



# UNNExT Capacity Building Workshop for Tajikistan Single Window Implementation

Bangkok, Thailand  
18 – 19 Nov 2012

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CrimsonLogic

1. Implementing and Operating a Single Window:  
Experience of Singapore
2. The presentation will elaborate background,  
history, operation model, services and future  
development plan of Singapore's National Single  
Window - TradeNet.

CrimsonLogic is a trusted partner to governments around the world.

- Design and run innovative and sustainable services for governments to serve their citizens more effectively and seamlessly.
- Work closely with our customers to enhance their e-services continually, to drive adoption and usage of these e-services.



## Shareholders



International Enterprise Singapore  
(an statutory board of Ministry of Trade & Industry)



Civil Aviation Authority of Singapore

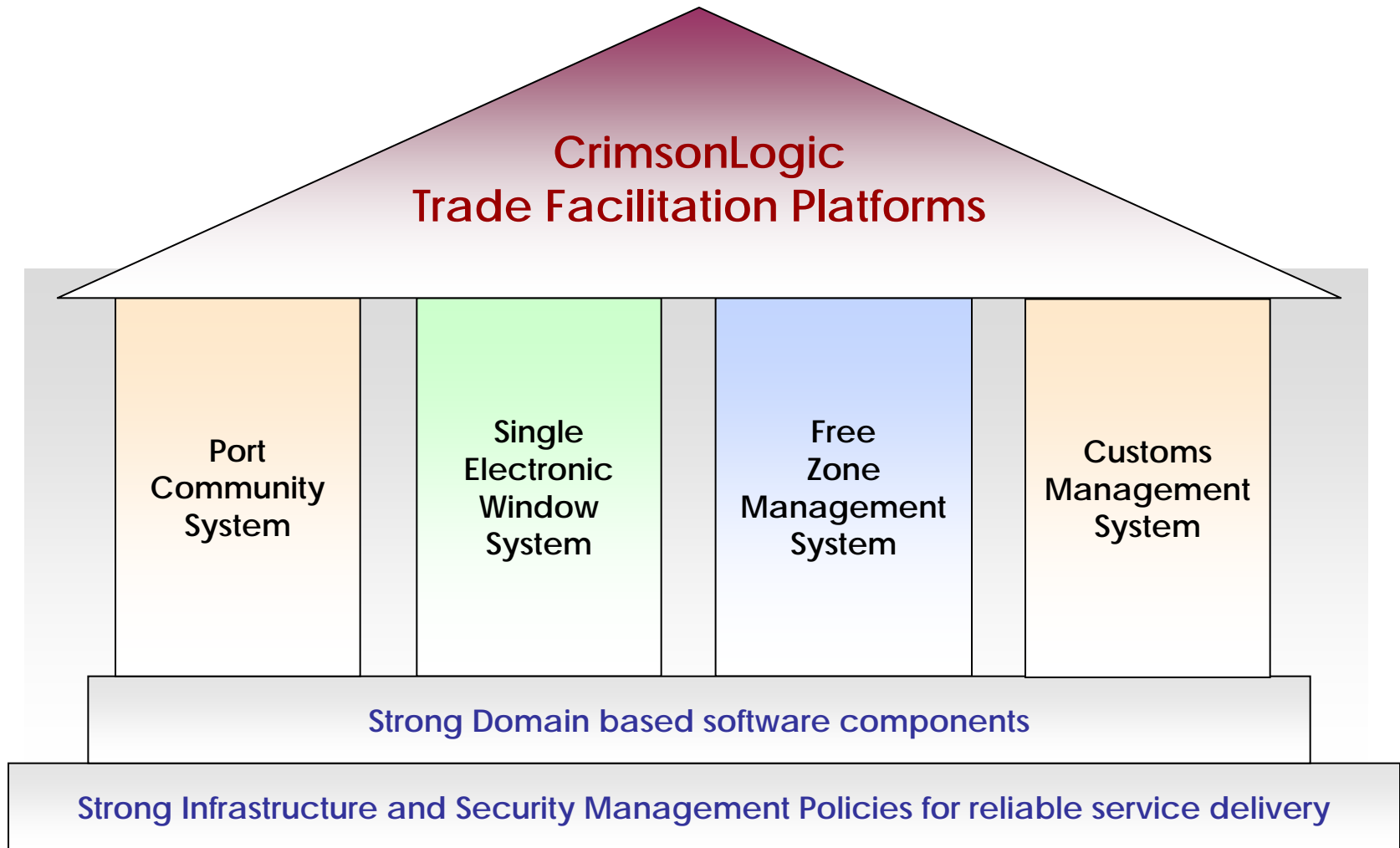


PSA Corporation



Singapore Telecoms

# CrimsonLogic Trade Facilitation Platforms



# CrimsonLogic's International Track Record

	Country		Project	Year	Business Model
1	Singapore		TradeNet® / TradeXchange	1989	PPP
2	Mauritius		Mauritius TradeNet	1994	PPP
3	Ghana		Ghana Community Network	2002	PPP
4	Saudi Arabia		SaudiEDI	2002	PPP
5	Panama		Panama Canal Authority	2004	Self Funded
6			Colon Free Trade Zone	2008	Self-Funded
7			Panama Customs	2009	Self-Funded
8	Madagascar		Madagascar (GASYNET)	2007	PPP
9	India		Port Community System	2007	Self-Funded
10	Ivory Coast		Ivory Coast TradeNet	2008	PPP
11	Qatar		Qatar Customs Clearance Single Window	2008	Self Funded
12	Trinidad & Tobago		Trinidad & Tobago Single Electronic Window	2010	Self Funded
13	Mozambique		Mozambique TradeNet	2010	PPP
14	Chile		Chile Single Window	2012	Funded



# Single Window Concepts

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

Steve Jobs, Businessweek, 1998



# Trade Facilitation Value Drivers

## Value drivers

**Clearance  
speed**

**Cost of trade**

**Security &  
compliance**

**Productivity**

## Enabling strategies

### Fundamental strategies

1. Disengage payment process from physical transaction
2. Enable and encourage electronic information input and submission
3. Develop public-private partnership models with trading community
4. Integrate internal governance process across relevant departments
5. Enhance collaborative teaming

### Leading practices

6. Adopt a risk management-based compliance approach
7. Implement and/or encourage preclearance and pre-certification programs
8. Integrate revenue collection into industry payment reconciliation processes
9. Implement strategic targeting programs
10. Exploit new technologies to streamline port and clearance procedures
11. Integrated service delivery/whole of government

### Emerging trends

12. Adopt virtual border clearance activities
13. Adopt standardized international payment methods
14. Consolidate and apply all available data to improve interdiction
15. Develop business partner capabilities with key industries
16. Develop new/expand international partnerships
17. Develop public-private information sharing mechanism



## Trading across borders sub indicators

<a href="#">Economy</a> ▲	Trading Across Border Ranking	Documents to export (number)	Time to export (days)	Cost to export (US\$ per container)	Documents to import (number)	Time to import (days)	Cost to import (US\$ per container)
Sub-Saharan Africa		8	31	1,990.00	9	37	2,567.00
Singapore	1	4	5	456.00	4	4	439.00
South Africa	115	6	16	1,620	7	23	1,940
Tanzania	122	6	18	1,040	10	31	1,565
Kenya	148	8	26	2,255	7	26	2,350
Rwanda	158	8	29	3,245	8	31	4,990
Uganda	159	7	33	3,050	9	33	3,215
Mozambique	134	7	23	1,100	10	28	1,545

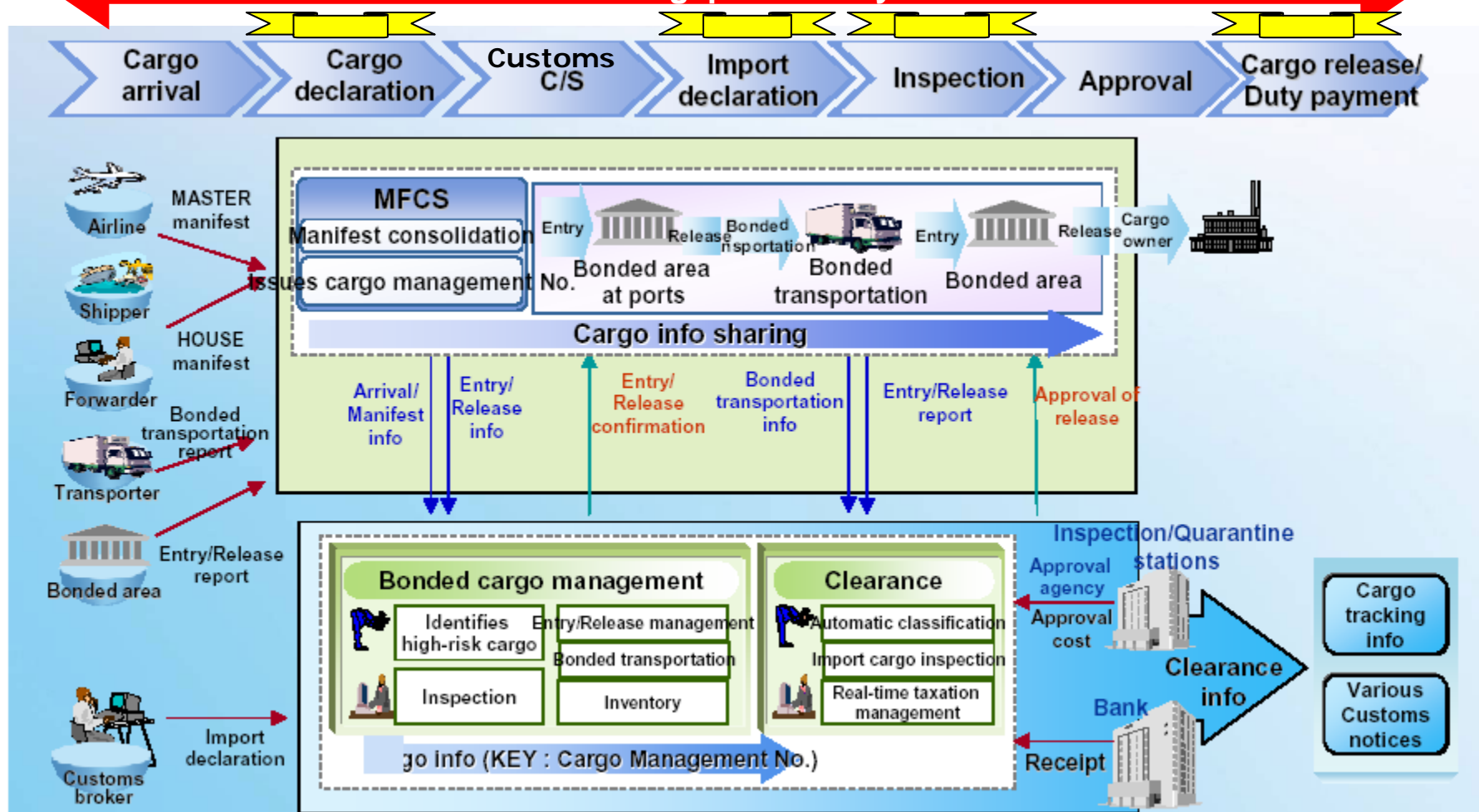
### Low Hanging Fruits ??

