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BOOSTING LOGISTICS IN INDONESIA AND VIETNAM THROUGH STAGED DEVELOPMENT OF THE SINGLE WINDOW SYSTEM: A GOVERNMENT INNOVATION

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Abstract. *In the implementation of international trade, trade facilitation is a basic element to be developed in order to produce better performance in the trade administration process. National Single Window is a technology that has become a trend in recent decades, notably in ASEAN. This research aims to explain the staged development process of the National Single Window in Indonesia and Vietnam. This research serves as evaluation material for ASEAN member countries, to understand the importance of trade facilitation and continuous innovation to facilitate the administrative process for international trade. The methodology used in this research is a systematic literature review, which involves planning, conducting, reporting, and drawing conclusions from all available evidence. Generally, the successful implementation of the National Single Window is supported by factors in the development process. The supporting factors are political support, legal framework, and technological readiness.*

Keywords: *Indonesia, Vietnam, international trade, single window system, logistics performance, staged development, trade facilitation*

Raktiniai žodžiai: *Indonezija, Vietnamas, tarptautinė prekyba, vieno langelio sistema, logistikos veikla, etapinis vystymasis, prekybos lengvinimas.*

I. Introduction

In the last five decades, technology, innovation and knowledge have been the central principles of public service implementation in the world (*Andersson et al., 2016)*. The main link between public service and innovation is to bring about better things. Public service has the definition of a mode of service rendered either directly by the public sector or through the funding of services delivered by the government to citizens within their competence (*McGregor Jr. et al., 1982)*. Public service organizations can adapt to internal and external changes and create and implement innovations independently (Osborne 2013; Newman et al. 2000; Walker, 2006; Bovaird and Downe, 2008). In order to provide better service to citizens, public service organizations can adopt innovations to enhance their institutional legitimacy (Feller, 1982). Other studies documented that innovation diffusion can occur through learning, but it can also be the result of competition, imitation, or coercion (Shipan and Volden, 2008; Berry and Berry, 2018; Nicholson-Crotty and Carley, 2016). Ideas for innovation must not always be new or difficult, but the most important thing is that innovation should be able to implement and sustain the creation of better public service (Kahn 2018). Innovations can only be understood as new within the given context where they are implemented, though many people may equate them with new inventions (Prakash, 2019). The new invention must be incorporated into the organization, to be fully considered successful. Innovation involves new ideas that work (Mulgan and Albury, 2003).

The impact of international trade on economic development has been widely analyzed in literary forms for both developed and developing countries (Sakyi et al, 2017). This includes creativity in the field of trade management to meet the demand for more efficient and safer data exchange (Shepherd et al., 2018). Albury (2005) said there is no lack of innovation in the public sector. Whilst innovation is likely to spread to the general public sector more slowly and in a more difficult way than in the private sector, it takes longer to transform services (Lewis et al., 2018). A significant connection between public and private innovation was described by Nambisan (2008): the inclusion in the cycle of innovation of external information sources. An increasing number of organizations in the public sector are now searching for innovative ideas for new ways of providing public services from around the world (Torfing, 2019). Government innovation nowadays has become more radiant and competitive, especially in some of emerging and progressive ASEAN countries (Abonyi, 2012).

As an institution, ASEAN has a function to accelerate growth from various aspects that carries an ambitious agenda of institutional development and greater coordination, with its key goal being economic cooperation (Beeson, 2009; Rolfstam 2009). With fast changing conditions, ASEAN must develop new modes and ambitions for leadership that are better able to respond to national, regional, and global needs. Today, ASEAN is facing real and immediate challenges that will require it to adapt and change to avoid irrelevancy (Tay, 2017). One of the innovations that ASEAN initiated was establishing ASEAN Single Window (ASW). Following the trend that happened, ASEAN established ASEAN Single Window (ASW) as an information technology infrastructure that enables

the exchange and integration of data and information electronically between the National Single Window (Pengman and Kettapan, 2018). It can also speed up the electronic exchange of customs data that traders can use to obtain customs clearances, licenses, and other trade-related documents with ASEAN countries (Findlay 2009). ASW provides a safe IT architecture and legal framework to facilitate the electronic exchange between government agencies and with the trading community, transport, and commercial data (Umezaki 2019). This will accelerate the process of clearing cargo, reduce business cost and time, improve business efficiency and competitiveness (Tuomisto et al., 2018), and is estimated to reduce trading costs by 8% (Bal and Rajput, 2018). It is also related to the goals of where ASEAN members will be fully ready to face the ASEAN Economic Community (AEC) that was originally started in 2015. By the beginning of 2025, this concept of synchronizing a one-gate system will contribute to the successful implementation of AEC (INSW Portal, 2018).

