



PAGE 3: B. ABOUT YOU

Q1: Respondent details

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Q2: Country or Customs territory

GHANA

Q3: Organization

Other (please specify)
Consultants to Ghana Revenue Authority

PAGE 4: C. ABOUT YOUR CASE STORY

Q4: Title of case story

Ghana National Single Window (GNSW) Programme - an all-of-government intelligent facility that automates key trade procedures; links government and business; enables ePayment of customs duties; and greatly reduces the time and cost of doing business in Ghana.

Q5: Case story focus

Trade Facilitation.

Q6: Case story abstract

Ghana National Single Window (GNSW)

The GNSW Programme is an all-of-government automation and integration approach to link government agencies and private sector operators involved in international trade, utilising existing systems and infrastructure wherever this is efficient and effective. Key aspects are the fully automated and paperless "single entry point" and the ePayment facilities. These support the single submission - by businesses - of the required trade information for processing by government agencies and private sector operators; the receipt of relevant responses from government through a seamless and easy to use service; and the electronic payment of duties, taxes and fees.

The GNSW reduces unnecessary human interface in trade transactions, allowing most processes to be undertaken automatically. This greatly increases transparency and reduces the possibilities for irregular interventions and payments. In 2016 alone, the time and cost of importing was reduced by 400 hours and US\$50 respectively, per consignment.

Q7: Who provided funding?

Other (please specify)

The GNSW is a unique programme in that it is fully funded by the Ghanaian government and managed and implemented by Ghanaians

Q8: Project/Programme type

Single country

Q9: Your text case story

Ghana National Single Window – Phased Implementation

Work on establishing a Single Window in Ghana commenced in 2000 and the initial system was launched by GCNet in 2002. This focused primarily on automating Customs' process and procedures and also linking the systems of a number of other government agencies.

In September 2015, the Government of Ghana decided to launch the 2nd phase of the Ghana National Single Window (GNSW) programme and contracted West Blue Consulting to undertake the work. This 2nd phase takes the project much further by extending the National Single Window automation and integration approach to all government agencies and private sector operators involved in international trade, utilising existing systems and infrastructure wherever this is efficient and effective.

A key feature of the 2nd phase is the fully automated and paperless "single entry point" to facilitate the single submission - by businesses - of the required trade information for processing by government agencies and private sector operators, and the receipt of the relevant responses through a seamless and easy to use service. The GNSW also reduces, to the maximum extent possible, the human interface in trade transactions, allowing most processes to be undertaken automatically. This greatly increases transparency and reduces the possibilities for irregular interventions and payments.

Achievements to Date

The first delivery under Phase 2 of the GNSW programme was the fully automated Pre-Arrival Assessment Reporting System (PAARS) in late 2015. The pre-arrival classification and valuation process, which had previously been done by five document inspection companies, was discontinued in order to bring Ghana into line with global best practice as recommended by WCO and WTO. PAARS has reduced the time for import classification and valuation of compliant transactions from 2 weeks to the established 48 hours Service Level Agreement - and in some cases just 2 hours.

The PAARS system was complemented by the launch in April 2016 of the electronic payment system for the Import Declaration Form (IDF). Companies can now purchase these in bulk via credit card, mobile money or bank draft. This is a pilot concept and the same methodology will be applied to other payment areas.

Another major deliverable was the introduction of Ghana's First CashXPress Card for payments of Customs Duty and other fiscal payments on the Ghana's Trading Hub Portal - see <https://www.ghanastradinghub.gov.gh/News/entryid/7180>.

Other major items delivered to date include:

- Launch of Ghana's Import, Export and Transit Process Manual - <https://www.ghanastradinghub.gov.gh/Tools/Logo/Process%20Manual.pdf>
- Trade Information Portal - <https://www.ghanastradinghub.gov.gh/#>
- Expert Tariff Classification Tool - <https://www.ghanastradinghub.gov.gh/Useful-Tools/Import-Classification-Tool>
- Duty Calculation Tool - <https://www.ghanastradinghub.gov.gh/GeneralGoods>
- National Risk Management Strategy
- Price/Valuation Tool -
- Institution of a National Risk Management Committee and Risk Management Team
- National Scanning Policy
- Fully Functioning Help Desk

Future Plans (2017-2020)

Following extensive consultations and a thorough Business Process Analysis of all key trade related agencies and organizations in the county, West Blue developed the Ghana National Single Window (GNSW) Strategy and Roadmap - see <https://www.ghanastradinghub.gov.gh/Tools/Logo/1E2EC473F6D1481439810943FE7F64560.pdf>. This was approved by government and launched by the Minister of Finance in June 2016.

The Strategy is comprised of a series of key actions for the further development and implementation of the GNSW programme in the coming years. These include:

- Automation of Internal Workflow for Each Government Agency
- Implementation of the Single Submission concept within the GNSW
- Establishment of Integrated and Automated Business and Product Registrations systems
- Establishment of an Integrated Risk Management System and Coordinated Inter-Agency Inspection.
- Implementation of Electronic Payments
- Automation of the Customs Long Room
- Introduction of paperless exchange control form
- Introduction of Integrated Permits/Certificates/Declarations Workflow Automation
- Integration of the Port Community System with the GNSW
- Introduction of Paperless Manifests and BAPLIEs

These actions are being implemented over the next 5+ years, with the development of all top priority “quick win” projects that can deliver a high impact within the first eighteen months (2016 to 2017). This will be followed by a consolidation period from 2018-2020, where the key performance indicators will be achieved through the full operationalization of all the main projects within the scope of the programme. The specific activities that will be undertaken to achieve each of these items are detailed in the GNSW Strategy.

