A PLAN FOR MOVING FORWARD
ACTION PLAN FOR CONTINUING IMPLEMENTATION OF THE CUSTOMS SINGLE WINDOW

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ACTION PLAN FOR THE IMPLEMENTATION OF THE CUSTOMS SINGLE WINDOW

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FRAMEWORK FOR THE PLAN

APPROACH

For the purposes of charting a way forward, the following is a high level action plan that allows for the implementation of the Customs Single Window. It is recognized that not all of the recommendations presented in this report will necessarily be implemented. This will be up to the discretion of Jordan Customs to determine which recommendations would be most beneficial to address given other considerations within Jordan Customs. But all of the objectives presented in this action plan should be implemented for the Single Window and all future long term successes.

NEED TO EVOLVE

All Customs organizations need to evolve because the world of international trade has changed dramatically. Much of this change came about by the introduction of technology, but also events that have occurred in the world. Customs has evolved since their creation as an agency that mainly collected duties and excise taxes. To an agency involved heavily into securing the supply chain and terrorism. Customs organizations need to become more involved in the area of advance risk analysis with emphasis on intelligence based checks to selected consignments as well as individuals. Figure 1.1: Evolution of Customs depicts the progress over the years of Customs Organization across the world. This evolution is again as mentioned many times as a continuous evolution an ending point.
A SOLID FOUNDATION

This action plan builds a very complete framework that provides a solid foundation for the present but more importantly the future of Jordan Customs. It is a roadmap that Jordan Customs can use to begin the long journey of modernization. But as with any action plan it needs to be reviewed and updated as the road ahead may change or contain obstacles that need to be addressed. This framework for progress addresses uses the best practices of trade facilitation and customs modernization.

• **Principles for modern customs procedures**
  – Partnership with trade
  – Transparency and predictability, incl. advance rulings
  – Use of modern technology
  – *Specially simplified procedures for authorized Brokers*
  – Risk management (better resource allocation)
  – Principles for modern customs procedures

• **Blueprint for Customs to**
  – *Implement effective and efficient controls; and*
  – *Facilitate legitimate trade*

• **Customs mission on trade security**
  – Awareness of the need for enhanced border control
  – Risk assessment using advance electronic information to identify high-risk cargo
  – Refocus control strategy to the entire supply chain
  – Enhanced cooperation with shippers/carriers/operators/other government agencies/trade

• **Need for global cooperative arrangements**
  – Avoid different and conflicting approaches
  – Complimentary to regional, bilateral initiatives

• **Trade facilitation for legitimate trade**
  – Efficient and effective customs procedures based on international standards

• **Integration with existing enforcement programs**
  – Fraud, drug trafficking, counterfeit, etc.
  – Terrorist funding
THE MODEL TO FOLLOW

The model that most of the Customs Agencies throughout the world follow is depicted in Figure 1.2: Kyoto Convention Best Practices. It depicts what the best practices for Customs Organizations use as their foundation and how they are integrated. All of the components described by the Kyoto Convention have been incorporated into this action plan.

All of the functions have been vetted by many organizations and are proven to work in the production environment. This is an integrated process that builds upon a foundation of standard and simplified procedures and practices. This is where all of the other functions and processes evolve from and build an extremely viable model.

Figure 1.2: Kyoto Convention Best Practices

Jordan Customs is on the right road and needs to continue the progress. They are following the right example of implementing the best practices for Customs Organizations. The major point is to execute and continue to expand the implementation plan.
MOVING FORWARD
THE WAY FORWARD

This action plan is provided as a high level order for addressing the relevant opportunities and is intended to provide Jordan Customs with some initial considerations to help in decision making and acting upon some of the opportunities in this report. Figure 1.3: Action Plan Rules depicts that the processes of any action plan do not stop with the completion of the action plan. But provide the basis for addressing long term opportunities by building on the previous action plan. The road to modernization is a long one and without an action plan it will be hard to navigate.

**Figure 1.3: Action Plan Rules**

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**INSTALLATION VERSUS IMPLEMENTATION**

There is a significant difference between the processes involved in Installing and Implementing. Installing means the system has been placed into a production mode and ready to use. Implementing is something quite different and more involved with processes, training and utilization. Figure 1.4: Installation vs. Implementation highlights some difference between installation and implementation.

