



Stakeholder Coordination for Single Window Environment

An integrated Trade Facilitation
Strategy for Greece
including Single Window
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Institutionalizing Stakeholder Coordination Mechanism

A family in harmony and accord

- Papa
- Mama
- Mama-in-law
- Teenage Daughter
- Pre-teen Son
- Uncle
- Butler
- Pet ... (Hand)



Fine Balancing ...



Stakeholder Coordination for Single Window Environment

Stakeholder coordination in Single Window implementation may require different approaches depending on country circumstances, there are **six common critical factors**, or to-do's, that should be taken into account



Why political commitment is essential?

Significant investment of human resources and budget :

- Korea – > USD 20 million
- Singapore – > USD 10 million (initial investment)
- Mongolia – > USD 10 million (to be implemented)

Stakeholder engagement and coordination

- 27 to 30 different agencies involved in a trade
- A conflict of interest among stakeholders

Reform of administration process and laws/regulations

- In the development phase of S/W system of Senegal, the resistance from an agency led the project stand-stil from 1999 to 2002 (UNNExT Brief 5)

Sustainable development and operation

- Without the interest of the top-level, the promotion of the services may fail

Political Commitment for Single Window – Case of Singapore

In Singapore, the Government's commitment to implement the Single Window (TradeNet) was made in the context of national strategic mandate at the highest level.

Faced with its first recession in 1985, the Singaporean government reacted with the establishment of a **high-powered Economic Committee** to identify weaknesses and set strategies for improving economic competitiveness.

Mr. Lee Hsien Loong, then the Minister for Trade and Industry, presently the Prime Minister, was the driving force of the TradeNet project.

Engagement of Stakeholders

Strong leadership ensures success!!

The Sponsor of Single Windows :

- Korea : Prime Minister
- Singapore : Minister of Trade and Industry
- Vietnam : Minister of Finance
- Mongolia : Minister of Foreign Affairs

Lead Agencies of Single Window Projects

Country	Lead Agency	Institutional Mechanism
Thailand	Thailand Customs Department	NCTLD
Vietnam	General Department of Vietnam Customs	National Steering Committee
Indonesia	Indonesia Customs	INSW Preparation Team
Malaysia	Ministry of International Trade and Industry (MITI)	National Single Window Committee
Singapore	Trade Development Board	TradeNet Steering Committee
Korea (Rep.)	Ministry of Knowledge Economy	e-Trade Facilitation Center
Kenya	Kenya Trade Agency	NSWS Steering Committee

