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FACULTY OF BUSINESS AND ECONOMICS

ASSESSMENT ON SINGLE WINDOW SERVICE IMPLEMENTATION AT ETHIOPIAN CUSTOMS COMMISSION IN CASE OF MODJO CUSTOMS BRANCH OFFICE

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APRIL, 2022

ADDIS ABABA, ETHIOPIA

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ETHIOPIAN CUSTOMS COMMISSION, IN CASE OF MODJO CUSTOMS BRANCH
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**A THESIS SUBMITTED TO ADDIS ABABA UNIVERSITY FACULTY OF BUSINESS
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OF THE REQUIREMENTS FOR MSc. IN MANAGEMENT**

APRIL, 2022

ADDIS ABABA, ETHIOPIA

Declaration

I, under signed hereby declare that the work contained in this thesis is my original work and that was not previously submitted at any university for degree.

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Assessment on single window service implementation at Ethiopian customs commission, in case of moja customs branch office

By-Getahun Shiferaw Taye

Singed by Examining committees

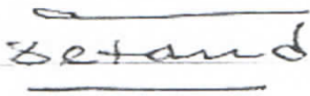
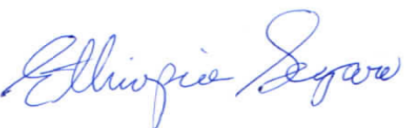
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LIST OF ABBREVIATION AND ACRONYM

APEC	Asia pacific Economic Cooperation
AACE	African Alliance for E-Commerce
B2B	Business To Business Transaction
ERCA	Ethiopian revenue and customs Authority
EFDA	Ethiopian Food Medicine Authority
EESWS	Ethiopian Electronic Single Window System
OGA	Other Government Agencies
SWS	Single window service
SW	Single Window
TFA	Trade Facilitation Argument
UN	United Nation
UN/CEFACT	United Nation Center of Trade Facilitation and Econ
UN/ESCAP	United Nation Economics and Social Commission for Asia and the Pacific
UNECE	United Nations Economic Commission for Europe
WB	World Banks
WCO	World Customs Organization
WTO	World Trade Organization

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ABSTRACT

The purpose of the study was to assess the electronic single window service implementation at Ethiopian custom commission in case of moja branch office. The aim of paper was to assess the implementation of single window service benefit for government and private sector, through reduction of cost, reduction service delivery time, and effective utilization of resource, reduction of complex transaction and communication gap and for trade facilitation through reducing the corruption in connection with service delivery and to establish the level of ESWS importance around users.

The research design was engaged for this study was qualitative and quantitative research method and Data collection methods were used structured questionnaire by using liker t scale methods, interview and observation. Source of data used primary and secondary data that collected from 80 respondents of employees of customs commission moja branch office particularly those involved in clearance operation and selected stakeholders. Methods of data analysis were used SPSS version and simple excel operation. The major findings of the study were suggested and presented by frequency table and charts. So that, as indicated in the finding of analysis around 54.50% of respondents agree and ensuring that electronic single widow reducing cost of clearing goods at the customs with integrity of other government agencies (OGA) and 46.80%respondents indicating that electronic single window has high service delivery time through communication with customers improved customs and other government agencies (OGA) service without existing physically. And also59.70% of respondents agreed on electronic single window can reduce complexity of transaction redundancy by linking the regulatory and other private companies thus providing competitive environments for government and private regulatory agencies.

The study noted that there were some challenges and communication gaps in the implementation process and it recommended that collaboration of stakeholders, support of Government and non-government organization to improving electronic technology capacity building and continues monitoring and evaluation follow up for implementation of ESWS.

Key words: - SWS, Service sectors, WTO, B2B, WCO.

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CHAPTER -ONE

1. INTRODUCTION

This chapter explains the background of study, problem of the statement, the research question, objective of the study, significance of the study, scope of the study, organization of the study limitation of the study

1. 1. BACKGROUND OF STUDY

Electronic single window service concepts grows with hard work to simplify border trade formalities for traders and other economic business leaders single electronic submission of information to fulfill all cross border regulatory requirements (Choi, J. Y. (2011)).The concepts are turned into a reality for some countries due to advances information and communications technologies platform (ICT). On the other hand Constructing and advancing a single window service is a challenging project, which requires strategic planning and improving customs process, to effective use of information technology and communication, cost minimization, securing financial and human resource and to improve integrity and risk management support much of modern customs practices.

The world customs organization (WCO) conducted survey to provide a picture of single window service implementation worldwide ,and thus assist customs administration to gain a better understanding of challenges and opportunities in developing and improving single window service systems (Joe Young choi ,August 2011) .

Trade facilitation defines as the simplification and harmonization of national and International trade procedures, where trade procedures are the activities, practices and formalities in collecting, communicating and processing data required for the movement of goods in international trade (Grainger, A. (2011)).On the other hand UN/CEFACT acknowledge the role of those commercial procedures, bank and other financial institution play international trade operations,UN/CEFACT in its recommendation 4(1974) is reasonably open the institution for objectives of trade facilitation, stating that the trade facilitation program must be guided by the simplification, harmonization and standardization of trade procedures government single window system provides to multichannel access to governments services for business and citizen to provides integration (Grainger, A.(2008) .

so single window business is window administration of the government foreign trade as a strategic area of the new economy era of globalization ,window business unit as a bridge between the business and works and also the other business units related institutions (shamseddin hosseini, *etal.*, 1383). Based on this facts Ethiopia starting the single window service in 2017 with the customs proclamation no859/2014 (Federal Negartte Gazette, Dec2014) by financing of World Bank following stakeholders needs. The objective of the project was for pilotconnectingof16 government regulatory agencies and private owed companies in Ethiopian those more benefited from this system.

The project office was established to guide implementation of electronic single window service. According to Cupia news stated, the project experience was drawing from **uni-pass** system developed from custom uni-pass international Agency South Korea. The electronic single window or one stop service system that allows traders to submit all import and export related requirements in batch through the aim of reducing processing time of clearance. Establishing on line based service system for traders has vital role in reducing trade cost related with application of documents and by providing WEB service function. it's possible to illuminate redundant input of information, as well as collecting various required conformation materials such as inspection, verification From designated authorities (Trading, P. (2017, October).

1.2. BACKGROUND OF THE MOJO CUSTOMS BRANCH OFFICE

Ethiopia Revenues and Customs Authority Established by Proclamation No, 587/2008" for the objectives of establish modern revenue assessment and collection system (Federal Negarit Gazette No.44, 14th July, 2008). And according to the ministry of revenue duties and responsibility stated that provide customers with equitable, efficient and quality service (ministry of revenue). To cause taxpayers voluntarily discharge their tax obligations, to enforce tax and customs laws by preventing and controlling contraband based on tax obligation 3 of the proclamation 587/2008 (Federal Negarit Gazette No.44, 14th July, 2008 and ministry of revenue). The Authority may undertake and implement organizational structure and systems study, may be appropriate for its functions. From this SWS implementation is one of organizational change or system change for this The Re-establishment of the Federal Inland Revenue Authority Proclamation No. 367/2003; and Articles 3 of the Re-establishment and Modernization of Customs Authority) Proclamation No. 60/1997 as amended). Mojo custom gets within Ethiopian Shipping and Logistics Service Enterprise (ESLSE) in compound of dry port and terminal. Mojo custom has been identified by the government as the key custom

port for the developing Ethiopian with its income, from cargo clearance and business to business transaction. The customs commission of Mojo branch is the largest operational customs at dry port in Ethiopia its distance around 70km from Addis Ababa. The Mojo dry port and terminal facility is on expansion and development activities with custom commission of branch office. Since the launch of electronic service for its operations, the volume of cargo clearance at Mojo has increased on progress through collaborative work customs with Mojo dry port which is connect to Djibouti and built with the purposes of providing and delivering the following services: - receiving and clearing formalities of cargoes, the dry port is temporary storage for import and export cargoes, container cleaning and maintaining, in connection with customs, for control and clearance, through valid document of banking and insurance, container releasing formalities service and engage in other related activities conducive to the achievement of its purposes.

1.3. STATEMENT OF THE PROBLEM

The application and benefit of a single window service is facilitator of data exchange that is collaborating customs port service and business processes that support clearly define trade related activities (COMCEC, 2017). On the other hand single window service diminishing the time, cost savings that the formers provide (Peterson, 2017).single window as an important tools that support the efficient data exchange between business firms and government agencies, because trade related information and documents can be submitted once at a single entry point .it is a wider concepts that removes administrative barriers in international trade (Tijan , E.,Jovic ,M.,Jardas ,M.,&Gulic ,M..(2019).

Many countries implementing ESWS at customs for their customs service quality and facility within expected time and standards, based on the argument and implementation guide line of (WCO) world custom organization and WTO argument, implementation of electronic single window service in international trade and business sector .in this regard according to analysis of AACE, 2013 the SWS existing worldwide are three types in practices these are SWS for clearance formalities, logistics coordination and B2B transaction.

According to this practices Ethiopia launching ESWS on customs service for several custom port service. Previously our country in this globalized market our custom service was inefficient, complicated transaction, paper based customer service, time and resource consuming, it has trade

communication gap, corrupted system and not collaborative with government agencies. So, this image negatively affect the overall the customs clearance, logistic collaboration, business to business transaction, investment of the country and international trade transaction. Corruption undermines the country external competitiveness and its attractiveness to domestic and foreign market trader through import and export transaction. So, to address this challenges the government takes action to implement the ESWS at customs through integrating different government agencies, in this regard the aim of this study is to assess the ESWS implemented at customs, in addressing challenging of clearance time ,cost minimization and redundancy of information and to what extent ESWS meaningfully implemented to reduce redundancies of document, process dalliance and reducing process cost related with application and to draw the economic ,social advantage for customers and stake holders benefit of SWS in all the case of business industry in Ethiopia in accordance with country policy and regulation context of customs port service .

1.4. RESEARCH QUESTIONS

This study seeks answers for the following questions:

- To what extent ESWS implementations satisfy stakeholders (Government and private sectors)?
- To what extent ESWS implemented at Customs operation time usage?
- To what extent ESWS implemented at Customs and Government agencies resource utilization?
- To what extent ESWS implemented at Customs Benefit banking industry cost minimization?
- To what extent the single window service at customs through increasing communication and collaboration through government agencies?

1.5. OBJECTIVE OF THE STUDY

1.5.1 GENERAL OBJECTIVE

The general objective of the study was to assess Electronic single window service implementation at Ethiopian customs commission mojo custom branch office,

1.5.2. SPECIFIC OBJECTIVE

If the SWS are benefit according to the research question, next specific objective is assessing the Following points

- To what extents implemented at Customs Benefit Stake holders

- Howe SWS implemented at Customs benefit the government agencies through time usage, resource utilization , solving complexity of operation and compliance
- In what level SWS implemented at Customs Benefit through communication

1.6 .SIGNIFICANCE OF THE STUDY

The study was expected to establish the level of SWS importance around users in the implementation of the Single Window System at moja customs branch office and measure its benefit of ESWS for Ethiopian customs based on the objectives for its implementations, and to improve the business environment relationship that enhance competitiveness.

The results this research was provide useful information to stakeholders in the trade facilitation and business industry harmonization, simplification and standardization to address challenges and opportunities regarding to a knowledge transfer in case of technology usage of Electronic single window service for our country .

1.7. SCOPE OF STUDY

- This study was focus on assessingelectronic single window implementation at Ethiopian customs commission at moja customs branch office, ESWS implementations benefit for stakeholders needs(Government and private sectors), Customs operation time usage, Government agencies resource utilization,communication between Customs and banking industry cost minimization, single window implementation benefit through increasing communication and collaboration through government agencies.

1.8 .ORGANIZATION OF THE STUDY

The study consists of five chapters. Chapter one is the introduction which presents background of the study, statement of the problem, research question, objective of the study, scope of the study and significance of the study, The second chapter which presents review of related literatures regarding to the topic of the study, The third chapter discusses the research methodology and methods employed by the current study, the fourth chapter content are data analysis , presentation ,discussion and resultsand chapter fivepresent the major finding of the assessment, conclusion andRecommendation

CHAPTER TWO

2. LITERATURE REVIEW

For most competitive advantage of domestic and international trade the important thing to be implemented is automated platform of information exchange system (Korpela, K., Hallikas, J., & Dahlberg, T. (2017, January). From this point of view most countries implemented single window service to facilitate trade.

According to UNECE recommendation no 33, stated that, the term Single Window for Trade denotes a variety of platforms for the exchange of electronic information between traders, government agencies, and commercial service providers from the transport, logistics and banking sector (Dollein, R. (2013). Single window projects almost involve information technology based innovation, this online technology by itself it is not the goal. Rather, the goal is to create a platform for effective collaboration at the border between Customs and business enhanced and enabled by information technology and an appropriate level of automation, to facilitate the efficient movement of goods across borders. (Widdowson, D., Blegen, B., Short, G., Lewis, G., GarciaGodos, E., & Kashubsky, M. (2019).

From a practical perspective, there was a need for Customs and the other agencies to cooperate closely in managing increasingly business through information technology single point and automated border processes in order to facilitate the flow of goods. Failure to do so can lead to undetected noncompliance and obstacles to legitimate international trade, harming both the national economy and consumers and in other hand the single window concept, with its emphasis on collaboration and sharing of information, offers a vision to enhance these processes to support both trade facilitation and border implementation. (Widdowson, D., Blegen, B., Short, G., Lewis, G., GarciaGodos, E., & Kashubsky, M. (2019).