Many researchers have discussed this topic but more have been centered to the point where Single Window is a product of innovation that is established in more developed countries, not ASEAN where not all countries have achieved the status of "developed." These ASEAN countries are evolving their innovation tactics, but they are also actively criticized by many for inducing so many obstacles (Das, 2017). In the end of 2016, ASEAN declared that they were committed to focusing on innovation for the good of the people (Stubbs, 2019). ASEAN recognizes the opportunities and benefits arising from innovative start-ups and disruptive technologies that enable transformation across sectors of society, thus requiring holistic policies that foster entrepreneurship (Kimura et al., 2019). New business facilitates movement of capital and talent and harnesses market scalability in the ASEAN region (ASEAN Declaration of Innovation, 2016).

This research attempts to explain the function of Single Window System as the booster, and a bureaucracy product, influencing the Logistics Performance Index Rankings in the infrastructure rating of Indonesia and Vietnam; two ASEAN members both having similar economic situations, explaining the possibility of Single Window staying on the right track to satisfy the demand of good public service (Wang, 2019). Indonesia and Vietnam were chosen together for comparison in this research because of several reasons: the World Bank categorizes both countries under the same economic group: the lower-middle income group as of 2018 (Arvis, et al., 2018). There are several reasons considered for choosing Indonesia and Vietnam to compare; both countries have been in similar conditions in various aspects. Historically, according to Thuỷ and Pham (2019), the colonial exploitation, oppression, and similar post-war conditions led to the opportunity to acquire considerable knowledge and experience in the economic administration and in practical business affairs, both of which were to be absolutely essential to them in the economic-planning of their country after independence. Also, Indonesia and Vietnam are two traditional regional powers with a sense of entitlement over maritime Southeast Asia and Indochina, respectively (Emmers, 2005). This research used the systematic literature review by gathering available data and curated past studies.

II. Research Methodology

The methodology of this research focuses on the scope of analyzing the government innovation trends by systematic literature review. According to Mardialis (1995), the definition of literature studies is, collecting information and data with the help of various kinds of material from a library, such as documents, books, notes, magazines, stories, etc. This type of literature review demanded to define the most important part of the discoveries and to analyze gaps that are found within previous literature. However, there are constraints of the methodology in the timeline. Reviews of research literature are conducted for a variety of purposes. So, systematic review is the decent method for this research. The definition by Petticrew and Roberts (2006) stated, "A method of making sense of large bodies of information, and a means to contributing to the answers to questions about what works and what does not."

Yin suggests that the term refers to an event, an entity, an individual or even a unit of analysis. It is an empirical inquiry that investigates a contemporary phenomenon within its real-life context using multiple sources of evidence (Yin, 2017). They include providing a theoretical background for subsequent research; learning the breadth of research on a topic of interest; or answering practical questions by understanding what existing research has to say on the matter (Okoli and Schabram, 2010). Kitchenham (2004) asserts that systematic literature review can be done in 3 ways to get results: planning, conducting, and reporting.

SLR in this study has the following detailed plans:

Population	ASEAN Single Window, Indonesia National Single Window, Vietnam National Single Window, innovative government, challenges in trading across borders in ASEAN
Intervention	Single Window implementation, single window in lower-middle income countries, single window in ASEAN
Contrast	-
Outcomes	Map of staged development of National Single Window

Conducting is a stage where this research is carried out by finding material from various sources and determining the keywords used. This study was conducted by extracting materials from journals, conference documents, books and reports made from the beginning of 1980 to 2019, respectively. The reporting stage is the phase in which search results and literary work on the National Single Window were written. The composition of this study consists of an introduction, a discussion and drawing conclusions. This scope of research is limited within the terms *ASEAN Single Window* and *single window innovation*. The previous literature was collected using various keywords, such as *government innovation, logistics performance in ASEAN, international trade in Indonesia/ Vietnam* and *innovation development*. The constraint of this research is that the timeline

and sources in both English and Indonesian are limited. It is also very important to know that there are many research topics about the implementation of Single Window, but most of them only discuss how the innovation product is applied. This research topic is rarely discussed because it tends to be new, and rarely the discussion found is in structured writing, especially in specific topics such as the performance and recent progress of each country's own NSW activities, both from official reports and news portals. Another reason is that this study is useful for policymakers and politicians to overcome objections to reform, they need good information on potential economic gains as a whole and consumers. (Layton, 2007).