- Attain 1<sup>st</sup> Ranking amongst EAC countries
- Reduce Time for Import / Export by 50%
- Reduce Cost

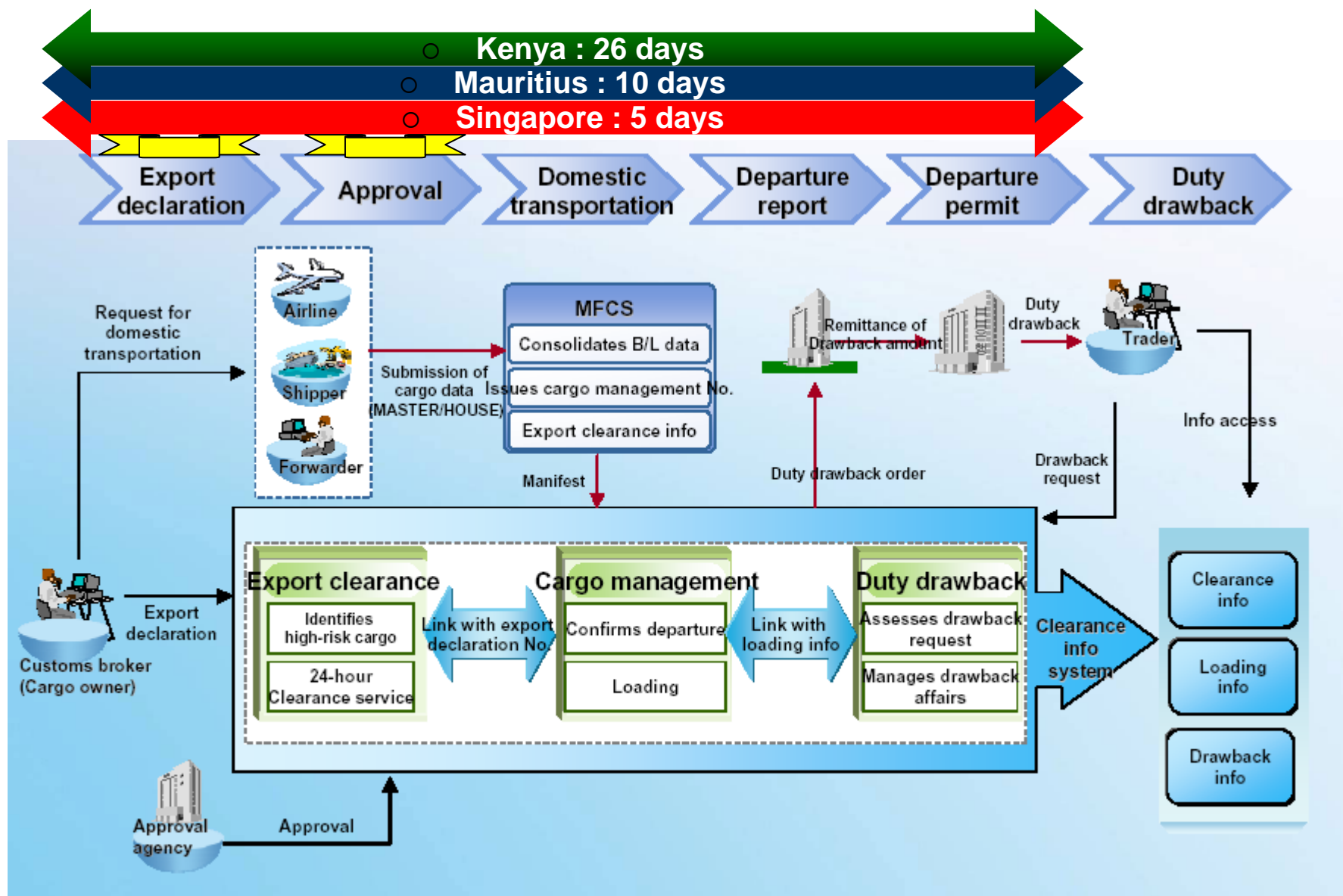
# End-to-End Import Process

**Potential for Improvement**

- Kenya: 26 days
- Mauritius : 10 days
- Singapore : 4 days



# End-to-End Export Process



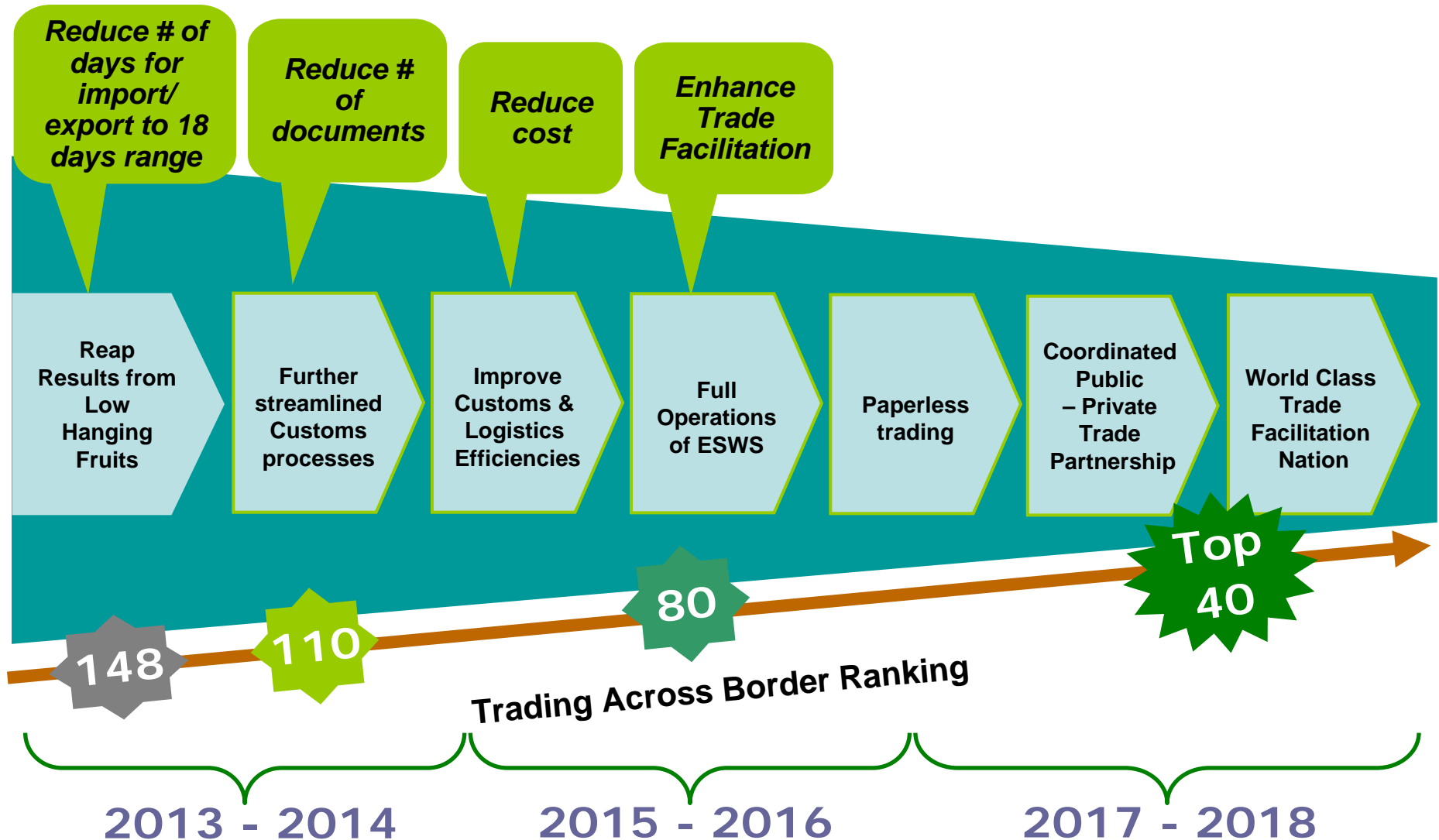
# Kenya's Trade Facilitation Indicators

Indicator	Kenya	Sub-Saharan Africa	OECD
Documents for Export	<b>8</b>	8	4
Time for export (days)	<b>26</b>	31	10
Cost to export (US\$)	<b>2,255</b>	1,990	1,028
Documents for Import	<b>7</b>	9	5
Time for import (days)	<b>26</b>	37	10
Cost to import (US\$)	<b>2,350</b>	2,567	1,080

# Kenya's Trade Facilitation Indicators

Nature of Export Procedures	Duration (days)	US\$ Cost		Nature of Import Procedures	Duration (days)	US\$ Cost
Documents preparation	<b>12</b>	305		Documents preparation	<b>11</b>	250
Customs clearance and technical control	<b>4</b>	375		Customs clearance and technical control	<b>3</b>	510
Ports and terminal handling	<b>6</b>	375		Ports and terminal handling	<b>8</b>	390
Inland transportation and handling	<b>4</b>	1200		Inland transportation and handling	<b>4</b>	1200
Totals	<b>26</b>	2255		Totals	<b>26</b>	2350
<b>Export documents</b>				<b>Import documents</b>		
Bill of lading				Bill of lading		
Cargo delivery order				Certificate of Conformity		
Certificate of origin				Certificate of origin		
Commercial Invoice				Commercial invoice		
Customs export declaration				Customs import declaration		
Inspection report				Packing list		
Packing List				Terminal handling receipts		
Terminal Handling receipts						

# The Roadmap for Excellence





So what's  
"Single Window"

- ❑ SW is essentially **a political / organizational / procedural framework** for trade facilitation and export development
- ❑ A call to a **new way of doing business** – based on government – government agency and government to business partnership .... for economic development
- ❑ ... that can **provides major economic benefits** to all parties

# Real Focus: Reducing the economic impact of regulatory processes on cross border trade

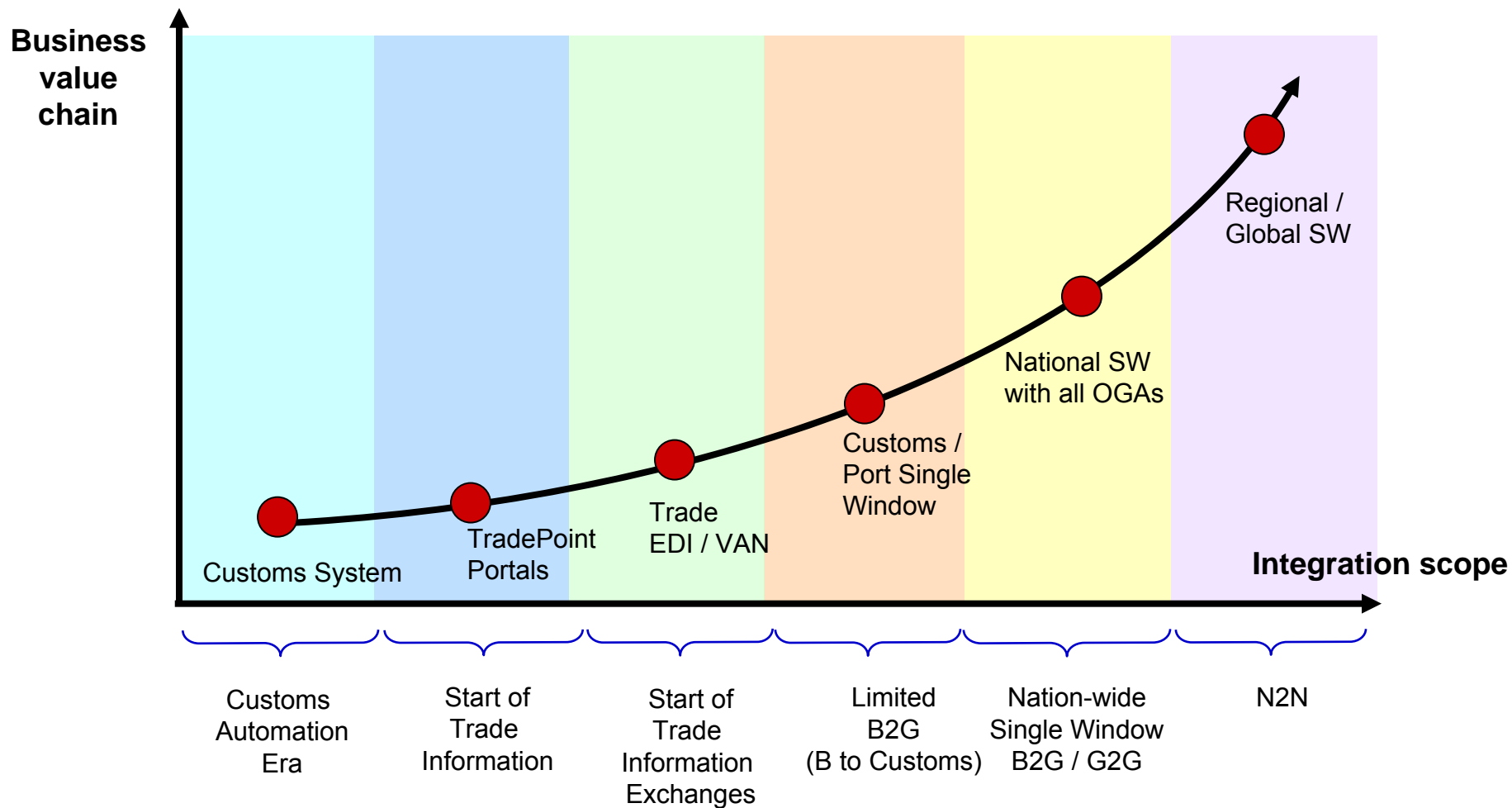
- Each additional day of delay (e.g. because of trade logistics procedures) reduces trade **by at least 1%**

