

ROADMAP / WEST AND CENTRAL AFRICA REGION

LEADERSHIP

### Strategic goal: Ensure proper steering of the service and create an environment in which the administration and its staff can excel.

**Operational goals:**

**I. 1. Manage effectively the administration, its performance and its continuous improvement.**

**I. 2. Motivate the staff to conduct themselves in an exemplary manner.**

**1.3. Constantly improve the socio-professional environment of staff.**

**I.4. Constantly improve relations with all stakeholders of the administration, particularly the political sphere.**

OPERATIONAL GOAL 1: Manage effectively the administration, its performance and its continuous improvement.

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| **ACTIONS** | **IMPLEMENTATION** | | | | | | **RESULTS** | | | | | | **CONSTRAINTS** | | **NATIONAL PRACTICES**  **(STATUS)** |
| **Implementation (Output) Indicators** | **Level** | | | | | **Results (Outcome) indicators** | **Level** | | | | | **Internal** | **External** |
| **2**  **0**  **1**  **8** | **2**  **0**  **1**  **9** | **2**  **0**  **2**  **0** | **2**  **0**  **2**  **1** | **2**  **0**  **2**  **2** | **2**  **0**  **1**  **8** | **2**  **0**  **1**  **9** | **2**  **0**  **2**  **0** | **2**  **0**  **2**  **1** | **2**  **0**  **2**  **2** |
| **I.1.1.** Give direction to the Administration by developing its mission, vision and values. | The Administration has vision, mission and values statements that are known by all staff | 5 |  |  |  |  | At least 70% of staff adheres to the vision, mission and values of the Administration. | 5 |  |  |  |  |  |  | The Administration has vision, mission and values statements that are known by all staff. |
| **I.1.2**. Establish principles and mechanisms for the emergence of innovative ideas and efficient initiatives within the administration. | The Administration has internal consultation frameworks to stimulate the emergence of ideas aimed at improving service functioning and performance. (Ex: meetings, forums, communication plat- forms, suggestion boxes, hotline...). | 4 |  |  |  |  | At least 70% of the staff of the administration has the opportunity to express their opinions, make comments and proposals for the improvement and performance of the service. | 3 |  |  |  |  |  |  | Reforms & Modernization Committee (RMC) established since 2014, now strengthen and placed under the purview of Enterprise Risk Management, Reforms & Modernization and IT Department.  RMC has a fixed monthly meeting schedule. |

OPERATIONAL GOAL 1 : Manage effectively the administration, its performance and its continuous improvement

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| **ACTIONS** | **IMPLEMENTATION** | | | | | | **RESULTS** | | | | | | **CONSTRAINTS** | | **NATIONAL PRACTICES**  **(STATUS)** |
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| **I.1.3.** Establish a formal internal framework to identify potential sources of conflict and take appropriate action. | The Administration has put in place an appropriate and operational structure or mechanisms to anticipate or effectively manage conflicts related to the execution of service. | 4 |  |  |  |  | At least 70% of the administration's staff has the possibility to use the internal structures or mechanisms put in place by the Customs for the settlement of disputes related to the execution of service. | 3 |  |  |  |  |  |  | Performance Management system in place since 2008 and the appraisal form revised in 2017  Implementation of the revised appraisal system. Automation of the system done in 2018 and ready for use in 2019. |
| **I.1.4.** Continue the process of taking back ownership of outsourced Customs functions, particularly with regard to inspection companies, in accordance with the Niamey Declaration. **(Ref : TFA Art 10, 5).** | The Administration has put in place an action plan enabling it to gradually reclaim the outsourced Customs functions. | N/A |  |  |  |  | At least 80% of Customs functions are performed by the Administration, particularly with regard to procedures, tariff classification, valuation and origin. | N/A |  |  |  |  |  |  | N/A |

OPERATIONAL GOAL 1 : Manage effectively the administration, its performance and its continuous improvement

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| **I.1.5**. Revitalize the structure in charge of the modernization process. | The structure in charge of reform (e.g. modernization committee) is operational and has the means necessary to carry out its mission (work tools, training, and motivation of members ...). | 5 |  |  |  |  | The modernization committee meets at least four (4) times a year. | 5 |  |  |  |  |  |  | Enterprise Risk Management, Reforms & Modernization and IT Department created in 2018 and headed by a Director.  Creation of a project coordination Team.  RMC in place and scheduled to meet monthly. |
| **I.1.6.** Put in place mechanisms to promote accountability of managers and accountability. | Goals on service quality and performance are periodically set for service managers, for which they have to render account. | 4 |  |  |  |  | At least 60% of the heads of departments are assessed annually against the objectives set and based on well-defined performance criteria. | 3 |  |  |  |  |  |  | Performance Management system in place since 2008 and the appraisal form revised in 2017  Implementation of the revised appraisal system. Automation of the system done in 2018 and ready for use in 2019.  1. Competence based HRM being implemented.  2. LMD training conducted in February 2014 and March 2018.  3. Register staff on the WCO CLICK Platform to undertake.  3. Leadership and Management  Development programme. |

OPERATIONAL GOAL 1 : Manage effectively the administration, its performance and its continuous improvement.

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| **I.1.7**. Strengthen the organizational and functional capacities of the ROCB National Capacity Building Contact Point. | A Capacity Building Contact Point is formally designated in accordance with the general strategy document on the role of contact points and has been provided with the means necessary for his effectiveness. | 3 |  |  |  |  | The Contact Point effectively plays its role of inter- face and change agent in accordance with the general strategy document on the role of Capacity Building Contact Points **(Joint Assessment Administration/ROCB-WCA)** | 3 |  |  |  |  |  |  | The office is in the process of being strengthed.  Additional staff to be added as Contact Points. |
| **I.1.8**. Strengthen the organizational and functional capacities of the RILO National Correspondent. | A National Correspondent for the RILO has been formally designated and has been provided with the means necessary for his effectiveness. | 4 |  |  |  |  | At least 80% of information collected on fraud and cross-border crime is captured in the CEN and contributes significantly to the detection of customs offenses at the national level. | 3 |  |  |  |  |  |  | A National Intelligence Database developed and tested.  Database deployed.  Staff training to be conducted. |
| **Average / Operational goal 1 Remarks** |  | 4.83 |  |  |  |  |  | 4.16 |  |  |  |  |  |  |  |

OPERATIONAL GOAL 2 : Motivate the staff to behave in an exemplary manner.

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| **ACTIONS** | **IMPLEMENTATION** | | | | | | **RESULTS** | | | | | | **CONSTRAINTS** | | **NATIONAL PRACTICES**  **(STATUS)** |
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| **I.2.1.** Put in place strategies or mechanisms to encourage staff to develop their skills. | The Administration has established principles by which additional certificates, internships, ongoing training etc. are taken into account for the evaluation, promotion and motivation etc. of staff. | 5 |  |  |  |  | At least 10% of the staff have applied for or benefited from training courses or professional competitive exams during the year to improve their skills. | 4 |  |  |  |  |  |  | Competence JDs developed and gaps reassessed in 2018.  Staff training provided base on assessed needs. (Over 30% of staff benefited from training)  Staff Promotion Policy & Procedure being. |
| **I.2.2.** Establish a mechanism to recognize and reward the merits of the departments or services. | The exemplary performances of the departments or services are identified and rewarded periodically according to objective criteria. | 4 |  |  |  |  | At least 50% of the staff and the departments are satisfied with the merit recognition and reward mechanism put in place by the administration. | 4 |  |  |  |  |  |  | An award and recognition committee in place.  Annual Staff award and recognition program organised.  Commendation letters issued for exceptional performance |
| **Average / Operational goal 2 Remarks** |  | 4.5 |  |  |  |  |  | 4 |  |  |  |  |  |  |  |

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| **Implementation (Out- put)**  **Indicators** | **Level** | | | | | **Results (Outcome) indicators** | **Level** | | | | | **Internal** | **External** |
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| **I.3.1.** Establish sociocultural activities within the administration. | The Administration periodically organizes sociocultural activities (Ex: recreational outings, sports activities, Customs days ...) for staff. | 5 |  |  |  |  | At least 70% of the staff is satisfied with the sociocultural activities organized during the year by the administration. | 4 |  |  |  |  |  |  | Annual staff party organised.  Participation in annual Workers day sports.  Revitalise the celebration of International Customs Day. |
| **I.3.2.** Establish a mutual solidarity system within the administration. | The Administration has established an effective mutual solidarity mechanism (for deaths, births, marriages, loans ...) for the benefit of its staff. | 5 |  |  |  |  | At least 70% of staff are satisfied with the welfare and mutual solidarity mechanism. | 5 |  |  |  |  |  |  | Staff Welfare Association in place since 2008  Staff Credit Union set up. |
| **I.3.3.** Provide staff with adequate infrastructure and equipment for the proper execution of their tasks. | The Administration has adequate buildings, offices, equipment and materials that conform to the standards of safety, hygiene and quality of service. | 4 |  |  |  |  | At least 70% of staff are satisfied with the facilities and equipment available for the proper performance of their duties. | 4 |  |  |  |  |  |  | Staff working condition continuosly being improved  Phase by phase expansion,construction of offices equipment and furniture budgeted and supplied annually |

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| **I.3.4.** Establish mechanisms for adequate medical and social care of staff. | The Administration has put in place a medico-social sys- tem (e.g.: health coverage, medical evacuations, accidents, loans ...) for the benefit of its staff | 5 |  |  |  |  | At least 70% of staff are satisfied with the medical and social care system. | 5 |  |  |  |  |  |  | Medical Scheme Committee set up  Medical Scheme facility for staff and dependents in place |
| **Average / Operational goal 3**  **Remarks** |  | 4.75 |  |  |  |  |  | 4.5 |  |  |  |  |  |  |  |

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| **ACTIONS** | **IMPLEMENTATION** | | | | | | **RESULTS** | | | | | | **CONSTRAINTS** | | **NATIONAL PRACTICES**  **(STATUS)** |
| **Implementation (Output) Indicators** | **Level** | | | | | **Results (Outcome) indicators** | **Level** | | | | | **Internal** | **External** |
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| **I.4.1.** Establish relationships of trust with oversight authorities and the political sphere. | Frameworks have been set up for periodic consultation and collaboration between the Administration and its oversight authority. | 5 |  |  |  |  | At least 60% of the reform or modernization proposals or projects initiated by the Administration during the year are accepted and supported by the oversight authority. | 5 |  |  |  |  |  |  | Cordial relationship exist between Management and MOFEA, Board and National Audit Office  Monthly Board Meetings held  Monthly Revenue Reports submitted to Oversight authorities  Presentation of Financial Statement and Annual Activity Reports to the FPAC of the National Assembly |
| **I.4.2.** Establish relationships of trust with staff and personnel associations. | Frameworks have been set up for periodic consultation and collaboration between the staff, the staff associations and the Administration in the taking of certain decisions. | 5 |  |  |  |  | At least 70% of staff and staff associations are satisfied with the collaboration with the hierarchy of the Administration and their level of involvement in the making of certain decisions. | 5 |  |  |  |  |  |  | GRA Staff Welfare Association (GRASWA) Constitution in place  GRASWA enjoys Management support  GRASWA represented at Senior Management monthly meetings |
| **I.4.3**. Establish relationships of trust with partners of the Administration. | Frameworks have been instituted for periodic consultation and collaboration between the Administration and its public and private sector partners in the taking of certain decisions. | 5 |  |  |  |  | At least 60% of public and private sector partners are satisfied with their collaboration with the Administration and their level of involvement in making certain decisions. | 5 |  |  |  |  |  |  | Partnership established with stakeholders; MOFEA, MOTIE, CBG, GPA, Chamber of Commerce,  MOUs signed with Commercial Banks (for revenue collection) and Public Institutions (GBoS, FIU, PURA) for collaboration and information sharing |

