



Hashemite Kingdom of Jordan

Ministry of Finance

Jordan Customs

Strategic Plan

2008–2010



H. M. King Abdullah II Bin Al-Hussain

Strategic Plan

2008–2010

Prepared By

Planning and Organization Directorate

SGS

Certificate EG07/00116 QA

The management system of

Ministry of Finance Jordan Customs

Amman 11118 Jordan
P. O. Box 90

has been assessed and certified as meeting the requirements of

ISO 9001:2000

For the following activities

**Customs Activities: Cases, Tariff & Conventions, Transit & Clearance,
Temporary Admission, Exemption and Value Affairs, Training Activities**

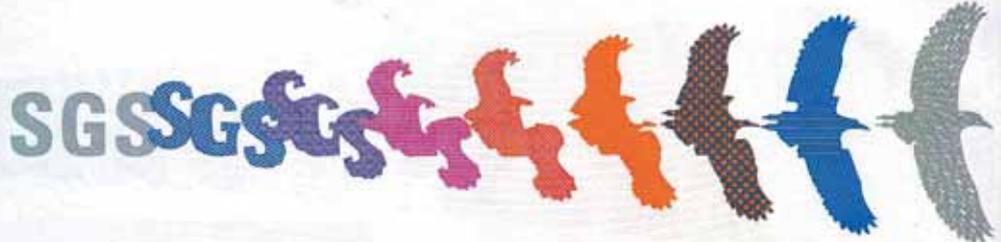
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Jordan Customs

Pride

*

Deep Rootedness

*

Exclusive Customs Service

We are garrisoned on the first lines of defense of the Hashemite Kingdom of Jordan. We protect home land and Citizens with the participation of otheer bodies .with integrity, pride and creativity

We are responsible for the application of legislation on the import and export operations across the borders of the Kingdom and maintain providing revenues to the States treasury



The Speech of His Excellency The Ministr Of Finance Hamad Al Kasasbeh



To ascertain the importance Jordan Customs Strategic objectives emanating from the national objectives, Jordan Customs sought to draw a clear strategy to conduct its functions and to plan for how to implement that strategy. Jordan Customs have been established to achieve objectives that must be consistent with the guidance of the wise leadership and its aspirations towards Jordan of tomorrow. Jordan Customs has been working to develop several of the needed tools to provide a distinguished service, to simplify work procedures and to use modern technicalities . Jordan Customs is ready to deal with all its partners in a professional manner so that it would possible to be guided by their opinions about Customs services they are receiving continuously.

During its long historical legacy, Jordan Customs copped with the many economic phases and developments in the Kingdome in all social technological and economic fields, and the striving of the good government to implement the guidance of His Majesty King Abdullah the 2nd Bin Al Hussein . On top of the priorities is the improvement of the economic situation in the country and raising the standard of living of the citizens in a step that has made Jordan Customs an important part in an interdependent system operating in an integrated manner in accordance with the States' public policy towards the initiative of (We Are All Jordan).

All that had required a reformulation of Jordan Customs goals the first and most important of which was to provide the State's treasury with revenues. But today the functions of Jordan Customs is expanding to contribute effectively in supporting the national economy, encouraging investment, facilitating the movement of trade exchange, combating smuggling, protecting environment and community from hazardous substances, and controlling the movement of passengers, cargo and means of transportation crossing Jordan borders.

Strategic planning began in Jordan Customs at the end of the nineties of the last century. The thinking

of building strategic capacities was very important and led to formulate a vision and a message which were documented in the administrative management system No 43

for the Year 2000 . It also gave importance to the actual objectives of Jordan Customs to be specific, measurable, applicable, reasonable, reliable and can be programmed into specific activities within clear time frames distinguished with flexibility to achieve these goals.

The motivation behind adoption the concept of strategic planning and building strategic capacities in Jordan Customs was the need to confront the challenges and overcoming the weaknesses.

Jordan Customs, in consistence with its goals which contribute to the achievement of the kingdom's national objectives, looks ahead and plans for the future and prepare all the necessary elements to maintain its excellence and enhance its strengths.

