Single Window Business models
Service coverage, administrative and financial arrangements

National Workshop on Establishing a Single Window in Mongolia
29 September – 1 October 2009
Ulaanbaatar, Mongolia

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Director, Solutions & Consulting
CrimsonLogic Pte Ltd
1. Trade Facilitation Models - A Recap
2. Establishing the Single Window - What are the Costs?
3. Operating the Single Window - What’s involved?
4. PPP Approach - Managing & Transferring Risk
5. Structuring the PPP - Establishing a “Special Purpose Vehicle
6. Mongolia Single Window - A Suggestion for the Way Forward
Trade Facilitation Models – A Recap
## Our Trade Facilitation Experience

<table>
<thead>
<tr>
<th>Country</th>
<th>Project</th>
<th>Implemented</th>
<th>Business Model</th>
</tr>
</thead>
<tbody>
<tr>
<td>Singapore</td>
<td>TradeNet / TradeXchange</td>
<td>1989</td>
<td>Public Private Partnership (PPP)</td>
</tr>
<tr>
<td>Mauritius</td>
<td>Mauritius TradeNet</td>
<td>1994</td>
<td>PPP</td>
</tr>
<tr>
<td>Ghana</td>
<td>Ghana Community Network</td>
<td>2000</td>
<td>PPP</td>
</tr>
<tr>
<td>Panama</td>
<td>1. Panama Canal Authority- ACP</td>
<td>2004</td>
<td>Self Funded</td>
</tr>
<tr>
<td></td>
<td>Automated Data Collection System</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2. Colon Free Trade Zone System</td>
<td>2007</td>
<td>Self Funded</td>
</tr>
<tr>
<td></td>
<td>3. Panama Customs Mgt System</td>
<td>2008</td>
<td>World Bank / IDB</td>
</tr>
<tr>
<td>Saudi Arabia</td>
<td>SaudiEDI</td>
<td>2005</td>
<td>PPP</td>
</tr>
<tr>
<td>India</td>
<td>Port Community System (India Port Association)</td>
<td>2007</td>
<td>Self Funded</td>
</tr>
<tr>
<td>Madagascar</td>
<td>Madagascar (GASYNET)</td>
<td>2007</td>
<td>PPP</td>
</tr>
<tr>
<td>Ivory Coast</td>
<td>Ivory Coast TradeNet</td>
<td>2008</td>
<td>PPP</td>
</tr>
<tr>
<td>Qatar</td>
<td>Qatar Customs Clearance Single Window</td>
<td>On-going</td>
<td>Self Funded</td>
</tr>
</tbody>
</table>
Trade Facilitation Platform

Business-to-Govt
Single Electronic Window

Customs Authority
Ports Community
Free Trade Zones
Chambers of Commerce

Trade Facilitation System

SEW Portal
- Trader Registration
- Messaging & Translation Engine
- Decision Tree Configurator
- Payment & billing
- Security

Customs Management System

Govt. Controlling Agencies

Traders
Shipping Agents
Freight Forwarders
Shipping Lines
Role in National Competitiveness

- National Competitiveness
- GDP Growth & Human Capital Development
- Globalization & Connectivity
- Investment Attraction
- Trade Facilitation Efficiency & Security
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
Trade Facilitation Platform - Concepts

- **Paperless environment** - maximising the use of electronic documents/electronic data interchange (EDI)
- **E-Commerce Platform** for electronic trade and modern working methods - Guidelines, Legal provisions
- **Harmonisation & Simplification** of existing practices & procedures - alignment to International and regional conventions
- **Data Collection** of accurate management and statistical information in order to make better business decisions
- **Risk management & Profiling** to reduce fraud
- **Zone Trade Community**
  - Green Lane / Super Green Lane
  - Electronic Funds Transfer / Collection for Customs
UN/CEFACT Recom 33 - Single Electronic Window (SEW)

3-a: 'Single Authority'

 Trader (incl. Transport)  

3-b-i: 'Single Automated System'  
(Integrated)

 Trader (incl. Transport)  

3-c: 'Automated Information Transaction' System

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The National SW as Key Project for eCommerce B2G 2G transactions

- Identify a Agency as lead Govt agency in:
  - Role model for B2G transactions (eGov)
  - Role model for G2G interaction (iGov)
  - Centre of excellence for risk management
  - Usually the Customs Authority or Ministry of Finance or Ministry of Commerce are candidates as the lead Govt agency
What are the Costs Involved
Costs in Single Window?

