



الجمارك الأردنية
Jordan Customs

STRATEGIC PLAN 2026 - 2028



Prepared by:

Strategic Plan preparation Committee
Directorate of Strategies and Institutional Development



الجمارك الأردنية
Jordan Customs

جائزة الملك عبدالله الثاني
لمميز الأداء الحكومي والشفافية
الدورة التاسعة
(2024/2023)



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HIS MAJESTY KING ABDULLAH II IBN AL HUSSEIN

“Our aim is to provide a decent life and empower youths while equipping them for the jobs of the future. And we must continue implementing the Economic Modernization vision to unleash the potential of the national economy and increase growth rates over the next decade, capitalizing on Jordan’s human competencies and international relations as catalysts for growth”.

“And public sector modernization must be accelerated to arrive at efficient public administration that is capable of providing quality services to citizens, with justice and integrity. All officials and employees must adhere to this approach”.

“Jordan, this great nation, will remain a country blessed with its people and land, an honest Arab homeland, and a home to all that is good. Every day in Jordan’s journey marks the beginning of a future that we build with faith, determination, and perseverance.

Speech from the Throne at the opening of the 20th Parliament’s first ordinary session, 18 November 2024.



HIS ROYAL HIGHNESS CROWN PRINCE HUSSEIN IBN ABDULLAH II

“Certainly, young people are responsible for their future, but their right to empowerment is the duty of all sectors, especially the public sector, and the important focus is on the speed and efficiency of political, economic and administrative modernization”.

**Crown Prince addressing youth at Tawasol forum
Dialogue on Reality and Aspirations, 29 April 2023.**

Table of Content

Foreword by the director General _____	8
Establishment and Development of Jordan Customs _____	9
Honor Board of Former Directors General _____	11
Administrative Organization and Organizational Structure _____	12
Vision and Mission _____	14
Institutional Values _____	15
Awards _____	16
Strategic Objectives _____	17
Strategic and Institutional Objectives Matrix _____	18
Intersections Matrix _____	19
Pillars of the Strategic Plan _____	20
JCD SWOT Analysis _____	21
Policies (Strategic perspectives) _____	23
Strategic Map _____	24
Strategic Objectives measurement indicators 2026 – 2028 _____	25
Programs and their connection to Strategic Objectives _____	28
Footage of Customs employees and partners _____	30
Partners _____	31
Major projects and their connection Strategic Objectives _____	32
Appendix I. Terms and Definitions _____	37
Appendix II. Strategic Plan Methodology _____	38
Appendix III. Strategic Foresight _____	40
Appendix IV. Objectives of Sustainable Development 2015-2030 _____	42
Appendix V. List of JCD's Partners _____	45
JCD Contact Information _____	47

Director General's Foreword

As the Strategic Plan of Jordan Customs Department (JCD) for the years 2026–2028 is launched, I am pleased to present to you this new strategic direction, which builds upon the achievements realized under previous strategic plans and reflects the outcome of a collaborative effort between our dedicated staff and our strategic partners.



This Plan focuses on strengthening the role of Customs as a key pillar in protecting the national economy, supporting sustainable development, and achieving a balanced approach between control and trade facilitation. It has been designed to be both realistic and ambitious, aligned with national objectives and the directions outlined in the Economic Modernization Vision 2022–2033, through four main pillars:

- ❖ **Enhancing security and protecting society:** by developing inspection and control operations and adopting the latest technologies, thereby reducing risks and protecting the national economy and citizens.
- ❖ **Improving the business environment and supporting investment:** through trade facilitation, simplification of procedures, and expanded use of electronic systems, enhancing Jordan's competitiveness.
- ❖ **Developing human resource efficiency:** through continuous training, capacity building, and strengthening institutional empowerment, ensuring the development of employees' skills and improved institutional performance.
- ❖ **Digital transformation and innovation:** in line with the State's direction towards building a competitive digital economy, contributing to the development of work mechanisms, improved services, and future readiness.

This Plan represents a strategic roadmap guiding our efforts over the next three years, reaffirming our commitment to institutional culture values as the foundation for excellence and performance, and to strengthening effective partnerships with both the public and private sectors.

Our confidence in our staff is the basis for transforming these goals into tangible achievements that support Jordan's competitiveness regionally and internationally, enhance the interests of the nation and its citizens, and keep pace with the reform and modernization process.

On this occasion, I extend my sincere appreciation to our partners in both the public and private sectors for their constructive cooperation, and my deepest gratitude to all JCD's staff for their continued dedication and outstanding efforts. God willing, we shall remain loyal and steadfast under the wise leadership of His Majesty, King Abdullah II Ibn Al Hussein, may Allah protect and preserve him.

Let us proceed together toward a future of greater advancement and excellence for the Jordan Customs, in dedicated service to our beloved homeland.

Ahmad Mohammad Al-Akaleek
Maj. Gen.-JC
Director General

Establishment and Development of Jordan Customs

The early twenties of the last century have witnessed the establishment of Trans-Jordan Emirate. Hence, there was a need to establish a governmental agency to control the movement of goods and commodities imported into the Emirate, as well as goods transiting through its territories. This was due to the distinctive location of the Emirate at the heart of the Arab World, and the strategic weight thereof at both the regional and international levels. Therefore, 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 structured as a subdivision under the Council of Advisors, (currently, the Prime Ministry) during the period 1921-1925. Initially, it took up the task of statistics and inspection as well as collecting revenues on imported goods. Afterwards, it was structured under Finance Principal (Minister of finance) and later called Directorate of Customs and Excise. During 1928-1935, Jordan customs was disengaged from Finance Principal and linked directly to the Council of Ministers. During 1953-1951, the Department was linked with Ministry of Trade and Industry as it was called then Ministry of Trade/ Customs. Between 1956- 1983, the Department was re-linked with Ministry of Finance and named Ministry of Finance/ Customs. As of 1983, the Department has been called General Customs Department headed by a Director General who reports directly to Minister of Finance. Since then, twenty-one Director Generals have alternated this post.

Since its establishment, several Customs houses have been created. Allenby Bridge Customs Center (currently known as King Hussein Bridge) which is located on Jordan River was established in 1930 to facilitate the movement of goods to and from Palestine. Additionally, Al-Ramtha Customs center - on the Jordan-Syria borders and Amman Customs center, which was located in Ain Ghazal area, were established. During the period 1931- 1938, several Customs centers such as Sheikh Hussein Bridge (currently, Jordan Valley crossing), Al-Jfour (currently, Al-Karama) and Ma'an were also established. As well, post office Customs centers were set up in Amman, Irbid and Zarqa. Following this, was the establishment of Aqaba Customs Center in 1944. The number of Customs houses in operation currently amounts to (33) houses, major and minor, in addition to (3) existing Customs laboratories in Amman, Aqaba and Al-Omary.

Regarding legislations, the first law was issued in 1926 to regulate Customs work. It was called Customs and excise law, which was then amended several times to line up with the local and international developments. 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 which comprised exchanged goods schedule 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. Jordan Customs 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.

Since its establishment in 1922, the Jordan Customs has always kept up with the march of construction and development in the areas of customs, economic and investment work. As its second centennial kicks off, it aspires to build upon the predecessors' achievements, and then make its way towards mapping out future ambitions that translate the Jordan's golden era under the leadership of His Majesty King Abdullah II.



