



## JORDAN CUSTOMS

# Strategic Plan 2020-2022

Prepared by:

Strategic Plan Preparation Committee

Directorate of Strategies and Institutional Development



His Majesty King Abdullah II Bin Al-Hussein



His Royal Highness Crown Prince Hussein Bin Abdullah II

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## **FOREWORD**

Ensuring better lucidity of future vision through flawless systematic strategic planning has always been deemed the cornerstone of a corporate success, regardless of the size, activities and number of stakeholders thereof. As for Jordan Custom Department (JCD), such foundation may be of a greater significance in that the department adopts multi- dimensional objectives which would, in turn, have an economic, social, security and environmental impact.

Accordingly, the Department's objectives have been strategically destined towards achieving its mission of "improving the business environment, stimulating economic activities and investment, facilitating Customs clearance procedures, contributing to homeland security and the safety of citizens, besides elevating Jordan's position in all areas"; hence reflecting positively on achieving economic development, as well improving Jordan's ranking in international reports. Strategic Planning in JCD, therefore, remains a key approach because the objectives and the impacts thereof would be much broader than the parameters of the Department itself.



From this standpoint, JCD has been keen to ensure that its new Strategic Plan for the years 2020-2022, which commenced preparation since mid-2019, is based on the great responsibilities assigned thereto. Accordingly, JCD has prepared and finalized the new Strategic Plan relying on the following main pillars:

- The Strategic Plan shall be an integrated strategy (formulation, implementation, and follow-up) in a realistic and practical fashion.
- All stakeholders shall be actively engaged in the preparation thereof (senior management, JCD's personnel at all locations and levels, and other participants and partners).
- The Strategy plan shall focus on achieving the Department's mission to promote the national economy, create a balance between facilitation of legitimate cross-border trade and safety/ security requirements.
- The Strategy shall capitalize on international best standards to develop Customs work and build the institutional capabilities of Customs officers.

- The Strategy shall invest in the human resources, develop performance, manage knowledge, create an effective work environment, and promote internal and external communication.
- The Strategy shall be flexible, ambitious and able to manage the available resources.
- All shall be done with attendance to the core values and ethics associated with Customs work.

As I proudly present this integral work as a platform for the JCD's mission for the next three years, I wish to extend my sincere thanks and appreciation to all, at any level and location, who contributed to this great effort, specially, the staff of the Directorate of Strategies and Organizational Development.

*Maj. Gen.JC*  
*Dr. Abdul Majeed Al-Rahmanah*  
*Director General*



## PREFACE

Jordan Customs Department (JCD) has always been endeavoring to boost its role in maximizing growth and development impact, improve the quality of its services and raise the efficiency of its outputs in line with the objectives set forth at the strategic level. In light of this, and under the straight directives and patronage of H.E. the Director General of Jordan Customs Department, this new strategic plan for the years 2020-2022 arrives as a medium-term phase through which solid foundations towards formulating Long-term visions for the Department's future are laid down.

This new plan features numerous plain attributes which are based on objectivity and comprehensiveness, while taking into account the restrictions and dimensions of the current and future status of Customs work; as well as the needs and the requirements of all concerned parties. Accordingly, the plan has encompassed several initiatives built and formulated mainly through Support teams in JCD's Directorates and Customs centers, and the technical support provided by the Higher Committee for the preparation of the Department's Strategic plan. Technically, the preparation process has relied on the results of environmental analysis (SWOT) and the priorities for the improvement and development of all aspects of Customs work.

Having been driven by JCD's vision and mission, the Strategic Plan was inspired by focusing attention on the dimensions of continuous improvement, quality and excellence in performance, so that an integrated approach addressing the needs and requirements of the local environment to improve and develop performance in Customs work would be realized.

The strategic plan has thus been drafted utilizing the Balanced Scorecards Methodology and the four dimensions of performance thereof: Financial/Economic perspective, Customer/Society perspective, Business Process/Environment perspective, and Learning and Growth perspective. Consequently, such methodology has contributed significantly to formulating indicators to measure JCD's performance in a comprehensive manner that takes into account all the elements and variables affecting its current status and future progress. This will also contribute to the progressive and continuous monitoring of any deviations in the targeted performance, and the development of improvement plans in a thorough and timely manner. Under this methodology, the strategic plan has further relied on three comprehensive strategic approaches for all dimensions of Customs performance, hence begetting detailed strategic objectives that can be pursued via specific indicators to measure progress.

This plan, furthermore, constitute a pillar to disseminate the culture of strategic planning and the assembly of work groups at the level of organizational units at JCD. In this fashion, JCD functions as a common ground to ensure the participation of all members who are ultimately concerned with the process of implementation and achievement of the objectives. Chronologically, a flexible framework was delegated to help concerned staff formulate action plans in parallel with the aptitudes and human/material resources at hand.

Finally, as we hope that this strategic plan will meet the ambitions and aspirations of all concerned parties, we wish to extend our sincere thanks and appreciation to the Director General for his continued guidance and support, and for those who have contributed to the preparation of this plan, particularly, the remarkable team from the Directorate of Strategies and Institutional Development, and the genuine cooperation demonstrated by all members of the preparation committee.

*Col. JC*

*Mohamed F. Obeidat*

*Director*

*Directorate of Strategies and Institutional Development*



## Terms and definitions

**Strategic Plan:** defining the direction of Jordanian Customs Department: its vision, mission, short-term and long-term objectives, and the manner in which human resources are managed and capitalized to achieve these objectives.

**Strategic Objective:** the end result that the Department seeks to achieve over the time span of the strategic plan.

**Vision:** envisage what the Department aspires to reach. Vision serves as a compass to direct Customs work.

**Mission:** the overall orientations/approaches and main objectives that elucidate the raison d'être of the Department and the methodology it will employ to achieve its vision.

**Core Values:** a set of moral and professional principles that the Department is inclined to reflect on the employees' conduct, whether individually or collectively, to entrench the culture of institutional excellence.

**Performance Measurement Indicators:** Standard criteria and standard indicators that are developed to monitor and measure the level of achievement of all phases of work. These indicators serve as an early warning system to detect anomalies and deviations, so as to aid the top management take corrective measures in a timely manner to ensure the achievement of the laid objectives. An indicator shall be specific, measurable, achievable, comparable, and timely.

**Actual Value:** the most recent available value for a Performance Indicator.

**Target Value:** The value of a performance indicators intended for ascending or descending achievement during the implementation period of the plan.

## History and Development of Jordan Customs Department

The first Customs administration – that was then known as Directorate of General Excise and Statistics- was officially inaugurated in parallel to the establishment of Trans-Jordan Emirate in 1921. It was administratively related to the Council of Advisors, (currently, the Prime Ministry). The Department is now headed by a Director General who reports directly to the Minister of Finance.

The first law regulating Customs work was enacted in 1926. It was called Customs and Excise Law, and was amended for the first time in 1936. In 1962, law No. (1) was issued and remained in force until the issuance of customs Provisional Law No (20) and its amendments for 1998.

