



UNITED NATIONS

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ESCWA



Experiences from Single Window implementation

Case of Tunisia

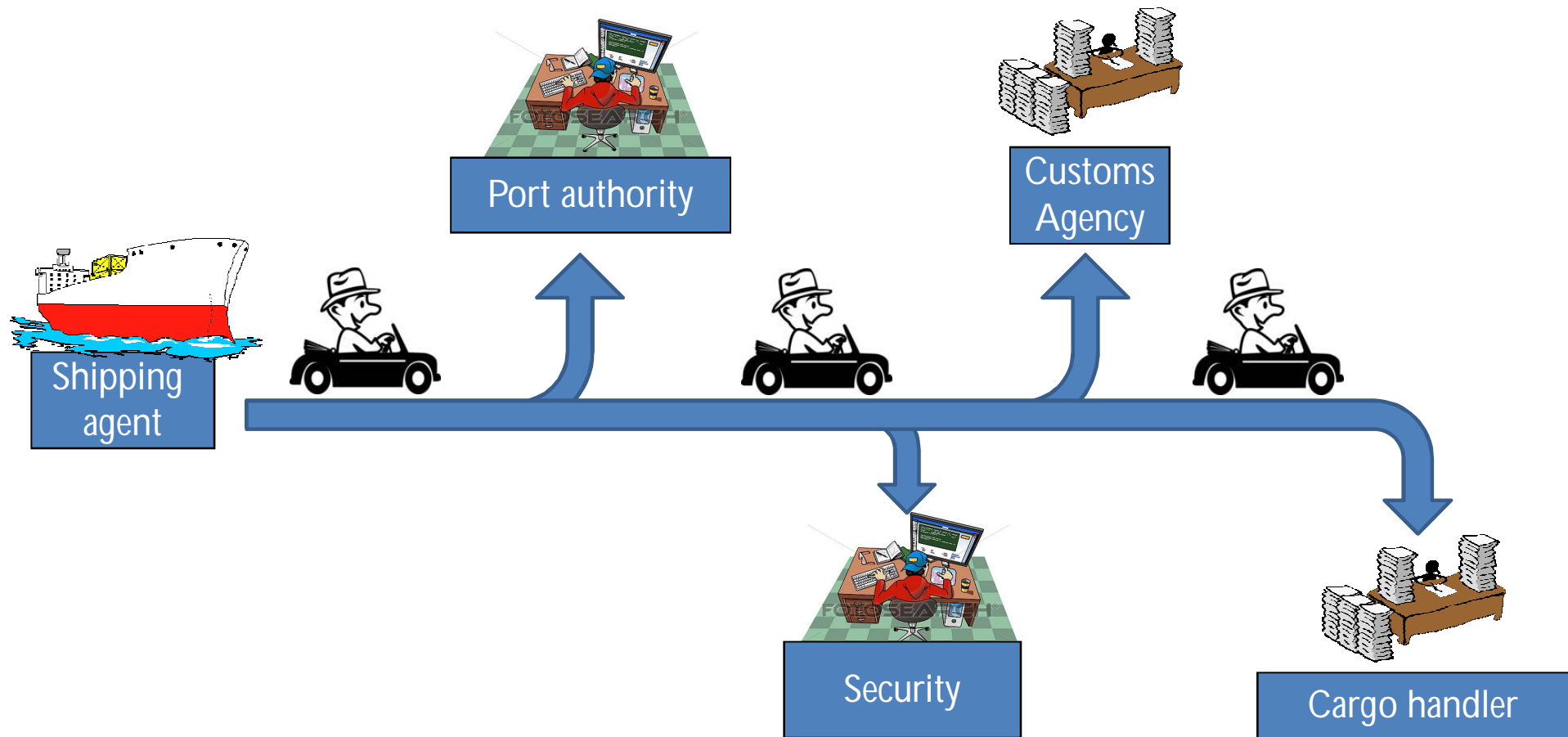
Mustapha Mezghani

Beirout, 16/01/2018

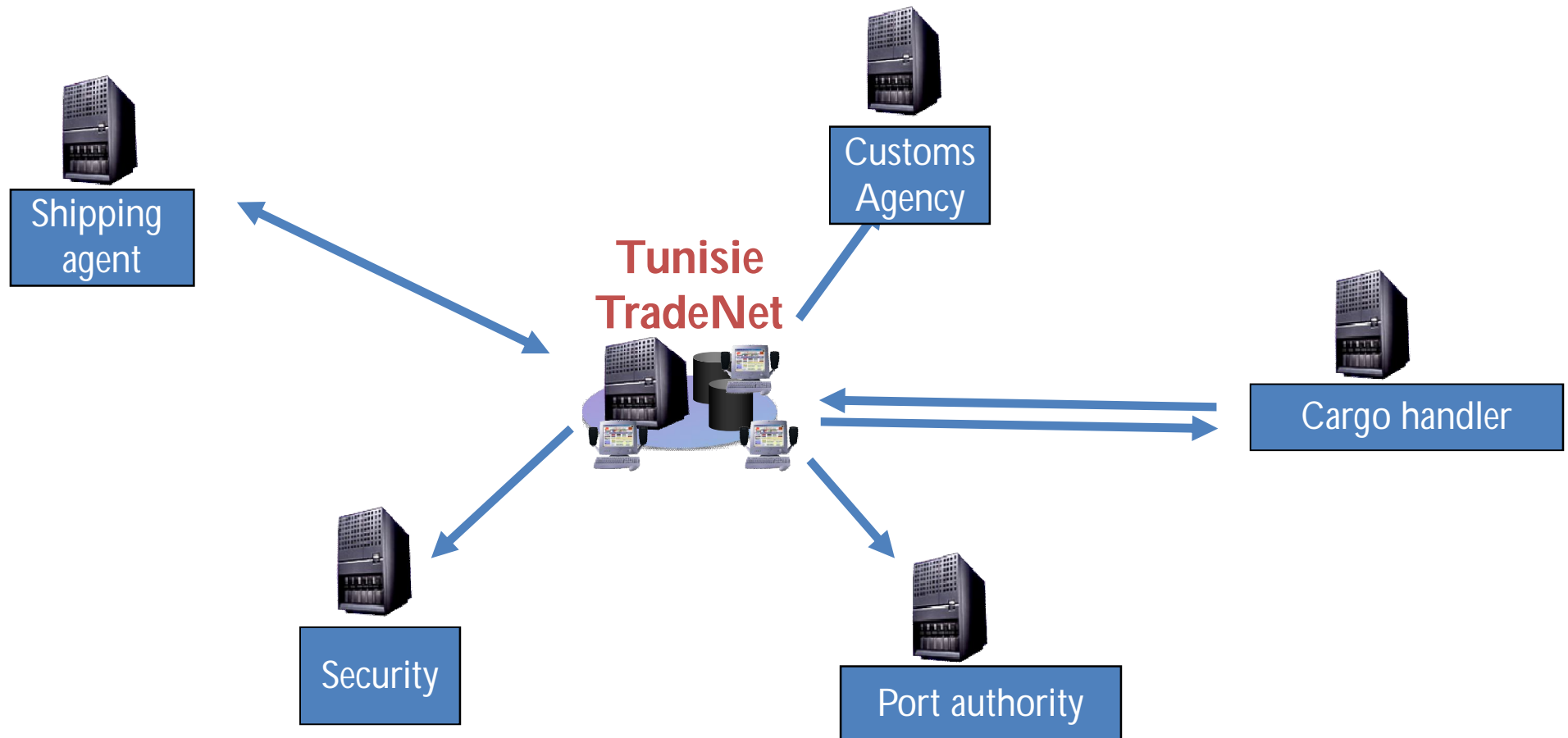
**EXAMPLE:
CARGO MANIFEST**



Cargo Manifest (Paper)