The installation phase is a critically important phase of any project it does not operate alone but in conjunction with the implementation phase. Many organizations are assuming completion of installation phase means everything is complete. But this is when the true process of utilizing the system in a production mode begins. The implementation phase addresses the areas of training,
process improvement and system acceptance. This is an extremely critical point in a project because many projects stall and in some cases fail at this point.

<table>
<thead>
<tr>
<th>INSTALLATION</th>
<th>IMPLEMENTATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Application/Upgrade</td>
<td>Application/Upgrade Installed</td>
</tr>
<tr>
<td>Some equipment change</td>
<td>Some equipment change</td>
</tr>
<tr>
<td>No process change</td>
<td>Process improvement Changes</td>
</tr>
<tr>
<td>Little or No Benefit</td>
<td>Increased Efficiency</td>
</tr>
<tr>
<td>Little or No Training</td>
<td>System and Process Training</td>
</tr>
<tr>
<td>No Real Improvement</td>
<td>Continuous Improvement</td>
</tr>
</tbody>
</table>

Figure 1.4: Installation vs. Implementation

AN IMPLEMENTABLE ACTION PLAN

Many action plans fail because the objectives appear too difficult or are very vague in the description. Each objective needs to be broken down into manageable action/activity with a timeframe for each of the corresponding action/activity. But these timeframes need to be realistic, do not expect the impossible. Executing the action/activity may have dependencies with other action/activity that must be accomplished and the timeframes need take this into consideration. In addition, there must be accountability on the execution of the objectives and its action/activity. Without a responsible party the objectives and the action/activity will not be accomplished.

Developing and implementing an action plan is an iterative process, if a plan is to be effective, improvement efforts must be ongoing and continuous. The impacts reviewed and documented in the course of the implementation. There will always be issues during such an involved action plan. So a process to address issues quickly and effectively needs to be established as part of the action plan. If this is not part of the plan then the first issue that is presented will stop the progress in its tracks.

The following highlights the areas that this action plan addresses; some are in progress but need to be accelerated, while others have not begun. All are important for implementing an Integrated Customs Single Window across all of Jordan Customs and Other Government Agencies.

- **Improving Regulatory Compliance**
  - Comply with global electronic communication requirements
• Expedite movements of goods across borders through faster clearance process
• Increased transparency and audit ability of activities
• Reduce manual processes through the standardization and automation of trade compliance processes
• Strengthen enforcement capabilities to prevent illegal activities

• **Reducing Operating Costs and Managing Increasing Efficiency**
  – Eliminate/Minimize manual processes
  – Reduction in clearance times
  – Increase automated processing
  – Continuous improvement
  – Reduction in transaction costs
  – Continuous monitoring across the agency

• **Development of Relevant Key Performance Indicators**
  – Highlights areas for improvement
  – Provide the ability to monitor improvement efforts
  – Provide a baseline for comparison

• **Collaboration with Other Government Agencies (OGAs)**
  – Resolve issues with OGAs related to the clearance of goods
  – Overcome concern associated with measurement and monitoring
  – Build a sense of collaboration
  – Seamless integration and information sharing between OGAs

• **Implementation of Technology Improvements**
  – Expanding and deploying ASYCUDA World to all locations
  – Using the functionality provided by ASUCUDA World (ex: Valuation, Guarantees, Automated Assignment, etc.)
  – Integration with other developed sub-systems
  – Facilitation of standardized information sharing
ACTION PLAN

ACTION PLAN OVERVIEW

The following spreadsheet is the action plan containing objectives for each for each of the six recommendations. But also there is action/activity for each of the objectives that are required to be performed in order to satisfy the objective. Breaking an action plan down to the action/activity level provides small steps that will show progress is reaching your objectives. If these action/activity are too broad, the possibility of the action plan failing is high. This action plan is not a static document without any changes, this is a living/working document. Modifications to the plan should be made according to new information and feedback received during the execution. This is the initial foundation and will require continuous review and updating as implementation of the Single Window progresses.

At this time the last three columns do not have any information but they need to be addressed once the objectives and actions have been vetted and approved for implementation. The background on the three columns is as follows:

- **Time Frame:** Estimated time for completing the objective or action/activity.
- **Responsible Party:** Lead Group or Organizational Unit with the responsibility to execute the objective or action/activity.
- **Status:** Progress of the assigned task to this point. A reason for delays or inaction needs to be mention in this area.