Honor Board listing the names of directors who have held the position of Director General of Jordan Customs



لوحة شرف
باسماء و المراء الذين شغلوا منصب مدير عام الجمارك الأردنية

Administrative Organization and Organizational Structure

Jordan Customs operates under The Administrative Organization by-law No. (27) For 2011. This By-Law was introduced to attune to the Department's mandate and the recent developments at the local and international levels.

Pursuant to article (7) of the above By-Law, a planning and coordination committee headed by the Director General shall be assembled to address and review the following matters, and submit its recommendations thereon:

- ❖ Action plans and programs and methods of following-up with implementation thereof.
- ❖ The department's performance and achievements and means of boosting work to ensure achievement of objectives in a very efficient manner.
- ❖ The annual training plan for the department's staff.
- ❖ The Department's Annual Budget and manpower table project.
- ❖ Draft laws, regulations and instructions pertaining to Customs work.
- ❖ Organizational structure of the Department and affiliation between directorates, Customs houses and divisions according to work requirements.
- ❖ Any other issues referred to this committee by the Director-General.

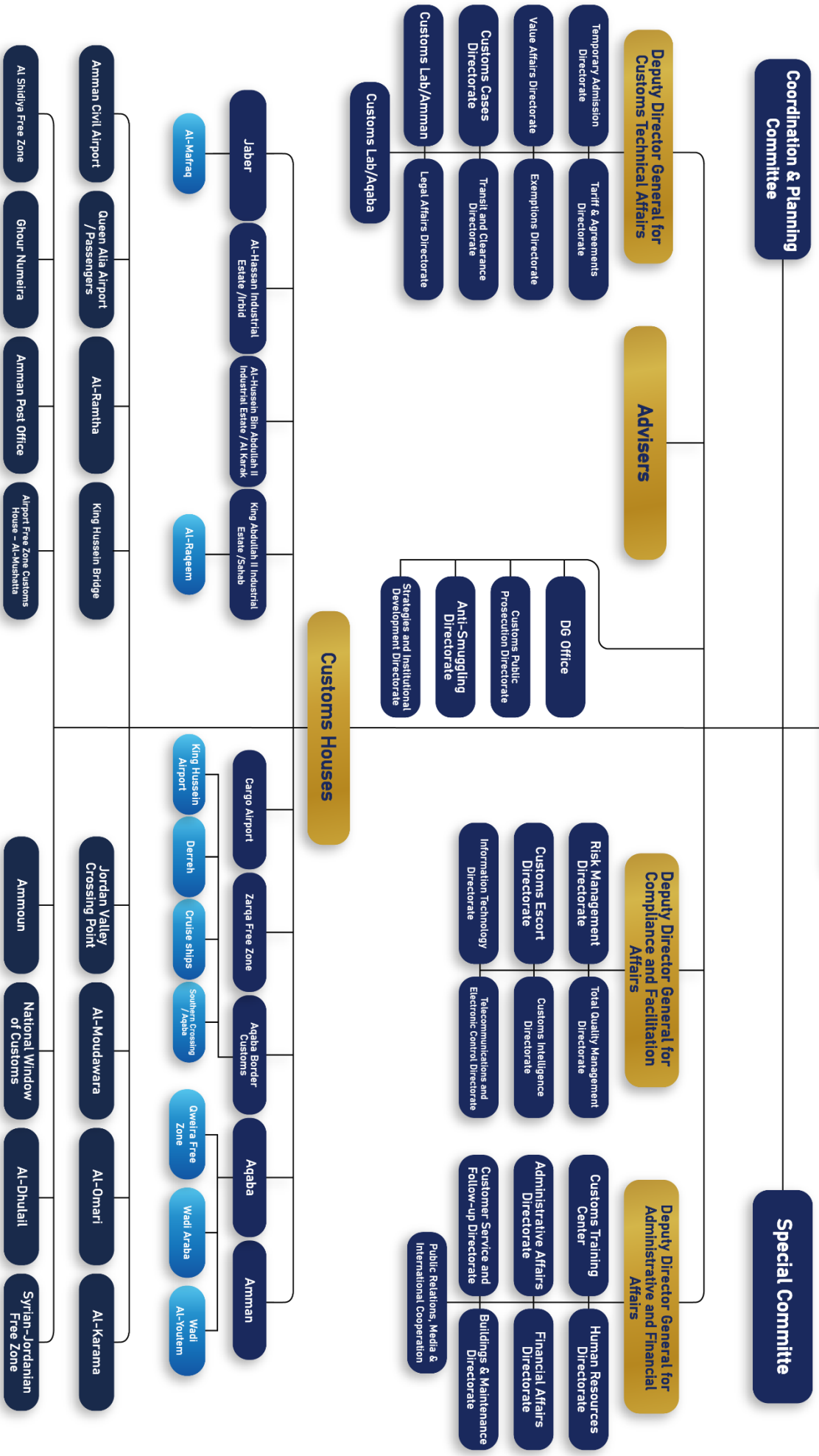
Articles (9/A) and (9/B) of the aforementioned By-Law provides for the following:

- ❖ Upon a recommendation from the Minister's based upon a recommendation from the Director General, the Council of Ministers may create or cancel any directorate, or combine it with another one.
- ❖ The Director General may, upon recommendation from the committee, create, or cancel any division at any directorate or Customs house or Customs lab, or combine such with another unit.