III. Literature Review: Single Window System as the Booster of Logistics Performance

a. Government Innovation and Single Window Concept

In the 1980s and 1990s, world trade expanded quickly (Tsen, 2011). The complexity and speed of the modern supply chain, as well as the number of stakeholders, significantly increased the need for information on the flow of goods controls (Widdowson et al . 2019). However, although the ICT and the trade data exchange standards were rapidly evolving at the same time, the sharing of trade documentation is still mostly on paper (Cataldo et al., 2018). But these paper-based exchanges cannot meet the need for efficiency and safety in the modern trading environment (Tsen, 2011). In certain quarters, the various international and regional bodies involved in the work on trade issues in the digital economy have been working in accordance with the mantra of the facilitation of trade (Wu 2018). In order to meet import, export and transit regulatory requirements, the introduction of national and regional windows across jurisdictions has been assisted by all other initiatives. It is a further logical move that the interoperability and internationalization of single national windows would make it possible for both public and private sector actors to exchange shared knowledge in world supply chains (Bal et al., 2017). Single Window's role is to "tidy up" a country's border management systematically (Niculescu and Minea, 2016). Customs and other agencies have one of the most important and problem-sensitive border clearance processes within the global supply chain (Pugliatti, 2011). The number of signatures for the import of goods into poorer countries is threefold, nearly twice as many, and six times as high (McLinden et al., 2010). Krishnan and Li (2018) stated that the weak support of the national logistics sector triggers various problems in the distribution of goods due to the lack of efficiency in customs and infrastructure services, especially related to the problem of the long loading and unloading of goods at the port, also called *dwelling time* (Utami, 2015).

There is no exact definition that can describe Single Window System, as many sources have defined it differently. Bal and Rajput (2018) say that World Customs Organization (WCO) defined it as "an 'intelligent' facility that allows parties involved in trade and transport to lodge standardized information and documents, with a single entry point to fulfill all import, export and transit related regulatory requirements." This system has

added numerous benefits, such as creating better risk management by removing the misuse of duplicate data. Also, this system has a target of easing law enforcement processes and optimizing state revenue. As for private sectors, ASW is expected to increase the competitiveness level between states and to expand the market access globally. It will also serve to establish good governance practices (Tongzon, 2016).

Of all the conveniences with a one-data system, many countries want SW as a total logistical solution. ASEAN later created the ASEAN Single Window (ASW) as an integrated platform to facilitate trade through rapid freight clearances and shipment releases to fulfill ASEAN's vision and mission (Srisangnam, and Devendrakumar, 2018). The ASW links the National Single Window (NSW) of each Member State to permit single and coordinated data submission and processing as well as a single customs clearance approval point (Jones, 2019). As the processes for the clearance of cargos and shipments in the region are simplified (Nambiar, 2018), ASW is expected to improve cross-border trade. ASEAN displayed its recent progress in mid-2019 by holding the 4th Symposium for the Single Window initiative. As for now, there are six members of ASEAN that are actively exchanging data via ASW's portal.

b. Trends of Single Window Implementation in Various Regions

Tsen (2011) says that this system's implementation has been a trend since the early 2000s, and each country has its own model to establish an operational model. The trends that are highlighted in various regions, the trends in each area, are as follows:

Table 1. **Trends of SW Establishment in Various Regions by Tsen, 2011**

No.	Continents / Areas	Trends
1.	The Africas East Africa (Mozambique, Madagascar, Kenya, Tanzania, Rwanda) Central Africa (Congo Brazzaville) West Africa (Ivory Coast, Togo, Benin) North Africa (Libya, Morocco)	Generated single window portals with identical features, mainly with the basic purpose of facilitating custom declarations and license +: they integrated system to elaborate their existing Customs management with two different tenders.
2.	Asia Singapore Hong Kong Japan South Korea Indonesia Malaysia	Countries mentioned are putting their focus in economic growth; they already established SWs in each country. This trend has led ASEAN countries to launch the ASW system to synchronize data for one stop data service. The rest of Asian countries are doing this program by themselves and not collaborating like ASEAN.
3.	Oceanias Australia New Zealand	Oceania's single window system is increasingly focusing on centralized risk management. New Zealand's Single Trade Window is part of a larger general frontier administration program that involves the integrated intelligence and risk management requirements to meet the customs and risk management needs of other agencies.

