



25 Recommendations to Facilitate Foreign Trade

PORTNET
الشباك الوطني الوحيد لتبسيط مساطر التجارة الخارجية
Guichet Unique National des Procédures du Commerce Extérieur

White paper

25 Recommendations
to **Facilitate**
Foreign Trade

**Under the High Patronage of His Majesty
the King Mohammed VI**



This white paper is intended for governments, international and regional organizations, the managers of single windows, general managers, and head of enterprises, IT managers, presidents, chief executive officers, to all the Moroccan foreign trade operators. This document is a summary of a three-days-reflection conducted by 60 countries during the 5th, International Single Windows Conference and Exposition that was organized under the high patronage of his Majesty the king Mohammed VI between September 5th, 7th, 2016 in Marrakesh (Morocco) under the theme of: " Virtual Single Windows of Foreign Trade: The requirement for an inclusive cooperation". This exchange setting allowed, through 15 plenaries and 9 workshops, to share experiences, and implement the latest tendencies of e-services aiming at simplifying and dematerializing international trade procedures, improve competitiveness of economy and enterprises. Also, it aims at urging different parties to adhere to a global, participatory, and inclusive approach. Recommendations were issued to facilitate exchanges and develop international trade.

Acknowledgement

On behalf of all organizers and participants in the 5th edition of the International Single Window Conference and Exhibition, we would like to express our sincere and loyal gratitude to his Majesty the King Mohammed VI, may God assist him, who placed this international event under his High Patronage, the fact that reinforces the royal solicitude his Majesty offers to international trade development and to the facilitation of its procedures. Thanks to the great vision of His Majesty the King Mohammed VI, may God assist him, for trade development in the continent, Morocco has become a genuine rotating plate towards Africa. To draft the theme of this edition: «virtual single window of foreign trade: the requirement for an inclusive cooperation», we were inspired by the vision of his Majesty the King Mohammed VI may God assist him. In his speech given on February 24th, 2014 during the Moroccan-Ivorian Economic Forum in Abidjan, Mohammed VI had declared «cooperation, which in the past was based on trust relationships and historical ties. Today, it is increasingly founded on efficiency, performance and credibility. Efficiency always bears fruits. It ensures concrete results, measurable progress and a capacity to meet expectations. It ensures quality and generates trust». The interest that the King brought to this conference contributed to a great extent to its success. May God bless him with health and happiness, and assist him in his high mission towards the economic growth of the kingdom of Morocco.



MARRAKECH
2 0 1 6
SWC
International Single Window
Conference & Exhibition

Acknowledgement

The organizational team would like to sincerely thank all institutional partners, the sponsors and the associated partners as well as our media partners for their support. We would also like to thank all experts, panelists and moderators coming from all corners of the world, who enriched the debates, members of national and international delegations, Moroccan and foreign private/public institutions, as well as the economic operators who actively participated in the success of this 5th, International Single Windows Conference and Exposition. Our thanks also go to PORTNET S.A. , Moroccan Ports Agency (ANP) and Mazars Audit & Conseil teams who have carried out this white paper.

Organizers



Ministère délégué auprès du Ministère de l'Industrie,
du Commerce, de l'Investissement et de l'Economie
Numérique Chargé du Commerce Extérieur



Ministère de l'Équipement du transport et de la logistique



الوكالة الوطنية للموانئ
+٩٥٣٥٠٢٦١ +٩٥٣٥٤٣٥٠١ ١٨٥٧١
Agence Nationale des Ports



الشباك الوطني الوحيد لتبسيط مساطر التجارة الخارجية
Guichet Unique National des Procédures du Commerce Extérieur



**AFRICAN ALLIANCE
FOR E-COMMERCE**

Table of Content

Acknowledgement	6
Executive Summary	12
Facilitating Exchanges and Development of International Trade	17
Evolution of Single Windows' environment	26
Experiences of Single Windows members of the African Alliance for E-Commerce (AACE)	31
Innovative solutions to facilitate Trade	33
Summary of recommendations by international partners on the development of single windows	43
General Recommendations	46
Presentation of Organizers	51
The 5 th , International Single Windows Conference and Exposition in pictures	59

Executive summary

5th International Single Window Conference and Exhibition

Marrakesh, from 5 to 7 September 2016

« Virtual Single Window for Foreign Trade: the Requirement for an Inclusive Cooperation »

25 Recommendations to facilitate exchanges and develop foreign trade

In his speech at the Moroccan-Ivorian Economic Forum on February 24th, 2014 in Abidjan, his Majesty Mohammed VI, King of Morocco, had declared: "Yesterday, the cooperation was based on mutual trust and historical ties. Today, it is based on efficiency, performance and credibility. Efficiency always bears fruits. It ensures concrete result of measurable progress and capacity to meet expectations. It ensures quality and generates trust." This quote sets the tone. Single windows develop in different ways from one country to another, one continent to another. Europe or Asia, for instance, the platform are more evolved. In Africa, challenges still lie ahead, but collective awareness, governments, and private operators, give today, more than any other day, new impulses to render single windows more efficient. The stakes are high and each country would be rewarded by being part of the process of facilitating exchanges and data to improve business climate. The gain is represented by competitiveness be it in terms national economy or operators, public or private. Thanks to this spirit, the new edition of the SW international conference, the fifth after Dakar (2008-2011), Antananarivo (2013) and Brazzaville (2015), was held in September 2016 in Marrakesh (Morocco) to

share experiences and get inspired, recapitulate on the recent innovative solutions and showcase that the changing regulations require an effort by concerned partners so that they are tuned to national and international changes. Moroccan Ministry of Equipment, Transport, and Logistics and Ministry in charge of Foreign Trade organized in partnership with the National Port Agency (Morocco) and the African Alliance for E-Commerce (AACE), this international conference under the theme of «Virtual Single Windows of Foreign Trade: The requirement for an inclusive cooperation». More than 40 International delegations working participated in this major event which was moderated by highly qualified experts from different nationalities and working at private or international large state institutions such as UNCTAD, the World Customs Organization, the United Nations Economic Commissions for Europe, Africa, Asia and the Middle East, the World Bank, African Union, WAEMU, the Islamic Development Bank and the United Nations Center for Trade Facilitation (UN/CEFACT). This important appointment was an opportunity to conclude by recommendations. Concerning regulations, single windows environment and their governance, they occupied a large space in debates that were raised in the 5th edition. All the stakeholders of SW are invited to overcome all the hurdles that could show up to create an advantageous atmosphere for trade development. Cooperation between operators from the same country or from a country to another must be inclusive to achieve this end in the same way that a political will would commit to facilitate Trade.

Single Windows should also take into consideration regulatory changes (new regulations, integration of new e-documents...) in order to adjust their platforms that should be flexible to follow those changes. Therefore, the regulatory and technological aspects are very important. From one part, for instance, norms should be placed to remove ambiguity that could exist in the interpretation of texts, and a repository should be constructed to gather up basic principles on the implementation of the SW. Undoubtedly, all this can only lead to better interoperability between SW.

The quality of shared information and data, whether between stakeholders within a country or across countries, also raised the relevance and reliability issue during the conference. It is within this framework that experts agree on recommending that access to information shall be improved to facilitate exchanges. Operators should possess information deemed necessary for them. It must be useful and regularly updated, and available in different languages in the platforms. Human resources component is not hibernating. It should be equipped with good practices to ensure best services that will allow customers to better practice trade. It is within this framework that the SW should prioritize their efforts and take into account their influence on operators when making their decisions. The customers on the other end of logistic chain should be at the center of their occupations. SW services shall be more efficient once the dematerialization of procedures is efficient.

Experts insist on the fact that it should not be preceded by reviewing/developing procedures. The dematerialization is a step that leads to the objective (0 paper).