I must pay tribute to the approach of Jordan Customs which has become in the ranks of developed Customs departments all over the world.

It gives me great pleasure to pay tribute to the effort made by all cadres of Jordan Customs to process this strategic plan which was tailored to the national goals, and I'm sure that Jordan Customs will spare no effort in putting the plan into effect.

Finally, I can only extend my thanks to all employees of Jordan Customs for their tremendous work , and to support them to continue their usual donation under the Hashemite flag represented by His Majesty the beloved King Abdullah the 2nd Bin Al Hussein , may ALLAH perpetuate his monarchy.

Wassalamualaykum warahmatuallah.

D. Hammad Kasasbeh
Minister of Finance



Mut'eb Al-zaben

The Speech of His Excellency the Director General

The acquirement of the award for the best achievement by Jordan Customs within the award of King Abdullah II Bin El-Hussein for the distinguished performance and transparency of the different government bodies is a confirmation of the importance of Jordan Customs' achievement during the last three years. This fact put more responsibility on Jordan Customs to formulate a new strategic plan covering the years 2008-2010 to cope with the domestic and global developments and to achieve customs' aspirations in accordance with the clients expectations internally and externally and for the strategic plan to be a beacon, a constitution and a platform for action .

The increasing trade and industrial competition under the global openness and the development of the production means day by day in Jordan as in elsewhere in the world, and taking into consideration the continuous international trends to remove barriers to international trade , made it necessary for Jordan Customs to move towards more duty reduction and more barriers removal to the flow of goods. This leads us to further simplify the procedures and to accept the private sector as a partner that can play a vital role in Jordan sustainable development.

The royal visions and directives of the good government and the slogan « We are all Jordan» strategy have motivated us to be during the coming three years 2008-2009-2010, a pioneer department in providing unique customs services with high specifications to our clients in all sectors and with a high degree of efficiency in a public department distinguished by its flexibility and its experienced and qualified employees who demonstrate the highest degrees of responsibility.

Jordan Customs, which received a high royal honor at the beginning of the year 2007 by approving the new Customs Statute , has taken into consideration when preparing the strategic plan the following :

- Jordan's commitments to the World Trade Organization and other international agreements that have to do with Jordan customs' work.
- Jordan Customs' partnership with the private sector.
- Jordan Customs' responsibility as a holder of the total quality certificate which con-



forms with the international standard specification ISO 2000/9001 and the certificate of appreciation from the World Customs Organization.

- The good government orientations to apply the Electronic government.
- Jordan Customs' commitments as a regional representative of the World Customs Organization for North Africa and the Near and the Middle East.
- Jordan Customs' orientations towards a comprehensive computerization and the electronic customs.
- Developing its internal organization and job description for its employees.
- Jordan Customs Orientations to develop its human resources and enhancing the efficiency of its employees.

In addition to that, the strategic plan focuses on the achievement of the following strategic objectives:

- 1- Facilitate the movement of passengers and cargo.
- 2- Combating illegal trade activities.
- 3- Development of infrastructure, organization and overall performance of Jordan Customs.

The development of this plan in its self is only continuation on the modernization path that we embarked on. The most modern scientific methods of strategic planning were adapted where analyzing the internal and external environment of Jordan customs and specifying the weaknesses and strengths in our internal environment and the chances and risks that wait us in the external environment in which we work as a first stage. The second stage is the implementation stage that we have already started working on , thanks to God.

Finally, I'm really proud to be the Director General of Jordan Customs, which is one of the most important departments of the State and I feel the great responsibility on my shoulders to achieve the aspirations of His Majesty King Abdullah Bin El Hussein May God support Him, And I promise to strive to move forward implement this ambitious plan of Jordan Customs , calling on God the Almighty to give me conciliation and help.

Mut'eb Al Zaben

Jordan Customs Director General

Deputy Chairman Vice-President of the World Customs Organization (WCO) and Regional Representative of North Africa, Middle and Near East regions

Our Vision

«To be among the pioneers of the world in providing high quality Customs services to all stakeholders»

Our Mission

Providing an exclusive customs service that meets the requirements of a comprehensive development and cope with the developments at the national and global levels

Our Strategic Objectives

- 1- Facilitating the movement of passengers and cargo.
- 2- Combating illegal trade activities.
- 3- Developing infrastructure, organization and public performance of Jordan Customs.