According to standing committee for economic and commercial of the organization of Islamic cooperation ,Single Window Systems in the OIC Member State hard work should be further encouraged keeping in mind the following points these are organize sufficient resources and time to develop skills, knowledge prior and during the development of a Single Window and invest into

continuous training organize a culture and behavior that support the changes of the Single Window.(Tijan, E., Jović, M., Jardas, M., &Gulić, M. (2019).

The process simplification not a single organization perspective instead its integrated automatic decision making, Improve measurement and transparency of real costs and benefits of Single Window and flexibility, efficiency, safety and interoperability of the information technology through Single Window systems Service providers like Better service availability additional service provision channel And processing efficiency and collect different charges for service on time, providing access to the relevant information to participating governmental authorities or authorized agencies in a timelier manner. According to Accounts, A. (2006), stated that Providing more accurate trade related government information and receiving payment of duties and other charges; to Ensuring that the sharing of all information with respect to international trade transactions which is supported by a legal framework that provides privacy, confidentiality, and security in the exchange of information; Coordinating the controls of the various governmental authorities. Through increasing the security level of stakeholders and public organizationthroughadvanced data provided electronic single window service.

According toMutinda, J. M. (2020) stated by quoting Mathews (2008), the main difficulty facing most industries is the ability to continue satisfying their customers while at the same time making huge profits. In the past decade, the global hotel industry has experienced significant changes in terms of growth, competition, technology and consumer needs. According to (Berry,L. L. (2009),stated that competition puts pressure on many hotel services providers to provide quality services. Hotels make it their priority to meet the dynamic customer preferences and needs and most importantly, to increase sales and cultivate a repeat purchase behavior. In such a market, characterized by intense competition and dynamic consumer needs, it is important for hotels to continuously assess customer perceptions of service quality against expectations in order to meet and satisfy their needs.

The most important point mentioned in the research paper which Study is under taken on Mombasa port, shows that the single window service technology replaces paper-based transactions and reduces physically existing between traders and government officers, hence reducing Inefficiencies in the process. The system has inbuilt business rules for each individual process, to enable compliance with regulatory agencies and other parties involved in cross border trade. (Kabui, B. N., &Mwaura, T. G. D. P. (2019).

Economic and social commission for Asia and Pacific (ESCAP) stated in its implementation guide line single window can benefit government through effective and efficient deployment of resource, correct revenue yield, improving traders compliance, enhanced security issues and increasing integrity and transparency and also benefiting traders by improving dalliance time reduce cost, increasing clearance time, increasing transparency and predictable application and explanation of rules.

According to Grainger, A. (2008) stated by quoting (Burley, 2013) Common to all trade facilitation definitions is the desire to improve the trade environment and reduce or eliminate any transaction cost between business and government.

UN/CEFACT, in its Recommendation No. 4 is quite explicit on the reformatory objectives of trade facilitation, stating that the trade facilitation program ought to be guided by the ‘simplification, harmonization and standardization of trade procedures. Sothat, according to these recommendation transactions become easier, quicker and more economical than before’ Simplification is ‘the process of eliminating all unnecessary elements and duplications in formalities, process and procedures. Trade facilitation is at once a political, economic, business, administrative, technical and technological issue.(Grainger, A. (2007, June).

‘According to (Langley J., 2014), Single Window” refers to the mechanism of interaction of public authorities in charge of regulating foreign trade activities, and the participants of these activities. This electronic single window service technology intends to allow the mentioned participants to submit the standardized documents once through a single entity for further use of public authorities and other private organizations within the scope of their competences for the purposes of controlling the foreign trade activities(Sakulyeva, T., &Kseniia, Z. (2019).

2.1. THEORETICAL FRAMEWORK

Organizational theories is applied in this study as frame work from theoretical perspective to assess effect of SWS implementation at Customs, from organizational theories, system and change implementation theories are emphasized specifically and way in which the theories are employed will be further elaborated while system theory is important for an organization to continually scan its environment to enable it respond to any change (Kabui, B.N., &Mwaura, T.G.D.P. (2019).The purpose of environmental scan is to understand the market dynamics such as competition, technological advancement and others.

The application of system theory is very important in organization to applying technology to change the way of operations and controlling mechanisms is applied for the change and feedback received within the organization to enables the business remain in cycle with changing environment .

The theory defines an organization as set of a relationship comprising of various actors/stakeholders each having their own role and which have an influence with its performance ,these actors while playing their individual role discussing the literature are under set of defined rules ,which determines how they interact with the organization. in other hand system theory tends to bring understanding the business environment complexities ,by enabling the management in responding more effectively to the business disruptors and this is achieved through understanding of the business process and how they aid in managing the uncertainties and their implication(Kabui, B.N., & Mwaura,T.G.D.P.(2019) .

The theory also address the aspect of open and closed systems through distinguished between the two systems to understand on how they are .if we see open system, the theory informs that change in the business environment will affect the internal systems within an organization .if the organization does not respond effective to changes, then it will affect its overall performance (shafritze et al, 2005; Wang, 2004). On other hand, closed system is not significantly affected by changes with external environment and is stronger when the changes occur.

2.2. EMPIRICAL REVIEW

Assess the impact of national single window on the competitiveness of Ghana's maritime sector (Rhodalyn, 2018). the aim of the study were to examine the implementation process of the single window system in Ghana ,identify the challenges that have confront the implementation and assess the impact of the implementation on trade competitiveness .the study was conducted on team port ,which controls over 75% of Ghana's maritime trade traffic .and the study employed both qualitative and quantitative research approach and non-probability purposive samplings techniques .the finding shows that implementation of (NSWs)national single window was significantly change in trade competitiveness through improving trade facilitation ,reducing cost ,facilitating procedures, modernization of customs in Ghana .

Rwanda Electronic single window supports trade facilitation (Christian Nizeyimana and lucDeWulf).the purpose of the study was overview the implementation of the Rwanda electronic single window and its impact on trade facilitation,to ensuring the use of ESWS at Rwanda as

reducing clearance time and cost associated with international trade. As the data of the study suggested single window has major contribution to the trade facilitation of Rwanda.

In order to faster electronic data exchange among stake holders, a concepts of a single window was introduced. According to (UNECE)Recommendation no 33,The most common definition of single window was a facility that allows parties involved in trade and transport to lodge standardized information anddocuments with a single entry point to fulfillall import ,export ,transit related regulatory requirements(single window concept 2019).Trade facilitation has emerged as a key factor for international trade efficiency and the economic development of the country (trade facilitation implementation guide, introduction, 2019).

According to 9th meeting of COMCEC trade working group on Single window system in the OIC Member states for facilitating trade (March 9th, 2017, Ankara,Turkey).they can comments that SWS contribute to trade volume of the country and it's have impacts to decreasing time required to pass goods through borders and hence decrease costs. Based on this comments given by COMCEC trade working group volume of world merchandise trade report shows as follows in WTO document

Table 1 Growth in the volume of world merchandise trade by selected region and economy 2015 verse to 2016 (annual percentage change)

	2015	2016
Volume of world merchandise trade in %	2.6%	1.3 %
Exports		
World	2.4	1.3
Africa	4.9	1.2
North America	0.7	0.5
Europe	3.6	1.4
Asia	1.1	1.8
Imports		
World	2.9	1.2
Africa	3.2	-4.0
North America	6.7	0.4
Europe	4.3	3.1
Asia	2.9	2.0

Source:-WTO

Table 2 Single window impacts on reduction of time needed for performance of procedure in Different Countries

Impacts	From	To	difference	Country
Border crossing	180minutes	-160 minutes	20 minutes	Azerbaijan
Document collection	4 days	-3 days	1 days	Senegal
Cargo turnaround time	39 days	-33 days	6 days	Benin
	4 days	-2 days	2 days	Malaysia
Customs clearance	6 days	-357 hours	3 hours	Cameroon
Number of documents	3-35	-2 to -34	1	Singapore

Source: - Edvard Tijan ,etal (2019) the single window concept in international trade , transport and seaports

2.3. THEORY ON TECHNOLOGY ACCEPTANCE

This theory resonated from the theory of reasoned action (TRA), the theory examines the level of information system acceptability through prediction of major audience (Kabui,B.N., &Mwaura,T.G.D.P.(2019)And its predict how the various users of the information system accept the various communication medium and how they help in modification of the same(Osman, N. (2014) .the theory implies that ,the level of acceptability of information system is determined by various factors ,which includes the benefit of system and its accessibility .

The importance of system defined as the degree to which a person believes that the use of system will improves his performance .so that in the study it will be ,accepting technological innovation for business operation ,how much facilitate business operation and adopting technology is useful for delivery time ,communication through different agencies ,utilizing resource ,simplifying operation ,minimizing cost for any transaction in business environment and customer satisfaction on service delivery .

2.4. MODELS OF EXISTING SINGLE WINDOW IN PRACTICE

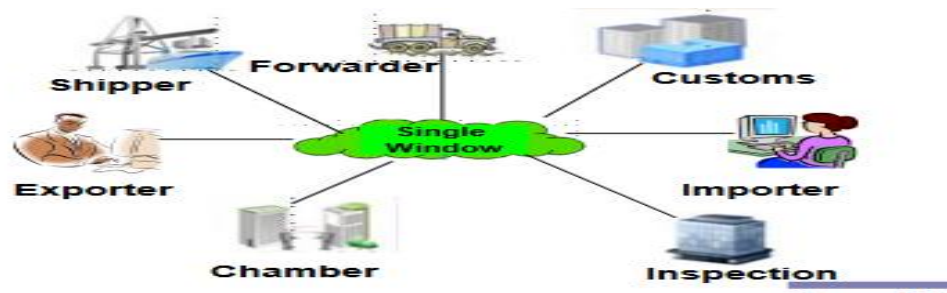
According to UNECE a Single window can take various forms while not just limited to customs system, the single window environment must represent a close corporation between all involved department or authorities and customs because of its fundamental role at borders, can be the enforcement agency best suited as the entrance point to receive and coordinate the flow of information related to fulfillment of all cross border regulatory requirement.

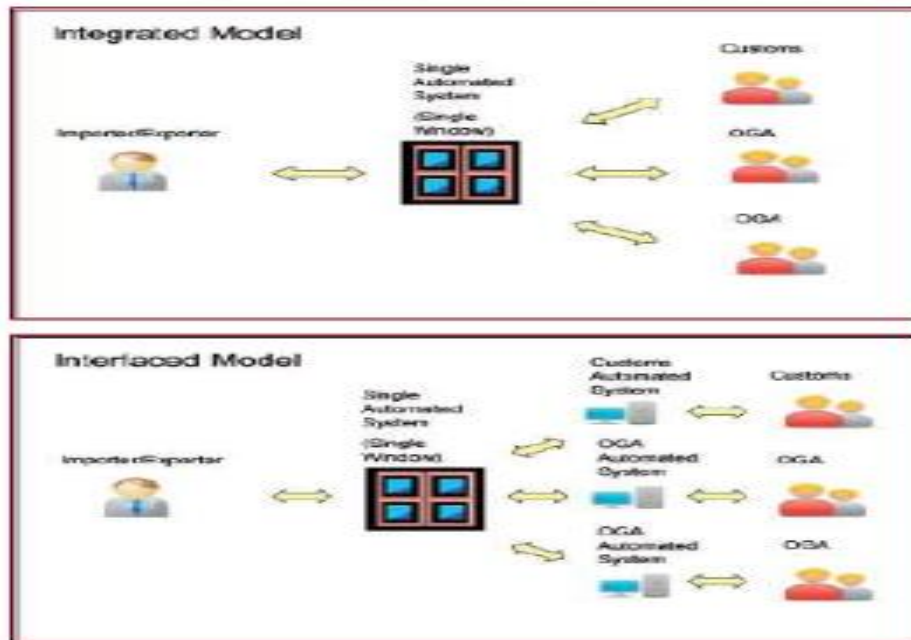
Based on assessment made on single window impact of SW Architecture on trade made by African alliance for e-commerce (AAEC) on five African countries on 2009 namely Cameroon, Ghana, Madagascar, Mauritius and Senegal with the support of world bank, most SWS are similar, having being developed according to different needs and requirements, and customized to suit specific contexts, they can be divided into distinct categories ‘‘According to the document of AACE’’ it’s identified as **three main models** this are

1. SWs for clearance formalities -	➤ The form that matches most the definition of UN/CEFACT Recommendation no33.
2. SWs for logistics coordination or cargo or port community systems	➤ Used in port operations ,they focus on the reliability of logistics from physical arrival to delivery
3.SWs for business to business (B2B)transaction	➤ Used as a complement to the two previous models is a plate form that connects different business parties a trade transaction

Over the last few years various, single window program have been developed and effectively introduced and from those model

Figure1 Models of single window





Source: -unnex.unescap.org/switajik-sinmahat.pdf

2.4.1. LEGAL AND CONSTITUTIONAL FRAMEWORK

The legal and regulatory frame work refers to all the laws, regulations conventions and memoranda which may govern the procedures to be applied in foreign trade operations. According to promoted operational changes, the demands of the regulatory frame work will be more or less. Basically to assess Ethiopian customs SWS implementation, it will be important to see the single window implementation models that may follow two different legal models are stated as of AACE study shows:-

Model.1 Single window without recognition of electronic documents (the single window is a platform for the automation of data exchanges processes .it does not lead to the production of any legally valid electronic document.