By looking at the various themes that were tackled during the 5th edition of the International Single Window Conference, everyone came to the conclusion that it is necessary to proceed towards the evaluation and follow up of the SW efficiency in Africa, even if all the experiences of the SW are not yet achieved or completely mature.

Summary of Recommendations

RECO 1 : Inclusive cooperation and adherence of SW stakeholders should be reinforced

RECO 2 : It takes political will to ensure a regional integration of SW

RECO 3 : The SW should take into account regulatory changes and adjust thereto

RECO 4 : The establishment of standards and the harmonisation of data and procedures is necessary to facilitate e-exchange of data and documents

RECO 5 : The establishment of a framework determining fundamental principles is recommended for the implementation of SW.

RECO 6 : Countries should ensure a better interoperability between SW

RECO 7 : Business climates should be improved in every country to better develop trade

RECO 8 : The establishment of a legislative framework shall encourage the development of SW

RECO 9 : Financial institutions such as banks should be integrated in the SW environment to facilitate trade

RECO 10 : Countries that do not yet have SW or which are not yet mature should be inspired and capitalized on the experiences of others

RECO 11 : Certain non-tariff barriers could be removed to ensure better trade.

RECO 12 : Third parties (Freight forwarders...) must upgrade their work to offer better trade

RECO 13 : « Smart Ports » contribute to improving the establishment of SW

RECO 14 : « Administrative Transparency » should be considered as an innovative accelerator of trade

RECO 15 : The Indicators of performance should include gender approach

RECO 16 : Access to information through the SW should be facilitated and fluidify content

RECO 17 : In order to follow the development of SW, human resources training is necessary

RECO 18 : The customer on the other end of the logistic chain should be at the center of SW preoccupations

RECO 19 : The « Zero Paper » objective should be reached according to the terms and conditions fixed by concerned parties.

RECO 20 : The procedures should be optimized before dematerializing them

RECO 21 : The e-payment modes should be dematerialized

RECO 22 : SME's shall benefit from sharing particular usages when it comes to logistics

RECO 23 : « Highway to import/export » will facilitate the boarding formalities.

RECO 24 : The efficiency of SW should be assessable

RECO 25 : Similar to the evaluation of the SW efficiency, the establishment of a follow up system for the impact of trade facilitating measures is necessary

Facilitating trade exchanges and trade development

Inclusive cooperation for economic development, competitiveness and business climate

The principle of inclusive cooperation is a key factor in the creation of competitive advantages at the national and international levels by fostering the strategic alliances and the logic of economic cooperation in a win-win mode. The concept of inclusivity in partnership aims to join economic actors, public services, universities and research centers etc... at the local, regional and global level towards common objectives. One of the pillars of the aforementioned concept is the structuring or consolidation of synergies among economic actors, through the support, promotion or the enhancement of cooperation forms. Increasingly, the idea of forging an ecosystem of solidary economic actors emerges. The concept of inclusive cooperation remains dependent on the collaboration of all actors in order to reach the expected changes. The concept is a milestone in making a community project work. This cooperation has to be initiated among the concerned parties from the same country and amongst those coming from different countries. Countries where Single Windows (SW) are not established yet or are still in their early stages of establishment can take advantage from previous experiences and benefit from the different national approaches and best practices while identifying trade facilitation barriers. The barriers may include the fragmentation of administrative power, the diversity of stakeholders or the under-use of new technologies.

By fostering trade exchanges, forms of cooperation and partnership improve the efficiency and effectiveness of gains and make it possible for some companies that struggle to exceed a certain limit to change their status as long as they remain alone in this pursuit or by relying on relationships of trust and historical ties.

The competitiveness of products, services and destinations require the establishment of real bases for inclusive and sustainable development through the improvement of the business climate, the active promotion of investment and adaptation to regulatory evolutions among others. Global trends in foreign direct investments take place in a context where developed countries are in crisis, developing countries are starting to recede while Africa is endowed with great economic prospects. The reforms undergone in North Africa and Sub-Saharan Africa represented more than 30% of the world's total reforms in 2015. However, more changes need to be done. The development of virtual platforms in the continent will have to face certain challenges. One of these challenges is to broaden their perimeters of actions to make them real single windows. To this end, governments have to pursue some voluntary policies.

Facilitating trade for a more conducive business climate: new accelerating levers around the SWs

«The single-window for import-export services is an efficient mean to facilitate the route of foreign trade and improve the quality of services in ports,» as emphasized by the Moroccan Minister of Equipment, Transport and Logistics, Aziz Rebbah during the information and sensitizing day on the influence of single-windows on the competitiveness of businesses and economy in general. The principle of a single window contributes to great extent to the simplification, facilitation, provision and sharing of crucial information for the achievement of all the royal formalities or any others that relate to international trade, both for trade operators as well as public authorities. Using such a system can improve the efficiency and profitability of internal and external processes, regulatory approaches, relations among administrations and users or official controls, and reduce the costs for both public authorities and economic operators thanks to a better use and optimization of resources. Hence, the single window is a concrete implementation of trade facilitation concepts that aim to reduce non-tariff barriers. It can also provide direct benefits to all operators that

are involved in international trade. The implementation of SWs relies on activating the interoperability among the different stakeholders in all the different processes. As for public authorities, it may lead to a better risk management, more security and increased revenues since trade operators are more compliant with formalities. Trade operators can benefit from an interpretation and a transparent application of rules and a better management of human and financial resources, the fact that brings about satisfactory results in terms of productivity and competitiveness in risk management, a much greater security and highly increased revenues because trade operators are more compliant with formalities.

In addition to the mentioned levers around single-windows, there are other accelerating levers that pave the way for trade facilitation in a more favorable business climate. According to the different points developed in the 5th single-window conference, it is worth mentioning the example of broadening the scope of action of virtual platforms by integrating intermediaries, authorities, economic operators, together with institutions as banks or insurance companies. This ought to facilitate SW's tasks in accompaniment and developing facilitating tools. Means of payment can also be related to the applicable procedures. The more the system / device will be connected to these facilities, the more efficient it will be. This implies that these means of payment will also be dematerialized so that they will be used safely by operators. Another trade facilitator is communication.

Operators need to have access to the most accurate data and information at the national, regional or international level to make their business successful. Virtual platforms ought to provide reliable content that is regularly updated and available in many languages. The connection of the "information systems" of actors from different countries could also present a challenge to be addressed so as to improve exchanges and hence enrich the databases. It goes without saying that governance is a component that must be perceived as a facilitating tool. Therefore,

countries must cooperate to overcome any challenges that arise in order to achieve governance. An innovative lever, which is «Administrative transparency», can also be taken into consideration. It is a technical and democratic requirement that is and will be mandatory for the implementation of a mapping of procedures, a step that is considered by experts as a prerequisite for the creation of a SW.

Trade Facilitation: new accelerators

Trade facilitation plays an important role in trade development and competitiveness. In December 2013, members of the WTO concluded negotiations on the trade facilitation Agreement. Thanks to this progress, trade facilitation is getting more and more important in national and international trade policies. This Agreement includes provisions to speed up the movement, release and clearance of goods, including transit goods. The agreement anticipates a number of measures to set up an effective cooperation among customs and other competent authorities. It provides an effective cooperation between customs and other competent authorities on trade facilitation issues based on transparency (clarification of procedures, simplification of procedures and dematerialization) and conformity with customs procedures. The agreement also contains provisions concerning technical assistance and capacity building in this field. It is a new era in which the different parties have designated roles to play. Experts suggest various measures so as to facilitate trade and enhance trade exchange. The standards (and guidelines) previously tested play a key role in the implementation of SWs.

Simultaneously, harmonization of procedures and documents, technology and an appropriate legal framework play leading roles as well as benefitting from existing experiences or establishing partnerships. New technologies that facilitate trade also play a part: changing from data-push to data-pull systems, cloud computing, use of Big Data (deep learning) ... Today, certain platforms offer Innovative services in the organization and formalization

of procedures related to trade facilitation. For example, the «trade portal» in Kenya plays an important role in filtering procedures according to predetermined criteria. The «trade portal» allows the recognition of bottlenecks, finding ways of improvement, and measuring the complexity experienced by operators etc.