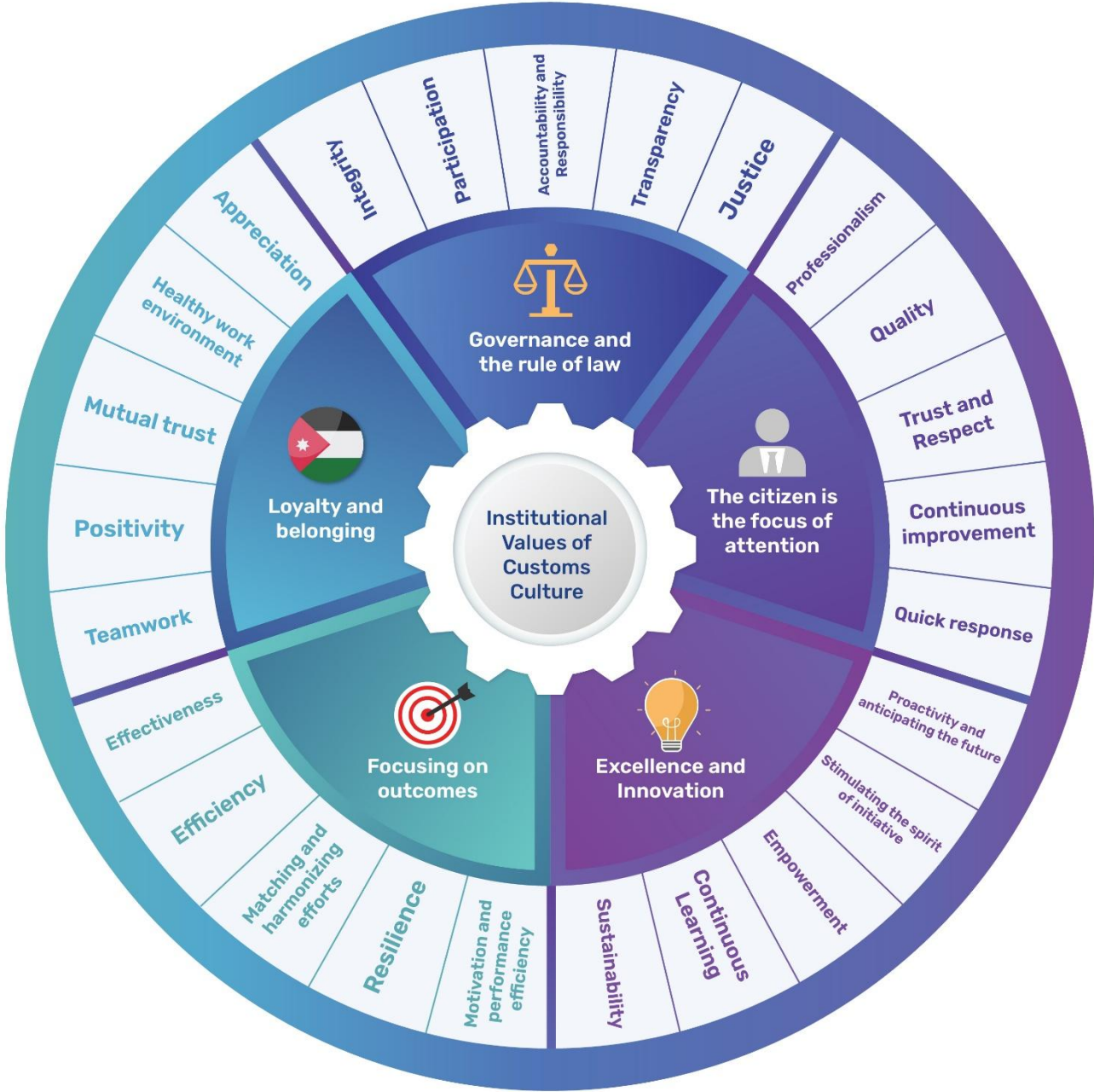
In addition, Article (10) states that the Minister, upon the Director General's recommendation, shall issue the necessary instructions to implement the provisions of such by-law including:

- ❖ Identifying the tasks and responsibilities of Directorates, Customs houses or Customs labs.
- ❖ Job descriptions and categorization.
- ❖ Organizational structure of Directorates and Customs houses.
- ❖ Identifying methods of communications and coordination within the department.

JCD's Structural Organization



Institutional values:



Jodrdan's Customs Awards:



**KING ABDULLAH II AWARD FOR EXCELLENCE
IN GOVERNMENT PERFORMANCE AND
TRANSPARENCY**



ARAB GOVERNMENT EXCELLENCE AWARD




**E-GOVERNMENT TRANSFORMATION
AWARD**





NATIONAL INTEGRITY INDICATOR


Strategic Objectives:


The Department defined its strategic objectives for the years (2026-2028) by studying the results of the analysis of the internal and external environment of the Customs Department, reference documents related to the strategic directions of the government, the needs of stakeholders, the legislation governing Customs work, and international reports related to trade and competitiveness, which are as follows:

- 

Financial Perspective Enhance revenue collection
- 

Stakeholders Perspective Enhance the institutional reputation
- 

Processes Perspective Facilitate and simplify customs operations and services
- 

Infrastructure Perspective Develop the technical infrastructure
- 

Empowerment and Capabilities Perspective Develop the human and knowledge capabilities



A Matrix linking Strategic and Institutional Objectives:

Institutional Objectives as stated in the administrative organization system	Strategic Objectives 2026-2028
Contributing to raising the efficiency of the national economy, encouraging investment, and enhancing the competitiveness of national industry.	<ul style="list-style-type: none"> ❖ Facilitate and simplify customs operations and services. ❖ Enhance the institutional reputation. ❖ Develop the human and knowledge capabilities. ❖ Develop the technical infrastructure.
Facilitating the movement of travelers and trade exchange between the Kingdom and other countries.	<ul style="list-style-type: none"> ❖ Facilitate and simplify customs operations and services. ❖ Develop the human and knowledge capabilities. ❖ Develop the technical infrastructure.
Reducing illegal business activities.	<ul style="list-style-type: none"> ❖ Develop the technical infrastructure. ❖ Facilitate and simplify customs operations and services. ❖ Develop the human and knowledge capabilities.
Provide the treasury with revenues.	<ul style="list-style-type: none"> ❖ Enhance revenue collection.

Intersections of national objectives and strategic objectives

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

National Objectives of the Economic Modernization Vision 2022–2033	Strategic Objectives 2026 - 2028
 <p>Stimulate inclusive and sustainable economic growth.</p>	 <ul style="list-style-type: none"> • Facilitate and simplify customs operations and services • Enhance revenue collection
 <p>Enhance Jordan's global competitiveness.</p>	 <ul style="list-style-type: none"> • Facilitate and simplify customs operations and services • Enhance the institutional reputation • Develop the human and knowledge capabilities
 <p>Improve the daily lives of Jordanians.</p>	 <ul style="list-style-type: none"> • Develop the technical infrastructure • Facilitate and simplify customs operations and services



The pillars of the Strategic Plan:



Environmental analysis of the Customs Department

✔ STRENGTHS S

- ❖ Efficient financial management.
- ❖ Experienced, competent, and adaptable staff.
- ❖ Specialized trainers from within the department in customs and administrative fields.
- ❖ Accredited local and regional training center.
- ❖ Sustained support from senior management (for creativity and innovation, development, change, and training).
- ❖ Adopting and spreading the values of a governmental corporate culture.
- ❖ Modern legislation that keeps pace with national and international developments and requirements.
- ❖ A stable organizational structure that supports work requirements.
- ❖ Entrepreneurial strategic thinking.
- ❖ An advanced and sustainable technology incubator.
- ❖ Technical risk management.
- ❖ Effective communication with stakeholders and partners.
- ❖ Effective internal and external communication channels.
- ❖ Authority to enforce the applicable Customs Law and its amendments.
- ❖ The department's receipt of internal and external awards for excellence.
- ❖ Strong social relationships and implementation of best practices in women's empowerment.
- ❖ A sustainable role in corporate social responsibility.

⊗ WEAKNESSES W

- ❖ Inconsistent employee incentives across directorates and customs houses.
- ❖ Shortage of staff in certain specialized technical fields such as textiles, pharmacy, and chemistry.
- ❖ Some organizational structures need updating.
- ❖ Some sub-processes are not automated.
- ❖ Some sub-processes are not automated.
- ❖ Low employee satisfaction with training.
- ❖ Weak media promotion at the department level.
- ❖ Poor organization of the work environment (customs yards, accommodation, offices, etc.).
- ❖ Lack of public safety requirements in some directorates and customs houses.
- ❖ Inadequate use and transfer of knowledge.
- ❖ Shortage of necessary equipment and tools for research, development, and innovation.
- ❖ Weakness in specialized training courses that contribute to development.
- ❖ Some computerized systems are programmed in outdated languages and need to be changed and reprogrammed in modern languages.
- ❖ Environmental analysis of the Customs Department.