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| **I.4.4.** Implement an external communication strategy to continuously improve the image of the service. | The Administration has an operational communications strategy and an effective public relations structure. | 3 |  |  |  |  | At least 60% of citizens have a better understanding of the functioning of the Administration and a better perception of Customs officers. | 3 |  |  |  |  |  |  | Draft Communication Strategy  Review, validate finalise and approved the Draft |
| **I.4.5.**Develop projects that meet the strategic needs of the administration, for presentation to donors / technical partners. | For each specific need requiring external funding, the Administration has projects to submit to potential donors / technical partners. | 5 |  |  |  |  | At least 50% of the projects proposed by the administration have been selected by the donors. | 4 |  |  |  |  |  |  | Projects (ASYCUDA World, Post TADAT reform Projects (GAMTAXNET enhancement, Reconstruction of taxpayer Ledger); GIZ supported Proted Projects (TRS, Risk Management); WACAM supported project (Corporate Strategic DashBoard), Infrastructural development |
| **Average / Operational goal 4**  **Remarks** |  | 4.6 |  |  |  |  |  | 4.4 |  |  |  |  |  |  |  |
| **Average / Strategic focus 1**  **Remarks** |  | 4.67 |  |  |  |  |  | 3.18 |  |  |  |  |  |  |  |

## STRATEGIC MANAGEMENT

### Strategic goal : Develop a management system to continuously improve the performance of the administration

**Operational goals:**

* 1. **Institutionalize strategic planning activities within the administration.**
  2. **Effectively manage the process of reform and modernization to ensure the performance of the administration.**

OPERATIONAL GOAL 1 : Institutionalize strategic planning activities within the Administration

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| **ACTIONS** | **IMPLEMENTATION** | | | | | | **RESULTS** | | | | | | **CONSTRAINTS** | | **NATIONAL PRACTICES**  **(STATUS)** |
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| **II.1.1.** Systematically conducts a diagnostic study of the administration to identify its strengths, weak- nesses, opportunities and threats. | At least one diagnostic study is conducted per year and the Administration has up-to-date information on the evolution of international trade, the security and health situation at the national level, as well as any other information that may have an impact on the Administration. | 4 |  |  |  |  | At least 60% of the relevant recommendations from the diagnostic study for the year are taken into account by the administration. | 3 |  |  |  |  |  |  | Evaluation of the current Corporate Strategic Plan (2015-2019). |
| **II.1.2.** Collect and analyze periodically, information on the current and future needs of customers/users and other stakeholders. | At least one customer/user and stakeholder needs analysis study is conducted annually and the Administration has up-to-date information on their concerns. | 5 |  |  |  |  | At least 60% of the relevant recommendations from the needs analysis of customers/users and stakeholders for the year are taken into account by the Administration. | 5 |  |  |  |  |  |  | Annual reviews of the Corporate Strategic Plan  Quarterly M&E reports of the strategic plan implementation |

OPERATIONAL GOAL 1 ; Institutionalize strategic planning activities within the Administration

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| **ACTIONS** | **IMPLEMENTATION** | | | | | | **RESULTS** | | | | | | **CONSTRAINTS** | | **NATIONAL PRACTICES**  **(STATUS)** |
| **Implementation (Output) Indicators** | **Niveau** | | | | | **Results (Outcome) indicators** | **Niveau** | | | | | **Internal** | **External** |
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| **II.1.3.** Develop a multi- year strategic plan for the administration based on the information gathered, including the guidelines of the regional strategic plan and other relevant guidance. | The Administration has a multi-year strategic plan that includes medium and long-term objectives, timelines, expected outcomes, the re- sources needed as well as any other useful information for its effective and efficient implementation. | 5 |  |  |  |  | The Administration implements and evaluates the strategic plan at least one  (1) time a year and, if necessary, adapts it to national constraints and changes in international trade. | 5 |  |  |  |  |  |  | The current and 3rd Corporate Startegic Plan (2015-2019) ending  Plans underway for the development of the 4th GRA Corporate Strategic Plan (2020-2024) |
| **II.1.4.** Implement an annual action plan in line with the  national strategic plan, defined priorities and developments in the Ad- ministration’s environment. | An action plan including the initiatives of the Strategic Plan to be implemented du- ring the current year is available. | 5 |  |  |  |  | The Administration implements and evaluates the annual  action plan at least four (4) time a year and, if necessary, adapts it to national constraints and changes in international trade. | 5 |  |  |  |  |  |  | Annual Operational Plan developed and costed  Annual Operational Plans developed and implemented and monitored. |

OPERATIONAL GOAL 1 ; Institutionalize strategic planning activities within the Administration

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| **II.1.5.** Systematically evaluate the process of reform and modernization. | At least four (04) times a year, the modernization committee meets to assess the level of implementation and out- comes of all actions initiated as part of the reform process; it takes note of progress made and the limitations and pro- poses adjustment measures. | 5 |  |  |  |  | At least 80% of the actions of the national strategic plan, projects and programmes of the administration planned for the current year are implemented. | 5 |  |  |  |  |  |  | Implementation of the Corporate Strategic Plan  The implementation plan is monitored and reviewed annually. |
| **Average / Operational goal 1**  **Remarks** |  | 4.8 |  |  |  |  |  | 4.6 |  |  |  |  |  |  |  |

OPERATIONAL GOAL 2 : Effectively manage the process of reform and modernization to ensure the performance of the Administration

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| **ACTIONS** | **IMPLEMENTATION** | | | | | | **RESULTS** | | | | | | **CONSTRAINTS** | | **NATIONAL PRACTICES**  **(STATUS)** |
| **Implementation (Output) Indicators** | **Level** | | | | | **Results (Outcome) indicators** | **Level** | | | | | **Internal** | **External** |
| **2**  **0**  **1**  **8** | **2**  **0**  **1**  **9** | **2**  **0**  **2**  **0** | **2**  **0**  **2**  **1** | **2**  **0**  **2**  **2** | **2**  **0**  **1**  **8** | **2**  **0**  **1**  **9** | **2**  **0**  **2**  **0** | **2**  **0**  **2**  **1** | **2**  **0**  **2**  **2** |
| **II.2.1.** Put in place mechanisms to gain staff buy-in of the adopted strategy. | The Administration communicates and regularly sensitizes staff on its strategy and its evolution. | 5 |  |  |  |  | At least 60% of staff understand and adhere to the strategy deployed by the top management of the Ad- ministration. | 5 |  |  |  |  |  |  | The Corporate Plan printed and distributed to the Board and Staff.  Presentation of the Strategic Plan during orientation and induction training.  Presentation of the plan during annual budget formulation |
| **II.2.2**.Establish within the administration mechanisms for measuring the performance of the various services.. | The Administration has put in place performance measurement mechanisms which specify for each service, measurable and quantifiable results to be achieved | 4 |  |  |  |  | At least 60% of the Administration's services have a document that specifies their performance and quality indicators. | 4 |  |  |  |  |  |  | Align Department Mandates to the Corporate Strategic Plan (2020-2024)  Validate and finalised mandates and objectives  Review of department mandates |

OPERATIONAL GOAL 2 : Effectively manage the process of reform and modernization to ensure the performance of the Administration

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| **ACTIONS** | **IMPLEMENTATION** | | | | | | **RESULTS** | | | | | | **CONSTRAINTS** | | **NATIONAL PRACTICES**  **(STATUS)** |
| **Implementation (Out- put)**  **Indicators** | **Level** | | | | | **Results (Outcome) indicators** | **Level** | | | | | **Internal** | **External** |
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| **II.2.3** Set up an in- formation system for daily management of performance (Management In- formation System). | The Administration has an operational automated system that allows decision makers to continuously have relevant and up-to-date information on key performance indicators and the functioning of the services (achievements,  difficulties, possible solutions ...). | 4 |  |  |  |  | At least 70% of key performance indicators and information on service operations are tracked and continuously processed by the automated system implemented for that purpose (Management Information System). | 4 |  |  |  |  |  |  | ASYCUDA used for Customs processes and procedures  GAMTAXNET used for Tax processes and procedures  HRIS used for HRM  IFMIS used for Finance & Accounting  Migration of Asucuda++ to Asycuda World  Enhancement of GAMTAXNET for better Tax Administration  Economic classification of taxpayers in the GAMTAXNET  Migration of Epicor 9 to Epicor 10  and operationalize the Asset Management of the IFMIS  Corperate Dashboard being developed. |
| **II.2.4.** Establish an internal communication system that promotes the flow of information from top management to the services and vice versa. | The Administration has an internal communication system, including structured mechanisms (Ex: E- mail, intranet, internet, SMS, etc), through  which staff have access to information on service matters and managers also receive information from the departments. | 4 |  |  |  |  | At least 80% of information on service matters is disseminated through structured mechanisms (Ex: E-mail, intranet, internet, SMS, etc.  ...). | 4 |  |  |  |  |  |  | Governance structures (Board, Top Management, Senior Management and Departmental meetings) institutionalized  Develop a communication business continuity strategy  Implement the strategy  Enhance and maintain the disaster recovery site |

OPERATIONAL GOAL 2 : Effectively manage the process of reform and modernization to ensure the performance of the Administration

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| **ACTIONS** | **IMPLEMENTATION** | | | | | | **RESULTS** | | | | | | **CONSTRAINTS** | | **NATIONAL PRACTICES**  **(STATUS)** |
| **Implementation (Output) Indicators** | **Level** | | | | | **Results (Outcome) indicators** | **Level** | | | | | **Internal** | **External** |
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| **II.2.5.** Develop a master plan for fast recovery of the functioning of the administration after disaster (war, fire, epidemics, natural disaster ...) | A master plan for rapid recovery of the functioning of the Ad- ministration after disaster is available and ready for use and a simulation is performed at least once a year. | 4 |  |  |  |  | At least 80% of the services are likely to be functional in a timely manner to ensure the continuity of the system after disaster. | 4 |  |  |  |  |  |  | Plan to develop a Business Continuity Plan  Develop a corporate business continuity strategy  Implement the strategy  Enhance and maintain the disaster recovery site |
| **II.2.6.** Develop an IT security policy. | An IT security policy is available and regularly undated. | 5 |  |  |  |  | The Administration's IT system is secure against any malicious internal or External intrusion. | 5 |  |  |  |  |  |  | ICT policy in place and security matters incorporated in the policy |
| **II.2.7.** Conduct periodically, opinion surveys on the level of customer satisfaction with the services of the Customs administration | The findings of customer/user opinion surveys are available and measures are taken to continuously improve their level of satisfaction. | 5 |  |  |  |  | At least 70% of customers/users are satisfied with the quality of Customs services. | 5 |  |  |  |  |  |  | Service delivery and perception study conducted every three years  Next study planned for 2019 |

OPERATIONAL GOAL 2 : Effectively manage the process of reform and modernization to ensure the performance of the Administration

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| **NATIONAL PRACTICES** | **IMPLEMENTATION** | | | | | | **RESULTS** | | | | | | **CONSTRAINTS** | | **NATIONAL PRACTICES**  **(STATUS)** |
| **Implementation (Output) Indicators** | **Level** | | | | | **Results (Outcome) indicators** | **Level** | | | | | **Internal** | **External** |
| **2**  **0**  **1**  **8** | **2**  **0**  **1**  **9** | **2**  **0**  **2**  **0** | **2**  **0**  **2**  **1** | **2**  **0**  **2**  **2** | **2**  **0**  **1**  **8** | **2**  **0**  **1**  **9** | **2**  **0**  **2**  **0** | **2**  **0**  **2**  **1** | **2**  **0**  **2**  **2** |
| **II.2.8.**Periodically evaluate the level of staff satisfaction with the functioning of the administration. | The findings of staff satisfaction surveys are available and steps are being taken to continuously improve their level of satisfaction. | 3 |  |  |  |  | At least 60% of staff are satisfied with the organization and functioning of the Administration. | 3 |  |  |  |  |  |  | Staff satisfaction survey conducted in 2017  Less than 60% expressed satisfaction |
| **Average / Operational goal 2**  **Remarks** |  | 4.25 |  |  |  |  |  | 4.25 |  |  |  |  |  |  |  |
| **Average / Strategic focus 2**  **Remarks** |  | 4.52 |  |  |  |  |  | 4.43 |  |  |  |  |  |  |  |

## HUMAN RESOURCE MANAGEMENT

### Strategic goal: Establish an efficient management of human resources to optimize the performance of the administration.