Interconnection between Single Windows and existing systems

The interconnection among single windows creates several challenges such as the multiplication of documents and the duplication of data. Other challenges include the processing of paper-based documents and improving the coordination among the different regulatory parties... However, if the interconnection is well-established, it leads to process simplification, workflow automation, IT infrastructure improvement, capacity building and data sharing facilitation... For example, it is the case of certain systems such as the Cargo Community System (CCS) that allows for the interconnection and networking of data sharing related to commodities and vessels. The use of such a system may promote the emergence of “smart ports”. However, in order for such an interconnection to be fruitful, governments are incited to persist in simplifying and dematerializing their procedures, promote the collaboration among SWs, and to develop a set of agreements and standards in this domain.

Electronic Single Window and regional integration

Maturity of experiences of regional integration is different in Africa, Asia and the Arab world. For instance, in the West African Economic and Monetary Union (UEMOA), the member countries (Senegal, Guinea Bissau, Mali, Ivory Coast, Burkina Faso, Niger and Benin) work towards trade inclusion. In this framework, a number of actions were put into practice to achieve this goal. Nevertheless, there are still some constraints that impede the movement of goods. A regional trade facilitation program was

adopted to establish an inclusive economic space. Ultimately, the UEMOA aims to interconnect the national platforms so as to dematerialize the Community Certificates of Origin and hence become a regional SW. It is a progressive work that starts with a piloting stage (between Senegal and Ivory Coast). The work will be extended in the near future to all the other members of the Union. As to the experience of SWs in the regional inclusion in the Arab world, it is noted that in spite of the great potentials (not yet exploited), the rate of integration remains very weak and experiences are not shared in this domain. There is an ongoing diagnosis to put forward recommendations that could overcome current difficulties. On the other hand, the region of South East Asia is believed to have a more successful experience of regional integration. Long-term work has started in 2003 by setting up bilateral collaborations and then implementing a SW with protocols for technical collaboration, designing a roadmap and launching pilot projects. In 2015 and 2016, the upgrading of the legal framework has begun and the national platforms were completed. Therefore, the objective is to ensure communication between the platforms of the member countries by incorporating banks, transport and customs. This type of projects generally requires a time span of 5 to 6 years to improve the legal framework and a period of 4 to 5 years to ensure communication among national systems in the regional framework.

International Port Community System Association «IPCSA» : Intelligent Exchange – Trade facilitation in practice

Port Community systems (PCS) are trade facilitation tools that complete the SW and link together logistic operators, Customs, port authorities, shipping agents... in order to share similar data bases, documents and integral logistic processes. Along with the SW, they both provide integral and complementary solutions for traders. It is a trusted third party due to its neutral e-trade exchanges. The development of logistic processes that they manage contributes to the entire trade performance and efficiency which enables a 15% gain of logistic capacities (case of Ukrain).

This contribution into the trade logistic efficiency is initially caused by the current high demand of the PCS.

Their role is growing to involve multimodal logistic channels under the shared effect of the globalization of port exchanges, the growth of capacities and the emergence of trans-border logistic demands “door to door”. In Spain, the option of completing a PCS comes as unique transformation project from its legal frame straight to its business model and governance. This achievement focuses on international standards (IMO, UN, OMC, ISO, etc.) and the exchanges of experiences (IPCSA...). It adopts a long term vision that is translated into objectives and action plans. The project adopts a “bottom-up” approach since its construction until the establishment of Tarragona port.

Currently, the global landscape of the SW undergoes a proliferation process of the specialized SWs which fully fulfill the offer of establishing a SW by a country (Customs’ SW, monitoring bodies’ SW, Banks’ SW, etc). The trade facilitation agreement (TFA) and the United Nations’ 33rd recommendation represent a basis to integrate its Complementary SW’s specific services in the central SW.

Women’s International Shipping and Trading Association « WISTA Morocco » - Women and Trade Facilitation: a major partnership for an inclusive cooperation

Generally speaking, the statistics shows that enterprises lead by women achieve better success as well as organizations with diversified staff are better performing. In Africa, given the lack of figures, it is difficult to say much about the evolution of women promotion and their representation in several sectors, particularly shipping, which is the subject matter of the mini conference. There are great expectations regarding the active contribution of women, especially in Africa, in trade facilitation and better participation and reach the decision making circles. Sometimes, we recommend taking into account gender dimension in order to be able to

measure the degree of integrating women. But it requires the development of a conceptual framework and the implementation of operational tools and clear guidelines mandatory for national organizations. The facilitation of women integration in Trade could be measured thanks to :

- The elaboration of a legal framework where statistic law could regularly maintain data with consideration to gender approach.
- The integration of gender in the follow up mechanisms.
- The development of new functional concepts that better evaluate women contribution.
- Minimal conditions on the presence / quotas of female gender.
- Reinforcement of legal framework related to the women autonomy.
- The establishment of mechanisms related to trainings on trade facilitation and skills development that are necessary to export and import products.
- The reinforcement of collaboration between public and private sectors in order to reduce inequalities in terms trade facilitation.

Impact of single windows on competitiveness

The establishment of a SW, in a context of constant economic flux, would undoubtedly, have an impact on the competitiveness of the enterprise and economy in general. Governmental bodies allot major attention to it since it is considered as a platform of business environment development. If the impact of the SW on competitiveness is not actually figured especially African countries, it remains important that the entire set of stakeholders would come to an agreement so that their effects are concrete in terms of predicting operations, optimizing ships lengths of stay and transit time of goods, traceability, transparency, development of good practices, reducing costs and lengths of stay(measured). For instance, in Congo, you need to go on a 4 to 5 day journey towards the capital for document processing - today, it is only 2 or 3 hours. It is observed in Ethiopia that

the SW lead to a reduction of costs and deadlines, it contributed to an increase in tax revenues and customs, fighting against corruption and ensure equal opportunities for stakeholders.

The SW improves economic competitiveness and enterprises capacity by following and adapting to the flux of international trade. It is a means to digitalize, anticipate and develop exchanges in better conditions.

The evolution of single window environment

Economic operators in front of the constant flux of the international trade's ecosystem

Throughout the last 30 years, the evolution of trade exchanges has changed the world. Trade has become a strong mean of development and economic stability underlying the productivity and economic growth, and the increase of revenues in several emerging countries. Also, this sector knows somehow rapid changes especially due to the use of more disruptive technologies. These changes require the establishment and the continuous adjustment to comply with a set of measures in order to help economic operators become more resistant to risks and changes such as:

- Redesigning the regulatory system of international trade in its broad sense .
- Collecting exportable offers, especially through export consortia .
- The establishment of specific trainings in international trade jobs .
- Direct and individual support for enterprises with ambitious export development programs (export growth contracts).

Economic operators should be endowed with prediction means, risk management, access to information and forecasting in order to better assimilate, survive and compete in this changing environment. Institutions should also take into consideration the changes in order to offer the best services and allow stakeholders to better manage and facilitate their business. In terms of the National Port Agency in Morocco, the port enclosure aims at providing a better competitiveness environment for the enterprise, thus the Agency has established its port strategy on three development levels:

- Adjustment of supply and demand, building capacities and port upgrading.

- Base contracting relations between stakeholders in the ecosystem on principles of good governance, public-private partnership and quality of services.
- Bringing international referees up to standard along with their ownership in a framework that allows fighting against anti-competitiveness practices.

By the same token, the ANP deploys a monitoring and follow up system of ports performances (dashboard created by competitiveness observatory). It establishes a regulatory system that is constantly developing and a tariff structure which takes into account the necessity to reduce transit cost.