There are two important points that need to be made:

1) Once you have developed an action plan you must make sure you use it,

2) There needs to be a Project Manager responsible for implementing the single window, they are the one in charge of making the necessary decisions to keep the single window implementation.
### SINGLE WINDOW ACTION PLAN

**Recommendation: 1.0 Single Window Implementation**

<table>
<thead>
<tr>
<th>Objective</th>
<th>Action/Activity</th>
<th>Time Frame</th>
<th>Responsible Party</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 The installation and implementation Single Window processing across all Customs locations</td>
<td>1.1.1 Establish a Single Window Deployment Group with participants from Customs and IT that will have authority and responsibility for the deployment.</td>
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<tr>
<td></td>
<td>1.1.2 Develop the plan and schedule for deployment of the Single Window across all Customs locations.</td>
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<td></td>
<td>1.1.3 Review and modify the deployment plan and schedule with updates from the Customs locations being deployed.</td>
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<td>1.1.4 Execute the Single Window Deployment Plan across all Customs locations.</td>
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<td></td>
<td>1.1.5 Monitor the deployment at each location with reviews of the processes both manual and automated.</td>
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<td></td>
<td>1.1.6 Create and implement a process to capture all issues on the deployment effort and the corresponding actions to correct.</td>
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<td></td>
<td>1.1.7 Develop and implement a communication plan to all related parties on the progress of the single window deployment.</td>
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<td>1.2 To ensure that the technical infrastructures of the Customs locations are at a level where all have the capacity to utilize ASYCUDA World</td>
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<tr>
<td>1.2.1 Review and document the technical infrastructure requirements of the Customs and Other Government Agencies at the location</td>
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<tr>
<td>1.2.2 Develop the budget for implementation of the required modifications to the location for supporting ASYCUDA World</td>
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<tr>
<td>1.2.3 Obtain the necessary software, hardware, and connectivity requirements for Single Window installation</td>
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<tr>
<td>1.2.4 Installation of all required hardware and software for using ASYCUDA World in the production mode</td>
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<tr>
<td>1.2.5 Perform the required testing of the equipment and software to resolve any issues prior to production mode</td>
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<tr>
<td>1.2.6 Review and address production issues related to the implementation of ASYCUDA World software</td>
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<tr>
<td>1.3 Standardize and insure a training program for Customs agents that is consistent across all locations and Other Government Agencies (OGAs)</td>
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<tr>
<td>1.3.1 Coordinate with IT Group the required information for a training program for the full utilization of the software</td>
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</tbody>
</table>
1.3.2 Develop a training plan for user of the system that assist in progressing the overall knowledge of the processes and software

1.3.3 Perform required training to the Customs Agents and Other Government Agencies at the location being deployed

1.3.4 Perform on-site support during and after the software has been installed in the production environment

1.4 Determination if the existing locally developed should become part of the Single Window

1.4.1 Review locally developed systems for possible implementation in the production environment

1.4.2 Develop plan for incorporating the existing locally developed functionality into production

1.4.3 Execute plan for implementation of the locally developed functionality in all related Customs locations

**Recommendation: 2.0 Implementation of automated processes**

<table>
<thead>
<tr>
<th>Objective</th>
<th>Action/Activity</th>
<th>Time Frame</th>
<th>Responsible Party</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1 Standardize, eliminate manual processes and automate processes to improve efficiency in the clearance of cargo</td>
<td>2.1.1 Develop/document/approve a Standard Operating Model for processing at Customs Centers</td>
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<tr>
<td>2.1.2</td>
<td>Review existing process/procedures and physical office modifications for a limited number of offices for Pre-Single Window Implementation</td>
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<tr>
<td>2.1.3</td>
<td>Document the Customs processes to reflect the current state of the Customs location</td>
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<tr>
<td>2.1.4</td>
<td>Identify and map specific issues, practices with proposed areas of simplification to the Customs and location for future processing</td>
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<tr>
<td>2.1.5</td>
<td>Implement a simplified, improved and processes/procedures in processing documents for Single Window implementation</td>
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<tr>
<td>2.2</td>
<td>To continue to streamline and incorporate existing new functionality into the processes</td>
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<tr>
<td>2.2.1</td>
<td>Perform a post implementation review of the processes/procedures for possible issues or bottlenecks that need to be addressed</td>
<td></td>
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<tr>
<td>2.2.2</td>
<td>Facilitate in the expansion of electronic payment processing for authorized Brokers</td>
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<tr>
<td>2.2.3</td>
<td>Review requirements and implementation of the automated Valuation processing within the ASYCUDA World system</td>
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<tr>
<td>2.2.4 Review requirements and implementation of the Guarantee processing within the ASYCUDA World system</td>
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<tr>
<td>2.2.5 Review of processes and procedures required for the capability of implementing a Pre Clearance functionality.</td>
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<tr>
<td>2.2.6 Review of processes and procedures required for the capability of implementing a Post Audit functionality.</td>
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</tr>
</tbody>
</table>