Keeping Stakeholders Engaged

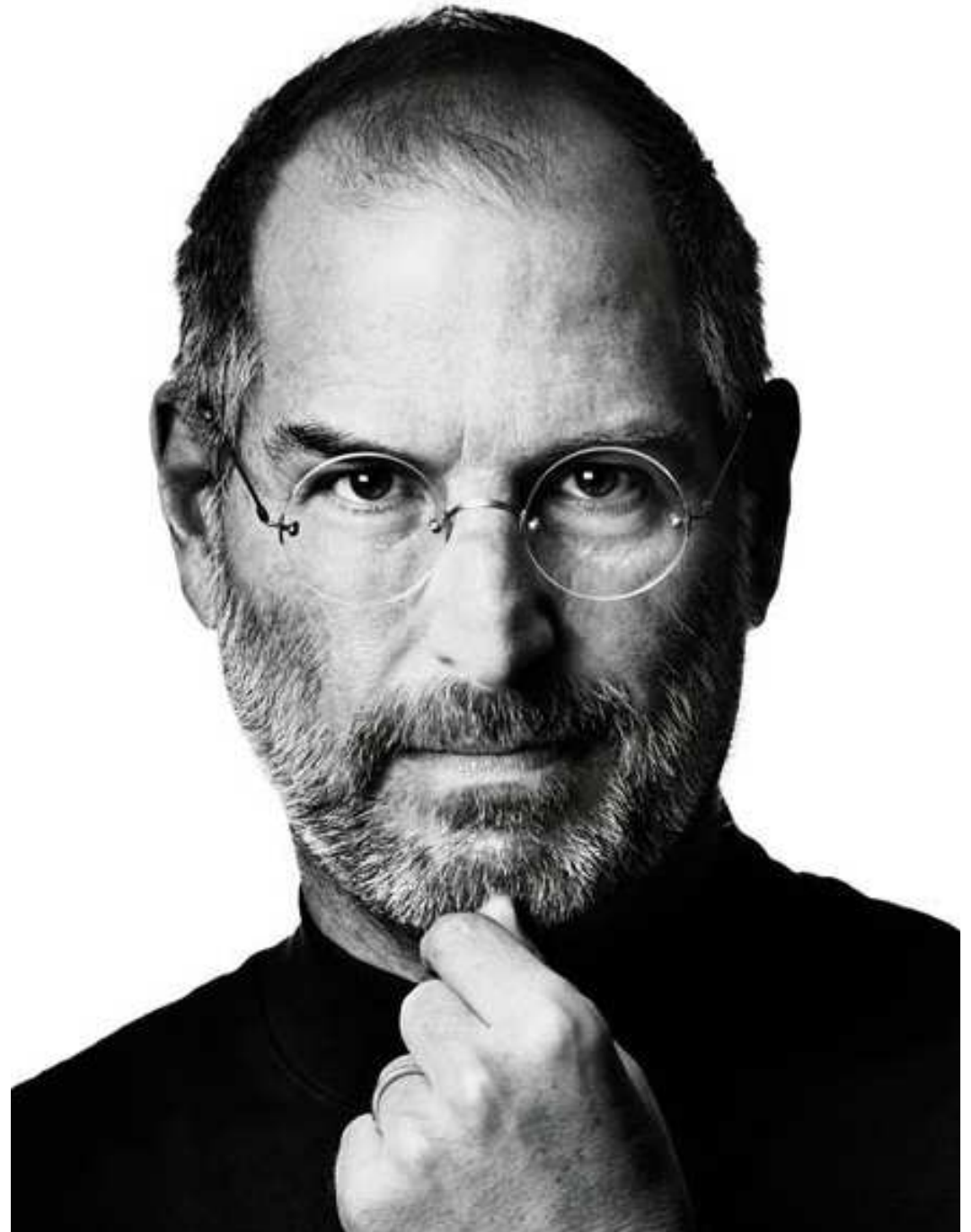
- Formal institutional arrangements should be put in place to facilitate the participation of all stakeholders in the development of SW- relevant government agencies and private sector representatives. The participation of the private sector is critical to gain information from the user perspective

