



# Jordan Customs

## Strategic Plan 2014-2016

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His Majesty King Abdullah II Bin Al Hussein





His Royal Highness Crown  
Prince Hussein Bin Abdullah II



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## Director General's Foreword

The Customs Department has continuously adopted strategic planning approach ever since late nineties . In light of its pioneering achievements, JC Department has recently prepared its Strategic Plan for the years (2014-2016) by using (Balanced Score Cards (BSC)) that focus on the following criteria: Processes and Environment, Stakeholders and Society, Learning and Growth and Finance. Thus, the Department strives to, through its strategic plan, support the national economy, enhance government financial management, and to protect society from risks that could pose new threats to its security and safety.



The Department continuously strives to link up its strategic goals with national goals and sectoral goals as well. It is very keen on achieving such goals through executing a series of projects and activities that contribute to delivery of distinguished customs services for the Department's stakeholders and the various business sectors, in conformity with Royal Visions and Initiatives and the best international practices. Hence, the Department has revised again its Vision Statement for the years (2014-2016), after it has studied its local, regional and international realities, as the following proposed text:

“To be regionally more distinguished Customs administration in support of the national economy and security”.

The Department has recently received several Excellence Awards the last of which is “King Abdullah II Award for Excellence in Government Performance and Transparency” 1<sup>st</sup> Rank /Bronze and Government Innovation Award/ 1<sup>st</sup> Rank -third level. Furthermore, three customs houses have recently won Star of Excellence for Excellence in Public Service, namely; Amman, Airport/Clearance and Zarqa Free Zone. This is a clear evidence of the Department's approach in the field of institutional excellence and innovation, and which resulted in the various significant achievements over the past years.

Finally, I cordially would like to express my thanks for all of our partners for their cooperation with us, over the previous years, that contributes to the achievement of our visions, goals and mutual interests.

Furthermore, I would like to extend my sincere gratitude and thanks to all Jordan Customs staff at the various workplaces for their dedication and continuous support in serving our dear country by following determination and motivation of our beloved king Abdullah II Bin Al-Hussein.

**Customs Major General  
Director General  
Monther Abdelqader Al-Assaf**

## **The History and Development of Jordan Customs Department**

Establishment of Emirate of Transjordan in 1926 was accompanied by the first customs administration that was known as Directorate of General Excise and Statistics. It was administratively related to the Council of Advisors, currently (the Prime Ministry). It took up the task of statistics and inspection as well as revenue collection on imported goods. The first law regulating Customs work was issued in 1926, known as Customs and Excise Law, and it was first amended in 1936. The only customs house established at that time was Amman customs house, it was located at Mahatah Area (Railway) and it is then transferred to the current location. The first Customs Tariff issued in 1957 with the aim of increasing local revenues of tariff and excise and protecting the local production. JC Department is headed by a Director General who is related directly to the Finance Minister.

JC Department has gone through various and sundry modernization and development stages, ever since late eighties up to the present time, and that resulted in significant outcomes such as; simplification and harmonization of customs procedures, reducing the number of required documentation, saving time and effort of stakeholders and customers, and thus facilitating global trade supply chain and release of goods in a recorded time with the least number of procedures. Hence, JC Department has changed from the traditional concept of collecting customs duties and taxes on international trade, to include protecting national security and economy in addition to enhancing government financial management.

The Department is working under Administrative Organization System No. (27) for the year 2011 and therefore Article No. (3) of such system stipulates that JC Department aims at providing stakeholders and customers with distinguished customs services that fulfill the requirements of socio-economic development and keeping up with rapid developments on local and international levels through achieving the following goals:

1. Contribute to the promotion of national economy's efficiency, encourage investments and strengthen the capabilities of national industry so as to compete with foreign industries.
2. Facilitate the movement of passengers and trade activities between the kingdom and other countries.
3. Combat illicit trade activities.
4. Supply the Treasury with revenues.

### **The Customs Department is working on achieving the above goals through:**

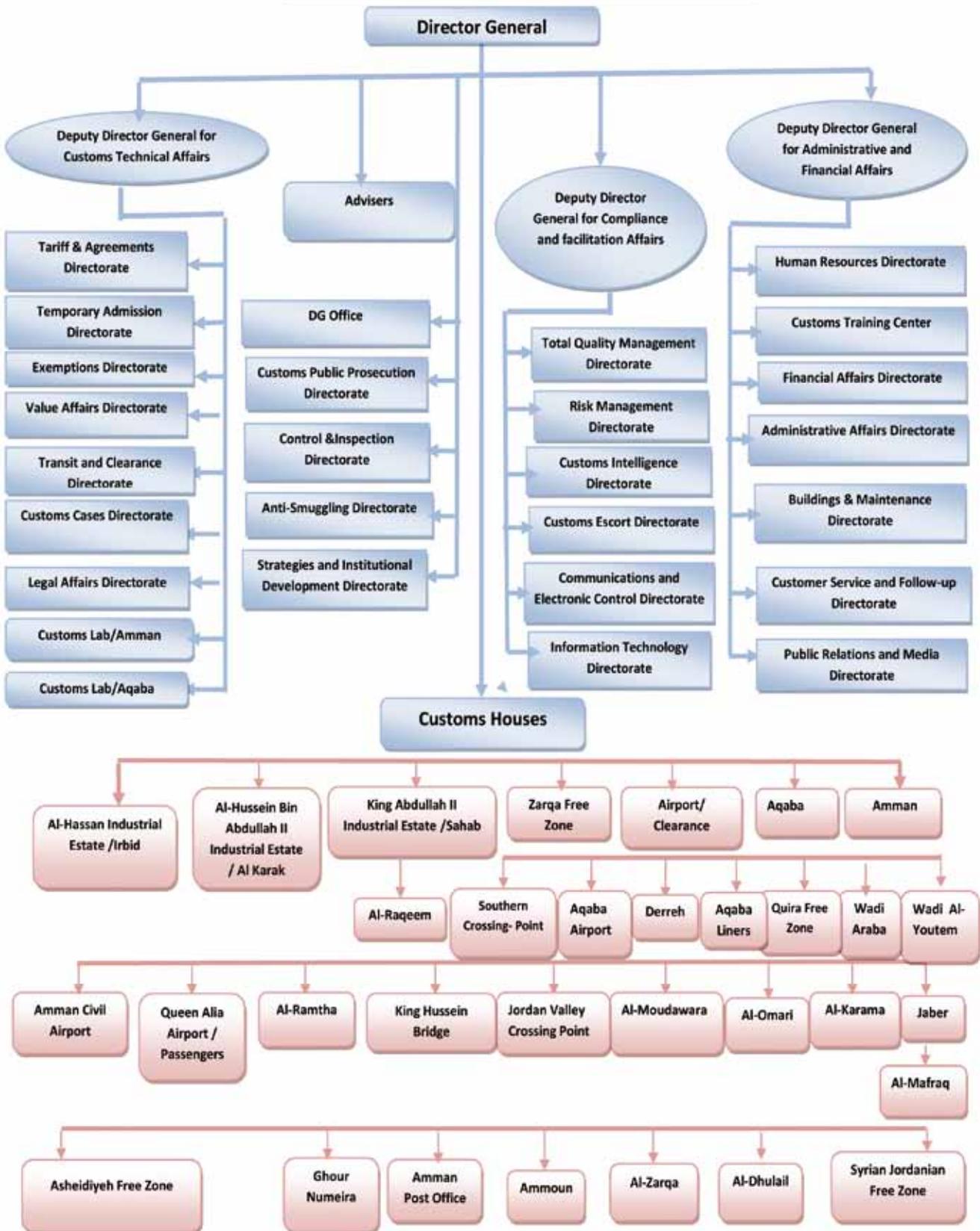
1. Modernizing and developing Customs processes and procedures
2. Streamlining and simplifying passengers and goods procedures.
3. Controlling the movement of passengers and goods and means of transport crossing the kingdom's borders in accordance with the powers that be under legislations in force.
4. Modernizing and developing new methods of Anti-smuggling and illicit trade activities.
5. Modernizing infrastructure and legislations and developing human resources as well as modernizing administrative and technical working practices.

### **Organizational Structure of JC**

Organizational Structure is being revised periodically to ensure clarity of administrative levels and organizational relationships between the different administrative units in order to ensure achievement of goals and assist the Department with making proper decisions.

The following organizational structure illustrates administrative connections between Directorates and Customs Houses.

## Organizational Structure of JC Department



## Preparations for Strategic Plan

The Customs Department has recently prepared its Strategic Plan for the years (2014-2016) based on “Methodology of Preparations for Strategic Plan”. This process includes a series of organized and purposeful procedures as follows:

1. Competent Working Group has been set up to prepare the strategic plan. It consists of a number of managers and employees, who have got distinguished customs expertise and strategic planning in particular with the aim of implementing the best international practices in this regard.
2. Several meetings were held among working group members to discuss steps that should be taken in order to develop an ambitious strategy for the Department.
3. The methodology of preparing the Strategic Plan has been reviewed and some amendments have been made by such working group.
4. Brainstorming session has been held in order to carry out SWOT Analysis, and therefore (30) employees from the various Directorates and Customs houses, from various administrative levels, in addition to members of strategic plan working group have attended that session. It involves identifying internal factors (strengths and weaknesses) and external factors (opportunities and threats) that pertain to all SWOT criteria;(Political, Economical, Social, Technological, Environmental and Legal PESTEL)
5. Specific weights are given for the impact and importance of each factor within SWOT analysis that has been extracted from the said brainstorming session. But low-impact factors have been ignored and thus the final SWOT Analysis Matrix has been modified.
6. National and sectoral goals that JC department contributes to achieve, have been also defined.
7. Strategic plan working group has defined policies that must be implemented by the Department, in order to achieve its vision and strategic goals.
8. After consideration of important documents such as the National Agenda and a number of Letters of Royal Designations for successive governments, “We Are All Jordan” document, JC partners’ feedback, visions and missions of regional and global Customs Administrations, (Customs in the 21<sup>st</sup> Century) issued by World Customs Organization, in addition to the previous 2011-2013 Strategic Plan evaluation results and the current SWOT analysis outcomes, the working group has come out with vision, mission and core values in accordance with meeting the needs of the next stage and the Department’s ambitions.
9. Such working group has adopted Balanced Score Cards (BSC) that consist of the following (6) criteria, in formulation of strategic goals; Environment and Processes have been merged together, Stakeholders and Society have been merged together, so that Strategic Goals will meet the following criteria (Finance, Processes and Environment, Stakeholders and Society, and Learning and Growth). The working group has come out with formulation of specific strategic goals that are SMART (Specific, Measurable, Attainable, Realistic and Timely). Such goals shall be grounded within specific time frames.
10. The working group has defined specific performance indicators for the strategic goals after consideration of specific global performance indicators in the field of customs and human resources as well.
11. Programs, Projects and Activities that contribute to accomplishment of strategic goals, have been also defined.

12. The working group has prepared Strategic Plan draft, that was presented to the staff and major partners, so that their feedback has been then incorporated into such plan.
13. The final draft was then presented to and approved by the Department's Planning and Coordination Committee, headed by the Director General, in order to be reviewed and adopted by the DG, in accordance with Article No. (7) of Administrative Organization System no. (27) for the year 2011.