As far as the Moroccan Agency for Logistic Development is concerned, it committed itself, in order to be a reference for the ecosystem changes, to the implementation of a national system of global logistics that aims at:

- The improvement of practices by introducing common standards.
- Enhancement of PPP needs .
- The upgrading of regulations .
- The development of HR .

In Tanger Med port, in order to ensure the best service, the manager has :

- Determined responsibilities, segmented processes, ensured traceability, and the follow up of stages .
- Work in networks as a form of problem solving.
- Start permanent dialogue and communication between different stakeholders. In this regard. TMPA established a communication body (Cluster Tanger Med) by holding regular meetings and involving all the stakeholders (even schools, universities, professional associations) in order to establish road maps and import solutions.

The Moroccan customs administration, as an example of good management, adjusts to the users' requirements and double their

numbers by a three-year-period.

Every entity ultimately adjusts to an approach that suits it the best which corresponds to its evolution and environment. According to the head of the trade department at the European Union Delegation in Morocco, in addition to entrepreneurial actions and measures, virtual platforms consider other attempts to meet the needs of operators such as the continuous updating of the SW, the adoption of different languages to ensure accessibility and interaction. An operator should have the opportunity to interact in order to receive a feed-back.

International trade through single windows: Threats or opportunities for brokerage jobs

An International trade single window is concerned with simplifying and facilitating import-export procedures as a whole from A to Z. This concept is based on transparency in processing information that is put available from now on for different parties involved in the chain of international trade including the importer and the exporter (the other end of export chain). Given regulations and other classical intermediary jobs (key stakeholders in the process of implementing SWs) are identified, reinvented and changed thanks to the use of technology. These jobs ensure added value missions rather than bureaucratic work

This happened through the reassessment of HR, a diversification of activities and productivity improvement. The virtual platforms (SW) provided several opportunities for the third parties. For instance, the SW enabled freight forwarders to improve their operational efficiency by winning time to their favor, quick access to information throughout the day, track operations, etc. It enabled them to develop a synergy and complement relations between speakers. On the other hand, the SW allows making standards of performance available to some ports users inquiring about quality services (example of lengths of stay and transit time of goods).

This set of information is very useful for third party jobs to follow up potential investors by allowing them to have a clear view of the entire logistic chain. However, it is worth noting that difficulties would arise especially regarding dematerializing property documents that should optimize global physical and data logistic chain. According to the head of the technological commission at the International Safe Transit Association (ISTA), a single window is an opportunity for freight forwarders under the condition to commit to a proactive process together with all the actors and to showcase a great deal of impetus to be up to the different changes induced by these new tools.

Evolutionary responsiveness of the SW and regulatory evolution

Frankly speaking, there is no universal regulatory or institutional framework that manages single windows. The provisions are purely national issues and sometimes bilateral or regional. Actually, the primary role of a foreign trade SW is to provide a framework to facilitate trade and logistic efficiency at the national level. Also, the characteristics of trade revealed functional requirements that go beyond the national context. In order to deal with them, single windows are endowed with pre-existing tools of normalization and standardization (UN/CEFACT and OMD work). Nevertheless, the specific requirements of foreign trade single windows have been the subject matter of focused consideration. It is essentially a matter of interoperability between platforms and acknowledgement, by the target country, of the el-formalities completed in the source country.

In order to meet these requirements, virtual single windows should be endowed with technological means enabling these platforms to comply with regulatory evolution (new regulations, new functional roles required by single windows, integration of new e-documents, new extensions) governing the foreign trade. Furthermore, the technological ability, on its own, is not sufficient. The concept of a single window should provide

for its evolutionary aspect in order to be able to, effectively, manage the entire set of required evolutions. Thus, it is essential to think beforehand in order to face changes. The SW should also, be conceived to anticipate interoperability with other systems to reduce transit time and ensure the existence of a common data instead of redundant information. Information security at all levels is also mandatory. Modification process should be well structured making sure all steps are respected. The notion of data pipeline (which replaces different information set included in different types of documents, as well as data trade and shipping follow up data) aims at ensuring a unique tunnel of data which will have a positive impact on foreign trade flux.

Experiences of Single Windows member at the African Alliance for E-Commerce

African countries are becoming aware of the importance of dematerialization to facilitate foreign trade operations and take over big projects. Many countries have grasped the challenges of single windows. Several countries made the first step and created SWs' foreign trade transactions years ago such as Morocco, Congo, Kenya, Mozambique, and Madagascar.

In Senegal, innovations such as e-invoicing, electronic signature of documents, electronic transfer of documents, electronic payment of rights and taxes and electronic archiving, have all been introduced.

In Madagascar, one of the highlights is the electronic payment through establishing a process that facilitates and secures the steps of payment as well as related transactions. It also intended to include all the concerned entities to ensure the implementation of efficient procedures as a response to regulatory evolution and as a way to ensure security as well as the implementation of an entire set of measures aiming at facilitating and fostering customs.

In Kenya, the SW was able to optimize trade procedures:

- Faster processing of licenses by Governmental organizations
- Increase of visibility and transparency for suppliers
- Increase of conformity levels
- Paperless application (electronic) for suppliers' licenses 24/7
- E-confirmation of payments, provision of several payment tools through KRA gateway payment
- Integrated risk management system available to be used by the partner.

In Morocco, PortNet «National Single Window for Foreign Trade Procedures» represents the bulk of transactions linked to foreign trade for more than 21 000 import and export enterprises. It allowed the kingdom to make a jump in its dematerializing strategy. New functions and projects are in the process of implementation: launching electronic payment, generalization of imports' physical checkup and the electronic exchange of unchecked customs results, etc...

In Congo, the SW allows:

- The improvement of business climate
- Promoting administrative digital campaigns
- The improvement of competitiveness for ports, airports and land borders
- Instant procurement of statistic data about reliable trade flux

In the Ivory Coast, the SW ensures:

- Securing trade
- Simplifying and facilitating procedures
- Centralizing data
- Securing government revenues
- Abiding by regulatory evolution
- The dematerialization
- The decrease of length stay and transit costs

In Benin, the SW aims principally at:

- Facilitating and fluxing procedures and formalities of vessels and goods shipping at Cotonou Port
- Using efficient information at a large scale means data exchanges and communication channels amongst all the stakeholders at the port transit chain for vessels and goods.
- Reducing length stay costs at the port for vessels and goods

Innovative solutions to facilitate trade

Market Access Database & Helpdesk : An experience of export

International trade has tools that enable the structuring of data so as to make them available for operators to facilitate access to information (equally) that are used for international trade transactions. The European Union is the biggest integrated economic force and the first large trading bloc in the world in entering international investments more than those destined abroad. In general, 28 member states at the EU represent about 16% of global imports and exports (2014).

Consequently, the EU is, undoubtedly, the cornerstone of world economy. Given the prevailing instability, it is one of the most open economies in the world. Furthermore, the EU made use of its capacity to conclude and implement trade agreements. Today, the EU has a complete and profound ambitious program to track free-exchange agreements with a variety of partners and throughout the world. Access to the commission's markets' data base Provides information for the EU export enterprises regarding the conditions of import in the third world countries' markets It includes information on tariffs, procedures and formalities, statistics, commercial boundaries, sanitary and phytosanitary issues, original rules and SMEs services.

The European Union owns two virtual windows that provide all the necessary information to carry out import and export transactions. It does not include the exchange of goods nor its services. It is "Market Access Data Base" (www.madb.europa.eu) and the « EU Export HelpDesk » (www.exporthelp.europa.eu). The details are available in four languages: English, French, Spanish and Portuguese. These websites are regularly updated to provide users with reliable information.

« EU Export HelpDesk »

The Export HelpDesk is an on line portal that provides necessary information services on the steps to be followed on exporting towards the European Union. It is a free of charge service that provides all the required details on import conditions, Customs laws, preferential trade systems. This set of information is presented in detail in terms of products and countries. Export HelpDesk also provides access to trade flows between the EU and third parties. Such information represents useful supply for market studies especially for the SMEs. This website also includes contact information of concerned authorities in different EU countries, and professional associations, etc.

