

**PROJECT “CITES electronic permitting in the Member Countries of
the Amazon Cooperation Treaty Organization (ACTO)”
E- Permit**



**REPORT: SURINAME CONSULTANCY IN ELECTRONIC PERMIT
IMPLEMENTATION OF THE CONVENTION ON INTERNATIONAL TRADE IN
ENDANGERED SPECIES OF WILD FAUNA AND FLORA (CITES).**

**SUBMITTED TO PS/ACTO
BY THE CONSULTANT**

MR. STEVEN SARDJOE

NOVEMBER 2013

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Preface

Baboem N.V. was approached by Suriname Forest Service Nature Conservation Division to execute an independent research on finding the right system for their Electronic permit/license process.

The objective of this initiative is to provide the Member Countries of ACTO with a harmonized system for the emission of electronic CITES permits. In its first stage, two components that are carried out in parallel are being undertaken. The first component (A) is aimed at supporting the development of capacities in the ACTO Member Countries that have yet to begin (or have only recently begun) to prepare the implementation of electronic issuance of CITES permits in a coordinated way (Bolivia, Guyana, Suriname, and Venezuela). The second component (B) is related to the development of a regional plan for the implementation of electronic CITES permits aligned with national single window processes (Brazil, Colombia, Ecuador, and Peru).

Baboem N.V. executed this task in response to the TOR of the Amazon Cooperation Treaty Organization (ACTO) by taking interviews and going through the required processes. Subsequently followed by going over the technical aspects and solutions within the scope. This report was done in the period September and October 2013.

The software will not be a major issue. It will be an extensive project where change management and training will be key elements for providing a successful conclusion.

Baboem N.V. has the knowledge and work experience necessary for the job at hand (regarding these types of blueprints). We will give the possible systems for the e-permitting process with the corresponding advantages and disadvantages, and provide an objective recommendation.

1 Scope

The TOR of ACTO states that the reports have to meet certain requirements. Baboem N.V. drew up a scope, consisting of three components, to define these requirements stated in the TOR.

The financial aspect fall out of the scope, seeing as this is an internal affair between ACTO and the concerning ministry. We will estimate an indication of the (system) packages including implementation, in appendix A.

The interviews and validations are taken into account as findings of the scope, they will not be discussed separately.

As stated before, the scope consists of three components:

1. Information & communication technical framework
2. Functional processes
3. Users

Note: in the scope component 'users' only the findings/conclusion will be discussed, this means the information will be only used for the scope.

1.1 Information and communication Technical Framework

Does the current ICT (information and communication) infrastructure meet the software requirements? If necessary, which aspects need to be changed? The ICT technical framework is the ICT and data infrastructure.

1.2 Functional processes/ ICT Technical Validation

One single window system

For the use of a 'one single window' system a server client landscape is necessary. This means that the key users are linked to the server system. For more specs we need to do a extensive survey. (see appendix A for a rough indication.)

Thinstuff or Windows terminal server

ICT will determine in what way the clients are connected with the servers. The options are via a windows terminal server or via Thinstuff.