<p>| 2.3 To create relevant Key Performance Indicators that assist in a continuous improvement of processing cargo, risk assessment and future expansion |
| 2.3.1 Development of a methodology to measure the time required to release/process goods. |
| 2.3.2 Implementation of the process to collect information related to the release of goods |
| 2.3.3 Identification of bottlenecks in the process and areas for improvement in Customs procedures |
| 2.3.4 Develop/Implement of procedures to correct any bottlenecks and problems in the process |
| 2.3.5 Establishment of a process by Customs for ongoing assessment of cargo release times for a continuous improvement of the processes in all areas of trade |</p>
<table>
<thead>
<tr>
<th>2.4 To reduce paper documents for trade-related procedures and automate/computerize trade-related procedures.</th>
<th>2.4.1 Implementation of the Single Window across all Customs locations that are consistent internationally endorsed standards has completed.</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.4.2 Simplify procedures and reduce the requirements for paper documentation in Customs and Other Government Agencies (OGAs) clearance process.</td>
<td>2.4.3 Ensure measures to replace paper documents for cross-border trade administration with electronic equivalents that are technology neutral, secure and integrated between all parties involved in the international supply chain of goods and services.</td>
</tr>
<tr>
<td>2.4.4 Adopt standardized and simplified common data elements and formats in accordance with WCO data model across all agencies involved in the cargo process.</td>
<td>2.4.5 Establish the process of working with Other Government Agencies (OGAs) to expand electronic forms and processes.</td>
</tr>
<tr>
<td>2.5 To build confidence in e-commerce by the streamlining of processes and removing obstacles.</td>
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</tr>
<tr>
<td></td>
<td>2.5.1 Harmonize the advance electronic cargo information requirements on inbound, outbound and in-transit shipments with Other Government Agencies (OGAs)</td>
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<tr>
<td></td>
<td>2.5.2 Receive advance electronic information in order for Customs administrations to identify high-risk shipments and facilitate low risk shipments as early as possible in the supply chain.</td>
</tr>
<tr>
<td></td>
<td>2.5.3 Continue to develop and adopt advanced risk management methodology, such as systematic cargo profiling techniques, and/or a computerized risk management system to identify high-risk shipments and minimize physical examination of low-risk shipments.</td>
</tr>
<tr>
<td></td>
<td>2.5.4 Perform an outbound inspection of high-risk containers and cargo, preferably using non-intrusive detection</td>
</tr>
<tr>
<td></td>
<td>2.5.5 Continue to implement Golden List participation which provides benefits to businesses that meet certain security standards to maximize security and facilitation of the international trade supply chain.</td>
</tr>
</tbody>
</table>

**Recommendation: 3.0 An Integrated Comprehensive Risk Management System**
<table>
<thead>
<tr>
<th>Objective</th>
<th>Action/Activity</th>
<th>Time Frame</th>
<th>Responsible Party</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1 To formulate transparent and standardized risk management criteria for Customs and Other Governments Agencies (OGAs)</td>
<td>3.1.1 Development of a risk management approach in accordance with Internationally recognized standards that uses automated risk assessment tools and techniques</td>
<td></td>
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<tr>
<td></td>
<td>3.1.2 Harmonization of Custom and OGAs data requirements for risk assessment</td>
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<td></td>
<td>3.1.3 Deploy the ASYCUDA World integrated Risk Management to all Customs locations in coordination with the Single Window Deployment Plan</td>
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<tr>
<td></td>
<td>3.1.4 Facilitate identification and inspection of high-risk shipments and minimize delay of low-risk shipments</td>
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<td></td>
<td>3.1.5 Streamline the process/procedures for handoffs between Customs and Other Government Agencies (OGAs)</td>
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<tr>
<td></td>
<td>3.1.6 Development of service level agreements between Customs and Other Government Agencies (OGAs)</td>
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<tr>
<td>3.2 Organization of a group to lead in the development of a Strategic Risk Plan</td>
<td></td>
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</tbody>
</table>
3.2.1 Creation of a Risk Assessment Board with participants from Customs and Other Government Agencies (OGAs) to continually monitor risks