### SWOT Matrix (The internal environment and external environment of the Customs Department)

#### Strengths

- There's a specific budget available for JC Department funded by "service charges account" (overtime wages) that shall be partially used to cover capital expenditures for some development projects, in addition to available "incentives" system and modern financial regulations.
- Human resources with high level of competence and skills in the various fields of Customs work and training.
- Implementation of ISO 9001:2008 specific requirements and the fact that the Department has recently won many Excellence Awards.
- The ability of the Department to develop some Customs houses' infrastructure to keep up with recent developments.
- Existence of Customs Training Center involved with updated curricula and important training programs.
- Existence of Partnership Council (between the Department and the private sector).
- Implementation of knowledge Management Strategy and providing the staff with certain knowledge portals such as: (Customs Encyclopedia, Initiatives and Excellence Website, ...etc ).
- Implementing laws and regulations governing the Department's work and its personnel.
- Conducting ongoing studies to develop and design processes.

#### Weaknesses

- Resorting to cuts in the public expenditures with respect to "service-charges account" from time to time in light of lack of financial resources in the Department's public budget.
- We've been having some gaps in the establishment and implementation of some human resources policies.
- Deficiencies in the design and maintenance of some existing buildings in that they have not been adapted for future developments.
- There are weaknesses in the design of some processes.
- There are many defects in the current organizational structure.
- There's a weak employees interaction with respect to sharing of knowledge.
- Migration of some Customs competences.

### Opportunities

- Availability of foreign grants and assistance.
- Political and secure stability in the kingdom.
- Geographical location of Jordan.
- Availability of updated laws and regulations and existing bilateral and international cooperation agreements.
- Distinguished relationships with partners from the public and private sectors.
- Technological development in Jordan

### Threats

- Security challenges as a result of surrounding circumstances and increased international terrorist operations.
- The community impression about Customs.
- Lack of financial resources and government austerity policy.
- Increased rates of evasion, smuggling and commercial fraud.
- The government's orientation has changed as a result of surrounding political circumstances.
- Delays in issuance and amendments of Customs-related legislations by the relevant legislative authorities.
- Rapid development of technology.

### Policies (Strategic Attitudes)

Through studying factors reached by the above-mentioned SWOT Analysis, JC Department has come out with a set of policies in order to, on one hand, take advantage of strengths (to address weaknesses and mitigate threats) and to invest in opportunities (to enhance strengths and address weaknesses) and, on the other hand, to mitigate threats, as shown in the table below:

No.	SWOT Analysis Factors	Policy
1	Take advantage of available budget for Customs Department (to counter shortage of financial resources and government austerity policy), in addition to availability of "incentives" system and up-to-date financial regulations as well as high-level human resources with competencies and qualifications.	<ul style="list-style-type: none"> <li>• Adopt effective strategy for human resources development and modernization.</li> <li>• Deal with defects in the current organizational structure.</li> <li>• Tools and channels of Knowledge Management should become institutionalized and staff interaction with respect to sharing of knowledge should be also enhanced.</li> <li>• There is a strong need for public awareness and the media to improve society's impression of the role of customs.</li> <li>• Update legislations to address changes in the government's orientation as a result of surrounding political circumstances.</li> </ul>
2	Take advantage of (ISO 9001:2008) implications and the fact that the Department has won many Excellence Awards.	<ul style="list-style-type: none"> <li>• Study processes for the sake of development and improve the level of services provided to customers.</li> <li>• Improve the local community's impression of the role of Customs.</li> </ul>

No.	SWOT Analysis Factors	Policy
3	Take advantage of the Department's ability to develop the infrastructure of certain customs houses so as to keep up with recent developments.	<ul style="list-style-type: none"> <li>• Address deficiencies in the design and maintenance of some of existing buildings in that they have not been adapted for future developments.</li> </ul>
4	Take advantage of existing customs training center, up-to-date training programs and curricula as well as implementation of Knowledge Management Strategy, and many knowledge portals, such as:(Customs Encyclopedia, Initiatives and Excellence Website, ...).	<ul style="list-style-type: none"> <li>• Promote staff competencies and skills</li> <li>• Increase certified Customs trainers.</li> <li>• Reduce challenges that could pose migration of customs competencies.</li> <li>• Train partners from the public and private sectors.</li> <li>• Promote employees interaction with respect to sharing of knowledge.</li> </ul>
5	Invest in the distinguished relationship with partners from the public and private sectors.	<ul style="list-style-type: none"> <li>• Streamline and simplify customs procedures with respect to joint customs process.</li> <li>• Rapid exchange of information with the relevant authorities.</li> <li>• Highlight the vital role of Customs socially, economically and security-wise.</li> </ul>
6	Take advantage of foreign grants and aids attraction.	<ul style="list-style-type: none"> <li>• Reduce expenditures on service-charges fund in light of lack of financial resources in the public budget .</li> <li>• Hire experts for the sake of addressing gaps in development and implementation of some human resources policies and training, and reviewing customs processes, and defects in the current organizational structure should be addressed as well.</li> <li>• Promote staff competencies and skills.</li> <li>• Develop Customs training center and training programs and curricula so that it becomes approved training center at the regional level.</li> </ul>
7	Invest in the political stability and security of the kingdom and its geographical location.	<ul style="list-style-type: none"> <li>• Encourage trade attraction (especially Transit Trade) as well as transport projects.</li> </ul>
8	Take advantage of existing up-to-date systems and laws and existing bilateral and international cooperation agreements.	<ul style="list-style-type: none"> <li>• Deal with available gaps in human resources policies.</li> <li>• Develop and improve processes and services.</li> <li>• Encourage trade attractions (Transit Trade) as well as transport projects.</li> <li>• Tackle security threats/challenges and commercial fraud operations.</li> <li>• Adapt to changes in the government's orientation from time to time.</li> </ul>
9	Take advantage of technological development in the Kingdom.	<ul style="list-style-type: none"> <li>• Expand implementation of modern techniques.</li> <li>• Enhance expertise and skills of the Department's staff.</li> <li>• Tackle security threats and commercial fraud operations.</li> </ul>

### **The Department's Vision, Mission and Core Values...**

The Customs Department's vision has included a pioneering ambition to provide distinguished customs services ever since 2001. It has also exerted lots of efforts on its previous vision through achieving strategic goals that included a number of pioneering projects which make it a counterpart Department in this regard. It is the first Customs Administration that has pioneered in application of electronic-tracking system and also executed Golden List Program, Single-Window Project and so many pioneering projects. JC Department has already formulated its vision, mission and values in order to fulfill the requirements of the next stage.

#### ***The Department's Vision Statement ...***

“To be regionally more distinguished Customs Administration in support of the national economy and security”

#### ***The Department's Mission Statement ...***

“Provide the Department's stakeholders and customers with distinguished customs services, contribute to the promotion of the national economy, security and protection of society in accordance with achievement of comprehensive and sustainable development requirements, and to keep up with rapid developments on local and international levels”

<b>Respect</b>	We have good institutional relationships between superiors and inferiors and customers based on appropriate work dealings. We maintain the reputation and resources of the Department.
<b>Integrity</b>	We abstain from any conduct that would violate public job ethics with a view to achieving personal interests.
<b>Transparency</b>	We believe in clarity in business dealings and disclosure of decisions for the benefit of work and customers.
<b>Justice</b>	We treat people equally and take balanced, logical and unbiased decisions.
<b>Professionalism</b>	We carry out work duties and tasks with highest degree of efficiency and proficiency.
<b>Innovation</b>	We provide innovative ideas that contribute to the development of work and resolving problems.

### ***National Goals that the Department contributes to achieve:***

1. Develop a prosperous Jordanian Economy that is open to regional and international markets.
2. Reinforce the government administration so that it becomes more financially stable, transparent and accountable at central and local levels.

### ***Sectoral Goals that the Department contributes to achieve***

1. Provide appropriate environment for businesses and investments in order to enhance competitiveness of the national economy.
2. Reinforce the financial stability of the public budget and improve the level of financial management.

### ***The Department's Strategic Goals***

Through studying "SWOT Analysis" results, the needs of stakeholders and customers, reviewing reports of partnership council's meetings and results of complaints and suggestions, JC Department has recently identified the following strategic goals for the years (2014-2016) by using Balanced Score Cards.

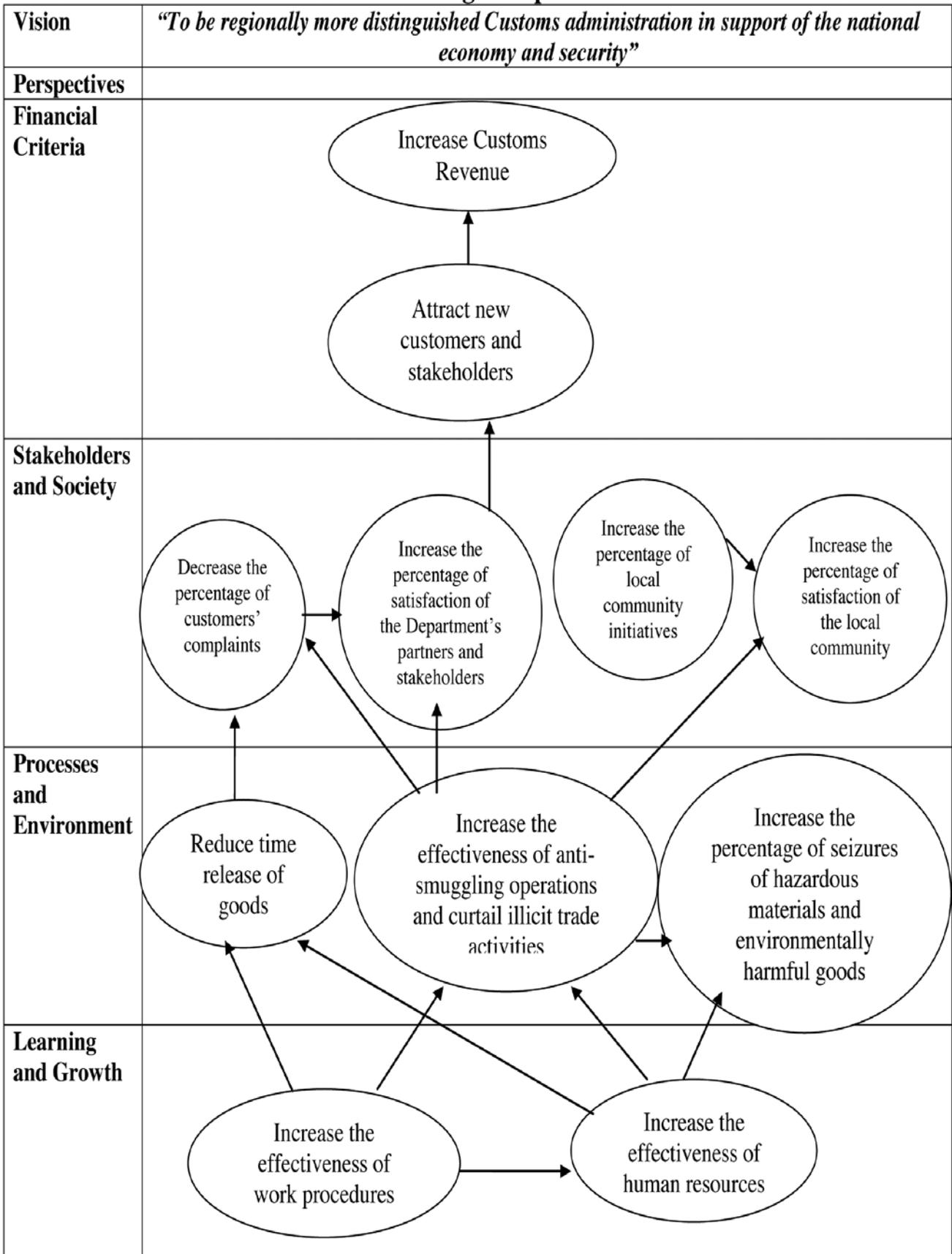
Perspectives	Strategic goals	2014	2015	2016	Institutional goals
Financial	Increase customs revenues	5%	5%	5%	<ul style="list-style-type: none"> <li>• Supply the Treasury with revenues</li> <li>• Contribute to the promotion of the national economy's efficiency</li> </ul>
Stakeholders and Society	Increase the satisfaction of the Department's partners and stakeholders	5%	4%	4.5%	Facilitate the movement of trade between the Kingdom and other countries
	Increase the local community initiatives	50%	33%	25%	
Processes and Environment	Increase the effectiveness of Anti-smuggling operations and curtail illicit trade activities	11%	7%	6%	Curtail illicit trade activities
	Increase seizures of hazardous materials and environmentally harmful goods	10%	10%	15%	Encourage investment and enhance the capabilities of national industry to compete against international industries
	Reduce time release of goods	3%	3%	3%	Facilitate the movement of passengers and trade activities between the Kingdom and other countries
Learning and Growth	Increase the effectiveness of human resources and work procedures				<ul style="list-style-type: none"> <li>• Contribute to the promotion of the national economy's efficiency, encourage investment and enhance the capabilities of national industry to compete with international industries.</li> <li>• Facilitate the movement of passengers and trade activities between the Kingdom and other countries</li> <li>• Curtail illicit trade activities</li> <li>• Supply the Treasury with revenues</li> </ul>