UN/CEFACT Rec. 4 - National Trade Facilitation Committee

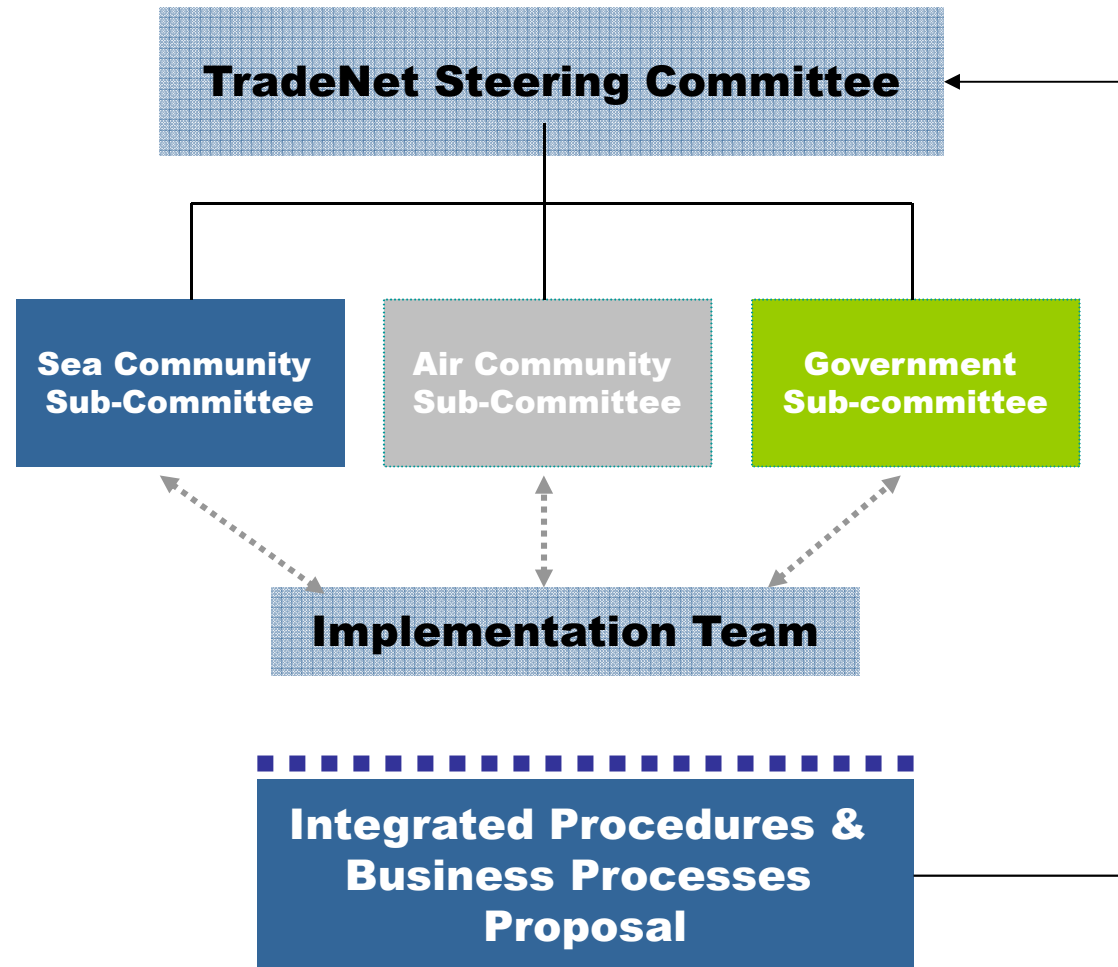
“National trade facilitation bodies provide this important forum. Participants in such bodies should represent all companies and institutions that take part in international trade transactions: manufacturers, importers, exporters, freight forwarders, carriers, banks, insurance companies and public administrations, each with a joint and separate interest in the facilitation of trade. It is only with the active involvement of these participants that impediments can be analyzed meaningfully and cooperative solutions devised.”