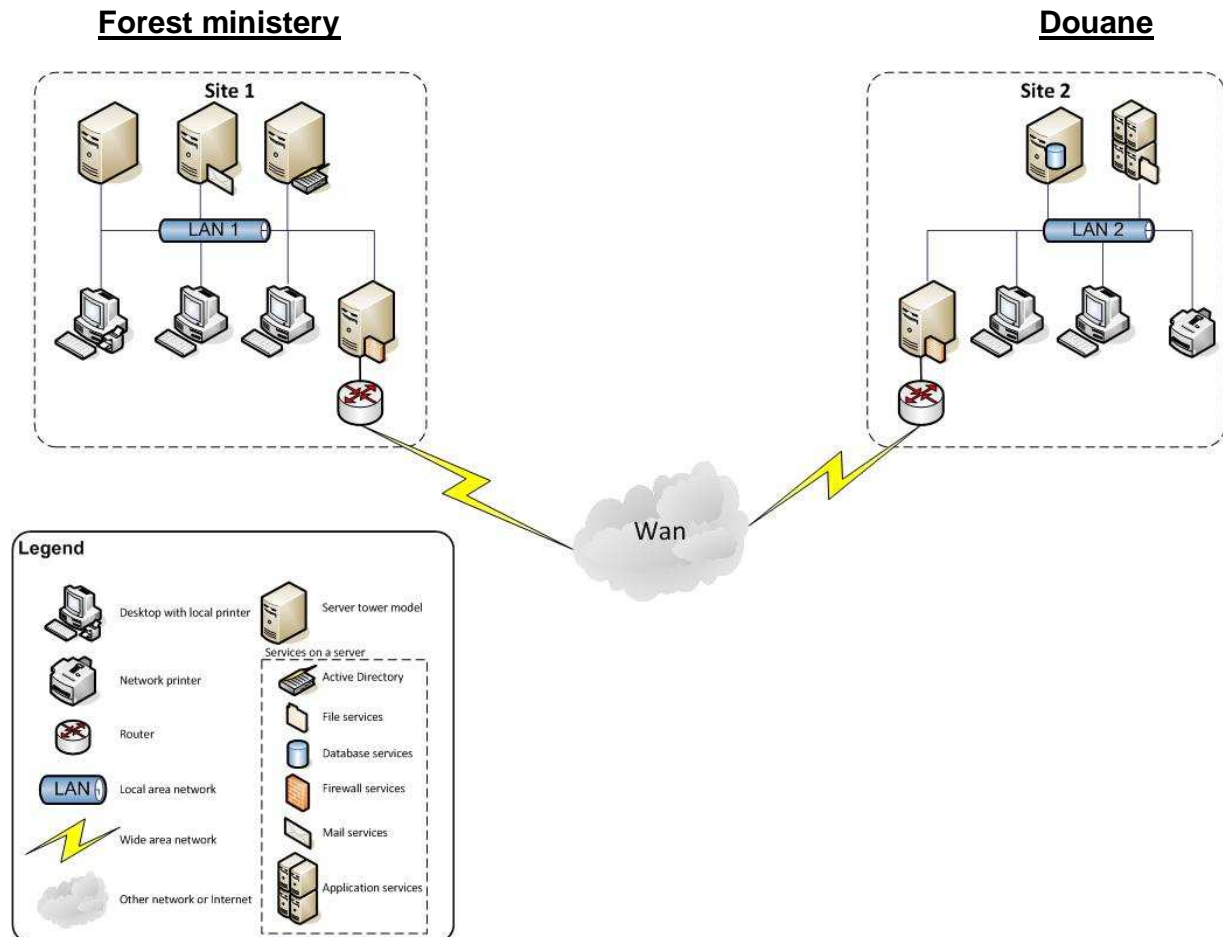


Figure 1: ICT landscape

Current ICT landscape

The current ICT landscape works without a server landscape. It consists of Windows WORKGROUPS and there is no connection between the computers themselves and a server. In total there are 12 computers of which 5 are laptops. There is no register with the computer specifications. The department for permits/licenses has four computers which are in a bad condition and cannot function as end computer.

Peripheral Equipment

The peripheral equipment such as printers and scanners are connected through network cables.

Intranet

Since the operation is based on workgroups there is no intranet or even internet via a server available. There are three internet connections varying from 1MB to 3MB download and 1MB upload. These connections are provided by Telesur. (The Surinam telecom provider)

Mail

There is no mail server present with the consequence that there is domain with email addresses available to use. The employees who work with mail accounts use the webmail providers such as yahoo.com and Hotmail.com, which is a threat to data security.

Roles and rights

Each system is a single entity in the workgroup, which leads to no specific allocation of roles and authorities. Each computer is a 'single' user. There is no collective of users, and everybody had the same rights on the computers.

Document management

No server, no roles and no rights on the computer and therefore no (consistent) document management (system). Each workgroup has saved documents on the local disc. Exchanging of documents occurs through mail of flash drives.

1.3 Users/ICT Technical Conclusion

We can conclude out the above mentioned that the ICT landscape is inadequate, for a 'one single window' and a e-permit system.

A great deal of significant changes needs to be implemented to create an adequate ICT landscape. This will require an investment of time and money. (See appendix A)

A 'quick fix' would be outsourcing the ICT server landscape to a professional company. The advantage is that this will be a quick fix. The disadvantage is that the information will be with a third party, and not with the ministry.