### Matrix of Intersection of Goals

The below matrix shows links between national goals and sectoral goals in addition to the Department's strategic goals as follows:

National goals	Sectoral goals	Strategic goals
Develop a prosperous Jordanian Economy that is open to regional and international markets	Provide appropriate environment for businesses and investments and enhance the competitiveness of the national economy	<ul style="list-style-type: none"> <li>● Increase the effectiveness of Anti-smuggling operations and curtail illicit trade activities.</li> <li>● Reduce time release of goods.</li> <li>● Increase seizures of hazardous materials and environmentally harmful goods.</li> <li>● Increase the satisfaction of the department's partners and stakeholders.</li> </ul>
Reinforce the government administration so that it becomes more financially stable, transparent and accountable at central and local levels	Reinforce financial stability of the public budget and improve the level of financial management	<ul style="list-style-type: none"> <li>● Increase customs revenues annually.</li> <li>● Increase the effectiveness of human resources and work procedures.</li> <li>● Increase the local community initiatives .</li> </ul>

### Strategic Map



## Performance Indicators of Strategic Goals:

Perspectives	Goal	Performance Indicators	Responsible Party Directorate/ Customs house	Reference Value 2013	Target Value		
					2014	2015	2016
Financial	Increase customs revenues	Percentage of increase in the Customs revenues	Financial Affairs Directorate	1.4%	5%	5%	5%
Stakeholders and Society	Increase satisfaction of the department's partners and stakeholders	Percentage of satisfaction of the department's stakeholders and customers	Strategies and Institutional Development Directorate	78%	79.5%	81.1%	82.7%
		Percentage of satisfaction of the department's partners	Strategies and Institutional Development Directorate	88.2%	89.4%	91.7%	93.5%
		The total number of complaints submitted by stakeholders.	Customs Intelligence Directorate	260	220	200	180
	Increase the local community's initiatives	Number of new community initiatives.	Public Relations, Media and International Cooperation	2	3	4	5
Processes and Environment	Reduce time release of goods	Completion time of Customs declaration	Total Quality Management Directorate	-	Conduct a Study	-3%	-3%
		Average time from the moment of arrival of goods at border crossing point (point of entry) to the moment of exit of goods away from customs territory	Total Quality Management Directorate				
		Aqaba (by days)		8	7 days & 18 hours	7 days & 11 hours	7 days & 5 hours

Perspectives	Goal	Performance Indicators	Responsible Party Directorate/ Customs house	Reference Value 2013	Target Value		
					2014	2015	2016
	Increase seizures of hazardous materials and environmentally harmful goods	Percentage of increase in the number of seizures of all hazardous materials and environmentally harmful goods (Number of seized consignments)	Customs Cases Directorate	%(20-) 137	%(10) 150	%(10) 166	%(15) 190
	Increase the effectiveness of anti-smuggling operations and curtailing illicit trade activities	Percentage of increase in the actual smuggling cases	Customs Cases Directorate	5%	5%	6%	6%
		Percentage of likes of smuggling cases and Customs offences to the total number of customs declarations	Customs Cases Directorate	6%	6%	7%	7%
		Percentage of increase in the commercial community compliance(Compliance percentage)	Risk Management Directorate	1% 80%	2% 82%	1% 83%	1% 84%
		Percentage of increase in the number of seizures of money-laundering offences (Number of seizures)	Customs Intelligence Directorate	%(30) 14	%(43) 20	%(25) 25	%(20) 30
		Percentage of decrease in the seizures of infringements of intellectual property rights (Number of IPR infringements)	Tariff & Agreements Directorate	350%(42)	%(4) 335	%(3) 325	%(3) 315

Perspectives	Goal	Performance Indicators	Responsible Party Directorate/ Customs house	Reference Value 2013	Target Value			
					2014	2015	2016	
Learning and Growth	Increase the effectiveness of human resources and work procedures	Percentage of staff retention	Human Resources Directorate	97.7%	98%	98%	98%	
		Average performance evaluation of staff	Human Resources Directorate	92.6%	92.7%	92.8%	92.9%	
		Percentage of satisfaction of JC department's staff	Strategies and Institutional Development Directorate	71.5%	72.9%	74.4%	75.9%	
		Percentage of increase in applicable and innovative ideas submitted by the staff (percentage of applicable innovative ideas)	Total Quality Management Directorate	1% 80%	2% 82%	2% 84%	2% 86%	
		Percentage of coverage of training needs	Customs Training Center	79%	85%	90%	90%	
		Percentage of employees' participation in committees and working groups	Human Resources Directorate	8.6%	8.8%	9%	9.2%	
		Percentage of staff compliance with public job code of ethics	Human Resources Directorate	99.7%	100%	100%	100%	
		Percentage of decrease in the number of employees' complaints	Human Resources Directorate Total Quality Management Directorate	2%	3%	3%	3%	
		Percentage of increase in using modern technologies	Communications and Electronic Control Directorate	50% 15	100% 30	17% 35	14% 40	
		Number of improved procedures						
		As a result of computerization	Information Technology Directorate	4	5	5	5	
		As a result of internal and external audit	Total Quality Management Directorate	44	100	125	150	

### Financial Perspective Card

Goal	Performance Indicators	Responsible Party Directorate/ Customs house	Reference Value 2013	Target Value			Initiatives
				2014	2015	2016	
Increase Customs revenues	Percentage of increase in the Customs revenues	Financial Affairs Directorate	1.4%	5%	5%	5%	<ul style="list-style-type: none"> <li>• Undertaking a study of aspects of granting “exemptions” and how to control them</li> <li>• Electronic Payment Project</li> <li>• Developing methods and mechanisms for collection of customs fines following issuance of peremptory decision by competent courts</li> <li>• Development project for computerization of financial systems</li> <li>• Improving customs intelligence operations and post-audits</li> <li>• Following-up records of open customs declarations (exemptions, temporary admission, and customs cases...</li> <li>• Standardization of customs valuation and upgrading value database</li> <li>• Solar cells project</li> <li>• Promoting the efficiency of goods classification processes</li> <li>• Rationalization and adjustment of expenditure</li> </ul>

### Stakeholders and Society Perspective Card

Goal	Performance Indicators	Responsible Party Directorate/ Customs house	Reference Value 2013	Target Value			Initiatives
				2014	2015	2016	
Increase satisfaction of the department's partners and stakeholders	Percentage of satisfaction of the department's stakeholders and customers	Strategies and Institutional Development Directorate	78%	79.5%	81.1%	82.7%	<ul style="list-style-type: none"> <li>• Developing and expansion of Golden list program</li> <li>• Delegation of authority for customs houses</li> <li>• Establishing customer service offices at customs houses</li> <li>• Electronic connections with the public and private sectors</li> <li>• Upgrade the department's website on the internet</li> <li>• Customs Integrated Tariff System (CITS) development project</li> <li>• Customs integrated tariff system on mobile phones (mobile CITS)</li> <li>• Customer Service System/phase 3</li> <li>• Effective communication with stakeholders and partners</li> </ul>
	Percentage of satisfaction of partners	Strategies and Institutional Development Directorate	88.2%	89.4%	91.7%	93.5%	
	The total number of complaints submitted by stakeholders and customers	Customs Intelligence Directorate	260	220	200	180	
Increase the local community's initiatives	Number of new community initiatives.	Public Relations, Media and International Cooperation	2	3	4	5	Corporate social responsibility plan

(\*): Responsible Party for Implementing Performance Indicators.

### Processes and Environment Perspective Card

Goal	Performance Indicators	Responsible Party Directorate/ Customs house	Reference Value 2013	Target Value			Initiatives
				2014	2015	2016	
Reduce time release of goods	Completion time of Customs declaration	Total Quality Management Directorate		Conduct such study	3%	3%	<ul style="list-style-type: none"> <li>• Single Window Project</li> <li>• Undertaking a study of the necessary documents for completing customs clearance procedures</li> <li>• Electronic inspection project</li> <li>• Developing infrastructure of target customs houses</li> <li>• Organizing work and capabilities of clearance companies</li> <li>• Applying advance clearance criteria</li> <li>• Development of Selectivity System</li> </ul>
	Average time from the moment of arrival of goods at border crossing point (point of entry) to the moment of exit of goods away from customs territory	Total Quality Management Directorate					
	Aqaba (by days)		8	7 Days & 18 Minutes	7 Days & 11 Minutes	7 Days & 5 Minutes	
Increase seizures of hazardous materials and environmentally harmful goods	Percentage of increase in the number of seizures of all hazardous materials and environmentally harmful goods (Number of seized consignments)	Customs Cases Directorate	% (20-137)	% (10-150)	% (10-166)	% (15-190)	<ul style="list-style-type: none"> <li>• Providing "Radiation Detection Equipment" for detecting hazardous and radioactive materials</li> <li>• Organizing specialized courses in how to use inspection systems for hazardous materials and environmentally harmful goods</li> <li>• The export control and related border security program (EXBS)</li> </ul>

Increase the effectiveness of anti-smuggling operations and curtail illicit trade activities	Percentage of increase in the actual smuggling cases	Customs Cases Directorate	5%	5%	6%	6%	<ul style="list-style-type: none"> <li>• Using electronic surveillance system (E-Gates)</li> <li>• E-tracking and management system of Transit trucks</li> <li>• Development project of Anti-Smuggling techniques</li> <li>• Connectivity with customs administrations of neighbouring countries</li> <li>• Cameras and TV Surveillance system</li> <li>• The fight against infringements of IPR and money-laundering offences</li> <li>• Developing a central control room</li> <li>• Expansion of telecommunication network (tetra)</li> <li>• Providing customs houses with X-Ray devices</li> </ul>
	Percentage of likes of smuggling cases and customs offences to the total number of customs declarations	Customs Cases Directorate	6%	6%	7%	7%	
	Percentage of increase in the commercial community compliance (Compliance Percentage)	Risk Management Directorate	(1)80%	(2)82%	(1)83%	(1)84%	
	Percentage of increase in money-laundering seizures (Number of seizures)	Customs Intelligence Directorate	%(30)14	%(43)20	%(25)25	%(20)30	
	Percentage of decrease in seizures of infringements of intellectual property rights (Number of IPR infringements cases)	Tariff & Agreements Directorate	350%(42)	%(4)335	%(3)325	%(3)315	

(\*): Responsible Party for Implementing Performance Indicators.

