Experiences from Single Window implementation
Case of Tunisia

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EXEMPLE: CARGO MANIFEST
With a single window

- Shipping agent
- Customs Agency
- Port authority
- Cargo handler
- Security

Tunisie TradeNet
1. The Tunisian experience in foreign trade single window
2. What kind of project is a SW project?
3. Challenges
4. Lessons of experience & Key success factors
5. Conclusion
Mustapha Mezghani

• Expertise: Digital economy, Trade facilitation, dematerialization, Public policy, Innovation
• Education: ICT Engineer & EMBA
• Past experience
  – CEO of Tunisia TradeNet (foreign trade virtual single window)
  – Special adviser to the Minister of Finance in charge of The digitization of the Ministry of Finance
  – Special advisor to the Minister of Higher education, Scientific research & ICT
  – World Bank expert in trade facilitation
  – etc
Tunisian single window for foreign trade

TUNISIA TRADENET
Tunisia TradeNet

- Tunisia foreign trade virtual single window allowing traders to do online procedures
- First single window in the Arab World
- Component of the first Export Development Program, EDP1, supported by the World Bank in 1999
- Introduction of comprehensive measures to facilitate trade, starting with simplifying and automating processing of trade documents
- The EDP1 focused on streamlining customs and inspection procedures and using ICT to improve the information exchange associated with cargo handling and clearance
Tunisia TradeNet

• Simplifying and standardizing documents:
  – Adoption of international standards for trade documentation
  – Significant coordination among various stakeholders.
  – Two documents previously required by the authorities were eliminated, and three documents were redesigned to reduce duplication and standardize terminology, with the customs declaration aligned with international standards
    • Certificate for External Trade, submitted by importers and required by the Central Bank for foreign exchange control,
    • Customs declaration
    • Technical control documents
  – Two of the four documents required for goods removal were eliminated
• Development of electronic formats for trade documents made it easier to share information among stakeholders and process the information contained in the documents.
Before Tunisie Tradenet

- National Treasury
- Banks
- Customs Agency
- Freight Forwarders
- Economic operators
- Central Bank
- Custom brokers
- Ministries
- Port authority
- Cargo handler
- Shipping agent
Consequences

- “Travel” for formalities processing
- Significant time of document processing
- Slow administrative procedures
- Variable response times
- Risk of data entry errors
- High costs of formalities
Solution

• Setting up a virtual single window
• Facilitating Trade
• Procédures streamlining
• Documents dematerialization
• Documents standardization (Standards CEE/UN)
• Reducing containers residence time at the port: from 10 to 3 days
• Improve the administrative competitiveness of Tunisia as a trade and foreign investment location
• Improve Country & economic operators competitiveness
• Better transparency in enterprises-Administration relationships
• Optimise port investments
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With Tunisie Tradenet

Economic operators

National Treasury

Banks

Customs Agency

Freight Forwarders

Cargo handler

Central Bank

Custom brokers

Ministries

Port authority

Shipping agent
Tunisia TradeNet

• TTN: Semipublic agency
• Established to operate a value added network that provides electronic data interchange for stakeholders and to expedite flows and processing of trade documents
• Shareholders include:
  – 10 government agencies, including the national port authority and Tunis Air,
  – 18 private organizations, including several banks, the Tunisian Internet Agency and foreign trade professional
  – TTN employees
Tunisia Tradenet

- 1998: trade documents standardization (single bundle)
- 2000: Tunisia Tradenet Company setup
- 2001: EDI server
- 2003: 100% online Certificate for External Trade
- 2006: Transport Bundle dematerialization
- 2009: 100% online Custom declaration
- 2010: ENS connexion with Europ
- 2014: Cautionned bonds process followup
- 2016: Generalizing the use of electronic signature for custom declaration
  Cautionned bonds dematerialization
  Electronic invoice
ENS: Entry Summary Declaration

- Interconnecting Tunisian Customs and European customs for ENS messages
- Merchandise checking before arrival
- Accelerating import procedures
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Tunisie TradeNet

- 2 international prices
- More than 2 millions transactions per year
- 1800 clients et partners
- 38 years Average age
- 80 employees
- 65% High school graduates rate
- 66.000.000 exchanged messages per year
- 12.000 files per day
- 3.316.000 files per year

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CARTOGRAPHIE DES APPLICATIONS

- Application Transitaire TTNTrans
- Application pour Magasin Cale TTNMagasinCale
- Application Consignataire de navire TTN shipping
- Application Gestion Manifeste Aérien TTN Fly
- Application Gestion des Titres de Commerce Extérieur COMEX
- Connecteur à autre plateforme Exp : TTN-MGI ENS
- Application signature électronique SigNet
- Applications et services WEB
- Centre Serveur

Départements Administratif
- Douane
- Ministère du Commerce (DGPC, DGCE)
- Ministère de l'industrie et de l'énergie
- Ministère de Technologie de Communication et de Transport (CERT)
- Ministère de la Santé
- Ministère de l'Agriculture

Organismes de Transport
- Autorité portuaire
- Sociétés d'accompagnage et de manutention

Banques
- BCT
- BT
- STB
- BNA
- BIAT
- ATB
- ... ...
Results (2004)

• Import and export processing times dramatically reduced: from 10 days few years ago to 3 days
• Manifest processing after the completion of vessel operations: less than 1 day compared to up to 4 days
• Payment of customs and port duties and storage charges: only a few hours, rather than a full day.
• Time needed to prepare and process customs declarations has dropped to 15 minutes, down from as long as 3 days.
• The physical inspection of goods reached the target level of 15 percent, down from 50–80 percent in late 1998.
Additional opportunities