*Source: Simeon Djankov, Caroline Freund, and Cong S. Pham. (2007). Trading on Time. Washington, D.C.: World Bank.*

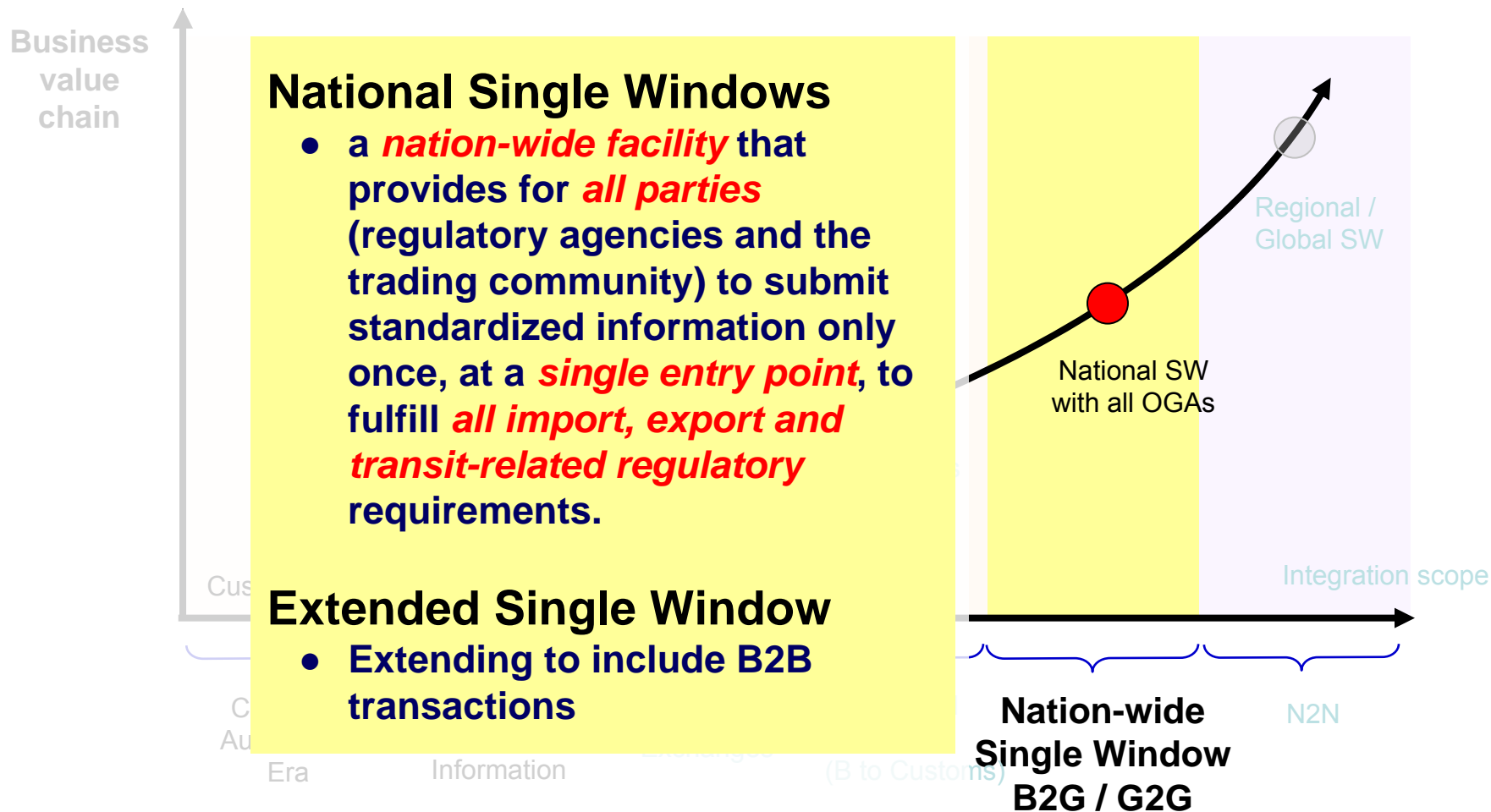
- Direct and Indirect Cost from import/export-related procedures and required documents is **up to 15% of product cost.**

*Source: OECD. (2003). Quantitative Assessment of the Benefits of Trade Facilitation. Paris: OECD Publications*

# Evolution of Trade Facilitation Platforms



# Evolution of Trade Facilitation Platforms



## World Bank Trading Across Border Report 2012

**49 economies provides a Single Window**

**20 have SW that links all OGAs**

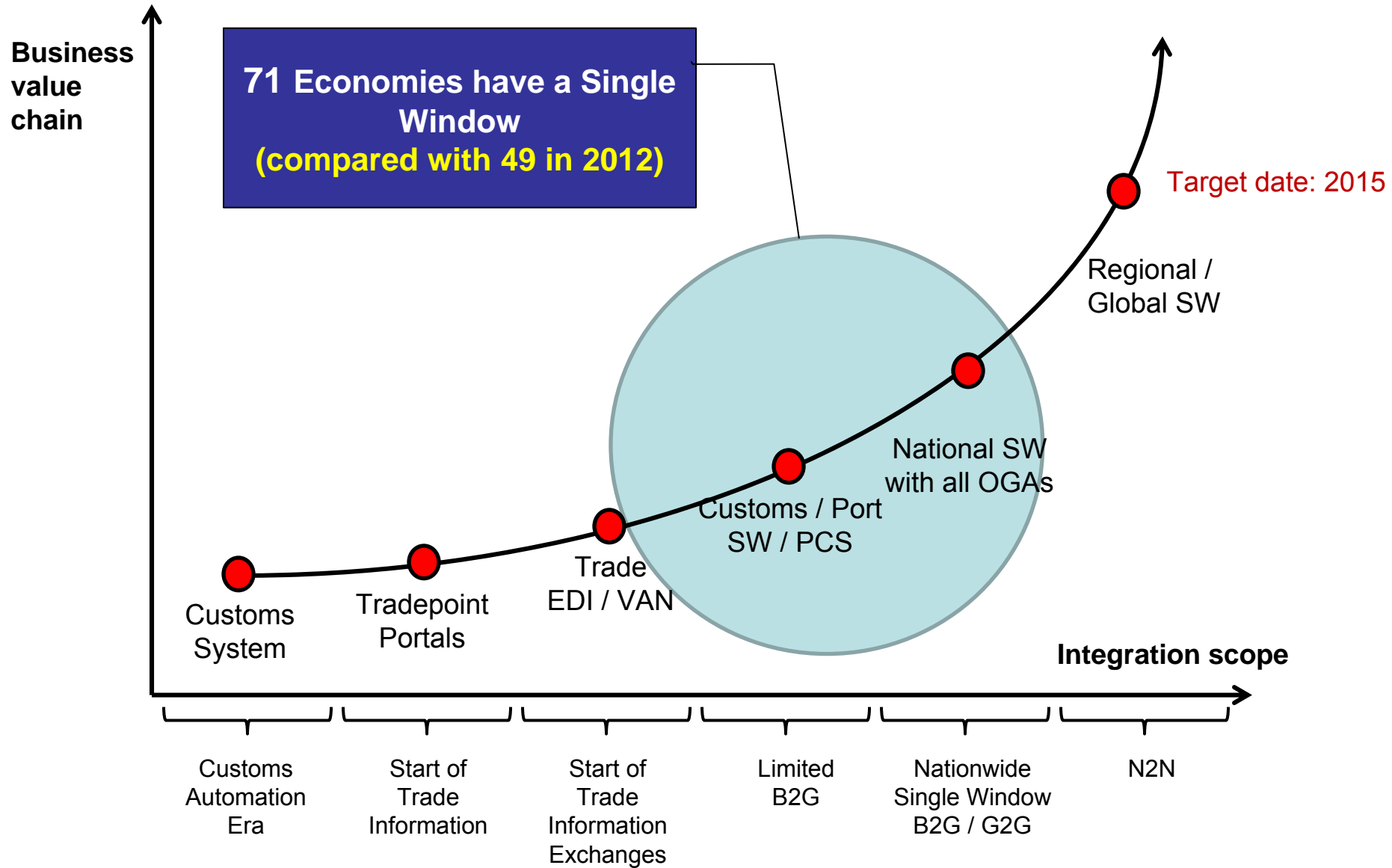
**29 have SW that does not**

## World Bank Trading Across Border Report 2012

**71 Economies have a Single Window**

**(compared with 49 in 2012)**

# Evolution of Trade Facilitation Platforms



# Singapore's Trade Facilitation Journey



# Singapore has come a long way since independence

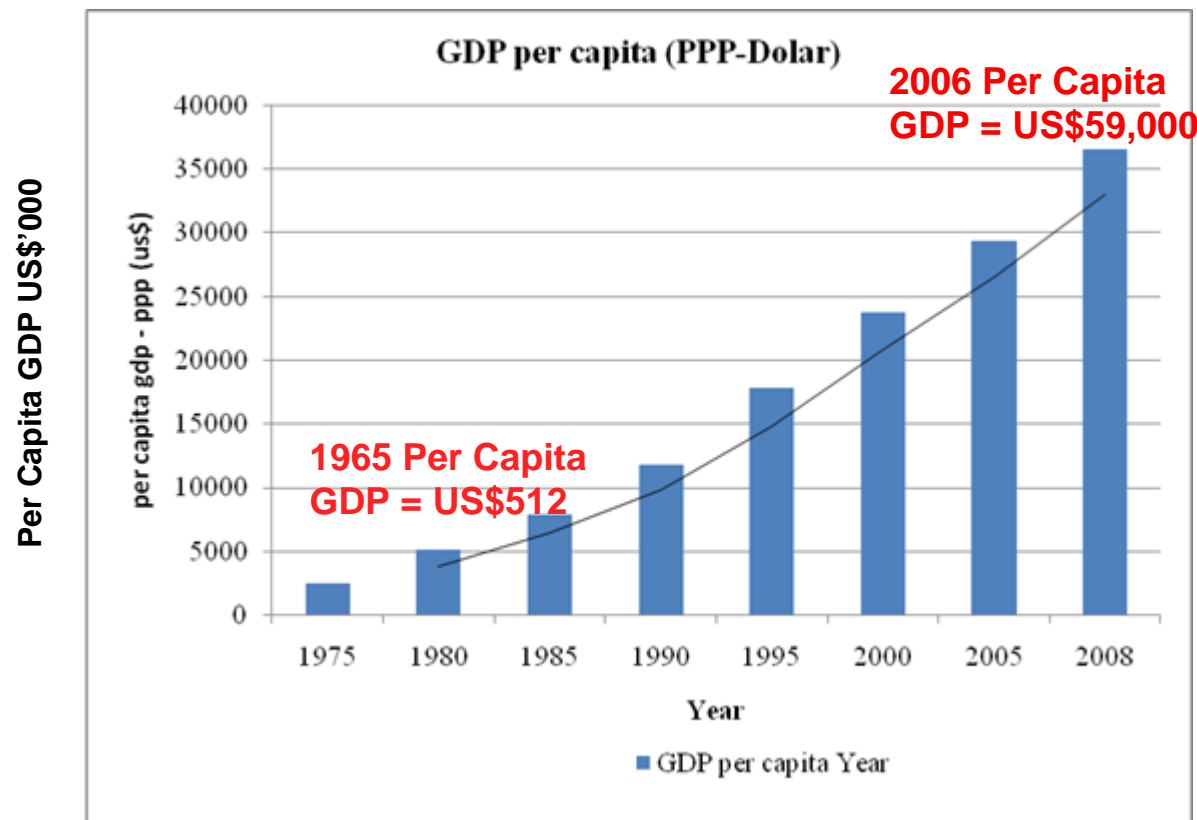
## Singapore Story

- Singapore became independent in 1965 but faced many challenges
  - Limited resources (no natural resources, small population, small capital)
  - Limited market (small domestic market)
- Singapore's political leadership and public sector were instrumental in overcoming these challenges
- Singapore is now well-regarded as a successful developing nation in the world, and has learnt much from >40 years of experience