Model.2 single window with recognition of electronic documents (the single window ensures the dematerialization /automation of all the procedures .all the documents and all the authorizations are electronically signed and replaced paper work .these model 2 is necessary to have legal provisions governing this new document format .it is also necessary to have an infrastructure capable of taking care of electronic signature and electronic archiving .such laws may exist because they are not

specific to single window ,but to all electronic transactions .still under model 2 the following laws are examples that may be necessarily for the regulation of new operational procedures .these laws mainly deal with the following issues :-law on the protection of personal data ,law on electronic transactions , law on cybercrime and law on data transaction.

2.4.2. MODES OF SINGLE WINDOW IMPLEMENTATION OPTIONS

‘According to AACE’ mentioned in its document of single window assessment study generally in the world three modes of implementation of single window option is stated: -Development of the solution and internal operating capacity, option for solution provider and internal operation and choice of solution provider under a concession (recognition)

2.4.3. BUSINESS MODEL FOR SINGLE WINDOW

AACE, in its guide line for single window implementation in Africa stated that business model for single window highly dependent on the initial condition in the environment of political, economic, social and technological. The aim is to have a model of guaranteeing the balance of the three levels of funding, which are the setting up operation and future sustainability of the single window. For this, three single window business models are stated firstly, the public financing model, the public private partnership model (PPP) and the concession (business) model.

2.4.3.1. PUBLIC FINANCING MODEL

In the guide line of AACE (economic commission for Africa) the model is used in cases of evaluation of single window is fully provided by government or with donors support in the setting up of single window where funding and state takes over to ensure its financing and operation.

2.4.3.2. THEPPP (PUBLIC PRIVATE PARTNERSHIP) MODEL

As mentioned in the guide line of AACE , public private partnership model is limited to governance and management of the project, the rationale of improving the competitive environment of foreign trade is at the heart of mutual benefit for partnership .the advantage of public private partnership is that its complementarily with other types of funding available, as its gives the possibility, if the need should arise to call on the government as stake holder, or on donors depending on the opportunities or context

2.4.3.3. THE CONCESSION (BUSINESS) MODEL

These concerns the public service concession, the private sector may finance the investment necessary for setting up of the single window as well as its maintenance and its operation.

2.4.4. THE ROADMAP: EVOLUTION OF SINGLE WINDOW

In 2005, a UNECE, forum on paperless trade in international supply chains'' enhancing efficiency and security '' the evolutionary concept of single window was confirmed by UN trade facilitation conference. The single window road map evaluation model show that how single window developed and serve trade and used for policy makers as model.

The development of single window system is because of the complexity of the project and the importance of changes in business process and trade practice .this makes the economies of the country will desires for SWS implementation.

Single window Planning and Implementation Guide shows the road map evaluation of SWS categorized in to five stages:-

Level1According to UNECE single window planning and implementation guide, (UNESCAP), Road map evolution of single window planning and implementation guide, UNECE single window planning and implementation guide, APEC), study on single window system international interoperability, UNECE / UN/CEFACT white paper paperless trade for simple, transparent and effective process for global commerce stated that Paperless Customs (Development of paperless customs declaration system.

Level2According to (UNECE),single window planning and implementation guide, (UNESCAP), Road map evolution of single window planning and implementation guide, UNECE single window planning and implementation guide , (ESCAP) single window planning and implementation guide ,WCO to build a single window environment and (ESCWA), united nation economic and social commission for western Asia , (APEC), study on single window system international interoperability, stated that port community system Regulatory Single Window (Integration of paperless customs with other regulatory bodies issuing trade/import/export/transit-related permits and certificates,another Related documents.

Level3 According to (UNECE) single window planning and implementation guide, (UNESCAP), Road map evolution of single window planning and implementation guide, Trade facilitation Guide for port community system, (APEC) study on single window system international interoperability and (ESCAP) single window planning and implementation guide stated that Port Single Window or B2B Port Community System (Extension of the Single Window to serve entire trade and logistics communities within the airports, seaports And/or Dry ports.

Level4 According to UNECE single window planning and implementation guide, (UNESCAP), Road map evolution of single window planning and implementation guide, Trade facilitation Guide for port community system, APEC study on single window system international interoperability and (UNESCAP), single window planning implementation guides stated that Fully Integrated Single Window Creation of an integrated domestic logistics platform interlinking the administrations, companies and the service sectors to better manage the entire chain of import-export operations (Maydanova, S., & Ilin, I. (2018).

Level 5 According to United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP), (APEC) Asia Pacific Economic Cooperation, Study on Single Window Systems 'International Interoperability and United Nations Economic Commission for Europe (UNECE) 2012 .Single Window Planning and Implementation Guide stated that Cross-border Single Window Exchange Platform (Interconnection and integration of NSWs into a bi-lateral or regional cross-border e-information exchange platform.

Figure2. Evolution stage of single window



Source: - Planning, S. W. (2012)

Advancements in information and communication technologies have created unique opportunities to services providers in both developing and developed countries. According to fact of the modern global economy the service sector represents one of the fastest growing areas of exports in the global trade. The Internet and e-commerce make it possible to sell a variety of services, ranging from airline tickets to financial services, from anywhere in the world within short period of time. International delivery of services through electronic means is creating value in the supply chain by the reduction of many of the barriers to entry (Javalgi, R. G., Martin, C. L., & Todd, P. R. (2004). This study focuses on the benefit of electronic service or one window service for import and export through its e-services across borders and major usage for customs and its country trade facilitation and also its present's strategic challenges, followed by implications for service providers (Javalgi, R. G., Martin, C. L., et al, 2004).

Table 3 Single window benefit for government and traders

<u>Benefits for government</u>	<u>Benefits for traders</u>
<ul style="list-style-type: none"> • More effective and efficient deployment of resources • Correct (and often increased) revenue yield • Improved trader compliance • Enhanced security • Increased integrity and transparency 	<ul style="list-style-type: none"> • Cutting costs through reducing delays • Faster clearance and release • Predictable application and explanation of rules • More effective and efficient deployment of resources • Increased transparency

a. Benefit of single window service for government and traders

Source: - (Grainger, A. (2016).

According to study conducted by (WCO) world customs organization on single window service system found that the single window system has been advantage trading community (Choi, J.Y. (2011).It speeded up the process of information, to increasing risk management especially for concerned government agencies, has enhancing compliance in the private sector and provides better service to businesses due to efficiencies' (Kabui, B.N., & Mwaura, T.G.D.P. (2019).

For instance, Macedonia, after implementation of single window system established , stakeholders both from government and private sectors were able to benefit which simple search mechanism; direct procedures obtaining license ,resource saving (time ,cost and human resource),improved communication and contact with ,and resolution of problem by the responsible agencies for its functioning (Kostovski,2011) .so based on this empirical review at the end of my study ,my assessment result may indicate that single window system it has to facilitate trade by speeding up the process of obtaining license, providing saving time ,cost and human resource and generally it facilitate the activities of economic operation in Ethiopian Revenue and customs Authority port service .

2.7. ETHIOPIAN ELECTRONIC SINGLE WINDOW PRACTICES

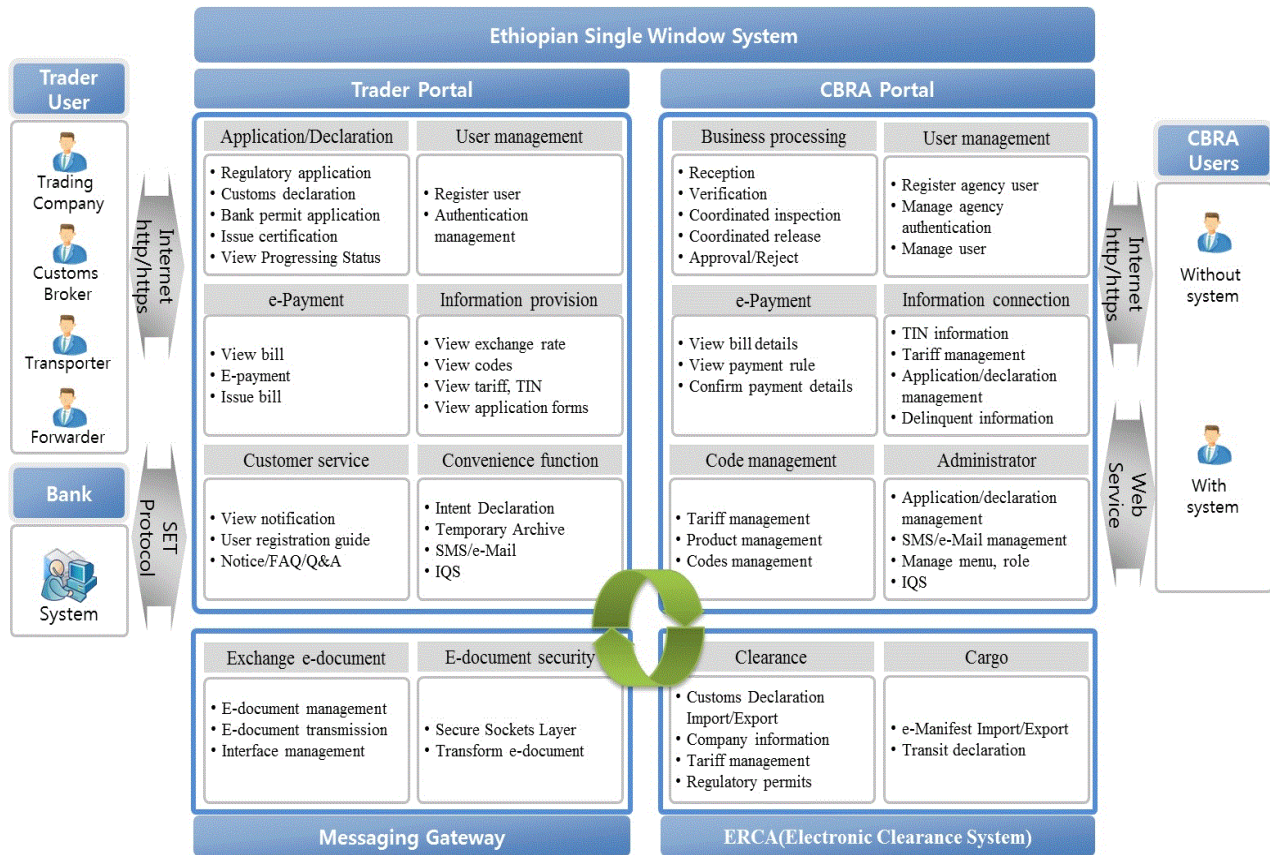
The Electronic Single Window (ESW) allows traders to submit all export / import related requirements in batch. Launching an online service system for traders has an energetic role in reducing costs related with application of import and export process time and redundancy of documents by providing online service function it is possible to eliminate repetitive input of information. And collecting various required confirmation materials such as, verification and inspection, etc. from nominated authorities. The ESW provides the required information for traders through platform.

Trader Portal: The trader submits the trade documents required for customs and border clearance electronically, views the processing procedures and statistical information provides the function to pay the taxes and fees electronically (Esw.et (2019))

CBRA Portal: It provides the function that the person in charge of the authorities to process electronically the verification, inspection and approval of the documents received through the trader portal (Esw.cbra)

Messaging Gateway: It handles the electronic document exchange between the trader portal and CBRA portal (Esw.et (2019))

Figure3 Ethiopian Electronic single window frame work

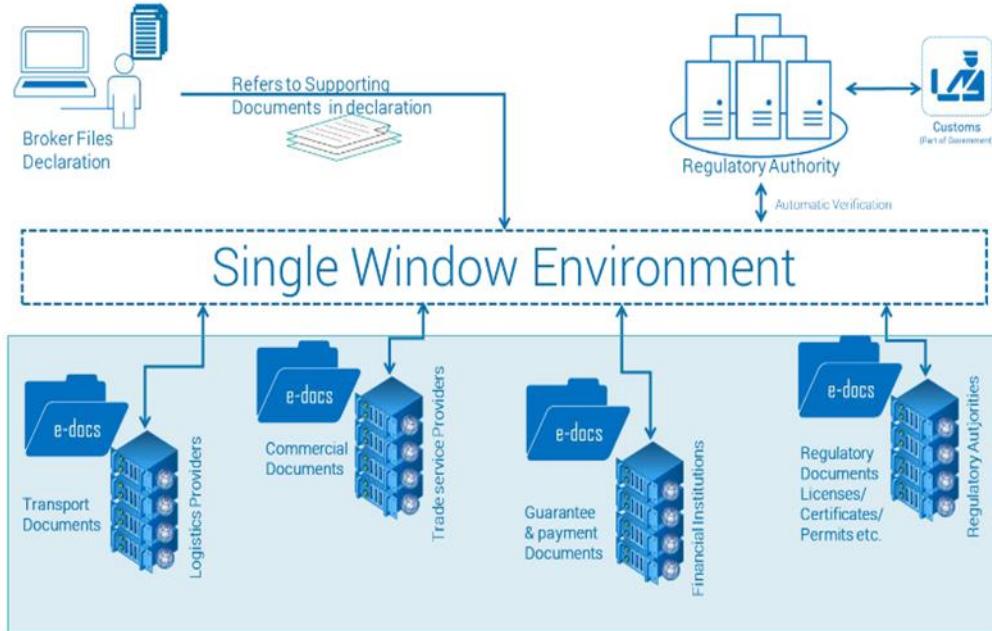


Source: - Esw.et (2019), Ethiopian electronic single window service.