**“A lot of times, people
don’t know what they
want until you show it
to them.”**

Steve Jobs, Businessweek, 1998

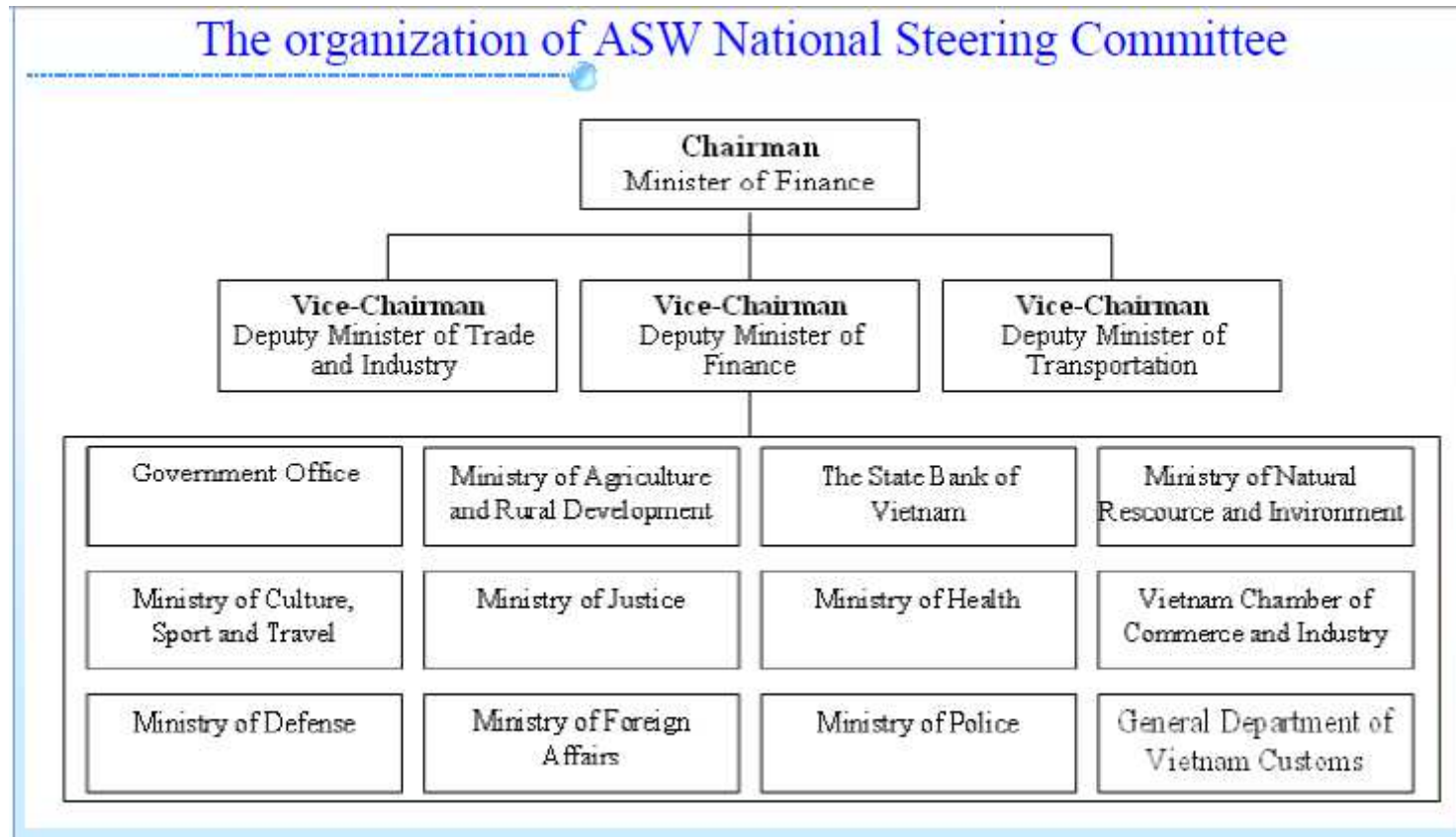


TradeNet Structure



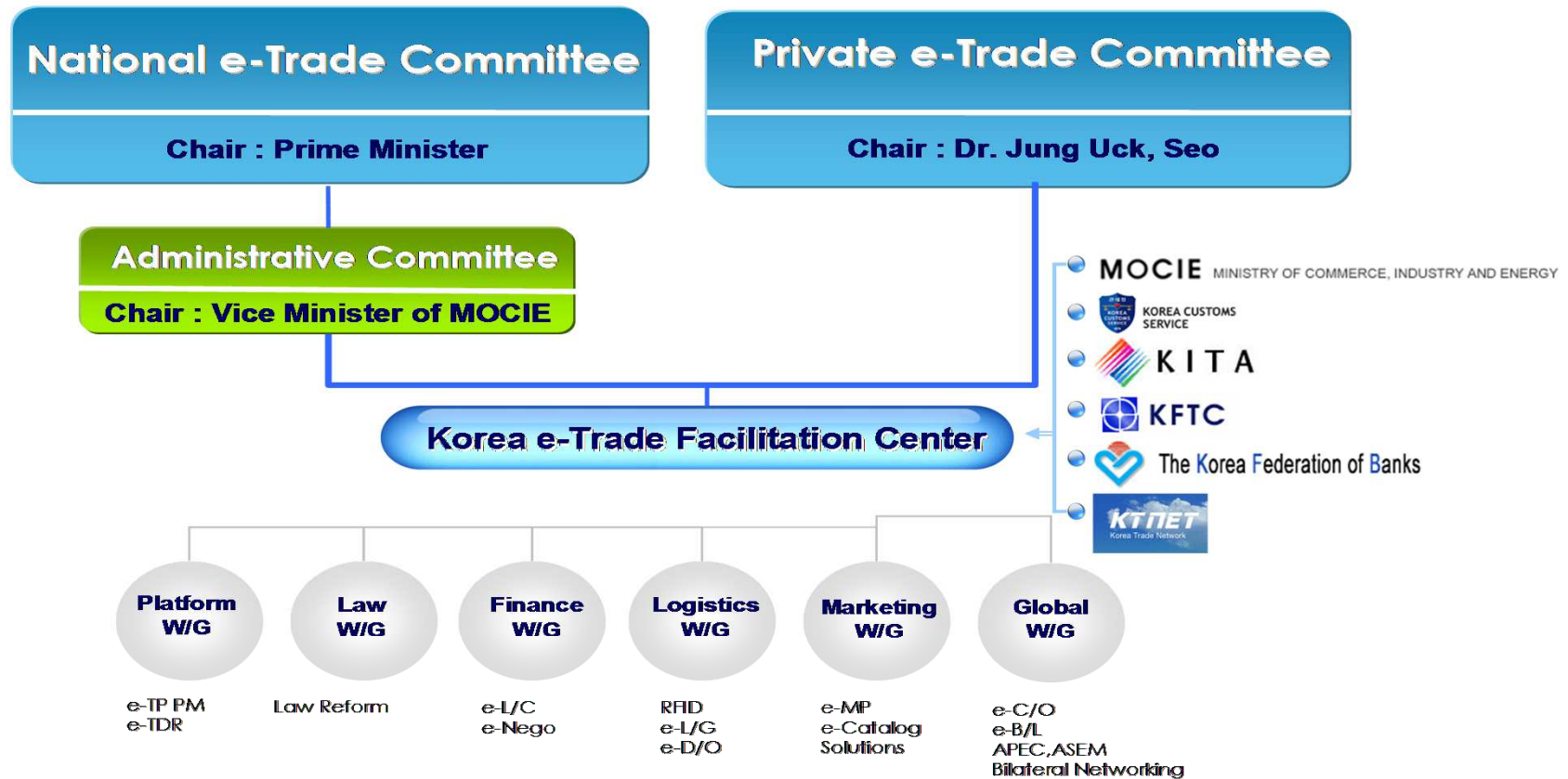
- As Single Window is a mechanism to integrate services on regulatory requirements handled by various government agencies, some government agencies may likely perceive it as a possible threat to their authority over regulatory processes, and subsequent downsizing of human resources.
- Having a legal mandate and high-level political commitment would definitely improve coordination. Still, having an institutional arrangement for inter-agency collaboration is crucial for dealing with issues of change management. The following factors should be taken into consideration:
 - First, at the very beginning of SW design, an **arrangement in the form of a national committee** can provide a neutral platform for open dialogue.
 - Second, very early-on, relevant government agencies should be made to understand that SW implementation does not necessarily mean the integration of all the trade-related regulatory services into one big system. Commonly found operational model of SW is an interfaced model where relevant government agencies can have the regulatory services over which they have a control and maintain cooperative connectivity with a Single Window.

Case: Inter-agency Coordination Platform of Vietnam



Build Proper Communication

- A two-way communication channel needs to be established and maintained all through the planning, design and implementation of the SW.
- During planning and design stage, proper communication accommodates accurate collection and integration of stakeholders' needs and requirements. In development stage, regular communication provides timely update to the stakeholders on any change of plan as well as progress made.