Environmental analysis of the Customs Department

✔ OPPORTUNITIES

- ❖ International relations and agreements and reconstruction opportunities.
- ❖ Increasing transit trade and expanding cross-border trade.
- ❖ Combating smuggling and enhancing border security through various security agencies (Integrated Border Management).
- ❖ Governance of e-commerce.
- ❖ Government's focus on artificial intelligence, data analytics, and the use of modern technologies.
- ❖ Government and international support for the green economy and alternative energy.
- ❖ Foreign aid and grants to support the implementation of development projects.
- ❖ Government support for economic and administrative reform and investment promotion.
- ❖ The expertise available from several entities (security agencies, trademark owners and agents, the World Customs Organization) in the field of training and career development.

⊗ THREATS

- ❖ Geopolitical factors and their impact on supply chains.
- ❖ The limitations of the ASYCUDA World system and the inability to modify its internal engine.
- ❖ Sudden international decisions regarding customs duties.
- ❖ Circumvention and the diversity of customs and tax evasion methods.
- ❖ Suspension or delay of grants and aid for development projects.
- ❖ Inflation and its resulting price increases and economic recession.
- ❖ Limited financial resources.
- ❖ Rapid technological changes and cybersecurity threats and hacking.
- ❖ Supply chain delays.
- ❖ Resistance to change.
- ❖ Public perception of the nature of customs work.
- ❖ Weak response from local, regional, and international agencies to the requirements of electronic connectivity.
- ❖ Climate change, natural disasters, and pandemics.
- ❖ Inadequate fulfillment of the requirements of customs houses established by investing entities.
- ❖ Emergency amendments to laws, legislation, and regulations by the government.

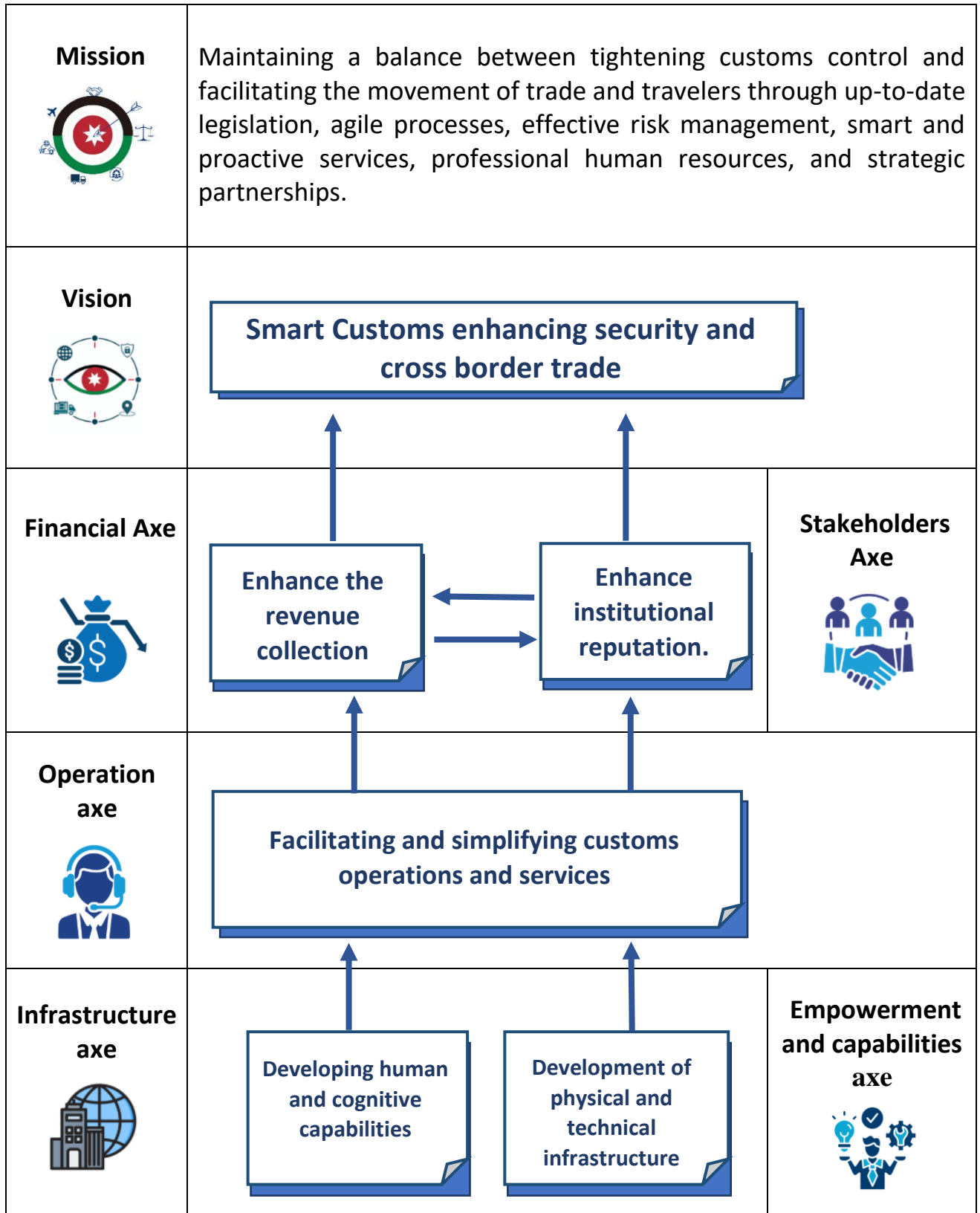
Policies (Strategic Axes)

By studying the elements identified in the aforementioned analysis of the internal and external environment, the Customs Department was able to come up with a set of policies/axes that aim to benefit from strengths and invest opportunities in addressing weaknesses and mitigating threats. At the same time, these policies seek to enhance the department's capabilities and enable it to achieve its mission efficiently and effectively. These policies include the following:

- 1 Facilitate trade procedures.**
- 2 Develop and evaluate services and**
- 3 Media promotion policy.**
- 4 Human resources and training development.**
- 5 Modernize customs control system.**
- 6 Modernize infrastructure.**
- 7 Review of structural and organizational**
- 8 Foresight and direction.**



Strategic Map



Indicators for measuring strategic objectives 2026-2028

First Axe: Financial							
Strategic Objective	Indicator	Indicator weight	Source of Data	Actual value 2025	Targeted value 2026	Targeted value 2027	Targeted value 2028
Enhancing Revenue Collection	Value of revenues collected (billion)	%23	Financial Affairs Directorate	2.04	1.81	1.82	1.83
	Value of customs revenue (million)	%21	Financial Affairs Directorate	250	265	270	275
	Percentage of cases collected out of original cases due (cumulative)	%19	Customs Cases Directorate	80%	80%	80%	80%
	Percentage of claims collected out of due amounts (for the same year)	%18	Customs Cases Directorate	90%	90%	90%	90%
	Department's contribution percentage to tax revenues	%19	Financial Affairs Directorate	28.7%	25%	25%	25%

Second Axe: Stakeholders							
Strategic Objective	Indicator	Indicator weight	Source of Data	Actual value 2025	Targeted value 2026	Targeted value 2027	Targeted value 2028
Enhancing Institutional Reputation	Percentage of stakeholders' satisfaction	%25	Strategies Directorate	%85	86%	87%	87%
	Percentage of satisfaction of the department's partners	%20	Strategies Directorate	86%	87%	88%	88%
	Percentage of general impression of society	%19	Public Relations	%92	Base Year 2026		
	Satisfaction rate of citizens benefiting from community initiatives	%15	Public Relations	97%	97.5%	97.8%	97.8%
	Number of beneficiary citizens from the community initiatives	%11	Public Relations	900	1000	1050	1050
	Number of implemented community initiatives	%10	Public Relations	20	23	24	25

*Reference Value of the Indicator 2024.