## Learning and Growth Perspective Card

Goal	Performance Indicators	*Responsible Party Directorate/Customs house	Reference Value 2013	Target Value			Initiatives
				2014	2015	2016	
Increase the effectiveness of human resources and work procedures	Percentage of staff retention	Human Resources Directorate	97.7%	98%	98%	98%	<ul style="list-style-type: none"> <li>• Re-engineering of procedures of customs houses</li> <li>• Restructuring of Directorates and Customs houses</li> <li>• Developing Customs houses.</li> <li>• Security and protectionism Agreement</li> <li>• Raising technical and administrative capabilities of Customs staff</li> <li>• Upgrading Servers and backups Systems</li> <li>• Information Technology Infrastructure Library (ITIL) development project (Practices for IT service management (ITSM) that focuses on aligning IT services with the needs of business)</li> <li>• Document Management System (DMS)</li> <li>• Using International Standards in information security and safety (ISO27001)</li> <li>• Completing Disaster Recovery and Crisis Management by using Virtual Module Networks</li> <li>• Information Bank and Business Intelligence System/ Phase III</li> <li>• Upgrading the intranet</li> <li>• Constructing new buildings for Anti-smuggling and Escort Directorates in the Zarqa region</li> <li>• Developing and updating legislations</li> <li>• Upgrading computers and their accessories</li> <li>• Computerization of new systems and programs</li> <li>• Undertaking a study of improving the staff living conditions.</li> </ul>
	Average of performance evaluation of staff	Human Resources Directorate	92.6%	92.7%	92.8%	92.9%	
	Percentage of satisfaction of Department's staff	Strategies and Institutional Development Directorate	71.5%	72.9%	74.4%	75.9%	
	Percentage of increase in applicable and innovative ideas submitted by the staff (Percentage of applicable innovative ideas)	Total Quality Management Directorate	1% 80%	2% 82%	2% 84%	2% 86%	
	Percentage of coverage of training needs	Customs Training Center	79%	85%	90%	90%	
	Percentage of staff participation in committees and working groups	Human Resources Directorate	8.6%	8.8%	9%	9.2%	
	Percentage of staff compliance with public job code of ethics	Human Resources Directorate	99.7%	100%	100%	100%	
	Percentage of decrease in the number of staff's complaints	Human Resources Directorate Total Quality Management Directorate	2%	3%	3%	3%	
	Percentage of increase in the use of modern technologies	Communications and Electronic Control Directorate	(50)% 15	(100)% 30	(17)% 35	(14)% 40	
	Number of improved procedures						
	As a result of computerization	Information Technology Directorate	4	5	5	5	
	As a result of internal and external audit	Total Quality Management Directorate	44	100	125	150	

(\*): Responsible Party for Implementing Performance Indicators.

### The links between Programs and Strategic Goals

Strategic Goal	Program	Performance Indicators	Responsible Party	Reference Value 2013	Target		
					2014	2015	2016
Increase the effectiveness of Anti-smuggling operations and curtailing illicit trade activities	Anti-Smuggling	Percentage of collected smuggling cases out of the total registered smuggling cases	Customs Cases Directorate	89%	84%	80%	80%
Increase seizures of hazardous materials and environmentally harmful goods		Percentage of collected customs offences out of the total number of registered customs offences	Customs Cases Directorate	99%	98%	98%	98%
Reduce time release of goods	Management and Supporting Services	Percentage of improvement at Jordan's rank in the cross border trade facilitation criterion	Projects' Managers	(56) Rank	+1	+1	+1
		Percentage of new and modernized buildings	Buildings & Maintenance Directorate	40%	60%	60%	60%
Increase the effectiveness of human resources and work procedures	Management and Supporting Services	Percentage of decrease in the errors committed by employees	Control & Inspection Directorate	0.02%	0.01%	0.01%	0.01%
Increase the satisfaction of the department's partners and stakeholders		Number of New Services:					
		Number of inquiry services via the Department's website	IT Directorate	0	2	2	2
		Number of services delivered to partners (Connectivity with private sector + public sector)	IT Directorate	2	2	2	2
		Number of "connectivity" services with banks	IT Directorate	5	2	2	2
Increase customs revenues	Revenue Collection Efficiency and Serving the local Community	Percentage of customs revenues contribution in the public budget of the state	Financial Affairs Directorate	27%	28%	28%	28%
Increasing the local community initiatives		Number of beneficiaries of Corporate social responsibility initiatives	Public Relations, Media and International Cooperation	577	640	650	655

## Projects and Activities and Strategic Goals

Projects and Activities	Performance Indicators	Responsible Party Directorate/ Customs house	Targets		
			2014	2015	2016
Application of Electronic Control System	Number of new E-gates	IT Directorate	2	1	1
	The time it takes for containers to exit the gate (by minutes)		12	10	8
Cameras and television surveillance system	Percentage of development of a central surveillance room	Communications and Electronic Control Directorate	30%	50%	20%
	Number of customs houses at which security camera system has been set up		4	4	4
	Number of customs houses at which new television surveillance system will be installed		0	1	0
Developing Anti-Smuggling techniques	Number of new Anti-Smuggling cars	Administrative Affairs Directorate	4	10	10
	Number of field tours	Anti-Smuggling Directorate	2480	2580	2690
	Percentage of successful field tours		64%	69%	74%
	Number of completed customs cases		1520	1580	1660
The Export Control and Related Border Security (EXBS) Program	Number of in-kind grants supplied to Anti-Smuggling Directorate & Telecommunications and Electronic Control Directorate	Public Relations, Media and International Cooperation	2	1	1
	Number of training courses provided by such program		5	4	4
	Number of trainees in the field of Export Control and Border Security		40	40	40
Providing Customs houses with X-Ray devices	Number of new X-Ray devices operating in the customs houses	Communications and Electronic Control Directorate	3	1	0
	Percentage of safe containers after examination operation		99%	99%	99%

Projects and Activities	Performance Indicators	Responsible Party Directorate/ Customs house	Targets		
			2014	2015	2016
E-tracking and management system of Transit trucks	Number of containers that have been electronically tracked	Communications and Electronic Control Directorate	150	160	170
	Number of new customs houses that shall be using such system		1 Amoun customs house	1 Al-Raqeem customs house	0
	The value of revenues collected through the system's services (by millions)		3	3.2	3.4
	Number of upgrades on this system		0	1	0
	Percentage of containers electronically tracked and disciplined during their trip across the Kingdom		90%	94%	97%
Providing radiation detection equipment	Number of devices that have been supplied to customs houses	Communications and Electronic Control Directorate	4	0	0
	Number of CT - 30 Contraband Team Detection Kit		3	0	0
Connectivity with Customs administrations of neighbouring countries	Number of countries connected with Customs	IT Directorate	1	1	1
	Number of electronic -data exchanged between the two parties		60000	70000	80000
Standardizing of valuation process and upgarding value database	Number of guide studies in the field of goods	Value Affairs Directorate	160	160	160
	Number of analysis studies in the field of goods		16	16	16
	Number of data records entered into value system				
	- Vehicles	Value Affairs Directorate	600	600	600
	- Goods		3600	3800	4000
	Number of transactions transferred from customs houses as a result of disputes				
	- Value	Value Affairs Directorate	640	640	640
	- Drawback and deposits		400	400	400
- Customs cases	Customs cases Directorate	725	725	725	

Projects and Activities	Performance Indicators	Responsible Party Directorate/ Customs house	Targets		
			2014	2015	2016
The fight against infringements of IPR and money-laundering	Number of seizures of IPR infringements	Tariff & Agreements Directorate	375	350	325
	Percentage of decrease in the seizures of infringements of the most popular brands		25%	20%	15%
	Number of cases referred to the public prosecutor associated with money-laundering	Customs Intelligence Directorate	30	25	20
Promoting the efficiency of goods' classification processes	Percentage of goods' classification decisions in support of customs houses' decisions	Tariff & Agreements Directorate	60%	65%	70%
	Percentage of accuracy in classification of goods under dispute		90%	92%	95%
Single Window Project	Number of customs houses in which single window is being implemented	Single Window committee	5	-	-
	Number of Departments and Institutions that shall be involved in Single Window		2	-	-
	Number of trainees from other Departments' employees	Customs training center	50	50	50
Electronic Inspection Project	Percentage of paper customs declarations that have been inspected	IT Directorate	95%	85%	75%
	Number of customs houses in which such system is being implemented		1	1	2
Comparing the number of the necessary documents for completing customs clearance procedures with international trade indicators	The existence of a study showing the number of the necessary business documents for clearance process compared with international standards	Total Quality Management Directorate Committee	Existing Study	-	-
Development of infrastructure for target customs houses	Number of customs houses which its infrastructure has been developed again	Buildings & Maintenance Directorate	2 (Al-Omari and Aqaba)	1 Liners/ Aqaba	1 King Hussein Bridge
Organizing the work and capabilities of clearance companies	Number of trainees from customs brokers	Customs Training Center	300	300	300
	Percentage of companies that have been suspended from work because of their behaviors	Transit and Clearance Directorate	2%	1.5%	1%
	Percentage of companies committing themselves to renewing their licenses annually		33%	50%	55%

Projects and Activities	Performance Indicators	Responsible Party Directorate/ Customs house	Targets		
			2014	2015	2016
Using pre-clearance standards	Number of customs houses in which pre-clearance standards are being implemented	Risk Management Directorate	1 Aqaba	1 Clearance/Airport	-
Developing Selectivity System	Percentage of Green lane declarations	Risk Management Directorate	33%	34%	35%
	Percentage of Red lane declarations		35%	34%	33%
	Positive control on Green lane		98%	98%	98%
	Positive control on Red lane		25%	26%	27%
Developing and expansion of Golden list program	Number of new companies joining the golden list program	Risk Management Directorate	5	5	5
	Percentage of increase in the number of companies as a result of developments made to such program		40%	40%	60%
Delegation of authority for customs houses	Number of authorizations that have been delegated to customs houses	Customs houses' Development Committee	4	5	6
	Number of customs houses that have been delegated clearance of goods		5	7	9
	Number of customs houses that have been delegated to grant approvals for manufacturing equations	Temporary Admission Directorate	2	0	0
Establishment of customer service offices at customs houses	Number of customs houses at which customer service offices have been established	Total Quality Management Directorate	3 Amman, Clearance/Airport, Zarqa Free Zone	2	2
	Number of visits for the employees available at customer service offices to disseminate the culture of the service		3	2	2
	Number of documents pertaining to delivery of services available at customer service offices at each customs house		2 Services guide book Brochures	-	-
Customer Service System/ phase III	Number of Directorates/ Customs houses at which electronic internal memos system is being applied	IT Directorate	All Directorates of Customs Department 21 Directorate	10	10
	Number of transactions electronically transferred from customs houses to the Department		3000	4800	6000
	Number of Directorates/ Customs houses at which customer service system has been used		3	3	3