Conceptual Model

The GNSW has adopted a Single Automated System model for integrating existing systems and creating new facilities where required and cost effective. This includes collecting, disseminating and integrating information and data relating to cross border trade. The model facilitates both an interfaced and integrated approach where a Partner Government Agency (PGA) can either process data through the central GNSW platform or directly with their own systems inside the agency.

Governance Model

The GNSW Programme is governed by a Steering Committee chaired by the chief of Staff of the President's office and consisting of the Ministers of Finance; Food and Agriculture; Trade and Industry; and Transport. There is also a Technical Committee consisting of senior officials from all key government and private sector stakeholders. Finally, there are a number of Working groups for key technical and support areas such as Change Management and Legal Matters.

The Steering Committee meets on an occasional basis and the Technical Committee at least once per month. This high level of political support and the strong attendance of both government and the private sector are critical factors in the ongoing success of the Programme.

Partnership Model

From the outset, the GNSW Programme was conceived as a partnership between business and government to strengthen Ghana's trade competitiveness and enhance the participation of the business community in the global economy, thereby creating new trade and employment opportunities. This is fundamental to the success of the programme.

Government has been very strong in supporting the programme, with all key Ministries actively engaged in the process. The Ghana Revenue Authority and Ghana Customs have been particularly supportive, along with many partner government agencies. Similarly, the business community has been a key partner in the design, development and delivery of the GNSW. Support from this group has been very forthcoming from the inception of the project and is growing even stronger with the effective delivery of services like PAARS.

Expected Benefits

It is estimated that implementation of the Strategy will reduce the time and cost of trade related procedures in Ghana by approximately 50% and that this will result in savings to the economy of over US\$ 120 million annually. It is expected that there will be a simultaneous increase in government revenue due to greater compliance and increased trade. It is also expected that the GNSW will enhance the potential for foreign direct investment in the country and will strengthen the standing of Ghana in the international community in terms of its ranking in global economic performance indicators. The programme will also have a positive impact on the environment through the reduction in paper usage and travel of traders to and from government agencies.

The GNSW is financed out of the 1% levy on imports and exports. There will be no additional fees or costs to use the system

Impact to Date

In addition to the reduction in time for import classification and valuation of compliant transactions from 2 weeks to 2 days as outlines above, the GNSW has seen a substantial increase in the ranking of Ghana in the World Bank Trade Across Borders Report, rising 13 places from 167th place in 2016 to 154th in 2017. This was associated with a reduction in the time and cost of import procedures of 400 hours and US \$50 respectively, per consignment. Similar improvements were registered in the World Bank Logistics Performance Index (LPI), where Ghana rose 12 places from 100th in 2014 to 88th in 2016, the largest improvement since the survey was launched in 2007.

Feedback on the impact of the GNSW from the private sector has been very positive (see GNSW Newsletter 2nd Edition - <https://www.ghanastradinghub.gov.gh/Portals/0/Images/GNSW%20Brochure%20final%20approved.pdf>).

Change and Transition Management

Change and transition management is a critical component of the GNSW implementation programme, and the human and organizational changes necessary to support and sustain the introduction of the GNSW are being addressed as a matter of priority. A full training programme for GNSW stakeholders and users has been developed, along with a comprehensive communications plan to keep stakeholders up to date. A fully functional Help Desk has also been set up to assist users in the initial phases of the programme.

GNSW Videos

<https://www.youtube.com/watch?v=rfg-tHUt61s>

<https://www.youtube.com/watch?v=Cs8E8hKBWmE&feature=youtu.be>

<https://www.youtube.com/watch?v=kIDU1bxtTwi>

GNSW Brochure and Newsletters

GNSW Brochure -

<https://www.ghanastradinghub.gov.gh/Portals/0/Images/GNSW%20Brochure%20final%20approved.pdf>

1st Edition Newsletter -

<https://www.ghanastradinghub.gov.gh/Tools/Logo/CEDD9342E797E1E7AB74FC43A04865BB0.pdf>

2nd Edition Newsletter -

<https://www.ghanastradinghub.gov.gh/Portals/0/Images/GNSW%20Brochure%20final%20approved.pdf>

3rd Edition Newsletter -

<https://www.ghanastradinghub.gov.gh/Tools/Logo/E1EE18BE2EFC21295B54DEB6C23B5D490.pdf>

Other Key Documents

GNSW Strategy and Roadmap -

<https://www.ghanastradinghub.gov.gh/Tools/Logo/1E2EC473F6D1481439810943FE7F64560.pdf>

Ghana Import, Exort and Transit Manual - <https://www.ghanastradinghub.gov.gh/Tools/Logo/Process%20Manual.pdf>

Q10: Lessons learnt

The Ghana National Single Window Programme was launched in September 2015. As detailed above, a lot has been achieved in a very short time. This has been helped enormously by the strong support of both government and the private sector. Continuation of this support is a prerequisite for the ongoing success of the programme. Further, it is essential that the programme stays focussed on priority deliverables, driven by both government and business needs. Finally, a comprehensive approach to change and transition management is essential to allay fears, overcome resistance to change, and ensure the sustainability of the GNSW Programme.

Experience to date gives the programme implementers, both in government and the business community, confidence that these prerequisites will be met and it is hoped that the GNSW will become a global reference case for best practice in single window implementation.

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