the 33rd Session of the COMCEC, are very valuable. Mr. EKER also highlighted the importance of COMCEC Project Funding and invited the Member Countries as well as the relevant OIC Institutions to submit project proposals to benefit from this important facility.

Mr. EKER informed the participants that the next (10th) Meeting of the Trade Working Group will be held on November 2nd, 2017 in Ankara with the theme of *"Special Economic Zones in the OIC Member States: Learning from Experiences."*

Before concluding, Mr. EKER thanked again all the participants and wished them a safe trip back home.

Annex 1: Agenda of the Meeting



9th MEETING OF THE COMCEC TRADE WORKING GROUP (March 9th, 2017 Ankara)

“Single Window Systems in the OIC Member States” AGENDA

Opening Remarks

1. The COMCEC Trade Outlook
2. Single Window Systems: Conceptual Framework and Global Trends and Practices
3. Single Window Systems in the OIC: Current Situation, Selected Case Studies and Recommendations
4. Policy Options for Developing Single Window Systems in the OIC Member Countries
5. Member State Presentations
6. The Efforts of the International Institutions/Private Sector
7. Utilizing the COMCEC Project Funding

Closing Remarks

Annex 2: Program of the Meeting



9th MEETING OF THE COMCEC TRADE WORKING GROUP
(March 9th, 2017 Ankara)
“Single Window Systems in the OIC Member States”

PROGRAMME

08.30-09.00 **Registration**

09.00-09.05 **Recitation from the Holy Quran**

09.05-09.15 **Opening Remarks**

COMCEC Trade Outlook

09.15-09.35 - *Presentation: Prof. Dr. Halis AKDER*
Consultant
COMCEC Coordination Office (CCO)

09.35-09.45 - *Discussion*

Single Window Systems: Conceptual Framework and Global Trends and Practices

09.45-10.05 - *Presentation: Ms. Birgit VIOHL*
Consultant

10.05-10.30 - *Discussion*

10.30-10.45 *Coffee Break*

Single Window Systems in the OIC: Current Situation, Selected Case Studies and Recommendations

10.45-11.30 - *Presentation: Ms. Birgit VIOHL*
Consultant

11.30-12.15 - *Discussion*



Lunch

Policy Options for Developing Single Window Systems in the OIC Member Countries

There will be a moderation session under this agenda item. The participants are expected to deliberate on the policy options/advice for developing Single Window Systems in the OIC Member States. The Room Document was prepared by the CCO, in light of the findings of the analytical study prepared specifically for the Meeting and the answers of the Member Countries to the policy questions which have already been sent by the CCO. This Document was shared with the Trade Working Group focal points before the Meeting with a view to enriching the discussions during the Session and coming up with concrete policy advice for the policy approximation among the Member Countries in this important field. At the beginning of the session, CCO will make a short presentation introducing the responses of the Member Countries to the policy questions as well as the Room Document.

14.00-14.15 - Presentation: *“Responses of the Member Countries to the Policy Questions on Developing Single Window Systems in the OIC Member States”*
Mr. Mustafa Adil SAYAR
Expert
COMCEC Coordination Office

14.15-15.30 - *Discussion*

Utilizing the COMCEC Project Funding

15.30-15.45 - Presentation: *Mr. Burak KARAGÖL*
Director
COMCEC Coordination Office (CCO)

15.45-16.00 - *Discussion*

16.00-16.15 *Coffee Break*

Member Country Presentations

16.15-17.15 - *Presentation(s)*
- *Discussion*

The Efforts of the International Institutions / Private Sector

17.15-17.30 - Presentation: *“World Customs Organization’s Perspective on SW Systems”*
Mr. Armen MANUKYAN
Technical Attache
World Customs Organization

- 17.30-17.45 - Presentation: *“From Single Window to Cross-Border Paperless Trade: Recent Developments from Asia-Pacific”*
Dr. Tengfei Wang
Economic Affairs Officer
UNESCAP
- 17.45-18.00 - Presentation: *“ITFC’s Efforts for Developing Single Window Systems in the OIC Member Countries”*
Mr. Ayhan KARACA
Manager
International Islamic Trade Finance Corporation(ITFC)
- 18:00-18.15 - Presentation: *“Private Sector Perspective on Single Window Systems”*
Mr. Erman EREKE
Executive Committee Member
International Transporters’ Association (UND)
- Discussion
- 18.15-18.30 *Closing Remarks*