No.	Continents / Areas	Trends
4.	Middle East Saudi Arabia Qatar, Bahrain, Oman	Middle Eastern countries followed the trend to increase the quality of trade facilitation, which was started by Saudi Arabia. Recently, Oman, Bahrain and Qatar launched RFPs for Single Window. Their system is now integrated to reach seamless and easier logistics management.
5.	Latin Americas and The Caribbean	The aim is to have an easier, more practical system with numerous features and improvement in customs management functionalities that might be their next target to launch. The cost used in their progress is much higher than compared to the Asia Pacifics.

Several journals that studied about NSW in specific areas are curated as follows:

Table 2. **The Implementation of Single Windows in Various Countries with Specific Outputs**

No	Journal	Article Title	Writer(s)	Finding(s)	Methodology	Area
1.	The 6th International Conference on Advanced Information Management and Service (IMS) IEE, 2010	The study of Single Window model of Maritime Logistics	Ahn, Kyeongrim	Maritime transport administration process faced difficulties in Korea, and the implementation of Single Window portal is implemented step by step according to guidelines by UNECE.	Literature review	Korea
2.	MATEC Web of Conferences	Problems of the preliminary customs informing system and the introduction of the Single Window at the sea check points of the Russian Federation	Maydanova, Svetlana, and Igor Ilin	In Russia, KPS Portal Seaport is launched for preliminary customs informing in the territory of the Russian Federation.	Literature review	Russia
3.	APEC Policy Support Unit, The Impacts and Benefits of Structural Reforms in the Transport, Energy and Telecommunications Sectors in APEC Economies, Singapore: APEC Policy Support Unit (2011): 446-61.	Logistics in Indonesia	Herliana, Lena	Structural reform on the implementation of National Single Window has already started and in the transport sector part, major reforms are already being undertaken.	Literature review	Indonesia

No	Journal	Article Title	Writer(s)	Finding(s)	Method-ology	Area
4.	Advances in Transportation and Logistics Research 1.1 (2018): 935-947	Malaysia National Single Window: The Enforcement Royal Malaysia Custom and Miti Liabilities on Trade System and Logistic Sector	Remali, M. Z. H., and M. Harun	The implementation of NSW in Malaysia was not standardized to all forwarding company because less understanding of new technologies being used. For the future potential strategy, Royal Malaysian Customs will be introducing customs with high benefits to the industry while offering great trade facilitation.	Literature review	Malaysia
5.	Asia-Pacific Trade Facilitation Forum (2011)	Facilitate trade situation and challenges and improve supply chain efficiency in Vietnam: trade facilitation economic corridors	Quyen, NM	Vietnam discusses current status of Management Information System (MIS) in their Single Window system.	Qualitative research, case study	Vietnam
6.	Graduate School of International Studies, Dept. of International Studies, Seoul National University, 2019	Challenges to implement the WTO Trade Facilitation Agreement: Setting up Sri Lanka's Single Window System	Park, Yeonkyeong	Analysis of the establishment of the Single Window System in Sri Lanka to facilitate the process of international trade.	Qualitative research, literature review	Sri Lanka
7.	Digital Government: Leveraging Innovation to Improve Public Sector Performance and Outcomes for Citizens (p. 85–103), 2017	Mexico: Single Window for Foreign Trade	Calvo, A. & Campos, C.	Analysis of factors such as political commitment, funding, technical advancements and stakeholders that strengthened VUCEM (The Mexican Single Window for Trade)	Literature review	Mexico

Most of the conclusions from the studies mentioned above are how Single Window has staged development in various aspects. This system is also applied not only for trade facilities but also for maritime logistics, such as in Korea.