As for Customs Tariff systems, the first tariff system which comprised exchanged goods lists and levied duty rates was issued in 1936, and was later amended several times during 1957, 1962. The last of which was the WCO's Harmonized System which the Department commenced applying in 1994.

The Department's tasks and responsibilities have broadened to encompass active contribution to national economy support, investment promotion, trade facilitation, combating smuggling and protecting the local community and environment from hazardous materials, as well as controlling cross-border movements of passengers, goods and transportations passing through the kingdom. Therefore, the department has been adopting up-to-date technologies to further enhance and serve Customs work, and realize the concept of e-government. As a result of applying such approach, JC has now secured its position among the best worldwide Customs administrations that provide all stakeholders with high-quality services.

The Department is currently operating under the *Administrative Organization Statute No. (27) for the year 2011*, whereas Article No. (3) thereof states that JC Department aims to provide distinguished Customs services that fulfill the requirements of economic development and attend to the rapid developments on local and international levels through achieving the following objective:

1. Contribute to boosting the efficiency of the national economy, promote investment, and boost the competitiveness capacity of the national industry.

2. Facilitate the movement of passengers and trade exchange between the kingdom and other countries.
3. Mitigate illicit trade activities.
4. Supply the Treasury with revenues.

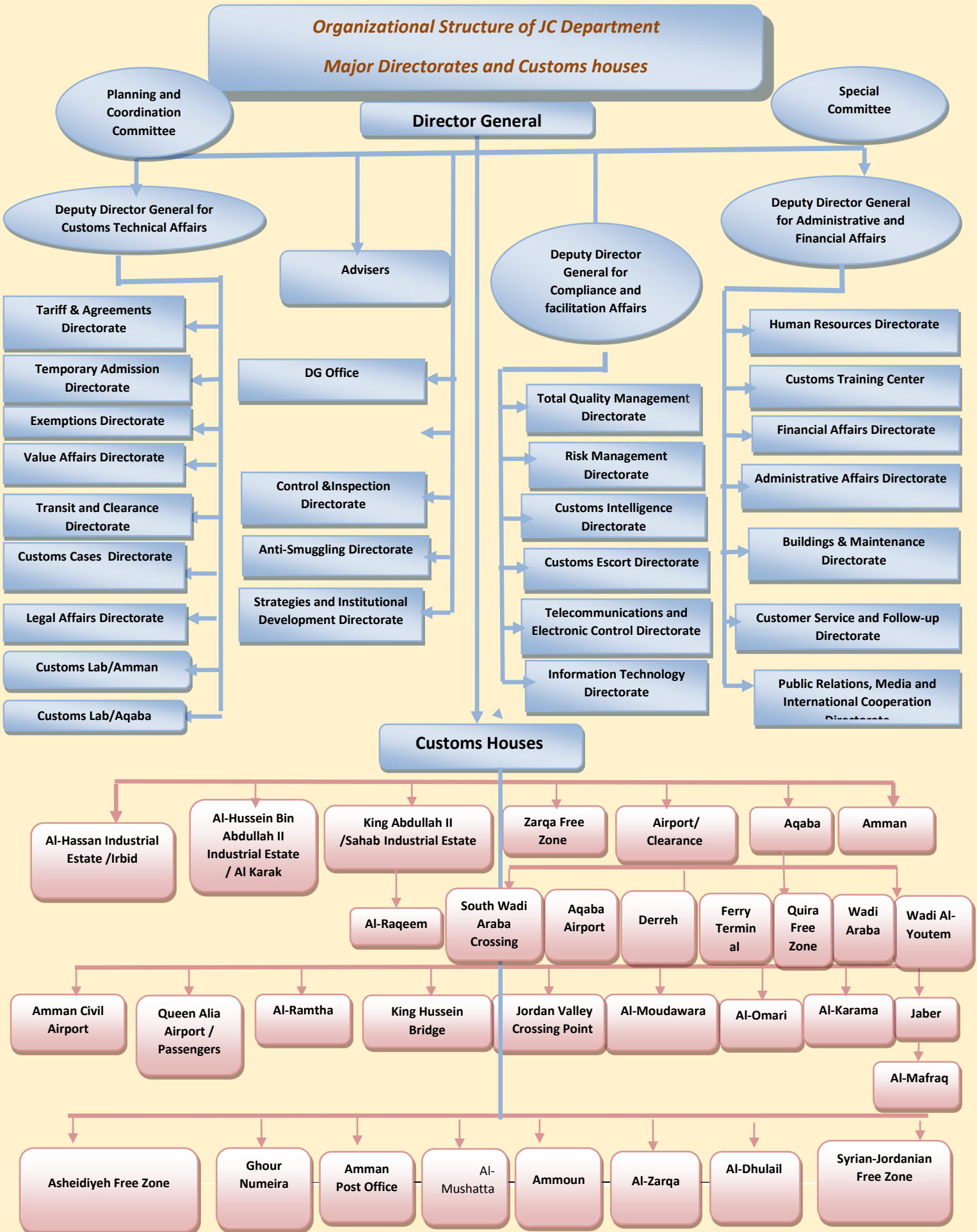
### **Organizational Structure of JC**

Organizational structure of the Department is periodically reviewed to ensure clarity of administrative levels and organizational relationships between the different administrative units, so as to guarantee achievement of objectives and provide assistance to the decision-making process.

The following organizational structure chart illustrates the administrative association of the Department's Directorates and Customs Houses:

# Organizational Structure of JC Department

## Major Directorates and Customs houses



## **Preparations of the Strategic Plan**

The Department has formulated its Strategic Plan for the years (2020-2022) relying on a methodology which involved the following organized and purposeful procedures:

1. Assemble a work group to draft the Strategic Plan. The group accommodates a number of managers and employees who possess distinguished expertise in Customs work and strategic planning.
2. Conduct meetings for members of the Working Group to discuss utilizing a mechanism to develop an ambitious strategy for the Department.
3. Review and evaluate the Department's vision and mission.
4. Conduct (10) meetings and brainstorming sessions to carry out SWOT Analysis. A group of directors from the various Directorates and Customs Houses, Customs staff assigned for main Customs operations, and central Directorates of technical, administrative, financial and decision-making competencies; in addition to members of strategic plan working group have all participated in such gatherings. Thus, environmental internal factors (strengths and weaknesses) and external factors (opportunities and threats) connected with SWOT Analysis; as well as Political, Economic, Social, Technological, Environmental and Legal criteria (PESTEL) were all identified.
5. Circulate the draft Strategic Plan to service providing partners from ministries, departments, government institutions and security departments, in addition to the stakeholders from different business sectors for feedback and analysis prior to discussion in one of the brainstorming sessions that were held in the Department.
6. Invite Representatives from the service providing partners of the entities above to attend a brainstorming session to discuss their comments on the draft plan for inclusion therein.
7. Weight the impact and importance of each factor within SWOT analysis. Based on the weights extracted from the above brainstorming sessions, the SWOT Analysis Matrix was accordingly modified as final.
8. Identify Policies and strategic factors arising from outcomes of SWOT Analysis.
9. Identify national, and institutional objectives to which JC Department contributes.