Our Values

«Customs service in Jordan is based on deep rootedness, distinction and pride». Its values reflect officers' loyalty and membership. These values are listed below:

Integrity:

Knowing good and evil and what is prohibited and what is permitted, and behaving in a way that brings honor to the Department.

Professionalism:

Performing job efficiently, accurately and effectively.

Discipline and accountability:

this implies that each officer should perform her/his duties and be responsible for that.

Creativity and learning:

the ability to create new ideas for doing our job and convey them to officers.

Justice:

Treat everybody in a civilized and fair manner, so that our decisions will be balanced, reasonable and impartial.

Pride:

We believe in our mission, and we are proud of the deep rootedness of our department. We are willing to do extra effort in order to sustain our status.

Focusing on results and service receivers:

Final results should stimulate our work, and we should perform our duties in a professional and refined way in an honestly competitive environment.

Culture of distinction:

We always endeavor to root the culture of distinction in our performance at the national, regional and international levels.

An informed department:

We will endeavor to make Jordan Customs a constantly well-informed department that implements successful strategies in information management.

Deep rootedness of Jordan Customs

The foundation of the Emirate of Transjordan was accompanied with the establishment of the first customs administration in 1922. This administration was known as the Directorate of Excise and General Statistics, and it was administratively associated with the Council of Advisors (currently the Prime Ministry). It took up the task of statistics and inspection as well as levying duties on imported goods. At that time, those duties were levied as statistics duties, then as inspection duties, and currently they are known as customs duties.

Since its establishment, the Department has had several names. During the period from 1926 to 1935 it was named «Directorate of Customs and Excise»; from 1936 to 1951 «Directorate of Customs, Trade, and Industry»; from 1951 to 1956 «Ministry of Trade/ Customs», and from 1956 to 1983 «Ministry of Finance /Customs», since then up to now it has been named «Jordan Customs».

Legislative history of Jordan Customs

As for legislations, the first law regulating Customs work was issued in 1926, and it was called «the Law of Customs and Excise». In the years 1936, 1949, 1952 and 1959, this law was amended several times in order to cope with the ongoing developments at the national and international levels. After that, Law No. 1 for the year 1962 was issued, and it continued to be in force until 1983, when the Temporary Customs Law No.16 for the year 1983 was issued.

Due to the developments that were experienced by Jordan, a new law complying with modern developments was issued to replace the temporary law. This new law was confirmed in accordance with the constitutional principals in August 1998.

The first Customs Tariff comprising tables of exchanged goods and percentages of Customs duties imposed on them was issued in 1936. It was mainly adopted from the list issued by the League of Nations. The tables were amended several times in 1957 and 1962. The latest table was that of the Harmonized System in 1997.

Since its foundation in 1922, Jordan Customs has established a number of Customhouses. In 1930, the following three Customhouses were founded: Alemby Bridge Customhouse (currently King Hussein Bridge) on Jordan River for the facilitation of goods movement from and to Palestine, Ramtha Customhouse at the Jordanian- Syrian



borders and Amman Customhouse in Aein Ghazal.

During the period from 1931 to 1938, several Customs Houses were established, amongst them were Al Majami' Bridge Customs House, Mafraq Customs House, Al Adasseyeh Customs House, Sheikh Hussein Bridge Customs House(currently, Jordan Valley Crossing). In the same period, postal Customs Houses in Irbid, Amman, and Zarqa were established, in addition to H4 Customs House (currently Al Karama) and Ma'aan Customs House. In 1944, Aqaba Customs House was established, and in the following period Jabber Customs House, Al Hassan Industrial Estate Customs House/ Irbid and other Customs Houses were established.

Environmental System of Jordan Customs

In order to achieve the institutional objectives of Jordan Customs, internal and external environments have been studied as follows:

Factors affecting external environment:

- Economic factors.
- Political factors.
- Social factors.
- Competitive factors.
- Technological factors.