2.8. SINGLE WINDOW AS A NETWORK OF COLLABORATIVE FACILITATES

In a Single Window e environment, the trader is given a completely transparent view of the transaction, with its carefully managed series of possible exchanges between cross-border regulatory agencies, Customs brokers, and banks, carriers and logistics providers. In figure below it shows that the single point interconnection of system can be facilitating the trade and effective use of time, resource, also improving communication gap and increasing collaboration between government agencies and traders.

Figure4. Single window network of co-operating facilitates



SOURCE: - PART 1, VOLUME 1 –under standing a single window environment

<http://www.wcoomd.org/-/media/wco/public/global/pdf/topics/facilitation/instruments-and-tools/tools/single-window/compendium/swcompendiumvol1parti.pdf>

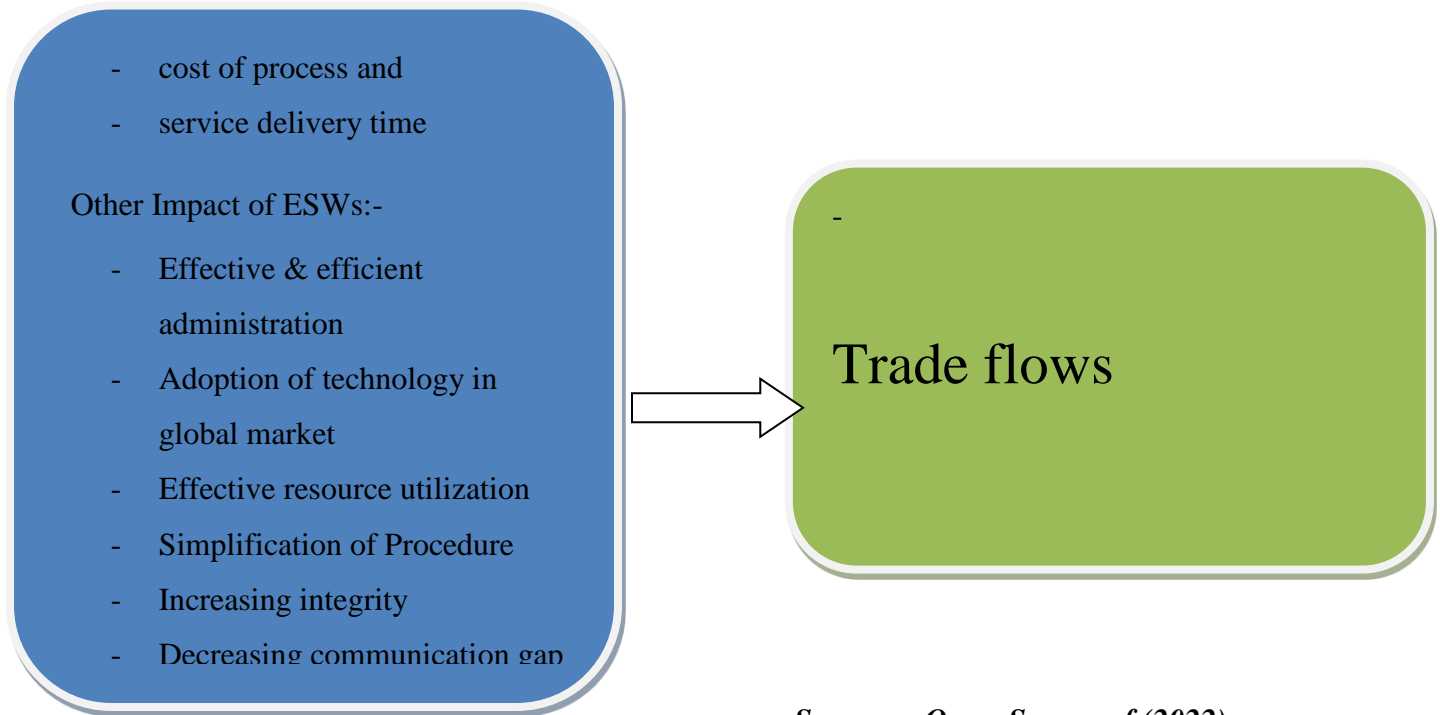
2.9. SINGLE WINDOW TO FACILITATE TRADING CROSS BORDER

Many countries have already begun to transform their paper based customs process towards paperless customs, electronic system for filing, transferring and exchanging regulatory and trade information for export and import have become an important tools to manage cross border trade for instance Malaysia is one (ESCAP& UNECE) from this point of view the importance of single window is more than this for developing countries like Ethiopian and other African countries for this ‘‘according to state in United nations trade facilitation guide line’’ the most important component key factors for implementing SWS are stake holders needs and requirements, vision on and politicalwill, collaboration of stakeholders, business process analysis, data harmonization and document, service function application architectures, technical standards and interoperability, legal infrastructures, business models functional issues and governance and IT infrastructure and IT solution .

2.10. CONCEPTUAL FRAMEWORK

Independent variables are delivery time of clearance formalities, cost of process and other variables and also dependant variables are trade flows.

Independent variables *Dependent variables*



Source: - Owen Survey of (2022)

CHAPTER THREE

3. METHODOLOGY OF THE STUDY

3.1. INTRODUCTION

According to smoke and Lewin (2005), a research methodology for study both the collection of method and rules what we apply to our research, principles, theories and values that support our research approach. And also simply it's possible to say that a research papers methodology part must highlight on how we able to demonstrate, collect or generate our research and analyze data (SHU library, 2020)

This study was used cross sectional and descriptive research design, which involved the use of both quantitative and qualitative methods (Mugenda, 2003).the descriptive research design was appropriate for this study as it describes characteristics associated with the subject population, and in particular factors that makes them behave the way they do. According to coopers and schindler (2003), descriptive research design discovers and measures the variables based on the benefits of system theory operationally of business trade facilitation. So that the descriptive research design was selected for the reason of researcher to gather the descriptive data to assess the dependent and independent variables .this makes it possible to researchers to produce statistical and obsarvative information on the benefit of electronic single window implementation at Ethiopian customscommission office.

3.2. RESEARCH DESIGN

This research used the three types of data collection techniques these are: qualitative, quantitative and descriptive approach.

According to Saunders et al. (2009), descriptive research approach is a general termfor both qualitative and quantitative data collection techniquesandanalysis procedures are used in research design.

So that this study used cross sectional descriptive research or statistical research to describes phenomena as they exist. and also its used to identify and obtain information on characteristics of particular issue like community group, people .another words we can say that this type of research describes social events, social structure and social situation more common for social science as in

socio-economic survey and job and activity analysis (Inaam.Akhtar2016).The researchers observe what did he find, descriptive research answer the question, what, how who and where and when and also it's used to describes the current situation or phenomena.

This study tried to assess ESWS implementation of Ethiopian customs commission at Mojo customs branch office and its improvement on the customs operation, collaboration for customs clearance formality through delivery time of the companies and in what extent ESWS benefit Ethiopian customs service.

3.3 .RESEARCH STRATEGY

Strategy is methods that enable the researchers systematically investigating the research phenomena in this case, assessing the implementation of ESWS at Ethiopian customs commission Mojo customs branch office. The cross sectional and descriptive study is appropriate strategy because these approach is particularly useful to a condition and potentially related factors are measured at a specific point in time for a defined population natural real-life context to meet the objective of research question and data collection techniques.

3.4. SOURCE OF DATA

To perform the research used two types of data which is usually used in researches, primary and secondary data (Ajayi, O. V. (2017)).As the name suggests, primary data is one which is collected for the first time .this study data was collected through techniques such as structured questioner's, interviewing and observation. On the other hand Secondary data is the data already collected or produced by others. (Daas, P., &Arends-Tóth, J. (2012)).In fact, secondary data is often the starting point for data collection. It is the first type of data to be collected (*Lancaster, G. (2007)*).So this assessment can use primary and secondary source of data. Regarding the primary data this study was under taken by distributed structured questionnaires to relevant participants of selected areas. In order to strength the analysis and findings of this study used different articles, academic journals, useful academic books and international arguments of customs policy ,WCO ,world bank reports ,custom reform procedural manuals and Ethiopian customs operational policy and directives as secondary data.

3.5. TARGET POPULATION

Target populations of this study was staff of the Ethiopian customs commission moja customs branch office and selected stakeholders, for this study randomly selected staffs those involved in line of electronic service which is ESWS customs operational area, and stake holders those collaborative in business of ESWS such as banks, insurance, regulatory agencies and shipping and logistic enterprises at port. These groups were targeted because they are appropriate people to provide relevant information and answer of this research questions.

3.6. SAMPLING DESIGN

The size of the sample was chosen for survey randomly employees from Ethiopian customs commission moja customs branch office or selected stakeholder's that involved in line of clearance formalities operational area.

Therefore, by considering this point sampling size to collect data through the questioners according to'' (Singh, A. S., & Masuku, M. B. (2014) in their study, shows by quoting Yamane (1967), who provides a simplified formula for calculation of sample size use a formula, $n = \frac{N}{1 + N(e)^2}$, where n =the sample size, N =the study population, e =standard errors and, 1 designates the probability of the event occurring as of fourth edition (2017), introduction of statistics stated that and Teshome, M. (2016),. Based on the formula stated for calculating the number of employees at custom s dry port to sample size by using confidence level 90% because the population homogenous, standard error 10%.

N = the population size

n = sample size

e = standard error

1 = designates the probability of the event occurring (fourth edition (2017), introduction of statistics, from this, $n = \frac{N}{1 + N(e)^2}$, $398/1 + 398(0.1)^2$ so, from this the n value = 80

3.7. SAMPLING TECHNIQUES

According to Taherdoost, H. (2016) ''sampling techniques divided into two, this is probability or random sampling and non-probability sampling''. From these sampling techniques, this study used random sampling because the study construct sampling frame first and then used a random number generation to pick a sample from the sampling frame (Taherdoost, H. (2016) from this point of view the probability sampling has the greatest freedom from bias.

Probability sampling is divided in different category this are simple random, every case of the population is equal probability of inclusion in sample, stratify random sampling is systematic sampling where every n^{th} case after a random start is selected, cluster sampling the whole population divided to groups or cluster so the sample is take from this cluster the last is multi stage sampling this type of sampling techniques process move from broad to narrow sample using steps. (Ackoff, 1953).Therefore this study used simple random sampling every case of the population is equal probability of inclusion in sample.

3.8. DATA COLLECTION METHOD

The assessment use structured questionnaires, for employees those selected staff at mojo customs branch office. Todo thisusing Liker t scales method of data collection and interviews to asses ESWS implementation atmojo customs branch office. Because some scholars show in their study Likert scales force the respondent to commit to a certain position (Brown, 2006) even if the respondent may not have a definite opinion.Likert scales provide an option for indecision or neutrality (J.T Croasmun, (2011) this may reduce the chance of response bias (Ostrom, L. (2011).

3.9. METHOD OF DATA ANALYSIS

In order to reach on meaningful facts and conclusions, the research should provide explanation on assessment ofESWS implementation at Ethiopian customs commission mojo customs branch office and in what extent can benefit its own organization and other government agencies and the datawas collectand analyzed by descriptive analysis through using simple excel and SPSS version24. In generating the actual results, frequency tables, and chartwas used to determine the number of respondents who expressed their opinion on a particular item. Based on the frequency tables and chartsgenerated descriptive statistic used to analyze and describe the findings by differentdescriptive presentation methodsfor showing the results of significance of the independent variables on the dependent variable.

3.10. LIMITATION OF THE STUDY

- .The result was given based on the assumption that the response given by the respondents.
- .The documentation at customs considering as a security issues to deliver the information permission required. So it takes time.

3.11 ETHICAL CONSIDERATION

Ethical consideration is serious academic research work to assessing on ESWS implementation at mojo customs branch office. There was no breach of confidentiality of the study and the field work is administrated by the researcher to ensure that genuine answers were obtained from the respondents.