With a single window



Agenda

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



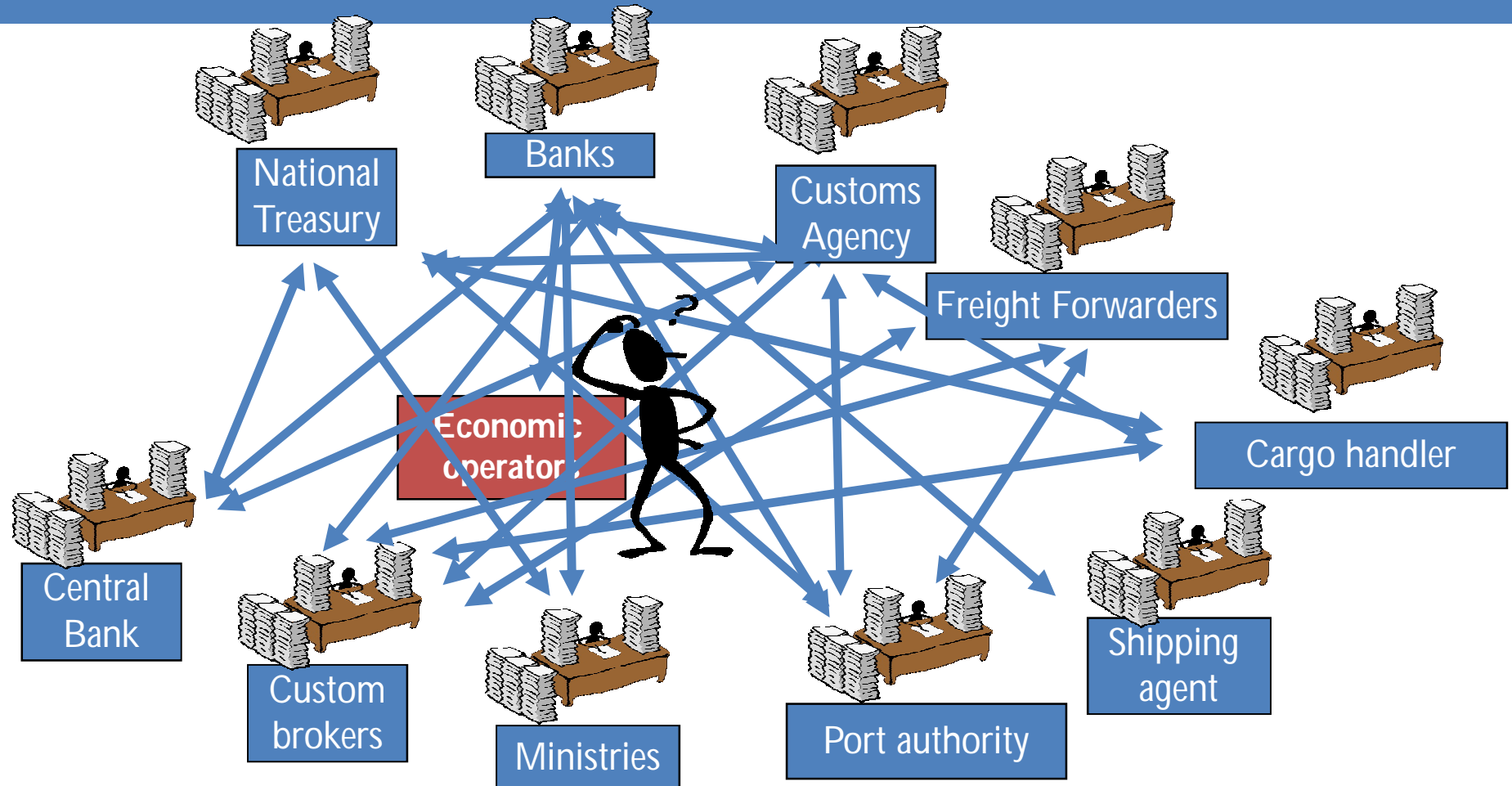
Tunisia TradeNet

- 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