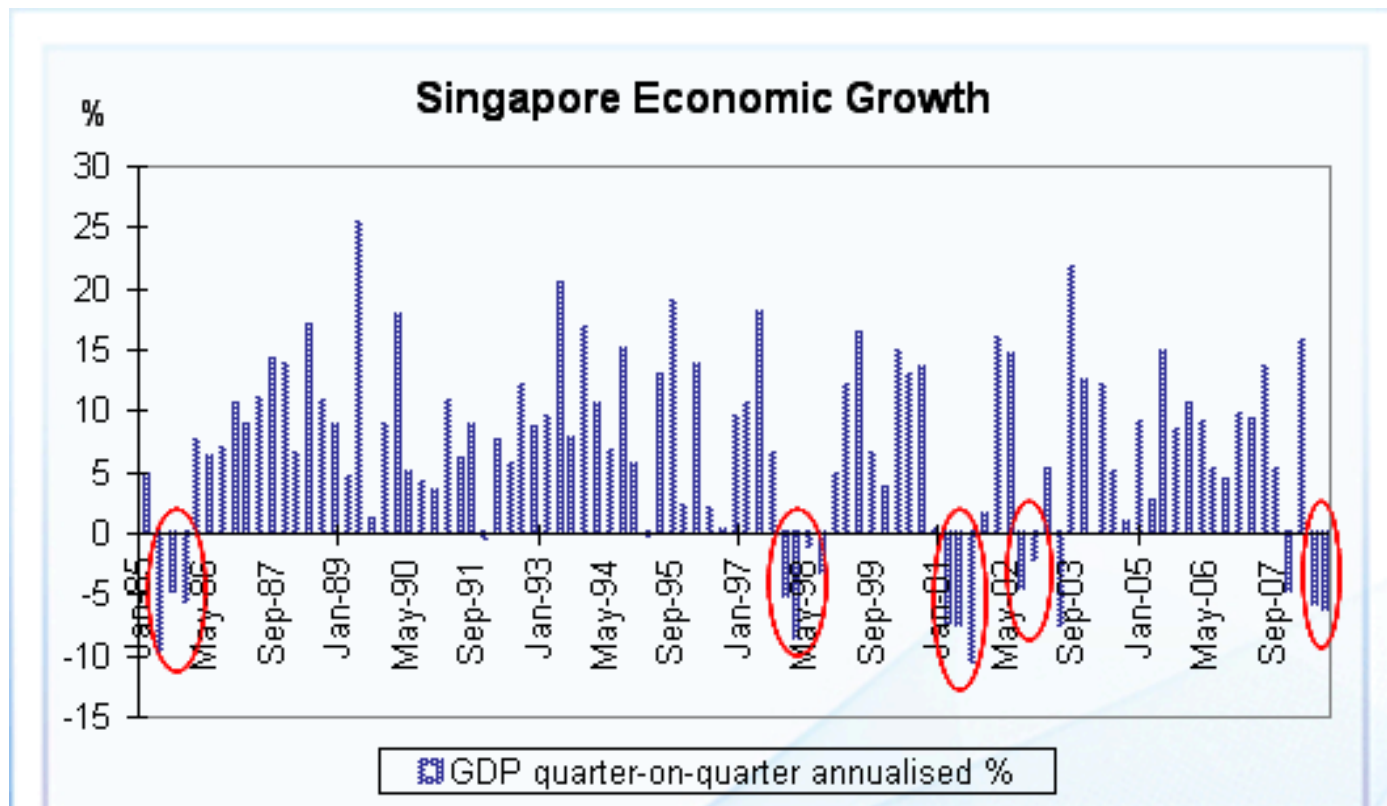
# Singapore has come a long way since independence

- Economy has grown substantially since independence
- GDP per capita jumped by almost 100 times from US\$512 in 1965 to US\$59,000 in 2011
- Singapore was ranked by the World Economic Forum among the top competitive economies in the world.



# Singapore's Economy in Recession

Along the way, Singapore's Economy Suffered Severe Recessions, e.g. 1985. An Economic Committee established to set new directions for the Singapore economy reviewed the reasons for the recession and recommended measures to cut costs, build up Singapore's international competitiveness, alongside longer-term issues like wage flexibility. The economic recovery came in 1986.



# How Singapore's Single Window - TradeNet® Started

## **"Opportunities arise in times of crisis.**

Singapore's experience in establishing our single window initiative is a testimony to this statement. In **1985, Singapore was hit by a recession**. A high-level Economic Committee convened at that time identified **improvement in external trade as a major goal** and highlighted that use of IT could make a significant contribution to Singapore's long term competitive position. This report was an important mobilizing factor to the realisation of Singapore's single window, which was implemented in 1989 under the name of TradeNet. This was the world's first nationwide electronic single window.

**After twenty years and many rounds of relentless upgrades, TradeNet remains the key enabler of Singapore's external trade, which totals nearly 4 times our gross domestic product."**

- Extract fro Speech by Mrs Lim Hwee Hua, Minister, Prime Minister's Office, Second Minister For Finance And Transport  
APEC Customs – Business Dialogue, 2009

## Then ... mid 80s

- involved multiple parties
- required multiple agencies' endorsement
- About 10,000 declarations daily in 1987
- 4-20 documents for each import/export
- all handled MANUALLY



# Singapore Trade Facilitation Journey

- In 1985 – Severe recession hits Singapore
- Establishment of a high-powered **Economic Committee** - chart new strategies to improve its economic competitiveness.
- Recommends - expedite the use of IT to improve trade competitiveness.
- In 1986, Hong Kong revealed that it was creating a trade oriented EDI system called HotLine (now TradeLink), which further strengthened Singapore's resolve to implement our own TradeNet.
- The **Trade Development Board** (TDB), now International Enterprise Singapore, was given the task of mobilizing the trade community and became the coordinating point among various agencies such as Customs and Excise, Port of Singapore Authority, and Civil Aviation Authority of Singapore.

## The big plunges

Singapore's recession record

YEAR	GDP CHANGE (%)	
	BEFORE REBASING	AFTER REBASING
1964	-3.8	<b>-3.7</b>
1985	-1.4	<b>-0.7</b>
1998	-1.4	<b>-2.1</b>
2001	-2.4	<b>-1.2</b>
2009	-2.0	<b>-1.3</b>

Source: Department of Statistics, Singapore

## ■ Justification :

- Savings of S\$1 billion (IBM survey)

## ■ Organisation Structure :

- A **TradeNet Steering Committee** was created to oversee the process in 1986

## ■ Political Will / Sponsor :

- Dec 1986, then Minister of Trade & Industry – Mr Lee Hsien Loong (now PM) publicly announced the TradeNet project, to be completed in two years.

## ■ Actions

- Jun 1987 – RFP Issued.
- Mar 1988 - **Singapore Network Services (now CrimsonLogic)** was created to own and operate the TradeNet system
- Jan 1989 – TradeNet was launched
- TradeNet Initial Investments / Development was funded by the Government – in excess of US\$10M



## ■ Dec 1986

- Formed Executive Committee led by Trade Development Board (TDB)
- Formed Project Committee led by National Computerisation Board (NCB)

## ■ Feb 1987

- Established 3 Working Groups for the sea, air and government sectors

## ■ Mar 1988

- Completed Technical Design Specifications
- Incorporated SNS
- Initiated Public Education Program

## ■ Oct 1988

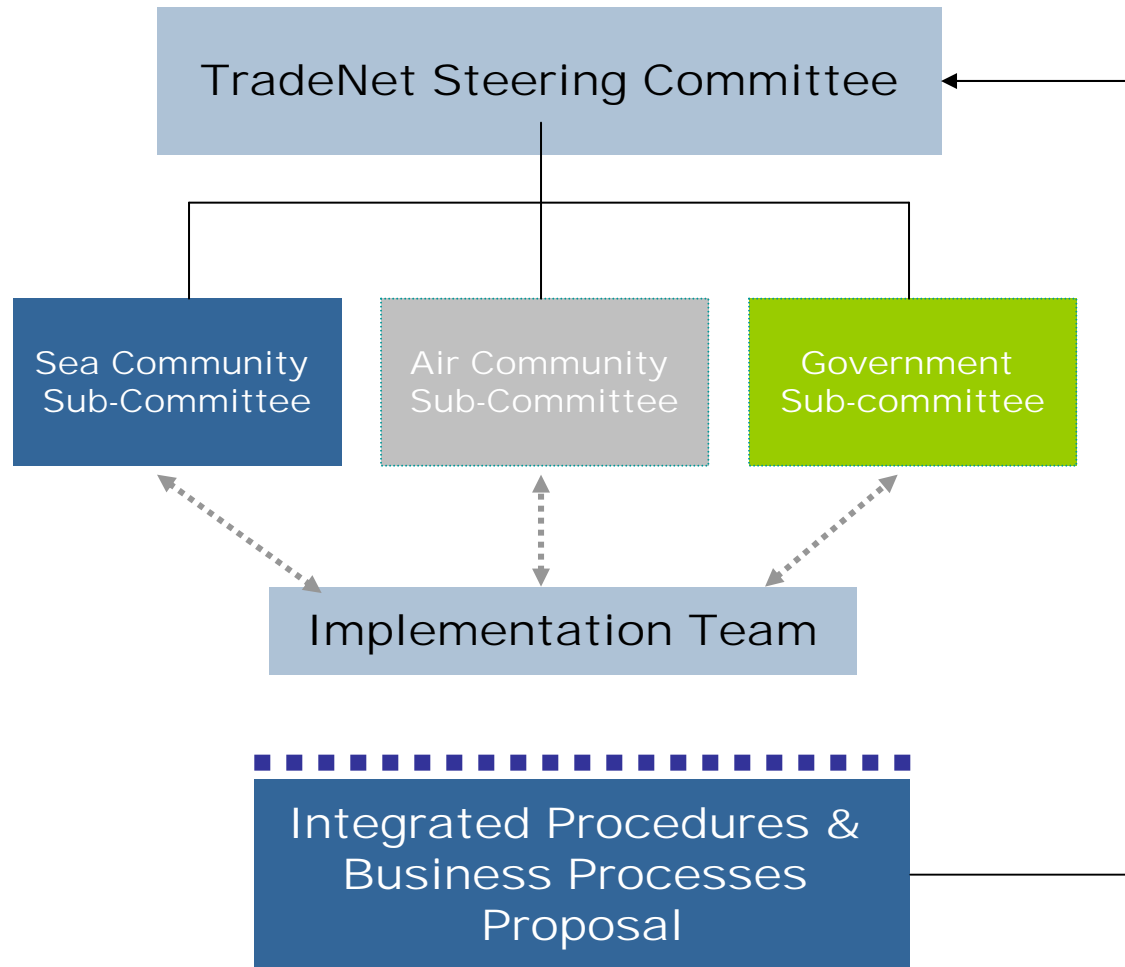
- Pilot/test run of TradeNet

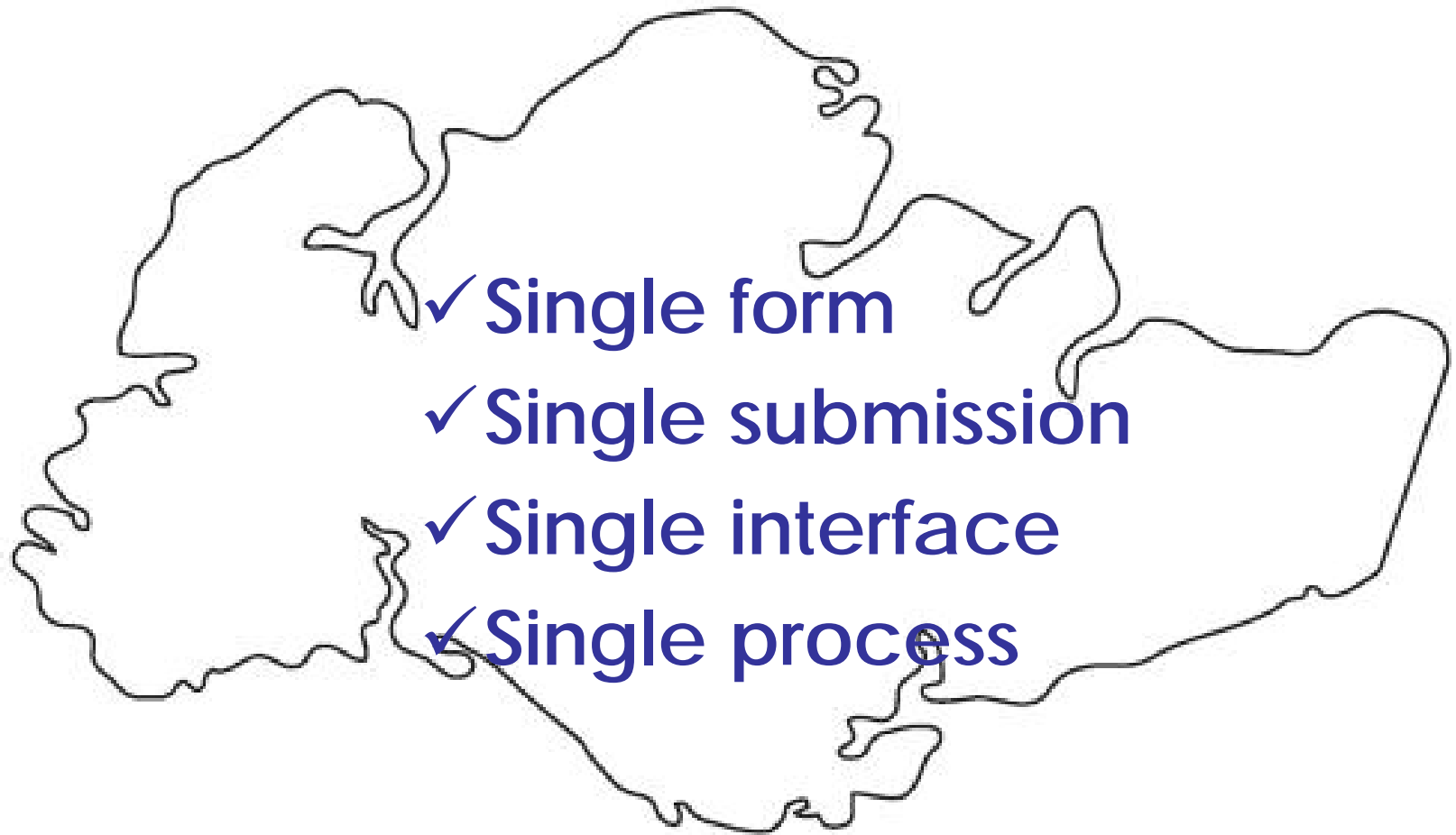
## ■ Jan 1989

- TradeNet went "Live"