3.2.2 Implement a review process for issues on risks and the incorporation of risks into the integrated risk management system

3.2.3 Perform a continuous independent review and update of the risks involved by each of the agencies.

**Recommendation: 4.0 Integrate/Implement Golden List**

<table>
<thead>
<tr>
<th>Objective</th>
<th>Action/Activity</th>
<th>Time Frame</th>
<th>Responsible Party</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1 Standardization and Conformance of the Golden List requirements</td>
<td>4.1.1 Harmonization of Golden List procedures and practices across Customs and Other Government Agencies (OGAs)</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>4.1.2 Implement the Golden List organizations that meet established security standards for Customs and Other Government Agencies (OGAs)</td>
<td></td>
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<tr>
<td></td>
<td>4.1.3 Provide expeditious clearance for traders who meet the criteria specified by Customs and Other Government Agencies (OGAs)</td>
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<tr>
<td>4.2 To develop standards for participation in the Golden list by the development of a Golden List Review Board</td>
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</tr>
</tbody>
</table>
4.2.1 Creation of a Golden List Review Board with participants from Customs and Other Government Agencies (OGAs)

4.2.2 Implement a review process for issues or recertification of existing organizations to the Golden List

4.2.3 Develop and implement a communications plan for promoting the benefits of participation in the Golden List

4.2.4 Creation of a Trade Network Working Group with trusted Organizations to foster a working relationship with the Trade

<table>
<thead>
<tr>
<th>Recommendation: 5.0 Red Lane Reduction</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective</strong></td>
</tr>
<tr>
<td>5.1 Determine the situations and reasons for the amount of cargo being processed by the red lane</td>
</tr>
<tr>
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</tbody>
</table>
5.2 The standardization of the processing of cargo in the red lane

| 5.2.1 Review the processing times for clearing red lane cargo on each of the Customs locations |
| 5.2.2 Identify areas of bottlenecks and possible areas for improvement in the processing of red lane cargo |
| 5.2.3 Develop and implement standards for the processing of cargo in the red lane for Customs and Other Government Agencies |

**Recommendation: 6.0 Sign/Implement Memorandums of Understanding (MOUs)**

<table>
<thead>
<tr>
<th>Objective</th>
<th>Action/Activity</th>
<th>Time Frame</th>
<th>Responsible Party</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.1 To realize appropriate, transparent and predictable trade procedures through a consistent and integrated implementation of trade-related regulations.</td>
<td>6.1.1 Review the implementation of the Integrated Single Window for the development of the Memorandums of Understanding</td>
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<tr>
<td></td>
<td>6.1.2 Develop/Modify the Memorandums of Understanding to reflect and incorporate the processes and procedures followed in the Integrated Single Window</td>
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<tr>
<td>6.1.3 Sign the Memorandums of Understanding with the Other Government Agencies (OGAs)</td>
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<tr>
<td>6.1.3 Monitor the coordination efforts between the Other Government Agencies for modifications to the MOUs</td>
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</table>
APPENDIX A – SINGLE WINDOW MODEL

Single Window Model

A Roadmap to the Future

Evolution of Customs

- **REVENUE COLLECTION OF IMPORT TAXES**
  - (duties & excise)
- **PROTECTION OF ECONOMIC INTERESTS**
  - (domestic industry)
- **PROTECTION OF SOCIETY – HEALTH, SAFETY**
  - (drug trafficking, firearms, environment, counterfeit)
- **ECONOMIC DEVELOPMENT – TRADE, INVESTMENT**
  - (trade facilitation)
- **SECURITY – TERRORISM**
  - (shifting focus to the entire supply chain)