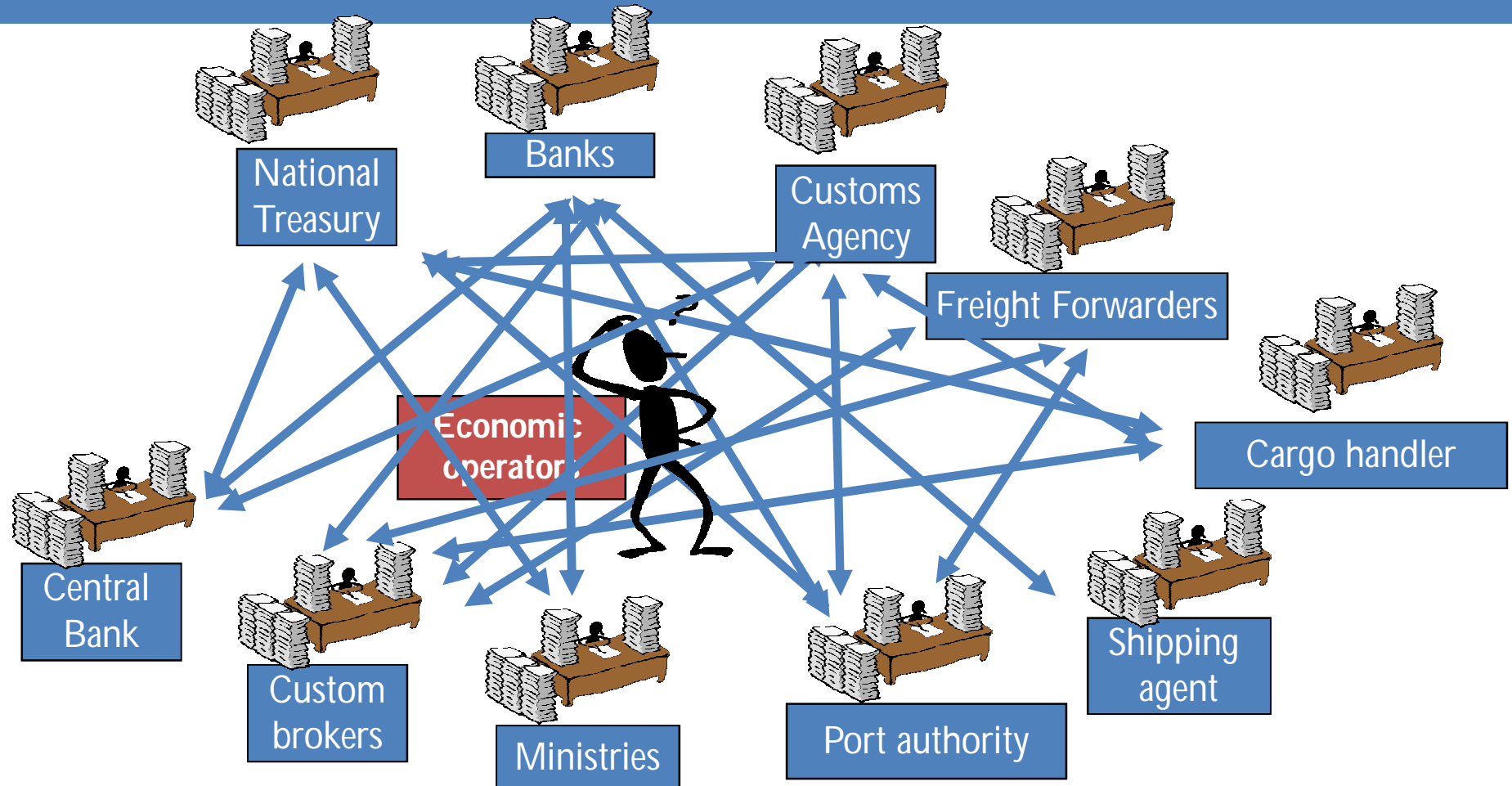
Consequences

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

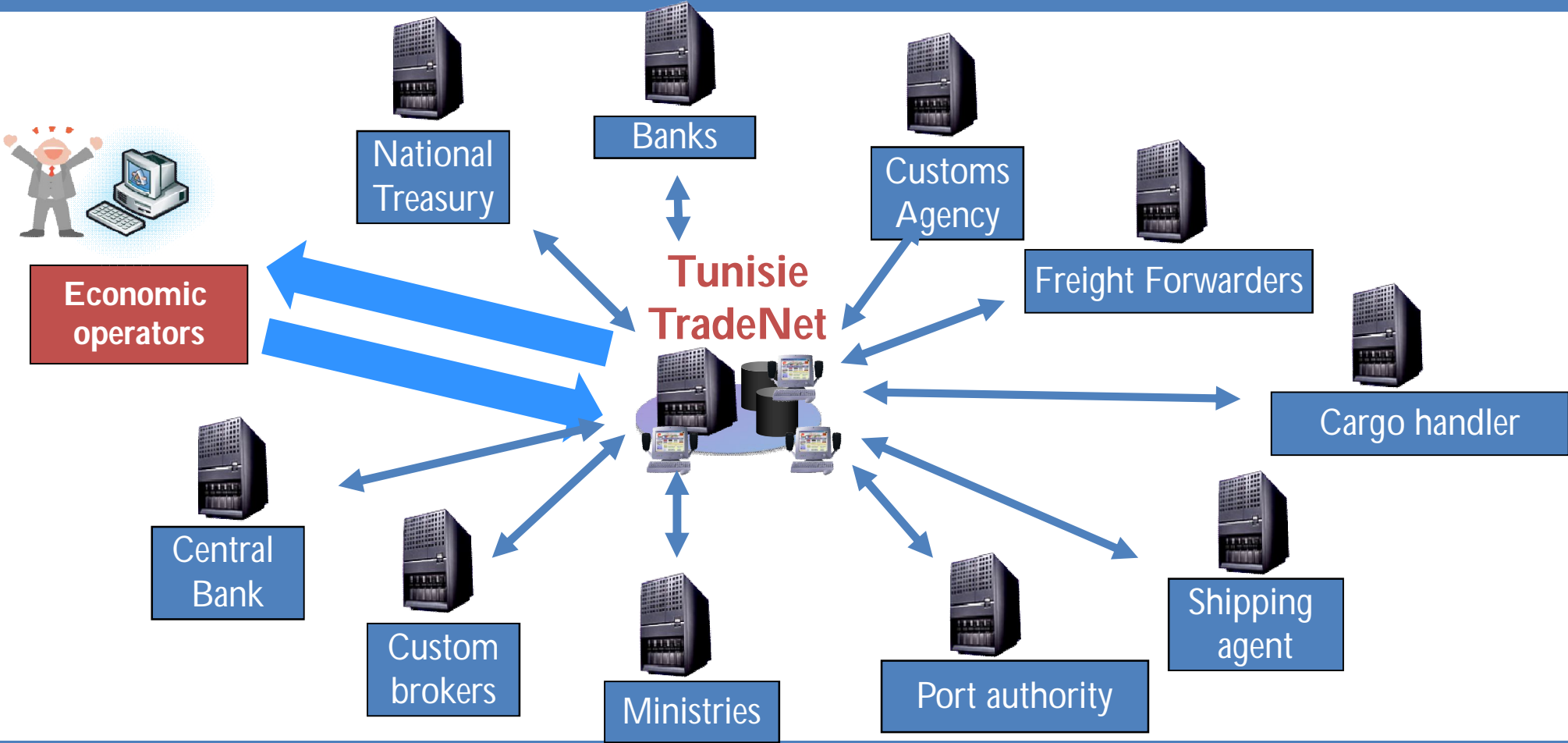
Solution

- 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