Annex 3: The Policy Recommendations

THE POLICY RECOMMENDATIONS HIGHLIGHTED BY THE 9TH MEETING OF THE TRADE WORKING GROUP

The COMCEC Trade Working Group (TWG) has successfully held its 9th Meeting on March 9th, 2017 in Ankara, Turkey with the theme of “*Single Window Systems in the OIC Member States.*” During the Meeting, Trade Working Group, made deliberations for policy approximation among the Member Countries regarding developing Single Window Systems. The Room Document, prepared in accordance with the main findings of the analytical study conducted specifically for the 9th Meeting of the COMCEC Trade Working Group titled “*Single Window Systems in the OIC Member States*” and the answers of the Member Countries to the policy questions sent to the COMCEC Trade Working Group focal points by the COMCEC Coordination Office. During the Meeting, the participants agreed on the policy recommendations included in the Room Document. The existing document includes these policy recommendations highlighted during the Meeting.

Policy Advice 1: Strengthening Single Window efforts in OIC Member States by developing integrated Single Window strategies that reflect national and regional requirements and actively engage the stakeholders in this process

A strategy process leading to a concise strategy document is a crucial step in the process of developing a Single Window. Decisions that are taken in the early phases stages of a Single Window initiative shape the planning, design and development of the system. A Single Window is a long-term commitment to a transformation from a large number of stakeholders. Therefore, these stakeholders, and in particular so the trading community, should be closely involved in the design phase. The trading community’s perspective ensures that the Single Window caters to their needs as much as the needs of the government agencies. The consultative bodies, such as trade facilitation committees, should be integrated into the business strategy development process. Moreover, regional perspective should be considered while designing the Single Window Systems.

The Single Window strategy should rest upon the identification of business and technology requirements and define priorities as well as clear objectives and measurable performance indicators to guide the Single Window project. Once the Single Window is operational it is necessary to continue measuring its performance and set qualitative and quantitative performance for service delivery. A cost and benefit analysis should be conducted while preparing visions and strategy documents.

Policy Advice 2: Improving the effectiveness of Single Window projects by identifying and implementing necessary changes in the laws and regulatory framework and operational practices

Rationale:

A Single Window is a major transformation of the way how the government agencies operate and interact with the trading community. Such a transformation requires changes in regulatory framework that applies to the import, export and transit of goods and in operational practices and business processes. Single Windows can only successfully deliver results if these changes are clearly identified and acted upon in an expedited manner. This requires strong political support to bring about changes across government agencies and departments.

The analysis of agencies' current practices and procedures (AS-IS status) is the starting point for changes as it allows for the identification of prevalent and potential operational bottlenecks. These business processes must be re-designed (TO-BE status) to speed up, simplify and coordinate the processing and interaction. The legal, regulatory and administrative procedures need to be aligned in accordance to the re-designed processes. In this respect, in order to promote paperless or no paper trade, it is of utmost importance that the legal framework for e-documents and digital signature are in place at the national, and where applicable, supra-national level.

Policy Advice 3: Prioritizing flexibility, scalability, safety and interoperability of IT architecture of Single Windows Systems

Rationale:

Single Windows leverage operational changes and IT to achieve improvements to the accessibility, costs and quality of services. The Single Window IT architecture has to be consistently integrated with the business objectives and fully support the functional requirements of the stakeholders that are part of the Single Window environment. All stakeholders need to understand early in the design process how the IT architecture contributes to the delivery of the Single Window objectives and its costs implications.

The IT architecture must be flexible and scalable to accommodate rapid changes of the IT development, diverse technologies, to integrate new technological evolutions and to deliver new services over time. Furthermore, the Single Window IT architecture should have the ability to integrate and support diverse IT systems and applications. Therefore, interoperability, meaning the ability to provide collaborative, networked and interconnected business processes, should be taken into consideration while defining the IT architecture of Single Window Systems. High availability and business continuity is one of the most important aspects of the Single Window System. For ensuring the high availability and business continuity, the IT infrastructure of Single Window Systems needs to be designed to be protected from human and natural disasters with a fault tolerant system and off-site data backup.

Policy Advice 4: Promoting cross-border interconnectivity and interoperability of the national Single Window Systems in the OIC Region towards establishing Regional Single Window Systems

Rationale:

For many years, Single Windows systems were national efforts. With the increasing number of national Single Windows, there is a growing potential to leverage more benefits for the trading and transport community by fostering cross-border exchange and regional Single Window Systems. Such regional approaches aim at the electronic and automatic exchange of information among participating countries.

