

Hashemite Kingdom of Jordan

Ministry of Finance

# **Jordan Customs**

# Annual Report

2007

Prepared by:

**Planning and Organization Directorate** 



H. M. King Abdullah II Bin Al-Hussein



# Jordan Customs

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## Director General's Foreward

## In the name of Allah, Most Gracious, Most Merciful

The act of giving is renewed and it prospers as long as there are new and non-ending aspirations and aims. We always endeavor to live up to the ambitions and hopes of our Hashemite Leadership in a giving and a prosperous country. This will be achieved through hard and tireless work in order to accomplish Jordan Customs' objectives, which are considered to be an integral part of national aims.

Jordan Customs' Annual Report, which dawns at the beginning of each year deriving its light from the previous year, is full of aspirations and achievements which we are always keen to share with those who are concerned, because we believe in the importance of clarity and transparency in our treatment of others and our relationship with them, in addition to the acceptance of opinions and counteropinions.

Jordan Customs' previous successes and its achievements at various levels have been culminated by obtaining the Award for the Best Achievement for the fourth cycle of King Abdullah II Bin Al-Hussein Award for Distinguished Government Performance and Transparency. Thus we have become responsible for maintaining this success and we aim at moving forward in order to achieve the best.

There are many achievements accomplished by Jordan Customs in 2007 that we are proud of. Those achievements covered several areas, including activating strategic planning, coping with technological developments, communications, human resources development and institutional capacity development.

The area of international trade chain secu-

rity and facilitation has been the focus of care and consideration. Jordan Customs worked hard to streamline the procedures,



protect intellectual property rights and perform its mission at the local, regional, and international levels, in order to accomplish its strategic goals that are integrated with the objectives of other government departments and institutions, which support each the other in achieving national goals.

This would not have been achieved without the great cooperation between all the cadres of Jordan Customs and their joint action that is based on teamwork spirit, which has enriched the Departments' procedures and contributed to the improvement of the quality of its services. Maintaining this cooperation and increasing it will remain the flame to enlighten the path toward continuing excellence. This can be achieved through contributing to our national economy and its upgrading in a way that will have an impact on the welfare of our society, the maintenance of its earnings and the preservation and development of its resources.

All thanks and appreciation go to all Jordan Customs' officers for their distinctive and continuing act of giving in service to our beloved country and our citizens under the Hashemite banner and the leadership of our beloved King.

May Allah grant us continuing success.

Mut'eb Wsaiwes Al-Zaben Director General

# Chapter 1

The Establishment of Jordan Customs.

- Vision.
- Mission and Goals.
- Values.

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## The Establishment of Jordan Customs

The early twenties of the last Century witnessed the establishment of Trans-Jordan Emirate. Due to the location of this new born state at the heart of the Arab World as well as its strategic importance at both the regional and international levels, there has been a necessity for a governmental agency to control and levy due revenues on both imported and transit goods. Therefore, the first Customs Administration was officially inaugurated in 1923 and was known as Directorate of General Excise and Statistics. This Directorate was administratively related to the Council of Advisors, currently «the Prime Ministry». It took up the task of statistics and inspection as well as levying duties on imported goods.

Jordan Customs now is headed by a Director General related directly to the Finance Minister. Seventeen administrations have alternated the post since the establishment of the Department.

As for the legislation, the first law regulating Customs work was issued in 1926 and it was known as Customs and Excise Law. It was amended on several occasions to cope with progressions at both the national and the international levels. In1962, Customs and Excise Law was substituted by Law No.(1), which went into effect until it was replaced by the Temporary Customs Law, No. (16) for the year 1983. In order to cope with the developments that the Kingdom was going through, a new Customs Law was issued to replace the Temporary Law, and it was acknowledged in accordance with the constitutional principles in August 1998.

The first Customs tariff comprising lists of exchanged goods and Customs duties was issued in 1963. It was mainly adopted from the list issued by the League of Nations. The lists were amended several times the last of which was the Harmonized System that was put into force in 1994.

Since its establishment, a number of Customs houses have been established. This number increased with the increase in trade movement and the Department's desire to deliver high quality service. Now the number of Customs houses mounts to 26. These centers can be classified into three main categories (Clearance Customs houses, Border Customs houses, and Post Customs houses).