THE FUNCTION OF CUSTOMS
The WCO View of Customs

- Principles for modern customs procedures
  - Partnership with trade
  - Transparency and predictability, incl. advance rulings
  - Use of modern technology
  - Risk management (better resource allocation)
  - Specially simplified procedures for authorized traders

- Blueprint for customs to
  - Implement effective and efficient controls; and
  - Facilitate legitimate trade

Security Concerns

- Customs mission on trade security
  - Awareness of the need for enhanced border control
  - Risk assessment using advance electronic information to identify high-risk cargo
  - Refocus control strategy from mainly import to the entire supply chain incl. exports
  - Enhanced cooperation with shippers/ carriers/ port authorities & operators/ other border agencies / trade etc

- Need for global cooperative arrangements
  - Avoid different and conflicting national approaches
  - Complementary to regional, bilateral initiatives
  - Avoid the marginalization of developing countries

- Trade facilitation for legitimate trade
  - Efficient and effective customs procedures based on the International standard

- Integration with existing enforcement programs
  - Fraud, drug trafficking, counterfeit, etc.
  - Terrorist funding
Impact on Trade Facilitation

- Trade liberalization promotes increased awareness of trade transaction costs
- Technological developments promotes Global trading and production practices
- Modern logistics = Accuracy, predictability, speed
- Improving efficiency and reducing the cost of border procedures = Improving of the national economy
- Competitiveness of industries, inward investment
- Integrity of people in the public and private sector
- Combined efforts of efficient trade and good governance

Integrated Free Flow of Information

Procedural Best Practices Revised
Kyoto Convention

Risk Management Program
Minimum Controls Necessary

Standard and Simplified Procedures and Practices

Maximum Use of Information Technology

Partnership With Trade
Systems of Appeals

Accurate up-to-date, easily available information
Information and Communications Technology (ICT)

- Information and communication technologies (ICT) have transformed trade and transport operations.
- Developing countries must be proactive and ensure appropriate planning for the application of ICT in trade and transport in order to reap the benefits of technological advances, reduce transaction costs and enhance supply chain capacities.

Source: UNCTAD – ICT SOLUTIONS TO FACILITATE TRADE AT BORDER CROSSINGS AND IN PORTS
Geneva, 16–18 October 2006
Central Information and Distribution

- Customs plays an important role at the borders and can be the enforcement agency that is best suited as the main entrance point to receive and coordinate the flow of trade information.
- Customs can be the gate keeper of all information related to the successful submission of all cross-border regulatory requirements.

**Single Window Models**

- **A Single Authority**: Customs co-ordinates and/or enforces all border-related controls. For example: in Sweden and the Netherlands, Customs Officers perform many tasks based on assignments from other governmental authorities.

- **A Single System**: Integrating the electronic collection, use, and dissemination of international trade data related to trade that crosses the border. For example, the United States established a program ITDS that allows traders to submit standard data only once and the system distributes the data to the agencies that have an interest in the transaction.

- **An Automated System**: Through which a trader can submit electronic trade declarations to the various (controlling) authorities for processing and approval in a single application. In this approach the approved permits are transmitted electronically to the sender’s computer. Such a system is in use in Singapore and Mauritius. In Singapore the system automatically calculates the fees, taxes and duties and then deducts them from the trader’s bank account.
Improving Compliance

- Implementation of a 24 hour Truck Manifest
- Implementation of a 48 hour Ocean Manifest
- Implementation of a Post Audit Function

What does this do:
- Assists in pre-clearing of cargo
- Ability to improve compliance
- Improves the risk assessment process
- Improves efficiency/speed of inspections

Phased Approach to Recommendations

- Recommendation 1: Single Window Implementation
- Recommendation 2: Implementation of Automated Processes
- Recommendation 3: An Integrated Comprehensive Risk Management
- Recommendation 4: Integrated/Implemented Golden List
- Recommendation 5: Reduction in Red Lane Inspections
- Recommendation 6: Sign/Implement Memorandums of Understanding (MOUs)

Continuous Improvement Model
**Process for Implementation**

**Recommendation 1: Single Window Implementation**

1. **Objectives**
2. **Actions/Activities**
3. **Project Plan**

**Needs to be a Continuous Process**

- Electronic Broker Notifications
- Automated Interfaces to other Government Agencies
- Electronic Payment of Duties
- Cargo Clearance Process
- Physical Printing and Compiling of Documents
- Electronic Transmission of Customs Declaration
- Broker Presents Documents to Customs
- Physical/Electronic Review of Customs Documentation
- Physical work flow process
- Determination of Liquidation
- Resolve related Cargo issues
Install versus Implement

There is a significant difference between Install and Implement. Installing means the system has been installed in production and ready to use. Implementing now requires training, process improvement, and using the functions of the system.