Projects and Activities	Performance Indicators	Responsible Party Directorate/ Customs house	Targets		
			2014	2015	2016
Electronic connections with the public and private sectors	Number of departments and institutions that have been connected with Customs	IT Directorate	2	2	2
	Number of private sector institutions that have been connected with Customs		2	2	2
Developing communications with stakeholders and partners	Number of news and activities promoted in the media	Public Relations, Media and International Cooperation	130	140	150
	Number of stakeholders and partners who receive newsletters		86890	86890	86890
	Number of answered electronic messages		2600	2650	2700
	Number of signed customs administrative cooperation agreements		1	1	1
Upgrading the department's website on the internet	Percentage of achievement of upgrading the department's website	IT Directorate	75%	25%	-
	Number of electronic services rendered to customers		2	2	2
	Providing electronic map		1	-	-
	Providing messages via the website		1	-	-
	Percentage of increase in the messages electronically sent to customers		-	10%	10%
Customs Integrated Tariff System (CITS) development project	Percentage of achievement of creating Customs Integrated Tariff System (CITS) on the Department's website	IT Directorate	50%	50%	0
	Number of times for using integrated tariff system through access to the system (by the staff)		0	50000	500000
	Number of times for entering the system via the Internet (by stakeholders)		0	200	1000
Customs integrated tariff system on mobile phones (mobile cits)	Percentage of achievement of creating such system on mobile phones	IT Directorate	100%	-	-
	Percentage of subscribers involved in application of this system on mobile phones		0%	5%	5%

Projects and Activities	Performance Indicators	Responsible Party Directorate/ Customs house	Targets		
			2014	2015	2016
Development of customs houses	Percentage of decrease in transactions transferred from customs houses to the department pertaining to Customs Value	All Customs houses	5%-	6%-	7%-
	Percentage of Value Directorate's approval of the customs house's opinion	All Customs houses+ Value Directorate	Not less than 90%	Not less than 90%	Not less than 90%
	Percentage of decrease in transactions transferred to the department pertaining to the tariff heading	All Customs houses	5%-	6%-	7%-
	Percentage of Tariff & Agreements Directorate's approval of the customs house's opinion	All Customs houses+ Tariff & Agreements Directorate	Not less than 90%	Not less than 90%	Not less than 90%
	Percentage of detected smuggling cases	All Customs houses	2%	2%	2%
Expansion of telecommunications network (tetra)	Number of new devices supplied to Customs Escort Directorate and Anti-Smuggling Directorate	Communications and Electronic Control Directorate	19 Portable devices 11 devices One car	0	0
Re-engineering of customs houses' procedures	Number of customs houses which their procedures shall be reengineered	Total Quality Management Directorate	1	1	1
	Percentage of procedures that shall be re-engineered		100%	100%	100%
Security and Protectionism Agreement	Average of compliance with coverage of workplaces	Human Resources Directorate	80%	80%	80%
Raising technical and administrative capabilities of the staff	Number of trainees in all fields	Customs Training Center	1380	1380	1380
Upgrading the main Servers and backups Systems	Percentage of achievement of modernization processes for systems	IT Directorate	70%	20%	10%
	Percentage of increase in backups speed		10%	10%	-
Document Management System (DMS)	Number of customs houses which their Archives Divisions have been transferred to Amman customs house	IT Directorate + customs houses	5	5	2
	Number of documents centrally archived in the Directorates		300000	375000	400000
	Number of customs declarations archived in the customs houses		3.5 Millions	3.75 Millions	4 Millions

Projects and Activities	Performance Indicators	Responsible Party Directorate/ Customs house	Targets		
			2014	2015	2016
Information Technology Infrastructure Library (ITIL) Project (practices for IT service management (ITSM) that focuses on aligning IT services with the needs of business)/ (Help Desk Software and Customer Service Software)	Percentage of achievement of project	IT Directorate	75%	25%	-
	Number of errors through HELP DESK		8000	20000	25000
	Number of documented services according to ITIL standards		65	80	100
Using International Standards in information security and safety (ISO27001)	Percentage of achievement of project	IT Directorate	50%	25%	25%
	Number of documented security procedures according to International Standards in information security and safety (ISO27001)		50	30	30
	Percentage of increase in the information security		50%	75%	100%
	Number of intrusions classified within medium-risk criteria		2700	1500	500
	Number of intrusions classified within high-risk criteria		500	300	250
Complete Disaster Recovery and Crisis Management system by using Virtual Module Networks	Percentage of achievement of Virtual Module Networks	IT Directorate	70%	30%	-
	Number of main Servers connected with Virtual Module Networks		10	15	20
	Number of devices that have been provided as a result of application of this system		10	20	30
Information Bank and Business Intelligence System/Phase III	Number of new databases	IT Directorate	1	1	1
	Number of Directorates/ government parties using this system		1	1	1
Upgrading customs intranet (customs encyclopedia)	Percentage of achievement of customs encyclopedia's upgrade	IT Directorate	80%	20%	-
	Percentage of satisfaction of the Department's staff about the new intranet with its new design		75%	80%	85%
Constructing new buildings for Anti-smuggling Directorate and Escort Directorate in the Zarqa area	Percentage of achievement as to construct such new buildings	Buildings & Maintenance Directorate	10%	70%	20%
Developing and updating legislations	Number of instructions issued as a result of updating the Customs Law	Legal Affairs	3	7	7
	Percentage of satisfaction of the Department's stakeholders about Customs Law amendments		-	-	80%

Projects and Activities	Performance Indicators	Responsible Party Directorate/ Customs house	Targets		
			2014	2015	2016
Upgrading computers and their accessories	Number of replaced computers	IT Directorate	75	75	75
	Number of new computers		75	75	75
Computerization of new systems and programs	Number of new computerized systems	IT Directorate	8	4	2
	Number of customs houses at which new systems have been used				
	- Building and Maintenance system		1	-	-
	- Intellectual Property system		1	-	-
	- Exemptions System		5 Customs houses + Exemptions	-	-
	- Temporary Admission system		8 Customs house + Temporary Admission	-	-
	- Electronic Payment system		2	10	10
	- Advance Clearance system		1 (Aqaba)	-	-
	- Import licenses system		2	2	-
	Number of partners involved in using such new systems		3 Ministry of Industry and Trade, ACT, Central Bank of Jordan	2	2
	Restructuring of directorates and customs houses		Number of administrative units which their organizational status has been studied	Strategies and Institutional Development Directorate	15
Number of administrative units which underwent restructuring		10	6		8
Improving the staff living conditions	Number of new housing loans payments	Financial Affairs Directorate	3	3	3
	Number of amended instructions such as (Savings Fund, lending and hospitality Apartments)		1	2	0
Rationalization and adjustment of expenditure	The value of savings in expenditures (by thousand)	Financial Affairs Directorate	500	400	350
	The ratio of savings in energy consumption (by kilowatt)	Buildings & Maintenance Directorate	2%	2%	2%
	The ratio of savings in water consumption by cubic meters	Buildings & Maintenance Directorate	2%	2%	2%
	The ratio of savings in fuel consumption by liters	Administrative Affairs Directorate	2%	5%	5%
	The ratio of savings resulting from maintenance of furniture (by thousands)		60	55	50

Projects and Activities	Performance Indicators	Responsible Party Directorate/ Customs house	Targets		
			2014	2015	2016
Studying the aspects of granting exemptions and their respective controls	The document pertaining to aspects of granting exemptions	Exemptions Committee	Existing Study	-	-
	Number of decisions issued as a result of conducting such a study			2	-
Electronic Payment Project	Percentage of achievement of electronic payment project	IT Directorate	100%	-	-
	Percentage of customs declarations electronically paid		5%	15%	40%
Development and computerization of financial systems-Phase II	Number of computerized financial systems	IT Directorate	5	5	2
Developing methods and mechanisms for collection of customs fines	Percentage of settled smuggling cases or cases referred to the court (Previous years)	Cases Directorate	Not less than 80%	80%	80%
	Percentage of settled customs offences or cases followed by issuance of peremptory decisions (previous years)		Not less than 75%	75%	75%
	The value of amounts collected as a result of following up implementation decisions		6.25%	6.25%	6.25%
Improving Customs intelligence operations and post-audits	The value of claims on customs declarations that underwent post-audit	Control & Inspection Directorate	35	32	28
	Percentage of customs declarations that underwent post-audit		70%	73%	76%
	The value of amounts of money collected as a result of following-up claims on post-audits (by millions)	Financial Affairs Directorate	12	11	12
	Percentage of errors detected through post-audits: - - Tariff heading - - Value - - Agreements - - Documents	Control & Inspection Directorate			
			5%	4%	3%
			3%	2%	2%
			2%	1%	1%
			6%	5%	4%

Projects and Activities	Performance Indicators	Responsible Party Directorate/ Customs house	Targets		
			2014	2015	2016
	Number of companies that underwent seizures	Risk Management Directorate	100	120	140
	Percentage of violating companies, which their documents have been audited, out of the total number of seized companies		40%	42%	44%
	Percentage of companies that have undergone post-audits out of the total number of companies included in the golden list program		70%	70%	70%
	Percentage of successful intelligence reports	Customs Intelligence Directorate	70%	75%	80%
	Number of seizures that have been executed		120	170	200
Following-up on records of open Customs declarations	Percentage of violating companies which their records have been verified- Temporary Admission Projects	Temporary Admission Directorate	20%	20%	20%
	Percentage of projects which their assets have been detected	Exemptions Directorate	5%	5%	5%
	Percentage of customs declarations (exemption declarations) that have been audited		2%	3%	4%
Solar Cells system	Number of solar cell power stations	Buildings & Maintenance Directorate	3 Wadi Araba, Wadi Al-Youtem, Anti-Smuggling Directorate	2	2
Corporate social responsibility plan	Percentage of achievement of corporate social responsibility plan	Public Relations, Media and International Cooperation	84%	86%	88%
	Percentage of expenditure on this plan		92%	94%	96%
	Number of events implemented for the local community		17	18	19
	The value of good parcels' initiative		3000	3000	3000
	Number of new initiatives that pertain to the local community		8	9	10

## **Appendixes:**

**A. Risk Management Strategy**

**B. Matrix of Customs Department's Partners**

**C. List of Abbreviations**

**A. Risk Management Strategy  
For  
Strategic Plan of Jordan Customs Department (2014-2016)**

**Risk Management Strategy** aims at alleviating the negative effects of the potential risks, and taking appropriate decisions accordingly, at the various levels, in order to ensure achievement of strategic goals of Customs Department.

**Vision and Mission Statements:**

Vision Statement: **“To identify risks and mitigate their effects as much as possible”**

Mission Statement: **“Predicting risks by using scientific methods and developing preventive and remedial plans to mitigate their effects”**

**The Methodology of identifying key risks:**

**The methodology’s objective:**

Such methodology aims at identifying, classifying and analyzing risks according to their impact and probability of occurrence so as to ensure taking appropriate decisions that would convert such risks to opportunities or to mitigate their impact, if they occur.