c. ASEAN Initiative: Establishing ASW as an Integrated System

In order that a NSW is created for each ASEAN member, it is possible for traders to submit a single document and to receive a single approval to simplify exports and import procedure. The challenge is to connect the various export and import authorizations agencies (Herliana and Parsons 2011). Another reason is the implementation in each country of a single window system in an effort to improve commercial facilitation infrastructure and services. The facilitation of trade is one way of reducing non-tariff trade barriers (Duval et al. 2018). In recent years the focus has increased markedly in trade discussions and negotiations, including in ASEAN (Layton, 2007). Ever since the ASEAN Economic Community (AEC) was set up, a target to emerge the logistics sector is needed to push the economic prosperity that is expected to happen in 2025 (Anuar, 2019). In the broad sense we described it, trade facilitation was identifying ASEAN as key to the AEC 's development and especially to growth, by allowing the free flow of goods within the country, of a single market and a production base (Layton, 2007). The percentage of expected reduction to cost in trade facilitation is approximately 8% when integrating ASEAN countries in their logistics activities. This system has no groundbreaking concept, rather just ordinary; from its implementation, Tsen (2011) stated that the principle of 'submitting once at one entry stage' has further extended by ASEAN to include the national single window. The official portal for news of the implementation of this system, *ASW.asean.org,* stated that under the guidance of legal framework to implement the ASEAN Single Window, the framework was signed on December 20, 2006, in Siem Reap, Cambodia. The ASEAN Economic Community (AEC) was established a few years later, with consideration to bring the synchronization of data integration in ASEAN countries (Koh and Mowerman, 2013). To push the rank of Ease of Doing Business in Trade Across Border indicator in each member states by 2020, few countries, namely, Brunei Darussalam, Indonesia, Malaysia, Philippines, Thailand and Singapore, were expected to launch their own National Single Window (NSW) systems by 2008 at the latest. Myanmar, Cambodia, Lao PDR and Vietnam were suggested to launch theirs by the end of 2012.

The National single window is described by ASEAN as a system which enables a single data and details request, a single, synchronous data and information processing, a single customs release and clearance decision, and the unified definition of a single decision-making point for the releasing of customs freight; this based on decisions taken and communicated to customs in due time by line ministers and agencies, when necessary (Tsen, 2011). To integrate the system, ASEAN member states are linked to the ASW Gateway Application via a secured network and distribute data from their own gateway model that is developed and installed regionally by each member state (Bal and Rajput, 2018). In mid-2019, the 4th Symposium on the ASEAN Single Window was conducted in Bangkok. The symposium discussed the member states' officials and participants from the private sector and offered an opportunity to have a forum about the development and current implementation of the system. There are six countries that are actively exchanging electronic certificates of origin through ASW. It is reported that the current

procedures have been done smoothly and as expected with minor constraints. *Asean.org* also stated that in the symposium, a representative of USAID-ASEAN is also supportive of this innovation (ASEAN, 2019).

As one of the government's efforts to efficiently increase international trade performance, the government of Indonesia established Indonesia National Single Window portal as a facility for traders, and it is supported by all ministries, under the supervision of the Ministry of Finance, as well as the management of the website itself (Andrinal and Widjaja, 2018). According to Merdekawati in 2018, in the scope of the ASEAN Single Window (ASW), the implementation of the Indonesia National Single Window system is among the most advanced and ready to exchange electronic data from other ASEAN countries. Nevertheless, INSW is still limited to fulfilling ASW requirements, especially in terms of acceleration of customs clearance and cargo release, which is something that is "not yet too advanced" and hardly can be categorized as a revolutionary implementation (Kusumaningrum and Yekti, 2018).

To follow the trends in SW, Vietnam launched its own in November 2014. According to ASW Portal, the ministries collaborated with Customs Administration under the Ministry of Finance to establish their SW. Most features and goals were similar with other systems in other ASEAN countries, under the guidance from UNECE. In 2018, the implementation has not met the expectation, especially for enterprises (Chow, 2018). It is said that in May 2018, the procedures were not as fast as promised because of complicated inspection procedures, even though the registration process via the online portal itself was smooth. Also, there was no new innovation to ease the procedures in half a year, and only 8 of 22 administrative procedures were implemented (Customsnews Vietnam, 2018).

d. ASEAN Single Window and Logistic Performance Index

After the ASW was launched, with countries exchanging data to boost their international trade activities, many countries used Logistic Performance Index (LPI) measurement as the result of a survey-based assessment that was performed by World Bank. The intent was to measure the trade facilitation of each country with the purpose of helping governments improve their facilitation by identifying barriers and opportunities (Ojala and Celebi, 2015). This facilitation is considered a tool to improve competitiveness of a country, by reducing bureaucracy in customs transactions (Colesky and Raath, 2015).