Design & Dev’ment Costs

- Typically > 10 M
- Funded by Govt
- Loans or Grants from Int’l Orgs

Cost increases if …
- SW (to Customs)
- SW (Customs & 20+ OGAs)
- SW + Customs Mgt Backend

Time to implementation
- 2 years?

Operating Costs

- Typically range of 20% of D&D cost
- Need a Valued Added Network (VAN) Company

- Operate, Support & Maintenance of SW assets
- Continual support for Infra, Network, Systems Software, Security, Training
- Drives Change Mgt, Adoption & Training
- Servicing to Trading Community; Customs, OGAs

- Min. 40 to 50 staff initially
**PLAN**

**Strategy and Roadmap**
- Chart vision
- Create strategic plans
- Streamline processes

**BUILD**

**Development**
- Design architecture
- Setup infrastructure
- Develop service applications

**SUSTAIN**

**Operations**
- Service support
- Drive adoption
- Continued service enhancements

**SINGLE WINDOW SERVICES**

<table>
<thead>
<tr>
<th>Services 1</th>
<th>Services 2</th>
<th>Services 3</th>
<th>Services 4</th>
<th>Services 5</th>
</tr>
</thead>
</table>

**CHANGE MANAGEMENT & ADOPTION**

<table>
<thead>
<tr>
<th>Communication Campaigns</th>
<th>Customer Relationship Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Call Center</td>
<td>Training</td>
</tr>
</tbody>
</table>

**SERVICE-ORIENTED ARCHITECTURE**

**COMMON SINGLE WINDOW COMPONENTS**

|-----------|----------------|--------------|------------------|-------------|

**SCALABLE TECHNICAL INFRASTRUCTURE**

<table>
<thead>
<tr>
<th>Data Centre</th>
<th>Firewalls</th>
<th>Facility Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Database</td>
<td>Servers</td>
<td>Network</td>
</tr>
</tbody>
</table>
### SW Operation Model

<table>
<thead>
<tr>
<th>Strategic Imperatives</th>
<th>Strategic Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Need for quick adoption</td>
<td>Mandate the use of SW services to all stakeholder</td>
</tr>
<tr>
<td>Need adequate recurring funding</td>
<td>Adopt cost recovery approach by enforcing user service fee</td>
</tr>
<tr>
<td>Need for focus on coping with changes and improvements</td>
<td>Identify/establish a trusted entity to be SW operator and known as “National Trusted Information Broker”</td>
</tr>
</tbody>
</table>

**Sustainable SW Operating Model**

Many countries create a Value Added Network (VAN)
Single Window Operations
SW Operation Service Scope

A. SW Application system
   • Maintenance and support for Application and Network Infrastructure (Level 2 & 3)
   • Hosting and data centre operation
   • Disaster recovery Services
   • IT security management
   • Quality management

B. Service support
   • 24/7 Call centre (Level 1) to all users
   • Provision of service centre services (manual transaction)

C. Capacity development, training and eService Adoption
   • Train the trainer - Customs and Other government Agencies (OGAs)
   • Training programme
   • Mass training approach - trading community

D. General Management and Governance
   • Vendor Management
   • Audit
   • Quality of Service Management (QoS)
1. **Public Administration Services** which will be used by Customs and Other Government Agencies to administer the trade procedure and regulations. For example, the processing and approval of trader registration, customs declaration, cargo manifest, and many others.

2. **SW Services** is applicable to services consumed by the business trading community. **SW Services** can further be separated into **Regulatory Services** and **Value-Added Services**.
   
   - **Regulatory Services** are mandatory services governed by public regulatory frameworks normally enacted in the administrative law. For example, the filing of customs declaration, import permits and etc.
   