**Operational goals:**

**III.1 Ensure effective management of the workforce, jobs and skills.**

* 1. **Ensure the professionalization of Customs staff and the continuous development of their skills.**
  2. **Strengthen integrity, ethics and good governance within the administration.**

OPERATIONAL GOAL 1 : Ensure effective management of the workforce, jobs and skills

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| **ACTIONS** | **IMPLEMENTATION** | | | | | | **RESULTS** | | | | | | **CONSTRAINTS** | | **NATIONAL PRACTICES**  **(STATUS)** |
| **Implementation (Out- put)**  **Indicators** | **Level** | | | | | **Results (Outcome) indicators** | **Level** | | | | | **Internal** | **External** |
| **2**  **0**  **1**  **8** | **2**  **0**  **1**  **9** | **2**  **0**  **2**  **0** | **2**  **0**  **2**  **1** | **2**  **0**  **2**  **2** | **2**  **0**  **1**  **8** | **2**  **0**  **1**  **9** | **2**  **0**  **2**  **0** | **2**  **0**  **2**  **1** | **2**  **0**  **2**  **2** |
| **III.1.1.** Develop and adopt a competency-based Human Resource Management (HRM) strategy. | The Administration is implementing, in an effective and efficient manner, a Human Resource Management Strategy that comprises timelines, the expected results, the re- sources needed as well as any other useful information | 5 |  |  |  |  | The Administration evaluates at least two (2) times a year, its HRM strategy and adapts it to the evolution of its needs. | 5 |  |  |  |  |  |  | HR Strategy developed and implemented  Competency-base Human Resource Management implemented |
| I**II.1.2.** Develop and adopt competency- based Human Resource Management (HRM) tools, including:   * A job catalogue * A competency catalogue * A competency dictionary * Job descriptions * Etc. | The Administration is using a job catalogue, a competency catalogue, a competency  dictionary and job descriptions and other tools recommended by the WCO, to effectively manage its human resources | 5 |  |  |  |  | At least 80% of the competency-based HRM tools re- commended by the WCO are used within the Administration to effectively manage its human resources. | 4 |  |  |  |  |  |  | Competency-base Human Resource Management implemented  Competency HRM Tools developed and being used |

OPERATIONAL GOAL 1 : Ensure effective management of the workforce, jobs and skills

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| **ACTIONS** | **IMPLEMENTATION** | | | | | | **RESULTS** | | | | | | **CONSTRAINTS** | | **NATIONAL PRACTICES**  **(STATUS)** |
| **Implementation (Output) Indicators** | **Level** | | | | | **Results (Outcome) indicators** | **Level** | | | | | **Internal** | **External** |
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| **III.1.3.** Collect periodically in collaboration with all services, the human resource needs of the administration in line with the competency approach. | The human resource needs of the services are identified every year, basing on the competency approach and, ac- cording to their relevance, taken into ac- count in the functioning of the Administration. | 5 |  |  |  |  | At least 60% of the priority HRM needs for the year are taken into account by the  Administration. | 4 |  |  |  |  |  |  | Conducted staff planning exercise based on department/unit mandates  Staffing Plan (2017-2019) developed |
| I**II.1.4.** Develop a multi-year staff recruitment plan based on identified needs and the competency approach. | The Administration has an updated recruitment plan in line with the needs of the services, including the number and profile (quality, competency, qualification ...) of the staff to be recruited. | 4 |  |  |  |  | The multi-year recruitment plan is updated at least once a year in line with the actual needs of the Administration. | 4 |  |  |  |  |  |  | Annual Recruitment done based on the Staffing Plan and existing vacancies resulting from attrition |

OPERATIONAL GOAL 1 : Ensure effective management of the workforce, jobs and skills

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| **ACTIONS** | **IMPLEMENTATION** | | | | | | **RESULTS** | | | | | | **CONSTRAINTS** | | **NATIONAL PRACTICES**  **(STATUS)** |
| **Implementation (Output) Indicators** | **Level** | | | | | **Results (Outcome) indicators** | **Level** | | | | | **Internal** | **External** |
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| I**II.1.5.** Establish a competency-based system of  selection and recruitment of staff. | The Administration uses competency criteria to recruit or intervene in the selection of its staff. | 5 |  |  |  |  | At least 60% of the administration’s needs in staff (number and quality) for the year are met on the basis of the competency approach. | 5 |  |  |  |  |  |  | Job Catalogue developed and updated (2018)  Competency JDs developed for each position  Recruitment Policy & Procedures developed and implemented |
| **III.1.6.** Establish a staff mobility system based on objective and trans- parent criteria. | Assignments and transfers to different positions are done transparently on the basis of objective criteria that are known to all. | 5 |  |  |  |  | At least 60% of staff are satisfied with the staff mobility mechanism (equity, transparency, objectivity) set up by the Administration. | 4 |  |  |  |  |  |  | Staff postings/ deployments policy & Procedures (2018) developed and implemented |
| **III.1.7.** Establish a competency-based staff performance management system. | The Administration has a staff performance management system and annual evaluation reports are available. | 5 |  |  |  |  | At least 60% of the Administration's staff was evaluated during the year to measure their performance. | 4 |  |  |  |  |  |  | Competency Framework and Dictionary developed  Competency JDs developed for each position  Staff competencies assessed and competency levels determined  Staff Appraisal system Automated |

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| **ACTIONS** | **IMPLEMENTATION** | | | | | | **RESULTS** | | | | | | **CONSTRAINTS** | | **NATIONAL PRACTICES**  **(STATUS)** |
| **Implementation (Output) Indicators** | **Level** | | | | | **Results (Outcome) indicators** | **Level** | | | | | **Internal** | **External** |
| **2**  **0**  **1**  **8** | **2**  **0**  **1**  **9** | **2**  **0**  **2**  **0** | **2**  **0**  **2**  **1** | **2**  **0**  **2**  **2** | **2**  **0**  **1**  **8** | **2**  **0**  **1**  **9** | **2**  **0**  **2**  **0** | **2**  **0**  **2**  **1** | **2**  **0**  **2**  **2** |
| **III.1.8.** Establish a sys- tem of reward and motivation of staff based on performance and competence. | The Administration has a mechanism to identify and reward acts of bravery, exemplary behavior, honorable attitudes, etc. of its staff. | 4 |  |  |  |  | At least 60% of staff are satisfied with the mechanism of reward f deserving staff (fairness, transparency, objectivity) put in place by the Administration. | 3 |  |  |  |  |  |  | Plan to develop a Staff reward and motivation mechanism |
| **III.1.9.** Computerize HRM processes, including:   * The administrative processes of HRM (payroll, request for leave, career follow-up ...); * Performance management; | Recruitment, career management, performance management as well as all other HR administrative processes are managed by an IT application. | 5 |  |  |  |  | At least 80% of HRM processes are computerized. | 5 |  |  |  |  |  |  | HRIS developed (2015)  - Leave portal  - Performance Appraisal System  Competency Assessment Database developed (2016)  Enterprise Document Management System |

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| **ACTIONS** | **IMPLEMENTATION** | | | | | | **RESULTS** | | | | | | **CONSTRAINTS** | | **NATIONAL PRACTICES**  **(STATUS)** |
| **Implementation (Output) Indicators** | **Level** | | | | | **Results (Outcome) indicators** | **Level** | | | | | **Internal** | **External** |
| **2**  **0**  **1**  **8** | **2**  **0**  **1**  **9** | **2**  **0**  **2**  **0** | **2**  **0**  **2**  **1** | **2**  **0**  **2**  **2** | **2**  **0**  **1**  **8** | **2**  **0**  **1**  **9** | **2**  **0**  **2**  **0** | **2**  **0**  **2**  **1** | **2**  **0**  **2**  **2** |
| **III.1.10.** Carry out and present to the government, a study demonstrating the need for the Customs administration to take ownership of the recruitment process of its staff. | A position paper on the need for Customs to take owner- ship of the recruitment process for its staff has been forwarded to the government. | N/A |  |  |  |  | The Administration per- forms by itself at least 60% of the functions related to the recruitment process of its staff. | N/A |  |  |  |  |  |  | N/A (GRA is totally responsible for staff recruitment) |
| **Average / Operational goal 1**  **Remarks** |  | 4.77 |  |  |  |  |  | 4.22 |  |  |  |  |  |  |  |

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| **ACTIONS** | **IMPLEMENTATION** | | | | | | **RESULTS** | | | | | | **CONSTRAINTS** | | **NATIONAL PRACTICES**  **(STATUS)** |
| **Implementation (Out- put)**  **Indicators** | **Level** | | | | | **Results (Outcome) indicators** | **Level** | | | | | **Internal** | **External** |
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| **III.2.1.** Identify the Administration's needs for initial and continuous training using the competency approach. | The initial and continuous training needs have been identified and are constantly updated in line with changes within the service and changes in international trade. | 5 |  |  |  |  | At least 60% of the priority needs for initial and continuous training of the year are taken into account by the Administration. | 5 |  |  |  |  |  |  | Staff Training Policy and procedures developed  Annual Corporate Training Plan compiled and implemented  Training of Trainers provided for more than 25 staff |
| **III.2.2.** Develop a competency-based initial training strategy that satisfies the needs of the Ad- ministration. | The Administration has an initial training strategy which is periodically up- dated to take into ac- count changes within the service and changes in international trade. | 5 |  |  |  |  | At least 90% of newly recruited staff receive quality initial training in line with international standards. | 3 |  |  |  |  |  |  | Training Strategy developed and approved by the Board  Induction training initiated for new recruits  Staff registered on the WCO- CLIKC Platform |
| **III.2.3.** Develop a competency-based continuous training strategy that meets the needs of the Ad- ministration. | The Administration has a continuous training strategy which is periodically updated to take into ac- count changes within the service and changes in international trade. | 5 |  |  |  |  | At least 10% of the staff already in service receive per year, quality continuous  training in line with international standards. | 5 |  |  |  |  |  |  | Annual Training Plan developed and implemented  Professional trainings provided to staff  Academic trainings provided to staff  Staff sponsored to undertake short-term local & overseas training programs  Staff supported to attend workshops, seminars and internships |

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| **ACTIONS** | **IMPLEMENTATION** | | | | | | **RESULTS** | | | | | | **CONSTRAINTS** | | **NATIONAL PRACTICES**  **(STATUS)** |
| **Implementation (Output) Indicators** | **Level** | | | | | **Results (Outcome) indicators** | **Level** | | | | | **Internal** | **External** |
| **2**  **0**  **1**  **8** | **2**  **0**  **1**  **9** | **2**  **0**  **2**  **0** | **2**  **0**  **2**  **1** | **2**  **0**  **2**  **2** | **2**  **0**  **1**  **8** | **2**  **0**  **1**  **9** | **2**  **0**  **2**  **0** | **2**  **0**  **2**  **1** | **2**  **0**  **2**  **2** |
| **III.2.4.** Put in place internal mechanisms to guide and assist new recruits. | The Administration has put in place internal mechanisms to guide and assist new recruits, including mentoring, individual coaching and individual counseling. | 4 |  |  |  |  | At least 80% of new recruits benefit from personalized  follow-up. | 3 |  |  |  |  |  |  | Staff (informally) are coached, mentored and counselled  Mechanism to be developed and formally integrated into the induction training program |
| **III.2.5.** Develop a training strategy that includes the use of  e-learning. | The Administration has a training strategy that incorporates the use of IT tools for learning, especially the E- learning application of the WCO. | 5 |  |  |  |  | At least 60% of the modules used for initial and continuous training of staff of the administration are incorporated in IT tools, especially the WCO  E-learning. | 3 |  |  |  |  |  |  | Training Strategy (with e-learning component) developed. |
| **III.2.6.** Develop and de- liver a management development programme especially in the area of leadership and strategic management. | The Administration has a leadership and management development programme for its staff. | 4 |  |  |  |  | At least 10% of senior management staff receive annual  refresher training to update and improve their know- ledge of Leadership and Strategic Management. | 4 |  |  |  |  |  |  | Management Development Programs built into the Training Strategy |