- Commonly deployed communication channels include regular meetings among primary stakeholders, briefing sessions, public seminars and conferences, public hearings and other mass media are used for general public and broader scope of stakeholders. Electronic means such as website, e-newsletter, group email list, etc. are also frequently practiced.
- In Kenya, the communication strategy included creating news-worthy events to publicize the implementation as well as launching public relation activities with the emphasis on its economic benefits. In Malaysia, success story, awareness programs, annual user surveys and dialogues were employed.



Dr. Jung Uck, Seo: Former Minister of Science & Technology and Chairman of Korea e-Business Association
MOCIE: Ministry of Commerce, Industry and Energy, KITA: Korea International Trade Association
KFTC: Korea Financial Telecommunications and Clearings Institute, W/G: Working Group,
e-TP PM: e-Trade Portal Project management, e-TDR: e-Trade Document Repository, e-L/C: e-Letter of Credit,
e-Nego: e-Negotiation, e-L/G: e-Letter of Guarantee, e-D/O: e-Delivery Order, e-MP: e-Market Place
e-C/O: e-Certificate of Origin, e-B/L: e-Bill of Lading



Consensus on Scope

- The scope of Single Window to be implemented
 - ⇒ If the scope is not clearly defined from the outset, stakeholders may build different views and expectations on SW since it can be interpreted differently to different stakeholders.
 - ⇒ The view on the scope can be differ by the Single Window environment and by the stakeholders of each countries
- Clear implementation scope is at the core of Single Window Master Planning
 - ⇒ Sensitive issues such as operation model of S/W, ownership of data in the S/W system and etc.. can be also covered in the Master Plan

- 1. Prioritize efforts**
- 2. Find Low Hanging fruits**
- 3. Achieve Quick Wins**
- 4. Breed Success**

What are the Imperatives?