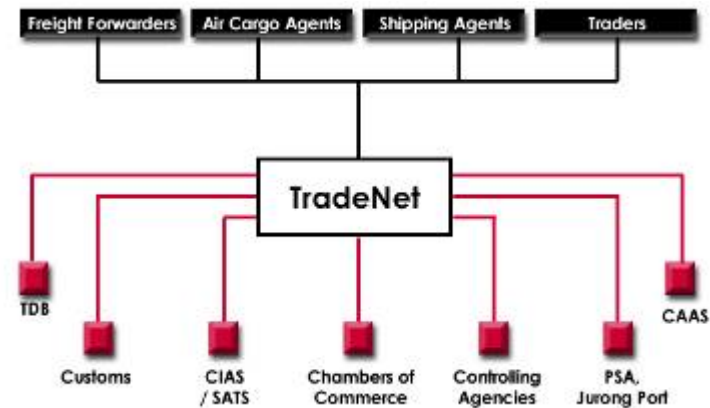
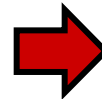
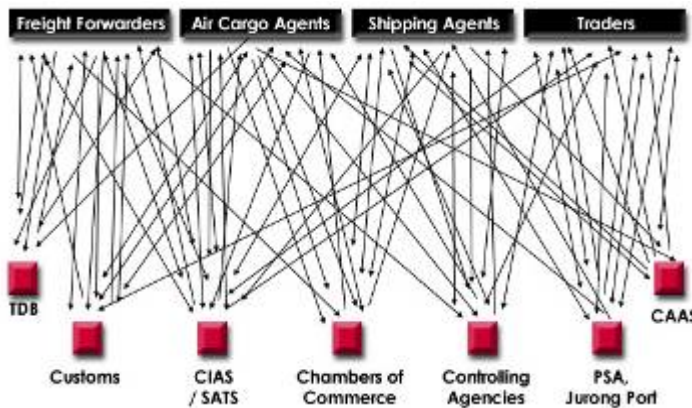


# TradeNet Steering Committee Structure





**Since 1989 – One of world's first nationwide trade clearance system**



- ◆ Integrates 35 controlling units' requirements
- ◆ > 8000+ business rules
- ◆ >12,000 users
- ◆ 9,000,000 trade declarations
- ◆ over 90% processed in < 10 minutes



- TradeNet® implemented in 1989
- Integrates ALL 35 government authorities involved in border clearance; One submission to multiple agencies
- Integrated import, export and transshipment documentation processing procedures.
- Available 24/7 ; Facilitate electronic payments
- Handles approx. 35,000 ~ 40,000 declarations per day, ~ 12 million per year; >12,000 users
- Processes 90% of declarations in <10 mins
- > 8000+ business rules
- Contributes to Singapore being ranked no. 1 by the World Bank for "Trading Across Borders" and World Bank's "Logistics Performance Index"

	Before TradeNet	After TradeNet
Processing time/permit	2 – 7 days	1 min or less
Fees charged	US\$6 – US\$13	approx. US\$2.10
Number of documents	4 – 20 docs	1 eForm/eDoc

## Singapore's TradeNet - The most studied national trade facilitation system !

**Harvard Business School** – *“TradeNet is the World’s First Nationwide Electronic Data Interchange System”*

**IBM's Robert M Howe** - *“It is estimated that TradeNet saves Singapore traders around US\$1 billion per year.”*

**McKinsey Quarterly** - *“...Fill in one online form and receive the import or export license 15 seconds later ...”*

**Awards** - *Received the Top eAsia award under the Trade Facilitation Category”*

# TradeNet® Integrates 35 Controlling Authorities

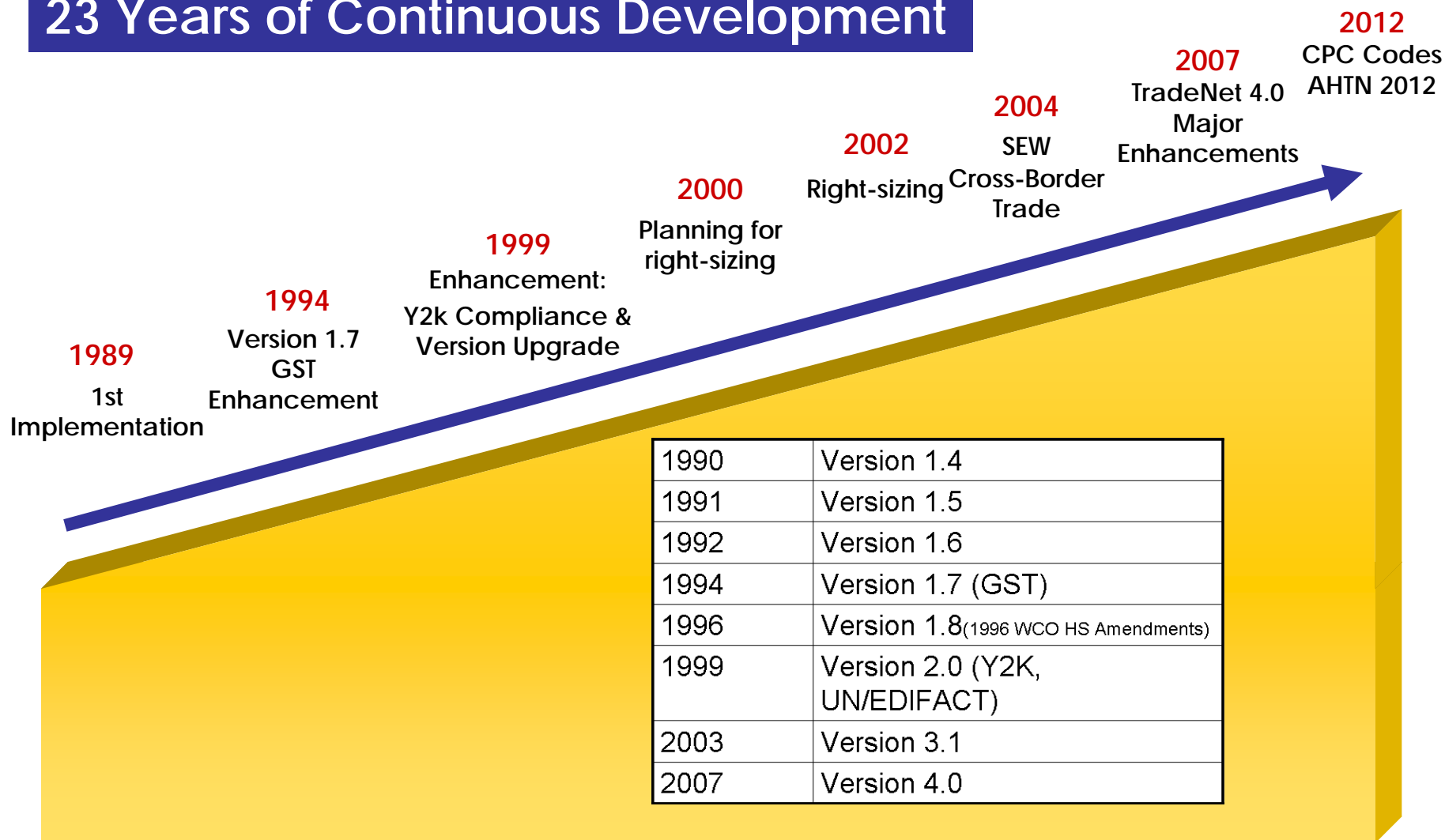


Characteristics	Previous Manual process	TradeNet® Benefit
1. Submission of document	Via expensive dispatch clerks/ couriers	Electronically from comforts of office (or home)
2. Time of submission	Within office hours	Available 24 hrs
3. Trips per controlling agency per document	At least 2 trips or more	NO trips required
4. Copies of document	Multiple copies	Single copy
5. Turnaround time for approval	From 4 hours to 2-7 days	Within 10 mins
6. Dutiable goods handling	Separate documents for customs processing	Same electronic document routed to customs for processing
7. Controlled goods handling	Separate documents sent to different controlling agencies for processing	Same electronic document routed to controlling agencies for processing
8. Customs duties collection	By cheque and cash	Automatic bank account deduction
9. Trade Documentation Fee	\$S\$10 per document	\$S\$2.88 per application



# Development, Evolution and Operation of TradeNet<sup>®</sup>

## 23 Years of Continuous Development



- Singapore Network Services (now CrimsonLogic) was set up as a “Special Purpose Vehicle”
- Ownership –
  - 55% - Trade Development Board (now IE Singapore)
  - 45% - Statutory Boards related to info-comms
    - Port of Singapore Authority
    - Civil Aviation Authority
    - Singapore Telecoms
- Operate as a “Valued Added Network” (VAN) operator
- Allowed to charge a transaction fee to cover operating costs under a concession from Government
- SNS went to develop further nationwide community EDI networks – MediNet, LawNet, BizNet, etc

# CrimsonLogic's International Track Record

	Country		Project	Year	Business Model
1	Singapore		TradeNet® / TradeXchange	1989	PPP
2	Mauritius		Mauritius TradeNet	1994	PPP
3	Ghana		Ghana Community Network	2002	PPP
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8	Madagascar		Madagascar (GASYNET)	2007	PPP
9	India		Port Community System	2007	Self-Funded
10	Ivory Coast		Ivory Coast TradeNet	2008	PPP
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13	Mozambique		Mozambique TradeNet	2010	PPP
14	Chile		Chile Single Window	2012	Funded

# Lessons from TradeNet® Experience

1. TradeNet evolved into an idea to **enhance Singapore's global competitiveness.**
2. TradeNet requires the **cooperation of multiple government agencies**
3. **Strong sponsor** like the government was important.
4. Requires **new ideas and ways** of doing business.
5. An **influential person to champion** is a critical factor. TradeNet had two influential champions.
6. **Carefully planned and coordinated publicity and educational effort** was instrumental to prepare the trading community to accept.
7. The adoption is facilitated when the **business community could see its value immediately.**
8. The executive committee and the formation of SNS were important delivery mechanisms in TradeNet's success.