Tabel 3. **Six indicators that are used to determine the final LPI Score, defined by World Bank (2018)**

Customs	This indicator acts as the efficiency for the process of clearance by assessing the speed, simplicity, and predictability of formalities by border control agencies including customs.
Infrastructure	This indicator acts as the measurement of infrastructure. Ports, railroads, roads, and information technology and quality of trade and transport.

International Shipments	This indicator acts as the measurement of price competitiveness in shipments.
Logistics Competence	This indicator acts as the measurement from transport operators, customs brokers, and the competitiveness and quality of logistics services.
Tracking and Tracing	This indicator acts as the measurement of the capability in track and trace consignments.
Timeliness	This indicator acts as the measurement of time management by assessing the delivery time.

As by latest performance rankings in 2018, ASEAN countries are ranked as follows:

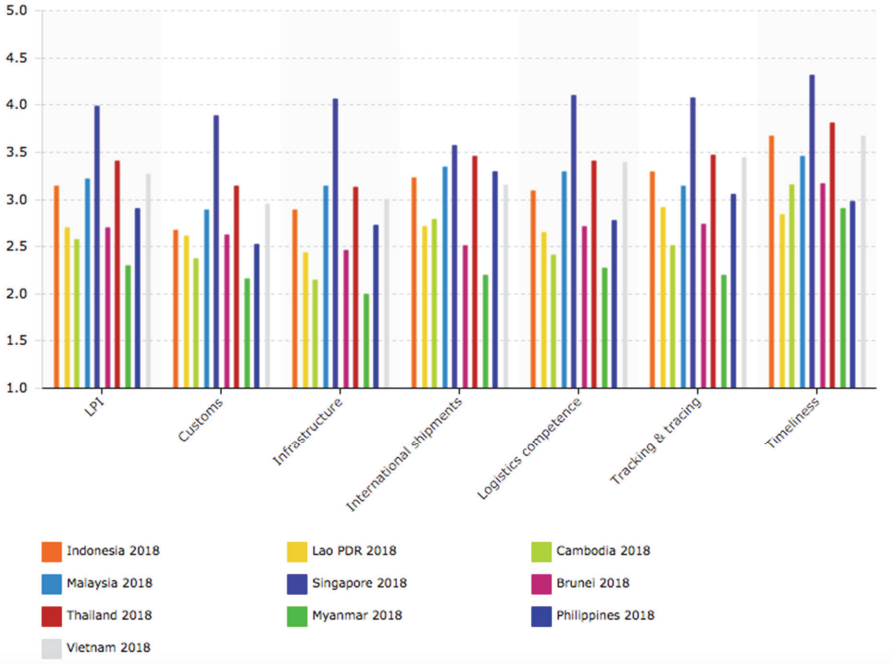

Figure.1. **Latest ASEAN LPI rankings by World Bank, 2018**

Another measurement system used in this research is the World Bank's Ease of Doing Business (EoDB). The rankings of the World Bank 's Ease of Doing Business include a component of cross-border trading. This reflects how many documents and the time and costs of trade are needed for the export and import of goods. Higher rankings show greater facility for cross-border trading (Layton, 2007). From the 2018 EoDB report in Trading Across Borders, several countries can be used as role models for Indonesia, such as Singapore and Malaysia, which have succeeded in doing port expansion so that

they can facilitate the terminal handling process. Countries such as Laos, Cambodia and Myanmar did not pass 3.0 ratings from the LPI indicator and did not have an increase in trading facilities, while Brunei only had one indicator that passed that number—the timeliness score. Thailand and the Philippines have scores that are almost comparable to Indonesia and Vietnam, but factors like infrastructure makes these countries unequal.