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| **ACTIONS** | **IMPLEMENTATION** | | | | | | **RESULTS** | | | | | | **CONSTRAINTS** | | **NATIONAL PRACTICES**  **(STATUS)** |
| **Implementation (Output) Indicators** | **Level** | | | | | **Results (Outcome) indicators** | **Level** | | | | | **Internal** | **External** |
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| **III.2.7**. Develop and continuously strengthen the administration’s pool of trainers. | The Administration has a pool of trainers and builds their capacity on an on- going basis, to up- date and improve their knowledge in their areas of expertise, especially in pedagogy and training engineering. | 5 |  |  |  |  | At least 50% of the trainers in the Administration receive  refresher training per year | 4 |  |  |  |  |  |  | Refresher Training of Trainers form part of the Training Strategy |
| **III.2.8.** Develop tools and mechanisms to systematically evaluate all training  activities. | The Administration has developed tools and mechanisms to evaluate training activities | 5 |  |  |  |  | At least 80% of training activities are systematically evaluated per year and are adjusted according to the observed limitations. | 5 |  |  |  |  |  |  | Evaluation and impact Assessment of training programs inbuilt in the Training Strategy |

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| **ACTIONS** | **IMPLEMENTATION** | | | | | | **RESULTS** | | | | | | **CONSTRAINTS** | | **NATIONAL PRACTICES**  **(STATUS)** |
| **Implementation (Output) Indicators** | **Level** | | | | | **Results (Outcome) indicators** | **Level** | | | | | **Internal** | **External** |
| **2**  **0**  **1**  **8** | **2**  **0**  **1**  **9** | **2**  **0**  **2**  **0** | **2**  **0**  **2**  **1** | **2**  **0**  **2**  **2** | **2**  **0**  **1**  **8** | **2**  **0**  **1**  **9** | **2**  **0**  **2**  **0** | **2**  **0**  **2**  **1** | **2**  **0**  **2**  **2** |
| **III.2.9.** Periodically build the capacities of the staff of the HR department in their area of expertise. | The Administration has put in place a capacity building programme for its HRM staff, to continuously update and improve their knowledge in their areas of expertise. | 5 |  |  |  |  | At least 10% of the staff in charge of the Administration's human resources receive  refresher training every year. | 5 |  |  |  |  |  |  | As part of the Training Plan specialised trainings will be provided for HR staff |
| **Average / Operational goal 2**  **Remarks** |  | 4.77 |  |  |  |  |  | 4.11 |  |  |  |  |  |  |  |

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| **ACTIONS** | **IMPLEMENTATION** | | | | | | **RESULTS** | | | | | | **CONSTRAINTS** | | **NATIONAL PRACTICES**  **(STATUS)** |
| **Implementation (Output) Indicators** | **Level** | | | | | **Results (Outcome) indicators** | **Level** | | | | | **Internal** | **External** |
| **2**  **0**  **1**  **8** | **2**  **0**  **1**  **9** | **2**  **0**  **2**  **0** | **2**  **0**  **2**  **1** | **2**  **0**  **2**  **2** | **2**  **0**  **1**  **8** | **2**  **0**  **1**  **9** | **2**  **0**  **2**  **0** | **2**  **0**  **2**  **9** | **2**  **0**  **2**  **2** |
| **III.3.1.** Provide the departments in charge of control and internal audit with the regulatory, human, material and financial means needed for the effective accomplishment of their mission. | At least 30% of the services of the Administration are audited or controlled per year. | 5 |  |  |  |  | At least 30% of the Administration's services are audited or audited annually. | 4 |  |  |  |  |  |  | Approved Audit Manual(2016)  Approved Annual Audit Workplan  Audit of various Department activities, systems, processes & procedures, standard in compliance with policies |
| **III.3.2.** Develop a code of good conduct within the Administration including attitudes to be adopted during and outside the service hours, as well as sanctions associated with deviant behaviour. | The Administration has a code of good conduct known and respected by all staff. | 5 |  |  |  |  | Reduction in the number of complaints against Customs officers and Customs services by at least 20% per year. | 4 |  |  |  |  |  |  | Code of conduct (1st version) developed in 2008  Code of Conduct revised in 2018 (3nd version)  Code of Conduct applied of disciplinary matters |

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| **ACTIONS** | **IMPLEMENTATION** | | | | | | **RESULTS** | | | | | | **CONSTRAINTS** | | **NATIONAL PRACTICES**  **(STATUS)** |
| **Implementation (Output) Indicators** | **Level** | | | | | **Results (Outcome) indicators** | **Level** | | | | | **Internal** | **External** |
| **2**  **0**  **1**  **8** | **2**  **0**  **1**  **9** | **2**  **0**  **2**  **0** | **2**  **0**  **2**  **1** | **2**  **0**  **2**  **2** | **2**  **0**  **1**  **8** | **2**  **0**  **1**  **9** | **2**  **0**  **2**  **0** | **2**  **0**  **2**  **1** | **2**  **0**  **2**  **2** |
| **III.3.3**. Put in place a programme to promote integrity and good governance. | Customs staff benefit each year from an integrity and good governance promotion programme. | 4 |  |  |  |  | At least 60% of customers/users are satisfied with the behavior of Customs officers | 4 |  |  |  |  |  |  | Integrity module part of the Customs Induction Training  Staff supported to attend local and Regional Integrity trainings/ workshops |
| **III.3.4.** Put in place procedures or mechanisms by which customers/users can report, in all safety, the malfunctions of the service and breaches of the rules of ethics and good governance. | The Administration has put in place procedures or mechanisms to en- able Customers/users to denounce, without any fear whatsoever, the malfunctions of the ser- vice and the breaches of the rules of ethics and good governance. (E.g. toll-free hotline, suggestion box email, internet, sms, etc.) | 5 |  |  |  |  | At least 60% of customers/users are satisfied with the mechanism put in place by the Customs allowing them to denounce without fear, the malfunctions of the service. | 4 |  |  |  |  |  |  | Suggestion boxes located at the various GRA offices |
| **Average / Operational goal 3**  **Remarks** |  | 4.75 |  |  |  |  |  | 4 |  |  |  |  |  |  |  |

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| **ACTIONS** | **IMPLEMENTATION** | | | | | | **RESULTS** | | | | | | **CONSTRAINTS** | | **NATIONAL PRACTICES** |
| **Implementation (Output) Indicators** | **Level** | | | | | **Results (Outcome) indicators** | **Level** | | | | | **Internal** | **External** |
| **2**  **0**  **1**  **8** | **2**  **0**  **1**  **9** | **2**  **0**  **2**  **0** | **2**  **0**  **2**  **1** | **2**  **0**  **2**  **2** | **2**  **0**  **1**  **8** | **2**  **0**  **1**  **9** | **2**  **0**  **2**  **0** | **2**  **0**  **2**  **1** | **2**  **0**  **2**  **2** |
| **Average / Strategic focus 3**  **Remarks** |  | 4.76 |  |  |  |  |  | 4.11 |  |  |  |  |  |  |  |

# PARTNERSHIP

### Strategic goal : Develop lasting cooperation and partnership relationships with all stakeholders of the Customs administration.

**Operational objectives :**

* 1. **Strengthen strategic cooperation with other Customs administrations;**
  2. **Strengthen strategic partnerships with the private sector;**
  3. **Strengthen strategic cooperation with other national government agencies that have Customs-related missions.**

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| **ACTIONS** | **IMPLEMENTATION** | | | | | | **RESULTS** | | | | | | **CONSTRAINTS** | | **NATIONAL PRACTICES**  **(STATUS)** |
| **Implementation (Output) Indicators** | **Level** | | | | | **Results (Outcome) indicators** | **Level** | | | | | **Internal** | **External** |
| **2**  **0**  **1**  **8** | **2**  **0**  **1**  **9** | **2**  **0**  **2**  **0** | **2**  **0**  **2**  **1** | **2**  **0**  **2**  **2** | **2**  **0**  **1**  **8** | **2**  **0**  **1**  **9** | **2**  **0**  **2**  **0** | **2**  **0**  **2**  **1** | **2**  **0**  **2**  **2** |
| **IV.1.1.** Establish a mechanism for mutual administrative collaboration with Customs administrations of neighbouring countries, particularly in the context of coordinated border management. **(Ref : TFA Art 8, 2)** | The Administration coordinates the management of its borders through joint initiatives with all the Customs administrations of neighbouring countries. | 4 |  |  |  |  | At least 50% of the Customs operations at the borders are jointly managed by the Administration and all the Customs administrations of neighbouring countries. | 4 |  |  |  |  |  |  | MOU signed between the GRA and the Senegal Customs Administration  -Data exchange  - consultation  Annual bilateral meetings with Senegal Customs Administration  Plan for Joint Customs Post with Senegal Customs in progress |
| **IV.1.2**. Establish a mechanism of mutual administrative collaboration with the Customs administrations of the countries of import, export and transit of goods, particularly in the context of information sharing, data exchange, the fight against fraud and organized cross- border crime ... | The Administration maintains collaborative and information- sharing relations with the Customs Administrations of importing, exporting and transit countries. | 4 |  |  |  |  | The exchange of information is effective with at least 50% of the Customs Administrations of the countries of import, export and transit of goods. | 3 |  |  |  |  |  |  | CEN platform in place for intelligence sharing  To implement the ALISA/PACIR project on interconnectivity of Customs systems in the ECOWAS region.  Development of a common Manifest for re-export trade between Gambia and Senegal in progress |

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| **ACTIONS** | **IMPLEMENTATION** | | | | | | **RESULTS** | | | | | | **CONSTRAINTS** | | **NATIONAL PRACTICES**  **(STATUS)** |
| **Implementation (Output) Indicators** | **Level** | | | | | **Results (Outcome) indicators** | **Level** | | | | | **Internal** | **External** |
| **2**  **0**  **1**  **8** | **2**  **0**  **1**  **9** | **2**  **0**  **2**  **0** | **2**  **0**  **2**  **1** | **2**  **0**  **2**  **2** | **2**  **0**  **1**  **8** | **2**  **0**  **1**  **9** | **2**  **0**  **2**  **0** | **2**  **0**  **2**  **1** | **2**  **0**  **2**  **2** |
| **IV.1.3.** Set up a mechanism for sharing experiences and good practices with other Customs administrations of the Region, particularly in the context of the ROCB-WCA Regional Coaching Programme. | The Administration has appointed a per- son or created a structure (e.g. Contact Point) to identify good practices in the region to improve its organization, functioning and performance. | 4 |  |  |  |  | During the year, the Administration has identified at least 1 experience or best practice with other administrations of the region that can help in improving its organization, operation and performance (benchmarking, bench learning) | 4 |  |  |  |  |  |  | GRA participates in ROCB-WCA regional workshops, meetings and training programmes.  GRA undertakes benchmarking programmes in other Customs administration |
| **Average / Operational goal 1**  **Remarks** |  | 4.0 |  |  |  |  |  | 3.67 |  |  |  |  |  |  |  |

