**Lessons Learned In The Implementation Of Single Windows**

This project will capitalize on the lessons learned from the design and implementation of similar projects to minimize delays and maximize the chances of success. Specifically, the project will take into account the following lessons learned:

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| **LESSON LEARNED** | **HOW IT IS INCORPORATED IN PROJECT** |
| It is necessary to have a clear mandate from government backed by strong political will. | The project enjoys strong government as evidenced by the creation of the National Trade Facilitation Committee and the ratification of the World Trade Organization Trade Facilitation Agreement that specifically calls for the development of a single window facility. The efforts to modernize Customs and the tax administration provide further evidence of the commitment of the Government to modernize trade operations.  |
| Assignment of clear roles and responsibilities for all stakeholders both at an organizational and individual level. | The IDB project team has made it very clear from the beginning that the success of any single window project depends on the collaboration of the different agencies that control imports and exports and the active participation of the trading logistics community. The project Operations Manual will provide more detailed information about the responsibilities of each key stakeholder and it is expected that the National Trade Facilitation Committee will play a key role during the implementation of the project.  |
| Complexity of activities requires excellent project management skills and a detailed work program with clear objectives matched by appropriate human and financial resources. | The project implementation unit is staffed with highly qualified officers trained in project management who will be responsible for continuously updating the work program documents. Additional specialists may be hired on a case by case basis to provide temporary and technical support. Financial resources have already been secured for the implementation of the project.  |
| Develop a collaboration mechanism and involve all stakeholders as early as possible to gain buy-in and project support. | The project will be supervised by the National Trade Facilitation Committee to guarantee the involvement of all key stakeholders. Numerous meetings and consultations have taken place between the IDB project team and the stakeholders to ensure alignment and obtain support before the approval of the project.  |
| Provide extensive training for private sector users and government officers. | The project has been carefully structured to provide a strong and comprehensive capacity building program to all stakeholders in areas related to single window and border operations, as well as basic computer literacy. Furthermore, all contractor companies will be required to provide extensive training to government officers as part of their contract before handing over the responsibilities to manage the system.  |
| SW is not a plug and play system. It requires a complete business process reengineering and data harmonization. | Single Window implementations follow certain generic procedures, but national legal, governance and procedure environments will dictate different approaches in ways that can only be determined through comprehensive Business Process Reengineering, Data Harmonization, and Legal Review exercises. As can be seen in the PEP, the project includes a thorough business process reengineering as the first activity during project implementation and the project team has already conducted a preliminary diagnostic of the regulatory environment. |
| Changing processes and introducing new systems also require structural changes in government agencies | The project also includes a key activity to modernize the institutional framework of government agencies and develop new organizational structures and human resource strategies in line with international best practices. |
| Evolutionary and staged development approach is preferable to a “big bang” approach.  | Developing a single window environment is a massive undertaking involving interlinking and information-sharing by Customs and all government agencies responsible for trade, and also the trading community. The development of the Guyana Single Window will be carried out incrementally and in clearly defined stages.  |
| Sustainability of the systems and maintenance costs must be planned and accounted for.  | Based on international experiences, and more recently in the single window IDB project in Chile (CH-L1061), and IT maintenance fee will be charged for all transactions processed through the single window to ensure the sustainability of the system. |
| Project needs to show results in order to grow. Ability to demonstrate benefits to the users is key to generate trust. | The LCP module will be the first functionality implemented as part of the single window. This module is expected to be operational in Q2 2020 and will significantly accelerate the time to obtain an import or export license, certificate or permit.  |
| Minimize the number of contractors to facilitate monitoring, enhance transparency and accountability. | The project will consolidate as much as possible the use of contractors and providers for the single window. This will help minimize the administrative burden on the project implementation unit and improve the monitoring and accountability of IT suppliers. It is expected that 4 procurement processes will account for 60% of the total loan amount.  |
| Level the IT playing field for all government agencies. | The project budget includes allowances to improve the IT infrastructure and internet connectivity of those agencies that are least prepared to operate in a paperless environment.  |
| Work closely with Customs administrations as they are critical to the success of any SW project. | At the request of the IDB team during the design of the project, the Government of Guyana agreed to appoint Customs as Co-Chair of the National Trade Facilitation Committee which will be the entity overseeing the implementation of the ESW. |
| Develop smart terms of reference and maintenance agreements that provide a high level of autonomy to the user to minimize change requests. | The terms of reference for the single window will clearly outline technical, functional and training requirements to maximize the autonomy of the clients and therefore limit the involvement of the IT vendor after the handover of the systems and the beginning of the maintenance contract.  |
| Terms of Reference for IT systems must include: i) a strong training program component; ii) post-go live maintenance; and iii) a sound transfer knowledge strategy. | The development and implementation of the single window will follow the Design-Build-Operate-Transfer framework. Terms of Reference will clearly specify the need for the IT vendors to provide a strong capacity building program to government officers to ensure they are properly trained to operate and manage the systems.  |
| Whenever possible, procure open source IT systems that are highly flexible and scalable.  | The terms of reference will incentivize the use of open source software as part of the systems architecture of the single window.  |