

SWI GOVERNANCE DISCUSSION PAPER

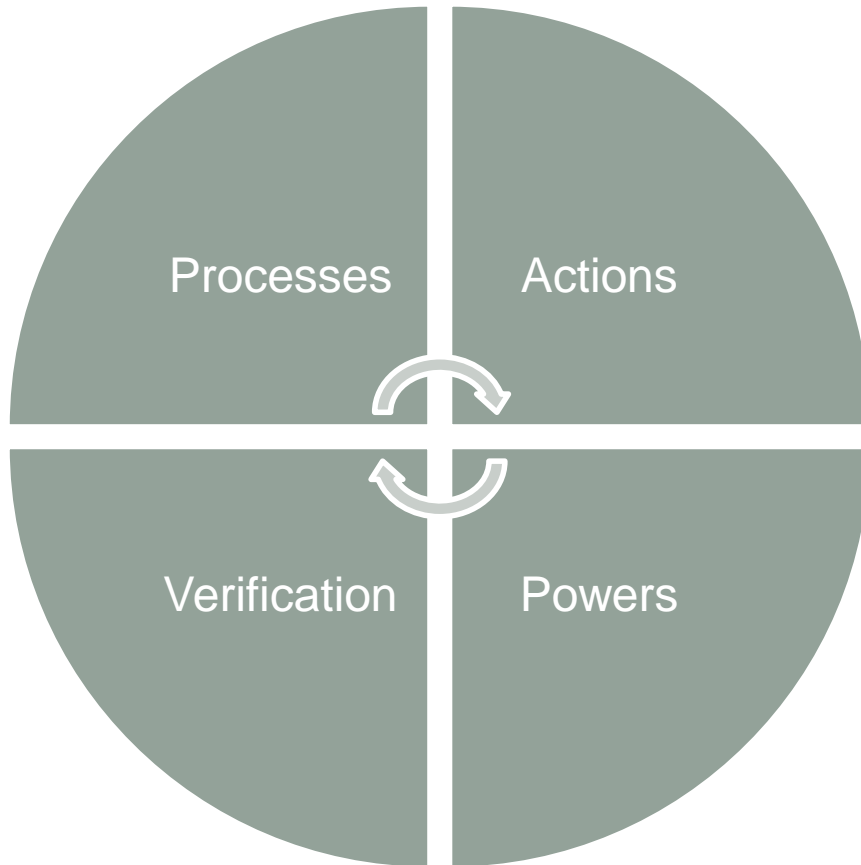
Single Window Interoperability (SWI) Round Table
Geneva 18-19 February 2015

Paper Outline

- explores the administrative, governance, and managerial conditions needed to be in place in order to support SWI.
- Looks at governance in different stages of SWI (design, development, operation)
- Includes different models of governance (network, project)