2 Operational permit/license process

This chapter describes the current permit/license process and states which parts of the process will be automatized.

Permits/licenses are given to (firm of) wildlife exporters or private individuals. The following characteristics are taken into account:

- Wildlife (of which country)
- Wild/farming.
- Alive/dead samples

At the beginning of the permit/license process, first a permit application has to be filled in by the applicant. Then the next steps have to be followed:

1. Determining the quota of animals which do/do not have to pass the control post.
2. Criteria for protection of nature have to be complied with.
3. The animals are counted and inspected.
4. If the animals are certified as 'healthy' the wildlife exporter receives a copy of the approval.
5. Copy of approval is given for the permit (falls outside the scope).
6. Payment is made at customs.
7. The permit department gives the permit.
8. Signing off by the 'key users'.
9. The permit will be saved as 'hard' copy.

The permit process is explained in detail in Figure 2: process flow permit process.

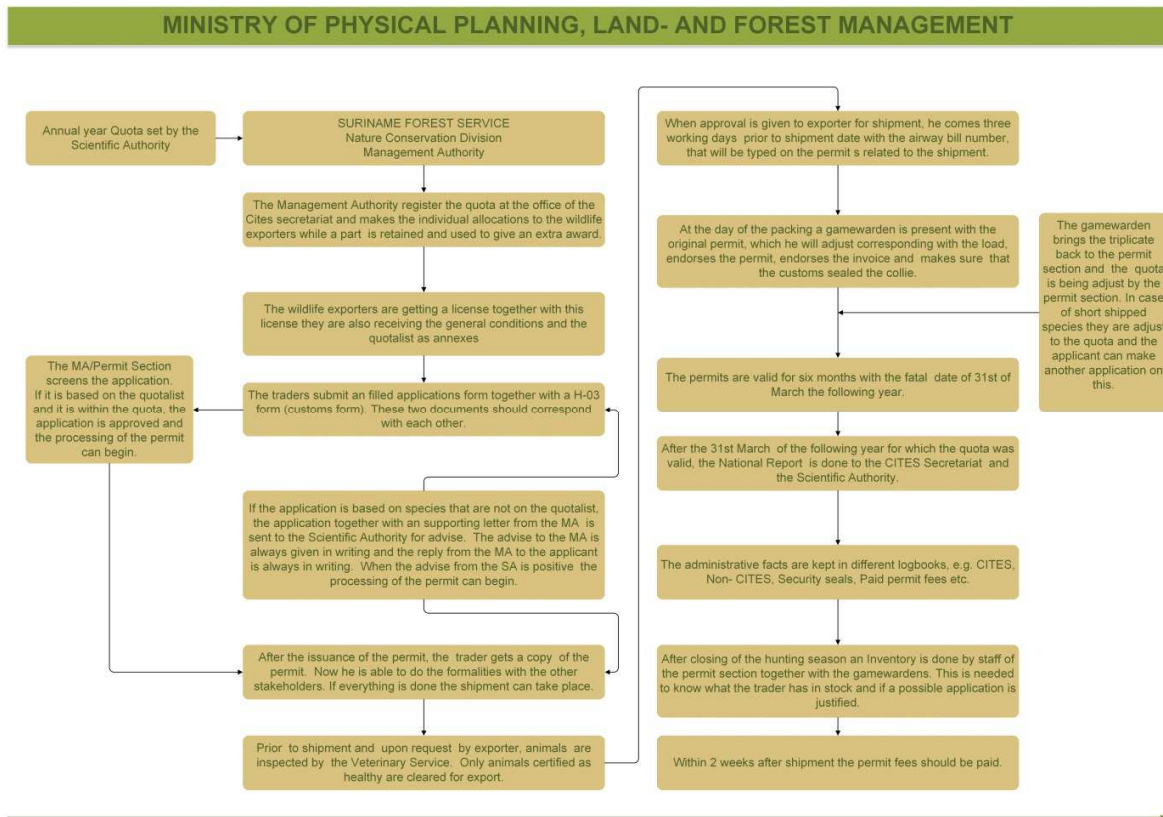


Figure 2: process flow permit process

There is an evident necessity for attaching the documents (the application form, see Figure 3, and the permit, see Figure 4).

The system should issue a permit only once. When granting the roles and rights, certain key persons should be able to digitally sign the documents.