Source: Neo, B. S., "Managing New Information Technologies: Lessons from Singapore's Experience with EDI"

## ■ Defined goal and strategies

- Reduce the cost of trade documentation
- Reduce turnaround time for trade documentation
- Streamline procedures
- Simplify documentation
- Standardize data and exploit IT

## ■ Singular lead agency – TDB

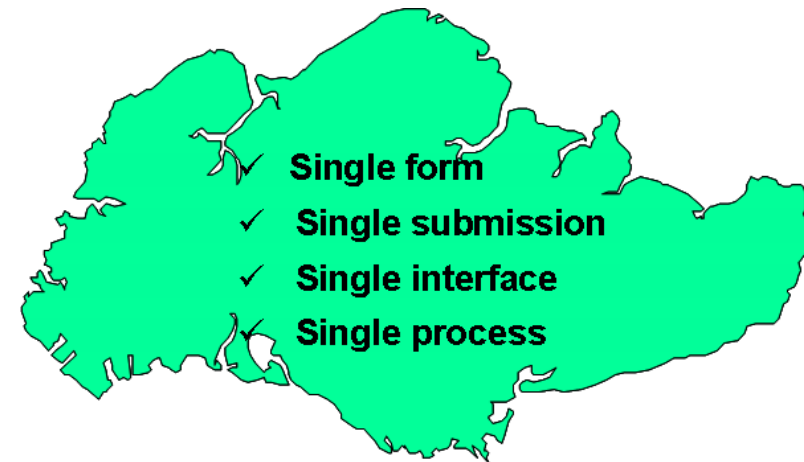
## ■ Creation of TradeNet Steering Committee

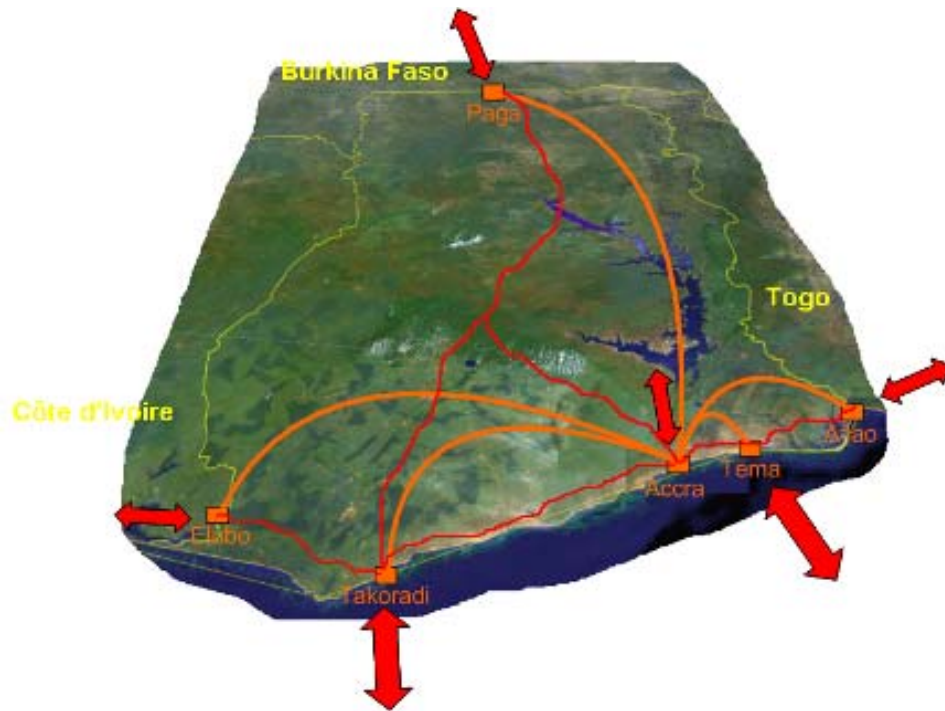
## ■ Detailed understanding of trade process

## ■ Negotiated to limit the number of forms from 20 to 1

## ■ Singular form was tested

## ■ Creation of Special Purpose Vehicle – Singapore Network Services to develop & operate TradeNet





## Ghana Trade Facilitation Journey

## Beginnings

- In the 90's, the Ghanaian Government's vision is to open to the rest of the world to attract FDIs and promote business competitiveness.
- The Government of Ghana launched the Ghana Gateway project for which it solicited support from the World Bank.
- The Singaporean and Mauritian TradeNet was seen as a model for Ghana
- An Inter- Ministerial Gateway Oversight Committee was set up to oversee this ambitious initiative.
- It was, however, not prepared to commit investment funds directly for the development of the EDI.
- Development funds were assumed by Societe General de Surveillance S.A. (SGS), which played the role of the strategic investor and lead partner. Crimsonlogic was invited to provide the EDI system.
- As part of the arrangements, a new company was created and charged with the implementation of both the TradeNet and the Ghana Customs Management System (GCMS). This company was given a de facto Build Own and Operate (BOO) contract.

*Source: Luc De Wulf, TradeNet in Ghana*



# Ghana Community Network



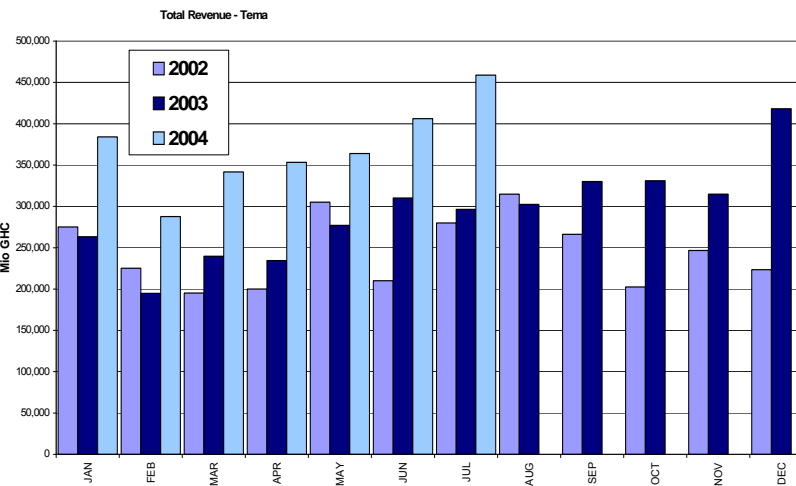
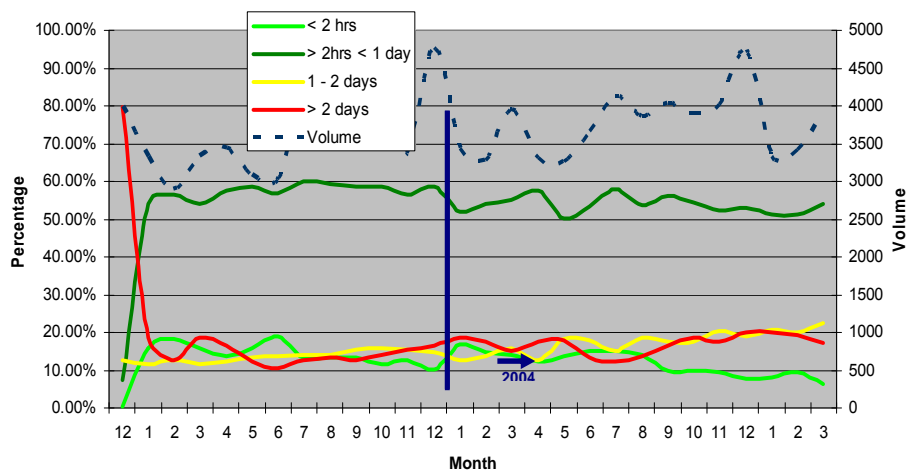
- Ghana Community Network (GCNet) is a Public Private Partnership (PPP) mandated by the Ministry of Trade and Industry to Implement and manage a Single Window system
- GCNet was created as a JV company :
  - SGS (60%)
  - Customs Excise and Preventive Service CEPS (20%)
  - Ghana Shippers Council (10%)
  - 2 local banks (5% each)
- Incorporated in Nov 2000
- Formal launch of the GCNet Service in Dec 2002
- 70 employees (including Network, Systems, IT Security, Ops Support, Call Centre, Training Depts)

# Ghana Community Network in Figures



- Single Window system processing 99% of official trade
  - Electronic Customs Declaration - 520,000 per annum
  - Electronic Manifest submission
  - Processing of Permits and Exemptions & Import Declaration
- Operational in all main points of entry - 2 seaports, 1 int'l airport, 4 land borders.
- All active Declarants connected – 1200 Clearing Agents and Self Importer located at 625 locations
- All active Shipping (80) and Forwarding Agents (100) connected
- 560 customs terminals deployed covering all key functions – eg doc review, examination, post-event, audit, management, tariff etc...
- 1200 customs officers trained and active using the system
- 105 employees (Network dept, Systems Dept, IT security Dept, Ops support, Call Centre, Training)

- Immediate substantial decrease in clearance time – **factor of 5**
- Immediate substantial increase in Government revenue – **35%**
- Catalyst for change
- Clear identification of roles and responsibilities in clearance process .
- Accurate, consistent and real-time statistics
- Recognised as best practice by WCO and World Bank



## Challenges

- In Ghana, overcoming weak infrastructure – physical, network, power
- Change of mind-sets and ways of working
- Lack of effective existing systems to interconnect to

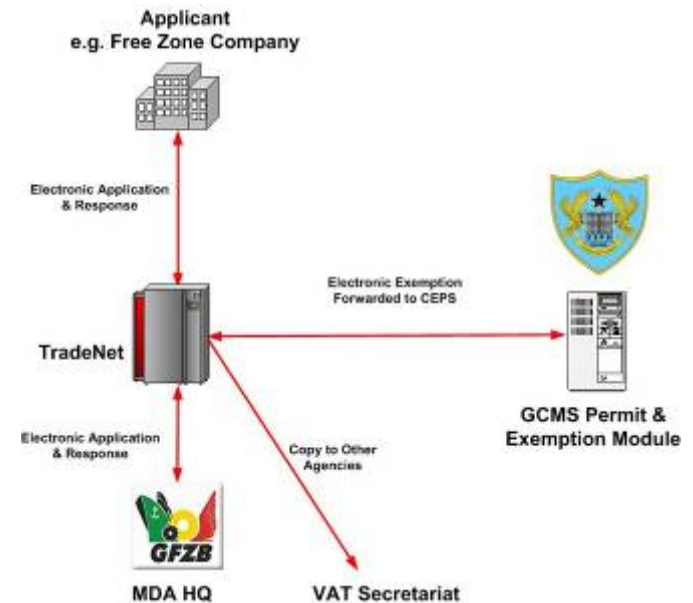
## Key Success Factors:

- Strong support from Government
- Private sector involvement for project management
- A balanced selection of complementary partners with unique strengths
- Absolute conviction by key players that project could work
- A financing model that is self-sustainable

*It is possible to roll-out a complex system, with the right capabilities and approaches being adopted.*

*The private-public sector partnership that was adopted has become a model for e-government projects in Ghana.*

- **Customs Mgt System 2** – Enhanced platform with improved functionality (incorporation of WCO Tariff schedule, Tariff ruling, etc ) for Customs
- **Online payments**
- **e-MDA\*** - Enhanced platform for Permits and Exemptions approval by Government Agencies with Unique Consignment Reference (UCR) functionality
- **An enhanced Cargo Manifest system**



\* - MDA = Ministries, Depts & Agencies



## Madagascar Trade Facilitation Journey



# Malagasy Community Network



- The development of Madagascar Single Window tied with the Customs Reform.
- Customs was in such a poor state that the World Bank and other multilateral lenders were advising the government to privatize customs services entirely. Instead, Madagascar set out its Customs Reform strategy plan for the years 2005–2007
- A Public-Private Partnership Joint Venture with Government for the development of Single Window – Malagasy Community Network Services (or GasyNet)
- GasyNet, modeled on the Singapore's TradeNet was established in 2006
  - SGS - 70%
  - State - 30%
- Operational since April 2007



# Malagasy Community Network

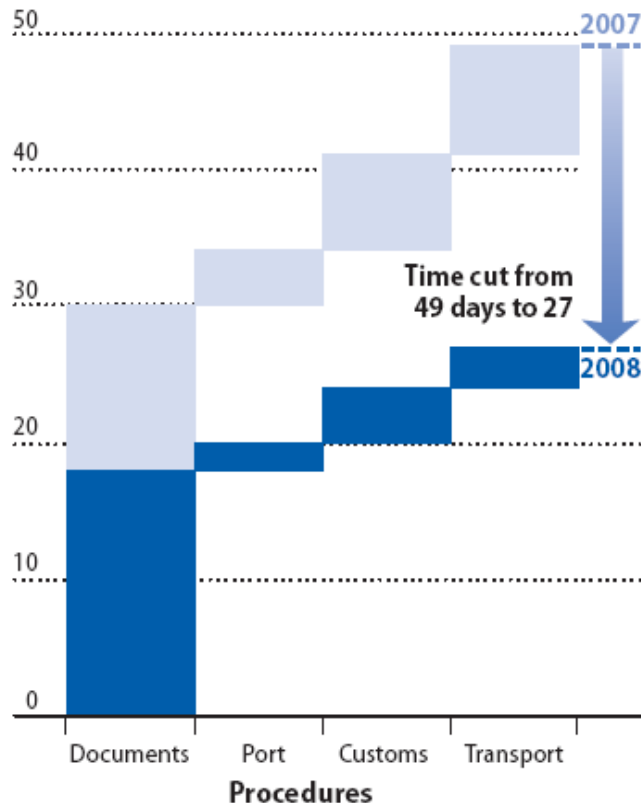


- Involves integration of TradeNet System and existing ASYCUDA++
- TradeNet connects most of the entities involved in the import and export process - Importers, Customs brokers, Customs, Port Authority, Container terminal, Commercial banks, Central Bank and the Treasury.
- GasyNet also incorporates a risk management system, which directs containers into one of four lanes—red, yellow, blue or green—depending on criteria specified by Customs.