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| **ACTIONS** | **IMPLEMENTATION** | | | | | | **RESULTS** | | | | | | **CONSTRAINTS** | | **NATIONAL PRACTICES**  **(STATUS)** |
| **Implementation (Output) Indicators** | **Level** | | | | | **Results (Outcome) indicators** | **Level** | | | | | **Internal** | **External** |
| **2**  **0**  **1**  **8** | **2**  **0**  **1**  **9** | **2**  **0**  **2**  **0** | **2**  **0**  **2**  **1** | **2**  **0**  **2**  **2** | **2**  **0**  **1**  **8** | **2**  **0**  **1**  **9** | **2**  **0**  **2**  **0** | **2**  **0**  **2**  **1** | **2**  **0**  **2**  **2** |
| **IV.2.1.** Put in place permanent common Customs-Private Sector platforms for consultation on compliance with regulations, the quality of procedures, the fight against fraud and the promotion of integrity and good governance. | The Administration and the private sector have set up a common consultation framework on compliance with regulations, the quality of procedures, the fight against fraud and the promotion of ethics and good governance | 5 |  |  |  |  | The Customs administration and the various private sector associations (importers, exporters, freight for- warders, consignees, transporters, freight forwarders and other actors in the national supply chain) consult at least one time a year on matters of common interest. | 5 |  |  |  |  |  |  | Membership of the National Trade Facilitation Committee  Monthly meetings of the National Trade Facilitation Committee to discuss issues on trade facilitation.  Weekly radio programmes and periodic town hall meetings on tax and customs matters.  Special training of clearing and forwarding agents on customs systems, tariffs, procedures and processes |

OPERATIONAL GOAL 2 : **Strengthen strategic partnerships with the private sector**

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| **ACTIONS** | **IMPLEMENTATION** | | | | | | **RESULTS** | | | | | | **CONSTRAINTS** | | **NATIONAL PRACTICES**  **(STATUS)** |
| **Implementation (Output) Indicators** | **Level** | | | | | **Results (Outcome) indicators** | **Level** | | | | | **Internal** | **External** |
| **2**  **0**  **1**  **8** | **2**  **0**  **1**  **9** | **2**  **0**  **2**  **0** | **2**  **0**  **2**  **1** | **2**  **0**  **2**  **2** | **2**  **0**  **1**  **8** | **2**  **0**  **1**  **9** | **2**  **0**  **2**  **0** | **2**  **0**  **2**  **1** | **2**  **0**  **2**  **2** |
| **IV.2.2.** Put in place mechanisms that provide users and other interested parties with the opportunity to formulate, within appropriate dead- lines, opinions and comments on the introduction or amendment of laws and regulations of general application relating to customs procedures and regimes before their entry into force.  **(Ref : TFA Art 2, 1)** | The Administration has put in place has mechanisms to enable customers/users and other stakeholders to provide timely and appropriate inputs and comments on the introduction or amendment of laws and regulations. | 4 |  |  |  |  | At least 60% of the laws and regulations concerning customers/users, relating to customs procedures and regimes enacted during the year by the administration, were submitted to the interested parties for their in- puts and comments, before their entry into force. | 3 |  |  |  |  |  |  | National validation of the laws, regulations and amendments relating to customs procedures and regimes before ratification.  Press releases and public notices on amendments, laws, regulations, procedures and regimes on print and electronic media. |

OPERATIONAL GOAL 2 : **Strengthen strategic partnerships with the private sector**

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| **ACTIONS** | **IMPLEMENTATION** | | | | | | **RESULTS** | | | | | | **CONSTRAINTS** | | **NATIONAL PRACTICES**  **(STATUS)** |
| **Implementation (Output) Indicators** | **Level** | | | | | **Results (Outcome) indicators** | **Level** | | | | | **Internal** | **External** |
| **2**  **0**  **1**  **8** | **2**  **0**  **1**  **9** | **2**  **0**  **2**  **0** | **2**  **0**  **2**  **1** | **2**  **0**  **2**  **2** | **2**  **0**  **1**  **8** | **2**  **0**  **1**  **9** | **2**  **0**  **2**  **0** | **2**  **0**  **2**  **1** | **2**  **0**  **2**  **2** |
| **IV.2.3.** Establish a mechanism for the Customs administration to receive and treat in an equitable manner, the appeals made by customers/users against decisions rendered by its services.  **(Ref : TFA Art 4, 1))** | The Administration has put in place an appeal structure or mechanism enabling all customers/users to appeal against decisions taken by Customs | 4 |  |  |  |  | At least 60% of customers/users or their associations are satisfied with the appeal mechanism and the quality of the decisions made by the Administration. | 3 |  |  |  |  |  | A new president of the tribunal needs to be appointed. Customers are not using the appeal system. | Tax and Customs tribunal set up since 2012 |
| **IV.2.4.** Establish frameworks for  valuing and motivating customers/users and other partners of the Customs administration. | The administration has a formal frame- work for identifying and rewarding deserving customers/users and other partners. | 5 |  |  |  |  | At least once every year, the Customs Administration officially recognizes and re- wards the merit of stake- holders (importers, exporters, stevedores, consignees, transporters, freight forwarders and other actors in the national supply chain) who have distinguished themselves by exemplary acts and compliance. | 5 |  |  |  |  |  |  | Conduct meetings with Customs-Clearing & Forwarding Agents committee  Certification of clearing and forwarding agents  Annual taxpayers award and recognition ceremony  Enhance and maintain the DTI centre |
| **Average / Operational goal 2 Remarks** |  | 4.5 |  |  |  |  |  | 4 |  |  |  |  |  |  |  |

OPERATIONAL GOAL 3 : **Strengthen strategic cooperation with other national government agencies that have Customs-related missions**

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| **ACTIONS** | **IMPLEMENTATION** | | | | | | **RESULTS** | | | | | | **CONSTRAINTS** | | **NATIONAL PRACTICES**  **(STATUS)** |
| **Implementation (Output) Indicators** | **Level** | | | | | **Results (Outcome) indicators** | **Level** | | | | | **Internal** | **External** |
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| **IV.3.1.** Improve the mechanisms for consultation, exchange of information and collaboration with other national government agencies at the borders as part of coordinated border management (police, gendarmerie, immigration, forestry, army….  **(Ref : TFA Art 8 1)** | At the different borders where it is present, the Customs Administration coordinates its procedures  and exchanges information with the other national Public Defense and Security Administrations, for more effective controls and facilitation of trade | 4 |  |  |  |  | The Customs administration and other national public administrations at the borders meet at least once a quarter to coordinate their activities and exchange in- formation in the fight against fraud and cross- border crime | 4 |  |  |  |  |  |  | Co-ordination of joint border management with sister forces |
| **IV.3.2.** Improve mechanisms for consultation and exchange of information with national public administrations with tax collection competence (Ex: Tax administration, Treasury, Finance). | The Customs Administration co-ordinates its procedures and ex- changes information with other national public administrations with fiscal powers, for more effective controls and facilitation of trade. | 5 |  |  |  |  | The Customs administration and the other national fiscal administrations meet at least two (2) times a year to coordinate their activities and exchange information in the fight against fraud. | 4 |  |  |  |  |  |  | Participate in the implementation of activities of the IFMIS system.  Migration from EPICOR 9 to EPICOR 10 on-going  Participate in the various Public Finance Management and Reforms Committee of the MOFEA  MoU with Gambia Bureau of Statistics, FIU, PURA for information sharing. |



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ROADMAP / WEST AND CENTRAL AFRICA REGION

OPERATIONAL GOAL 3 : **Strengthen strategic cooperation with other national government agencies that have Customs-related missions**

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| **ACTIONS** | **IMPLEMENTATION** | | | | | | **RESULTS** | | | | | | **CONSTRAINTS** | | **NATIONAL PRACTICES**  **(STATUS)** |
| **Implementation (Output) Indicators** | **Level** | | | | | **Results (Outcome) indicators** | **Level** | | | | | **Internal** | **External** |
| **2**  **0**  **1**  **8** | **2**  **0**  **1**  **9** | **2**  **0**  **2**  **0** | **2**  **0**  **2**  **1** | **2**  **0**  **2**  **2** | **2**  **0**  **1**  **8** | **2**  **0**  **1**  **9** | **2**  **0**  **2**  **0** | **2**  **0**  **2**  **1** | **2**  **0**  **2**  **2** |
| **IV.3.3.** Improve mechanisms for consultation and information exchange with national health, hygiene and environmental protection administrations. | The Customs Administration coordinates its procedures and ex- changes information with national public health, hygiene and environmental protection administrations, for the protection of society and the environment. | 5 |  |  |  |  | The Customs administration and the other national public health, public health and environmental protection administrations meet at least once a year to coordinate their activities and exchange information in the area of enforcement and the protection of society. | 4 |  |  |  |  |  |  | Conduct joint border operations with sister agencies from Food Safety & Quality Authority, National Environmental Agency and Sanitary & Phytosanitary Agency on health, hygiene and environmental protection |

OPERATIONAL GOAL3: **Strengthen strategic cooperation with other national government agencies that have Customs-related missions**

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| **ACTIONS** | **IMPLEMENTATION** | | | | | | **RESULTS** | | | | | | **CONSTRAINTS** | | **NATIONAL PRACTICES**  **(STATUS)** |
| **Implementation (Output) Indicators** | **Level** | | | | | **Results (Outcome) indicators** | **Level** | | | | | **Internal** | **External** |
| **2**  **0**  **1**  **8** | **2**  **0**  **1**  **9** | **2**  **0**  **2**  **0** | **2**  **0**  **2**  **1** | **2**  **0**  **2**  **2** | **2**  **0**  **1**  **8** | **2**  **0**  **1**  **9** | **2**  **0**  **2**  **0** | **2**  **0**  **2**  **1** | **2**  **0**  **2**  **2** |
| **IV.3.4.** . Establish a for- mal framework for collaboration with other national administrations with Customs related missions (trade, national laboratory, agriculture, phytosanitary ...) | The Customs Administration coordinates its procedures and ex- changes information with the other national public administrations which have competences with Customs implications (trade, national laboratory, agriculture, phytosanitary  ...). | 5 |  |  |  |  | The Administration and the other national public administrations which have competences with customs implications (trade, national laboratory, agriculture, phytosanitary ...) meet at least once a year to coordinate their activities and ex- change information in the fight against fraud and the protection of society. | 5 |  |  |  |  |  |  | National Trade Facilitation Committee in place  Committee conducts monthly meetings on the National Trade Facilitation issues.  National Export Strategy Committee in place.  Committee conducts quarterly meetings on Export matters.  Participate in the GIEPA Incentive Approval Committee.  Participate in the ETLS Committee approvals.  Memberof the National Seed Council |
| **Average / Operational goal 3**  **Remarks** |  | 4.75 |  |  |  |  |  | 4.25 |  |  |  |  |  |  |  |
| **Average / Strategic focus 4**  **Remarks** |  | 4.41 |  |  |  |  |  | 3.97 |  |  |  |  |  |  |  |

# CUSTOMS PROCEDURES

### Strategic goal : Ensure efficient revenue mobilization, trade facilitation, the competitiveness of the domestic industry and protection of society.