**The methodology’s procedures:**

1. Review the risk assessment report in the previous *Strategic Plan*.
2. Conduct a survey of working environment (SWOT Analysis).
3. The relevant Directorates shall be addressed to identify the potential risks that prevent achievement of strategic goals.
4. Compile some responses pertaining to risks so as to study them.
5. Prepare a “risks matrix” that includes the two key factors with regard to probability of occurrence and the impact of each risk.
6. Identify the value of risk and priorities.
7. Identify preventive and remedial plans for addressing such risks.
8. Adopt risk management strategy and to make it part of the strategic plan.

**Table (1) The probability of risk’s occurrence**

Level	Weight	Probability	Description
Very High	5	80% and above	There’s a very high probability that it will occur
High	4	60%-79%	There’s a high probability that it will occur
Medium	3	40% -59%	There’s a medium probability that it will occur
Low	2	10%-39%	There’s a low probability that it will occur
Rare	1	Less than 10%	There’s a rare probability that it will occur

**Table (2) The impact of risk**

Level	Weight	Impact	Description
Very High	5	80% and above	It threatens the effectiveness of work that is linked up with national and strategic goals and which requires the intervention of the top management.
High	4	60%-79%	It affects the strategic goals of the department and causes major problems for stakeholders and customers. It requires the top management's intervention.
Medium	3	40%-59%	It affects the operational objectives and the department's knowledge assets, and it might require the top management's intervention.
Low	2	10%-39%	It threatens the effectiveness of some aspects of work and people in the department. However, it can be dealt with at the internal level.
May be ignored	1	Less than 10%	The effects of such risk shall be addressed through routine works.

**Table (3) Identifying the values of risk**

Risk Value Level	Values of risk													
	1	2	3	4	5	6	8	9	10	12	15	16	20	25
	VL	VL	VL	L	L	L	M	M	M	H	H	VH	VH	S

**Table (3-1) Identifying the values of risks (by numbers)**

Probability		Extent of impact				
		5	4	3	2	1
		very High	High	Medium	Low	May be ignored
Very High	5	25	20	15	10	5
High	4	20	16	12	8	4
Medium	3	15	12	9	6	3
Low	2	10	8	6	4	2
Rare	1	5	4	3	2	1

**Table (3-2) Identifying the values of risks (by symbols)**

Probability		Extent of impact				
		5	4	3	2	1
		Very High	High	Medium	Low	May be ignored
Very High	5	S	VH	H	M	L
High	4	VH	VH	H	M	L
Medium	3	H	H	M	L	VL
Low	2	M	M	L	L	VL
Rare	1	L	L	VL	VL	VL

**Table (4) Description of the values of risk**

Risk Level	Description
S	Maximum risks that might end any activity, therefore they must be intensively monitored. Therefore, appropriate procedures should be taken, and periodic reports about work's progress should be prepared.
VH	Very high risks that require immediate procedures and control.
H	High risks that require the top management's involvement and taking appropriate procedures accordingly.
M	Moderate risks that require taking procedures for addressing such risks .
L	Low risks that may be managed through routine procedures.
VL	Very low risks that only require continued surveillance.

**Table (5) Priorities of risks**

The extent of impact / Probability	5	4	3	2	1
5	S	VH	H	M	L
4	VH	VH	H	M	L
3	H	H	M	L	VL
2	M	M	L	L	VL
1	L	L	VL	VL	VL

**Table (6) Description of priorities of risks**

Color	Description
Dark Red	Very high priority to address the risk
Orange	High priority to address the risk
Yellow	Moderate priority to address the risk
Green	Low priority to address the risk

### **Risk assessment for the Strategic Plan 2011- 2013**

Projects and activities pertaining to the Strategic Plan for the years 2011-2013 were faced by the following key risks:

- Delays in implementation by Customs administrations of the neighboring countries.
- Lack of the necessary funding from donors to meet the requirements of such projects.
- Lack of cooperation of other government departments involved with the customs work.
- Breaches of terms of implementation of tenders by companies.

#### **As a result of above risks:**

- The number of canceled projects is (2) ones, and they are (Exchange of Information Center and Customs Forest).
- The number of projects transferred to the new plan 2014-2016 amounts to (8) projects, namely:
  - Connectivity with Customs administrations of neighboring countries
  - Development of Amman Customs house
  - Application of Customer Service System at Customs houses
  - Single Window Project
  - Surveillance and management system of communications networks
  - Electronic payment via the internet
  - Development of Customs Department's website
  - Development of Customs knowledge Map

### **Key Risks of the Strategic Plan 2014-2016**

Based on *Risk Assessment Results* of the Strategic Plan 2011-2013, the outcomes of SWOT Analysis and the managers' observations resulting from customs work experiences, risks that might prevent achievement of the following strategic goals for 2014-2016, have been recently identified:

1. Increase Customs revenues
  2. Increase the satisfaction of the Department's partners and stakeholders
  3. Increase the local community initiatives
  4. Increase the effectiveness of Anti-smuggling operations and curtail illicit trade activities
  5. Increase seizures of hazardous materials and environmentally harmful goods
  6. Reduce time release of goods
1. Increase the effectiveness of human resources and work procedures

*The following risk matrix describes each risk and probability of its occurrence and the extent of its impact on the department's strategic goals as well as value of risk:*

Strategic goals	No.	Risk	Performance Indicators	Impact of Risk on the strategic goal	Without taking any controls		Procedures taken over the previous years 2011-2013	In light of carrying out previous procedures		
					Probability of Risk	Impact of Risk		Probability of Risk	Impact of Risk	Risk Level
Increase the effectiveness of Anti-smuggling operations and curtail illicit trade activities	1	Diversity and development of smuggling trends and commercial fraud	Number of seizures by using new methods	<ul style="list-style-type: none"> <li>Increased volume of smuggling</li> <li>Existence of counterfeit goods or prohibited or dangerous goods in the local market</li> <li>Weaken the competitiveness of the national industry</li> </ul>	5	4	<ul style="list-style-type: none"> <li>Exchange of information regarding methods of smuggling and commercial fraud among customs houses on the one hand, and between the Department and customs administrations of the countries in the region on the other hand.(RILO Office )</li> <li>The use of X-Ray inspection machines at certain customs houses.</li> <li>Train customs staff on methods of combating smuggling, and counterfeit goods and intelligence...</li> </ul>	5	2	M
	2	Reliance on the necessary support and financial grants from foreign parties to finance Anti-smuggling projects	Percentage of deferred projects to financed Projects	<ul style="list-style-type: none"> <li>Weaken the ability to shorten the necessary time for goods inspection and increase waiting time (for containers) in the Customs yards</li> <li>Increased volume of smuggling</li> </ul>	3	3	<ul style="list-style-type: none"> <li>Implement projects in accordance with top priority.</li> <li>Implement some of the projects at the expense of the General Budget Department and/or the Department's internal budget.</li> <li>Donors shall be addressed to finance such projects.</li> </ul>	3	2	L
	3	There has been a delay in implementation of tenders by other parties	Percentage of delayed tenders to the total tenders	There has been a delay in achievement of the objective of the project	4	4	<ul style="list-style-type: none"> <li>Coordination and following-up with General Supplies Department.</li> <li>Being early for inviting tenders and requesting work requirements.</li> </ul>	4	2	M
	4	Malfunction of the internet lines and communications networks	Malfunction of connections with any Customs house	Increased volume of smuggling	4	4	<ul style="list-style-type: none"> <li>Provide alternative computer network.</li> <li>Sign service-level agreement (SLA) with the supplier.</li> </ul>	2	2	L
	5	There has been a delay in getting approvals of regional partners	Number of delayed Projects	Weaken the ability to predict the potential risks as a result of lack of advance E-information from adjacent side of the border	3	3	<ul style="list-style-type: none"> <li>Coordination with partners through setting up competent committees in order to follow up connectivity.</li> <li>Provide neighboring countries with technical assistance.</li> </ul>	3	3	M

Strategic goals	No.	Risk	Performance Indicators	Impact of Risk on the strategic goal	Without taking any controls		Procedures taken over the previous years 2011-2013	In light of carrying out previous procedures		
					Probability of Risk	Impact of Risk		Probability of Risk	Impact of Risk	Risk Level
	6	Rapid development of technology	Percentage of modern technologies used	Low ability to discover new methods of smuggling and commercial fraud	4	2	<ul style="list-style-type: none"> <li>The use of advanced surveillance and inspection equipment.</li> <li>Keep up with technological developments according to available potentials.</li> </ul>	3	2	L
	7	Weak integration between the Department and its local partners	Number of connected systems	Increased volume of smuggling	3	4	<ul style="list-style-type: none"> <li>Sign memorandums of understanding with partners.</li> <li>Allow employees of other Departments to directly use customs computerized system.</li> <li>Provide information on the Department's Website</li> </ul>	2	2	L
	8	Human cadres shortage	Rotation average	Increased volume of smuggling	5	4	<ul style="list-style-type: none"> <li>Public Security officers have been seconded for duty at the Customs Department.</li> <li>The use of modern technology in E-surveillance processes.</li> <li>Rehabilitating Customs staff</li> </ul>	4	3	H
Reduce time release of goods	1	There is a gap in the electronic-readiness between the Department and its local partners (Public and Private)	Number of the relevant Ministries and Departments connected with customs Department	Weak ability to reduce the required time.	4	3	<ul style="list-style-type: none"> <li>Hold meetings with Ministries and Departments of "Single Window" to reach joint solutions.</li> <li>Provide partners with electronic-systems and equipment.</li> </ul>	3	2	L
	2	There have been delays in implementation of tenders by other parties	Percentage of delayed tenders to the total number of tenders	Delayed tender is being reflected on the implementation of the project, and therefore not achieving the objective of such project	4	4	<ul style="list-style-type: none"> <li>Identify the expected date for conducting the tender through documenting it in the description card of the project, and notify such date to both of Administrative Affairs Directorate and Financial Affairs Directorate.</li> </ul>	3	3	M
	3	There has been a delay in the necessary support and financial grants from foreign parties to finance projects	Percentage of delayed projects to the number of projects financed by foreign parties.	Being weak at reducing the targeted time for completion of the customs transaction	4	3	<ul style="list-style-type: none"> <li>Provide reserve balance from the Department's internal budget for implementation of part of the important and top priority projects.</li> </ul>	3	2	L
	4	Human cadres shortage	<ul style="list-style-type: none"> <li>Determining staffing needs</li> <li>Average of rotation of positions</li> </ul>	<ul style="list-style-type: none"> <li>There has been a weakness in the performance of service delivery.</li> <li>There has been a decrease in the satisfaction of customers and stakeholders</li> </ul>	5	4	<ul style="list-style-type: none"> <li>Rehabilitating Customs Staff.</li> <li>Public Security officers have been seconded for duty at Customs Department.</li> <li>Implement "replacement and succession policy".</li> <li>Development and modernization of computerized systems.</li> </ul>	4	3	H