10. Identify the department's vision, mission and core values in light of the future aspirations and requirements of the subsequent phase.
11. During the preparation process, review important reference documents for strategic planning, such as: The World Bank's Doing Business report, State of the Country report, Jordan Vision 2050, Royal Directives to stimulate the National Economy and activate the partnership between the public and private sectors, Development Executive Program, Feedback from partners, stakeholders and employees, the Strategic Plan of the World Customs Organization, regional and global Customs administrations' visions and missions, in addition to the evaluation results of the previous Strategic Plan (2017-2019)...etc.
12. The Working Group has adopted **Balanced Score Cards (BSC)** that incorporate (6) criteria to formulate strategic objectives. Environment and Processes factors have been merged together as well as merging Stakeholders and Community so that the Department's Strategic objectives will meet the 4 criteria: (Finance - Processes and Environment - Stakeholders and Community - Learning and Growth). The working group has managed to formulate specific strategic objectives that are deemed **SMART** (Specific, Measurable, Attainable, Realistic and Timely).
13. The Working Group has also developed specific performance indicators for the strategic objectives while taking into consideration specific global performance indicators in the areas of Customs and human resources. It was also guided by the relevant book "KPI Mega Library".
14. Identify Programs, Projects and Activities that ensure the accomplishment of strategic objectives.
15. The working group has prepared a draft Strategic Plan, which was presented to the employees and the main partners of the Customs Department. The observations received from those parties were studied, and amendments to the plan were made accordingly.
16. Present the final draft to the Department's Planning and Coordination Committee, headed by the Director General for review and approval, in accordance with Article No. (7) of Administrative Organization statute no. (27) for the year 2011.
17. Approve the Strategic Plan ultimately and circulate it to employees and partners.



## SWOT Analysis

### The Internal Environment

Strengths	Weaknesses
<b>First: Human Resources</b>	
<p>Availability of experienced employees and holders of work-related academic degrees.</p>	<p>Lack of expertise in the classification, valuation, inspection and reception operations.</p>
<ul style="list-style-type: none"> <li>– Availability of policies to launch and mobilize initiatives and creative ideas.</li> <li>– Effectiveness of incentive systems in performance development.</li> </ul>	
<p>The acquisition of excellence awards (Department/ employees) at local, regional and international levels.</p>	<p>Failure to link some incentives to performance evaluation.</p>
<p>Availability of specialized trainers from the Department in Customs and administrative fields.</p>	<p>Lack of a clear and promulgated career path.</p>
<p>Accredited regional and local training center.</p>	
<p>Policies for the non-formal organization (employees' relations, socialization, etc.) and women empowerment through the Women's Committee.</p>	

<b>Second: Financial Resources</b>	
High level of precision in financial prediction and planning	Overstaffing at other governmental departments
Application of efficient programs for purpose of expenditure rationalization and consumption control.	
<b>Third: Operations</b>	
Availability of work guides such as (Directorates and Customs Centers guide, service guide)	The time needed to achieve some services is undeclared.
Application of quality and performance excellence systems such as (ITIL, ISO270001, Excellence Standards)	No agreement on advanced rulings for Customs valuation
Continuous review and development of systems and instructions that govern the department's work.	
<b>Forth: Relationship with Partners and Stakeholders</b>	
An active partnership council through which areas of cooperation and development between the Department and the business sectors are discussed.	Lack of discipline and order in other departments
Use of the feedback received from the stakeholders in performance development.	

<b>Fifth: Organizational Structure</b>	
A comprehensive organizational structure that takes into account the scope of effective supervision.	Lack of internal administrative independence at the internal control sections of customs centers.
Delegation of needed powers to the employees to effectively perform their duties.	Some organizational units with similar institutional development work scope.
	Lack of organizational framework to evaluate the efficiency and competency of the proposed projects.
<b>Sixth: Infrastructure</b>	
Work environment tools that enable employees to do their job flexibly.	Inappropriate infrastructure at some customs centers (inspection ramps, public safety tools)
Technical customs labs established according to the international standards.	
Utilization of alternative energy (solar energy)	
<b>Seventh: Technology</b>	
High level of electronic capacity and readiness.	The current ASYCUDA system needs to be updated and developed continuously so as to meets the recent requirements of customs work.

	<ul style="list-style-type: none"> <li>- Shortage of some equipment needed for the process of inspection and examination such as (mobile detectors and auto vehicle scanners).</li> <li>- The need to develop the luggage x-ray scanners.</li> </ul>
<b>Eight: Social responsibility</b>	
<p>Application of a policy that guarantees the Department's continuous engagement in its social responsibility.</p>	

## The External Environment

Opportunities	Threats
<b>First: Political Variables</b>	
<p>The high royal initiatives and the discussion papers presented by His Majesty King Abdulla II.</p>	<p>The current security and political situation in the region and its impact on security and trade movement.</p>
<p>The Kingdom's Political and security stability.</p>	
<p>Application of international conventions related to customs work (the international postal conventions, Trade Facilitation Agreement, Revised Kyoto Convention for the simplification and harmonization of Customs procedures)</p>	

## Second: Economic Variables

<p>Free trade agreements with many countries (EU, US, Canada, Singapore, EFTA, The Greater Arab Free Trade Area (GAFTA)).</p>	<p>Tax evasion and diversity of commercial frauds</p>
<p>The movement of exports to the Gulf States.</p>	<p>Reduction of capital allocations and Government austerity policies.</p>
<p>The Government approaches to adopt alternative energy projects</p>	<p>Low global competitiveness at Al Aqaba port, compared to the ports of neighboring countries (Haifa port, Jeddah, Rabigh, establishing free zones and container handling in Nuweiba).</p>
	<p>Customs fraud and exploitation of Customs facilitations and Exemptions.</p>
	<p>Emergence of new commercial patterns such as accumulation of origin, e-commerce, and blurriness of the organizational framework for e-commerce in the Kingdom.</p>