## Madagascar speeds imports

Time to import (days)



Source: Doing Business database.

## **World Bank's Doing Business Report 2009**

***"The results of the reform have been impressive—according to Doing Business 2009, overall time to import a container into Antananarivo was cut by three weeks. Customs clearance time has been reduced to 72 hours at Toamasina, through which 80% of imports pass by value."***

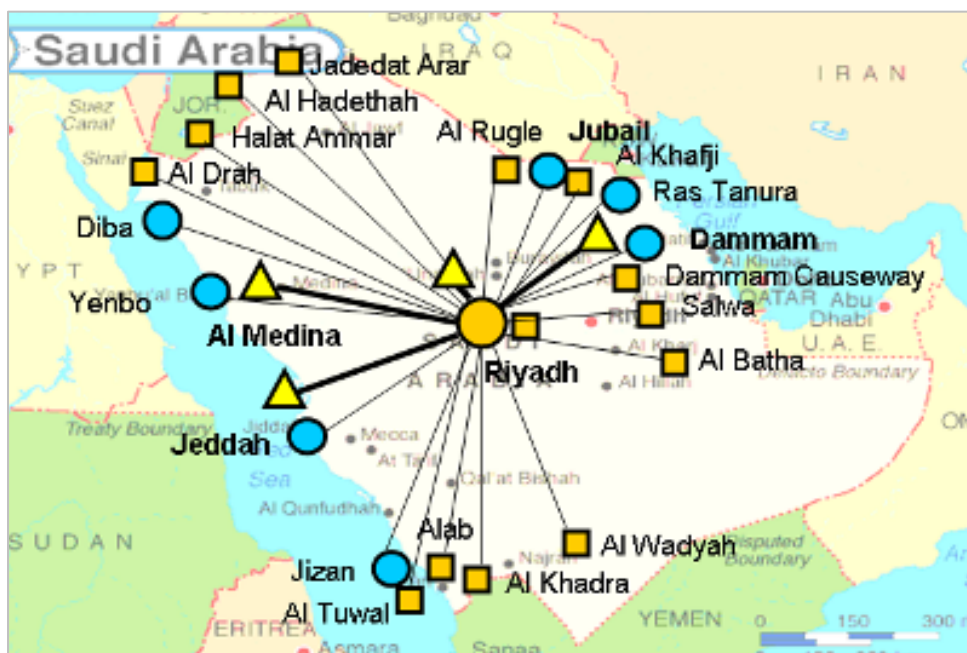
***"But quicker customs clearance isn't all the reform has achieved. Since 2005, customs receipts have doubled—from approximately 900 billion Malagasy aryary to around 1,800 billion today. And from the time TradeNet started operations in June 2007, receipts increased by 50%. This is vital in a country where customs receipts still account for around half of state income."***



## Challenges

- **Opposition to the reforms** - was widespread and came from many quarters.
- **Reluctant of the private sector** - resigned to the inefficiency and corruption – was reluctant to start paying the additional fees that the project would require and skeptical that such an ambitious and advanced solution would work in the Malagasy context.
- **Customs service** - itself was also reluctant to change its ways.
- **Customs agents** - also had a vested interest in existing arrangements, which brought steady revenues under the table.

- **Speed of Reform / Implementation** - From the time the reform was conceived until full implementation, it took less than 2 years. This is due to a clear strategy on the way forward.
- **Integrating TradeNet + ASYCUDA++** - Technical challenge of integrating TradeNet and ASYCUDA++ communicate overcame.
- **Incentives** - Another critical success factor of the reform was the incentives provided to customs employees under the new system. Gasynet user fees amount to 0.50% of the CIF value of goods and parts of this amount is paid to Customs and distributed among customs inspectors.
- **Training & Change Management** - To ensure that end-users know how to operate the system, both Customs and Gasynet have organized numerous workshops.
- **Customs as lead agency** - Essential for Customs has to be the agency leading reform efforts in the domain of trade facilitation.
- **Committed champion** - The Director-General of Customs was the reform advocate. Actively co-opting and persuading various stakeholders that the project was worth going ahead with.

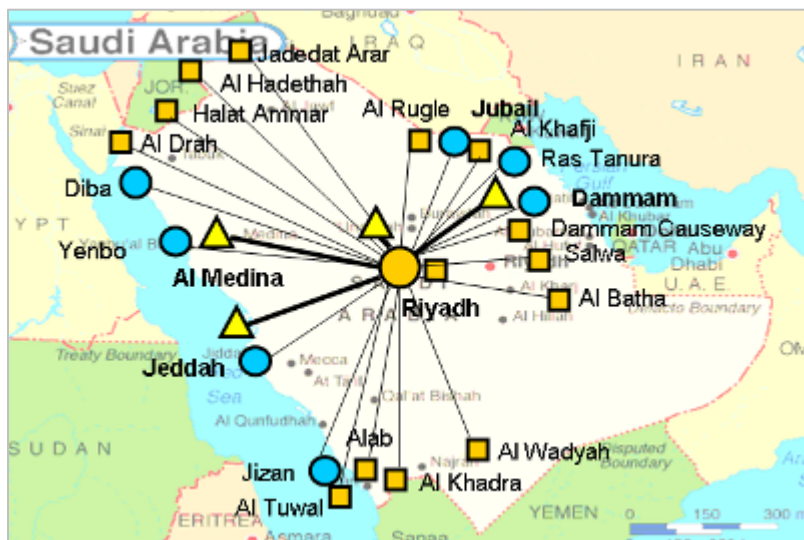


## Saudi Arabia's Trade Facilitation Journey



# Saudi Arabia SaudiEDI

- Kingdom of Saudi Arabia's national trade platform - SaudiEDI was an initiative of the Public Investment Fund (PIF), the investment arm of the Ministry of Finance,
- SaudiEDI provides the G-to-G / G-to-B gateway to streamline and automate the international trade cycle for the trading community throughout Saudi Arabia
- Singapore company, CrimsonLogic was selected to develop SaudiEDI under a Build-Operate-Transfer agreement.
- Nationwide implementation covering major seaports, airports and land ports was successfully launched in Nov 2007





***"CrimsonLogic has been a valuable partner in our national initiative (SaudiEDI) to serve the Kingdom digitally. Through the domain knowledge and expertise shown, we have great confidence that CrimsonLogic will continue to be a positive contributor to the Saudi Arabian trading community."***

Dr Ibrahim Bin Abdulaziz Al-Assaf  
Minister of Finance, Kingdom of Saudi Arabia  
at the launch of SaudiEDI, 25 November 2007



***The SaudiEDI programme significantly streamlined the trade cycle, resulting in significant savings in time, money and resources for governments and businesses. With increased efficiency in goods clearance, importers enjoyed more than 50% reduction in the time needed to bring merchandise into Saudi Arabia.***

***Through the BOT model, Saudi's professionals will be able to take over the management of the entire eTrade operations by the middle of 2009. The overall efficiency and transfer of know-how has greatly enhanced the Kingdom's economic competitiveness.***

# SaudiEDI Improves Saudi's International Ranking

Since implementing SaudiEDI, the overall ranking "Trading Across Border"\* has improved from #45 in 2007 to #16 in 2009 and #18 in the latest 2011 report

Economy	Year	Trading Across Borders Rank
Saudi Arabia	2007	45
Saudi Arabia	2008	33
Saudi Arabia	2009	16
Saudi Arabia	2010	23
Saudi Arabia	2011	18



## **2010 United Nations Public Service Awards**

for improving transparency, accountability  
and responsiveness in the Public Service

## Value drivers

**Clearance  
speed**

**Cost of trade**

**Security &  
compliance**

**Productivity**

## Enabling strategies

### Fundamental strategies

1. Disengage payment process from physical transaction
2. Enable and encourage electronic information input and submission
3. Develop public-private partnership models with trading community
4. Integrate internal governance process across relevant departments
5. Enhance collaborative teaming

### Leading practices

6. Adopt a risk management-based compliance approach
7. Implement and/or encourage preclearance and pre-certification programs
8. Integrate revenue collection into industry payment reconciliation processes
9. Implement strategic targeting programs
10. Exploit new technologies to streamline port and clearance procedures
11. Integrated service delivery/whole of government

### Emerging trends

12. Adopt virtual border clearance activities
13. Adopt standardized international payment methods
14. Consolidate and apply all available data to improve interdiction
15. Develop business partner capabilities with key industries
16. Develop new/expand international partnerships
17. Develop public-private information sharing mechanism



**Beware of traffic lights !  
Focus on your  
directions ....Don't  
forget the goals !**

Cheaper

- Less cost involved in regulatory processes

Faster

- Less time to obtain regulatory approval

Easier

- Less procedures to deal with

## ■ Establishing a SW System Takes Time

- This is much more than an IT project;
- It also involves
  - deep integration of government agencies in terms of policy-coordination, work-processes, IT and data standards
  - Alignment of policies & practices,
  - Building up knowledge & skills of Customs & its staff
  - Mass adoption & support programs to create awareness, skills, and buy-in to use the new service



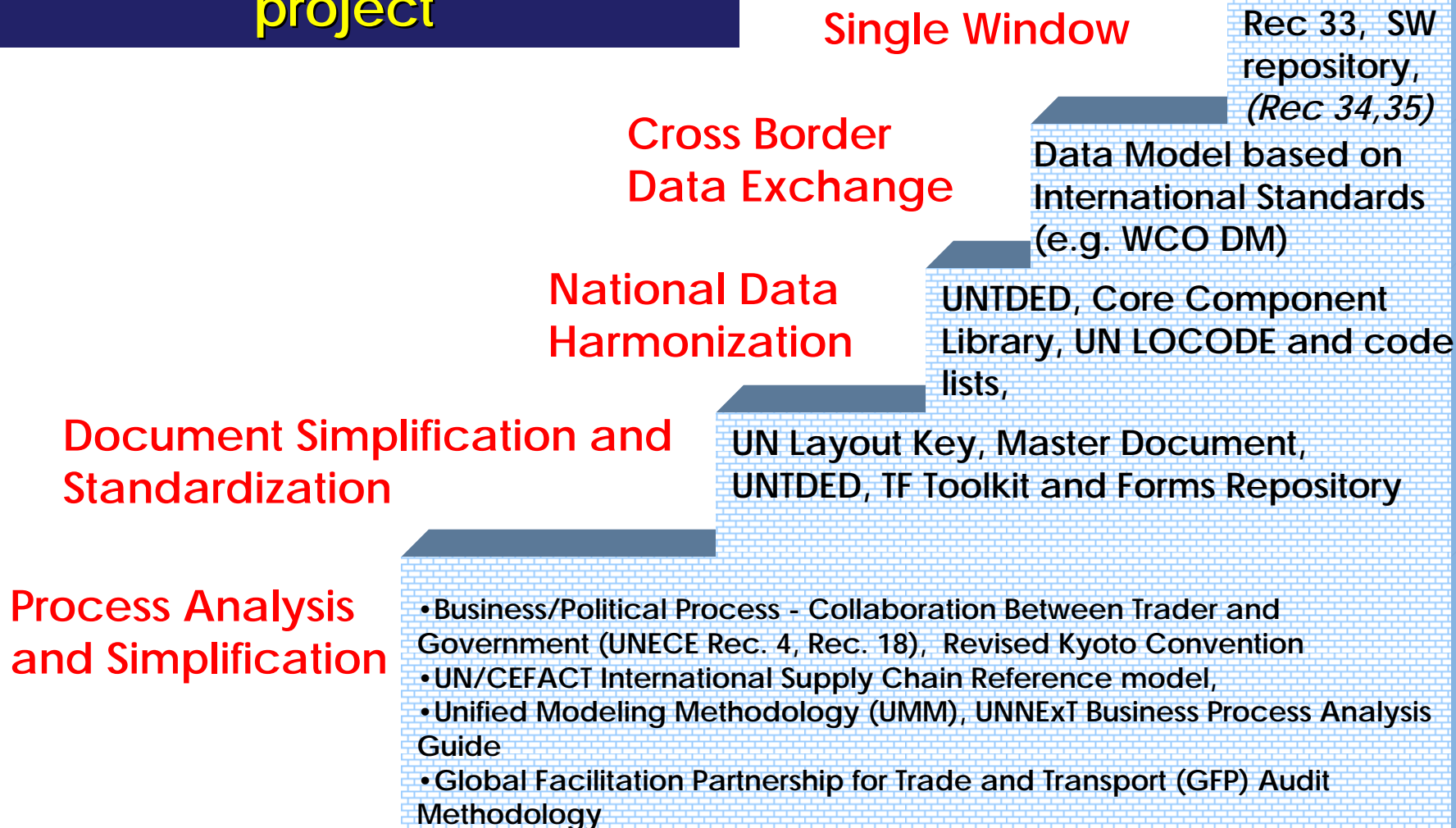
# Key Factors In Establishing A Successful Single Window System