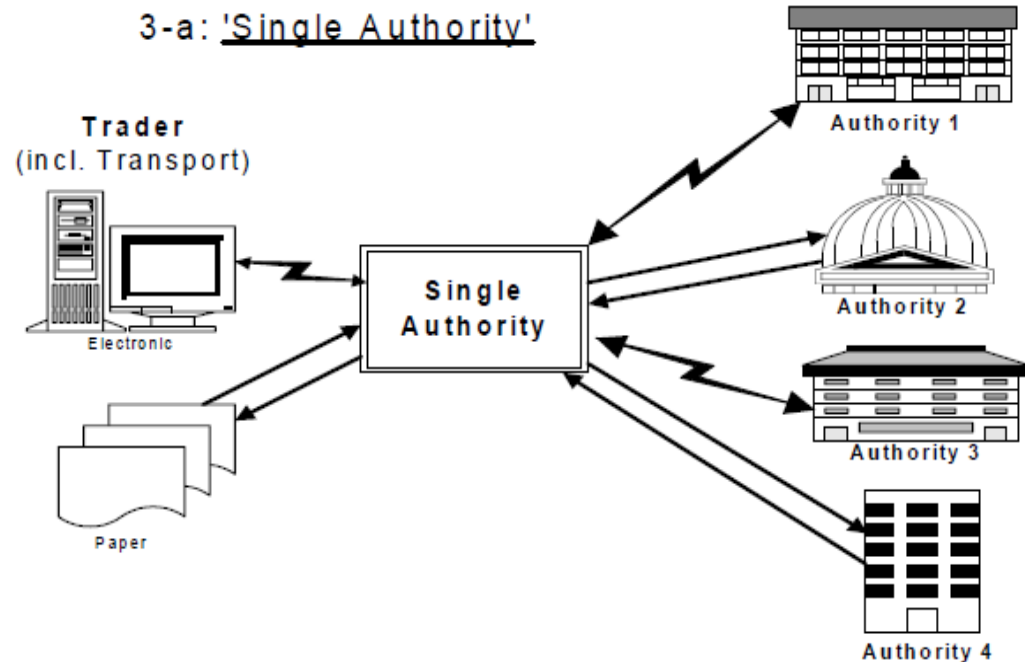
Definition



- What processes are used for making decisions?
- What actions are necessary?
- To whom are powers granted and how?
- How is performance verified or measured?

Governance in Rec. 33

- E.g. “Single Authority model”



- Lead Agency

- Vision
- Authority (legal)
- Political backing
- Financial and human resources
- Interfaces to other key organisations

SW Governance (other sources)

- **WCO** – “philosophy of governance” serving citizens’ needs / Coordinated Border Management / GNC.
- **UN/ESCAP**’s Single Window Implementation Guide - stakeholder collaboration, enforcement, finance, implementation, operation within Single Window Implementation Framework (SWIF).
- **UNECE** – “IOS Environment” centralisation versus federalisation (or network).
- **UN/CEFACT** – Rec. 4 (National Trade Facilitation Bodies)
- **European** Interoperability Framework and guidelines on Integrated Border Management
- Public-Private Partnerships
- Regional Integration

SWI Governance Context

1. Globalisation / convergence of trade facilitation initiatives
e.g. WTO TFA
2. Development and use of international trade standards.
e.g. those mentioned in Rec 33 + Trader Identification, Unique Consignment Reference (UCR) / transaction identification, Product identification
3. Overlaying regional integration structures.
e.g. Impact of regional economic communities (EU, Eurasia, ASEAN, CAREC, EAC, SADC, NAFTA, etc)