IV. Findings and Discussion:

Staged development of each region's Single Window

While there are no unique characteristics because both of the countries' Single Window portals are developed under the regulations from the UN/CEFACT, there are similarities that are needed to the SW system so that it can operate (Pavlenko et al., 2019). Staged development and a phased approach are necessary, based on the study of the difference between current and future structures (Choi, 2011; Khan et al., 2010). Some of the findings in the staged development phase for the National Single Window implementation are as follows:

a) Governmental Support

Political interest is needed to attract the sympathy of stakeholders so that a program can be launched. It is the main component of political motivation and acts as a core factor for participation in the democratic process (Klingemann, 1979). If there is political interest, it might lead to the creation of ideas and concepts to create a product of bureaucracy (Schmidthuber et al., 2019). Also, contribution to the effectiveness, efficiency and coordination of customs activity can only be done if there is a solid interagency coordination (Wang, 2018). A research by Szczygielski et al. (2017) proves that better innovation performance is also strengthened by government support.

b) Readiness by Legal Framework

Engagement in lawmaking initiatives that is related to paperless trade, electronic single window, cross-border e-transaction, and e-commerce has been succeeded by international and regional institutions in recent years (Bal and Rajput, 2018). Both countries have a basis for legitimacy as the main factor for carrying out their National Single Window program and collaborated with necessary institutions to implement the framework. A legal framework is needed before implementation of a government's program, to guide through legal challenges with understanding of the definitions of the concepts of the program itself (Stroetmann, 2014). When shared by many individuals, legitimacy produces distinctive collective effects in society, including making collective social order more efficient, more consensual, and perhaps more just. Tyler (2001) says that if authorities "are not viewed as legitimate, social regulation is more difficult and costly." NSW is focused on providing public services by government agencies that have the responsibility to implement this system (Krishnan and Li, 2018). In each country, the aim of establishing a legal basis is the framework for government programs (Weber, 2012).

c) Technology

Progress in IT and computers has helped enhance the prevalence of electronic data interchanges since the 1960s (Tsen, 2011). Information technology has changed how businesses mainly operate and succeed in today's global economy (Harris et al., 2015). Organizations can now use IT to transform themselves and to achieve a significant competitive advantage (Turban, 2008). In order to be more effective and efficient, customs administrations must actively use information and communications technology (ICT) (Fjørtoft and Berge 2019). The goal is to use electronic data rather than paper documents and to link different government agencies and businesses' computer systems (Choi, 2011). Every country implementing SW will have its own technological readiness. Referring to the standards set by the UN, each country must develop software and hardware capabilities that are required to support the deployment of business, data, and application services (Otsuki, 2011). This includes IT infrastructure, middleware, networks, communications, processing, and standards (Abeywickrama and Wickramaarachchi, 2015). More advanced technology of a country in advancing computation programs will help to smooth the application and user interface in using the SW platform, either from the user or the administrator (Chong, 2009; Pugliatti, 2011). Many of our current requirements in the field of Single Window technology focus on using Internet technology to improve access to the single window portal for the trading community (McMaster and Nowak, 2006). Browsers are often used to connect to the one window network, which reduces the need for the thick front end user. This makes it easier and more cost-free for traders to enter the single window "on board" (Yean, 2017).

Figure 2. **Roadmap of National Single Window's Staged Development**

Staged development of Single Window: Characteristics and impacts in Indonesia & Vietnam

a) Governmental Support

Indonesia's Ministry of Economy (2011) stated that the INSW started its operation in 2006. This is because the country looked at LPI indicators and found the fact that

logistics costs are high in Indonesia. As a result, products in Indonesia become expensive, and it is also possible that products produced from Indonesia will experience difficulties in participating in international trade competition. It gained support from all ministries in the country, and continued to be developed and was expected to fully operate in 2019 (INSW Portal, 2018). Vietnam has seen the Single National Window for the benefit of a trade facilitation corridor approach and it is supported by Ministry of Finance, Ministry of Trade and Industry, Ministry of Transport, Ministry of Health, Ministry of Agriculture and Rural Development, Ministry of Resources and Environment, and local states agencies (Quyen (2011).

b) Readiness by Legal Framework

Indonesia and Vietnam have a legal basis to run their NSW systems. There are 5 legal bases used by Indonesia, including the following:

- Presidential Decree No. 54 Year 2002 jo. Keppres No. 24 Year 2005 about Coordinating Team for the Improvement of the Flow of Export and Import Goods
- President's Instruction No. 3 Year 2006 with President's Instruction No. 6 Year 2007
- President's Instruction No. 5 Year 2008 relating to Investment Improvement & Economic Program Focus
- Presidential Decree: Use of Electronic Systems within the framework of INSW
- Decree of the Coordinating Minister for the Economy and Decree of the Minister of Finance as Chairman of the NSW Preparation Team.