3.12 RELIABILITY ANALYSIS

‘According to (Mohajan, H.K., (2017))’ in its study shows by quoting (Blumberg et al., 2005 and Chakrabartty, 2013) that reliability refers to measurement of supplies consistent results with equal values. The level of reliability of the work is going to be compromised (Wilson, 2010) .The coefficient of reliability falls between 0 and 1 with perfect reliability equaling 1 and no reliability equaling 0. If the reliability coefficient is high, let as assume that $r=0.98$, we can suggest that both instrument are relatively free of measurement error, if the coefficient yields above 0.7, are considered acceptable and coefficient yields 0.8 very good .so that according to the study shows in the study the general rule for reliability when the coefficient greater than 0.8 considered as high.(Mohejan, H.K., (2017) in its study by quoting(Tavakol&Den nick 2011)the most common inter consistency measure is Cronbach’s alpha (α) which usually interpreted as the mean of all possible split half coefficient .so that in the social science alpha value between 0.7 and 0.8 are generally considered acceptable and satisfactory range .so that according to the research finding of reliability analysis statics’ shows as follows

Cronbach’s alpha	N .items
0.873	24

Source: -own research finding (2022)

CHAPETER FOUR

4. ANALYSIS, DISCUSSION AND RESULT

In this chapter the points discussed was the data analysis, presentation of discussion and Results that generated through questioners and secondary source .on this the primary data was collected from respondents of **80**-questioners' from this **77**-returned the response but**3**-rejected because of missing of data during filling the response and interview was gather from selected stake holders.**The rate of the response those returned accurately was96.25% thereforethe outcome of the response rate was a good sample size representation. The result of the study was analyzed bySPSSand presented by frequency distribution table,charts and graph.**

Table4.1. Summary analysis of demographic profile of respondents

Variables	Category	Frequency	%
Gender	Male	55	71.40%
	Female	22	28.60%
Age	≤ 23 yrs	3	3.9%
	25-30 yrs	34	44.20%
	31-40 Yrs	27	35.10%
	41 and above	13	16.90%
Work experience	>2 yrs	11	14.30%
	3-5 Yrs	32	41.60%
	≥5 yrs	34	44.10%
Education Back ground	≥high school	-	-
	College diploma	-	-
	Bachelor's degree	51	66.20%
	≥Master's degree	26	33.80%

Position	Non Managerial	65	84.40%
	Managerial	12	15.60%
Material status	Single	55	71.40%
	Married	20	26%
	Divorce	2	2.60%

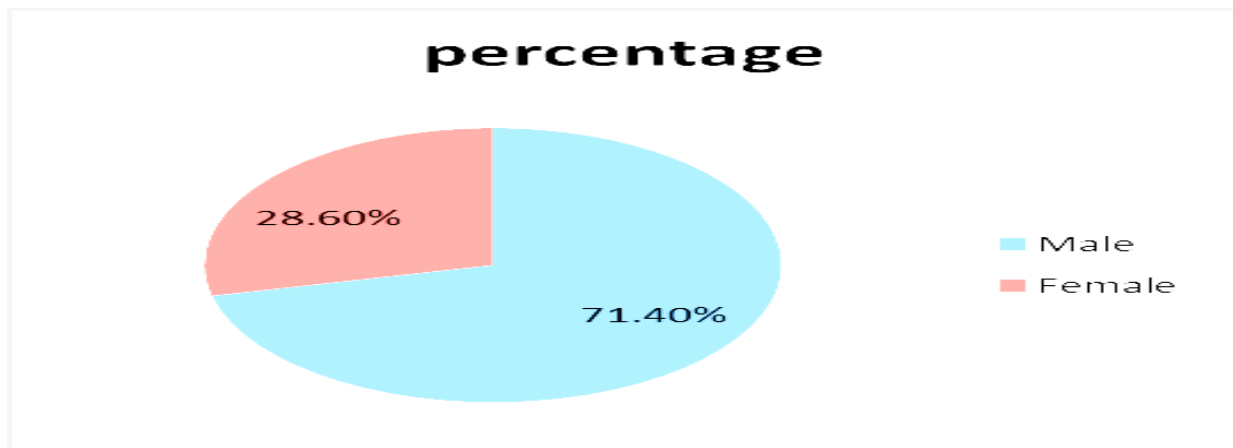
Source: own survey 2022

4.1.1.Descriptive Analysis of demographic profile of respondents

According to Table-1 Work experience level of the respondents shows less than 2years is 11(14.30 %), under 3-5years is 32 (41.60%) and 5 years and above shows 34 (44.10 %) respectively.

In relation to education background of the respondent's data shows that greater than high school and college were not found during survey period. The bachelor degree and greater than master degree shows 51(66.20%) and 26(33.80%) respectively. This shows that more than half of the respondents (66.20 %) with education background were under level of bachelor degree and 44.10% respondents have 5 years and above level of work experience. 65(84.40%) of respondents were non managerial position level and 12 (15.60%) managerial position. This indicates that more of the respondents are under non managerial level in percentage 84.40%. In other hand, marital status of the respondent was showed that single 55(71.40%), married is 20(26%), divorce is 2(2.60%). The remaining respondent did not file. This indicates that most of respondent's marital status was single that is 71.40%. The age of the respondents less than 23 years level is 3(3.9%), 25-30 years is 34(44.20%), 31-40 years level is 27(35.10%) and 41 and above is 13(16.90%). This indicates that more of the respondent's age was under the age of 25-30, that is around 44.20%

Figure5. Demographic analysis of respondents by Gender



Source: - own Survey of (2022)

Table 4.1.1 Summary Analysis on ESW technology adoption

S/ N	Items	Frequency	%	Total	Mean	Standard deviation	
ESW for technology adoption							
1	Single window service technology adoption, it's motivate government agencies to support economy through effective trade.	Strongest disagree	-	-	100%	4.27	0.662
		Disagree	2	2.6%			
		Neutral	3	3.9%			
		Agree	44	57.10%			
		Strongly agree	28	36.40%			
2	ESWS can improve trade procedure	Strongly is agree	-	-	100%	4.21	0.732
		Disagree	3	3.9%			
		Neutral	5	6.5%			
		Agree	42	54.5%			
		Strongly agree	27	35.10%			
3	ESWS adoption can facilitate trade	Strongly disagree	-	-	100%	4.19	0.650
		Disagree	1	1.3%			
		Neutral	7	9.1%			
		Agree	45	58.40%			
		Strongly agree	24	31.20%			
4	ESWS help Customs to migrant from paper-document to Electronic document	Strongly disagree	1	1.30%			

		Disagree	1	1.30%	100%	4.47	0.736
		Neutral	2	2.6%			
		Agree	30	39%			
		Strongly agree	43	55.80%			
5	ESWS integrating customs with other regulatory bodies issuing trade license import and export related documents	Strongly disagree	-	-	100%	4.12	0.707
		Disagree	1	1.3%			
		Neutral	12	15.60%			
		Agree	41	53.20%			
		Strongly agree	23	29.90%			
6	Electronic cross border information exchange is an important instrument for regional integration and increasing security level.	Strongly disagree	-	-	100%	4.31	0.654
		Disagree	1	1.3%			
		Neutral	5	6.5%			
		Agree	40	51.90%			
		Strongly agree	31	40.30%			
7	ESWS improve document Simplification, harmonization and standardization of trade documents and trade data,	Strongly disagree	-	-	100%	4.27	0.681
		Disagree	1	1.3%			
		Neutral	4	5.2%			
		Agree	47	61%			
		Strongly agree	24	31.20%			
8	ESWS Examine existing requirements and procedures for submitting import, export and transit documents and information to Government for Identify key Governmental authorities and agencies that can potentially be involved in the system and benefited from implementation	Strongly disagree	-	-	100%	4.06	0.767
		Disagree	3	3.9%			
		Neutral	11	14.30%			
		Agree	41	53.20%			
		Strongly agree	22	28.60%			
9	ESWS determine the extent to which it is possible to harmonize and simplify these requirements, procedures, information flows and documents. In particular, explore possibilities for ensuring the single submission of documents and information	Strongly disagree	-	-	100%	4.14	0.601
		Disagree	-	-			
		Neutral	9	11.70%			
		Agree	48	62.70%			
		Strongly agree	20	26.30%			

Source: - own survey of 2021, SPSS.V24

4.2.1. Descriptive Analysis of respondents on technology adoption

The first questions are used to find out the level of understanding of respondents on opportunities of technology adoption for government agencies support by implementing Single Window service and to determine the respondent's perception on SWS and its potential advantage on trade facilitation.

Table 4.2 indicates that the level of understanding of respondents on Single window service technology adoption and its motivation for government agencies to support economy through effective trade facilitation. For this none of respondents strongly disagree, 2.6% disagree, 3.9% neutral, 57.10% agree and 36.40% strongly agree with the mean score of 4.27 and standard deviation of 0.662. This indicates that 57.10% of respondents agree and accepting the role of ESWS and its advantages for economical wise for trade facilitation.

The second questions were try to find the level of understanding of respondents on opportunities of technology adoption for government agencies support with regards to electronic Single Window service. The purpose of this question is to determine the respondent's acceptance of the SW system and its potential advantage for improvement of government trade procedures.

Table 4.2 indicates that the level of understanding of respondents on ESWS can improve trade procedure for effective trade in supporting economy of country in government and private agencies. None of respondents strongly disagree, 3.9% disagree, 6.5% neutral, 54.5 % agree and 35.10% strongly agree with the mean score of 4.21 and standard deviation of 0.732. This indicates that 54.50% of respondents agree and accepting the role of ESWS for improving and simplifying government and private procedure trade facilitation.

The third questions is try to find the level of understanding of respondents on Adoption of Electronic technology at ECCMBO can facilitate trade with regards to Single Window service. The purpose of this question is to determine the respondent's acceptance of the ESW system and its potential advantage for customs and other stake holder through trade facilitation.

Table 4.2. indicates that the level of understanding of respondents on Adoption of ESWS at ECCMBO can facilitate trade for effective trade, none of respondents strongly disagree, 1.3% disagree, 9.1% neutral, 58.40% agree and 31.20% strongly agree with the mean score of 4.19 and standard deviation of 0.650. 58.40% of respondents agree and understanding the role of ESWS for

customs and stake holder to simplifying trade facilitation. This indicates that their perception for ESWS according to government expectation

The fourth questions is important to find out the perception and level of understanding of respondents on ESWS helping Customs to migrant from paper-document to Electronic document with regards to single window service implementation. The purpose of this question is to determine the respondent's acceptance of the ESWS and its potential advantage on trade facilitation through platform technology application.

Table 4.2 indicates that the level of understanding of respondents on ESWS to help Customs to migrant from paper-document .this Electronic document for effective trade and customs service simplification from paper based work to electronic one point entry transaction without existing physically. This is around 1.3% of respondents strongly disagree, 1.3% disagree, 2.6% neutral, 39% agree and 55.80% strongly agree with the mean score of 4.47and standard deviation of 0.736. This indicates that55.80%of respondents strongly agree accepting the help of ESWS for customs service due to migrating from paper based to electronic trade facilitation.

The fifth questions is try to find the level of respondents on ESWS for integrating and transparency of customs with other regulatory bodies for submitting important tasks and documents such as, trade license and related documents those available for import & export related issues with regards to single window service at customs.

Table4.2 indicates that respondents understand and giving rate for ESWS helping Customs to integrating with other government regulatory bodies for effective trade and customs service simplification for submitting documents related to import and export transparently through electronic one point entry transaction without existing physically. None of respondents strongly disagree, 1.3% disagree, 15.60% neutral, 53.20% agree and 29.90% strongly agree with the mean score of 4.12and standard deviation of 0.707. This indicates that 53.20% of respondents agree on importance of ESWSfor customs service transparency for other regulatory bodies and accepting the help of plate form ESWS for collaboration and trade facilitation.

The sixth questions is help for understanding respondents with regards to single window service on Electronic cross border information exchange is an important instrument for regional integration and increasing security level .

Table4.2 indicates that the level of understanding of respondents on electronic cross border information exchange is an important instrument for regional integration and increasing security level, none of respondents strongly disagree, 1.3% disagree, 6.5% neutral, 51.9% agree and 40.30% strongly agree with the mean score of 4.31 and standard deviation of 0.654. So this indicates that 51.9 % of respondents understanding the role of ESWS for cross border information exchange are an important instrument for regional integration and increasing security level.

The seventh question is used for understanding level of respondents with regarding to implementing platform electronic Single Window service for improving customs and interrelated government and private regulatory agencies for document Simplification , data harmonization, and standardization of trade documents .

Table4.2 indicates that the level of understanding of respondents on ESWS for improving document Simplification , data harmonization, and standardization of trade .none of respondents strongly disagree, 1.3% disagree, 5.2% neutral, 61% agree and 31.20% strongly agree with the mean score of 4.27 and standard deviation of 0.681 . This indicates that level of understanding the importance of ESWS, so this indicates that 61% of respondents understanding and accepting ESWS for improving document Simplification , data harmonization, and standardization of trade documents.

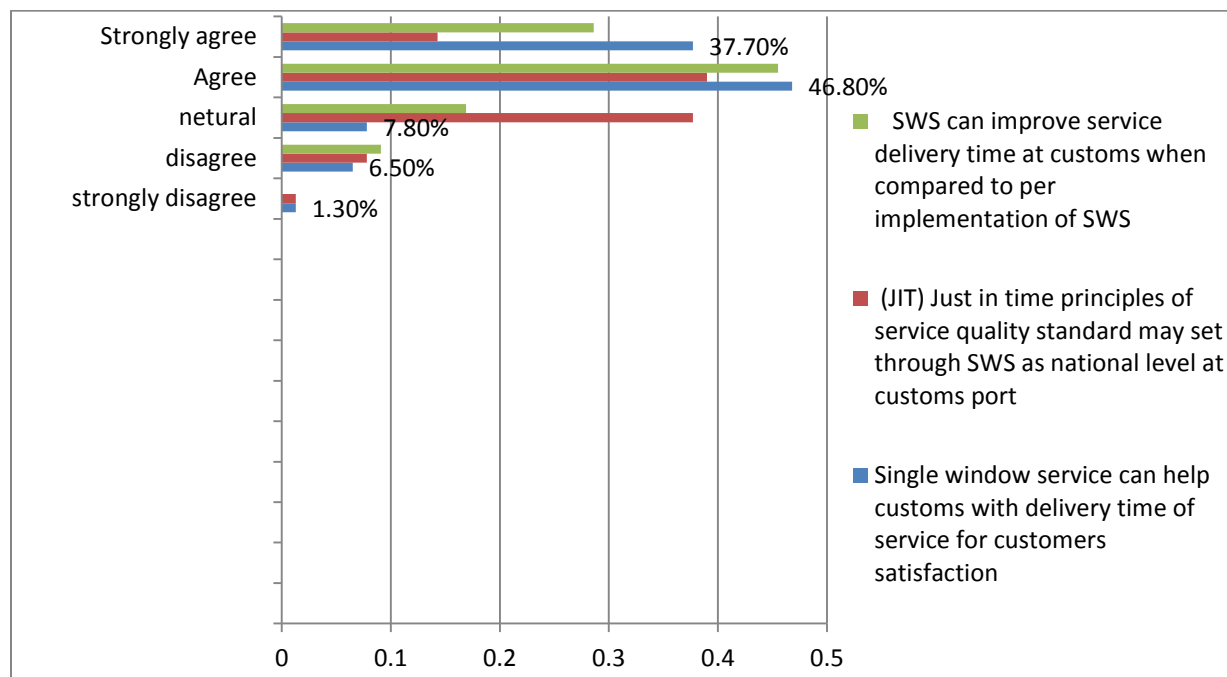
The Eighth question is used to find the level of understanding of respondents on ESWS for Examine existing requirements and procedures for submitting import, export and transit documents and information to Government ,to identify key Governmental authorities and agencies that can potentially be involved in the system.