« Market Access Data Base » (MADB)

Following the model of Export Helpdesk, that covers export transactions towards the EU, the union established a much more elaborate tool for export from the European Union. MADB is a push-forward trade procedure by the Union.

It provides European Entreprises with a rich data base allowing them to understand export market towards countries outside the EU. The major goals of this tool are concerned with:

- Providing basic information (on customs' rights, tax revenues, import documents, trade statistics, markets related studies),
- Establishing a list of all the trade obstacles affecting exports of the EU by country and by sector,
- Providing an interactive means of communication between the different business and authority actors, thus allowing an on ligne exchange of information.

In Morocco, the Exchange Office ensures the publishing of statistics related to foreign trade. The website of the Office allows users to complete several tasks. The Office works on redesigning its website to insert

more information as a new data base related to foreign trade operators featuring details about trade exchanges. It will have been published by the end of 2016.

All these mechanisms that require a remarkable set of information and data raises questions related to confidentiality and reliability. Experts come to an agreement that the level of aggregation does not put their confidentiality at stake. As far as their confidentiality and credibility is concerned, it is worth noting that "focal points" in different countries are in charge of collecting basic information, confirming final data, processing and redirecting and follow up users' demands. They are the pillars of the system. In the European Union, sometimes it refers to specialized agencies and/or experts of the International Trade Center to collect and analyze data, especially regulatory ones etc...

E-payment: Case study on its implementation in Morocco

After the development of means of information transmission, Internet has revolutionized trade practices with electronic trade, be it in terms of BtoB or BtoC, by offering the possibility to transfer money. Actually, the different trade practices and payment modes in the real world could be legitimate in the virtual world. It is highly recommended to note that despite security constraint on the internet and especially the one related to electronic payment, the added value of electronic trade is indisputable since it:

- Ensures a portal to world market since retail sites are accessible by all the internet users throughout the world
- Ensure a 24/7 service since the website is available at all times
- Provides the best service to partners and suppliers by making on-line technical and trade documentation pleasant
- Decreases the costs by deleting third parties

E-payment offered by a single window is no longer considered a luxury but

a requirement requested by stakeholders in foreign trade chain. Actually, a single window couldn't carry out its tasks, as a facilitator of transactions, unless it develops an electronic payment mode. The economic benefit that could emerge from this operation is achieved. What is left is ensuring the security of transactions, adopting business models, and types of contracts etc...

Coordinated Border management: Customs and other control bodies

Globally speaking, borders' authorities share the same dilemma: if the number of people and the amount of goods don't seem to stop growing, the resources allotted to the management of these movements do not increase. Operators and passengers hope that customs clearance time and processing would decrease. while the government and citizens expect borders authorities to apply law and protect their interests, health, safety and ensure national security. It is a matter of finding balance between trade facilitating and security. Thus, allowing legitimate exchanges and passengers' crossing without unnecessary turmoil by protecting the international logistic chain of threats such as organized crime, trafficking, fraud, terrorist and products that could endanger people's health.

The coordinated border management (CBM) concept is from now on defined by customs community as a potential solution to overcome 21st century challenges especially as a response to borders activities management response. Its importance is derived from the WCO council's strategic policy on 21st century customs that was adopted in June 2008 where coordinated border management is considered among the top 10 elements necessary to manage borders in the current environment.

The strategy of coordinated borders management became a prerequisite in a context that is governed by challenges in terms of foreign trade liberalization, plurality of organizations at the borders, increase of the exchange flow, the rise of border crimes, and a significant rise in security.

Within this context, coordination at the borders is challenged by the necessity to continuously improve the flow of exchanges together with ensuring security and compliance to industrial and phytosanitary norms meanwhile the volume doesn't seem to stop increasing. This strategy is based on a coordinated procedure of borders' control at the national and international levels, In order to manage trade exchanges and passengers flow. This procedure was adopted by the World Customs Organization in 2008. It is concerned with:

- i) in terms of formalities and shifting relations from informal to formal,
- ii) in terms describing relations an shifting from coexistence to collaboration,
- iii) in terms of relations characteristics and shifting from autonomous to shared responsibilities.

The aspired objectives of this procedure consist of improving borders' efficiency, reducing duplications, redundancies, costs and reinforcing prevention and fighting against fraud. This procedure reassures the commitment of all the parties, sharing information and data, strengthening communication between borders organizations and the implementation of efficient procedures. As far as experts are concerned, the coordinated borders management shall be strengthened if it involved inter-port information exchange to achieve door-to-door tracking and ensure enhanced visibility and anticipate exchanges even before they happen in order to predict their checkups and preparation and finally reduce risks relevant to borders transit. Practically, the CBM requires cooperation between countries with bilateral agreements or through World Customs Organization.

In order to elaborate on this topic, several examples are as follow:

In Morocco, the dematerialization of industrial products control systems was imposed by the Ministry of Industry, Trade, Investment and Digital Economy. This system aims at establishing an information system that

is grouped with EDI exchanges and Badr (customs) and PortNet with a view of more transparency and traceability of transactions' check-up. The system completed by dematerializing complaints on the website of the Ministry of Industry, Trade, Investment and Digital Economy.

In Belgium, a SW was established following the other SWs based on a customs' study. The selected SW system builds the link between EU systems and PCS systems (Port Community System).

In France, the efficient management of information is an important lever to reconcile the need of international trade stakeholders' with the rise of checkup requirements that grow according to the amount of exchanges. In order to get there, the following objectives should be achieved.

- Carry out the SW goods
- Reduce documents exchange
- Accelerate crossing through ports
- Reduce plural information input
- Secure information exchange and enable physical and customs follow up

The established system is based on a Cargo Community System (CCS) connected with the network of the Customs system. The Customs Union provides solutions for the CCS to accomplish customs formalities and borders checkups.

Exchange of computerized data (EDI), advances and challenges.

After more than ten years of gradual development, the digital exchange of information based on the UN/CEFACT norms was materialized in complex systems in a form of data that cover the entire set of customs procedures all over the world in addition to governmental organization in charge of diverse regulatory evolutions. The links are gradually established between these national systems at the level of regional alliances where it's entitled

to establish interoperable systems. Public and private systems aspire to present a single interface for foreign trade stakeholders.

Adopting the UN/CEFACT standards shall payout and the prospects of platform of development are quite promising in terms of interoperability. The whole world agrees to incite the set of foreign trade stakeholders to opt for international standards and establish reliable and evolutionary technical platforms and respect security guidelines.

The dematerialization for the benefit of foreign trade operators

The Single Window, by enabling the integration of economic operators in the same database, simplifies necessary formalities for foreign trade through single entry. It is a tool that facilitates trade.

It makes the economic operator or the transporter present all the required data to determine the eligibility of goods in a standardized form at once and through a single port for borders' authorities.

In other words, it allows the dematerialization of declarative acts and procedures by avoiding plurality of foreign trade applications and their redundancy and thus save time and logistics.

As far as dematerialization is concerned, authorities are in charge of managing single window and make sure authorities or involved services have access to information or that it is provided by management authority. Nevertheless, the international economic environment identifies challenges that economic operators would face to improve competitiveness.

Actually, the SME's face: i) a lack of mature supply-chains and a lack of transparent procedures. ii) lack of respecting deadlines and costs.

These shortcomings lead to performance risks in terms of stock ruptures,

delay in delivery and revenues rising costs. The objective is then to simplify procedures and trade paperwork in order to decrease the complexity of declarative acts. Some concrete cases of dematerialization could prove its impact.

At the level of the Exchange Office (Morocco), the dematerialization of Import Document (ID) allowed their registration, their domiciliation at banks, clearing IDs as well as the dematerialization of the domiciliation's inventory of exchanges between banks and the Office.