Having digital data offers additional opportunities:

• Elimination of manual delivery and collection of the Certificate for External Trade

• Automation of manifest acquittal and processing of customs declarations:
  – Facilitate more rapid, transparent, and consistent processing of customs declarations
  – Eliminate routine manual checks
  – Reduce personal contacts between declarants and customs officials
  – Enable risk management by allowing data submitted through declarations to be compared with predefined parameters to identify non conforming patterns
Additional opportunities

Having digital data:
• Data analyses
• Statistics
• Follow up
• Comparaison and cross-checking

• No need of surveys most of the time
WHAT KIND OF PROJECT IS A SW PROJECT?
What kind of project is a SW project

- Technology project
- Trade facilitation project
- Innovation project (new way of doing things)
- Rethinking way of doing things
Introducing new services & technology

• It is not about technology
• Having leaders & decision makers:
  – Not change & technology averse
  – Convinced by opportunities offered by Technology
  – Ready to face new projects implementation
• A need for intrapreneurs & innovators in the public sectors

• It’s about HR, HR, HR, HR, HR, HR, HR,...
Challenges

People
Organization
Challenges

• Involve all stakeholders (public & private)
• Maintain a high level of cooperation, collaboration and coordination between stakeholders
  «The speed of a caravan is the speed of its slowest camel»
• Enhancing computer systems of all stakeholders to generalize electronic processing
• Prepare Humans to accept this change
Challenges

• Adapt procedures and documents to digitization and processing automation
• Official recognition of electronic documents and transactions (legislation)
• Client support
• Infrastructure:
  – 24/7 operating
  – Secured connections
  – Ensuring access to electronic documents (any place, any time)
LESSONS OF EXPERIENCE & KEY SUCCESS FACTORS
Plan

- Legal framework
- Infrastructure
- Human resources
- Project approach

Political will & high level commitment
Legal framework (enforced)

- Electronic document and exchange recognition
- Electronic signature (authentification)
- Electronic document
- Opposability of the electronic document
- Confidentiality

An electronic transaction has to be (at least) as sure as a conventional transaction
Infrastructure

- Size the infrastructure according to the services to be developed (bandwidth, storage capacity, processing capacity, etc)
  - Images vs text
- Equipements
  - Dematerialization & processing
    - Back office / clients / civil servants / professional
- 24/7 operating
TTN Client / Partners

Site backup

Site 1

Synchronisation

Site 2

Active/Active

TTN  Client / Partners
Human resources

• 4 types
  – Techniciens / IT professional
devlopement, maintenance, support
  – Decision maker et planners
  – Clients
  – Service providers (intermediaries)
Human resources

• Training
  - ICT
  - Culture of E-services:
    • how to deal with a virtual client
    • Appropriation and use of ICT tools (emails, etc)
  - New working methods:
    • Using specific sofware & solutions
    • New procedures & organization
    • Using new working tools (PDA, laptops, etc)

• Change management (the key Issue)
Human resources

- New tools and working methods generate rejection and resistance to change
  - Fear of failure
  - Afraid to show professional weaknesses
  - Loss of certain prerogatives and power
  - (R)evolution of some jobs
  - Loss of sources of income (mainly intermediaries)
Change management

• Demystify the project / make it simple to understand
• Reassure on the future
• Capitalise on successful experiences... and others
• Communication strategy:
  communicate, communicate, communicate
What characterizes the public sector?

- A heavy machine
- With a significant inertia
- Reluctant to change (staff)
- Why should we change the way we are doing?
- Difficult to motivate (staff)
Project approach

- **Political will & high level commitment**
- **Overall leadership**
- **Project coordination with power on all stakeholders**
- **Involving all stakeholders:**
  - Working groups
  - Consultations
  - Decision making
- **Good knowledge of existing procedures**
- **Select some critical processes and start with**
- **Quick wins / achievements / showcase / see things happening**
- **Think big, start small, scale fast**
Success factors

• Commitment at the highest level of government and overall leadership.
• Superior Export and Investment Council, a cross-ministerial committee reporting directly to the president of Tunisia and chaired by the minister of commerce who was closely involved.
• Administrative and political commitment combines with advances in information and communications technology.
• Cooperation among private and government stakeholders at all stages of the reform process: setup of a steering committee and technical committee composed of key stakeholders at the early stages of the process.
• Adoption of a regulatory framework that allowed and supported electronic processing and signatures.
Success factors

• Simplifying customs requirements
• Extending electronic processing to all import and export administration and other agencies involved in trade transactions, and developing their “back offices” to handle electronic processing of trade documents
• Adopting internationally recognized standards and codes to ensure a common language among different users and in different countries
• Aligning the relative costs of processing documentation on paper and online
Success key factors

• Inclusion
• Overall leadership:
  – Believe really in ICT and its capacities
  – Having power over all stakeholders
• Processes and documents standardization & streamlining, BPR
• Human factor
  – Training:
    • ICT tools
    • using new software solutions
    • Using new equipments
  – Change management:
    • Lost of power
    • Lost of revenue or jobs
    • Serving a virtual client
• Electronic documents, exchange (e-signature)
• Governance
• Automation & Risk management
Conclusion

It’s all about People and not technology

“If you have the courage to begin, you have the courage to succeed.”

David Viscott
Thank You

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