The problem with the packages does not lie in building the forms (digitally) and implementing this in the process, but does lie in dividing and granting the roles and authorities for the key users.

Ex-Kantoor IUD
 Model H-03
 T00313/11

Akkoord voor uitvoer t/m 31 December 2011
 in een shipment met permit no. 10076 en 12043.
 C.Sakimin B.Sc., Head Nature Conservation Div.




Republiek Suriname

Aanvraagformulier ter verkrijging van een vergunning als
 bedoeld in artikel 3 lid 3 en 8 van de Wet Goederenverkeer (S.B. 2003 no. 58)
 Dienst der Invoer-, Uitvoer- en Deviezencontrole

S.V.P. MET MACHINESCHRIFT IN TE VULLEN

Aard van de vergunning		Import <input type="checkbox"/>	Export <input checked="" type="checkbox"/>
Naam importeur / exporteur J. Henzen		Naam Leverancier / afnemer	
Nummer: 310002		Naam: Avian Biotech International	
Adres: Pallisadeweg II no: 17 Distr. Para		Adres: 1336 Timberlane Road	
Tel.: 0367968 Fax: 0367968		Tel.: Tallahassee FL	
E-mail adres: exoticparadise@sr.net		E-mail adres: USA	
Luchtvracht XXXXXX			
Inkoper		Additionele aantekeningen Dienst IUD	
Betalingsvormen: documentaire kredieten <input type="checkbox"/> documentaire incassé <input type="checkbox"/> 14 dgn. na ontvangst der goederen <input checked="" type="checkbox"/> vooruitbetaling <input type="checkbox"/>			
Volledige omschrijving der goederen		Goederencode	Leveringscondities CIF / C&F / C&I in vreemde valuta
Tjamba raaf 2 st.(bloedmonster)		3002.9000	FOB
Mazon Mealy 1 st.(bloedmonster)		..	Assurantie
Dagu Fowroe 1 st.(bloedmonster)		..	Vracht
Bergi twatwa 1st.(bloedmonster)		..	Totaal
Sabana twatwa 1st.(bloedmonster)		..	
Totaal:		US\$ 6,-	
Land van oorsprong: Suriname		Land van bestemming: USA	
Land van verscheping: Suriname			
Deviezenbank van Suriname: RBTT bank n.v. sur.		Paramaribo, 17 okt. 2011 De importeur / exporteur	
		J. Henzen	
De importeur / exporteur verzoekt vergunning tot bestelling en invoer / uitvoer van bovenvermelde goederen			
IMPORT / EXPORTVERGUNNING		Datum van indiening:	
Vergunningnr.:		Datum van afgifte:	
De directeur van Handel en Industrie beslist tot inwilliging van			

Figure 3: application form H-03



**SURINAME
FOREST
SERVICE**

PERMIT / CERTIFICATE **10519**

EXPORT


RE-EXPORT

IMPORT

OTHER:

Original

2. Valid until
august 13, 2013

<p>3. Importer (name and address)</p> <p>HCH Stephensonlaan 44 1222NX Hilversum</p>	<p>4. Exporter (name and address, country)</p> <p>Henzen, T Pallisadeweg 2#17 District Para Suriname</p>
<p>3a. Country of import Nederland</p>	<p>6. Name, address, national seal/stamp and country of Management Authority</p> <p>Head SURINAME FOREST SERVICE Att: Head of Nature Conservation Division Cornelis Jongbawstraat 10, Postbox 436 PARAMARIBO SURINAME</p> 
<p>5. Special conditions</p> <p>Permit original must be returned if the intended shipment will not take place or if, on the date of expiry, it has not been used. For live animals, this permit or certificate is only valid if the transport conditions conform to the Guidelines for Transport of live Animals or, in the case of air transport, to the IATA Live Animals Regulations.</p>	
<p>5a. Purpose of the transaction (see reverse)</p> <p>T</p>	<p>5b. Security stamp Number (OPTIONAL)</p> <p>no stamp</p>