The importance of dematerialization is related to an interesting amount of ID (400.000 in 2015). Thanks to this dematerialization, PortNet (Moroccan SW) enabled the simplifying of this procedure between banks and the Office and contributing to the regular adjustment of regulatory evolution in compliance with the said dematerialization.

The office completed its offer on dematerialization thanks to its website which provides online services with banks regarding the accounts transfer, banking records. As far as banks are concerned, the follow up of importers /and exporters provides, in the case of Credit du Maroc, an end to end dematerialization which uses complementary services of PortNet, namely the e-trade and e-swift, two established services by the bank.

Given the evolution of their environment, SW stakeholders are on continuous search for new platforms that enable them to suggest ways to meet the needs/expectations. PortNet works on a project, in collaboration with Customs administration, shipping agents and the Association of Freight-forwarders related to a dematerialization process aiming at simplifying procedures of getting (delivery receipt) during trade transactions.

Single Window : a portal to integrated logistics

Foreign Trade single window shows the perfection of computerized information of goods transit and logistics processes. In a port, or an

airport, the community system to process information stimulates competitiveness for all the stakeholders of the logistic chain.

Logistic officers within enterprises face more challenges of different types including: costs, deadlines, type of speakers, procedures to be accomplished... Today, single windows are oriented towards the implementation of systems and concepts that could help users. Experts indicate that operators, service providers and administrations, the SW can all facilitate their inclusion on one condition, that is to engage them in the process.

In order to make this integration process work and allow single window to play its role as a facilitator, it is important to identify, understand, and simplify processes, standardize operating modes and processes, install benchmarking, induce collaboration between interveners and countries and coordinate between stakeholders. As far as logistics are concerned, the implementation of the SW allows operators that aspire to establish logistic zones and ports.

- A better coordination between different interveners in a logistic chain.
- Identification, thanks to traceability, principle bottlenecks of the logistic chain, a good traceability method of different steps of the logistic chain through collecting information about processing deadlines and every intervener in this chain on about potential blockage,
- A more fluent exchange of information between interveners,
- A more precise definition of every intervener's responsibility and the evaluation of performance and logistic chain as a whole.

In sum, the SW represents an amazing solution to facilitate and master the logistic chain of import and/or export. Its use leads to a substantial improvement of logistic efficiency through reducing waiting time and the length stay, the decrease of transit costs and the improvement of business climate in its broad term.

Innovation : Smart Port

« Smart Ports are the ones which will survive, » said Olaf Merk, Ports and sailing manager at ITF and OCDE. He adds: "For me, smart means: preserving space, time, money and natural resources". Smart Port has a principle, as indicated by its name, to use intelligent developed systems to serve raising efficiency of ports such as an important link in the chain of providing services. Smart Port represents a synonym of smart trade traffic and flow solutions in the port by taking into consideration two economic and ecological aspects. It also takes processes performance into account along with security, safety and protection of the environment.

This concept refers to the automatic transmission of data via a smart information system: it is the link amongst the physical, humans and the digital world that creates smart ports. The concept of smart port is a combination of current and future advanced technologies, with human ports organizations. The online flow of goods has become more important than the physical flow, then, there is room to establish an example, as it is the case of Tanger Med (Morocco), a procedure that is based on good practices by taking reality into consideration.

The dematerialization of stopover management procedures goes through the standardization of administrative procedures of exchanges through the stopover documents TMIS portal (Tanger Med Information System), the digital transmission of information to administrations relative to the management of stopovers and moving to "zero paper". Among the service that were used are: traffic management, vessels management, dangerous substances management , security, risk management...experts also determine a certain number of innovative technological systems such traceability of fret units, RFID (ensuring a consistent traceability and improving all the ports components).

The automated management of fret unit traceability, passengers' check in system, the solution of automatic reading of mineralogical plates or the solution of traffic data code.

Summary of recommendations by international partners on the development of single windows :

The different interveners at the 5th edition of the International Conference on Single Windows agree about some points that allow or will allow better development and evolution of the SW towards more adjustment to regulatory evolution, technologies...

In order to establish a follow up mechanism to facilitate transport and sustainable trade, it is important for it to be institutionalized, supported by the government and different partners. In order for this mechanism to meet the requirements of and prove to be efficient, a facilitating body should be created for establish, develop, evaluate and follow up SW efficiency along with facilitating measures and standardization of the project.

The establishment of international norms and standards are important to ensure SWs efficiency. These norms should consider UN recommendations to facilitate trade. Standards and norms allow overcoming different interpretations, regulatory evolution, contexts and interests of a country compared to others or the difference between two partners within one country. Concerning computerized SWs, it is obvious that the automation of their processes should a serious step. It is the case of customs which developed their systems and synchronized their processes with their environment.

It allowed the improvement of performance and reduction of crossing time. The standardization of procedures in a single window facilitates foreign trade and check-up. There are very interesting and inspiring experiences throughout the world. The SW should be tackled according to a multimodal approach for bigger interoperability. In terms of governance, it should be adjusted to the interests of all the parties and oriented

towards the enterprise. All this should be inscribed in a vision or a coherent strategy to win everybody's adherence.

UN/CEFACT-United Nations Center for Trade Facilitation and e-business

Amongst the United Nations' recommendations on single windows, recommendation n°33 raises the fact that the SW is given a very broad definition and that it should be updated (it dates back to several years ago). there are also difficulties: i) countries that do not have single windows and want to get one however, they are not committed to the process of establishing real single windows which is very common in Africa (lack of effort), ii) the existence of an SI linked to the logistic chain before the establishment of a single window that includes and commits to additional work on standardization and interfacing. In order to make the implementation of the SWs successful, experts recommend:

- Cooperation and dialogue between related institutions and agencies
- Access to information and transparency
- Rationalizing and simplifying procedures
- Inclusive management of regulatory evolution

Also, the basic principles of « systematically important single windows system » should be taken into consideration due to their essential role in economic functionality and effective competitiveness.

It should have a solid legal basis in all the concerned countries in order to be equipped with a clear and efficient reference of policies.

As fundamental principles could serve as references to help understand single windows of systematic importance that is safer and more efficient worldwide:

- Single windows should have a clear and efficient procedural foundation: a single window should have an evolutionary base on the set of procedures

and exchange policies between stakeholders. This base should be established with the participation of stakeholders who should participate in its evolution and updating.

- A single window and partner systems should have a significant evolutionary capacity: In order to address regulatory risks, a single window along with partner systems should have a quick and efficient capacity to tackle regulatory risks.
- A plan for business continuity is an essential device in the management of single windows: in the case of single window of systematic significance, the improvement of management and business continuity is no longer considered as a (best practice) but a must allowing the establishment of the country's foreign trade business.
- The inclusion of security in the life cycle of single windows : the single window should establish a risk management device for its information system. It should lead to better mastery of SI security through the implementation of safety measures that proportions challenges in a way that responds to the existing risks.
- A single window governance should be responsible, efficient and transparent : since single windows of systematic significance are meant to directly influence foreign trade community, it is particularly necessary for it to own an efficient, accountable and transparent governance. Also, the system should be owned and operated by administration or a private-public partnership.
- The SW should strike a balance between cost, quality, security and efficiency: the design and use of single windows should adjust it to suit several procedures and expectations of foreign trade at national and international levels. The choices made at the level of trade techniques and orientations as well as governance should be sufficiently flexible in order to evolve in parallel with demand, for instance, by adopting new technologies and procedures.

25 Recommendations to Facilitate Trade

Environment - Regulations - Governance

RECO 1 : Inclusive cooperation and adherence of parties in the SW. The concept of inclusive cooperation depends on adherence to the parties' group. The confidence between administrations and operators is necessary. In order to make the implementation of a single window a success along with facilitating exchanges, all the stakeholders are invited to create synergies between them and surely divert the wheel towards the development of SWs. So, it is recommended to overcome resistance to change (blockage source), work on opening up administrations (also overcome grudges with ministries and think of the common good), and decrease the number of interveners and use new technologies in a better way. Facilitating trade in Africa shall be subjected to voluntary policies that are adhered to by everybody, they shall be supported by governments rather than ministers. Political support is also important.