- Strong and explicit political will
- SW Implementation Plan with clear project boundaries and SMART objectives (and benchmarks) .... with management and oversight by a High Level Steering Committee
- Step by Step Implementation – based on agreed priorities
- Process analysis, simplification, harmonization and standardization

- **Strong Lead Agency – that can deliver results in an agreed timeframe**
- **Partnership between Government and Trade**
- **Partnerships with Other Government Agencies**
- **Use of International Standards and Recommendations**
- **Change Management**

- **UNECE Recommendation No 33 - Recommendation & Guidelines on Establishing a Single Window**
- **UNECE Recommendation 34 - Data Simplification & Standardization for International Trade**
- **UNECE Recommendation 35 - Establishing a Legal Framework for an International Single Window**
- **UNNEXT Guides (Single Window Implementation Guide; Data Harmonization Guide, etc)**
- **UNECE Repository of Single Window applications**
- **WCO Instruments**
- **UNECE Trade Facilitation Implementation Guide (Q3 2012)**

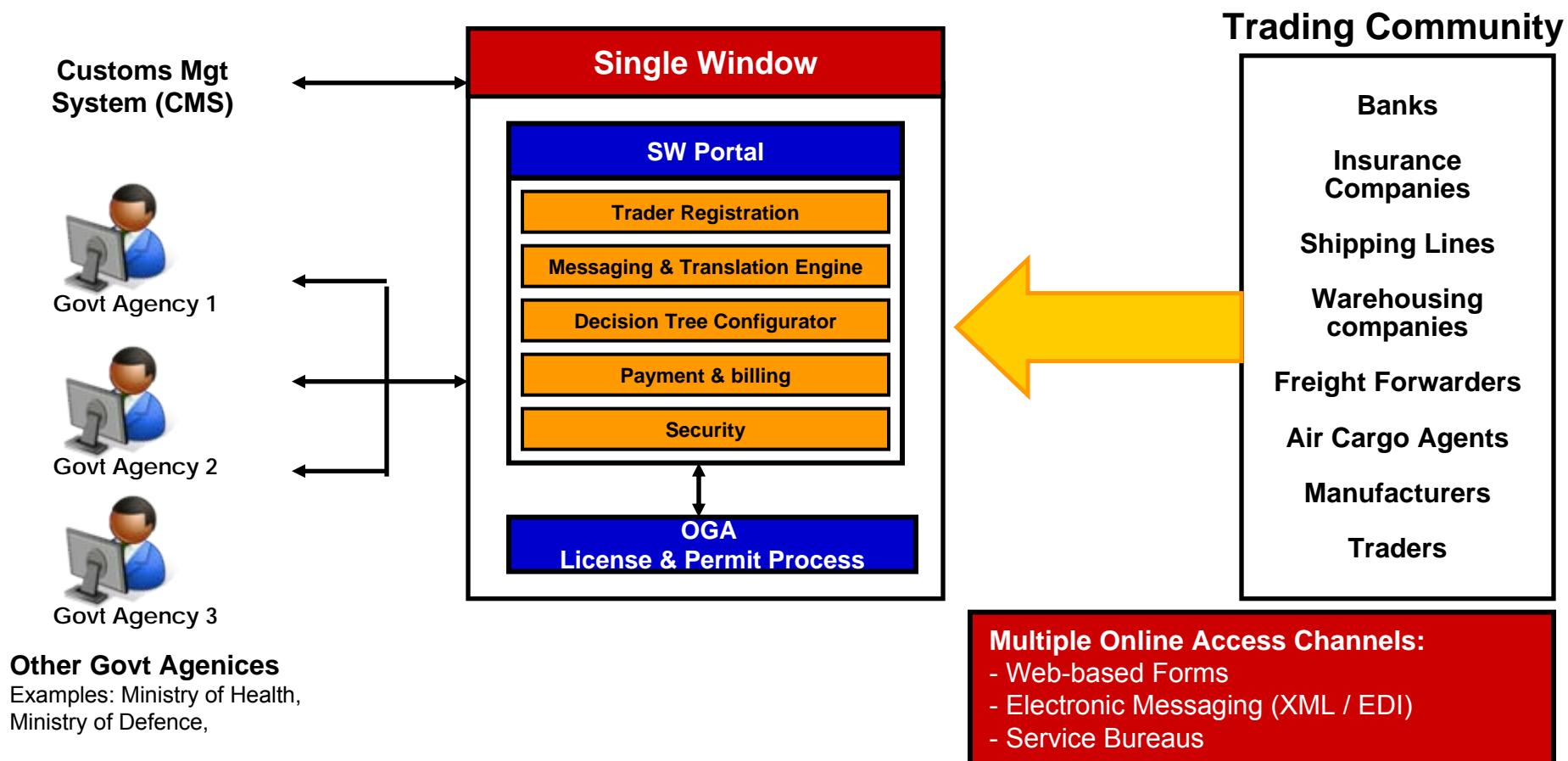
## Implementing Single Window is a multi year incremental project



## Need for a Single Window Implementation Framework (SWIF) to manage this Complexity

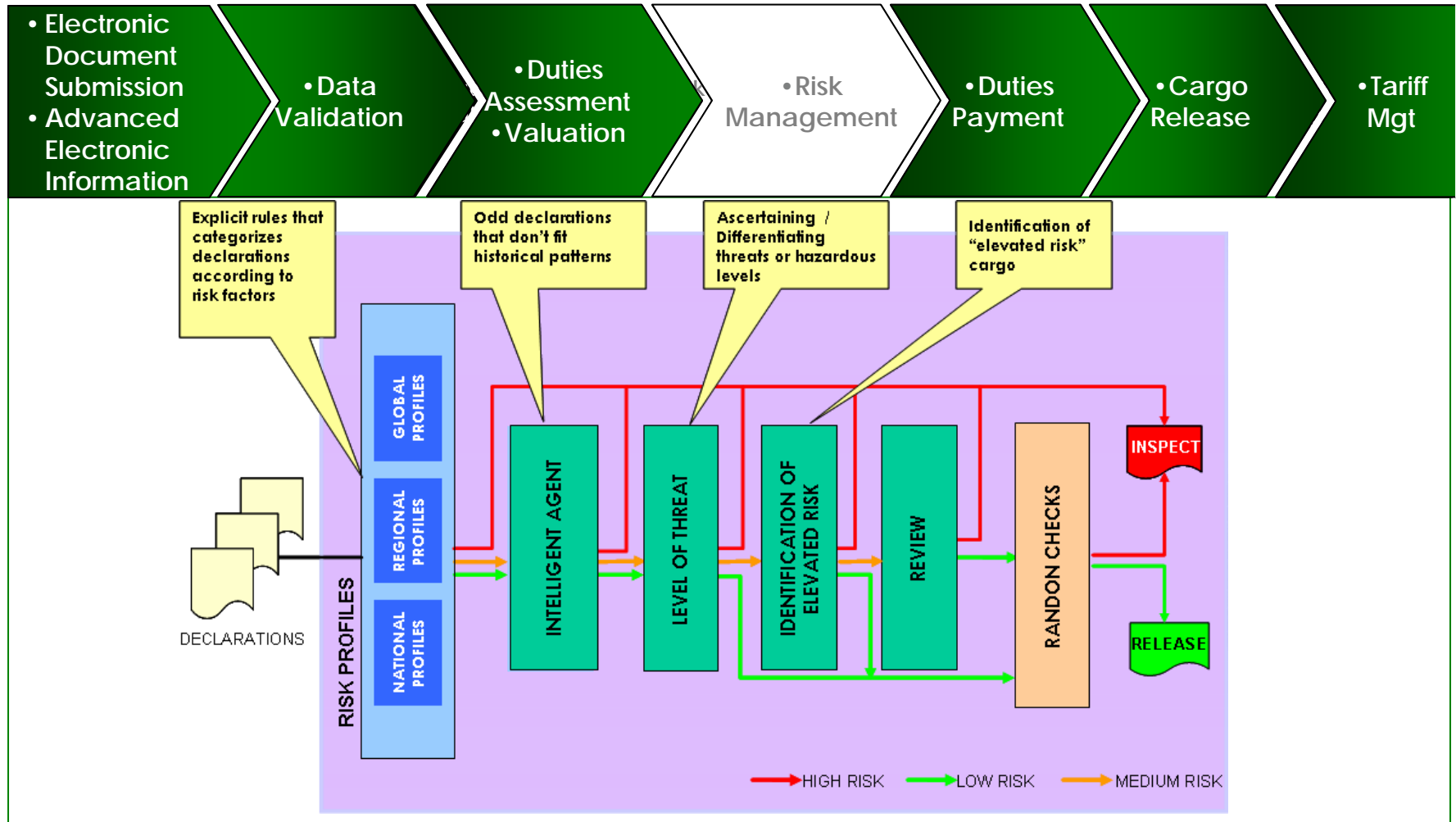
- Decompose the task and establish a systematic framework for the Single Window Project
  - Define the Single Window concept
  - Describe the project phases
  - Define objectives and outcomes of each phase
  - Describe the techniques to manage phases and develop outputs
  - Establish a common terminology
  - Manage policy, legal, technology and business requirements of a SW Implementation

# Single Window High-level Architecture



Communication Campaigns	Customer Relationship Management			
	Call Centre	Training	Technical Support	Service Bureau

# Cargo Clearance Processing



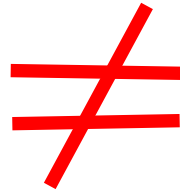
- First **simplify** the processes (and eliminate steps where possible) – and change the legal framework
- and then **automate** the simplified processes
- and **integrate** the key agencies (Customs, OGAs, etc)

In practice, this is an iterative process

- *Faster processes, clearance and release*
- *Reduced costs of compliance*
- *Reduced documentation*
- *Reduced corruption*
- *Reduction in bureaucratic processes*
- *Better collection of government revenues*
- *Improved trader compliance*
- *Better risk management techniques for control and enforcement purposes*
- *Predictable application and explanation of rules*

**Benefits far outweigh costs .....**

Trade Facilitation



All about Technology

Trade Facilitation

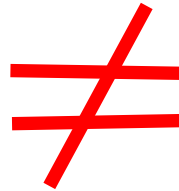


All about People



- Technology is only a TOOL
- Need change in mind-set
- Need change in policies/procedures
- Need change in behaviours

Trade Facilitation



Electronizing Manual Processes

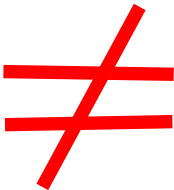
Trade Facilitation



Improving Processes



- Rubbish in, Rubbish out
- Leverage on IT to achieve more streamlined processes that are not possible before

Trade Facilitation  Single Window to All Services

Trade Facilitation  Integrate Related Services



- Customer-oriented perspective
- Over-centralization is a fad
- Over-centralization destroys value

- Focus on the end game – trade facilitation for export and economic development
- Establish an Implementation Plan – with SMART objectives .. and benchmarks ...and a High Level (inclusive) Steering Committee ... with a strong review mechanism

- Step by step approach – initial gains and longer term gains
- Simplify – automate - integrate
- Use of International Standards
- Leadership and partnership – think win-win

- **Establishing a Single Window is not a panacea to solving all trade facilitation issues**
  - New ways for doing business
  - Change mind-sets
  - Political will
  
- **Single Window implies a “Whole of-Government” / “Connected Government”**
  - Integrating Customs and all Govt Agencies involved in trade regulatory requirements
  - G2G / B2G

# Thank you

for further information, contact:

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