UNNExT Capacity Building Workshop on Single Window Planning and Implementation

Module 10 – Other Management Issues

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The Objectives of this module

- To discuss some approaches on how to secure sustained support of key policy makers.
- To share lessons learned on how to put in place inter-agency collaboration and coordination mechanisms.
How to secure sustained support of key policy makers?

1. Creating political will (establishing it as the national commitment), e.g.
   - Establishing it as the national commitment (by developing national strategic plan, and obtaining endorsement by the highest political institution, e.g. the Prime Minister, the Cabinet, the President,...).
   - Establishing it as a regional commitment, e.g. MOU signing among the Head of States to develop the National SW and the regional SW.

2. Institutionalizing the policy, i.e. transforming the policy mandates into normal routine management, e.g.
   - Institutionalize the National High-level Committee, and Project Management Group for steering and overseeing the SW implementation, enforced by the Cabinet’s mandates and by laws (with the support from several working groups, governments, business sectors and academia)
   - Securing the necessary budgets to finance the project.

3. Establishing an effective inter-agency collaboration platform
How to Establish an Effective Inter-agency Collaboration and Coordination Platform?

1. Shared Goals and Vision
   - A sense of being held accountable must be established among key stakeholders.

2. A number of platforms for interaction
   - Policy Manager
   - OGAs
   - Middle Managements
   - Experts/consultants
   - Personnel
   - Diplomatic and interpersonal skills of lead consultants

3. Awareness raising Events
4. Regular monitoring and reporting
5. Formal commitments in terms of budget/investment
6. Perceived needs for inter-agencies partnership

Summary

- **National Commitment** is the most critical factor for the successful implementation of a SW environment.

- **The SW Political Will needs to be institutionalized**, i.e. transforming this policy mandate into routine management mechanisms among those stakeholders involving in the implementation and operations of SW.

- **Inter-agency collaboration and coordination mechanism among governments and trade** is one of the most challenging issues.

The three main issues above normally determine whether the SW project will succeed or fail, and also determine how fast or how effective the SW projects will proceed.
Case Examples & Discussion

on how to secure sustained support of key policy makers, and how to put in place effective inter-agency collaboration mechanisms.
Logistics Development Master Plan (2007-2011) endorsed by the Thai Cabinet on Feb 2007

Vision
Towards A World-class National Logistics Environment to become a Trade Hub for Indochina

Objectives
1. Reducing logistics cost (Cost Efficiency), increase business Responsiveness, Reliability and Security
2. Create Value-Added on logistics industry and related business

Strategic Agenda
1. Improve Logistics efficiency in industry
2. Improve efficiency in transport and logistics
3. Build Logistics Service Providers Business
4. Enhance Trade Facilitation
5. Build Human Resources in Logistics

To reduce the trade logistics cost from 19% (2007) to 16% (2011) (comparing to GDP)

National Single Window (e-Logistics)
The Action Plan to develop data exchange platform among different government agencies and business related to import/export procedures

A Case Example 2 (referencing to the SW Roadmap - Level 2)
National Commitment

National Logistics Committee chaired by the Prime Minister
- Minister of Finance, Minister of Industry, Ministry of Commerce, Ministry of Transport, NECDB, ....
- Executives from business sectors
- Thailand National Single Window is one of the National Agendas

ASEAN Agreement to establish the ASEAN Single Window
- ASEAN – 6 (2008)
- ASEAN - 4 (2012)

Leading Agency
- The Customs Department, Ministry of Finance

Business/Financial Model of National Single Window
- Initial funding by the government (100%) supervised by the Customs
- No transaction fee for data exchange among government and trade

Referring to – “Thailand NSW” presentation by Mr. SINMAHAT Kiatjanon, Thai Customs Department - February 2010., Nepal.
Partnerships among Governments & Trade

National Committees and Working Groups
✓ National Logistics Committee of Thailand
✓ National Sub-committee on Data Integration for Import, Export and Logistics
✓ Steering Committee on National Single Window Development
✓ Committee on Regulatory Framework and Quality Assurance of Thailand National Single Window
✓ Inter-Agency Technical Working Group for National Single Window
✓ Inter-Agency Legal Working Group
✓ Committees and Working Groups (within each agency)

Business process analysis and reforms
✓ Group discussion and consultation to simplify and streamline business process among government and business sectors
✓ Workshop (focus groups)

ASEAN Meetings and Working Bodies
✓ AEC Council, AEM, AFM, ASEAN Customs Director-General, ....
✓ ASEAN Single Window Steering Committee (ASW)
✓ Technical Working Group for ASW
✓ Legal & Regulatory Working Group for ASW
✓ Others

Referring to – ‘Thailand NSW” presentation by Mr. SINMAHAT Kiatjanon, Thai Customs Department - February 2010., Nepal.
With the complexity of SW Implementation, At least 3 Levels of Interplay are normally needed.

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<th>Levels/Drivers</th>
<th>Platform</th>
<th>Interplay</th>
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| Political will | **National Committee chaired by Head of State**  
|                | **Cabinet decree**  
|                | **National Committee and NSW Sub Committee** | **Source of legitimacy and budget**  
|                | **Source of authority for NESDB, MICT, Customs Dpt.**  
|                | **NSW Master Plan, comprising multi-ministry projects** |
| Strategic      | **Sub committee on NSW**  
|                | **Flagship status under Logistics and Trade Facilitation issues**  
|                | **Designating Lead Agencies (MICT, NESDB, Customs Dpt.)** | **Regular meetings drive progress**  
|                | **Informal meeting and dialogue create mutual trust and understanding**  
|                | **Lead consultant helped draw out over all architectures and models** |
| Operational    | **MICT Task Force allocating budget to 12 Government Departments.**  
|                | **Customs’ two Sub working groups on streamlining BP + aligning data required and technical communication protocols** | **MICT enforced Cooperation via budgeting and procurement process**  
|                | **Customs procedure reform implemented by Customs Dpt. forced some OGAs to come along** |

Ref. Suriyon, NESDB, 2010

OGA = Other government agencies  
NESDB=National Economic and Social Development Board  
NLC = National Logistics Committee

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