Table4.2 indicates that the level of understanding of respondents on ESWS for Examine existing requirements and procedures for submitting import, export and transit documents and information to Government to identify key Governmental authorities and agencies that can potentially be involved in the system . From this, none of respondents strongly disagree, 3.9% disagree, 14.3% neutral, 53.20% agree and 28.60% strongly agree with the mean score of 4.06 and standard deviation of 0.767. From this point 53.20% of respondents agree and understanding level for ESWS high and considered to accepting the implementation of electronic single window service for identifying potential government authorities and agencies those effectively involved in import and export through this technology.

The ninth questions this study use this question to find out respondents understanding and acceptance on ESWS for determine the extent to which it is possible to harmonize and simplify traderequirements, procedures, information flows and documents particularly, explore possibilities and ensuring the single submission of document and information.

Table 4.2 indicates that the level of understanding of respondents on ESWS for determine the extent to which it is possible to harmonize and simplify those requirements, procedures, information flows and documents. In particular, explore possibilities for ensuring the single submission of document and information. None of respondentseither strongly disagrees, and disagree, 11.70% neutral, 62.30% agree and 26. % strongly agrees with the mean score of 4.14and standard deviation of 0.601. This indicates that 62.30% of respondents agree and accepting the help of SWS for determines the extent to which it is possible to harmonize and simplify those requirements, procedures, information flows and documents explore possibilities for ensuring the single submission of document and information.

Figure6. Summary Analysis ofESW forservicedelivery time



Source: - own survey of (2022) SPSS

4.2.Descriptive Analysis of service delivery time

The tenth questions are used to find the level of understanding of respondents on ESWS helping customs through service delivery Improvement and clearance time.

Figure6 indicates that the level of understanding of respondents on ESWS Improvement of delivery time and customs clearance time for customer satisfaction for is around 1.30 % of respondents strongly disagree, 6.5% disagree, 7.8% neutral, 46.80% agree and 37.70% strongly agree with the mean score of 4.13and standard deviation of 0.908 . This indicates that their level of understanding of SWS to be important for customs port service delivery. 37.70% and 46.80% of respondents understanding and accepting the help of ESWS for delivery time improvement of trade facilitation at custom for clearance of import and export goods

The eleventh questions important for assessing the level of understanding of respondents on SWS Improvement of delivery time through Just in time principles of service quality standard may set by ESWS as national level at customs.

Figure6 indicates that the level of understanding of respondents on SWS Just in time principles of service quality standard may set by SWS as national level at customs. This is around 1.3% of respondents strongly disagree, 7.8% disagree, 37.70% neutral, 39% agree and 14.30% strongly agree with the mean score of 3.57and standard deviation of 0.880 . This indicates that their level of understanding of respondents on ESWS to be important for on time custom service and interrelated government agencies and authorities.39% of respondents understanding and accepting the help of ESWS for delivery time improvement of trade facilitation.

Questions twelve are used to assess the level of understanding of respondents on ESWS can improve service delivery time of customs when compared to per implementation of ESWS at customs.

Figure6 indicates that the level of understanding of respondents on ESWS for improvement of service delivery time of customs when compared to per implementation of platform SWS. None of respondents strongly disagree, 9.10% disagree, 16.90% neutral, 45.50% agree and 28.60% strongly agree with the mean score of 3.94 and standard deviation of 0.908. This indicates that their level of understanding of SWS to be important for custom port service delivery. 45.50 % of respondents agree

and understanding the help of ESWS for delivery time improvement of trade facilitation after implementation.

Table 4.3 Summary Analysis of respondents ESWS for resource utilization

S/N	Items	Frequency		%	Total	Mean	Standard deviation
	ESW for resource utilization				100%	3.90	0.995
13	SWS limit utilization of resources for trade and logistics chain facilitation.	Strongest disagree	2	2.6%			
		Disagree	6	7.8%			
		Neutral	12	15.60%			
		Agree	35	45.50%			
		Strongly agree	22	28.60%			
14	The resources used by customs service at customs before SWS is more than after SWS implemented	Strongly Disagree	1	1.3%	100%	3.82	0.996
		Disagree	8	10.40%			
		Neutral	16	20.8%			
		Agree	31	40.30%			
		Strongly agree	21	27.30%			
15	Customs resource management is NOT efficient before SWS.	Strongly disagree	4	5.2%	100	3.70	1.001
		Disagree	3	3.9%			
		Neutral	20	26.%			
		Agree	35	45.50%			
		Strongly agree	15	19.50%			
16	After SWS implemented resource management at custom port the same as before no change	Strongly disagree	10	13.%	100%	2.962	1.254
		Disagree	24	31.20%			
		Neutral	14	18.20%			
		Agree	20	26.00%			
		Strongly agree	9	11.70%			

Source: - own survey of 2022, SPSS

4.3 .1. Descriptive analysis of respondents on resource utilization

On Question thirteen try to find the level of understanding of respondents on SWS limit utilization of resources for trade and logistics chain facilitation and the importance of the question is to determine the respondent's acceptance of the SW system and its potential advantage on trade facilitation by effectively utilizing scarce resource.

Table4.3 indicates that the level of understanding of respondents on limiting resource utilization through trade facilitation is around 2.6% of respondents strongly disagree, 7.8% disagree, 15.60% neutral, 45.50% agree and28.60% strongly agree with the mean score of 3.90and standard deviation of 0.995. This indicates that 45.50% of respondents agree and understanding the help of ESWS for limit resource utilization for trade facilitation and they expect the outcome from implementation ESWS trade facilitation.

On question fourteen try to find the respondents level of understanding the newly implemented system is useful for effective resources utilization by customs service at port than, before SWS implemented and the importance of the question is to determine the respondent's acceptance for such kind of change like ESWS and its potential advantage on trade facilitation by effectively utilizing scarce resource.

Table4.3 indicates that the level of understanding of respondents on resource utilization through effective utilization of resource is around 1.3% of respondents strongly disagree, 10.40% disagree, 20.8% neutral, 40.30% agree and27.30% strongly agree with the mean score of 3.82 and standard deviation of 0.996. This indicates that their level of understanding of ESWS is important for customs port and interrelated government and private regulatory agencies resource utilization. 40.30% of respondents understanding and accepting the help of SWS for resource utilization for

improvement trade facilitation, from this the expectation of respondents from implementation of SWS and impact on effective utilization of resource.

On question fifteen try to find the level understanding respondents on resource management at customs branch office whether it is efficient or not before SWS and also the importance of the question is to determine in what extent of the SW system is useful for resource management and its potential advantage on trade facilitation through effective resource management.

Table 4.3 indicates that the level of understanding of respondents on resource management through implementing ESWS for trade facilitation and simplification is around 5.2% of respondents strongly disagree, 3.90% disagree, 26% neutral, 45.50% agree and 19.50% strongly agree with the mean score of 3.70 and standard deviation of 1.001. This indicates that their level of understanding of SWS is important for custom port resource management. 45.50% of respondents understanding and accepting the help of SWS for resource management and wisely utilizing resource. This shows that ESWS implementation is affect the perception of users through trade facilitation.

On question sixteen try to find the level of understanding of respondent's on resource utilization and management after SWS implemented whether resource management at custom improved or not .

Table 4.3 indicates that the level respondents on resource management at customs after ESWS implemented the resource management rated as 13% of respondents strongly disagree, 31.20% disagree, 18% neutral, 26% agree and 11.70% strongly disagree with the mean score of 2.92 and standard deviation of 1.254 . This indicates that their level of understanding of SWS is not improved at custom port resource management after implementation of system. 31.20% of respondents disagree on improvement of resource management after ESWS.

Table.4.4 summary Analysis of Respondents on ESW for Reduction of Cost

S/N	Items	Frequency	%	Total	Mean	St.deviation	
	ESW for reduction of cost						
17	ESW save cost that is repetitively incurred for the operation of custom	Strongest disagree	1	1.3%	100%	3.95	0.825
		Disagree	3	3.90%			
		Neutral	13	16.90			
		Agree	42	54.5%			
		Strongly agree	18	23.40%			
18	One achievement of implementing ESW is saving cost for logistics and supply chain	Strongly disagree	-	-	100%	4.07	0.789
		Disagree	2	2.6%			
		Neutral	3	3.9%			
		Agree	44	57.10%			
		Strongly disagree	28	36.40%			
19	Reducing cost can affect the national economy by increasing the effective use of scares resource	Strongly disagree	2	2.6%	100%	3.95	0.872
		Disagree	3	3.9%			
		Neutral	10	13%			
		Agree	44	57.10%			
		Strongly agree	18	23.40%			

Source: - own survey of 2022, SPSS.V24

4.4.1. Descriptive Analysis Respondents on Reduction of cost

On Questions seventeen try to find the level of understanding of respondents on ESWS for saving the cost that is repetitively incurred for the customs clearance through cost minimization the service rendered for customer with Single Window service implemented. The importance of this question is to determine the respondent's acceptance of the SW system and its potential advantage on trade facilitation by effectively utilizing resource through minimization cost.

Table.4.4 indicates that level of understanding of respondents on ESWS using saving cost through trade facilitation. Around 1.3% of respondents strongly disagree, 3.90% disagree, 16.90% neutral, 54.5% agree and 23.40% strongly agree with the mean score of 3.95 and standard deviation of 0.825. This indicates that 54.5% of respondents agree and understanding of SWS impact on cost minimization improvement,.

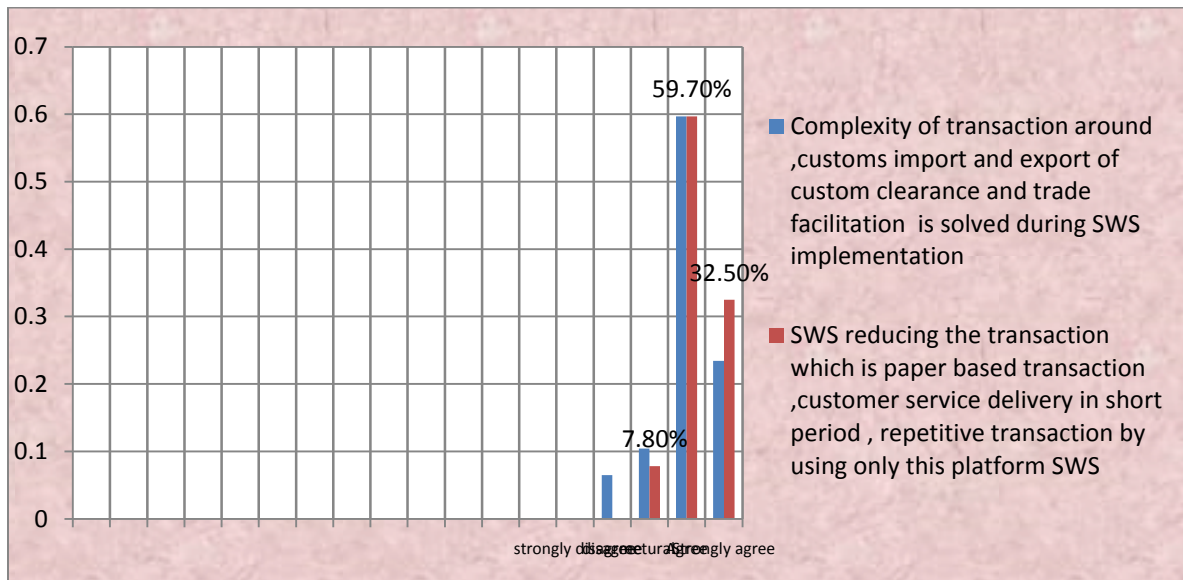
On question eighteen try to find the level of understanding of respondents on achievement of implementing ESWS on saving cost for logistics and supply chain with regards to single window service implementation. The importance of this question is to determine the respondent's understanding and importance of ESW system and its potential advantage on trade facilitation by effectively cost minimization.