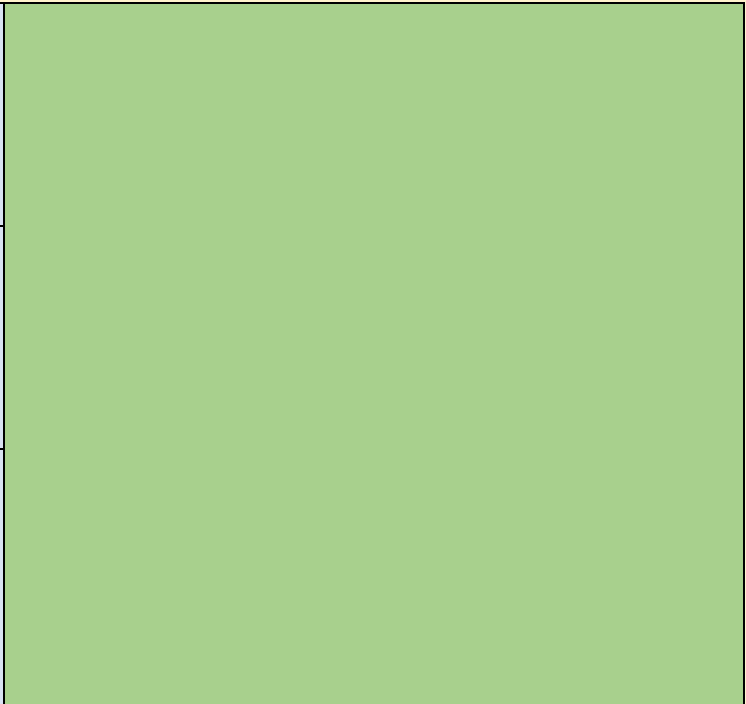


<b>Third: Social Variables</b>	
Youth voluntary initiatives to serve the community	Community negative impression of Customs work.
<b>Forth: Technological Variables</b>	
Utilization of WCO tools in the digital Customs and non-intrusive x-ray inspection.	Weak electronic readiness of some partners.
Utilization of security agencies expertise (Body Worn Surveillance Cameras, CAD ANPR systems, traffic cameras)	Rapid technological changes
Mobilization of modern technology in training management, and utilization of e-learning platform provided by WCO.	Technical risks such as cyber security threats.
The initiative of the Crown Prince for the best government applications.	Sudden failures of the communication networks and slow speed of Internet.
Modern technologies and software which assist programmers such as (Android, ...)	

<b>Fifth: Environmental Variables</b>	
A safe and suitable environment away from disasters and radiation.	
WCO Green Customs initiatives.	
<b>Sixth: Competitors within the Department's Scope of work</b>	
Utilization of the pioneering practices of distinguished Customs administrations.	Facilitations of business practices in the customs administrations of regional countries.
Accessibility of information on competitors (Customs administrations) through safe exchange of information.	
Global comparisons included in Competitiveness and Doing business reports	
<b>Seventh: Supporting Agencies</b>	
Available foreign grants and support for the technical assistance and capacity building (WCO, Export Control and	Delayed approval of grants and assistance, and lack of commitment by some donors.

<p>Border Security Program, the Chinese grant provided by Customs and the Road Program, Container Control Program, Japan International Cooperation Agency JICA ...).</p>	
<p>Benefit from universities merits to develop the excellence and creativity criteria.</p>	<p>Inappropriate environment provided by the free and investment zones.</p>
<p>Readiness of the private sector to cooperate with the public sector and support the development, facilitation and security of trade initiatives.</p>	
<p>Availability of supporting entities, especially security agencies as mandated.</p>	
<p><b>Eighth: Service Providers</b></p>	
<p>Partnership with service providers including banks.</p>	
<p>Competitiveness of service providers</p>	

<b>Ninth: Partnerships</b>	
Leverage the WCO's SAFE Framework to develop the criteria of partnership between Jordan Customs, business sector and government institutions.	Increase of the outstanding declaration records of partners and stakeholders.
<b>Tenth: Legislations (Laws, Government Verdicts)</b>	
The Government support for the digital transformation of government services program (legislations regarding the digital transformation and digital transactions, ...)	Government's delay with regard to issuing legislations related to the function and mandate of the Department.
Conducting preparations to conclude Authorized Economic Operator (AEO) mutual recognition agreements with the neighboring countries to facilitate entry of Jordanian exports to global markets.	Government's sudden decisions and the impact thereof on the Department (decisions related to the exemptions of people with disabilities, increase of fees imposed on the hybrid and electric cars, prohibition and permission of goods, mail parcels exemption).
Availability of the organizational framework of e-commerce issued by the WCO.	Other departments' and institutions' practice of issuing pertinent decisions that impact the Department's mandate and functions without any prior notifications.
The Prime Ministry decisions to wave fines to facilitate cases settlement.	

<p>Issuance of the amending law of partnership between the public and private sectors.</p>	
<p>The Government's approaches to activate the rule of law in government departments.</p>	
<p>Availability of legislations and laws to promote investment.</p>	

## **Policies (Strategic approaches/perspectives)**

Reviewing the elements reached by the internal and external environment analysis, the Department was able to adopt a set of policies/ perspectives destined to take advantage of strengths and opportunities to address weaknesses and mitigate threats on one hand, and boost strengths on the other. The policies, listed below, served as a platform to formulate most of the Department's strategic goals:

1. Sustainability of financial resources for performance development.
2. Comprehensive reform of Customs duties.
3. Scaling up the use of alternative energy.
4. Updating media and awareness policies.
5. Improving the stakeholder impression.
6. Improving tools of internal and external communication.
7. Improving and developing the Customs operations and services.
8. Reviewing the Customs exemptions policy.
9. Standardizing Customs appraisal process.
10. Standardizing the Customs classification process.
11. Modernizing the Customs control system.
12. Improving electronic systems.
13. Implementing the digital transformation plan.
14. Adopting cyber-security policy.
15. Modernizing the organizational structure.
16. Modernizing the infrastructure.
17. Reviewing and updating human resources policies and training policies.



18. Promoting governance practices in the Department.

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

Since 2001, the vision of Jordan Customs Department has been incorporating a primary ambition of providing distinguished Customs services. The Department had realized its earlier vision through achieving its strategic goals and objectives, which involved developing and implementing a wide set of innovative projects and initiatives. Such projects have, in turn, placed the Department among the leading institutions in this respect. Jordan Customs, hence, is deemed the first Customs Administration to apply the Electronic-tracking System, adopt the Golden List, and silver list Programs as its proprietary Authorized Economic Operator, and commence the implementation of the National Window for Trade, Single-Window project and many other innovative ventures.

Discerning the need to meet the requirements of the next phase, the Department has reformulated its vision, mission and values, hence developing a vision which would be reachable within the coming seven years. In addition, a relevant performance indicator has been identified to measure scale of progress made in achieving such vision.

**The Department's Vision Statement ...** "Jordan ranks globally among the best twenty countries for security and facilitation of cross-border trade".

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

"Create a fair competitive environment for business, contribute to promoting the national economy, homeland security, and the safety of citizens; facilitate the trade movement by providing distinguished customs services to stakeholders in line with the best international practices and in effective cooperation and coordination with all partners."

**Core values...**

Integrity	Abstaining from any conduct that may violate public job ethics intended to serve personal interests.
Transparency	Straightforwardness and disclosure of decisions which concern work and stakeholders.
Equity	Equal treatment and reaching balanced, logical and unbiased resolutions.
Discipline	Obligations to abide by the duties and responsibilities required on the basis of the legislation governing this affair.
Innovation	Providing innovative ideas that contribute to the development of work and problem solving.
Professionalism	Carrying out duties and tasks with highest degree of efficiency and proficiency.
Institutional Excellence	Building the culture of performance excellence so as to achieve promptness, quality, proficiency and tangible simplification of procedures for stakeholders.
Team-work spirit	Embodying the principle of cooperation and joint efforts between staff members on one hand, and between the Department, and its partners and stakeholders on the other hand, to serve the public interest.

## **National and Strategic Objective**

### **The National objectives to which the Customs Department contributes:**

Jordan Customs' Strategic objectives conform to "Jordan's Vision 2025" and "The Sustainable Development Goals (SDGs)" set by the United Nations General Assembly in 2015 as a "blueprint to achieve a better and more sustainable future in 2030".