<table>
<thead>
<tr>
<th>INSTALL</th>
<th>IMPLEMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Application/Upgrade</td>
<td>Application/Upgrade Installed</td>
</tr>
<tr>
<td>Some equipment change</td>
<td>Some equipment change</td>
</tr>
<tr>
<td>No process change</td>
<td>Process improvement Changes</td>
</tr>
<tr>
<td>Little or No Benefit</td>
<td>Increased Efficiency</td>
</tr>
<tr>
<td>Little or No Training</td>
<td>System and Process Training</td>
</tr>
<tr>
<td>No Real Improvement</td>
<td>Continuous Improvement</td>
</tr>
</tbody>
</table>

Implementation will have Problems

Problems will be encountered during implementation of a Single Window, because of the major paradigm shift that Jordan Customs must perform to incorporate the Single Window process. Some of these problems will be:

- Fear of change from internal and external stakeholders
- Limited resources at the department's disposal to undertake all requisite training- staff, brokers and others.
- Delays in effecting infrastructural changes
- Slow ownership by administrative personnel
- Slow "buy-in" by some external stakeholders
- Occasional disruptions in the internet service
- Lack of Ownership by area Business Owner, IT and locations
A Plan To Succeed
APPENDIX B – KEY PERFORMANCE INDICATORS

Key Performance Indicators

Developing an Efficient Organization
Agenda

- What are Key Performance Indicators
- Categorization of KPI’s
- How do KPI’s provide value?
- What makes a good KPI?
- The KPI Process
- Develop a Common Language
- KPI’s Cover....
- KPI’s can be used to Measure....
- Potential KPI’s and their Benefits
- KPI Process/Implementation

What are Key Performance Indicators?

Key Performance Indicators (KPIs) are:
- Quantifiable measures that reflect the critical success factors of an organization
  - effectiveness (accomplishes objectives) or
  - efficiency (faster, cheaper, with fewer resources) or
  - quality (more valuable or consistent – for example, with fewer errors)
- Used in monitoring and continuously improving business processes or business/production performance
Categorization of KPI’s

- **Quantitative indicators**
  - which can be presented as a number

- **Practical indicators**
  - that interface with existing company processes

- **Directional indicators**
  - specifying whether an organization is getting better or not

- **Actionable indicators**
  - are sufficiently in an organization’s control to effect change

**Key Performance Indicators**

- define a set of values used to measure against

---

**How do KPI’s provide value?**

KPIs can provide value in the following ways:

- Help leadership succinctly clarify an organization’s objectives, strategies and priorities
- Help management drive organization performance towards the achievement of strategic objectives
- Help monitor progress towards organizational goals; they are a Performance Management tool
- Provide a common language for business goals and results across an organization

KPI applications, such as an executive portal or dashboard, give management a high-level, real-time view of the overall health of the institution by visually displaying vital statistical and financial information about the institution.
What makes a good KPI?

A good KPI is:

- In Alignment – with Strategic Objectives of the organization
- High Impact – significantly impact overall organization performance
- Quantifiable/Measurable – can be objectively verified by multiple parties and can be tracked over time to see trends
- “Actionable” – a metric whose value can be changed (improved) through actions taken or behavior changes over a relatively short time (weeks or months)
- Agreed Upon – accepted by multiple parties involved, at multiple levels, within an organization; ideally, are a common benchmark that can be used to compare performance with other organizations or industry standards
- “Leading” – measure process performance that, if behavior is altered, have a near immediate impact.

The KPI Process

Key Performance Indicator (KPI)

- Determine Critical Processes or Process Steps
- Define how to measure them
- Set goals using Benchmarks
- Monitor and Improve

A measure designed to track a critical performance variable over time
Develop a Common Language

Developing a common language is a key element on which to base KPI’s that are critical for Balanced Scorecard information. Without a common language throughout the entire organization there are risks for misinterpretation, redundancy, misinformation, miscalculation, etc.