Third Axe: Operations

Strategic Objective	Indicator	Indicator weight	Source of Data	Actual value 2025	Targeted value 2026	Targeted value 2027	Targeted value 2028
Facilitating and simplifying customs operations and services	Percentage of reduced clearance service time (Aqaba)	%12	Total Quality Management Directorate	5% 2:11:05	5% 2:04:00	5% 2:00:17	5% 1:20:10
	Goods release time rate (imports)	%11	Total Quality Management Directorate	3:20:32	3:17:46	3:14:10	3:13:19
	Goods release time rate (exports)	%11	Total Quality Management Directorate	1:11:08	1:09:44	1:08:23	1:08:03
	Goods release time rate (transit)	%11	Total Quality Management Directorate	1:20:28	1:20:28	1:19:07	1:17:24
	Percentage of accuracy in valuation	%10	Valuation Affairs Directorate	99%	99%	99%	99%
	Percentage of accuracy in classification	%10	Special committee/Tariff Directorate	83%	90%	90%	90%
	Importers' commitment rate to instructions and procedures	%8	Risk Management Directorate	63%	64%	65%	66%
	Percentage of companies' declarations that underwent post clearance audit PCA	%9	Risk Management Directorate	-	18%	22%	27%
	Percentage of selected declarations to the red lane	%9	Risk Management Directorate	-	31%	30%	29%
	Percentage of enhanced procedures as a result of internal and external audit	%8	Total Quality Management Directorate	55%	58%	61%	64%

Fourth Axe: Capabilities and Empowerment

Strategic Objective	Indicator	Indicator weight	Source of Data	Actual value 2025	Targeted value 2026	Targeted value 2027	Targeted value 2028
	Percentage of training needs met	%15	Training Center	-	95%	95%	95%
	Percentage of employees' satisfaction	%14	Strategies Directorate	76%	77%	78%	79%
	Percentage of increase in trainer accreditation	%12	Training Center	-	5%	5%	5%

Developing institutional, human and knowledge capabilities	Training benefit rate	%18	Training Center	-	%80	%80	%80
	Percentage of implemented creative initiatives	%17	Total Quality Management Directorate and Creativity Committee	-	73%	74%	75%
	Percentage of Increase in external representation of employees	%12	Human Resources Directorate	-	4%	5%	6%
	Number of commendation letters granted for employees	%12	Human Resources Directorate	-	55	60	65

Fifth Axe: Physical and technical infrastructure							
Strategic Objective	Indicator	Indicator weight	Source of Data	Actual value 2025	Targeted value 2026	Targeted 2027 value	Targeted value 2028
Developing Physical and Technical Infrastructure	Number of automated services for service recipient (cumulative)	%20	Information Technology Directorate	81	54	30	28
	Number of procedures that apply the Robotic Process Automation(RPA)	%18	Information Technology Directorate	-	1	2	3
	Number of customs houses targeted for developing infrastructure for television surveillance systems	%16	Telecommunications and Electronic Control Directorate	-	3	1	2
	Number of customs houses targeted for central analysis room	%16	Telecommunications and Electronic Control Directorate	-	2	1	1
	Number of newly established Facilities	%14	Buildings & Maintenance Directorate	-	4	2	2
	Number of developed customs hoses	%16	Buildings & Maintenance Directorate	-	3	3	3

Programs and their connection to the strategic

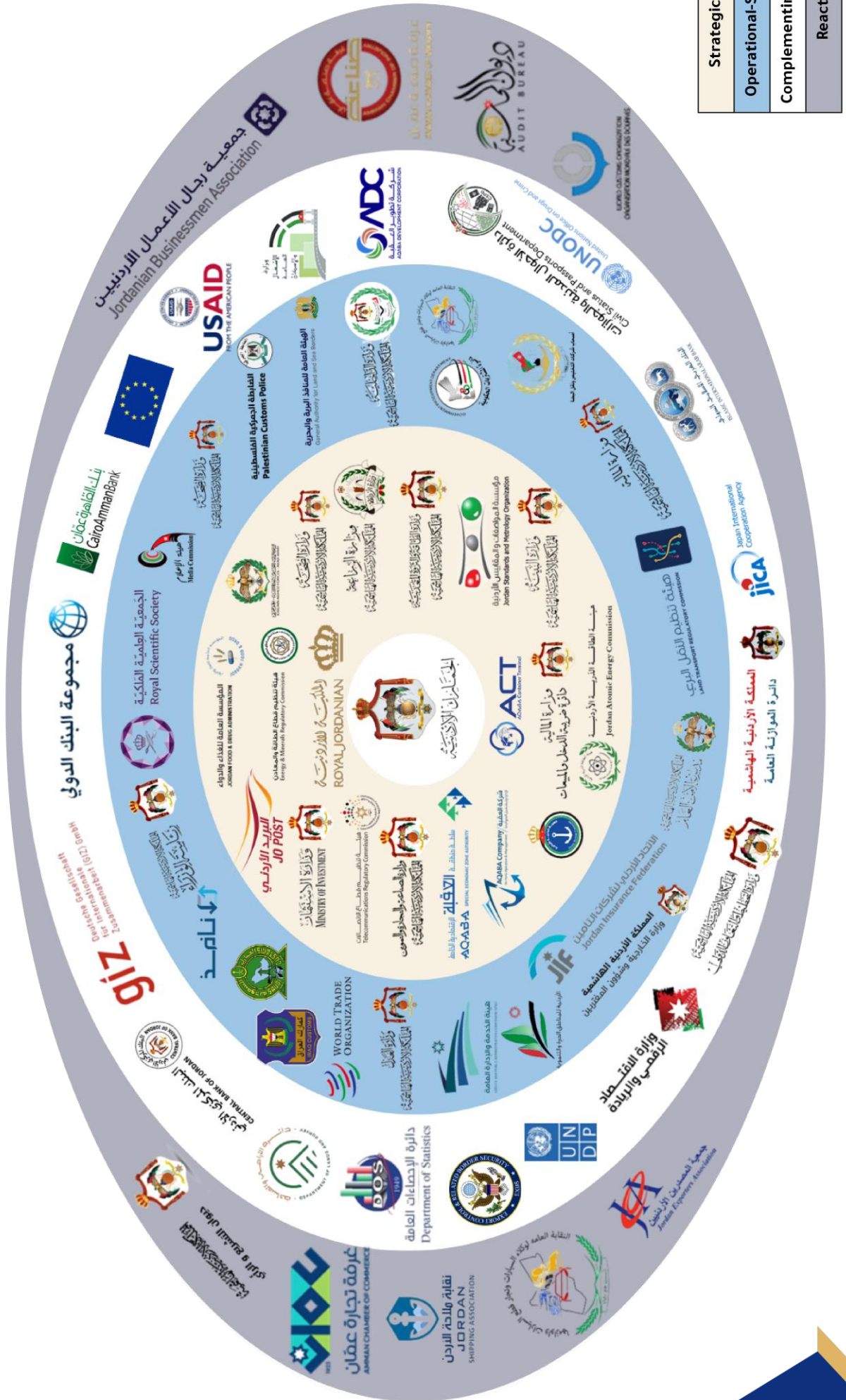
Programs and their connection to the strategic objectives							
Strategic Objective	Program	Indicator	Source of Data	Reference Value 2025	Targeted Value 2026	Targeted Value 2027	Targeted Value 2028
Facilitating and simplifying customs operations and services	Anti-smuggling	Number of cases resulting from television and news surveillance	Customs Intelligence Directorate	90	95	100	110
Enhancing revenue collection		Number of cases of infringement of intellectual property rights (seized)	Tariff and Agreements Directorate	250	200	150	100
Facilitating and simplifying customs operations and services	Management and support services	Percentage of implemented opportunities out of the improvement opportunities mentioned in all reports	Total Quality Management Directorate	60%	67%	70%	72%
Developing institutional, human and knowledge capabilities		Percentage of employees who initiate ideas	Total Quality Management Directorate	%4.9	5%	5.50%	6%
Enhancing institutional reputation		Percentage of creative ideas applied	Total Quality Management Directorate	—	73%	74%	75%
		percentage of update to the organizational structure	Strategies Directorate	70%	80%	80%	80%