- **Clear Vision** to guide development and prioritize needs
- **Quick Wins** to meet immediate needs and sustain organizational interests
- **Sustained Development** to ensure continued enhancements and relevance

Short Term – Harnessing low hanging opportunity

- 9 “low hanging” opportunities to contribute considerable impact to the trade facilitation,
- can be implemented with short timeframe, incurring lesser effort and cost (total about \$5.5M).

No.	Recommendation	Time Frame	Degree of Impact	Action Items	Estimate Investment (US million)	Effort	Suggested Funding Mode
2	Establish further working committees include air, maritime and land transport industry to review and propose procedural reforms	Short-Term	4	Restructure / expand management and supporting committees of the VUCE	0.20	Low	Self funded
5	Promote Risk Management assessment via VUCE to the other government agencies	Medium-Term	3	To provide risk assessment training and pilot the its use to selected agencies	1.00	Medium	Technical assistance funded
6	Enable VUCE to provide regulatory agencies to incorporate dynamic built-in processing rules to automate processing of permit and licences approvals	Short-Term	3	To introduce the business rules engine into the VUCE	2.50	Medium	Self funded
9	Introduce charging of service fees for VUCE services	Short-Term	3	Review the services and develop the transaction fee structure	0.50	Medium	Self funded
10	Allow for value added service providers to offer value-added service offerings in addition to the VUCE services	Short-Term	3	Review the service delivery model of VUCE, and create the tier of VASPs	0.20	Low	Self funded
11	Adopting UNECE Single Window Implementation Framework (SWIF) for the VUCE development	Short-Term	3	Seek training and advise from UNECE for adoption of SWIF	0.20	Low	Technical assistance funded
12	SUNAT considered the introduction to the UCR concept	Medium-Term	4	To study into the introduction of UCR	0.70	Medium	Technical assistance funded
14	SUNAT considers the outsourcing of its system development to Peru system integrators	Short-Term	3	To initiate outsourcing of limited work to test and develop the local companies capabilities	0.10	Low	Self funded
17	Set up task force between the trading community, terminals operators and SUNAT to explore interventions and institutional adjustments to increase use of advanced cargo clearance regime.	Short-Term	4	To set up the task force	0.10	Low	Self funded
				Total Estimated	5.50		