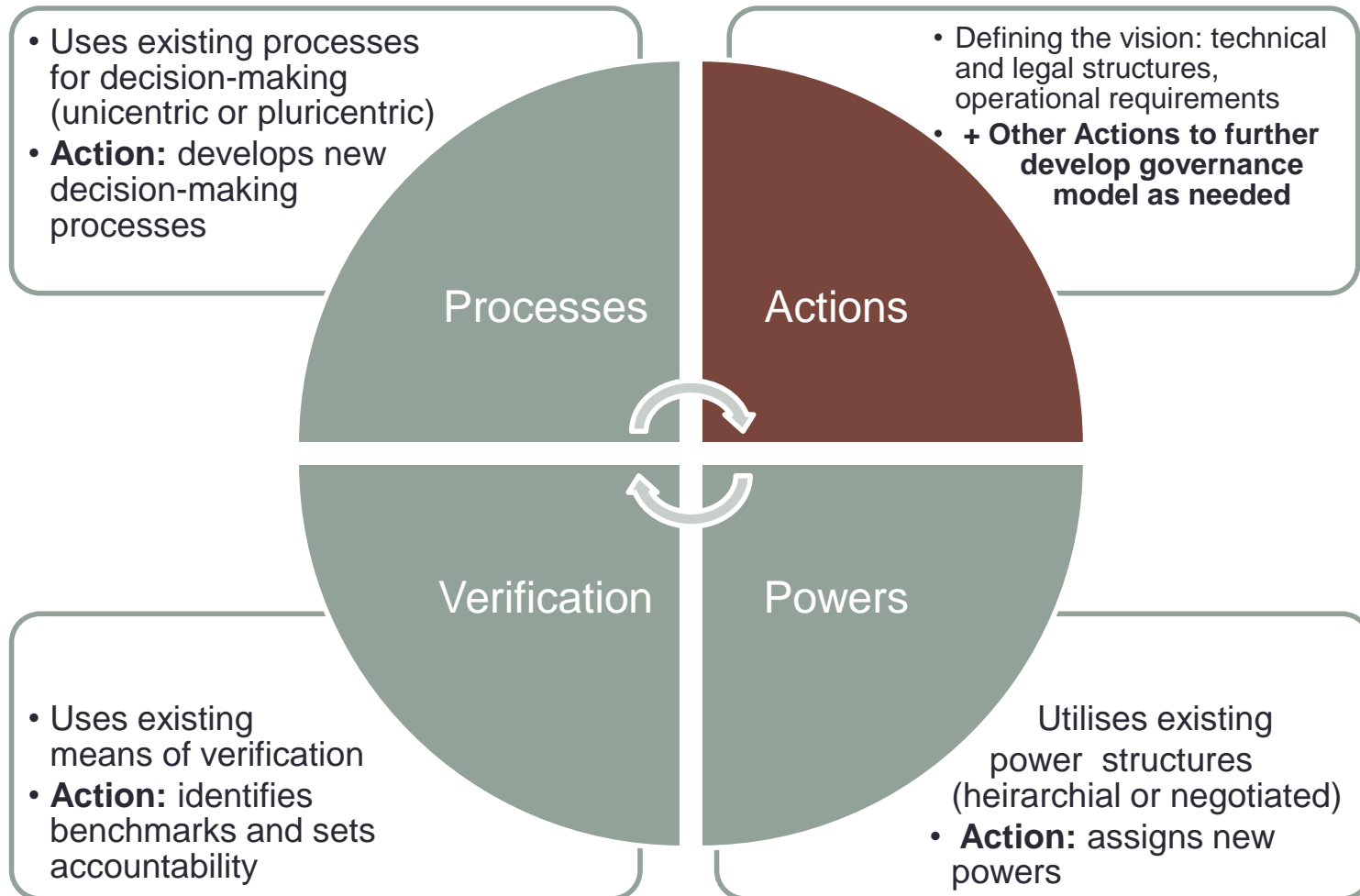
Governance of SWI Design

- Identifying operational requirements (Rec 36)
- Defining legal framework (Rec 36)
- Defining technical structures (Rec 36)
- Cost-benefit analysis of all of the above

Also:

- Assigning powers and accountability (that relate to the decision-making process needed to achieve the above actions)
- Setting benchmarks (linked to the above)
- Refining decision-making processes for interoperable Single Windows

Governance of SWI Design



Network Governance Model

Characteristics:

- Involve a large number of interdependent actors who interact in order to produce common purpose.
- Based on negotiation
- Compliance is ensured through trust and political obligation which, over time, becomes sustained by self-constituted rules and norms.

Benefits:

- Greater access to stakeholders (a network of networks).
- Improvements based on knowledge sharing
- More effective, collective problem-solving.