**Operational goals :**

**V.1 Ensure optimal collection of Customs revenue;**

* 1. **Develop modern and innovative IT tools to secure Customs revenue and optimize service performance;**
  2. **Promote voluntary compliance;**
  3. **Contribute to strengthening the competitiveness of the national economy;**
  4. **Strengthen enforcement and the fight against organized cross-border crime and terrorism;**

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| **ACTIONS** | **IMPLEMENTATION** | | | | | | **RESULTS** | | | | | | **CONSTRAINTS** | | **NATIONAL PRACTICES**  **(STATUS)** |
| **Implementation (Output) Indicators** | **Level** | | | | | **Results (Outcome) indicators** | **Level** | | | | | **Internal** | **External** |
| **2**  **0**  **1**  **8** | **2**  **0**  **1**  **9** | **2**  **0**  **2**  **0** | **2**  **0**  **2**  **1** | **2**  **0**  **2**  **2** | **2**  **0**  **1**  **8** | **2**  **0**  **1**  **9** | **2**  **0**  **2**  **0** | **2**  **0**  **2**  **1** | **2**  **0**  **2**  **2** |
| **V.1.1.** Continuously improve procedures, mechanisms and strategies, to ensure the effective management, throughout the national territory, of all cargo for import and export. | The Administration has put in place mechanisms and a cordon of permanent surveillance of the national Customs territory, to enable effective channeling and placement of goods under Customs control. | 4 |  |  |  |  | Decrease of at least 30% of Customs offense reports on commercial fraud (tariff classification, origin, value  ...) compared to the previous year. | 3 |  |  |  |  |  |  | Plan to Migrate Asycuda++ to Asycuda World  Intelligence Database developed and deployed |
| **V.1.2.** Continuously improve procedures, mechanisms or strategies to ensure that goods are correctly declared with regard to tariff de- nomination, origin and value. | The Administration has taken all the regulatory provisions and put in place mechanisms allowing customers/users to declare their goods in accordance with the regulations in force. | 4 |  |  |  |  | Reduction of at least 30% of the offences reported on all the declarations during the year concerning tariff description, origin and value, compared to the previous year. | 3 |  |  |  |  |  |  | Plan to Migrate Asycuda++ to Asycuda World  Intelligence Database developed and deployed |

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| **ACTIONS** | **IMPLEMENTATION** | | | | | | **RESULTS** | | | | | | **CONSTRAINTS** | | **NATIONAL PRACTICES**  **(STATUS)** |
| **Implementation (Output) Indicators** | **Level** | | | | | **Results (Outcome) indicators** | **Level** | | | | | **Internal** | **External** |
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| **V.1.3.** Continuously improve procedures, mechanisms or strategies to ensure the correct, fair and effective payment of duties and taxes. | The Administration has put in place mechanisms and procedures that ensure the correct, fair and effective collection of duties and taxes payable. | 5 |  |  |  |  | During the year, the administration collects at least 90% of the amounts of duties and taxes due. | 5 |  |  |  |  |  |  | Implement WCO data model.  Post Clearance Audit Manual developed and training provided  Enhance and build capacity on Post Clearance Audit and Risk Management |
| **V.1.4.** Continuously improve procedures, mechanisms or strategies to ensure better management of exemptions, especially through the automation of processes. | The Administration has put in place mechanisms to ensure effective management of exemptions. | 3 |  |  |  |  | The mechanism put in place by Customs enables the effective monitoring of at least 80% of goods exempt (nature, value, time limit, destination ...) | 3 |  |  |  |  |  |  | Receive and review duty waiver applications.  Monitor and report on duty exemptions.  Empower the Duty Waiver Committee |

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| **ACTIONS** | **IMPLEMENTATION** | | | | | | **RESULTS** | | | | | | **CONSTRAINTS** | | **NATIONAL PRACTICES**  **(STATUS)** |
| **Implementation (Output) Indicators** | **Level** | | | | | **Results (Outcome) indicators** | **Level** | | | | | **Internal** | **External** |
| **2**  **0**  **1**  **8** | **2**  **0**  **1**  **9** | **2**  **0**  **2**  **0** | **2**  **0**  **2**  **1** | **2**  **0**  **2**  **2** | **2**  **0**  **1**  **8** | **2**  **0**  **1**  **9** | **2**  **0**  **2**  **0** | **2**  **0**  **2**  **1** | **2**  **0**  **2**  **2** |
| **V.1.5.** Continuously improve procedures, mechanisms or strategies to ensure optimal management of suspense/abeyance procedures | The Administration has mechanisms in place to ensure effective management of suspense/abeyance procedures | 4 |  |  |  |  | The mechanism put in place by Customs enables the effective monitoring of at least 80% of the goods benefiting from suspense/abeyance procedures (nature, value, time limit, destination ...) | 4 |  |  |  |  |  |  | The warehousing module in Asycuda++ being used  Enhancement and strengthening of the duty deferral section. |
| **V.1.6.** Continuously improve procedures, mechanisms or strategies to streamline international transit.  **(Ref : TFA Art 11)** | The Administration has mechanisms in place to ensure efficient management of international transit operations. | 5 |  |  |  |  | The mechanism put in place by Customs enables effective monitoring of at least 80% of the goods benefiting from  international transit operations (nature,  value, time, destination, closing | 5 |  |  |  |  |  |  | **The T1 Module in Asycuda++ being used**  **Plan to implement a transit tracking system** |

OPERATIONAL GOAL 1 **: Ensure optimal collection of Customs revenue**

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| **ACTIONS** | **IMPLEMENTATION** | | | | | | **RESULTS** | | | | | | **CONSTRAINTS** | | **NATIONAL PRACTICES**  **(STATUS)** |
| **Implementation (Output) Indicators** | **Level** | | | | | **Results (Outcome) indicators** | **Level** | | | | | **Internal** | **External** |
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| **V.1.7.** Develop a legal framework and procedures for proper Customs control and effective clearance of cross-border e-Commerce goods. | The Administration has regulations and procedures adapted to the effective handling and efficient clearance of e- commerce goods. | 4 |  |  |  |  | Increase of at least 10% of Customs revenue collected on e-commerce goods at import and export, compared to the previous year. | 3 |  |  |  |  |  |  | **Plan to incorporate the legal provision on cross-border e-commerce in the Customs and Excise Act.** |
| **Average / Operational goal 1**  **Remarks** |  | 4.14 |  |  |  |  |  | 3.71 |  |  |  |  |  |  |  |

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| **ACTIONS** | **IMPLEMENTATION** | | | | | | **RESULTS** | | | | | | **CONSTRAINTS** | | **NATIONAL PRACTICES**  **(STATUS)** |
| **Implementation (Output) Indicators** | **Level** | | | | | **Results (Outcome) indicators** | **Level** | | | | | **Internal** | **External** |
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| **V.2.1.** Establish systems to enable customers/users to pay electronically duties, taxes, fees and other charges collected by Customs on import, ex- port or transit.  **(Ref : TFA Art 7, 2**) | The Administration has a system, procedures enabling customers/users to pay electronically the duties, taxes, fees and other charges collected by the administration on import or export. | 5 |  |  |  |  | At least 50% of the amounts of duties, taxes, fees and other charges collected are paid electronically by customers/users. | 5 |  |  |  |  |  |  | MOUs signed with Commercial banks for the collection Revenues  Payments more than D100,000.00 by taxpayers can only be done through the commercial banks  Taxpayers can effect direct payent to the GRA Revenue Accounts through Real Time Gross Settlement (RTGS) |
| **V.2.2.** Extend automated Customs clearance to the entire national Customs territory. | The Administration has a programme to extend its automated clearance system to the entire national Customs territory. | 5 |  |  |  |  | At least 80% of customs offices throughout the country are connected to the auto- mated central Customs clearing system. | 5 |  |  |  |  |  | Connectivity problem and power outages | Customs operations using ASYCUDA ++  All Customs offices connected (except sub stations) to the ASYCUDA system |

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| **ACTIONS** | **IMPLEMENTATION** | | | | | | **RESULTS** | | | | | | **CONSTRAINTS** | | **NATIONAL PRACTICES**  **(STATUS)** |
| **Implementation (Output) Indicators** | **Level** | | | | | **Results (Outcome) indicators** | **Level** | | | | | **Internal** | **External** |
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| **V.2.3.** Establish mechanisms or procedures to allow customers/users to submit import documentation, as well as any other required information, including manifests, prior to the arrival of the goods.  **(Ref :TFA Art 7, 1)** | The Administration has mechanisms or procedures in place to enable customers/users to submit customs declaration documents, including manifests, prior to the arrival of the goods. | 5 |  |  |  |  | At least 80% of the documents and information required for the Customs declaration, including the manifest, are submitted to the competent Customs services before the arrival of the goods. | 4 |  |  |  |  |  |  | There is a procedure in place for the submission Customs declaration and supporting documents prior to the arrival of goods, which customers/users are using  . |
| **V.2.4.** Establish mechanisms or procedures to allow users to submit import documentation, as well as any other required information, including manifests, in electronic form, prior to the arrival of the goods. (dematerialisation)  **(Ref :TFA Art 7, 1)** | The Administration has mechanisms or procedures that allow customers/users to electronically submit supporting documents required for customs clearance formalities. | 5 |  |  |  |  | At least 80% of the documents and information required for the Customs declaration, including the manifest, are submitted to the competent Customs services in electronic form. | 4 |  |  |  |  | Inability to submit parking list, invoices, etc electronically  ASYCUDA World not implemented by the Authority |  | Customs declaration, manifest, are submitted electronically  Migration to and implementation of Asycuda World would address challenges relating to invoices, packing list, etc. |

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| **ACTIONS** | **IMPLEMENTATION** | | | | | | **RESULTS** | | | | | | **CONSTRAINTS** | | **NATIONAL PRACTICES**  **(STATUS)** |
| **Implementation (Output) Indicators** | **Level** | | | | | **Results (Outcome) indicators** | **Level** | | | | | **Internal** | **External** |
| **2**  **0**  **1**  **8** | **2**  **0**  **1**  **9** | **2**  **0**  **2**  **0** | **2**  **0**  **2**  **1** | **2**  **0**  **2**  **2** | **2**  **0**  **1**  **8** | **2**  **0**  **1**  **9** | **2**  **0**  **2**  **0** | **2**  **0**  **2**  **1** | **2**  **0**  **2**  **2** |
| **V.2.5.**Automate all the support functions of the Customs administration, particularly financial management, communication…. | The Administration has put in place a programme to automate all of its sup- port functions. | 4 |  |  |  |  | At least 80% of the administrative support functions (communication, finance, logistics, etc.) are managed by an IT application. | 3 |  |  |  |  |  |  | Interface Asycuda with GAMTAXNET, IFMIS and HRIS. |
| **V.2.6.** Set up a Data Centre, minimum 3-tiers to ensure the availability and continuity of Customs services in case of disaster. | The Administration has a Data Center that meets at least tier-3 requirements. | 4 |  |  |  |  | A simulation is performed at least once a year to ensure the reliability of the system. | 4 |  |  |  |  |  |  | The 3-tiers availability and continuity mechanism is in place. |
| **Average / Operational goal 2**  **Remarks** |  | 4.67 |  |  |  |  |  | 4.17 |  |  |  |  |  |  |  |

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| **V.3.1.** Establish mechanisms and procedures for users to seek and obtain from Customs authorities, advance rulings on tariff classification, valuation method, origin of goods and Customs procedure.  **(Ref : TFA, Art 3)** | The Administration has put in place a procedure for users to request and obtain advance rulings on the customs procedure, origin, tariff classification and method of valuation. | 3 |  |  |  |  | At least 80% of advance ruling requests made by customers/users in compliance with the regulations in force were replied to by Customs. | 3 |  |  |  |  | Advanced ruling on valuation and tariff not applied. |  | Ratified the TFA in March 2017 |
| **V.3.2.** Establish within the Administration, information points to respond to enquiries from customers/users and other interested parties free of charge  **(Réf : AFE Art 1, Al 3)** | The Administration has put in place structures, mechanisms or people to give information for free to customers/users. | 3 |  |  |  |  | At least 80% of the re- quests for information made by customers/users have been answered within a reasonable time. | 3 |  |  |  |  | The customer service needs to be structured and equipped. |  | Taxpayer education service in place |