The main challenges for Regional Single Window Systems initiatives are, the lack of interconnectivity, interoperability and harmonized data and processes among national Single Window Systems. In this respect, while further encouraging national Single Window Systems, it is necessary to support cross-border projects amongst OIC Member countries that already operate a Single Window.

These projects can focus on the exchange of selected documents within clearly determined business processes, such as the Certificate of origin within OIC Member countries that are member of a free trade area or customs union. Such projects will encourage the alignment to common standards for data and information exchange.

Instruments to Realize the Policy Advices:

- ***COMCEC Trade Working Group:*** In its subsequent meetings, the Working Group may elaborate on the above mentioned policy areas in a more detailed manner.
- ***COMCEC Project Funding:*** Under the COMCEC Project Funding, the COMCEC Coordination Office calls for project proposals each year. With the COMCEC Project Funding, the Member Countries participating in the Working Groups can submit multilateral cooperation projects to be financed through grants by the COMCEC Coordination Office. For the above-mentioned policy areas and their sub-areas, the Member Countries can utilize the COMCEC Project Funding and the COMCEC Coordination Office may finance the successful projects. The projects may include seminars, training programs, study visits, exchange of experts, workshops and preparing analytical studies, needs assessments and training materials/documents, etc.

Annex 4: List of Participants

LIST OF PARTICIPANTS 9th MEETING OF THE TRADE WORKING GROUP (9 March 2017, Ankara)

A. MEMBER COUNTRIES OF THE OIC

THE PEOPLE'S DEMOCRATIC REPUBLIC OF ALGERIA

- Mr. TAREK ALLOUNE
Office Manager, Ministry of Trade
- Mr. AKLI IMECAOUDENE
Engineer, Algerian Customs

THE REPUBLIC OF AZERBAIJAN

- Mr. VASIF ALIYEV
First Secretary, Embassy of Azerbaijan in Ankara

PEOPLE'S REPUBLIC OF BANGLADESH

- Mr. NM JAHANGIR HOSSAIN
Joint Secretary, Ministry of Commerce
- Mr. SHELLEY SALEHIN
Counsellor, Embassy of Bangladesh in Ankara
- Mr. MOHIBBUR RAHMAN BHUIYAN
Second Secretary, National Board of Revenue

BRUNEI DARUSSALAM

- Ms. OSFINITA TAHIR
Embassy of Brunei Darussalam in Ankara

BURKINA FASO

- Mr. ADAMA OUEBDRAOGO
Ministry of Foreign Affairs

THE REPUBLIC OF CAMEROON

- Mr. ISIDORE BIYIHA
CEO, Single Window for Foreign Trade Operations
- Mr. FAOUZI ABDOULLAHI
Head of Department, Single Window for Foreign Trade Operations
- Mr. AOUSSINE BOUBA
Technical Advisor, Ministry of Trade

THE REPUBLIC OF COTE D'IVOIRE

- Mr. ANDRE EKPAN BENIN
Director, Ministry of Commerce
- Mr. AKRE ABO
Director, Ministry of Commerce
- Mr. NIANGO AIOUO
Director, Ministry of Transport

REPUBLIC OF GABON

- Mr. MASSALA M. CLEMENT
First Undersecretary, Embassy of Gabon in Ankara
- Mr. IFOUNGA THIBAUT
Chief of Protocol, Embassy of Gabon in Ankara

THE REPUBLIC OF THE GAMBIA

- Mr. MUSA SAIDYKHAN
Deputy Director, Gambia Revenue Authority
- Mr. OUSMAN JENG
Senior Economist, Ministry of Trade and Industry

THE ISLAMIC REPUBLIC OF IRAN

- Mr. HAMID ZADBOOM
Counsellor, Embassy of Iran in Ankara

REPUBLIC OF IRAQ

- Mr. THARWAT SALMAN
Commercial Attache, Embassy of Iraq in Ankara
- Mr. ABEER SALIM KHALEEF AH
Deputy Head of Mission, Embassy of Iraq in Ankara

THE HASHEMITE KINGDOM OF JORDAN

- Mr. NABEEL AL TEL
Assistant Director, Ministry of Industry, Trade and Supply

REPUBLIC OF KAZAKHSTAN

- Mr. TOKTAR NURYSK
Embassy of Kazakhstan in Ankara

THE STATE OF KUWAIT

- Mr. NABEEL ALMEZYAD
Director, Ministry of Finance
- Mr. SALEM ALBATHER
Economic Researcher, Ministry of Finance