Programs and their connection to the strategic objectives							
Strategic Objective	Program	Indicator	Source of Data	Reference Value 2025	🎯 Targeted Value 2026	🎯 Targeted Value 2027	🎯 Targeted Value 2028
Enhancing revenue collection	Efficient collection and community Service	Percentage of smuggling cases collected out of total registered smuggling cases (cumulative)	Customs Cases Directorate	91%	95%	95%	95%
		Percentage of smuggling cases collected out of total smuggling cases registered (for the same year)	Customs Cases Directorate	80%	87%	87%	87%
		Percentage of violation cases collected out of the total number of registered violation cases (cumulative)	Customs Cases Directorate	97%	97%	97%	97%
		Percentage of violation cases collected out of the total number of registered violation cases (for the same year)	Customs Cases Directorate	97%	97%	97%	97%
		Percentage of collection files paid for the same year	Customs Cases Directorate	20%	18%	19%	20%
		Percentage of collection files paid (cumulative)	Customs Cases Directorate	60%	60%	60%	60%

Footage reflecting the course of plan preparation meetings with employees and partners:



Jordan Customs Department Strategic Plan 2026-2028



Strategic - Main
Operational-Supporting
Complementing-Assisting
Reactive

Major projects and their connection Strategic Objectives

Financial Axe	
Strategic Objective	Projects
Enhancing Revenue Collection	Valuating Using Artificial Intelligence
	Smart Risk Management System

Stakeholder's Axe	
Strategic Objective	Projects
Enhancing Institutional Reputation	Customer Service Project
	Electronic Inspection
	Updating and Developing Jordan Trade Facilitation Portal- Phase two
	Customs Department Visitors Management system
	The Department Media Plan
	Social Responsibility Supporting Activities
	Communicating with Partners and Service Recipients
	Environmental Sustainability Projects
	Expanding the Golden List
	Expanding the Silver List
	Satisfaction Measurement Studies
	Women Committee Activities
Activities of the Organizational culture representatives and change management team	

Empowerment and Capabilities Axe	
Strategic Objective	Projects
Developing Human and Knowledge Capabilities	Human Recourses Management Project (Oun)
	Qualifying employees and raising their capabilities
	Anti-Corruption and Integrity Promotion Activities
	Electronic Platform for Customs Training
	Developed foundations for the training process

Operation Axe	
Strategic Objective	Projects
Facilitating and Simplifying Customs Operations and Services	Comprehensive Customs Operations System
	Unification and Governance of Work Procedures in Public Free Zones
	Aqaba Special Economic Zone Procedures Engineering Project
	Information Exchange With the Saudi Side – Phase Two
	Building Smart Risk Management System
	Prior Customs Approvals and licenses Platform – Phase Two
	Vehicle Plate Reading System Project for Foreign Vehicles Entering the Kingdom
	Operations and Control Unit
	Developing a Joint Television Surveillance System with the Intelligence Department
	Trade Cost Study Project
	Valuating Using Artificial Intelligence
	Unifying Regulatory Authorities Project- Phase Two
	Expanding Post Clearance Audit of Targeted Companies
Restructuring of the Directorates and Customs Centers	

infrastructure Axe	
Strategic Objective	Projects
	Directorates and Customs Houses Structuring
	Infrastructure and Buildings Developing Projects
	Special Route between Exports Yard and Wadi al-Yutom Customs House
	Establishing Permanent Buildings for Ma'an Escort Yard
	Establishing Permanent Buildings for Azraq Escort Yard
	Solar Power Plants
	Building Chalets for Customs Employees in Aqaba

Developing Physical and Technical Infrastructure	Staff Accommodation at Al-Karamah Customs House
	Staff Accommodation at Ar-rweished Customs House
	Building Supplies Warehouse at Amman Customs House
	Buying New Vehicles
	Buying Devices for Amman Customs House
	Technical Projects:
	Developing Computers and their Accessories
	Bags Tracking Project at King Hussein Airport (Aqaba)
	Developing Bags Tracking System at Queen Alia International Airport

Infrastructure Axe	
Strategic Objective	Projects
Developing Physical and Technical Infrastructure	Developing Electronic Portals Projects at the Customs Houses
	Installing and Operating an Electronic Portal at Al-Omari Customs House
	The Infrastructure for the Risk Management Project
	Developing Systems Using Java and Combining them into a Single Platform
	Developing Financial Systems and Electronic Receipt
	Unified Electronic Card Project for Aqaba Border Customs House
	Developing the New Archiving System Project
	Employee Application For Mobiles
	Automating General Duties Calculations at Customs Hoses
	Automating Risk Management Processes
	Electronic Inspection Seizures at the Customs Houses
	Automating Control and Inspection Processes and Visitors Tracking
	Integrated Customs Labs Platform

	Command and Control Room Systems Project
	Developing Customs Cases Systems
	Developing Free Zones Project
	Automating Ammoun Customs House Procedures
	ASYHUB Cargo
	Automating Strategic Performance Indicators System Project
	Small Vehicle Inspection and Express Transit Card Automation Project. Drive Thru
	Network Infrastructure Development Projects in Customs Houses:
	Devices Protection Development Project at the Main Information Center (Core Firewall / Data Center)
	Devices Protection Management System Project Palo Alto Panorama
	Devices Protection Development Project at the Center (Information Edge Firewall / Data Center)
	Load Distribution System Development and Web Application Protection Project (WAF & Load Balancer)

Infrastructure Axe	
Strategic Objective	Projects
	Purchase of Rugged Tablet PCs
	Load Balancer & Web Application Protection System Development Project(WAF & Load Balancer)
	Computerized Network Infrastructure Development Project (Switches/Routers)
	Electronic Inspection Infrastructure Development Project (Network and Device Upgrades)
	Developing and upgrading the infrastructure (servers, storage units, backup tools)
	AI Projects