RECO 2 : The need for a political will to successfully achieve a regional inclusion of the SW. Countries should infuse a genuine political will in this project, create national/regional synchrony, and elaborate a clear vision of expected results in order to ensure a regional integration of the SWs.

RECO 3 : SWs are required to adjust to regulatory evolution. The SW should take into account the regulatory evolutions (new regulations, new functions, integration and new digital documents...). Considering the evolution of the SW architecture is a prerequisite in order to make it flexible and able to develop throughout time. The modification procedure should be well structured making sure not to skip steps.

It is recommended for SWs to be ahead of new technologies to better adjust to their development. A collective updating work for systems and usage of new technologies (cloud computing...) is recommended as

well as ensuring security of dematerialization. These technical platforms should be reliable and evolutionary respecting security policies.

RECO 4 : The establishment of norms and standardization of procedures. The adoption of international standards and the creation of norms are very significant for the SWs efficiency. These norms should take into consideration the United Nations' recommendations to facilitate trade. The establishment of norms shall contribute to overcoming difference interpretations, regulatory evolution, context and interest of a country compared to other countries or other partners within the same country.

RECO 5 : SW's principles of implementation benchmarks. There is a need for an international framework for orientations defining the fundamental principles of implementation and functional management of single windows.

RECO 6 : Interoperability between SW. Different port authorities should increase data exchanges and ensure interoperability amongst single windows. Information systems of the parties shall be linked to the SWs in order to induce reliable information and avoid redundancies. The accuracy of information is a key factor in the success of the SW. Regional alliances could also have a role in establishing interoperability systems.

RECO 7 : The improvement of business climate to develop trade. The inclusive collaboration shall change its dimension if it is related to the improvement of business climate and the logistic development.

RECO 8 : The establishment of a legal frame. There is an urgent need to establish a legal frame for the development and promotion of the SWs.

RECO 9 : Inclusion of banks to facilitate exchanges. The SW should be open to new functions such as banks, insurance agencies to include them in the facilitating process of trade. Such institutions are going to walk the development through products/services.

RECO 10 : Draw lessons from SW experiences for inspiration. A certain

number of countries established SWs. Referring to their experiences is recommended.

RECO 11 : Removing Non-Tariff Barriers to improve trade. Removing some internal Non-Tariff Barriers related to procedures, controls, required documents for export/import...could facilitate and develop trade.

RECO 12 : The evolution of the third party role. The third parties in international trade should be stakeholders that use SW that facilitates exchange and participation in the created interaction. Their work should evolve to be able to develop services with imminent added value.

RECO 13 : Advantages of smart ports in terms of implementing SWs. The innovation aiming at creating smart ports is recommended. This shall lead not only to saving time, space and financial means but also to establish preventive systems, analysis and statistics related to life in ports.

RECO 14 : « Administrative transparency », is a trade breakthrough. « administrative transparency » is a reform tools that is recommended. The challenge is to elaborate a map of procedures. It is important to the creation of the SW. It is should be a technical and administrative requirement. « This procedure should be politically supported in way to help it overcome changes and institutional pressure that could come up to the surface».

RECO 15: The inclusion of gender dimension in the performance indicators of the SW. In order to take gender dimension into consideration, a conceptual framework should be taken into consideration among the standards of performance and guiding lines for national organizations.

Communication & HR

RECO 16 : Facilitating access to information to facilitate exchanges. Communication is a major challenge for the next coming years. It is recommended to foster efforts related to the improvement of communication (be it between parties of the same country or other countries) in order to better develop and facilitate exchanges. They

could be manufactured through the creation of permanent dialogue platforms between operators and institutions. It could also develop data exchanges between countries, adjust content in different languages, information sharing information and data, build task force involving all the stakeholders to elaborate road maps, create interactive spaces, regular updating of websites, using big Data... one of the main objectives is to give a chance to operators to access structured, updated and useful information to help ensure their foreign trade transactions (procedures to follow, statistics, authorities contact information, customs and taxes rights, studies, documents...).

RECO 17 : Development of human resources to support the growth of development of the SWs. The development of HR competences is essential in the implementation of committed politics in every country. The institutions are asked to upgrade their competencies and why not create training centers. It was recommended to create national instances that take charge of HR development to support the SW development.

Customer approach

RECO 18 : The customer is the center of the SW interests. It is essential to make operators at the top of all priorities for the SWs. The adoption of customer approach on the other end of the logistic chain is recommended.

Process

RECO 19 : The Zero paper objective. For a better efficiency/ flow of exchanges. It is recommended to achieve the use of "zero paper" within deadlines to be determined according to the advancement of the countries' projects.

RECO 20 : Developing and simplifying procedures. should be through optimizing procedures before their dematerialization.

RECO 21 : The dematerialization of smart payments. The interactivity of dematerializing foreign trade documents shall be fulfilled through dematerializing smart payments modes where documents that come

along are many and redundant. The device of smart payment should be totally integrated and secure.

RECO 22 : Sharing logistic chains for the SMEs. In view of sharing logistic solutions, the creation of ecosystems is encouraged. Enterprises, especially the SMEs, are invited to change their way to manage the logistics that are highly manifested only in transport. The logistic structure should be sized and located at the good level, close to decision making.

RECO 23 : Facilitating paper-work. "Highway at imports and exports" will facilitate boarding paperwork. In order to support exporters: the establishment of a shared system of control (Morocco and other countries) and expected announcement by exporters towards receiving countries and reforming national regulation with the aim of adjusting it to logistic evaluation.

Evaluation – follow up

RECO 24 : Evaluation of efficiency of SWs. Single windows should be able to be the subject matter of objective evaluation regarding their effective contribution to facilitate trade and to the impact on competitiveness. This exercise will be possible once SW projects are maturely established. The creation of monitoring centers or the dashboards are means that shall lead to better evaluation of SW activities.

RECO 25 : The establishment of a measures follow up system to facilitate exchanges. Mechanisms should be opted for to ensure a follow up of the impact of facilitating measures (a-5-year-plan, manual...). These mechanisms should be supported by all the parties.

The Organizers



Ministère délégué auprès du Ministère de l'Industrie,
du Commerce, de l'Investissement et de l'Economie
Numérique Chargé du Commerce Extérieur

Ministère de l'Équipement du
transport et de la logistique



The Ministry of Equipment, Transport and Logistics

The Ministry of Equipment, Transport and Logistics is in charge of vital sectors that play an essential role in the economic and social development in our country. however, they are in close relations to growth factors.

Actually, the Ministry directly or indirectly participates in land-use planning, to reduce regional disparities, to create a fertile environment for investment and growth of productive competitiveness. It contributes also to minimizing social disparities, fostering social solidarity and repairing wealth generated from growth especially in the national territory. The missions of the Ministry consist of elaborating, activating and coordinating governmental policies related to all the means of transportation (roads, railway, air and maritime) and infrastructure (roads, highways, ports, airports, railroads).

Moreover, it contributes to the establishment of governmental policies related to roads security and the coordination of its implementation.

Concerning monitoring transportation, the Ministry, that invests in a mission of public and social nature (transportation of passengers and goods, road safety, submission of official documents, etc...) maintains permanent relations with transportation users. In its capacity as a regulating factor of transportation, the Ministry called to suggest and implement regulatory legal measures aiming at developing, coordinating and controlling different modes of transport. Besides, the regulatory

aspects related to current management is active in diverse fields such as tariffs and taxes of transportation, the control of security and the security of the means of transportation, the organization of jobs related to transport.