7./8. SCIENTIFIC NAME (genus and species) AND COMMON NAME OF ANIMAL OR PLANT	9. Description specimens, including identifying marks or numbers (age/sex if live)	10. Source (see reverse)	11. Quantity (including unit)	11a. Total exported/Quota
<p>A 7./8. Gonactodes SPP Hagedissen 12. Country of origin* Permit no. Date Suriname</p>	<p>9. LIVE</p>	<p>10. W</p>	<p>11. XX100XX</p>	<p>11a.</p>
<p>B 7./8. 12. Country of origin* Permit no. Date</p>	<p>9.</p>	<p>10.</p>	<p>11.</p>	<p>11a.</p>
<p>C 7./8. 12. Country of origin* Permit no. Date</p>	<p>9.</p>	<p>10.</p>	<p>11.</p>	<p>11a.</p>
<p>D 7./8. 12. Country of origin* Permit no. Date</p>	<p>9.</p>	<p>10.</p>	<p>11.</p>	<p>11a.</p>

* Country in which the specimens were taken from the wild, bred in captivity or artificially propagated (only in case of re-export)

13. THIS PERMIT IS ISSUED BY:

Paramaribo

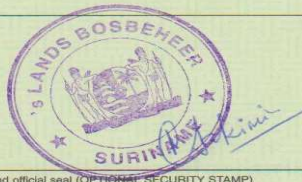
Place

february 12, 2013

Date

C. Sakimin B.Sc.

Name, Signature and official seal (OPTIONAL SECURITY STAMP)



14. SHIPMENT ENDORSEMENT:

Block	Quantity
A	
B	
C	
D	

15. Bill of Lading/Air Waybill Number:

Port of Shipment _____ Date _____ Name and Signature _____ Official stamp and title _____

PERMIT / CERTIFICATE **10519**

Figure 4: Suriname Forest Service – permit

PERMIT / CERTIFICATE SR 12027

CONVENTION ON INTERNATIONAL TRADE IN ENDANGERED SPECIES OF WILD FAUNA AND FLORA

EXPORT
 RE-EXPORT
 IMPORT
 OTHER:

Original

2. Valid until
December 31, 2011

3. Importer (name and address)
**E. Marden Borough
 Kaya San Jose
 Curacao**

4. Exporter (name and address, country)
**Graanoogst Animal Exports
 Reebergprojekt 24
 Wanica
 Suriname**

3a. Country of import **Netherlands Antilles**

5. Special conditions

Permit original must be returned if the intended shipment will not take place or if, on the date of expiry, it has not been used. For live animals, this permit or certificate is only valid if the transport conditions conform to the Guidelines for Transport of live Animals or, in the case of air transport, to the IATA Live Animals Regulations.

6. Name, address, national seal/stamp and country of Management Authority

**Head SURINAME FOREST SERVICE
 Att: Head of Nature Conservation
 Division
 Cornelis Jongbawstraat 10,
 Postbox 436
 PARAMARIBO
 SURINAME**

5a. Purpose of the transaction (see reverse)
T

5b. Security stamp Number (OPTIONAL)
0784589

7/8. SCIENTIFIC NAME (genus and species) AND COMMON NAME OF ANIMAL OR PLANT	9. Description specimens, including identifying marks or numbers*	10. Source (see reverse)	11. Quantity (including unit)	11a. Total exported/Quota
A 7/8. Pionus fuscus Basra fransdam	9. Live	10. W	11. XX16XX	11a. 190/800 (2011)
12. Country of origin** Suriname	12a. Country of last Re-Export	Certificate No.	Date	12b. No. of the operation*** date of acquisition****
B 7/8. Amazona dufresniana Blauwang amazona	9. Live	10. W	11. XX4XX	11a. 14/70 (2011)
12. Country of origin** Suriname	12a. Country of last Re-Export	Certificate No.	Date	12b. No. of the operation*** date of acquisition****
C 7/8. Amazona ochrocephala Geelvoorhoofd mazon	9. Live	10. W	11. XX6XX	11a. 383/580 (2011)
12. Country of origin** Suriname	12a. Country of last Re-Export	Certificate No.	Date	12b. No. of the operation*** date of acquisition****
D 7/8. 	9. 	10. 	11. 	11a.
12. Country of origin**	12a. Country of last Re-Export	Certificate No.	Date	12b. No. of the operation*** date of acquisition****

* The type and number(s) of the mark(s) appearing on the specimens if they are marked, or if a resolution of the parties prescribes marking.
 ** Country in which the specimens were taken from the wild, bred in captivity or artificially propagated (only in case or re-export)
 *** Only for specimens of Appendix I species bred in captivity or artificially propagated for commercial purposes
 **** For pre-Convention specimens.