Table.4.4 indicates that the achievement of implementing ESWS is none of respondents strongly disagree, 2.6% disagree, 3.90% neutral, 57.10% agree and 36.40% strongly agree with the mean score of 4.07 and standard deviation of 0.789. The rate indicates that their level of understanding of SWS is important for custom on cost minimization after implementation of single window System. 57.10% of respondents agree with the implementation of SWS for cost minimization and on its ESWS implementation achievement

On questions nineteenth try to find the level of respondents on ESWS for reduction of cost and also can affect the national economy by increasing the effective use of scarce resource with regards to Single Window service implementation.

Table.4.4 indicates that level of ESWS on Reducing cost and its affecting national economy by increasing the effective use of scarce resource is around 2.6% of respondents strongly disagree, 3.90% disagree, 13% neutral, 57.10% agree and 23.40% strongly agree with the mean score of 3.95 and standard deviation of 0.872. The rate indicates that their level of understanding of SWS is important for custom cost minimization. 57.10% of respondents agree on SWS implementation for reducing cost full and partial. This indicates that the respondents understanding and expecting from implementation of SWS for national economy of the country by minimizing cost.

Figure 7. Summary Analysis of respondents EWS on reduction of complexity of transaction



Source: - own survey of 2022, SPSS, V.24

4.5.Descriptive Analysis of respondents on ESWS complexity of Transaction

On questions twenty try to understanding the respondent's level of understanding on ESWS for reduction of complexity of transaction minimization with regards to Single Window service implementation. The importance of this question is to determine the respondent's acceptance of the SW System and its potential advantage on trade facilitation by reducing transaction complexity.

Figure 7 indicates that level of understanding of respondent's on Complexity of transaction around custom clearance on import and export and for trade facilitation is solved during SWS implementation. None of respondents strongly disagree, 6.5% disagree, 10.40% neutral, 59.70% agree and 23.40% strongly agrees with the mean score of 4.00 and standard deviation of 0.778. Its 59.70% of respondents understanding of ESWS for reduction of complexity of transaction this indicates that the respondents understanding on implementation SWS and effectiveness by solving problem on trade by reducing complex transaction.

On question twenty one try to find respondents on SWS for reduction of paper based transaction serving customers in short period of time without lagging and repetitive transaction only with Single Window service.

Figure 7 indicates that level of understanding of respondents on SWS reducing the transaction which is paper based and serving customer in short period, without repetitive transaction by using only with this platform. For this none of respondents neither strongly disagree and disagree, 7.8% neutral, 59.70% agree and 32.5% strongly agree with the mean score of 4.25 and standard deviation of 0.588. Its 59.70% of respondents understanding of ESWS implementation impact on reduction of complexity of transaction and the respondents understanding and shows by own rate for implementation SWS importance for effective trade facilitation by reducing complexity of transaction.

Table5. Summary analysis of respondents on ESWS implementation Challenges

<i>S/N</i>	<i>Questions</i>	<i>frequency</i>		<i>%</i>	<i>Total</i>	<i>Mean</i>	<i>St.deviation</i>
	ESWS implementation challenges						
22	Inter-agency collaborative issues among different stakeholders and agencies	Strongly disagree			100%	4.03	0.743
		Disagree	3	3.9%			
		Neutral	11	14.30%			
		agree	44	57.10%			
		Strongly agree	19	24.70%			
23	lack of project implementation performance, due to complicated , corrupted procedure, document requirement, organizational and human resistance for change	Strongly disagree			100%	4.13	0.750
		Disagree	2	2.6%			
		Neutral	11	14.30%			
		Agree	39	50.60%			
		Strongly agree	25	32.50%			
24	Legal framework and security issues and for business sustainability.	Strongly disagree			100%	4.23	0.759
		Disagree	3	3.9%			
		Neutral	6	7.8%			
		Agree	38	49.40%			
		Strongly agree	30	39%			

Source: - own survey of 2022, SPPS,

4.5.1. Descriptive Analysis on ESWS implementation challenges

Question twenty-two tries to find the level of understanding of respondents on SWS on Inter-agency collaborative issues among different stakeholders and agencies implementation with regards to Single Window service implementation. The importance of this question is to determine the respondent's acceptance of the SW System and its potential advantage on trade facilitation by solving implementation challenges.

Table5. indicates that level of understanding of respondents on Inter-agency collaborative issues among different stakeholders and agencies through ESWS implementation .none of respondents strongly disagree, 3.9% disagree, 14.30% neutral, 57% agree and24.70% strongly agree with the

mean score of 4.03 and standard deviation of 0.743, It's 57.00% of respondents agree and understanding of SWS implementation and it indicates that the respondents understanding on implementation SWS and effectiveness of trade facilitation by Inter-agency collaborative issues among different stakeholders and agencies.

Question twenty three try to find ESWS project implemented due to complicated, corrupted procedure, redundancy of document requirements, organizational and human resistance for change. The importance of this question is to determine the respondent understands of the ESW System and its potential advantage on trade facilitation by implementing platform systems like SWS and through this resolving the implementation challenges.

Table.5. indicates that level of understanding of respondents on SWS project implementation due to complicated, corrupted procedure, document requirement, organizational and human resistance for change. For this none of respondents strongly disagree, 2.6% disagree, 14.30% neutral, 50.60% agree and 32.50% strongly agree with the mean score of 4.13 and standard deviation of 0.750. Its 50.60% of respondents agrees and understands implementation of electronic single window service implementation project for corrupted procedure.

On questions twenty four try to find the level of understanding of respondents on legal framework and security issues for business sustainability with regards to Single Window service implementation. The importance of this question is to determine the respondent's acceptance of the ESW System and its potential advantage on trade facilitation and clearance formalities service.

Table.5. indicates that respondents rate on legal framework and security issues and business sustainability issues is none of respondents strongly disagree, 3.9% disagree, 7.8% neutral, 49.40% agree and 39% strongly agree with the mean score of 4.23 and standard deviation of 0.759. 49.40% of

respondents understanding of ESWS implementation highly emphasized on legal frame work, security and business sustainability issues through inter-governmental and private authorities and agencies collaboration ,

4.6. Interview analysis

The interview question designed as additional material targeting stakeholders involved for ESWS implementation to answer the research question of the study.

The study was conducted to assess the implementation of the ESWS at Ethiopian customs commission in case of Mojo customs branch office .during this assessment the following stakeholders are included in the interview from this suggestion or comments are gathered from those stakeholders .such as Ethiopian dry port and logistic service enterprise, Ethiopian food and medicine controlling authority, bank of Abyssinia, NIB insurance.

4.6.1. Summary analysis of Question one

According mentioned in question one the stakeholders understanding about ESWS with regards of Ethiopian logistics service enterprise of Mojo port is that ESWS is initiative project for our service according to the meaning and understanding of ESWS platform usage on customs clearance but they mentioned us still it is not effectively implemented the system officially but the customs can give ESWS users to facilitate the service at port. And also they understand that this platform electronic information system can integrate with other government private agencies

Banking sector –commercial bank of Ethiopia branch

According to Commercial bank of Ethiopia, national level of ESWS implementation is important based on its objective and its expectation for trade facilitation and also CBE started the electronic approval of permit for import and from July 8/2020 and they benefit from this systems through faster delivery of information and approval of any information related with its import and export goods

from customs for customers those in trade. And also this system can reduce paper based work on permit and related information .this online service. As of on the stated date the commercial bank apply any customs related document can received by online service which is serving the customers online requesting the import and export permit through this ESWS from customers.

. Health sectors – Ethiopian food, medicine control authority

The Ethiopian food drug administration (EFDA) is one of the regulatory bodies that is expected to be using ESW .according to the authority's response for the interview question the ESWS can reducing cost, time and redundancy through customers to import drug items .the role of Ethiopian electronic single window service for regulatory information system to apply for import, permits for food, medicine, and medical devices were identified as ESWSusers. The application handled through a layer that communication between Ethiopian regulatory information system and ESW. This makes trade easy and accessible for traders.

Currently,EFDAhas become the first cross border regulatory agency to fully integrate to ESW, allows client automatically approval from electronic regulatory systems in minutes.so this makes faster deliver time of customers. And the traceability events of to ensuring the transparency of the service on health sectors

Insurance sectors –Nib insurance

For insurance coverage of imported and exported goods the customers must be submit the document through online summation procedure without need of physical existence through the users which is given by customs to customers those in trade of import and export, From this point of view the banking sectors receiving the document of insurance coverage and available document form customers through on line or ESWS import and then the customer and banking sector present to customs through on line trade facilitation window or ESWS.

4.6.2. Summary Analysis of question three

Ethiopian shipping and logistic enterprise moja dry port

According to port service the electronic single window service have so many role when we see based on service given to customers after the customs process any clearance formality to customers to release import and export goods from the port timely based and cost effective and reducing redundancy releasing goods. In other hand the service rendered through this plat form is not effectively implemented at port of ESLE but the Ethiopian customs commission office give users or server SW Without paper based document is involved the customer served

Commercial bank of Ethiopia

According to banking sector service the ESWS have many roles for service given to customers those involved in import and export goods from this role replace paper based work with system based for small item goods and the approval of the customer's request is process through online service and submitted to customs through this trade facilitation window or single point service

4.6.3. Summary analysis of question four

All stake holders those selected for the interview state that ESWS role based on expectation

Has the following role

- replace paper based work
- faster delivery service for customer by reducing time and cost
- reducing redundancy through distancing
- harmonization of communication with stakeholders those government and private
- increasing traceability of event and transparency

4.6.4 Summary analysis of question five

According to this assessment during interview of stake holders when implementing newly change of systems there are factors affecting implementation from this those mentioned by stake holders are

- Lack of knowledge with regarding to customers for system
- (Network interruption)poor logistics in the participating agencies cross ponding to internet facilities and internalinformation technology systems to operate the internal systems which can be affecting the SWS.
- Obstacles related with Political issues for releasing goods those fulfilling clearance formalities
- Adequate information technology experts in the participating agencies.
- Resistance to change as a result of distress of insecurity.
- Failure to closure all relevant agencies onto the platform such as agencies responsible for the issuance of permits.
- Legal framework as some government agencies by law mandated to operate within or has access to import or export for inspection.

4.6.5. Comments those mentioned by stake holders

- Monitoring and continues follow up of implementation should be needed in all stake holders through collaboration of government and private
- Adequate and trained expertise will be need for effective elimination of ESWS
- The change programmed is based on set of core values and belief that includes customer satisfaction is fundamental to our business ,product and service should be of highest quality this is mainly improved by continuous monitoring of the project with stream committee
- In competitive ,deregulated environment organization have to meet two demands .they have to efficient in terms of cost and responsive to customers and competition in order to meet the

demand of efficiency ,organization have change the way in which they produce and distribute product and services (V.Nilakant.S.Ramnarayan,(1998), so from this point of view the stake holders can prove this perspective for effective and efficient cost and responsive to customer through ESWS it's better to plan and evaluate the stage of implementation through each stakeholders for its services and products .

4.7. DISCUSSION AND RESULT

According to the assessment results the major finding and implication for the Electronic single window service under taken on electronic single window service at Ethiopian customs commission of Mojo branch office the following major finding are shows that the electronic single window technology adoption can motivate the government by supporting economy of the country through effective trade. from this point of view the study shows that 57.10% of respondents agree with this technology adoption an implementation for significant improvement of trade facilitation and also single window service can improve trade procedure for this 54.50% of the respondents agree and accepting the direct advantage of single window service for trade competitiveness and facilitation just as of stated in the research paper of (Widdowson, D., Blegen, B., Short, G.,Lewis, G.,GarciaGodos, E., &Kashubsky, M. (2019)

The improvement of trade facilitation with electronic single widow service technology it can help for the customs and inter-related stakeholders to migrating from paper based works to electronic documentation system, according to the respondent rating 55.80% of the respondents strongly agree for implementation of electronic single window service and replacing paper work to electronic work and also the electronic single window service integrating customs with OGA and regulatory bodies for issuance of import and export permit related documents .according to the study shows that

republic of Korea 80% of respondents answered mostly in practice all major regulatory agencies and institutes are connected to the SWS.(Ha, S.H., &Koh,J.(2018)

As indicated in the study 51.90% of respondents agree and indicating its rate for electronic single window service has significant importance for cross broader information exchange and business doing through regional integrating and increasing security level of trade .and also electronic single window service improving documentation requirements through simplification, data harmonization and standardization of trade documents for this 61.% of respondents agreed on the technology adoption of ESWS .For these results as of Wang, F. (2018) stated in its study by quoting UN/EFACT, data harmonization is interactive process of capturing, defining, analyzing and reconciling government information requirements.

According to the assessment shows that, electronic single window can benefit the government to identify the potentially involved in the system and benefited from the implementation through submitting import , export and transit related documents and information to governments for this its indicate that around 53.20% of respondents agree on the benefit of ESWS implementation for government and private . Because of the procedure of customs can replaced by electronic single window service and minimizing the corruption around customs and regulatory agencies with the implementation of ESWS. As the practice of the study indicated in Ghana maritime sectors 76% sighted improvement in compliance level due to the NSWS implementation as a major source of cost reduction and 90% attributed to the cost clearing goods due to streamlining of procedures for cargo clearance and implementation of NSWS (Djianitey, R. (2018)

Furthermore, customs modernization world banks document shows that information and communication technology promotes customs modernization to meet its mission and objective a customs administration must effectively integrated modern practices and process with ICT –driven

customs managements systems. In doing so, customs should identify realistic and practical targets, the ones that are most appropriate for the country's operating environments, resource based, telecommunication infrastructure (Wulf, D.L.2005). Based on this single window service can help customs with delivery time of service for customer satisfaction for this as indicated in assessment result of the study 46.80% of respondents agree on the faster delivery time service than customs service before ESWS .