External environment includes Opportunities and Challenges, and it has two divisions:

- Specific external environment, which has the following influencing factors:

- Government institutions.
- Public of clients.
- Competitors.
- Providers.

- General external environment, which has the following influencing factors:

- Laws and legislations.
- International agreements.
- Economic environment.
- Political environment.

-The most important available opportunities:

Jordan Customs has several opportunities that are available through its work environment. The most important opportunities are the following:

1. Jordan Customs has good relationships with donating foreign authorities, such as USAID, which provides the Department with technical support required for the implementation of some of its developmental projects.
2. Taking up the tasks of the regional representative of WCO in North Africa and the lower and Middle East.
3. Implementing the concept of «Electronic Customs» in the framework of an integrated electronic government.
4. Jordan customs sustains good relationships with all Customs institutions in the



world and relevant international organizations and institutions of private sector which are concerned with customs work, such as, chambers of commerce and industry and industrial, commercial and service companies.

5. Political stability of the Kingdom.

Key challenges:

The environment where Jordan Customs work imposes a number of challenges on the Department. Some of these challenges are listed below:

1. Complexity generated by the complication of work relations with other economic institutions and government departments, which requires it to implement a lot of laws and regulations.
2. Development of worldwide smuggling methods which use all advanced technologies, and the increase of customs smuggling and commercial fraud operations.
3. Tendency towards lowering Customs duties, and transforming the role of Customs into a supervising one.
4. Coping with technological development.

Factors affecting internal environment:

- Organizational framework.
- Objectives.
- Orientations of senior administration.
- Performance criteria.

Internal environment includes Strengths and Weaknesses.

Key strengths of Jordan Customs:

- Distinctive administrative leaderships that believe in institutionalism and the use of modern technologies, and that are interested in the development of human resources.
- Semi-independent budget that is resulting from service allowances savings used by the Department to improve work and living conditions of its employees.
- Being a party in a number of international agreements, and an effective member of WCO.

- Making amendments to Customs law, if required, so that it might meet the requirements of economic stages.
- It has a training center, and it is committed to implementing an annual training plan.
- It has a website through which it can provide the public with information for the sake of more transparency.
- High level of computer-using and application of developed computerized customs systems, such as World ASYCUDA.
- A communication network connecting the Headquarters with Customs Houses on one hand, and on the other hand connecting Customs Houses with each other in order to transmit visual information via sound and picture.

Key weaknesses of Jordan Customs:

- Lack of balance in scientific qualification levels.
- The employees are not connected with a certain job description.
- Inability to meet human resources needs according to requirements and recent developments of work, because of the need to approvals from outside that department.
- The Headquarters building and the buildings of some Customhouses don't meet the expectations of internal and external clients.

Coordination with other departments and some national and international authorities and with the private sector

The strategic objectives that Jordan Customs endeavors to achieve brings about the responsibility of implementing not less than 40 different national legislations , in addition to satisfying the requirements of bilateral and multilateral agreements that Jordan is a member of.

The tasks that Jordan Customs is obliged to carry out require consultation and coordination with government departments and institutions and establishments of the private sector. In addition, Jordan Customs has to coordinate with WCO and with other Customs departments in the countries of the region and other countries of the world. Amongst the simplest standards of strategic planning might be the need to enhance cooperation, coordination and integration with other authorities, which is considered a real support to the facilitation of commercial exchange and passengers movement and means of transportation, in addition to ensuring the effective implementation of laws and regulations in force. Activities that require high level of coordination and cooperation have been highlighted in this plan.



Facts about strategic planning of Jordan Customs

1. Strategic planning in Jordan Customs began at the end of the 1990s.
2. Jordan Customs has:
 - A mission authenticated in the administrative regulation No.43 for the year 2000, which is currently in force.
 - A vision authenticated since the formulation of the first strategic plan.
 - Specific measurable applicable and realistic objectives authenticated in this regulation.
 - Strategic and executive plans with a time framework for achieving the objectives.
3. Evaluating and supervising achievement accomplished through the executive plan by evaluation e-card.
4. Studying obstacles to achievement and to streamline deviations.