Delegate Ministry at the Ministry of Industry, Trade, Investment and Digital Economy in charge of Foreign Trade

The Moroccan delegate ministry in charge of Foreign Trade elaborates the policy of the government in terms of Foreign Trade. It has coordinated responsibility with ministerial departments:

- Develop the project of legal and regulatory texts related to Foreign Trade and particularly those which are intended to expand its transactions abroad.
- Suggest a governmental policy in the field of economic protection of national production, its coordination and its implementation, such as determining import quotas, after the consensus of governmental authorities in charge of the sector.
- Participate in preparing and monitoring economic negotiation and international trade regionally whether at the multilateral or bilateral levels. Having said that, the department participates with the minister in charge of foreign business and cooperation, coordination and status of the Kingdom of Morocco in these negotiations.
- Ensure that obligatory norms and the technical measures applied on import and export do not contradict with the policies and disciplines agreed upon at the national level.

National Ports Agency

The Ports National Agency is a body of authority and regulation of the Moroccan port system. Given the context of growing globalization, marked by the strength of exchanges in a competitive environment, ports

sector, in Morocco and around the world, has become a significant lever of development and competitiveness of a country. It should respond to new social, societal and environmental challenges. The National Port Agency ensures the regulations of port operations, the development, the maintenance and modernization of ports, the improvement of their competitiveness, simplifying procedures and organization modes as well as the functioning of ports and making sure that free competitive operations of ports are used. Thus, the agency takes care of preserving operators' interests and ports users and the contract relations between both parties.

- The agency also aims at mandating the list of operations to be adopted and the number of authorization and concessions to be granted in every port. Ensuring safety policies, exploitation, and ports managements in compliance with the current legislation and regulations.

- It is organized within a general direction in charge of guaranteeing coherence of enterprises actions in the framework of orientations given by the Council Administration and support the seven regional directions and ports to realize their missions.

- Since its establishment, the National Port Agency has been working on the set of interveners and stakeholders about a project that structures the improvement of the Moroccan ports sector, as well as the fostering and anchoring of a new ports system. This strategy is inspired by a double issue raised by the agency, ensuring the co-evolution of the sector and with its environment and make of ports a service of foreign trade competitiveness.

- Thus, and beyond the need to ensure sufficient capacity for Moroccan ports to face the evolution of ports tariffs, programs of development of ports infrastructure, initiated by the National Port Agency, is inscribed within a global vision that takes into account new challenges caused by changes witnessed by the macro-economic framework in general and the domain of maritime transport in particular.

■ In this regard, the National Port Agency initiated big several projects of development to inspire a dynamic spirit for the sector. The objective of these projects is to ensure the creation of a competitive ports environment. they give advantage to equitable and sustainable development that is characterized by a sane competitiveness through efficiency, transparency and good governance and ensuring safe and quality services.

PORTNET S.A.

Launched in 2008 by the National Port Agency within a context of international trade competitiveness and supported growth of Moroccan ports traffics, PORTNET project acts on improving levers and competitiveness of Moroccan foreign trade. PortNet, the Moroccan single window of foreign trade procedures represents a modern and interoperable electronic platform leading to integration, through the implementation of the EDI, computer system related to foreign trade operators at the national and regional levels (single windows, Customs, port authorities and airports Ports and airports operators, maritime agents, air companies, freight forwarders, importers, exporters, control organizations, etc), the main objective of Portnet is the dematerialization of Import7export processes and the inclusion of end to end logistic value at the national and international levels. Through this complete inclusion of foreign trade chain, economic operators possess single windows to carry out its import/export operations, on a daily basis and in a simple, efficient and innovative manner.

The years 2014 and 2016 were critical for Foreign Trade National single window thanks to two important projects, namely the dematerialization of import and licenses' management documents. The national single window in charge of foreign trade procedures enabled over 26000 users, including 20000 importers and exporters, 16 banks, 7 public administrators and ministries and hundreds of private operators, freight forwarders and maritime agents to carry out daily transactions through this platform.

5 years after the implementation of a Portnet single window, the deadlines of all the ports procedures witnessed some sort of significant discount, in addition to the performances of values chain of foreign trade that were marked by a continuous improvement. Figures to support, the deadline of average length stay of cargos moved from 1, 3 days to 5, or 72, the clearance of import documents do not require more than an average of 2h37 and a check-up deadline that is reduced to 1,5 day.

PortNet provides currently means that contribute to the development and improvement of three pillars of foreign trade. To start with, the flow and traceability of goods import and export transactions passing through proactive coordination to exchange information and data related to the dematerialization of computer systems of foreign trade agents at single windows, whereas the third pillar focuses on the development of new mechanisms compared to electronic payment of bills related to import and export transactions. The PortNet platform works on the establishment of a competitive port environment, favoring equitable and sustainable development.

It is characterized by healthy competition, efficiency, transparency, good governance, ensuring safe and quality services. The single window PortNet is also a major operational lever for the performance of economic operators by equipping them with anticipation, proactivity and mastery of costs and traceability of International trade transactions.

The African Alliance for E-Commerce (AAEC)

The African Alliance for E-Commerce was officially launched on March 13th 2009 in Addis Abeba during a workshop on facilitating exchanges and trade support. The workshop was attended by the executive secretary of the United Nations Economic Commission for Africa (UNECA), the (AAEC) is an exchange framework and sharing on the facilitation of trade and its principle objectives are:

- Establishing a facilitating structure on dialogue and cooperation between

members within organizations and institutions that aspire to adhere to the alliance.

- Defining common objectives on the challenges of E-Commerce in General and a single window in particular.
- Establishing an experience sharing platform of single windows in Africa with a view of enabling countries in the region to own a referential framework.
- Establishing a competence framework on helping African countries develop their projects on single windows.
- Establishing a framework of sharing resources and competences to facilitate the establishment of a regional single window.
- Contributing to the representation of Africa in International settings along with the development of the concept worldwide and in Africa.
- Applying and promoting international norms related to the establishment of single windows in Africa, a movement to ensure interoperability with other regions in the world without significant efforts.
- Promoting regional and inter-regional cooperation of a single window in Africa.
- Becoming a focal point for partners in the development and international institutions that are interested in developing single windows in Africa.
- Developing closer work relations between the members of the alliance.
- Morocco is a vice-president and active member of the AACE in Morocco through its National Single Window Procedures for Foreign Trade.

النسخة الخامسة للمؤتمر الدولي للشبابيك الوحيدة THE 5TH EDITION OF THE INTERNATIONAL SINGLE WINDOW CONFERENCE

Virtual single window for foreign trade :
The requirement for an inclusive cooperation

مراكش، أيام 5-7 شتنبر 2016 - قصر المؤتمرات

SEPTEMBER 5-7 2016 MARRAKESH - CONFERENCE PALACE

www.swc-portnet.com



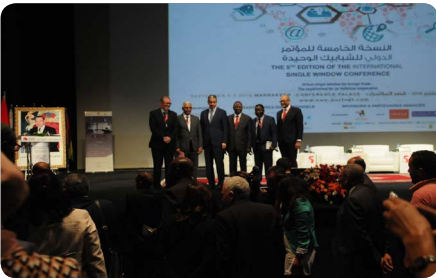


MARRAKECH
2 0 1 6
SWC
International Single Window
Conference & Exhibition

The 5th edition

of the International Single Windows
Conference and Exhibition in pictures





















25 Recommendations
to **Facilitate**
Foreign Trade

25 Recommendations to Facilitate Foreign Trade

PORTNET

الشباك الوطني الموحد لتيسير مساطر التجارة الخارجية
Guichet Unique National des Procédures du Commerce Extérieur

Harbour building of Port of Casablanca, 2nd floor Port of Casablanca, 20000
Casablanca, Morocco
Phone: +212 520 473 102 - Fax: +212 520 473 101- Email : contact@portnet.ma

www.portnet.ma

White paper