13. THIS PERMIT IS ISSUED BY:

Paramaribo, September 19, 2011. C. Sakimin B.Sc.

Place

Date

Name, Signature and official seal (OPTIONAL SECURITY STAMP)

14. SHIPMENT ENDORSEMENT:

Block	Quantity
A	
B	
C	
D	

15. Bill of Lading/Air Waybill Number:

Port of Shipment

Date

Name and Signature

Official stamp and title

PERMIT / CERTIFICATE SR 12027

Figure 5.1: Suriname Forest Service - permit

As stated before, the documents are saved hard copy, in boxes. With a (adequate) fileserver the documents can be saved digitally and searched for with (more) ease when needed.

2.1 Functional processes (validation)

Taking the process flow into consideration, the following software packages will comply with the (process) requirements:

- XML recommended by the CITES toolkit V2.0
- SAP Business One
- SharePoint

The assignment was to inquire, in general, if the solution broadly fulfills the necessary requirements of the permit process. An intensive inquiry did not take place (see Chapter 4).

It is imperative that there is an adequate ICT landscape, with the corresponding roles and authorities. Otherwise there is no need to start with the implementation of whatever software is chosen.

The magnitude of such an implementation will be presented in Chapter 4.

2.2 Functional processes (conclusion)

In general the main lines of the process can be processed in the software packages. When choosing the right software package, an extensive inquiry of the process and ICT landscape has to be completed (see Chapter 4).

The implementation has to be seen as phase 2, seeing the significance of an adequate ICT landscape (with a server client structure).

2.3 Users (conclusion)

The users are all the 'key persons' who are involved in the entire process (from controlling to the approval of the permit). The key persons are defined in a initial survey.

The wildlife exporters and private individuals are outside of the scope, seeing as they will apply online

2.4 Level of knowledge

After phase 2, specialized trainings will be a necessity. The users will be involved during the implementation (phase 2) and will participate during the validation of the software.

The level of knowledge in general is just yet not up to par. The software first needs to be implemented and the trainings need to be given (see Chapter 4). Seeing as the 'one single window' ASYCUDA WORLD is not operational this will be outside the scope of this inquiry.

Besides time efforts and training, change management will be an import issue in setting up the ICT department and landscape, working with the Enterprise Recourse Planning system. Next to the users, administrators are of great importance for ICT (software).

The challenge will be with the users, because the processes will not change with respect to the content. The 'environment' will change, it will be done digitally. The permits will go to electronic permitting. During the validation the users will be taken along the process and trained on how the system works. The administrators of the system will need a training concerning mastering the system. So they can repair possible problems. This all will be need to be documented in operation manuals.

It is important to enter into a Service Level Agreement (SLA) with a local partner, for help if needed.

2.5 Operational permit/license process

This chapter describes the current permit/license process and states which parts of the process will be automatized.

Permits/licenses are given to (firm of) wildlife exporters or private individuals. The following characteristics are taken into account:

- Logo Certificate/Permit
- Name and address of the National Management Authority
- Special conditions
- Permit/Certificate number
- Importer (name, address, country)
- Exporter (name, address, country)
- Wildlife species (flora and fauna: CITES Appendices I, II and III; non-CITES species (SFS permits))
- Wild/farming: the source, which can be: wild taken, bred in captivity, farming and ranching

- Alive/dead samples: blood samples, feathers
- Country (import, export, re-export, other)
- Valid until
- Purpose of the transaction
- Security Stamp no (optional)
- Scientific name (genus and species) and common name of animal or plant
- Description specimen, including identifying marks or numbers (age/sex if live)
- Quantity (including unit)
- Total exported/quota
- Sections: A, B, C, D
- This permit is issued by: place, date, signature and official seal (optional security stamp)
- Shipment endorsement: Block A,B,C, D and Quantity
- Bill of Loading/airway bill number
- Port of Shipment
- Date, name and Signature, Official Stamp and title

At the beginning of the permit/license process, first a permit application has to be filled in by the applicant. Then the next steps have to be followed:

1. Determining the quota of wildlife which do/do not have been approved by the CITES Management authority
2. Criteria for protection of nature have to be complied with. CITES appendices are included within these criteria.