### **\*The basic principles underlying "Jordan's Vision 2025" Document to which the Department contributes:**

1. Maintain total financial stability, develop financial policies, and improve the business environment.
2. Support the drivers of economic growth, control the state's budget deficit, maintain financial and monetary stability, and improve competitiveness.
3. Upgrade the quality of government services provided to citizens.

**1\*\* The national strategic priorities of "Jordan Vision 2025" themes to which the department contributes:**

**a. Government theme (macroeconomic stability):**

1. Enhance tax revenue and improve the collection process.
2. Reduce exemptions and tighten provisions thereof.

**B. Business theme (trade and competitiveness):**

1. Develop and improve trade facilitation measures, including transport infrastructure and logistic services.

**Institutional Goals**

1. Combat smuggling and illicit trade activities
2. Facilitate trade exchange and customs clearance operations.
3. Supply the treasury with domestic revenues.

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<sup>1</sup> \*\* Page 73 and page 92 of Jordan 2025 document.

## Strategic Objectives

Based on the Department's "SWOT Analysis" results, and the relevant reference documents such as: (the directives of King Abdulla II on boosting the economy and the investment environment, and strengthening partnership between the public and private sectors), Government directives (Jordan's Vision 2025, the E-transformation, reviewing the tax and economic policy), stakeholder's satisfaction studies, legislations that regulate customs work, international reports related to trade and competitiveness, the best customs standards issued by the WCO and WTO, minutes of partnership council meetings and complaints - suggestions analysis results; the Department has specified the following strategic objectives for the years (2020-2022) by using *Balanced Score Cards methodology*:

- **Protect and boost customs revenues.**
- **Increase the satisfaction of the Department's partners, stakeholders, and the community.**
- **Increase the efficiency of customs clearance process.**
- **Strengthen and improve Customs control operations.**
- **Strengthen the environmental sustainability.**
- **Increase the effectiveness of performance and institutional capacity.**

## Institutional Goals association with Strategic Objectives

<b>Institutional goals</b>	<b>Strategic objectives</b>
Supply the treasury with domestic revenues	Protect and boost customs revenues
	Increase the effectiveness of performance and institutional capacity
Facilitate trade exchange and Customs clearance operations.	Increase the satisfaction of the Department's partners, stakeholders and the community
	Increase the efficiency of customs clearance process
	Increase the effectiveness of performance and institutional capacity
Combat smuggling and illegal trade activities	Strengthen and improve Customs control operations
	Strengthen the environmental sustainability
	Increase the effectiveness of performance and institutional capacity

## Intersections of National Objectives and Strategic Objectives

The intersection matrix below shows the association of the national and strategic objectives:

National strategic priorities – "Jordan's Vision 2025" Document	Strategic Goals
Enhance tax revenues and improve the collection process	Protect and boost tax revenues
Reduce exemptions and tighten the provisions thereof	Strengthen environmental sustainability (Indirect)
Develop and improve trade facilitation procedures including the transportation infrastructure and logistic services	Strengthen and improve Customs control operations
	Increase efficiency of customs clearance process
	Increase the satisfaction of the Department's partners and stakeholders

# Strategic Map

<p><b>Mission</b></p>	<p>"Create a fair competitive environment for business, contribute to promoting the national economy, homeland security, and the safety of citizens; facilitate the trade movement by providing distinguished customs services to stakeholders in line with the best international practices and in effective cooperation and coordination with all partners."</p>		
<p><b>Jordan Customs Vision</b></p>	<div style="border: 1px solid black; padding: 10px; text-align: center; background-color: #e0f0ff;"> <p>Jordan ranks globally among the best twenty countries for security and facilitation of cross-border trade</p> </div> <p style="text-align: center;">↑</p>		
<p><b>Financial prospective</b></p>	<div style="border: 1px solid black; padding: 10px; background-color: #e0f0ff;"> <p>Protect and boost customs revenues</p> </div>	<div style="border: 1px solid black; padding: 10px; background-color: #e0f0ff;"> <p>Increase the satisfaction of the Department's partners, stakeholders, and the community.</p> </div>	<p>Stakeholders and the community perspective</p>
<p><b>Processes and Environment prospective</b></p>	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="border: 1px solid black; padding: 10px; background-color: #e0f0ff; text-align: center;"> <p>Strengthen and improve Customs control</p> </div> <div style="text-align: center;">→</div> <div style="border: 1px solid black; padding: 10px; background-color: #e0f0ff; text-align: center;"> <p>Increase the efficiency of customs clearance process</p> </div> <div style="text-align: center;">→</div> <div style="border: 1px solid black; padding: 10px; background-color: #e0f0ff; text-align: center;"> <p>Strengthen the environmental sustainability</p> </div> </div> <p style="text-align: center;">↑</p>		
<p><b>Learning and Growth prospective</b></p>	<div style="border: 1px solid black; padding: 10px; background-color: #e0f0ff; text-align: center;"> <p>Increase the effectiveness of performance and institutional capacity (Human resources, Techniques and procedures, Innovation environment)</p> </div>		



## **Performance Indicators of Strategic Objectives 2020 – 2022**

**Performance Indicators of Strategic Objectives 2020 – 2022**

Perspectives	Strategic Goals	Major Performance Indicators (Outputs)	Entities in charge of Data source	Entities in charge of achievement	Actual Value 2019	Target Value				
						2020	2021*	2022*		
Financial	Protect and boost Customs revenue	Value of collected Customs duties and fines	Financial Affairs Directorate	Customs Houses	million 273					
					249 Million	250 Million	252 Million	256Million		
					24 Million	18 Million	19 Million	19 Million		
				Value of other domestic collected revenues		Customs Houses	1 Billion and 213 thousand	1 Billion and 277thousand and	1 Billion and 282 thousand	1 Billion and 289 thousand
				Percentage of collected total revenues out of due revenues	Financial Affairs and Cases Directorates	Customs Houses, Financial Affairs, and Cases Directorates	87.8%	88.2%	88.5%	89.9%
				Percentage of claims collected out of due amounts 1. Post audit 2. Customs cases	Financial Affairs / Cases Directorates	Financial Affairs /Cases Directorates	32%			
			Financial Affairs		Financial affairs/inspection & control	12.8%	12.9%	12.9%	13%	
			Customs Cases Directorate		Customs Houses/ Customs cases	6%	6%	6%	6%	
		Stakeholders and the Community	Increase satisfaction of the department's partners and stakeholders	Percentage of stakeholders' satisfaction	Strategies Directorate	Customs Houses	89%	90.5%	91%	91%
Percentage of satisfaction of the department's partners	86%			Not less than 93%						