KPI’s Cover.....

A wide range of functions in a typical Border/Port environment this can include:

- Port and Terminal Throughput
- Vessel Scheduling
- Berthing and Cargo Storage
- Inland Transport Services
- Safety and Risk
- Security and Credentialing
- Customs services
- Logistics Services
- Environmental compliance
Three Main Ideas on KPI’s

- **Technology**: including applications, IT infrastructure and security
- **People**: IT organization design, sourcing strategy and performance management
- **Service Delivery Processes**: Plan, Deliver and Operate, together with the IT management processes; designed to optimize IT performance

KPI’s can be used to Measure....

Port Operational Efficiencies such as:

- Vessel Clearance Processing and Turn-time
- Port and Terminal Throughput
- Optimization of facilities and infrastructure
- Efficiency and cost-effectiveness of services (stevedores, port operations, maintenance)
- Capacity to handle larger vessels and additional cargoes efficiently
- Effectiveness of multi-modal interconnections
- Declaration and clearance of goods (customs, quarantine, immigration)
- Revenues, Liabilities, Financial Performance
- Import-Export Cargo Tonnage
- Port facility and infrastructure security and access control
## Potential KPI’s and their Benefits

<table>
<thead>
<tr>
<th>Key Performance Indicators (KPI’s)</th>
<th>Potential Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Savings in operating costs; reduced costs to shippers and trader. Reduced time for availability of goods.</td>
<td>Accurate scheduling of ships arrivals and departures leading to reduced turnaround times reducing congestion, contention for resources and costs.</td>
</tr>
<tr>
<td>Reduction in capital requirements; improvements in return on existing investments.</td>
<td>Better utilization of all ports assets, equipment, fixtures and fittings through enhanced ability to schedule and balance use of key resources within constraints of commercial imperatives and user requirements.</td>
</tr>
<tr>
<td>Reduction in costs to trader and to consumer and export clients, leading to growth in trade.</td>
<td>Reduction in time to deliver cargo resulting from improved communications between all of the parties concerned with port usage but also imports and exports.</td>
</tr>
<tr>
<td>Reduction in personnel time, costs and paper in administration</td>
<td>Accurate transaction information; integrated IT systems between all participants in the trade process.</td>
</tr>
<tr>
<td>Increased volume in containers, general and bulk cargo and passengers handled with known resources.</td>
<td>Higher throughput of cargo and increased utilization of port resources.</td>
</tr>
<tr>
<td>Lower Customs costs; increased Customs revenue; reduced cargo losses; reduced problem in identification, reduction in “official taxes.”</td>
<td>Increased security and Customs efficiency as a consequence of container track and trace systems.</td>
</tr>
<tr>
<td>Reduced costs and time of double handling and correction of information, especially for national statistics, revenue reporting, etc.</td>
<td>Better integration into national information sharing and IT strategies. Adoption of international standards.</td>
</tr>
</tbody>
</table>

### USAID Jordan Economic Development Program (SABEQ)

## High Level KPI Strategy

<table>
<thead>
<tr>
<th>Vision</th>
<th>Mission</th>
<th>Values</th>
</tr>
</thead>
<tbody>
<tr>
<td>What you aspire to be</td>
<td>What you hope to achieve</td>
<td>What you want your people to embody</td>
</tr>
</tbody>
</table>

### Market Differentiators
- Differentiator 1
- Differentiator 2
- Differentiator 3
- Differentiator 4
- Differentiator 5
- Differentiator 6
- Differentiator 7

### Strategic Objectives
- Strategic Objectives 1
- Strategic Objectives 2
- Strategic Objectives 3
- Strategic Objectives 4
- Strategic Objectives 5
- Strategic Objectives 6
- Strategic Objectives 7

### Critical Processes
- Critical Process 1
- Critical Process 2
- Critical Process 3
- Critical Process 4
- Critical Process 5
- Critical Process 6
- Critical Process 7
- Critical Process 8

### Key Performance Indicators
- Performance Measures
- Performance Measures
- Performance Measures
- Performance Measures

USAID Jordan Economic Development Program (SABEQ)