3 Adequate solutions for systems and software, within the scope

3.1 Cites V2.0

This software package can 'digitalize' the permit process based on the information which was given. Interviews were held in with Mr. M. Karsoredjo (customs offices) and Mr. Carlos Oviedo (consultant / advisor UNCTAD).

The system, which has to be implemented, has to work through a 'one single window' system with ASYCUDA WORLD at the customs. This project is still in its infancy at the customs. They are in the process of removing the growing pains of the system and are currently NOT using the system. Mr. Kardoredjo reported that the ministry has not officially decided/approved to use ASYCUDA WORLD.

Mr. Carlos Oviedo stated that CITES V2.0 is a system which can collaborate with ASYCUDA WORLD, but seeing as they are currently NOT using the system, this is something for the future.

The importance of first building an adequate ICT landscape (server client system and roles and authorities) cannot be stressed enough.

3.2 SAP Business One

This is a 'small' version of SAP R3, an integrated ERP system. This system can handle the permit process with ease. Within the Sap Business One system is Crystal Reports, which will capture the set-up of the application form(s) and the permit(s).

The importance of first building an adequate ICT landscape (server client system and roles and authorities) cannot be stressed enough.

3.3 SharePoint

SharePoint will be taken into account as a solution, especially for its document management possibilities. Of origin it is an ERP-program, but will suffice for the permit process. A disadvantage is that it is an open database which must be thoroughly secured.

The importance of first building an adequate ICT landscape (server client system and roles and authorities) cannot be stressed enough.

4 Implementation & duration

4.1 Implementation

The implementation can be divided into two phases:

1. ICT & Data network
2. Software package

If necessary, these phases can start simultaneously but it is not advised seeing as on their own these are major projects. We advise to take it on in phases.

Phase 1 ICT Landscape

In building a sound ICT landscape (see Figure 1) a lot of steps need to be taken to succeed. The current issues are no roles, no right, no document management etc. Without a sound, adequate ICT landscape none of the recommended systems will function properly or vice versa.

Phase 1, steps:

- Make an inventory of the current ICT landscape.
- Listing what is usable and what needs to be ordered.
- Implementing new (up-to-date) hardware and upgrade the software.
- Upgrade the level of knowledge of the ICT department.
- Set up the control/supervision.

The shortcoming of this phase is that it will be time-consuming.

A solution for this is hosting a server landscape outside the ministry (external). The key persons host their computers at a professional company.

One shortcoming of this solution is that the data warehouse will also be external, not within the ministry. Another issue can arise when exchanging documents, seeing as the rest of the ministry does not work on the server – client landscape.

Phase one is of such importance that the implementation of the software (phase 2) depends on it.

Phase 2 Implementation structure

The implementation of the software package will consist of five steps (see Figure 6).

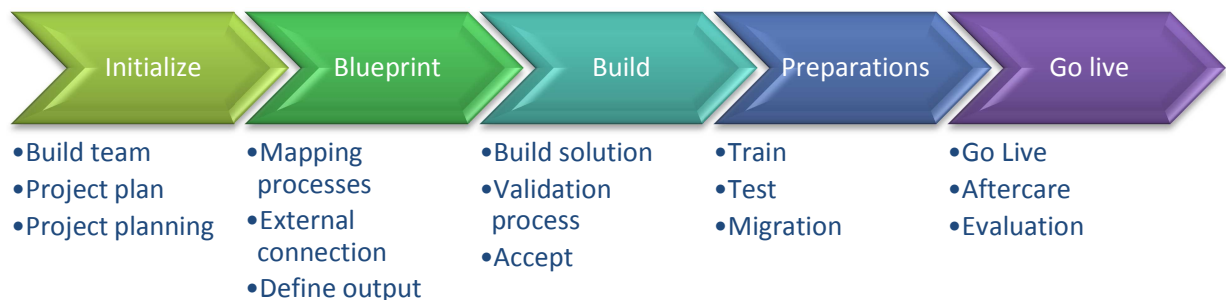


Figure 6: process implementation software

The five steps are explained below:

1. Initialize

Building a team (within the ministry) and selecting a party who will be responsible for the implementation. Defining a project plan, where for instance the responsibilities are described.