Perspectives	Strategic Goals	Major Performance Indicators (Outputs)	Entities in charge of Data source	Entities in charge of achievement	Actual Value 2019	Target Value		
						2020	2021*	2022*
		Percentage of satisfaction of the targeted social groups for community initiatives	Public Relations	-	-	Study	+( )	+( )
		Number of beneficiary citizens from the community initiatives			820	840	860	880
Processes and Environment	Increase the efficiency of Customs clearance processes	Percentage of decrease in the release time of goods: Maritime: Inland Air	Total Quality Management Directorate	Customs Houses concerned with improvement	18% Days: 04 22:20	20% Days: 03 22:40	20% Days: 03 03:44	25% Days: 02 08:48
			Total Quality Management Directorate	Customs Houses and entities concerned with improvement	Days: 00 09:30	<b>10%</b> Days: 00 08:00	20% Days: 00 06:40	20% Days: 00 05:15
			Total Quality Management Directorate	Customs Houses concerned	Days: 03 08:15	<b>10%</b> <b>Days: 03</b>	20% Days: 02 09:15	20% Days: 01 22:00
		Time to complete the Customs declaration (Customs only)	Total Quality Management Directorate	Customs Houses concerned with improvement	138 minutes	111 minutes	100 minutes	95 minutes

Perspectives	Strategic Goals	Major Performance Indicators (Outputs)	Entities in charge of Data source	Entities in charge of achievement	Actual Value 2019	Target Value		
						2020	2021*	2022*
		Total completion time (all seven targeted Customs Houses)	Total Quality Management Directorate	Customs Houses concerned with improvement	-	Study	+ ( )	+ ( )
		Percentage decrease in the number of objections to the classification and value assessment processes	Special Committee	Aqaba Customs House	130			
		Aqaba customs center: Tariff Value		Aqaba Center	15 40	-3%	-	-
		Other Customs centers Tariff / value		Customs centers	75	-	-3%	-
	Develop and enhance Customs control processes	Percentage of detection of non-conforming declarations against total red-lane declarations	Risk Management Directorate	Customs Houses	26%	26%	27%	28%
		Percentage of detection of non-conforming declarations against total yellow-lane declarations	Risk Management Directorate	Customs Houses	10.5%	Not less than 10.5%		
		Percentage of seized cases against the total number of Customs declarations (physical smuggling + smuggling-like and Customs offences)	Cases Directorate	Customs Houses	5.9%	6%	6.1%	6.2%

Perspectives	Strategic Goals	Major Performance Indicators (Outputs)	Entities in charge of Data source	Entities in charge of achievement	Actual Value 2019	Target Value			
						2020	2021*	2022*	
		Percentage of smuggling cases resulting from information / investigations	Cases Directorate/ Customs Intelligence Directorate	Customs Houses	4.8%	5.2%	5.5%	5.9%	
		Percentage of cases detected by X-Ray scanners/ Aqaba	Telecommunications Directorate	Customs Houses	7.15%	8%	9%	10%	
		Percentage of Golden List membership retention by companies	Risk Management Directorate	Companies	100%	99%	99%	99%	
		Percentage of Silver List membership retention by companies		Companies	92%	90%	90%	90%	
		Number of undeclared money seizures: For arriving passengers cases	Customs Intelligence Directorate	Customs Houses	51	51	55	60	
		For departing passengers cases			The value is assessed in the event that the legislation to amend the Anti-Money Laundering Law is issued				
	Boost environmental sustainability	The value of financial savings resulting from environmental sustainability projects:							
		1. Paper recycling	Administrative Affairs	Administrative Affairs	4000	3500	3500	3500	
		2. Solar cells(electricity consumption saving) (JD)	Building & Maintenance Directorate	Building & Maintenance Directorate	584 thousand	650 thousand	800 thousand	1 million	
	Learning and Growth		Percentage of Improved procedures as a result of the audits (internal and external)	Total Quality Management Directorate	Related Customs Houses and Directorates	31%	35%	35%	40%

Perspectives	Strategic Goals	Major Performance Indicators (Outputs)	Entities in charge of Data source	Entities in charge of achievement	Actual Value 2019	Target Value		
						2020	2021*	2022*
	Increase the effectiveness of performance and institutional capacity	Percentage of digital transformation: of all services : stakeholders	IT	IT	54%	57%	60%	63%
		employees			110	113	116	119
		Number of completed E-services for stakeholders	IT	IT	83	+5 88	+5 93	+5 98
		Percentage of improvements to the organizational structure	Strategies Directorate	Planning and Coordination Committee and Strategies Directorate	70%	75%	80%	80%
		Percentage of needed training delivery	Customs Training Center	Training center/ HR management	92.8%	95%	95%	95%
		Average performance evaluation of staff	Human Resources Directorate	Customs Houses and Directorates	91.2%	91.2%	91.2%	91.3%
		Percentage of satisfaction of JC Department's staff	Strategies Directorate	Customs Houses and Directorates	75%	81%	81.5%	82%
		Percentage of staff compliance with public job code of ethics	Human Resources Directorate	Customs Houses and Directorates	93.8%	Not less than 93.5%	Not less than 93.5%	Not less than 93.5%
		Percentage of staff retention	Human Resources Directorate	Customs Houses and Directorates	99%	Not less than 99%		

Perspectives	Strategic Goals	Major Performance Indicators (Outputs)	Entities in charge of Data source	Entities in charge of achievement	Actual Value 2019	Target Value		
						2020	2021*	2022*
		Percentage of applicable innovative ideas	Quality Management & Higher Committee for Creativity	-	14%	20%	20.5%	21%
		Number of staff awarded:	Human Resources Directorate					
		internal distinction awards			40	40	40	40
		-with excellence award from awarding agencies			0	2	2	2
		-with Specialized professional certificates			6	10	12	15

\* Targeted values are reviewed in the fourth quarter of the previous year

Strategic Goals 2020-2022	Major Performance Indicators (outcomes)	Entities in Charge of Data source	Entities in Charge of achievement	Actual Value 2019	Target Value			
					2020	2021*	2022*	
Protect and boost Customs revenue	Percentage of increase in weighted tariff	Strategies Directorate	Customs center and directorates	2.653%	2.702%	2.783%	2.922%	
	Percentage of increase in the contribution of Customs revenues to The General State Budget	Financial Affairs Directorate	Customs center and directorates	18.6%	18.7%	18.7%	18.8%	
Increase satisfaction of the department's partners and stakeholders	Percentage of stakeholders support	Strategies Directorate	-	-	Base value	+()	+()	
	Number of new community initiatives	Public Relations	Public Relations	1	1	1	1	
Increase the efficiency of Customs clearance processes	Percentage of increase in the number of Customs declarations received at Aqaba Customs House compared to number decrease thereof at Al-Moudawara Customs House and Jordan Valley crossing point	Strategies Directorate	-					
				Aqaba	2.88%	+10%	+10%	+10%
						3.2%	3.52%	3.87%
				Al-Moudawara and Jordan Valley	9.3%	-	-	-
				15%	-	-	-	