The legal basis was carried out before the Indonesian government made INSW the legitimation process.

Vietnam signed the 2005 Agreement to establish and implement the ASEAN Single Window (Phan, 2019). They have two keys enabling legal instruments to establish VNSW:

- Decree No. 87 in 2012 which explained about detailed number of articles of the Law on customs applicable to electronic customs procedures for commercial exports and imports;
- Decision No. 48 in 2011 that was issued by Prime Minister to pilot the National Customs Single Window.

c) Technology

The use of information and communication technology (ICT) equipment improves efficiency and effectiveness of the customs, but it is essential to remove red tape before such technologies are implemented (OECD, 2005). As in implementation for NSW in each country, a technological approach is crucial in every government project (Morabito, 2015). Since the SW system is based on the complete electronic submission of documents, it must be digitalized across all agencies in every documentation process (Park, 2019). Based on the 2017 Global ICT Development Index ranking, ASEAN countries have the following technology readiness:

Table 4. **Technological Readiness by ITU 2017**

Country	Rankings
Singapore	20 (2016) 18 (2017)
Brunei Darussalam	54 (2016) 53 (2017)
Malaysia	62 (2016) 63 (2017)
Thailand	79 (2016) 78 (2017)
Philippines	100 (2016) 101 (2017)
Vietnam	108 (2016) 108 (2017)
Indonesia	114 (2016) 111 (2017)
Cambodia	128 (2016) 128 (2017)
Myanmar	140 (2016) 135 (2017)
Laos	144 (2016) 139 (2017)

The latest ranking by ITU proves that in terms of technological readiness, Indonesia and Vietnam are almost similar. Progress in 2017 was experienced by Indonesia, which managed to move up the ranking from 114 to 111. Throughout SW implementation, state of the art technology is thus not an extremely necessary requirement for the development and growth of ICT infrastructure (Park, 2019). This is evidenced from ASEAN countries that still implement NSW with modest technology.

V. Conclusion

The trends of implementation in Single Window have proven that this innovation product has potential to be the total solution in trade facilitation. The practical design of the administration procedures that can be done by a Single Window system is efficient in cutting the cost of trade, which can help to maximize the potentials of competing in rank in LPI and EoDB, specifically in Trading Across Borders. Although Indonesia and Vietnam have succeeded in making a Single Window system with limited conditions, there are some critics in the implementation system. The author suggests that implementation of Single Window Systems in each of ASEAN member countries must be strengthened by clear regulations about participant countries that actively use Single Window System; what is needed are more detailed regulations or laws about the data flow and the

confidentiality of information that is embedded in the documents that are used for trade in the system. To do so, the system standardization must be implemented immediately to put all participants in an equal technology position in order to create a more reliable system; IT professionals are needed to create a one-data system that is stable and easy to access anywhere. It is also crucial for all stakeholders in the Single Window to take suggestions from experts such as researchers with regard to consideration for the continuous refinement of the system and logistics activities. Also, both countries must maintain strong cooperative relations with institutions, so that public trust can be increasingly obtained, especially in the satisfactory level of the service itself.

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Logistikos skatinimas Indonezijoje ir Vietname, nuosekliai plėtojant vieno langelio sistemą: vyriausybės inovacija

Anotacija

Įgyvendinant tarptautinę prekybą, prekybos palengvinimas yra pagrindinis elementas, kuris turi būti plėtojamas siekiant geresnių rezultatų prekybos administravimo procese. „National Single Window" yra technologija, kuri tapo tendencija pastaraisiais dešimtmečiais, taip pat ir ASEAN. Šiuo tyrimu siekiama paaiškinti etapinį „National Single Window" plėtros procesą Indonezijoje ir Vietname. Šis tyrimas naudojamas kaip vertinimo medžiaga ASEAN valstybėms narėms, siekiant suprasti prekybos palengvinimo ir nuolatinių naujovių svarbą palengvinant tarptautinės prekybos administracinį procesą. Šiame tyrime naudojama sisteminė literatūros apžvalga, apimanti visų turimų įrodymų planavimą, vykdymą, ataskaitų teikimą ir išvadų darymą. Apskritai, sėkmingą „Nacionalinio vieno lango" įgyvendinimą palaiko kūrimo proceso veiksniai. Pagalbiniai veiksniai yra politinė parama, teisinė bazė ir technologinis pasirengimas.

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