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| **ACTIONS** | **IMPLEMENTATION** | | | | | | **RESULTS** | | | | | | **CONSTRAINTS** | | **NATIONAL PRACTICES**  **(STATUS)** |
| **Implementation (Output) Indicators** | **Level** | | | | | **Results (Outcome) indicators** | **Level** | | | | | **Internal** | **External** |
| **2**  **0**  **1**  **8** | **2**  **0**  **1**  **9** | **2**  **0**  **2**  **0** | **2**  **0**  **2**  **1** | **2**  **0**  **2**  **2** | **2**  **0**  **1**  **8** | **2**  **0**  **1**  **9** | **2**  **0**  **2**  **0** | **2**  **0**  **2**  **1** | **2**  **0**  **2**  **2** |
| **V.3.3.** Publish online and update information for users and stakeholders, especially on:   * import, export and transit procedures; * appeal or review procedures in the event of a dispute; * the forms and documents required for all customs procedures and the contact details of the information points within the administration.   **(Ref :TFA Art 1, 2)** | The website of the Customs administrations has updated information on:   * import, export and transit procedures; * appeal or review procedures in the event of a dispute; * the forms and documents required for all customs procedures and the contact details of the information points within the ad- ministration. | 4 |  |  |  |  | At least 60% of customers/users and stakeholders are satisfied with the nature, quality and access to information posted by the administration for their attention. | 3 |  |  |  |  | Information not regularly updated. |  | Website is functional and Customs information is uploaded |

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| **ACTIONS** | **IMPLEMENTATION** | | | | | | **RESULTS** | | | | | | **CONSTRAINTS** | | **NATIONAL PRACTICES**  **(STATUS)** |
| **Implementation (Output) Indicators** | **Level** | | | | | **Results (Outcome) indicators** | **Level** | | | | | **Internal** | **External** |
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| **V.3.4.** Establish mechanisms for wide dissemination and free and  non-discriminatory access to information on Customs legislation, updated decisions and advice of the WCO and other international or regional bodies on tariff classification, origin, value, royalties and other charges.  **(Ref : TFA Art 1, 1)** | The Administration has an open access mechanism enabling it to make available to customers/users and other stakeholders the updated information on decisions and advices issued by international bodies on Customs matters. | 2 |  |  |  |  | At least 60% of customers/users and stakeholders are satisfied with the nature and quality of information on customs legislation, updated decisions and advices issued by the WCO and other international bodies disseminated by the Administration. | 2 |  |  |  |  | Mechanism for the dissemination of information from WCO and other international bodies needs to be developed |  | Not yet implemented |
| **Average / Operational goal 3**  **Remarks** |  | 3.0 |  |  |  |  |  | 2.75 |  |  |  |  |  |  |  |

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| **ACTIONS** | **IMPLEMENTATION** | | | | | | **RESULTS** | | | | | | **CONSTRAINTS** | | **NATIONAL PRACTICES**  **(STATUS)** |
| **Implementation (Output) Indicators** | **Level** | | | | | **Results (Outcome) indicators** | **Level** | | | | | **Internal** | **External** |
| **2**  **0**  **1**  **8** | **2**  **0**  **1**  **9** | **2**  **0**  **2**  **0** | **2**  **0**  **2**  **1** | **2**  **0**  **2**  **2** | **2**  **0**  **1**  **8** | **2**  **0**  **1**  **9** | **2**  **0**  **2**  **0** | **2**  **0**  **2**  **1** | **2**  **0**  **2**  **2** |
| **V.4.1.** Put in place a holistic risk analysis and management system based on appropriate selectivity criteria for effective Customs controls.  **(Ref : TFA Art 7 .4)** | The Administration has a risk analysis and management system for Customs controls. | 4 |  |  |  |  | Not more than 20% of the import goods declarations have gone through physical examination. | 2 |  |  |  |  | Further capacity development required for effective risk analysis |  | 70% of import goods declaration subjected to physical examination  Customs Risk Management (CRM) section setup and the selectivity module in ASYCUDA ++ |
| **V.4.2.** Put in place mechanisms or procedures allowing users to proceed with the advance declaration of goods before their arrival.  **(Ref : TFA Art 7, 1)** | The Administration has put in place mechanisms that enable customers/users to make advance declarations before the goods arrive. | 5 |  |  |  |  | At least 70% of all import declarations are advance declarations (pre-arrival declarations). | 4 |  |  |  |  |  | Mechanisms and procedures not fully utilized by the users. | Mechanisms and procedures allowing users to proceed with the advance declaration of goods before their arrival in place |
| **V.4.3.** Develop and forward a relevant position paper to the competent authorities to obtain the country's accession to the Revised Kyoto Convention on Simplification and Harmonization of Customs Procedures. | The Administration has prepared and submitted a position paper to the competent national authorities for obtaining the country's accession to the Revised Kyoto Convention. | 3 |  |  |  |  | The country has deposited the official instrument of its accession to the Revised Kyoto Convention (RKC) with the WCO Secretariat and other relevant authorities. | 3 |  |  |  |  |  |  | Position paper drafted but yet to be formally submitted |

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| **ACTIONS** | **IMPLEMENTATION** | | | | | | **RESULTS** | | | | | | **CONSTRAINTS** | | **NATIONAL PRACTICES**  **(STATUS)** |
| **Implementation (Output) Indicators** | **Level** | | | | | **Results (Outcome) indicators** | **Level** | | | | | **Internal** | **External** |
| **2**  **0**  **1**  **8** | **2**  **0**  **1**  **9** | **2**  **0**  **2**  **0** | **2**  **0**  **2**  **1** | **2**  **0**  **2**  **2** | **2**  **0**  **1**  **8** | **2**  **0**  **1**  **9** | **2**  **0**  **2**  **0** | **2**  **0**  **2**  **1** | **2**  **0**  **2**  **2** |
| **V.4.4.** Develop and implement a national Authorized Economic Operator (AEO) programme for the benefit of the private sector.  **(Ref: AFE Art 7, 7)** | The Administration has a national AEO program for traders/users and other stakeholders of the national sup- ply chain. | 2 |  |  |  |  | At least 20% of the actors in the national supply chain (importers, exporters, ship- ping agents, stevedores, freight forwarders, transporters, etc.) have AEO status. | 2 |  |  |  |  | Inadequate capacity to develop and implement AEO |  | Programme not yet developed. |
| **V.4.5.** Establish in collaboration with all stakeholders of the national supply chain, mechanisms to periodically carry out time release studies, with a view to continuously reduce the time and cost of Customs clearance, and jointly publish the results. | The Administration periodically conducts a time re- lease study involving other stakeholders and jointly publishes the results. | 5 |  |  |  |  | At least 80% of import goods declarations are re- leased by customs within 48 hours. | 4 |  |  |  |  |  |  | Time Release Study being implemented with the assistance of WCO and GIZ |

OPERATIONAL GOAL 4 : **Contribute to strengthening the competitiveness of the national economy**

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| **Implementation (Output) Indicators** | **Level** | | | | | **Results (Outcome) indicators** | **Level** | | | | | **Internal** | **External** |
| **2**  **0**  **1**  **8** | **2**  **0**  **1**  **9** | **2**  **0**  **2**  **0** | **2**  **0**  **2**  **1** | **2**  **0**  **2**  **2** | **2**  **0**  **1**  **8** | **2**  **0**  **1**  **9** | **2**  **0**  **2**  **0** | **2**  **0**  **2**  **1** | **2**  **0**  **2**  **2** |
| **V.4.6.** Put in place specific mechanisms or procedures for the rapid release of perishable goods, subject to certain duty, tax and security guarantees  **(Ref : TFA Art 7, 9)** | The Administration has specific mechanisms and procedures for perishable goods, which allow their rapid release, subject to certain guarantees. | 5 |  |  |  |  | Declarations of perishable goods for import, export and transit, which are in compliance with the regulations, are released within 24 hours. | 5 |  |  |  |  |  |  | Duty Deferral Section set up within Customs and the procedures are in place for the rapid release of perishable goods |
| **V.4.7.** Put in place specific mechanisms or procedures for the rapid release of expedited shipments or goods, subject to certain duty, tax and security guarantees.  **(Ref : TFA Art 7, 8)** | The Administration has specific mechanisms and procedures for expedited shipments or goods, which allow their rapid release, subject to certain guarantees. | 5 |  |  |  |  | Declarations of expedited shipments or goods for import, export and transit, which are in compliance with the regulations, are re- leased within 24 hours. | 4 |  |  |  |  |  |  | Procedures are in place for rapid release and shipment of perishable and report goods.  There is a National Guarantor – GCCI. |

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| **ACTIONS** | **IMPLEMENTATION** | | | | | | **RESULTS** | | | | | | **CONSTRAINTS** | | **NATIONAL PRACTICES**  **(STATUS)** |
| **Implementation (Output) Indicators** | **Level** | | | | | **Results (Outcome) indicators** | **Level** | | | | | **Internal** | **External** |
| **2**  **0**  **1**  **8** | **2**  **0**  **1**  **9** | **2**  **0**  **2**  **0** | **2**  **0**  **2**  **1** | **2**  **0**  **2**  **2** | **2**  **0**  **1**  **8** | **2**  **0**  **1**  **9** | **2**  **0**  **2**  **0** | **2**  **0**  **2**  **1** | **2**  **0**  **2**  **2** |
| **V.4.8.** Put in place specific mechanisms or procedures for the rapid release of humanitarian goods or consignments, subject to certain duty, tax and security guarantees. | The Administration has specific mechanisms and procedures for humanitarian goods or consignments, which allow their rapid release, subject to certain guarantees. | 4 |  |  |  |  | Declarations of humanitarian goods or consignments for import, export and transit, which are in compliance with the regulations, are re- leased within 24 hours. | 4 |  |  |  |  |  |  | Procedures and mechanisms are in place for rapid release of humanitarian goods – as stipulated in Customs Acts 2010 and Schedule. |
| **V.4.9.** Establish internal strategies, mechanisms or procedures for users to present the documents and / or data required for the import, export or transit of goods at a single point (Single Window) **(Ref : TFA Art 10, 4)** | The Administration has put in place mechanisms for customers/users to present documents for the import, export or transit of goods at a single point of entry. | 3 |  |  |  |  | At least 80% of the documents required for import, export or transit are presented at a single point of entry. | 2 |  |  |  |  | The available IT system needs to be up graded. |  | Customs Single Window not yet in place. |
| Average / Operational Objective 4 commentary |  | 4 |  |  |  |  |  | 3.33 |  |  |  |  |  |  |  |

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| **ACTIONS** | **IMPLEMENTATION** | | | | | | **RESULTS** | | | | | | **CONSTRAINTS** | | **NATIONAL PRACTICES**  **(STATUS)** |
| **Implementation (Output) Indicators** | **Level** | | | | | **Results (Outcome) indicators** | **Level** | | | | | **Internal** | **External** |
| **2**  **0**  **1**  **8** | **2**  **0**  **1**  **9** | **2**  **0**  **2**  **0** | **2**  **0**  **2**  **1** | **2**  **0**  **2**  **2** | **2**  **0**  **1**  **8** | **2**  **0**  **1**  **9** | **2**  **0**  **2**  **0** | **2**  **0**  **2**  **1** | **2**  **0**  **2**  **2** |
| **V.5.1.** Put in place mechanisms, procedures or strategies for transparent and effective post clearance audit.  **(Ref : TFA Art 7, 5)** | The Administration has in place mechanisms and procedures for post clearance audit. |  |  |  |  |  | At least 80% of declarations have gone through post clearance audit and audit reports have been produced. |  |  |  |  |  | Staffing limitations (capacity and numbers) |  | PCA set up since 2012  PCA Manual developed in 2016 |
| **V.5.2.** Revitalize the internal structures in charge of intelligence in liaison with the other Customs administrations | The structures in charge of intelligence are operational, equipped with adequate means for the effective accomplishment of their  mission and pro- duce alert  notices periodically. |  |  |  |  |  | Internal structures in charge of intelligence contributed to at least 30% of the litigation files of the administration. |  |  |  |  |  | Staffing limitations (capacity and numbers). |  | Intelligence data base developed which has the potential to interface with N-CEN. |