Mid Term – “Leveraged” opportunities

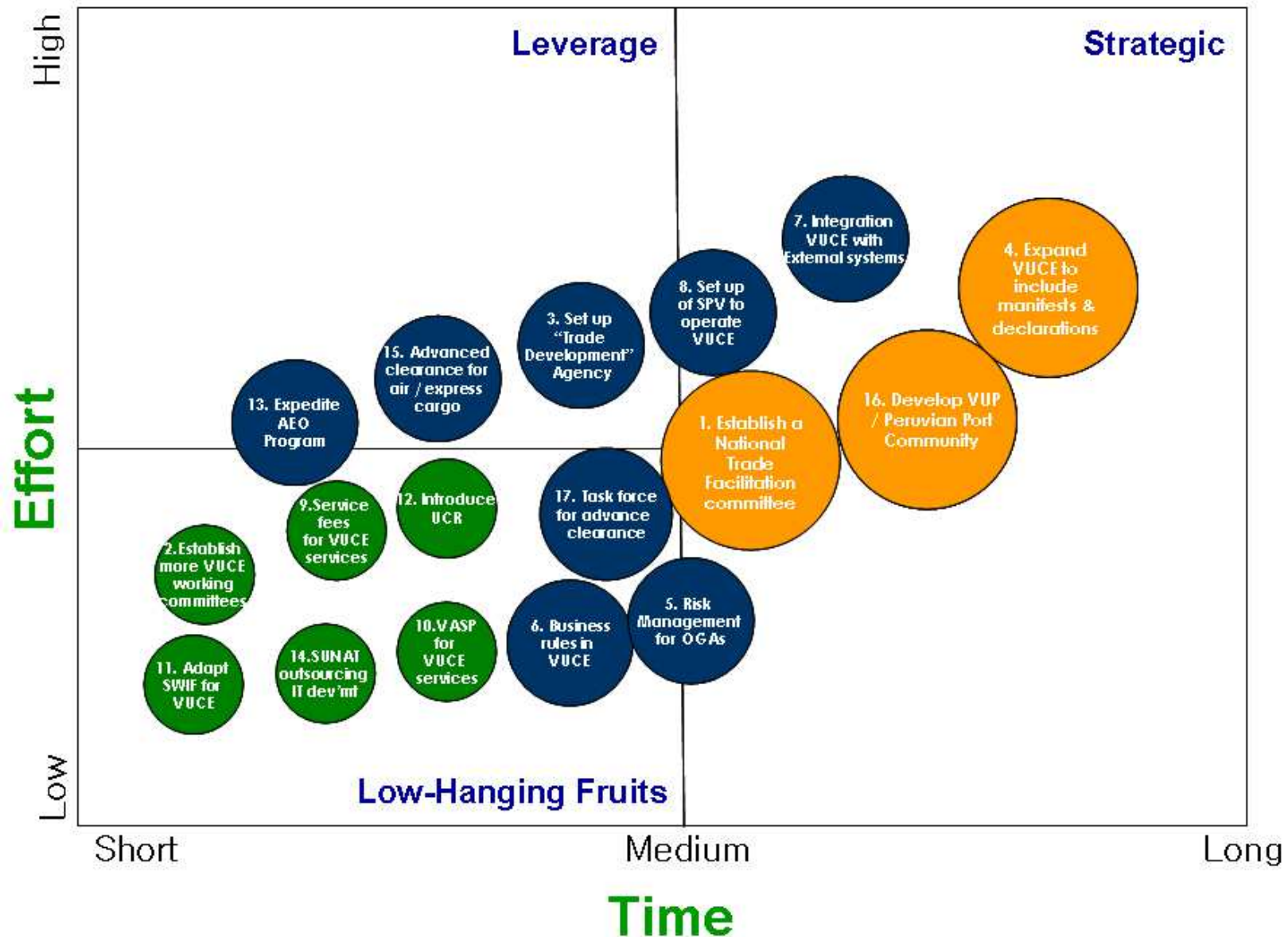
- The 3 initiatives would also incur a heavier investment totaling about \$3.5M.
- This group of recommendations be considered in near term ~ within the next 24 months.

No.	Recommendation	Time Frame	Degree of Impact	Estimate Investment (US million)	Effort	Suggested Funding Mode
3	Explore the set up of a “trade development” agency to provide “one-stop shop” for businesses and the trading community	Medium-Term	4	0.20	Low	Technical assistance funded
13	SUNAT accelerate the introduction of the AEO programme, and pursue for mutual recognition agreement with other countries	Medium-Term	4	0.30	Low	Technical assistance funded
15	SUNAT provides for advanced clearance to be extended for the air / express cargo.	Medium-Term	4	3.00	Medium	PPP
				3.50		