Before Tunisie Tradenet



With Tunisie Tradenet



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



Netherlands



Germany



European customs



France



Spain



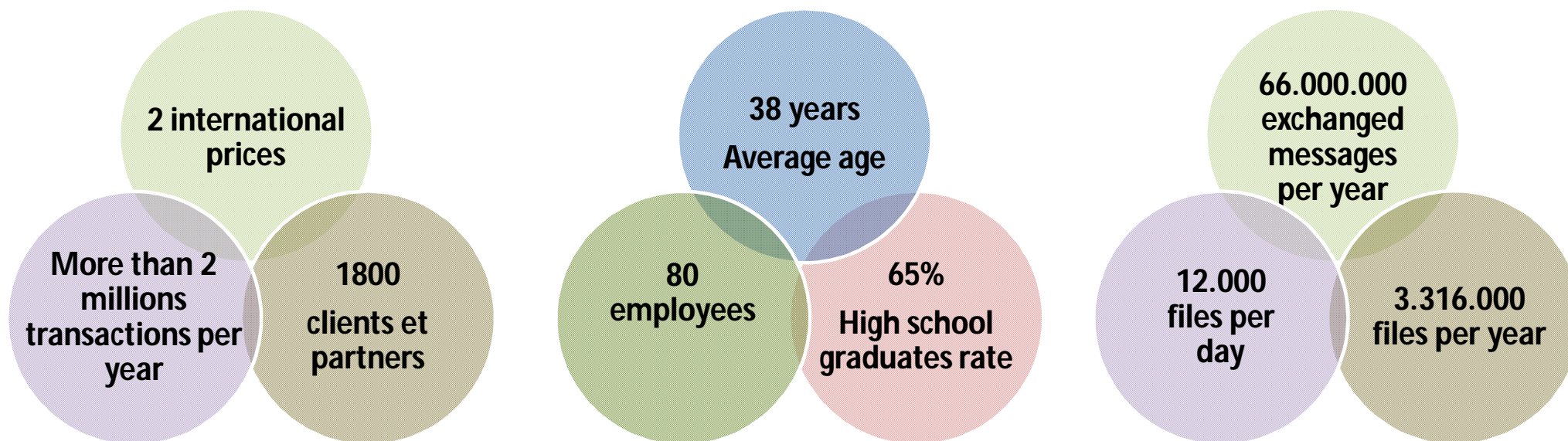
Italy

Tunisia Tradenet

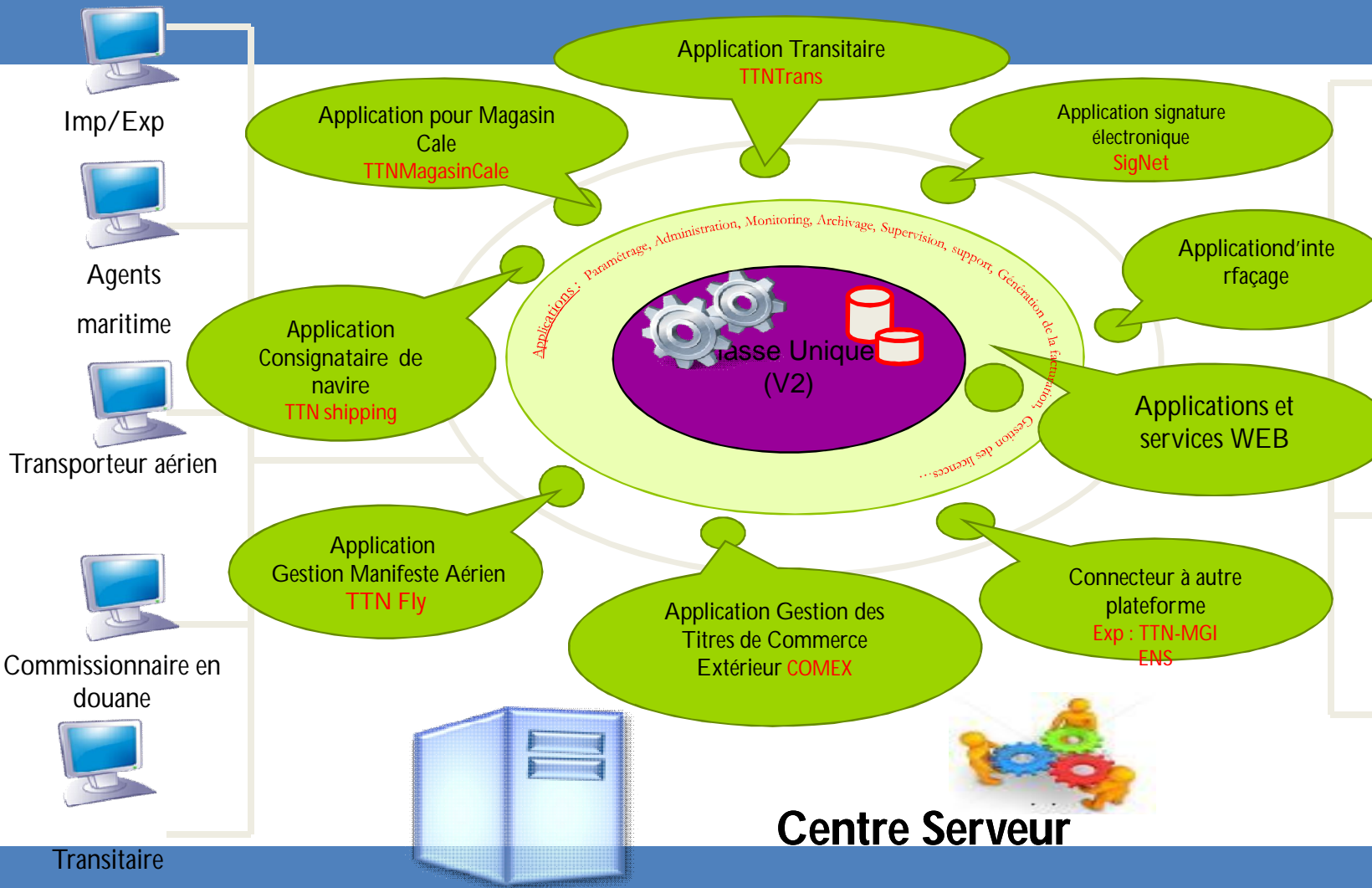
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Cautionned bonds dematerialization
Electronic invoice