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| **ACTIONS** | **IMPLEMENTATION** | | | | | | **RESULTS** | | | | | | **CONSTRAINTS** | | **NATIONAL PRACTICES**  **(STATUS)** |
| **Implementation (Output) Indicators** | **Level** | | | | | **Results (Outcome) indicators** | **Level** | | | | | **Internal** | **External** |
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| **V.5.3.** Strengthen strategies, mechanisms or procedures put in place to ensure an effective fight against **commercial fraud.** | The Administration has taken the necessary steps to improve its mechanisms or procedures to ensure an effective fight against commercial fraud. |  |  |  |  |  | Increase of at least 30% of Customs offense reports on commercial fraud (tariff classification, origin, value  ...) compared to the previous year. |  |  |  |  |  |  |  | Strategies and mechanism in place to effectively fight against commercial fraud i.e. Customs Act 2010, Customs Regulation 2013, Customs Brochures developed in 2018 |
| **V.5.4.** Strengthen strategies, mechanisms or procedures put in place to ensure an effective fight against **smuggling**. | The Administration has taken the necessary steps to improve its mechanisms or procedures to ensure an effective fight against smuggling. |  |  |  |  |  | Increase of at least 30% of Customs offense reports on smuggling compared to the previous year. |  |  |  |  |  |  |  | Mechanism in place to fight against smuggling  Customs Legislations in place;  Mobile Brigade section set up;  Joint Security Border Patrol |

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| **Implementation (Output) Indicators** | **Level** | | | | | **Results (Outcome) indicators** | **Level** | | | | | **Internal** | **External** |
| **2**  **0**  **1**  **8** | **2**  **0**  **1**  **9** | **2**  **0**  **2**  **0** | **2**  **0**  **2**  **1** | **2**  **0**  **2**  **2** | **2**  **0**  **1**  **8** | **2**  **0**  **1**  **9** | **2**  **0**  **2**  **0** | **2**  **0**  **2**  **1** | **2**  **0**  **2**  **2** |
| **V.5.5.** Strengthen strategies, mechanisms or procedures put in place to ensure an effective fight against **drug trafficking.** | The Administration has taken the necessary steps to improve its mechanisms or procedures to ensure an effective fight against drug trafficking. |  |  |  |  |  | Increase of at least 30% of Customs offense reports relating to drug trafficking compared to the previous year. |  |  |  |  |  |  |  | Collaboration with National Drug Law Enforcement Agency |
| **V.5.6** Strengthen strategies, mechanisms or procedures put in place to ensure an effective fight against the trafficking of **counterfeit and pirated goods.** | The Administration has taken the necessary steps to improve its mechanisms or procedures to ensure an effective fight against the trafficking of counterfeit and pirated goods. |  |  |  |  |  | Increase of at least 30% of Customs offense reports on the trafficking of counterfeit and pirated goods compared to the previous year. |  |  |  |  |  | Lack of modern equipment and capacity to detect. |  | Provision in legislation but not fully enforced. |

OPERATIONAL GOAL 5 : **Renforcer la lutte contre la fraude, la criminalité transfrontalière organisée et le terrorisme**

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| **ACTIONS** | **IMPLEMENTATION** | | | | | | **RESULTS** | | | | | | **CONSTRAINTS** | | **NATIONAL PRACTICES**  **(STATUS)** |
| **Implementation (Output) Indicators** | **Level** | | | | | **Results (Outcome) indicators** | **Level** | | | | | **Internal** | **External** |
| **2**  **0**  **1**  **8** | **2**  **0**  **1**  **9** | **2**  **0**  **2**  **0** | **2**  **0**  **2**  **1** | **2**  **0**  **2**  **2** | **2**  **0**  **1**  **8** | **2**  **0**  **1**  **9** | **2**  **0**  **2**  **0** | **2**  **0**  **2**  **1** | **2**  **0**  **2**  **2** |
| **V.5.7.** Strengthen strategies, mechanisms or procedures put in place to ensure an effective fight against the illicit trafficking of **CITES products.** | The Administration has taken the necessary steps to improve its mechanisms or procedures to ensure an effective fight against the illicit trafficking of CITES products. |  |  |  |  |  | Increase of at least 10% of Customs offense reports on the illicit trafficking of CITES products compared to the previous year. |  |  |  |  |  |  |  | The administration is collaborating with partners and strategic bodies like UNODC, ICDO/Interpol, CITES |
| **V.5.8.** Strengthen strategies, mechanisms or procedures put in place to ensure an effective fight against the illicit trafficking of **cultural goods.** | The Administration has taken the necessary steps to improve its mechanisms or procedures to ensure an effective fight against the illicit trafficking of cultural goods. |  |  |  |  |  | Increase of at least 10% of customs offense reports on the illicit trafficking of cultural goods compared to the previous year. |  |  |  |  |  |  |  | GRA collaborates WCO and UNESCO |

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| **ACTIONS** | **IMPLEMENTATION** | | | | | | **RESULTS** | | | | | | **CONSTRAINTS** | | **NATIONAL PRACTICES**  **(STATUS)** |
| **Implementation (Output) Indicators** | **Level** | | | | | **Results (Outcome) indicators** | **Level** | | | | | **Internal** | **Exter- nal** |
| **2**  **0**  **1**  **8** | **2**  **0**  **1**  **9** | **2**  **0**  **2**  **0** | **2**  **0**  **2**  **1** | **2**  **0**  **2**  **2** | **2**  **0**  **1**  **8** | **2**  **0**  **1**  **9** | **2**  **0**  **2**  **0** | **2**  **0**  **2**  **1** | **2**  **0**  **2**  **2** |
| **V.5.9.** Strengthen strategies, mechanisms or procedures put in place to ensure an effective fight against the illicit trafficking of **precursors**. | The Administration has taken the necessary steps to improve its mechanisms or procedures to ensure an effective fight against the illicit trafficking of precursors. |  |  |  |  |  | Increase of at least 10% of Customs offense reports on the illicit trafficking of pre- cursors compared to the previous year. |  |  |  |  |  |  |  | GRA is in collaboration with National Drug Law Enforcement Agency and related security bodies like Police. |
| **V.5.10.** Strengthen strategies, mechanisms or procedures put in place to fight against the illicit trafficking of **arms, ammunitions, strategic and dual-use goods as well as materials and equipment used in their fabrication.** | The Administration has taken the necessary steps to improve its mechanisms or procedures to ensure an effective fight against the illicit trafficking of arms, am- munitions, strategic and dual-use goods as well as materials and equipment used in their fabrication. |  |  |  |  |  | Increase of at least 20% of Customs offense reports on the trafficking of arms, am- munitions, strategic and dual-use goods, as well as materials and equipment used in their fabrication, compared to the previous year. |  |  |  |  |  |  |  | GRA is a member of Joint Operation Security Committee and also collaborating with individual security services. |

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| **ACTIONS** | **IMPLEMENTATION** | | | | | | **RESULTS** | | | | | | **CONSTRAINTS** | | **NATIONAL PRACTICES**  **(STATUS)** |
| **Implementation (Output) Indicators** | **Level** | | | | | **Results (Outcome) indicators** | **Level** | | | | | **Internal** | **Exter- nal** |
| **2**  **0**  **1**  **8** | **2**  **0**  **1**  **9** | **2**  **0**  **2**  **0** | **2**  **0**  **2**  **1** | **2**  **0**  **2**  **2** | **2**  **0**  **1**  **8** | **2**  **0**  **1**  **9** | **2**  **0**  **2**  **0** | **2**  **0**  **2**  **1** | **2**  **0**  **2**  **2** |
| **V.5.11** Strengthen strategies, mechanisms or procedures put in place to fight against the illicit trafficking of **medicines and pharmaceuticals**. | The Administration has taken the necessary steps to improve its mechanisms or procedures to ensure an effective fight against the illicit trafficking of medicines and pharmaceuticals. |  |  |  |  |  | Increase of at least 30% of Customs offense reports on the illicit trafficking of medicines and pharmaceuticals compared to the previous year. |  |  |  |  |  | Lack of testing laboratory |  | Closely working with Ministry of Health. |
| **V.5.12.** Strengthen strategies, mechanisms or procedures put in place to ensure an effective fight against **money laundering and terrorist financing.** | The Administration has taken the necessary steps to improve its mechanisms or procedures to ensure an effective fight against money laundering and terrorist financing. |  |  |  |  |  | Increase of at least 30% of Customs offense reports on money laundering and terrorist financing compared to the previous year. |  |  |  |  |  |  |  | Collaboration with Financial Intelligence Unit. |



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| **ACTIONS** | **IMPLEMENTATION** | | | | | | **RESULTS** | | | | | | **CONSTRAINTS** | | **NATIONAL PRACTICES**  **(STATUS)** |
| **Implementation (Output) Indicators** | **Level** | | | | | **Results (Outcome) indicators** | **Level** | | | | | **Internal** | **External** |
| **2**  **0**  **1**  **8** | **2**  **0**  **1**  **9** | **2**  **0**  **2**  **0** | **2**  **0**  **2**  **1** | **2**  **0**  **2**  **2** | **2**  **0**  **1**  **8** | **2**  **0**  **1**  **9** | **2**  **0**  **2**  **0** | **2**  **0**  **2**  **1** | **2**  **0**  **2**  **2** |
| **V.5.13.** Establish and strengthen the exchange of intelligence with partners and regional and international organizations involved in the fight against fraud, cross-border crime, money laundering and terrorism (e.g. RILO, CENTIF, ANIF, GIABA, GABAC). | The Administration collaborates effectively with regional and international partners and organizations in the fight against fraud, cross-border crime, money laundering and terrorism (e.g. RILO, CENTIF, ANIF, GIABA, GABAC). |  |  |  |  |  | Increase of at least 30% of the information exchanged with partners and regional and international organizations involved in the fight against fraud, cross-border crime, money laundering and terrorism (e.g. RILO, CENTIF, ANIF, GIABA,  GABAC) compared to the previous year. |  |  |  |  |  |  |  | GRA is in consultation and collaboration with partners, regional and international organizations (RILO and GIABA). |
| **V.5.14.** Strengthen cooperation with airline companies for better selectivity of parcels and passengers at air- ports. | The Administration collaborates effectively with the airlines for a better selectivity of parcels and passengers at airports. |  |  |  |  |  | Increase of at least 30% of the information exchanged with the airlines for the purpose of the selectivity of parcels and passengers compared to the previous year. |  |  |  |  |  |  |  | Selectivity of parcels and passengers not carry out at the airport. |
| **Average / Operational goal 2 Remarks** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

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| **ACTIONS** | **IMPLEMENTATION** | | | | | | **RESULTS** | | | | | | **CONSTRAINTS** | | **NATIONAL PRACTICES**  **(STATUS)** |
| **Implementation (Output) Indicators** | **Level** | | | | | **Results (Outcome) indicators** | **Level** | | | | | **Internal** | **Exter- nal** |
| **2**  **0**  **1**  **8** | **2**  **0**  **1**  **9** | **2**  **0**  **2**  **0** | **2**  **0**  **2**  **1** | **2**  **0**  **2**  **2** | **2**  **0**  **1**  **8** | **2**  **0**  **1**  **9** | **2**  **0**  **2**  **0** | **2**  **0**  **2**  **1** | **2**  **0**  **2**  **2** |
| **Average / Strategic focus 3**  **Remarks** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **Country average**  **Remarks** |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