Strategic goals	No.	Risk	Performance Indicators	Impact of Risk on the strategic goal	Without taking any controls		Procedures taken over the previous years 2011-2013	In light of carrying out previous procedures		
					Probability of Risk	Impact of Risk		Probability of Risk	Impact of Risk	Risk Level
	5	Malfunction of internet lines and Communications networks	Connection disruptions with any customs house	• There has been a delay in organizing customs declarations by stakeholders	4	4	<ul style="list-style-type: none"> <li>• Provide an alternative network.</li> <li>• Arrange night shifts for IT Directorate &amp; Communications and Electronic Control Directorate.</li> <li>• Sign "Service Level Agreement" with the Supplier .</li> </ul>	2	2	L
	6	Change and amend government legislations pertaining to customs work	Percentage of amended legislations	Increase the effort to complete customs transaction	1	3	<ul style="list-style-type: none"> <li>• The concerned parties have been addressed to inform them about the impact of such decisions on the Department.</li> </ul>	1	3	VL
	7	The Department's work has been linked up with work of the various parties in delivery of services	"Completion time" average of other Departments compared to that of customs Department	Increase completion time of customs transaction	4	4	<ul style="list-style-type: none"> <li>• Expand "Single-Window Project".</li> <li>• Electronic connections with the other relevant Departments.</li> </ul>	3	2	L
	8	Rapid development of technology	Percentage of used modern technologies	Increase completion time of customs transaction	4	2	<ul style="list-style-type: none"> <li>• Application of some E-projects.</li> <li>• Rehabilitating the Staff of IT Directorate technically.</li> <li>• Rehabilitating the Department's staff so that they can deal with modern technology.</li> </ul>	3	2	L
Increase Customs revenues	1	Diversity and development of smuggling trends and commercial fraud	Number of seizures (cases)	Revenue losses on the Treasury	5	4	<ul style="list-style-type: none"> <li>• Train customs staff on methods of combating smuggling, counterfeit goods and intelligence...</li> <li>• Increase surveillance operations and post audits</li> <li>• Develop and modernize computerized system.</li> </ul>	5	2	M
	2	Human cadres shortage	<ul style="list-style-type: none"> <li>• Percentage of the Department's staffing needs</li> <li>• Staff rotation average</li> </ul>	Revenue losses on the Treasury as a result of inability to audit all customs transactions	5	4	Rehabilitating the Department's staff with specialized courses.	4	3	H

Strategic goals	No.	Risk	Performance Indicators	Impact of Risk on the strategic goal	Without taking any controls		Procedures taken over the previous years 2011-2013	In light of carrying out previous procedures		
					Probability of Risk	Impact of Risk		Probability of Risk	Impact of Risk	Risk Level
	3	Poor financing of capital projects by General Budget Department	Percentage of deferred projects compared to the projects that need financing	<ul style="list-style-type: none"> <li>Revenue losses on the Treasury</li> <li>Increase the required time for completion of customs transaction</li> </ul>	4	3	<ul style="list-style-type: none"> <li>Donors have been addressed to provide us with funding</li> <li>Arrange priorities of projects</li> </ul>	4	2	M
	4	Weak legislations that are deterrent for smugglers	Percentage of companies classified as "black list"	<ul style="list-style-type: none"> <li>Increase the number of Customs Offences</li> <li>Revenue losses on the Treasury</li> </ul>	4	4	<ul style="list-style-type: none"> <li>Make intensive efforts to combat smuggling.</li> <li>Reinforce patrols of Customs Escort and Anti-smuggling Directorates.</li> <li>Make recommendations to amend legislations.</li> </ul>	4	3	H
	5	Customs fines exemptions	The value of "exempt" amounts	Reduce expected revenues	4	4	Refer to decision-makers about the impact of exemptions on revenues.	4	4	VH
	6	Lengthy Litigation at the Courts	Percentage of customs cases pending at the courts	Failure to achieve the expected increase of revenues	3	3	<ul style="list-style-type: none"> <li>Provide sufficient evidence before referring the case to the courts.</li> <li>Provide the prosecution with qualified public prosecutors.</li> </ul>	3	2	L
Increase the effectiveness of human resources and work procedures	1	Implementation of projects has been linked up with third-parties	Number of delayed projects	Delay in the development and modernization of infrastructure	3	3	<ul style="list-style-type: none"> <li>Communicate and coordinate with such parties.</li> <li>Allocate funds for projects from the General Budget.</li> </ul>	3	2	L
	2	Human cadres shortage	<ul style="list-style-type: none"> <li>Determining staffing needs</li> <li>Staff rotation average</li> </ul>	<ul style="list-style-type: none"> <li>Decrease in the percentage of satisfaction of the department's stakeholders</li> <li>Decrease in the quality of performance of the service delivery</li> <li>Decrease in the satisfaction of the department's staff</li> </ul>	5	4	<ul style="list-style-type: none"> <li>Rehabilitating the Department's Staff.</li> <li>Implement replacement and succession policy.</li> <li>Public Security officers have been seconded for duty at Customs Department.</li> <li>Development and modernization of computerized systems</li> </ul>	4	3	H
	3	Foreign Customs Administrations' attraction for customs competencies	Percentage of increased attraction	Decrease in the quality of performance of service delivery	3	2	<ul style="list-style-type: none"> <li>Develop mechanisms for knowledge management.</li> <li>Implement "replacement and succession policy".</li> </ul>	3	2	L
Increase the satisfaction of the department's partners and stakeholders	1	Change and modify some government legislations pertaining to customs work	Percentage of amended legislations	Decrease in the percentage of satisfaction of the department's stakeholders	2	3	The relevant parties should be addressed for prior coordination with the Department so as to take the necessary procedures for good implementation.	2	3	L

Strategic goals	No.	Risk	Performance Indicators	Impact of Risk on the strategic goal	Without taking any controls		Procedures taken over the previous years 2011-2013	In light of carrying out previous procedures		
					Probability of Risk	Impact of Risk		Probability of Risk	Impact of Risk	Risk Level
	2	Weak knowledge and awareness of our stakeholders and customers	Percentage of incorrect complaints	Decrease in the percentage of satisfaction of the department's stakeholders	3	4	<ul style="list-style-type: none"> <li>Implement a series of meetings with the Department's stakeholders.</li> <li>Publish subjects and news on the department's website.</li> </ul>	3	3	M
	3	There is a gap in the electronic-readiness between the department and its local partners (Public and Private)	Percentage of Departments which are not connected with Customs Department	Decrease in the satisfaction of the department's stakeholders	4	3	<ul style="list-style-type: none"> <li>Sign a number of memorandums of understanding.</li> <li>Train employees of other departments.</li> <li>Provide some parties with technical assistance.</li> </ul>	3	2	L
	4	Poor finance by General Budget Department to raise readiness of infrastructure	Percentage of deviation (of amounts) from the required and granted amounts	Decrease in the percentage of satisfaction of the department's stakeholders	4	4	Communicate with General Budget Department in order to provide such funding.	4	4	VH
	5	Differences in harmonization between the Department's legislations and those of other Departments	Number of joint meetings for settlement of issues in dispute	Decrease in the satisfaction of the department's stakeholders	3	3	Hold joint meetings for settlement of issues in dispute.	3	3	M
	6	There have been delays in approving of amendments on laws and regulations, which have been proposed by the Department by legislators	Average time to approve of such legislations	Decrease in the satisfaction of the department's stakeholders	4	5	The concerned parties shall be addressed for the sake of approving of legislations	4	5	VH
Increase the local community initiatives	1	The government's austerity policy to rationalize and adjust expenditures	Number of canceled initiatives	Inability to implement initiatives	5	1	Concentrate on the initiatives which don't have any financial effects	5	1	L
Increase seizures of hazardous materials and environmentally harmful goods	1	Lack of funding appropriated by General Budget Department	Percentage of deferred or cancelled projects	Increased smuggling of hazardous materials and environmentally harmful goods	5	2	Obtain external grants for provision of modern inspection equipment	4	1	L
	2	Weak database that identifies hazardous goods	Number of applied reference databases	Increased burden on the Department's staff	4	4	<ul style="list-style-type: none"> <li>Laboratory analysis of the samples.</li> <li>Periodic meetings with the Ministry of Environment</li> </ul>	4	3	H
All Strategic Goals	1	Strikes and protests	Number of strikes	Work Disruption	1	4	Prepare Contingency Plan	1	2	VL
	2	Natural disasters			1	5		1	4	L
	3	Political situations (Wars)			3	4		3	3	M

## Executive plan to mitigate the effects of risks expected to occur through 2014-2016

No.	(VH) Risk	Procedures that shall be taken to reduce risks in 2014-2016	Responsible Party	2014				2015				2016					
				Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4		
1	Customs fines exemptions	-Undertake a study of aspects of granting exemptions and how to control them. -Refer to decision-makers about the impact of exemptions on revenues.	Customs Cases Directorate Exemptions Directorate			\	\	\									
2	Poor finance by General Budget Department to raise readiness of infrastructure	- Communicate with General Budget Department in order to provide such funding. - Communicate with Ministry of Public Works and Housing in order to carry out infrastructure maintenance at border centers through the Ministry's Budget	Financial Affairs Directorate Building and Maintenance Directorate	\	\	\	\										
3	There have been delays in approving of amendments of laws and regulations which have been proposed by the Department by legislators	The concerned parties shall be addressed for the sake of approving of legislations.	Legal Affairs Directorate			\	\										

No.	(H) Risk	Procedures that shall be taken to reduce risks in 2014-2016	Responsible Party	2014				2015				2016					
				Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4		
1	Human cadres shortage	<ul style="list-style-type: none"> <li>•Public Security officers shall be seconded for duty at Customs Department.</li> <li>•Implement replacement and succession policy.</li> <li>•Development and modernization of computerized systems.</li> <li>•The use of modern technology to assist at electronic surveillance operations.</li> <li>• Rehabilitating the Department's staff through specialized courses.</li> </ul>	Human Resources Directorate			\	\										
			Customs Training Center	\	\	\	\										
			Information Technology Directorate	\	\	\	\										



No.	(M) Risk	Procedures that shall be taken to reduce risks in 2014-2016	Responsible Party	2014				2015				2016								
				Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Quarter 1	Quarter 2	Quarter 3	Quarter 4					
2	There have been delays in implementation of tenders by other parties	<ul style="list-style-type: none"> <li>Coordinate and follow up with General Supplies Department</li> </ul>	Administrative Affairs Directorate	\	\	\	\													
		<ul style="list-style-type: none"> <li>Invite tenders and request work requirements early</li> </ul>	Buildings & Maintenance Directorate	\	\	\	\													
		<ul style="list-style-type: none"> <li>Identify the expected date for conducting the tender through documenting it in the description card of the project, and notify such date to both of Administrative Affairs Directorate and Financial Affairs Directorate</li> </ul>	Financial Affairs Directorate																	
			Projects' managers																	
3	There has been a delay in getting approvals of regional partners	<ul style="list-style-type: none"> <li>Coordination with partners through setting up competent committees in order to follow up connectivity Procedures.</li> </ul>	Information Technology Directorate			\	\													
		<ul style="list-style-type: none"> <li>Provide neighboring countries with technical assistance.</li> </ul>		\	\	\	\													
4	Weak financing of capital projects by General Budget Department	<ul style="list-style-type: none"> <li>Donors shall be addressed to obtain the necessary funding.</li> </ul>	Public Relations and Media Directorate			\	\													
		<ul style="list-style-type: none"> <li>Arrange to execute top priority projects.</li> </ul>	Financial Affairs Directorate			\	\													
		<ul style="list-style-type: none"> <li>Contacting the general Budget Department to obtain funding.</li> </ul>	Projects' Managers			\	\													
5	Weak knowledge and awareness of our stakeholders and customers	<ul style="list-style-type: none"> <li>Implement a series of meetings with the Department's stakeholders</li> </ul>	Public Relations and Media Directorate	\	\	\	\													
		<ul style="list-style-type: none"> <li>Publish subjects and news on the Department's website</li> </ul>		\	\	\	\													
		<ul style="list-style-type: none"> <li>Establish customer service offices at customs houses</li> </ul>	Information Technology Directorate			\	\													
		<ul style="list-style-type: none"> <li>Enhance communication with customers and partners</li> </ul>		\	\	\	\													
6	Differences in harmonization between the Department's legislations and those of other Departments	Hold joint meetings for settlement of issues in dispute	Legal Affairs Directorate			\	\													
7	Political situations (Wars)	Prepare a Contingency Plan	Contingency Plan Committee		\	\														