Tunisie TradeNet



CARTOGRAPHIE DES APPLICATIONS



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'acconage 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



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 (authentication)
- 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)

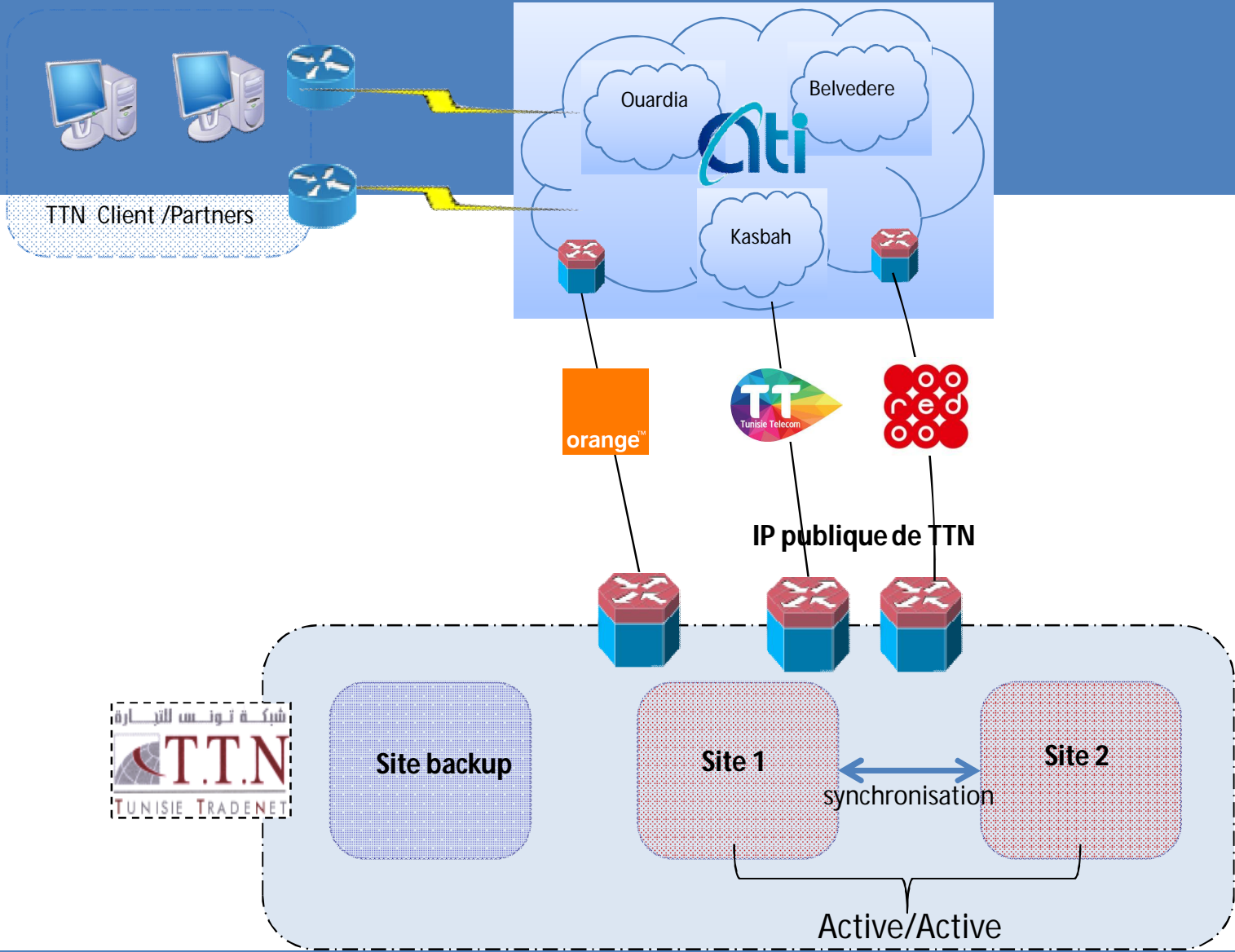
Images vs text

- Equipements

Dematerialization & processing

Back office / clients / civil servants / professional

- 24/7 operating



Human resources

- 4 types
 - Techniciens / IT professional
 - developpement, 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 softwares & 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 successfull 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

CONCLUSION



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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