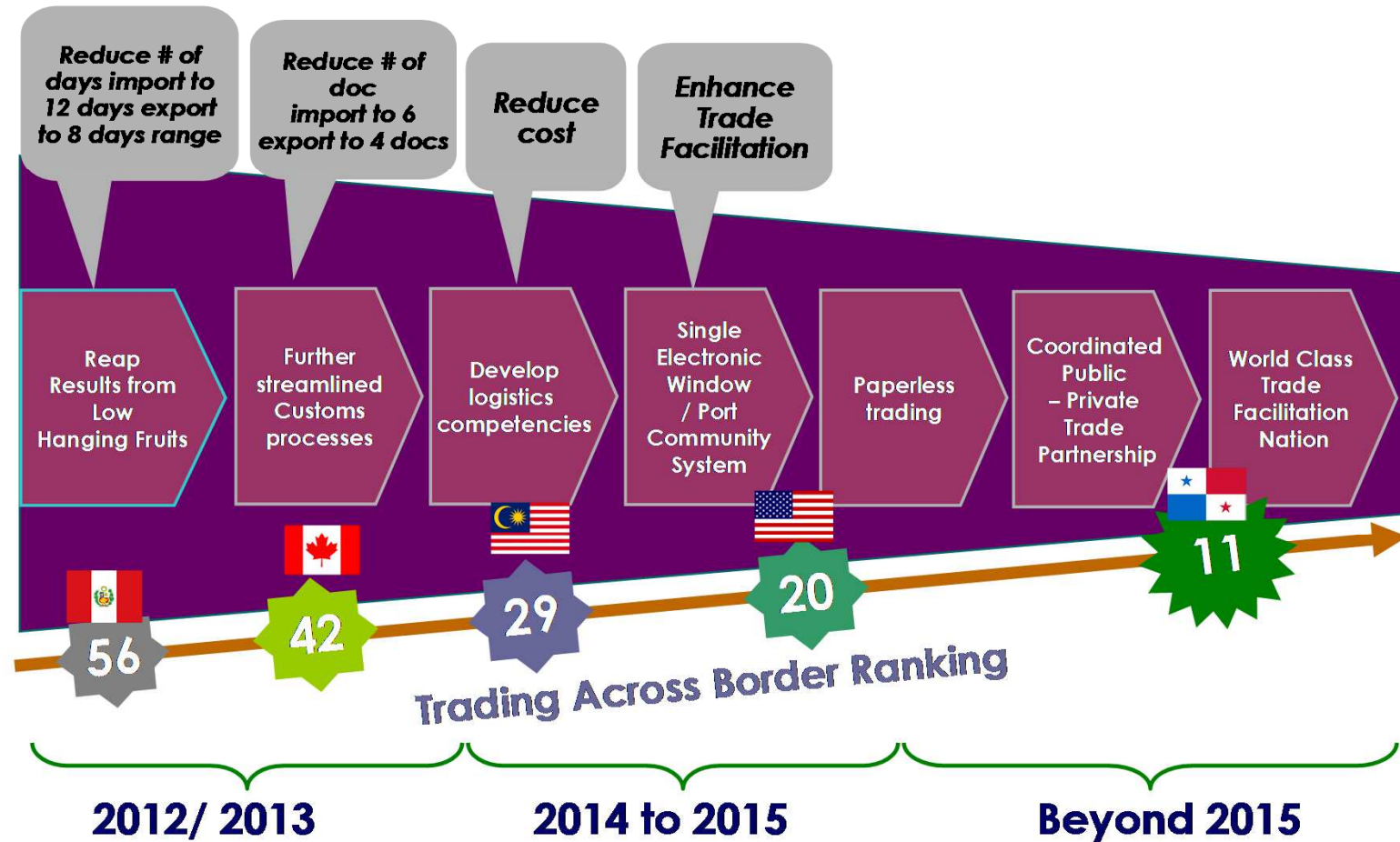
Medium-to-Long Action Plan – Strategic investments

- 5 strategic recommendations, requiring significant effort, time and cost (\$21.7M) to implement, but rendering a high degree of impact to Peru's trade facilitation indicators.
- It is recommended that planning to be proceeded in the near term, and planned for completion and realisation of impact within 3 to 5 years timeframe.

No.	Recommendation	Time Frame	Degree of Impact	Action Items	Estimate Investment (US million)	Effort	Suggested Funding Mode
1	Establish a national trade facilitation committee, with appropriate authority to drive all trade facilitation efforts	Short-Term	5		0.20	Medium	Self funded
4	VUCE to be expanded as a single entry for all trade information submission e.g. to include goods manifests and customs declarations	Medium-to-Long Term	5		8.00	High	Combination of Self funded / PPP / Grants from IDB
7	Expedite integration of VUCE with other critical external systems (OGA, Port terminal operator systems, Payment gateways)	Medium-Term	4	To provide the interfacing if VUCE to NSIGAD, SENASA, DP Wprld NAVIS and other systems	3.00	High	Combination of Self funded / PPP / Grants from IDB
8	Set up of operational entity / Special Purpose Vehicle to operate VUCE	Short-Term	4	To explore set up of the SPV thru' public-private partnership model	0.50	Medium	Self funded
16	Development of the VUP / Peruvian Port Community which is integrated to VUCE	Medium-to-Long Term	5	To develop the VUP / Peruvian Port Community System	10.00	High	Combination of Self funded / PPP
				Total Estimated	21.70		



The Roadmap for Excellence



Thank you for your time

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