Strategies Planning at Jordan Customs'

Jordan Customs' strategy has been established in a way that makes it comply with the general objectives of Ministry of Finance for the years 2008-2010, taking into consideration continuous modernization of these strategies and observing national and international economic and social circumstances of the Kingdom.

Jordan Customs contributes significantly to the protection of national product and production sectors against intellectual property rights offences, and it helps in providing support to legal trade. Jordan Customs also contributes to investment encouragement through simplifying Customs procedures, focusing on the human element, improving the level of efficiency of the Department's employees and developing their abilities of grasping technological advances in Customs work.

The simplification of the movement of passengers and vehicles crossing the borders of the Kingdom contributes effectively to economic development and effective Customs services, and it constitutes a key factor in national industrial competitiveness and legal trade.

An effective strategy will help in improving the ability of Customs to ensure social and economic security and prevent illegal trade.

The practical guidelines of the plan helps in accelerating legal trade facilitation and

enhancing the ability to perform effective control through the improvement of Customs intelligence and data collection and through the implementation of a risk management system . The guidelines help as well in improving the effectiveness of smuggling combat and developing relationships with all authorities involved in international trade, in addition to making use of modern technologies to uncover smuggling and commercial fraud.

Through its objectives, Jordan Customs focuses on the priority of technological modernization in order to ensure that information exchange and distribution takes place directly, and in order to speed up the time required for response and implementation. It also focuses on the enhancement of methods and equipment, and on the coordination and cooperation between security bodies and government authorities, in addition to the private sector, which is represented by industrial, commercial, and service sectors, and by consumers. Besides, Jordan Customs is concerned with intensifying the relationship of mutual cooperation with legal economy, weather producers or consumers sectors.

From a practical point of view, and observing the objectives of Jordan Customs, procedures for assessment, inspection and audit have been included in the plan in order to contribute to the improvement of criteria of combating commercial fraud and smuggling, duties collection and sales tax. The procedures help in increasing the effectiveness of control in order to sustain equivalence and equality, and encourage and enhance the obligation to pay due taxes and fees.

In order to increase the effectiveness of control and combat illegal commercial activities, a program for combating commercial fraud and smuggling has been established, in addition to the continuous modernization of risk analysis system and the enhancement of cooperation with all private sector authorities participating in this procedure, and represented by productive companies and consumers. This can be done by granting the Golden List Certificates and developing the relationships of cooperation with legal economy.

For the purposes of improving the criteria for combating illegal commercial activities and increasing the rate of duties collection as specified by Customs Law, a number of programs have been included in the plan. These programs are intended to intensify the process of evaluation and the procedures of inspection, control, post-clearance audit, and intelligence. The nature of control processes are directed towards sustaining equivalence, equity, and increasing job commitment.



What do we intend to achieve through our strategic plan?

In order to face the above mentioned challenges, fulfill our mission and comply with new requirements of surrounding circumstances, Jordan Customs will endeavor to implement a medium-term strategic plan (3 years) following mechanism of permanent and continuous modernization for successive years. A new year will be inserted after finishing the first year of the plan in accordance with what has been planned and the previous year will be considered as a base year for the following one.

Jordan Customs' strategic objectives have been formulated according to the following strategic pivots:

- 1) Facilitation of passenger and goods movement by** (1)decreasing the time required for completing Customs procedures related to passengers and goods,(2) continuing the improvement process through increasing the effectiveness of Jordan Customs,(3) coordinating with authorities concerned with the facilitation of passenger and goods movement, (4)developing the infrastructure of Customhouses so as to help in the improvement of their performance , and(5) implementing and using the latest electronic systems and inspection devices, which enhances the continuous facilitation of Customs procedures.
- 2) Combating illegal commercial activities** by improving the effectiveness of control processes and intensifying activities of fraud combat and trade marks counterfeiting. Initiatives for projects related to the development of control supportive systems have been encouraged.
- 3) Developing the infrastructure and general performance of Jordan Customs:** Jordan Customs' endeavors to simplify, improve, and automatize its procedures will definitely lead to the development of its performance and the improvement of service quality in accordance with international criteria of Customs policies. Jordan Customs' institutional capacity building, communication and media publication pivot is considered one of the core pillars of its strategic planning since it has a positive impact on clients sector.