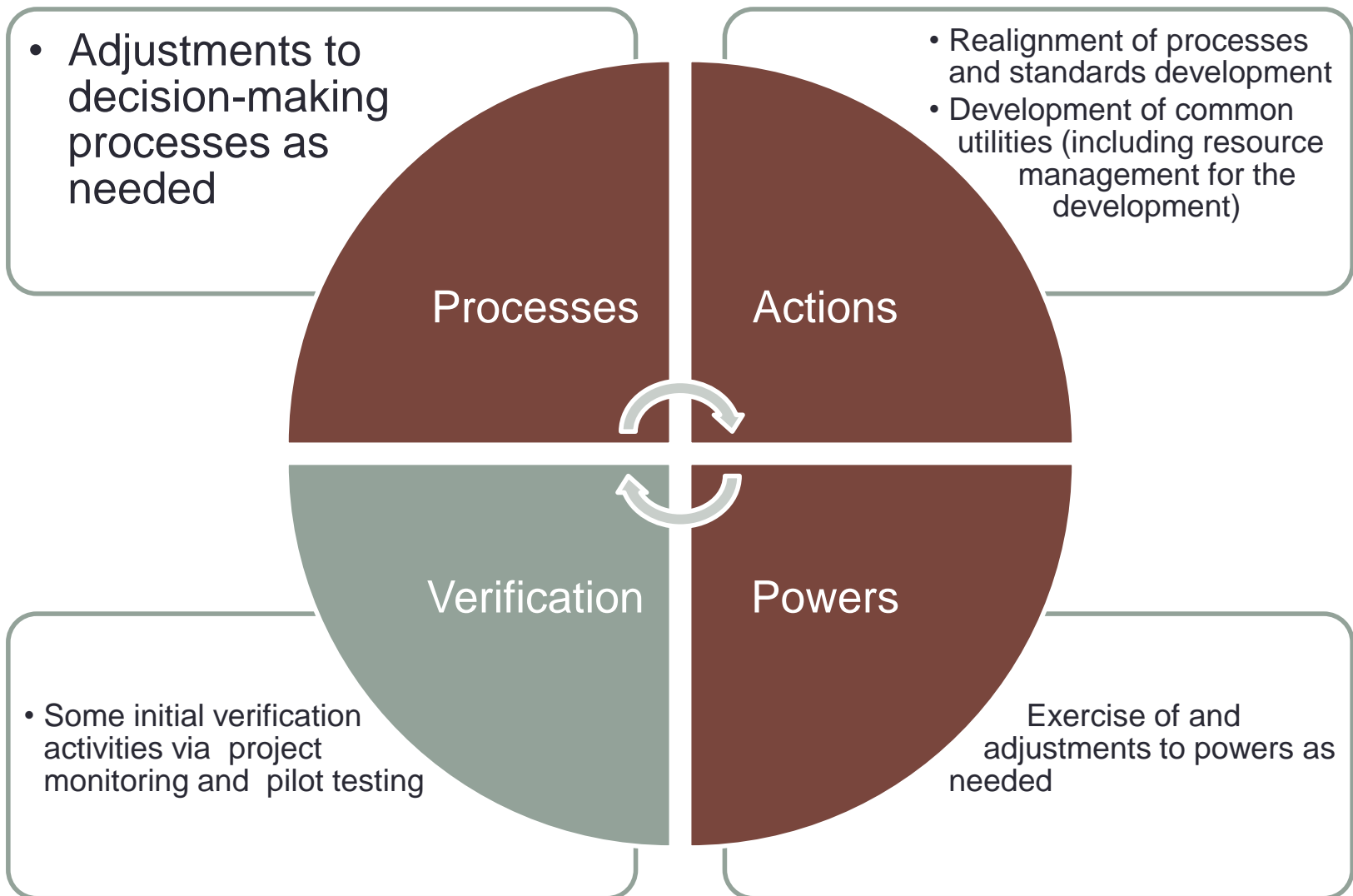
Governance of SWI Development

- Procurement of resources (financial and human, internal and external)
- Development of software
- Installation of infrastructure
- Business process re-engineering; and pilot testing.

Also:

- Cross-border process harmonisation / alignment
- Development of new standards
 - as needed, if International standards do not apply or need adapting – e.g. common tariff nomenclature, trader identification, etc
- Pooled human and financial resources
 - for the development of core services and common utilities (software or infrastructure e.g. centralised software / gateways / information management, etc).
- Public-private consultations
 - including to help prioritise data to be exchanged between multiple countries/single windows