- Mr. ABDULKARIM AL MEJEEM
Diplomat, Ministry of Foreign Affairs

LIBYA

- Mr. MUAMMAR ELAGELI
First Secretary, Embassy of Libya in Ankara

MALAYSIA

- Mr. FAIZALKHAN JAAFAR
Assistant Director, Ministry of International Trade and Industry (MITI)

THE KINGDOM OF MOROCCO

- Ms. FATIMA BOUTARBOUCH
Head of the logistic and Procedures Section, Ministry of Charge of Foreign Trade
- Mr. JALAL BENHAYOUN
CEO, PORTNET Service
- Mr. OTTMAN SAMSAME
Counsellor, Embassy of Morocco in Ankara

SULTANATE OF OMAN

- Mr. SALIM AL HAJRI
Economic Researcher, Supreme Council for Planning

THE ISLAMIC REPUBLIC OF PAKISTAN

- Mr. WAJID ALI
Director, Directorate General of Reforms and Automation

THE STATE OF PALESTINE

- Mr. ZEYAD ABDEL RAHMAN
Director, Ministry of National Economy

THE KINGDOM OF SAUDI ARABIA

- Mr. AHMED ALAMRI
Manager, Saudi Arabia Investors Services
- Mr. ANWAR BINHASUSAH
Commercial Attache, Embassy of Saudi Arabia in İstanbul

THE REPUBLIC OF SENEGAL

- Ms. AMINATA KANE
Head of Office of Bilateral Affairs, Directorate of External Trade

THE FEDERAL REPUBLIC OF SOMALIA

- Mr. YUSUF AHMED HASSAN
Commercial Attache, Embassy of Somalia in Ankara
- Ms. MARYAN MOHAMED
Expert, Somali Civil Society

THE REPUBLIC OF THE SUDAN

- Mr. MOHAMMED SAAD
Manager of Foreign Trade, Ministry of Trade

REPUBLIC OF TUNISIA

- Mr. ANIS HAJRI
Counselor, Embassy of Tunisia in Ankara
- Mr. MOHSEN AUTIIT
Counsellor, Embassy of Tunisia in Ankara

REPUBLIC OF TURKEY

- Mr. RASİM KUTLU
Deputy Director General, Ministry of Customs and Trade
- Mr. EMRAH ASLAN
Expert, Ministry of Customs and Trade
- Ms. AYŞEGÜL DEMİR
Expert, Ministry of Economy
- Mr. MEHMET ALİ ORAN
Expert, Ministry of Customs and Trade
- Ms. NAGEHAN ÖZKAN TURUNÇ
Assistant Expert, Ministry of Customs and Trade
- Mr. HAKKI GÜRKAN
Assistant Expert, Ministry of Customs and Trade
- Mr. LOKMAN COMART
Assistant Expert, Ministry of Customs and Trade
- Mr. NURULLAH ASIM AKBULUT
Assistant Expert, Ministry of Economy
- Mr. MEHMET UYLUKCU
Deputy General Manager, TOBBUND

B. THE OIC SUBSIDIARY ORGANS

ISLAMIC CENTRE FOR DEVELOPMENT (ICDT)

- Mr. AMADOU CIRE SALL
Head of Department

INTERNATIONAL ISLAMIC TRADE FINANCE CORPORATION (ITFC)

- Mr. AYHAN KARACA
Manager

C. INVITED INSTITUTIONS

INTERNATIONAL TRANSPORTERS ASSOCIATION (UND)

- Mr. ERMAN EREKE
Executive Committee Member, International Transporters' Association

**UNITED NATIONS ECONOMIC AND SOCIAL COMMISSION FOR ASIA AND THE PACIFIC
(UNESCAP)**

- Mr. TENGFEI WANG
Economic Affairs Officer

WORLD CUSTOMS ORGANIZATION (WCO)

- Mr. MANUKYAN ARMEN
Technical Attache, Coordinator

CONSULTANT

- Ms. BIRGIT VIOHL
Consultant

D. COMCEC COORDINATION OFFICE

- Mr. M. METİN EKER
Director General, Head of COMCEC Coordination Office
- Mr. SELÇUK KOÇ
Head of Department
- Mr. BURAK KARAGÖL
Head of Department
- Prof. Dr. HALİS AKDER
Consultant
- Ms. VİLDAN BARAN
Expert
- Mr. MUSTAFA ADİL SAYAR
Expert
- Mr. FAZIL ALATA
Expert