First Objective

(Facilitation of passenger and goods movement)

Implementation Mechanisms for the achievement of the first objective

1- Updating and developing operations of Customs procedures

- Facilitating customs revenues collection
- Technological development of Customs procedures
- Improving Customs value procedures
- Specialized training on electronically updated procedures
- Creating a paperless work environment

2- facilitating and simplifying passengers and goods procedures

- Improving customs procedures
- Improving human resources skills
- Improving relationships with companies





Second Objective

(Combat illicit trade activities) Mechanisms for achieving the second objective:-

1. Achieve an effective risk management and develop intelligence

- Improve the criteria of risk management
- Develop capacity of intelligence analysis
- Spread risk management and intelligence analysis culture

2. secure border controls

- Enhance the effective communication and escort system
- Increase the use of technological instruments
- Improve the ability of using technological resources

3. Secure customs duties and taxes Protecting Customs revenues

- Protecting Customs revenues
- Improving the effectiveness of post clearance controls



Third objective

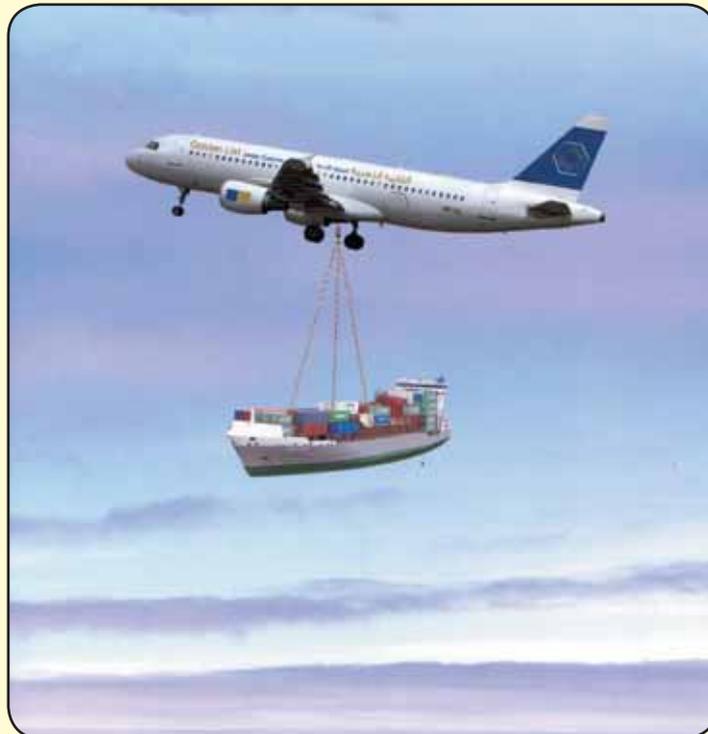
Developing structure, infrastructure and general performance of Jordan Customs Mechanisms for achieving the third objective

1- Developing the infra- structure

- Development of Customhouses Utilities
- Electronic Development of The Financial,Administrative and technical Systems

2-Developing Institutional Capabilities

- Updating legislations and administrative organization
- Improving relations with the clients and disseminating Customs culture
- Intensification of spirit of membership and job loyalty
- Academic development