Developing Physical and Technical Infrastructure	Software Robots (RPA)
	Data Warehouse project
	Dedicated servers for the Artificial Intelligence Analysis Project
	Communication Network Projects:
	DMR Wireless Network Upgrade
	Central VoIP PBX System with Integrated Contact Center Solutions
	PTT Wireless Network Upgrade
	Electronic Tracking System Servers and Software Upgrade
	Electronic Portals for Escort Yards at Ma'an and Azraq Customs Houses
	Electronic Portals for Escort Yards at Ma'an and Azraq Customs Houses

Appendix I. Terms and definitions associated with the strategic plan:

Term	Definitions
Strategic Plan	Defining the direction of Jordan Customs Department (JCD): 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 JCD seeks to achieve over the time span of the strategic plan.
Vision	Envisage what the JCD 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 JCD and the methodology it will employ to achieve its vision
Core Values	A set of moral and professional principles that the JCD is inclined to reflect on the employees' conduct, whether individually or collectively, to establish 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 performance indicators intended for ascending or descending achievement during the implementation period of the plan.
Program	A group of interconnected projects managed in a coordinated manner to achieve a major strategic objective that cannot be accomplished through a single project. Such a program may span several years—for example, the digital transformation program at JCD, which includes multiple initiatives such as the single window project, the e-tracking project, and the e-payment project.
Project/ Activity/ Initiative	A temporary initiative undertaken within a specific timeframe to achieve a defined outcome—such as a product, service, system, or report. It has a clear start and end date and is carried out by an assigned team. Once the intended outcome is achieved, the initiative concludes—for example, launching an electronic customs clearance system.

Appendix II. Methodology for the Preparation of Strategic Plan

For the purpose of preparing the strategic plan (2026-2028), the JCD adopted the following systematic measures;

1. Meet with the senior administration to define the future direction of upcoming phase and form a work team comprising a number of directors and employees who have distinguished experiences in the customs fieldwork and strategic planning.
2. Organize meetings for team members to review and agree on the steps required to develop an ambitious strategic plan.
3. Evaluate and review of the JCD's vision and mission.
4. Use the SWOT analysis method to identify the elements of the internal environment (strengths and weaknesses) and the elements of the external environment (opportunities and threats) for the axes of the political, economic, social, technological, environmental, and legislative environment (PESTEL).
5. Conduct the environmental analysis in partnership with customs house employees via structured face-to-face meetings.
6. Consider the perspectives of partners—including ministries, departments, government institutions, security authorities, and private sector representatives—on the external environment (opportunities and threats), gathered through the JCD's official email and meetings organized with customs house partners.
7. Identify (the policies and strategic axes) emerging from the outputs of the environmental analysis matrix.
8. Identify the governmental and institutional priorities that JCD helps achieve.
9. Formulate the JCD's vision, mission, and core values in line with the future directions and changes and in a manner that meets the JCD's aspirations.



10. Study the most important pillars and reference documents used by the JCD in the strategic planning process, such documents include:

- ❖ Economic Modernization Vision Document 2022-2033.
- ❖ The executive program of Modernization Vision 2022-2033.
- ❖ The National Strategy of Integrity and Anti-corruption.
- ❖ The international reports.
- ❖ Feedback from the partners, service recipients and staff,
- ❖ WCO's Strategic Plan.
- ❖ The visions, missions and objectives of regional and global customs administrations.
- ❖ And the results of previous strategic plan evaluation.

11. Adopt the Balanced Score Cards (BSC) method with four perspectives in formulating the JCD's strategic objectives.

12. Develop indicators for measuring the strategic objectives after examining specific global performance indicators in the field of customs and in the field of human resources.

13. Identify the programs, projects and activities that ensure the achievement of the strategic objectives of the JCD.

14. Share the draft strategic plan with JCD employees and key partners, review their feedback, and revise the plan accordingly.

15. Present the final draft of the strategic plan to the Planning and Coordination Committee headed by His Excellency the Director General for approval based on Article (7) of the Administrative Order of the Jordan Customs Department No. (27)/2011.

16. Final approval of the plan, and its circulation to employees and partners.



Customs Future Foresight



Appendix III. Strategic Foresight: Proactive Dimension of Institutional Vision

1.1 Institutional Recognition & Strategic Necessity

In light of the significant transformation from its traditional role as a revenue-collecting authority, the JCD recognizes that it has become an integral part of a complex system that relies on extensive data, smart technologies, and the need to balance the facilitation of international trade with the safeguarding of national security.

In this context, reliance on the induction-based strategic planning is no longer sufficient to address a highly complex and rapidly changing future. Therefore, adopting a future foresight methodology inspired by the best global practices has become both a strategic necessity and an institutional objective.

1.2 Methodology for Building and Institutionalizing the Culture of Foresight

To ensure that this recognition is translated into a well-established and sustainable institutional culture, future foresight has been successfully integrated into the organizational structure as a standardized and embedded methodology. The establishment of future foresight was achieved through the following phases:

- ❖ **Forming a specialized foresight team** consisting of leaders from all directorates to ensure inclusive and integrated thinking.
- ❖ **Adopting the reference framework, methodology and guide** as official documents steering the procedure and emphasizing the inclusiveness and proactivity.

- ❖ **Capacity Building and Promotion of the Future Foresight Culture** through advanced training programs focusing on the future-oriented thinking.

The Methodology of Future Foresight adopted is defined as “a participatory approach that involves monitoring and analyzing future signals to develop scenarios in customs operations, aiming to strengthen preparedness for seizing opportunities and addressing challenges.”

To apply this methodology, the JCD uses advanced analytical tools such as:

- ❖ Horizon surveying
- ❖ Delphi Method
- ❖ Building multiple scenarios
- ❖ Retrograde Analysis.

1.3 Horizons of Development and Strategic Alignment of the Upcoming Plans

As the foresight serves as a strategic driver translating the ambitious visions into actionable outcomes, its outcomes form a critical foundation for formulating strategic plans. This process aims to develop strategies designed to operate with high efficiency and success regardless of future scenarios, particularly in the areas of digital transformation and data, trade facilitation and security, and human capital.

The evolutionary horizons of foresight process rely on conducting strategic scenario analyses to identify the key strategic gaps. In the executive level, the foresight outcomes are integrated into the executive plans by transforming them into objectives, projects and measurable performance indicators (KPIs).



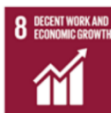
This inclusive direction ensures the strategic alignment and expedites realizing the JCD’s ambitious vision focusing on;



- ❖ Being a vital partner with a highly added value;
- ❖ Providing a safe and smart environment for the citizens and companies; and Supporting the international trade in the rapidly changing globe.