## **B. The Matrix of Customs Department's Partners for the year 2014**

### **Strategic Goals:**

1. Increase customs revenues
2. Increase the satisfaction of the Department's partners and stakeholders
3. Increase the local community initiatives
4. Increase the effectiveness of Anti-smuggling operations and curtail illicit trade activities
5. Increase seizures of hazardous materials and environmentally harmful goods
6. Reduce time release of goods
7. Increase the effectiveness of human resources and work procedures

No.	Partner s/ Party's Name	Objective of Partnership/ Type of Relationship	Methods of Coordination	Level of Partnership		Description of the Partner					Strategic goal
				Major partner	Supporter Partner	Partnership Framework			Sector		
						Local	Regional	International	Public	Private	
1	Prime Ministry	Cooperative	Meetings, Seminars, Visits	/		/			/		1,3,4,7
2	Ministry of Finance	Structural	Meetings, Seminars, Visits, Committees	/		/			/		7,4,1
3	Armed Forces General Command	Cooperative	Meetings, Seminars, Lectures		/	/			/		7
4	Ministry of Interior	Cooperative	Meetings, Seminars, Visits		/	/			/		7
5	Ministry of Planning and International Cooperation	Cooperative	Meetings, Seminars, Visits		/	/			/		4
6	Ministry of Industry and Trade	Cooperative	Meetings, visits, committees	/		/			/		1,5,7
7	Ministry of Public Works and Housing	Cooperative	Meetings, Visits, Committees		/	/			/		6,7
8	Ministry of Health	Integrative Cooperative	Meetings, Committees, Memoranda of understanding	/		/			/		1,2,3,4,5,6,7
9	Ministry of Information and Communications Technology	Integrative, Cooperative	Meetings, Seminars, Visits		/	/			/		2,7
10	Ministry of Agriculture	Integrative Cooperative	Meetings, Committees Memoranda of Understanding	/		/			/		1,2,4,5,6,7

No.	Partner s/ Party's Name	Objective of Partnership/ Type of Relationship	Methods of Coordination	Level of Partnership		Description of the Partner					Strategic goal
				Major partner	Supporter Partner	Partnership Framework			Sector		
						Local	Regional	International	Public	Private	
11	Ministry of Environment	Integrative Cooperative	Meetings, Lectures	/		/			/		1,2,4,5,6,7
12	Ministry of Public Sector Development	Cooperative	Meetings, Seminars, Visits, Committees		/	/			/		7
13	General Budget Department*	Cooperative, Structural	Meetings, Seminars, Visits, Committees	/		/			/		1,6,7
14	General Supplies Department*	Cooperative, Structural	Meetings, Visits, Committees	/		/			/		1,6,7
15	Income and Sales Tax Department	Integrative Cooperative, Structural	Meetings, Committees Electronic Connections	/		/			/		2,7
16	Department of Press and Publications	Cooperative	Lectures, Visits, Reports	/		/			/		1,2,4,5,6,7
17	Department of Public Statistics	Cooperative	Reports, Lectures		/	/			/		2,7
18	Government Tenders Department	Cooperative	Meetings, Visits		/	/			/		4,5,6,7
19	Civil Status and Passports Department	Cooperative	Electronic connection, Meetings		/	/			/		2
20	Department of Land and Survey	Cooperative, Structural	Meetings, Visits		/	/			/		1,7,2
21	Jordan Food and Drug Administration	Integrative, Cooperative	Meetings, Committees, Memoranda of Understanding	/		/			/		1,2,4,5,6,7
22	Jordan Institution for Standards and Metrology	Integrative, Cooperative	Meetings, Committees, Memoranda of Understanding	/		/			/		1,2,4,5,6,7
23	Jordan Industrial Estates Corporation* (JIEC)	Cooperative	Meetings, Seminars, Visits, Committees	/		/			/		2
24	Free Zones Corporation	Integrative, Cooperative	Meetings, Seminars, Visits, Committees	/		/			/		2

No.	Partner' s/ Party's Name	Objective of Partnership/ Type of Relationship	Methods of Coordination	Level of Partnership		Description of the Partner					Strategic goal
				Major partner	Supporter Partner	Partnership Framework			Sector		
						Local	Regional	International	Public	Private	
25	Aqaba Ports Corporation	Integrative, Cooperative	Meetings, Seminars, Visits, Committees	/		/			/		2,6
26	Jordan Investment Board	Integrative, Cooperative	Meetings, Seminars, Visits, Committees	/		/			/		1,2,5,7
27	Legislation and Opinion Bureau	Cooperative	Meetings, Visits, Lectures		/	/			/		2,7
28	Audit Bureau	Integrative, Cooperative	Meetings, Seminars, Visits, Committees	/		/			/		1,2,6,4,5,7
29	Civil Service Bureau	Cooperative	Meetings, Visits		/	/			/		2,7
30	Judicial Council	Cooperative	Meetings, Visits, Committees	/		/			/		2,7
31	Central bank of Jordan	Cooperative	Meetings, Visits		/	/			/		1,2,4,5,7
32	Commercial Banks	Cooperative	Electronic Connections, Electronic Correspondence		/	/				/	1,2,3,7
33	Telecommunications Regulatory Commission	Cooperative	Meetings, Visits		/	/			/		2,4,7
34	Jordanian Nuclear Energy Commission	Cooperative	Meetings, Seminars, Visits, Committees	/		/			/		2,4,7
35	Investment bodies at Industrial Estates*	Cooperative	Meetings, Seminars, Visits, Committees	/		/			/		2
36	Development and Free Zones Commission	Cooperative	Meetings, Visits, Lectures		/	/			/		2
37	Aqaba Special Economic Zone Authority (ASEZA)	Cooperative, Integrative	Meetings, Committees, Electronic Correspondence	/		/			/		2,6,7
38	Royal Jordanian	Cooperative	Meetings, Seminars, Visits, Committees	/		/			/		2

No.	Partner's/ Party's Name	Objective of Partnership/ Type of Relationship	Methods of Coordination	Level of Partnership		Description of the Partner					Strategic goal
				Major partner	Supporter Partner	Partnership Framework			Sector		
						Local	Regional	International	Public	Private	
39	Public Security/ Residence and Border Department	Cooperative, Integrative	Meetings, Seminars, Visits, Committees	/		/			/		24.7
40	Public Security/ Department of Drivers and Vehicles Licensing	Cooperative, Integrative	Meetings, Committees, Electronic Connections	/		/			/		2
41	Public Security/ Military Security	Cooperative, Integrative	Meetings, Committees Electronic Correspondence	/		/			/		1.2
42	Public Security / General Intelligence Department	Cooperative, Integrative	Meetings, Seminars, Visits, Committees	/		/			/		1.2
43	Public Security/ Drug Enforcement Administration	Cooperative, Integrative	Meetings, Committees Electronic Correspondence	/		/			/		24.5
44	Civil Defense Directorate	Cooperative	Meetings, Seminars, Visits		/	/			/		2
45	Greater Amman Municipality	Cooperative, Integrative	Committees, Meetings, Electronic Correspondence	/		/			/		2
46	Syndicate of Clearance Companies	Cooperative, Integrative	Meetings, Committees Electronic Correspondence	/		/				/	27.6
47	Jordan Federation for Insurance Companies	Cooperative, Integrative	Meetings, Committees Electronic Correspondence	/		/				/	2.7
48	Royal Scientific Society	Cooperative	Meetings, Seminars, Visits	/		/			/		124.57
49	Shipping Agents Association	Cooperative	Meetings, Seminars, Visits,	/		/				/	2

No.	Partner s/ Party's Name	Objective of Partnership/ Type of Relationship	Methods of Coordination	Level of Partnership		Description of the Partner					Strategic goal
				Major partner	Supporter Partner	Partnership Framework			Sector		
						Local	Regional	International	Public	Private	
50	Customs Courts (Court of First Instance and Court of appeal)	Cooperative, Integrative	Meetings, Committees Electronic Correspondence	/		/			/		1,2,6,7
51	Jordan Post	Cooperative	Meetings, Electronic Correspondence	/		/			/		2,7
52	Regional Office for Information Exchange in the Middle East	Cooperative	Meetings, Reports, Electronic Correspondence, Visits		/		/			/	1,2,4,7
53	WCO Regional Office	Cooperative	Meetings, Reports, Electronic Correspondence, Visits		/		/			/	2,7
54	World Customs Organization	Cooperative	Meetings, Reports, Electronic Correspondence, Visits		/			/		/	2,7
55	Customs Administrations of Neighboring Countries	Cooperative, Integrative	Meetings, Seminars, Visits, Committees, Electronic Correspondence, Memoranda of Understanding,	/			/			/	2,4
56	World Trade Organization	Cooperative	Meetings, Reports, Electronic Correspondence		/			/		/	2,7
57	Embassies of Foreign Countries	Cooperative	Meetings, Reports, Electronic Correspondence		/		/	/		/	2
58	Members of the Partnership Council	Cooperative, Integrative	Meetings, Committees, Electronic Correspondence	/		/				/	2,6
59	Donor Parties	Cooperative	Meetings, Committee, Electronic Correspondence		/			/			2,7

**Integrated Relationship:**

The existence of integrated relationship to achieve the Department's goals, programs, activities and projects, i.e. the delivery of any service (customs declaration) shall not be achieved, unless through this partner, such as (Health, Agriculture, Jordan Institution for Standards and Metrology...).

**Structural Relationship:**

The existence of a binding reference with such partner, for example: any law, system, agreement, and memorandum of understanding ...etc, such as: (Ministry of Finance, Income and Sales Tax Department, General Supplies Department....).

**Cooperative Relationship:**

The existence of a close cooperation to achieve the objectives, programs, activities and projects, and there is no binding reference for such cooperation, such as (Public Security/ Drug Enforcement Administration, Civil Defense Directorate and Department of Statistics ...).

### C. List of Abbreviations

<b>Abbreviations</b>	<b>Definitions</b>
<b>BSC</b>	Balanced Score Cards
<b>SMART</b>	Specific, Measurable, Attainable, Realistic and Timely
<b>PESTEL</b>	Political, Economical, Social, Technological, Environmental and Legal
<b>SWOT</b>	Strengths, Weaknesses, Opportunities and Threats
<b>CITS</b>	Comprehensive Integrated Tariff System
<b>Mobile CITS</b>	Mobile Comprehensive Integrated Tariff System
<b>X-Ray</b>	X-radiation is a form of electromagnetic radiation
<b>ITIL</b>	Information Technology Infrastructure Library
<b>DMS</b>	Documents Management System
<b>ISO27001</b>	International Standards in information security and safety (ISO27001)
<b>BI</b>	Business Intelligence
<b>IT</b>	Information Technology
<b>CT-30</b>	CT - 30 Contraband Team Detection Kit/Contraband detection equipment
<b>ACT</b>	Aqaba Container Terminal