2. Blueprint

All the information is gathered according to plan and worked out into a blueprint. Together with the key persons they will determine what the system must contain.

3. Build

Building the system with according to the blueprint and consulted with the project team. Validation will be a continuous process until the system is built correctly. The result has to be accepted by the whole project team.

4. Preparations

During the preparation step training and testing are the key elements, removing the growing pains of the system. When the green light is given for completion of testing the migration from the old procedures to the new procedure will take place.

A date will be selected to Go Live.

5. Go live

In the last step Go Live, the switch will be made to the new procedure with the necessary support in the beginning (for a beforehand determined period). After this a Service Level Agreement will be entered into, should there be any issues. In conclusion an evaluation/close report will be handed out.

This is the best practice for phase 2. The choice of software package is not a bottleneck. It is a uniform implementation technique which is applicable for all three software packages mentioned.

4.2 Duration

The duration of phase 1 can be determined after the inventory is made of the ICT landscape. We have to bear in mind that a budget has to be approved for the project beforehand. The aspects fall outside of the scope, but can have an impact on the duration.

The duration for phase 2 will be determined during phase 1. After the initiation a timetable will be defined. The timetable is partly dependent on factors like agreements made within the team and the availability of the key persons.

5 Conclusion

The conclusion can be drawn from this inquiry/report that the implementation of the electronic permit system is possible (and maybe even necessary for the ministry in compliance with CITES recommendations), but a lot has to be put into place before automatizing the permit process:

- Building a sound and adequate ICT landscape.

- The 'one single window' system ASYCUDA WORLD (at the customs) should be operational. Current findings are that the system is not working, the consultants are still implementing ASYCUDA WORLD. My opinion is that the consultants are not eager to work to a solution to implement the XML system from CITES. The system of ASYCUDA WORLD is not new and therefore not easy compatible with systems now.
- A project plan had to be defined for linking the ICT landscape en the 'one single window' system. Taking into account CITES toolkit V2.0.
- The ministry has to decide which system they will use, in recommendation the CITES toolkit V2.0 guidance.

Implementing the software is good step towards automatizing the permit process and document management. The above mentioned factors first need to be taken care of.

A server-client ICT landscape is a definite must for each one of the three packages, regardless of selecting internal implementation or (outside) hosting. Without the adequate ICT landscape it will be useless implementing phase 2 – the software.

Attention needs to be paid on the appropriate training and change management learning how to work with the new system/procedures. A large part of the process needs to be standardized. Information will be transparent so as to shorten the lines within the process.

Communication between different departments/agencies is a must and we advise to handle it on a project level.

It will be an intensive project where a lot of changes will have to take place. The duration of the project is not available before preliminary investigation of phases 1 and 2.

We recommend taking the following steps:

- Inviting a professional party/company for a 'zero measure'. Using the CITES toolkit as guidance.
- Use the zero measure among other aspect to determine and approve a budget for building an adequate landscape.
- Complement the ICT landscape with training and change management.
- Choosing and implementing software package.
- This has to take place on a project level.

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To the best of our knowledge this is the only correct approach for automatizing the permit process. It will be a great challenge to make this a successful, well-oiled 'machine'/end product with the right people.

Experience

I found the inquiry to be extremely pleasant; especially the cooperation from the ministry was excellent. Besides the somewhat surly consultant from ASYCUDA WORLD the research went by perfect. It is my professional opinion that there are too many projects being carried out by different consultants. Best practice, with the best chance at a successful end product, would be to start with a 'zero measure', defining the different projects and good project management.

An independent, professional (external) party/company will be the best solution.

If there are any questions or remarks on the report do not hesitate to contact Baboem N.V., see my contact information below.

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e-mail: steven@baboem.sr

Appendix A

Appendix A is a rough estimate for the solution, it consists of the following items:

- Survey (to hold a survey for the specific requirements)
- Hardware (server and workstations)
- Software (a package which can work with XML and so CITES)
- Training (train the key users to work with the system)

Items	Estimated price in USD
Survey	4.500,00
Hardware	22.000,00
Software	5.500,00
Training	10.000,00
Total	42.000,00

Table 1: estimate of the costs for the solution