Performance Indicators of the Objectives of the Strategic Plan

The first strategic objective: Facilitation of passengers and cargo movement

Sub-objective	Dimension	Key factors of success(activities)	Indicators	Expected result			
				2008	2009	2010	
1- Updating and developing operations of Customs procedures	Financial	Facilitating Customs revenues collection	Value of transactions paid electronically via visa card	14 millions	29 millions	35 millions	
			The number of marketing campaigns of prepayment service	2	3	4	
	Organization	Technological development of Customs procedures	Number of Customhouses employing the World ASYCUDA System	7	11	20	
			Number of commercial banks connected to the Department via the Central Guarantees System	3	6	10	
			Number of Customhouses connected electronically to other countries	4	6	7	
			Number of Customhouses connected to the updated digital communication network	4	11	21	
			Number of governmental departments and institutions connected electronically to the Department	4	5	6	
			Number of developed Computerized Customs Systems	3	7	12	
			number of magnetic cards for diplomats and bodies exemptions	study	application	application	
			Value of laboratory devices provided to Customs laboratories	80000	115000	150000	
			Improving Customs value procedures	Number of transactions entered into Customs value database system	4800	5300	5900
				Number of surveys in the field of goods value	80	175	275
				Number of analytical studies in the field of vehicles and goods value	180	390	630
				Number of Customs transactions transferred to the Department and related to value differences	1100	2100	3100

	Learning and development	Specialized training on electronically updated procedures	Number of trainees in the field of the World ASYCUDA System	400	600	800
	Quality	Creating a paperless work environment	Number of clients visiting the Department for inquiry	Application stages	-20%	-20%
Number of services offered through Public Service Office			15	30	53	
Number of services offered through short messages (SMS)			7	12	17	
Number of messages sent via SMS			40000	90000	150000	
Number of messages received via SMS			Data collection	+5%	+10%	



Sub-objective	Dimension	Key factors of success(activities)	Indicators	Expected Accumulated result		
				2008	2009	2010
2- facilitating and simplifying passengers and goods procedures	Organization	Improving customs procedures	Time of goods release	Completion of 2007 study	-5%	-5%
			Percentage of red line transactions	30%	25%	20%
			Number of Customs houses applying the Single Window System	2	7	12
			Number of Customhouses authorized with goods clearance	1	3	4
			Number of Customs houses empowered with temporary admission and payment authorizations	2	3	4
			Number of Customhouses provided with full authorizations for officers exemptions	study	2	4
			Number of directorates and Customhouses whose operations have been restructured	4	8	14
			Number of trainees in the field of inspection	100	220	360
	Number of trainees in the field Customs value	50	110	190		
	Number of trainees in the field the Harmonized System	40	90	150		
	Learning and development	Improving human resources skills				

			Number of trainees in the field of Customs procedures	100	220	340
			Number of trainees in the field of computer (a constituent and specialized courses)	210	270	330
			Number of trainees on the art of dealing with the public	50	100	150
	Qualitative	Improving relationships with companies	Number of facilities granted to the companies enlisted within the Golden List Program	12	13	15
			Number of agreements signed with mutual recognition of the Golden List Program	1	2	3
			Number of companies applying for joining the Golden List Program	100	110	120
			Number of the companies joining the Golden List Program	25	37	50



The second strategic objective: combat illicit trade activities

Sub-objective	Dimension	Key factors of success	Indicators	Expected result Accumulated		
				2008	2009	2010
1. Achieve an effective risk management and develop intelligence	Organization	Improve the criteria of risk management	Percentage of positive control for red line clearance declarations	%30	%35	%50
			Percentage of positive control for green line clearance declaration	%25	%20	%15
			No. of government Administrations agreed with to standardize the selectivity standards	2	4	6
		Develop the capacity of intelligence analysis	Percentage of positive control selected by intelligence unit	%40	%40	%40
	Growth and Learning	Spread risk management and intelligence analysis culture	No. of trainees on Risk Management	50	110	160
			No. of trainees on intelligence analysis	50	100	150
			No. of Customhouses in which television surveillance system has been installed and expanded	6	12	18
2. Secure border controls	Organization	Enhance the effective Communication and Escort System	No. of Customhouses in which communications network has been updated into Tetra	1	Study	study
			No. of trucks that shall be escorted by Customs	100000	105000	115500
			Number of devices used for the Communication network "Tetra"	100 manual devices	150 manual devices	180 manual devices
				50 devices for cars	100 devices for cars	110 devices for cars
		Increase the use of technological instruments	No. of screening X-Ray Systems used in Customhouses	2	4	6
			No. of surveillance cameras provided to the enforcement car	10	20	30
			No. of Night-Vision Systems provided to Enforcement Directorate	10	15	20
			No. of Customhouses applying Ggate Control System	3	5	7