Strategic Goals 2020-2022	Major Performance Indicators (outcomes)	Entities in Charge of Data source	Entities in Charge of achievement	Actual Value 2019	Target Value		
					2020	2021*	2022*
Develop and enhance Customs control processes	Percentage of increase in commitment of commercial community compliance	Risk Management Directorate	Customs center and directorates	90%	90%	90%	90%
Boost environmental stability	Amount of toxic gas co2 that is not emitted into the atmosphere	Building & Maintenance Directorate	Building & Maintenance Directorate	1370 tons	1400 tons	1450 tons	1500 tons
Increase the effectiveness of performance and institutional capacity	Percentage of decrease in the number of errors committed by employees	Control & Inspection Directorate	Customs center and directorates	1.9%	Not more than 3%		

Strategic Goals 2020-2022	Major Performance Indicators (Impact)	Entities in charge of Data source	Entities in charge of achievement	Actual Value 2019	Target Value		
					2020	2021*	2022*
Protect and boost Customs revenue	Percentage of the Customs Department's contribution to the increase in the Gross National Product	Strategies Directorate	Customs center and directorates	%0.88	%0885	%0.89	0.895 %
Increase satisfaction of the department's partners and stakeholders	Percentage of increase in the level of confidence in Customs staff and performance	Strategies Directorate	Customs center and directorates	-	Base value	( )+	( )+
Increase the efficiency of Customs clearance processes	Degree of improvement in Jordan's ranking in the cross-border trade indicator	Strategies Directorate	Aqaba Customs Center	Stable 70	65	60	35
Develop and enhance Customs control processes	Percentage of decrease of smuggling in Jordanian market	None measurable, due to lack of statistical studies that measure the percentage of smuggling in the Jordanian market.					
Boost environmental sustainability	percentage of the department's contribution to environmental preservation activities (the National Environmental Awareness Plan / Ministry of Environment)	Public relations	Public relations	-	3 activities 100%	100%	100%

Strategic Goals 2020-2022	Major Performance Indicators (Impact)	Entities in charge of Data source	Entities in charge of achievement	Actual Value 2019	Target Value		
					2020	2021*	2022*
Increase the effectiveness of performance and institutional capacity	Number of entities applying/benefitin g from the department's experiences	IT directorate	-	9 entities	6 entities	-	-

\* Targeted values are reviewed in the fourth quarter of the previous year

## Programs association with the strategic objectives

Strategic objective	Program	Performance Indicators	Entities in Charge of achievement	Entities in Charge of Data source	Reference Value 2019	Target		
						2020	2021*	2022*
<b>Strengthen and improve Customs control operations</b>	<b>Anti-Smuggling</b>	Number of cases resulting from CCTV control and information	Customs Intelligence	Customs Intelligence	98	70	80	90
		Percentage of cases detected in the red lane	Customs Houses	Cases Directorate & IT	1.8%	Not less than 1.8%		
		Percentage of cases detected in the yellow lane	Customs Houses	Cases Directorate & IT		Not less than 1.8%		
		Percentage of cases detected in the green lane	Customs Houses	Cases Directorate & IT	0.3%	Not less than 0.03%		
		Number of dangerous materials seizures (drugs, weapons, fireworks)	Customs Houses	Cases Directorate	90	120	150	200
		Number of cases of infringement of intellectual property rights (seized)	Customs Houses	Tariff & Agreement Directorate	356	385	400	425

<b>Increase the efficiency of Customs clearance processes</b>		Percentage of executed recommendation of time release study	Concerned authorities	Total Quality Management Directorate	20%	35%	50%	50%
<b>Increase the effectiveness of performance and institutional capacity</b>	<b>Management and Supporting Services</b>	Percentage of implemented opportunities against all improvement opportunities cited in all reports	Customs Houses & Directorates	Total Quality Management Directorate	35%	40%	45%	50%
		Percentage of Customs staff who initiate ideas	Customs Houses & Directorates	Total Quality Management Directorate	4.6%	4.8%	5%	5%
		Number of applied community initiatives	Public Relations		28	28	28	28
<b>Boost environmental sustainability</b>		Number of projects applied to preserve the environment	Building & Maintenance	Building & Maintenance	1	1	1	1
	Administrative affairs		Administrative affairs	2	2	2	2	

<b>Protect and boost customs revenue</b>	<b>Revenue Collection Efficiency and community services</b>	Percentage of collected smuggling cases of the total registered smuggling cases	Customs Cases Directorate	92%	94%	95%	97%
		Percentage of collected violations of the total registered violations		92%	94%	95%	97%

## **Projects and Activities**

## Major projects' association with the strategic objectives

Financial Perspective	
Strategic objective	(Initiatives) Projects and Activities
Protect and boost Customs revenue	<ul style="list-style-type: none"> <li>• Tax reform project</li> <li>• Development of Customs Exemptions system</li> <li>• Unification of customs valuation process and updating of the value database</li> <li>• Collect Financial claims</li> <li>• Improve post-audit process</li> </ul>

Stakeholders and Community Perspective	
Strategic objective	(Initiatives) Projects and Activities
Increase satisfaction of the department's partners, stakeholders and the community	<ul style="list-style-type: none"> <li>• Distinguished Driver criteria</li> <li>• Transfer the claims of different companies through (IBAN)</li> <li>• Interconnectivity with commercial banks regarding bank guarantees</li> <li>• Support social responsibility projects</li> <li>• Communication with partners and stakeholders</li> </ul>



<b>Processes and Environment Perspective</b>	
<b>Strategic objective</b>	<b>(Initiatives) Projects and Activities</b>
Increase the efficiency of customs clearance operations	<ul style="list-style-type: none"> <li>• The National Single Window for Trade</li> <li>• Organization of work and capabilities of clearance companies</li> <li>• Delegation of powers to Customs Houses</li> </ul>
Develop and enhance Customs control processes	<ul style="list-style-type: none"> <li>• Regional tracking</li> <li>• Develop the effectiveness of the selectivity system</li> <li>• CCTV surveillance system project (CCTV)</li> <li>• Customs patrol monitoring system project</li> <li>• Supply Customs Houses with X-RAY devices/ Aqaba Customs House to enhance custom-security measures.</li> <li>• Install X-RAY CT SCAN devices to scan passengers' luggage in Customs centers, (Phase II)</li> <li>• Implement the electronic inspection seizures system</li> <li>• Implement Cargo trucks history</li> <li>• Develop a Cross-border money declaration system</li> <li>• Follow-up the legislative amendments related to the Anti-Money Laundering Law associated with the Customs Law</li> <li>• Implement a system to serve border IPR enforcement measures</li> </ul>
Boost environmental sustainability	<ul style="list-style-type: none"> <li>- Environmental initiative support projects</li> <li>- Paper recycling</li> <li>- Tire recycling</li> <li>- Recycling of vehicles and accessories</li> <li>- Solar Cell Project</li> </ul>