Appendix IV. Objectives of Sustainable Development 2015-2030

The JCD has reviewed the sustainable development objectives (amounted to 17 objectives) which were launched by the UN in 2015 with aim of to reaching a better and more sustainable future in 2030, and identified the JCD-related objectives:

Objectives of Sustainable Development	Strategic goals	Linking field	JCD's Initiatives
 <p>Objective 4: Quality Education</p>	Developing human and knowledge institutional capacities	Continuous training and dissemination of knowledge promote human capacities and achieve a sustainable learning at the JCD	The Annual training Plan
 <p>Objective 5: Gender equality (Achieving gender equality and empowering all women and girls)</p>	Promoting the institutional reputation	Adoption of fair and equal policies reflects the JCD's commitment to the humanitarian values and promotes its reputation regionally and internationally.	<p>Gender-specific training courses</p> <p>Activating the role of Woman Committee</p> <p>Allocating a percentage of annual appointments to the women</p> <p>Appointing women to the leadership positions</p>
 <p>Objective 8: Decent work and economic growth</p>	Streamlining the customs operations and facilitating access to services	Promote the economic and trade growth by improving the efficiency of supply chains & movement of goods and reducing the time required to release goods	Building a smart risk management system
	Enhance the methods of revenue collection	The enhanced methods of revenue collection increase the revenues, diversify the revenue resources and boost the economic activity	The integrated customs operation system

	Developing the technical infrastructure	Developing an effective infrastructure supporting the trade and services and promoting the sustainable economic growth.	<p>A plate recognition project for the foreign vehicles entering Jordan</p> <p>Projects to develop the technological & communication infrastructure</p> <p>Future Foresight Committee</p> <p>National Information Dashboard</p> <p>Adopting the AI in the customs operations</p> <p>Control & operation room</p>
	Developing the human and knowledge institutional capacities	Investing in human capital increases productivity and work quality, which supports economic growth.	<p>Human Recourse Management System</p> <p>Employee capacity building</p>
 <p>Objective 12: Responsible Consumption & Production (ensuring sustainable consumption & production)</p>	Developing the technical infrastructure	Digital transformation reduces wastage and enhances the resource management, which supports sustainability and minimizes paper consumption.	<p>Projects to develop the technological & communication infrastructure</p>
			<p>Recycling projects</p>
 <p>Objective 17: Partnerships for goals (strengthen the means of implementation and revitalize the global</p>	Streamlining the customs operations and facilitating access to services	Streamlining the customs operations requires multi-agency cooperation and strengthens the international partnerships	<p>Pre-approval platform to bring the authorities targeted in the customs declaration together - Phase II</p>
			<p>Initiating a smart risk management system</p>

partnership for sustainable development)			
	Promoting the institutional reputation	Promoting international cooperation and strategic partnerships will project the Department as a reliable partner	Expanding the Golden List to include a greater number of companies
			An available regional training center
			Developing and modernizing the Jordan Trade Portal – Phase II



SUSTAINABLE DEVELOPMENT GOALS




Appendix V. List of JCD's Partners

No.	Partner	Nature of partnership	Category (National/ Sectoral)
1.	Jordan Food and Drug Administration	Key Strategic Partner	Sectoral
2.	Standards and Metrology Organization	Key Strategic Partner	Sectoral
3.	Ministry Of Agriculture	Key Strategic Partner	Sectoral
4.	Atomic Energy Commission	Key Strategic Partner	Sectoral
5.	Aqaba Company for Ports Operation and Management	Key Strategic Partner	Sectoral
6.	Jordan Post Company	Key Strategic Partner	Sectoral
7.	ACT Container Port Company	Key Strategic Partner	Sectoral
8.	Ministry of Health - Environmental Health Directorate	Key Strategic Partner	Sectoral
9.	The Ministry of Environment	Key Strategic Partner	Sectoral
10.	The Ministry of Investment	Key Strategic Partner	Sectoral
11.	Telecommunications Regulatory Commission	Key Strategic Partner	Sectoral
12.	Energy and Minerals Regulatory Commission	Key Strategic Partner	Sectoral
13.	Royal Jordanian	Key Strategic Partner	Sectoral
14.	eFAWATEERcom	Key Strategic Partner	Sectoral
15.	Operators	Key Strategic Partner	Sectoral
16.	Importers	Key Strategic Partner	Sectoral
17.	Aqaba Economic Zone Authority	Key Strategic Partner	Sectoral
18.	Jordan Armed Forces / Military Security	Key Strategic Partner	National
19.	Ministry of Energy and Mineral Resources	Key Strategic Partner	Sectoral
20.	Income and Sales Tax Department	Key Strategic Partner	Sectoral
21.	Maritime Shipping companies	Key Strategic Partner	Sectoral
22.	Ministry of Industry and Trade	Key Strategic Partner	Sectoral
23.	Council of Ministers	Operational- supportive	National
24.	Ministry of Interior	Operational- supportive	Sectoral
25.	Ministry of Finance - Office of the Minister of Finance	Operational- supportive	National
26.	Ministry of Foreign Affairs	Operational- supportive	National
27.	Ministry of Health	Operational- supportive	Sectoral
28.	Government Procurement Department	Operational- supportive	Sectoral
29.	Department of Press and (Media Commission) Publications	Operational- supportive	National
30.	Express Couriers	Operational- supportive	Sectoral
31.	Transport Regulatory Commission	Operational- supportive	Sectoral
32.	The Jordanian Group for Duty-Free and Development Zones	Operational- supportive	Sectoral
33.	Customs Administrations of neighboring countries	Operational- supportive	Sectoral

34.	Public Security	Operational- supportive	National
35.	Car agents and dealers of auto parts and accessories	Operational- supportive	Sectoral
36.	Courts	Operational- supportive	National
37.	Royal Scientific Society	Operational- supportive	National
38.	Regional Office for Information Exchange in the Middle East (RILO)	Operational- supportive	Sectoral
39.	Nafith Company for Logistics Services Co.	Operational- supportive	Sectoral
40.	Public Service and Administration Commission	Operational- supportive	National
41.	International Trade Organization	Operational- supportive	Sectoral
42.	Jordanian Federation of Insurance Companies	Operational- supportive	National
43.	Association of owners of clearance & transport companies	Operational- supportive	Sectoral
44.	Aqaba Development Company	Complementary-Supportive	Sectoral
45.	Ministry of Digital Economy and Entrepreneurship	Complementary-Supportive	Sectoral
46.	General Budget Department	Complementary-Supportive	National
47.	Civil Status and Passports department	Complementary-Supportive	National
48.	Department of Lands and Survey	Complementary-Supportive	National
49.	The Central Bank of Jordan	Complementary-Supportive	National
50.	Commercial banks	Complementary-Supportive	National
51.	Department of Statistics	Complementary-Supportive	National
52.	World Customs Organization	Complementary-Supportive	Sectoral
53.	The Ministry of Planning and International Cooperation	Complementary-Supportive	Sectoral
54.	The Ministry of Public Works and Housing	Complementary-Supportive	Sectoral
55.	Donors/USAID	Complementary-Supportive	Sectoral
56.	Donors/EU	Complementary-Supportive	Sectoral
57.	World Bank Donors/	Complementary-Supportive	Sectoral
58.	Donors/UNDP	Complementary-Supportive	Sectoral
59.	Donors/JICA	Complementary-Supportive	Sectoral
60.	Donors/ UNODC	Complementary-Supportive	Sectoral
61.	Donors/ EXBS	Complementary-Supportive	Sectoral
62.	Donors/ GIZ	Complementary-Supportive	Sectoral
63.	Legislation and Opinion Bureau	Interactive	Sectoral
64.	Audit Bureau	Interactive	Sectoral
65.	Regional office of the World Customs Organization	Interactive	Sectoral
66.	Chambers of Commerce	Interactive	Sectoral
67.	Chambers of Industry	Interactive	Sectoral
68.	Jordan Exporters Association	Interactive	Sectoral
69.	Jordanian Businessmen Association	Interactive	Sectoral
70.	Association of Car Agents and dealers of auto parts and accessories	Interactive	Sectoral
71.	Jordan Shipping Association	Interactive	Sectoral

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