Governance of SWI Development



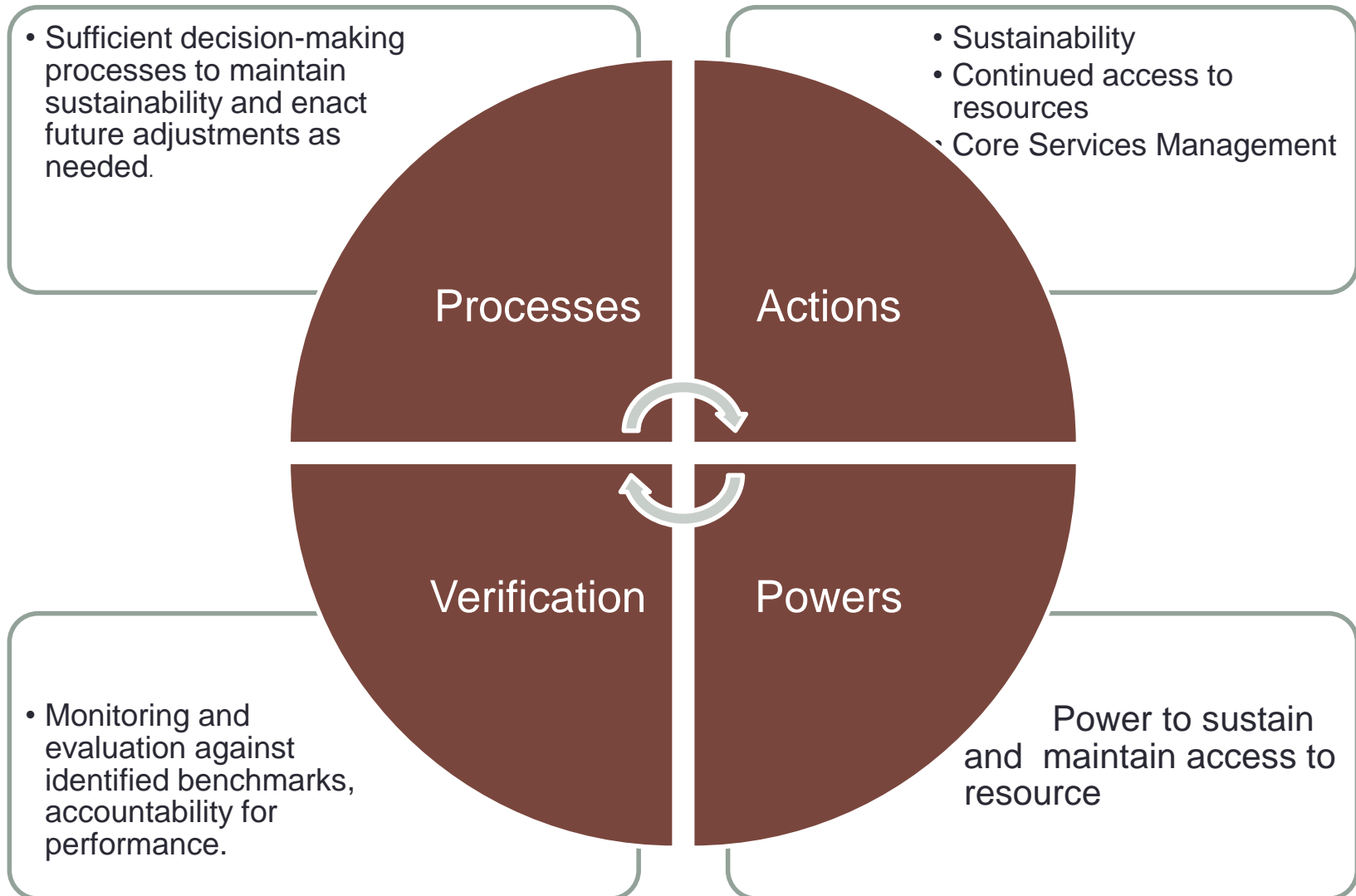
Project Governance Model

- Temporary
- Management “boost”
- Hierarchical
- Can incorporate earlier models (steering committee etc)

Governance of SWI Operation

- Sustainability
- Continued access to [pooled] resources
- Core services management

Governance of SWI Operation



Hybrid Governance Model

Depends on:

- existing level of cross-border integration
 - e.g. centralised or networked
- form of governance used during development stage
 - e.g. SW Entity, PPP, etc.

THANK YOU

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