Although, respondents indicating 45.50% agree for ESWS can limit resource utilization for trade through eliminating redundancy of requirement document only by using on single point service platform submission of documents. In other hand, electronic single window service can be inefficient and not transparent in using scarce resource than before single window service implementation as of the respondents indicating its rate in percentage shows that 40.30% this is below 50% this shows that it decreasing our expectation on management of resource as before .according to ,people, L. (2008) stated in its study shows that sound resource management requires planning and decision making ,reliable and complete information and a clearly demonstrable impact to deliver better public services by increasing public confidence ,

In assessment 54.50% of respondents indicating agree that ESWS saving cost that is incurred for customs and related operation an also when the ESWS effectively implementing by government through follow up for logistic and supply chain its saving cost and dalliance of time for this around 57.10% of respondents agree on single window service reducing cost and has significant change on economy of the country through increasing use of scarce resource. According to UN /CEFACT benefit of using ESWS information chain established, flow of information speed up, better quality of data, save time and money, less documents, high visibility and better control on transport chain.

On assessment of electronic single window service implementation results of respondents on complexity of transaction at customs for import, export customs clearance and trade facility around 59.70% agree ESWS replacing paper based work and reducing complicity of transaction.

According to the study shows that inter agency collaborative issues among different stake holders and OGA collaboration inefficiency can affect the implementation of single widow service as major challenges because if there is interrelated collaborative government and private sectors occurred ESWS effectively implemented and meet its objective of business doing in accordance with stated aims of government bodies, if not inefficiency occurred .around 57.10% of respondent agree for effective ESWS implementation collaboration issues is mentioned as major challenges. In other hand, the human resistance for change, due to complicated and corrupted structural services in organization may be inefficiency of ESWS implementation occurred for this 50.60% of respondent's agree as implementation challenges and around 49.40% of respondents rating for legal frame work and insecurity issues as ESWS implementation challenges. According to the study shows in practices of sir lank the automation and single window system can eliminate unethical practices such as wastage and corruption. On other hand, some traders are also not willing to changes current practices (Abeywickrama, M.H. &Wickramaarachi, W.A.D.N. (2015)

CHAPTER FIVE

5. MAJOR FINDING, CONCLUSION AND RECOMMENDATION

5.1 .INTRODUCTION

This section presents the Major Finding, conclusion found during the study and recommendation .finally the chapter provides suggestions regarding to future research.

5.2 .MAJOR FINDINGS

5.2.1ESWS technology adoption

According to analysis, discussion and result the major finding of assessment is shows that

- 57.10% of respondents agree on ESWS technology adoption for trade facilitation.
- 54.50% of respondents agree on ESWS implementation for trade procedure improvement.
- 55.80% of respondents strongly agree on implementation of ESWS for paperless trade
- 61.00% of respondents agree on ESWS technology adoption for simplification, harmonization and Standardization of trade documents
- 53.20% of respondents agree on the benefit of ESWS implementation for government and private Regulatory and service sectors through replacing paper work and minimizing corruption around Customs, regulatory agencies and through identifying those the potential importer / exporter involved In international trade in system

5.2.2. ESWS for faster delivery time

According to analysis of assessment and discussion results shows that delivery of service with electronic based was effective than paper based service so from this point of view

- 46.80% of respondents indicate that ESWS implemented in Ethiopia customs commission moja Custom branch office and regulatory agencies has significant advantage through faster delivery time.

5.2.3.ESWS for effective utilization of Resource

According to analysis of assessment and discussion results indicates 45.50% of respondents agree ESWS implementation for effective use of resource at customs and national level regulatory bodies through trade facilitation and eliminating redundancy of required documents only by using one point service platform submission of documents

5.2.4 .ESWS for cost Reduction

According to analysis of the assessment and its results indicates that 54.50% of respondents indicating or agree ESWS save cost that incurred for customs operation and related operation like logistic and supply chain.

-57.10% of respondents agree on ESWS has significant change on economy of the country through increasing use of scarce resource.

5.2.5.ESWS for reduction of complexity

-59.70% of respondents agree on ESWS implementation for replacing paper work and reducing Complexity of transaction

5.2.6. ESWS implementation challenges

-57.10% of respondents agree on collaborative issue is implementation challenges and 56.60% of respondents agree on human resistance for change 49.40% of respondents indicating legal frame work and insecurity issues was considered as implementation challenges.

In other hand ,during interview under taken with stake holders some points are mentioned as implementation challenges these are Lack of knowledge with regarding to customers for system, (Network interruption) poor logistics in the participating agencies cross ponding to internet facilities and internal information technology systems to operate the internal systems which can be affecting the SWS, Obstacles related with Political issues for releasing goods those fulfilling clearance formalities , Adequate information technology experts in the participating agencies, Resistance to change as a result of distress of insecurity, Failure to closure all relevant agencies onto the platform such as agencies responsible for the issuance of permits and Legal framework as some government agencies by law mandated to operate within or has access to import or export for inspection.

5.3 .CONCLUSION

The study found the advantages of implementing ESW system at customs and inter-related regulatory and OGA, for the benefit of stakeholders operating at Ethiopian moja customs branch office. Specifically this research aims to examine the benefit of implementing and process of single window system at Ethiopian Customs moja branch office , identifying the challenges that have threatened the implementation and asses the positive advantages of ESWS for trade facilitation .this assessment is aimed to solve the gap between stake holders such as private and government agencies service expectation by improving the communication without existing physically, delivery time of clearance formalities around import and export transaction ,to ensure the reduction of cost at port and also as stated in findings the complexity of transaction and bureaucracy effectively improved .

In general the research is aimed to answer the question

To what extent ESWS implementation satisfy stakeholders (public and private)?

To what extent ESWS implemented at Customs operation time usage?

To what extent ESWS implemented at Customs port and Government agencies resource utilization?

To what extent ESWS implemented at Customs port Benefit banking industry port cost minimization?

To what extent the single window service at customs port through increasing communication and collaboration through government agencies?

Based on the findings of the study, its conclude that the ESWS has a significant importance in trade facilitation through improving service and communication barriers, delivery time and in addition to this through protecting pandemic Covid -19 ESWS has significant impact because of processing through ESWS the import and export transaction without presenting physically (*Sela, S. R., Yang, A. D., &Zawacki, M. (2020)*). The study indicate that the implementation of SWS has reduced clearance

time and reducing B2B complex transaction at Ethiopian customs branch office by replacing the paper based service and Processes play purposive role in achieving the clearance time.

According to finding shows 55.80% of the respondents is strongly agree on the implementation of ESWS enables for effective trade facilitation by replacing or migrating from paper based work to electronic system and for eliminating the redundancy of documentation .In other hand, its cost of doing business to business is going to reducing at customs because of transaction time and electronic platform of service implementation and also paperless work is reduced.

According to state in the study improvement around paper based to paperless permit and licensing of service time approval of permit and related document and also for effective government and logistics and supply chain its saving cost and dalliance of time for this around 53.20 % of respondents indicating the ESWS has brought about some efficiency in the logistics and supply chain operation at customs and port .the introduction of SWs is reducing corruption in connection to bureaucracy and dalliance in clearance time .the major goal of this newly introduced system is increasing the revenue of the government and trade facilitation by highly integrated different government and private regulatory agencies in one single window platform on this point as indicated by the respondents indicate SWS has high advantage for collaboration and 51.90% simplification , harmonization of data and standardization of trade documents of communication through all stake holders for integrating and increasing security level of trade on cross border information exchange .

5.4. RECOMMENDATION

According to the assessment made to evaluate the implementation ESWS for trade facilitation

At Ethiopian customs commission of moja branch office the following recommendation is given

- i. The implementation of ESWS should be monitored and evaluated based on plan and existing single window practices of different counties.
- ii. The benefit of single window service for government and trader was mentioned in the assessment for that matter the role of all stake holders through supporting for effective implementation of single window service is essential.
- iii. The effective collaboration of stake holders is needed for sustainable development of single window service for trade facilitation.
- iv. When the implementation of single window service is evaluated it's better to overlook the SMART (Specific, measurable, accuracy, reliable and Timeless) of the project and its effectiveness through global market.
- v. On job training for human capital of each interrelated organization is needed for the implementation and process of single window.
- vi. There should be formal guide line developed for continuous improvement in technology implementation in connection with legal frame work and security issues.
- vii. The government can ensure the facility IT infrastructure to support the implementation of ESWS.
- viii. ESWS implemented at customs for clearance purpose should be ensuring the knowledge of the customers on electronic single window service.
- ix. ESWS currently does not support document of partial shipment so emphasize on such kinds of problem.
- x. The government should ensure the traceability and transparency of the system in all regulatory agencies according to the comments given by stake holders and users of system

Suggestion for future study:-The future study it's better to emphasize on the single window performance on cross border Interconnectivity and interoperability of the national single window system and national single window effective implementation by identifying necessarily changes in the laws and regulatory frame work and operational practices

**Appendix
Appendix1. Questioners**

Addis Ababa University

Business and Economics faculty

Department of Management

**Question for assessment of Electronic single window service implementation at Ethiopian
Customs Commission Mojo customs Branch office**

Dear Respondents, This questionnaire is designed to gather information on single window service implementation at Ethiopian customs commission Mojo branch office. All responses will be used to conduct a study for the partial fulfillment of thesis on Masters of Science in management. I would like to assure you that you will be certain confidentiality as I do not ask your name here and your responses will not be used for any other purposes other than the intended purpose. Based on this its take some minutes of your time I am thankful. I would like to thank for your cooperation in advance!

.Please, ‘✓’ marks to all your felling or response in the box provided beside each question

I. Demographic Information

1. Gender: - Male Female
2. Age (years old) or below 25~30 31 ~ 40 41 or above
3. Marital status single Married Divorce and separate and other
4. Education Background High School College Diploma
 Under graduate degree Graduate Degree or above
5. Position: - Non Managerial Managerial
6. Work Experience less than two years 3-5 yrs. 5 yrs. and above

This part of questionnaire covers about single window service implementation on productivity, on customer service, resource utilization, communication, service delivery time, cost minimization and benefit of SWS Technology adoption.

Indicate your argument for the following question by putting ‘✓’ mark the number that best show your opinion. 1-Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree and 5-Strongly agree.

s/ n	variables	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
		1	2	3	4	5
ESW Technology Adoption						
1	Single window service technology adoption, it's motivate government agencies to support economy through effective trade					
2	SWS can improve trade procedure					
3	ESWS Adoption facilitate trade					
4	SWS help Customs to migrant from paper-document to Electronic document					
5	ESW integrating customs port with other regulatory bodies issuing trade license /import/export related documents					
6	Electronic cross border information exchange is an important instrument for increasing security level					
7	SW improves document analysis, Simplification, harmonization and standardization of trade documents/data.					
8	SWS Examine existing requirements and procedures for submitting import, export and transit documents and information to Government for Identifygovernmental authorities and agencies that can potentially be involved in the system					
9	ESWS determine the extent to which it is possible to harmonize and simplify these requirements, procedures, data flows and documents. In particular, explore possibilities to ensuring single submission of documents and data					
ESW for service delivery time						
10	Single window service can help customs with delivery time of service for customers satisfaction					
11	Do think that Just in time(JIT) principles of service quality standard may set through SWS as national level at customs port					
12	ESWS can improve service delivery time at customs port when compared to per -implementation of eSWS					
ESWS for resource utilization						
13	SWS limit utilization of resources for trade and logistics chain facilitation.					
14	The resources used by customs service before ESWS is more than after ESWS implemented					
15	Customs resource management is NOT efficient before ESW.					
16	After ESW implemented resource management at custom no change , just as before					
ESWS to reducing cost						
17	ESW save the cost that is repetitively incurred for the operation of custom					
18	One achievement of implementing ESWS is saving cost of					

	logistics and supply chain.					
19	Reducing cost can affect the national economy by increasing the effective use of scarce resource					
	ESWS reducing complexity of transaction					
20	Complexity of transaction around customs during import and export of custom and custom clearance is solved up on ESWS implementation					
21	ESWS reducing paper based transaction and process complexity time					
	ESWS implementation challenges					
22	Lack of Inter-agency collaborative among different stakeholders and agencies					
23	lack of project implementation performance, due to complicated , corrupted procedure, document requirement, organizational and human resistance for change					
24	Legal framework and security issues for business sustainability.					

If you have any comment suggestion

Thanks!

Appendix .2.Interview Questioners

Addis Ababa University

Business and Economics faculty

Department of Management

Question related with assessment of Electronic single window service implementation at Ethiopian Customs Commission Mojo customs Branch office

1. What is your awareness about Electronic single window service implemented?
2. Is it implemented ESWS in your companies for trade facilitation?
3. What is the role of this electronic single window service trade facilitation According to your companies?
4. How to know that Electronic Single window service met its objective with your expectation and its role for trade facilitation?
5. What are the factors that affecting the electronic single window service implementation for trade facilitation as of your companies' service?
6. Do you have any comment regarding to the electronic single window service implementation factors with its future solution?

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