<b>Learning and Growth Perspective</b>	
<b>Strategic objective</b>	<b>(Initiatives) Projects and Activities</b>
<p>Increase the effectiveness of performance and institutional capacity (Human resources, techniques &amp; procedures, innovation environment)</p>	<ul style="list-style-type: none"> <li>• Issuing executive regulations for the provisions of Customs Law</li> <li>• Raise operational readiness status of vehicles and machinery</li> <li>• Construction of new premises project</li> <li>• Amman Customs House Building project</li> <li>• Developing the infrastructure of the targeted Customs Houses</li> <li>• Install the Integrated Communication System (VOIP)</li> <li>• Services contracts project ( customs security personnel)</li> <li>• Enabling employees and raise their capabilities</li> <li>• Raising the performance of customs tariff employees</li> <li>• Raising the work efficiency for the anti-smuggling patrols</li> <li>• Launch full electronic services through the department's website and Mobile Applications</li> <li>• Develop and implement a framework for managing services and operations at the main department and Customs Houses with monitoring their quality</li> <li>• Structuring of Directorates and Customs Houses</li> <li>• Prepare studies and researches: (job satisfaction studies), (creativity measurement studies), (institutional governance studies)</li> <li>• Automation projects for new systems and programs (18)</li> <li>• Electronic connectivity Projects (3)</li> <li>• Technical infrastructure development projects (8)</li> </ul>

**List of major and operational projects in the Department - categorized according to the competent directorates**

<b>No.</b>	<b>(Initiatives) Projects and Activities</b>	<b>Entities in-charge</b>	<b>Partners</b>
1	Tax reform program	<b>Strategies and Institutional Development Directorate</b>	<b>Ministry of Finance</b>
2	Restructure Directorates and Customs Houses		<b>Prime Ministry</b>
3	Conduct studies and researches related to customs work: (job satisfaction studies), (creativity measurement studies), (institutional governance studies)		-
4	Standardize customs valuation process and update the valuation database	<b>Value Affairs Directorate</b>	-
5	Monitor decisions issued by Customs Houses		
6	Implement a system to serve border IPR enforcement measures	<b>Tariffs and conventions Directorate</b>	-
7	Elevate the performance of Customs tariff employees		
8	Develop the Exemptions system	<b>Customs Exemptions Directorate</b>	<b>Prime Ministry</b>
9	Transfer claims of different companies via (IBAN)	<b>Financial Affairs Directorate</b>	<b>Banks</b>
10	Connectivity with commercial banks for bank guarantees		
11	Follow up the collection of financial claims		
12	E-connectivity with the parties concerned with the attachment procedures		
13	Transfer due payments of other departments' employees to banks via (IBANs)		
14	Improve post-audit operations	<b>Control &amp; Inspection Directorate</b>	
15	Implement Golden List (distinguished driver)	<b>Customs escort Directorate</b>	-
16	Regional tracking		-
17	E-gates for Escort yards		Procurement Service/ Bidding
18	Golden List Program		<b>Commercial companies</b>
19	Silver List Program		

20	Corporates audit	<b>Risk Management Directorate</b>	
21	Develop the selectivity system		-
22	Develop the infrastructure of the targeted Customs Houses	<b>Building &amp; Maintenance Directorate</b>	<b>The Ministry of Public Works</b>
23	Construct new premises project		
24	Amman new Customs House Building project		
25	Solar Cell Project		
26	Install the Integrated Communication System (VOIP)	<b>Communication &amp; Electronic Control Directorate</b>	<b>Venders Suppliers Donors</b>
27	CCTV surveillance system project		
28	Customs patrol monitoring system project		
29	Supply Customs Houses with X-RAY scanners/ Aqaba Customs House		
30	Install X-RAY CT SCAN devices to scan passengers' luggage in Customs centers, (Phase II)		
31	Services contracts project ( customs security personnel)	<b>Human Resources Directorate</b>	<b>Public security</b>
32	Promulgate executive regulations for the provisions of Customs Law	<b>Legal Affairs Directorate</b>	<b>Legislation and Opinion Bureau</b>
33	Conduct time release studies	<b>Total Quality Management Directorate</b>	-
34	Analyze electronic services provided to stakeholders		-
35	Develop and implement a framework for services and operation management for the directorates and Customs Houses and monitoring quality thereof.		-
36	Develop a Cross-border money declaration system	<b>Intelligence Directorate</b>	
37	Follow-up the legislative amendments related to the Anti-Money Laundering Law associated with Customs Law.		<b>National Anti-Money Laundering Committee</b>
38	Delegation of powers to Customs Houses	<b>process Simplification Committee</b>	
39	Empower employees and raise their capabilities	<b>Customs training Center</b>	
40	Support the Social Responsibility	<b>Public Relations Directorate</b>	-
41	Effective communication with partners and stakeholders program		-
42	Paper recycling	<b>Administrative Affairs Directorate</b>	
43	Tire recycling		<b>Cancer Patients Friends Association</b>

44	Raise the operational readiness status of vehicles and machinery (registration-cancelled / new cars)		
45	Follow up open Customs declarations records	Temporary Admission Directorate	-
46	Implement the temporary admission system on ASYCUDA		-
47	Regulate the work and capabilities of clearance agencies	Transit and Clearance Directorate	Clearance agencies
48	CCTV surveillance of in-field Customs patrols	Anti-smuggling Directorate	-
49	Implement the electronic inspection seizures system		
50	Cargo trucks history		
51	Raise the efficiency of the anti-smuggling patrols work		
52	JNSW ( Jordan National Single Windows)		
53	<p><b>Automation of new systems and programs:</b></p> <ol style="list-style-type: none"> <li>1.Licensing Hub System (Advance Licensing System)</li> <li>2. Electronic inspection system (Car model)</li> <li>3. postal parcel system(E-commerce)</li> <li>4. Electronic connectivity for Customs certificates of engines (Vehicles model)</li> <li>5.The temporary admission system (software modifications to the system) phase IV</li> <li>6.Upgrade ASYCUDA (SO Class Edition) recovery environment processing (DR)</li> <li>7. ( Deposits and withdraws) of free zones and developmental zones</li> <li>8.Mobile Applications</li> <li>9. Financial Systems Project -Web / Phase III</li> <li>10. Automation of the TIR system(International secure transit data )</li> <li>11. Prevent amendment of the Customs declaration after release of goods.</li> <li>12. Develop the Intellectual Property System – Phase III</li> <li>13. Develop the central guarantee system</li> <li>14. Innovative projects in cooperation with the Middle East University</li> <li>15. Web Logic systems upgrade project</li> <li>16. Electronic archiving project / upgrade and develop the system and expand its application</li> <li>17. Jordan Trade Website Project</li> </ol>	IT Directorate	

54	<b>Electronic connectivity:</b> <ol style="list-style-type: none"> <li>1. The International E-connectivity project</li> <li>2. Local E-connectivity project</li> <li>3. Electronic connectivity with MERSK International Company</li> </ol>		MERSK
55	<b>Development of the technical infrastructure:</b> <ol style="list-style-type: none"> <li>1. VMware and SRM for disaster recovery site project</li> <li>2. mainframe climate control system project</li> <li>3. Data Center rearrangement and organization service project</li> <li>4. Upgrading mainframe and hardware</li> <li>5. Supply computers and accessories</li> <li>6. Develop the computer network infrastructure at Jaber and Ramtha Customs Houses</li> <li>7. Install a smart electronic gate / Al-Omari Customs House</li> <li>8. Automate and develop Aqaba Customs centers (smart gates).</li> </ol>		

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