   - **Value-Added Service** are services that do not fall under the regulatory framework and should be introduced and used on a voluntary basis.
<table>
<thead>
<tr>
<th>Type of eTrade Services</th>
<th>User(s)</th>
<th>Mandatory (Yes/No)</th>
<th>Chargeable (Yes/No)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trading Account Activation</td>
<td>Diplomat, Government, Importer, Exporter, Customs Clearing Agent, Shipping Agent</td>
<td>Y, Y</td>
<td>N, N</td>
</tr>
<tr>
<td>Pre-Arrival Cargo Information</td>
<td>Land Carrier, Air Carrier, Shipping Agent</td>
<td>Y, Y</td>
<td>N, N</td>
</tr>
<tr>
<td>Port Discharge List</td>
<td>Shipping Agent</td>
<td>Y</td>
<td>N</td>
</tr>
<tr>
<td>Cargo Manifest</td>
<td>Shipping Agent, Air Cargo Handler, Land Carrier</td>
<td>Y, Y</td>
<td>N, N</td>
</tr>
<tr>
<td>Cargo Location Information</td>
<td>Shipping Agent, Air Cargo Handler</td>
<td>N, N</td>
<td>Y</td>
</tr>
<tr>
<td>Customs Clearing Agent Authorisation (for Electronic Declaration Submission and Temporary Import Application)</td>
<td>Diplomat, Government, Importer, Exporter</td>
<td>Y, Y</td>
<td>N, N</td>
</tr>
<tr>
<td>Customs Declaration</td>
<td>Customs Clearing Agent</td>
<td>Y</td>
<td>Y</td>
</tr>
<tr>
<td>Appeal Application</td>
<td>Importer, Exporter</td>
<td>Y</td>
<td>N</td>
</tr>
<tr>
<td>e-Payment</td>
<td>Customs Clearing Agent, Importer, Exporter</td>
<td>Y, Y, Y</td>
<td>N, N, N</td>
</tr>
<tr>
<td>Refund Application</td>
<td>Importer, Exporter</td>
<td>Y, Y</td>
<td>Y</td>
</tr>
<tr>
<td>AEO Application</td>
<td>Importer</td>
<td>Y</td>
<td>Y</td>
</tr>
<tr>
<td>OGA Permit Application</td>
<td>Customs Clearing Agent</td>
<td>Y</td>
<td>Y</td>
</tr>
<tr>
<td>Temporary Import Application</td>
<td>Customs Clearing Agent</td>
<td>Y</td>
<td>Y</td>
</tr>
<tr>
<td>Passenger Cargo Customs Declaration</td>
<td>Passenger</td>
<td>Y</td>
<td>Y</td>
</tr>
</tbody>
</table>
Revenue Projection Assumptions

- Government mandate the use and fee of regulatory services
- Subscription excludes government and diplomat users
- Yr 1 is the first year when system is commissioned to user
- Exclude revenue from change and service request
- OGA transactions is not included
Example of Projected Growth

<table>
<thead>
<tr>
<th>B2G eServices</th>
<th>Revenue Breakdown by %</th>
<th>Expected High Growth Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>Declaration</td>
<td>61.43%</td>
<td></td>
</tr>
<tr>
<td>Import Manifest</td>
<td>22.74%</td>
<td></td>
</tr>
<tr>
<td>Temporary Import Permit</td>
<td>0.09%</td>
<td>✓</td>
</tr>
<tr>
<td>Transit Approval</td>
<td>0.01%</td>
<td>✓</td>
</tr>
<tr>
<td>Passenger Cargo Declaration</td>
<td>5.52%</td>
<td></td>
</tr>
<tr>
<td>Service Bureau Surcharge</td>
<td>10.22%</td>
<td></td>
</tr>
</tbody>
</table>
Type of SW Charges for Operation

- Registration and Subscription Fee
- Transaction Fee
- Service Fee – change request, service request, professional services and etc
- Service center surcharge
Partnership between governments and private companies in developing and implementing services on a risk- and investment-sharing basis

PPP – Managing & Transferring Risk
Risk Allocation

Risk Allocation – Traditional Procurement Model

INPUTS

Government

Risk

Design
Development
Operation
Asset Renewal
Risk Allocation via PPP

Risk Allocation – Typical PPP Model

Government

SPV

Design

Construction

Operation

Asset Renewal

Government Risk

OUTPUTS

Shared Risk

Transferred Risk

Transferred Risk

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• Objective:

RISK TAKEN BY PARTY BEST PLACED TO MANAGE IT

• Optimal risk transfer will enhance Vfm

• Excessive risk transfer - cost increase, and unbankable in extremes
Structuring the PPP – Establishing a “Special Purpose Vehicle”
Contractual Arrangement for SW Operations

- Appoint “Special Purpose Vehicle” (SPV) as National Information Trusted Broker and award the concession to collect user service fee for a minimum period of 5 years
- Signed with Customs who will represent OGA
- Sharing IP ownership with SPV
- Allow SPV to introduce value-added services
Structuring a PPP Contract –
Typical Special Purpose Vehicle (SPV) Structure

- **Equity Investors**
- **Government**
  - PPP Contract
  - Shareholder Agreement
  - SPV – PPP Contractor
    - Multi-Year Operations
    - Sub-Contracts
  - Credit Agreement
  - Lenders Debt or Bond
    - Market Adoption
    - Sub-Contracts

Consultants
Examples of SPVs in Asia Pacific

**Government Owned SPV**
- Singapore - CrimsonLogic
- Taiwan – TradeVAN
- Korea – KTN
- Japan - NACCS

**Public or Public-Private SPVs**
- Hong Kong – TradeLink
- Ghana - GCNet
- Mauritius – MNS
- Madagascar - GasyNet
1. PAA members are local market leaders in e-commerce
2. Strong & close relationship with local government
3. Mass customer base
4. Long years of experiences on electronic document exchange
5. Cross border document exchange can go through PAA network and be input into domestic government system
Mongolia Single Window - Suggestions for the Way Forward
The Roadmap for Excellence

- **Reduce # of days for export by half** ...
- **Reduce paper submission**
- **Reduce red tape and admin burden**
- **Enhance Trade Facilitation**

- **Reap Results from Low Hanging Fruits**
- **Further streamlined Customs processes**
- **Develop logistics competencies**
- **Single Electronic Window / Port Community System**
- **Paperless trading**
- **Coordinated Public – Private Trade Partnership**
- **World Class Trade Facilitation Nation**

**Trading Across Border Ranking**

- **20010 / 11**
- **2012 to 2015**
- **Beyond 2015**

**The Roadmap for Excellence**

**Reduce # of days for export by half** ...

**Reduce paper submission**

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**Trading Across Border Ranking**

**20010 / 11**

**2012 to 2015**

**Beyond 2015**
**Example of Recommendations:**

<table>
<thead>
<tr>
<th>No.</th>
<th>Recommendation</th>
<th>Time Frame</th>
<th>Degree of Impact</th>
<th>Investment (USD) million</th>
<th>Effort</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Establish at the highest level a Presidential Commission Government-Business Trade Facilitation Committee</td>
<td>Short-Term</td>
<td>5</td>
<td>0.20</td>
<td>Low</td>
</tr>
<tr>
<td>2</td>
<td>Eliminate paper submission &amp; Establish 100% Online submission of CUSDEC</td>
<td>Short-Term</td>
<td>5</td>
<td>1.50</td>
<td>Medium</td>
</tr>
<tr>
<td>3</td>
<td>Extend Entry Receiving Beyond 3.00pm to Facilitate Customs Declaration</td>
<td>Short-Term</td>
<td>3</td>
<td>0.50</td>
<td>Low</td>
</tr>
<tr>
<td>4</td>
<td>Standardisation of Tariff Classification</td>
<td>Short-Term</td>
<td>3</td>
<td>0.20</td>
<td>Low</td>
</tr>
<tr>
<td>5</td>
<td>To Provide all Customs-Related Information Readily Available to Interest Parties</td>
<td>Medium-Term</td>
<td>3</td>
<td>0.20</td>
<td>Low</td>
</tr>
<tr>
<td>6</td>
<td>Establish Pre-Arrival Manifest Submission</td>
<td>Medium-Term</td>
<td>3</td>
<td>0.50</td>
<td>Medium</td>
</tr>
<tr>
<td>7</td>
<td>To Review the Licensing Procedures &amp; Reduce Application on consignment basis</td>
<td>Medium-Term</td>
<td>4</td>
<td>-</td>
<td>Medium</td>
</tr>
<tr>
<td>8</td>
<td>Conduct Study for a Public-Private Partnership Model for Trade Facilitation System</td>
<td>Medium-Term</td>
<td>3</td>
<td>0.23</td>
<td>Medium</td>
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<tr>
<td>9</td>
<td>Online Application and Approval of OGA License and Permit</td>
<td>Medium-Term</td>
<td>4</td>
<td>2.00</td>
<td>High</td>
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<td>10</td>
<td>Establish Port Community System</td>
<td>Medium-Term</td>
<td>5</td>
<td>4.00</td>
<td>Medium</td>
</tr>
<tr>
<td>11</td>
<td>Eliminate Duplication of Sampling by Customs &amp; OGAs</td>
<td>Long-Term</td>
<td>3</td>
<td>1.00</td>
<td>High</td>
</tr>
<tr>
<td>12</td>
<td>Establishment of a National Value-Added Network Framework</td>
<td>Long-Term</td>
<td>5</td>
<td>5.00</td>
<td>High</td>
</tr>
<tr>
<td>13</td>
<td>Implementation of Single Electronic Window</td>
<td>Long-Term</td>
<td>5</td>
<td>10.00</td>
<td>High</td>
</tr>
</tbody>
</table>