				2008	2009	2010
2. Secure border controls	L	Improve the ability of using technological resources	No. of trainees on the use of night-vision devices	20	40	60
			No. of trainees on the use of surveillance cameras	20	50	80
			No. of trainees on the use of screening X-Ray devices	20	50	80
			No. of trainees on the use of devices for detecting drugs and contraband	50	100	160
			No. of trainees in the field of combating counterfeiting and imitating	80	120	300
			No. of trainees on anti-smuggling	80	160	260
			No. of trainees in the field of special operations	50	130	230
3. Secure customs duties and taxes	E	Protecting Customs revenues	No. of financial requests on audited transactions	1.8 million	2.16 million	2.60 million
	O	Improving the effectiveness of post clearance controls	No. of companies subjected to auditing and control	90	185	285
			Percentage of companies in which financial claims are organized of the total seized companies	%50	%55	%60
			Positive percentage of control	%20	%20	%20
			No. of errors detected by post auditing and circulated to Customhouses	105	125	150
	L		No. of trainees in the field of post-auditing	50	100	150



The third strategic goal: developing structure, infrastructure and public performance of Jordan Customs

Sub-objective	Dimension	key Factors of Success (Activities)	Indicators	Expected Accumulated result		
				2008	2009	2010
1- Developing the infra- structure	L	Development of Customhouses Utilities	No. of structural yards to be established or expanded	7	11	11
			Number of inspection platforms to be installed	5	7	7
			Number of Customhouses in which passenger lounges are to be modernized	1	2	3
			No. of Customhouses to be established	2	4	5
			No. of new buildings for staff housing	1	2	2
			Number of Customhouses in which public safety tools are available	3	6	9
			Electronic development of Financial, Administrative and Technical Systems	5	12	21
		2-Developing Institutional Capabilities	O	Updating legislations and administrative organization	Number of legislations to be issued.	2
Number of legislations to be revised	2				Completing approvals	
Number of Directorates and Customhouses that has been restructured.	Completing study				8	16
Number of signed agreements related to administrative cooperation	3				4	5

Follow/ Developing Institutional Capabilities

			Number of Customhouses that have obtained ISO certificate	3	6	10
Q	Improving relations with the clients and disseminating Customs culture		The proportion of the impact of media campaigns on public awareness and culture	%60	%10+	%20+
			No. of media marketed services	4	6	8
			Number of meetings and interviews with private sector	3	5	6
			Number of Customer (Clients) Satisfaction Studies	2	6	9
			Rate of positive satisfaction of clients with the provided services	%65	%10+	%10+
			Number of educational brochures (paper and electronic) related to guidance	10	25	40
L	Intensification of spirit of membership and job loyalty		Number of Employees Satisfaction Studies	3	6	9
			Rate of positive satisfaction of employees with their jobs	%70	%10+	%10+
			Number of person beneficiaries of pilgrimage and Umrah	80	160	240
			Number of the members of Jordan Customs Club	350	400	500
			Number of beneficiaries of employees sons academic grants	30	60	90



			Value of the work performed for the maintenance staff housing	160000	260000	360000
			No. of visits and meetings with the staff at their places of work and listening to their demands	20	25	30
		Academic development	Establishment of Jordan Customs Academy	study	application	application

Eventually, we shall apply best international practices for the purposes of achieving the planned performance cycle that starts with a strategic plan, then the implementation that includes success factors based on the adoption of strategies by the management with the participation of all staff. In order to ensure the success of such implementation there should be a following up of the activities action. Furthermore, to ensure the accuracy of the following up process there should be an evaluation that defines the deviation between the planned performance and the actual one which should not exceed the percentage of $\pm 10\%$. Afterward, the appraisal process has to be conducted to ensure the achieving of the whole cycle and progress further towards the right direction. By means of this appraisal the deviations are corrected whether by modifying the activities or by the processes of implementation, following up an evaluation.

We, in Jordan Customs, pray to Almighty god to help us to achieve our strategy in order to achieve our goals emanated from the national objectives of the Hashemite Kingdom of Jordan.