Notes: Degree of Impact (1 - Lowest ----- 5 - Highest)
Portfolio Analysis

Effort

High

Leverage

Strategic

Low-Hanging Fruits

Low

Port Comm System

Single Electronic Window

Estab. VAN Ops.

Eliminate Duplication of Sampling

Services Op Model

Standardize Tariff Classification

Pre-Arrival Manifest Submission

Eliminate paper submission

Presidential TF Committee

Extend Customs Svcs after 3.00pm

Automate OCA License and Permit

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Pre-Arrival Manifest Submission

Services Op Model

Standardize Tariff Classification

Pre-Arrival Manifest Submission

Eliminate Duplication of Sampling

Estab. VAN Ops.
The PPP Process for Single Window Implementation

PPP – SPV Engagement

3 to 12 months
Feasibility Phase
- Identify possible PPP opportunity
- Establish Project Management Team
- Examine viability of PPP
  - Define objectives
  - Produce outline output based definition of the required service
  - Prepare outline public sector comparator
  - Test market and bankability
- Produce business case

12 to 24 months
Contracting Phase
- Advertise the opportunity
- Hold industry briefing day
- Issue PQQ
- Gain approvals
- Issue ITN
- Evaluate proposals
- Negotiate Contract
- Best and Final Offer
- Select Preferred Bidder
- Gain approvals
- Place Contract

24 months beyond
SW Operational Phase
- Change Mgt
- Implement contract
- Manage Contract
- Change Management for all stakeholders
- Conduct PPE
SW Operation Structure – Initial Start-up

National Steering Committee
- Chair by Govt & Private Sector
- Representatives from Customs; OGAs; Port Authorities
- Representative from trading community
- Representative from SW Operator

Sub-working Group
- Policy & Process Group
- Legislative Group
- ICT Group

SPV Management
- SW Operations Director

ICT Group (12 pax)
- Application Support
- Infra Support
- IT Security
- QMS

Service Operation Group (14 pax)
- Helpdesk
- Service Centre
- Data Centre Ops

Customer Service Group (8 pax)
- Adoption
- Marketing & Communication
- Training

Admin, Finance & HR (6 pax)
Successful delivery of PPPs for Single Window

- Critical Success Factors include:
  - Coordinated, realistic, efficient approach to procurement
  - Commitment from politicians, civil servants and the private sector
  - Public sector realism for what the private sector can deliver
  - Private sector empathy for what the public sector is seeking
  - Legal framework consistent with procurement and project needs

NEW SKILLS NEEDED BY PUBLIC AND PRIVATE SECTORS
The hard facts of today's world

A Balancing Act ....
- National Single Window are complex projects
- Offerings have to be right-sized based on experience