## Names of the successive Directors General of Jordan Customs.

No	Name	Job title	Period
1.	Abdussalam Kamal.	Director of Excise, Production and General Statistics.	1/10/1922 until 6/1/1926.
2.	H.A. Turner.	D.G. Customs and Excise.	
3.	B.Livingstone.	D.G. Customs, Industry and Commerce.	
4.	Fawaz Al-Rossan.	D.G. Customs, Industry and Commerce.	13/9/1948 until 1/3/1951.
5.	Zahaa Al-Deen Al-Hmood.	Under Secretary of Commerce.	1/3/1951 until 11/7/1951.
6.	Mohammad Odeh Al-Quraan.	Under Secretary of Finance/ Customs.	11/7/1951 until 11/6/1962.
7.	Saed Al-Dora.	Under Secretary of Finance/ Customs.	1/7/1962 until 6/6/1956.
8.	Ali Al-Hassan.	Under Secretary of Commerce/Customs.	6/6/1956 until 1/2/1971.
9.	Mamdouh Al-Saraira.	Under Secretary of Commerce/Customs.	1/2/1971 until 1/2/1975.
10.	Yassin Al-kayed.	Under Secretary of Commerce/Customs.	1/2/1975 until 9/5/1982.
11.	Adel Al-Qoda.	D.G. Customs.	9/5/1982 until 9/6/1990.
12.	Mahdi Al-Farhan.	D.G. Customs.	9/6/1990 until 1/11/1991.
13.	Mohammad Ahmad Al-Jamal.	D.G. Customs.	1/11/1991 until 16/5/1994.
14.	Nazmi Al-Abdullah.	D.G. Customs.	16/5/1994 until 17/11/1999
15.	Dr. Khalid Al-Wazani.	D.G. Customs.	17/11/1999 until 19/6/2001.
16.	Mahmoud Qutieshat.	D.G. Customs.	19/6/2001 until 1/6/2005
17.	Alaa.A.Batayneh	Director General	1/6/2005 until 10/5/2007
18.	H. E. Mut'eb Wsaiwes Fahd Al-Zaben	Director General	11/5/2007 up to present

## Our Vision

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

## **Our Mission**

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

## Our Objectives

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



## Our Values

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

## **Integrity:**

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

## **Professionalism:**

Performing job efficiently, accurately and effectively.

## Discipline and accountability:

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

## **Creativity and learning:**

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

## Justice:

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

## Pride:

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

## Focusing on results and service receivers:

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

## Culture of distinction:

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

## An informed department:

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

# Organization of Jordan Customs

## Organizational Structure

Jordan Customs has been regulated according to the Administrative Regulation System No. (43) for the year 2000. The Department is headed by a General Director related to the Finance Minister. The Director has two deputies; the first is for Customs affairs, while the second is for financial, administrative and computer affairs. He also has a counselor, in addition to the General Administrative Inspector.

The nature of the work and its requirements needed some modifications to this system in accordance with the decisions issued by the Minister and published in the Official Gazette.

## First: The following directorates are related to the Director General:

- -Planning and Organization Directorate.
- -Legal Affairs Directorate.
- -Inspection and Control Directorate.
- -Director General Office.
- Public Affairs and International Cooperation Directorate.
- -Enforcement Directorate.
- Comprehensive Customs Quality Management Directorate.
- Intelligence Directorate.
- Customs Public Prosecution.

# Second: The following Directorates are related to the Deputy Director General for Customs Affairs:

- -Cases Directorate.
- -Tariff and Conventions Directorate.
- -Transit and Clearance Directorate.
- Temporary Admission Directorate.
- -Exemptions Directorate.
- Value Affairs Directorate.

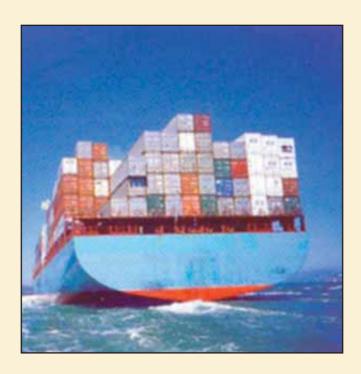


- Customs Escort Directorate.
- Customs Laboratory / Amman.
- Customs Laboratory / Aqaba.

# Thirdly: The following Directorates are related to the Deputy Director General for Financial, Administrative and Computer Affairs:

- -Human Resources Directorate.
- -Administrative Affairs Directorate.
- -Financial Affairs Directorate.
- -Information Technology Directorate.
- -Communications Directorate.
- -Customs Training Center.
- -Buildings and Maintenance.

Customs Centers are divided into two major categories: main Centers, which are directly related to the General Director, and sub-Centers, which are related to the director of the main Center within the geographical area to which the center belongs. Those are categorized function wise as follows:



### 1. Clearance Customhouses:

Those have the task of clearing all sorts of import and export goods as well as cases of pending duties. Those are the following Customhouses:-

- a. Amman Customhouse.
- b. Aqaba Customhouse, with the following subordinate Customhouses: Wadi Al-Yutm Customhouse, Wadi Araba Customhouse, Al-Quaira Free Zone Customhouse, Passengers Steamers Customhouse.
  - c. Queen Alia International Airport/Clearance.
- d. King Abdullah II Industrial Estate /Sahab, and related to this Centre are the following bonded banks: (Arab Bank, Itihad Bank, Housing Bank, Islamic Bank and Investment Bank), and Al-Raqeem Customhouse.
- e. Al-Hassan Industrial Estate Customhouse /Irbid, and related to this center are the following Customhouses: Irbid Post office Customhouse, Jerash Post Office Customhouse, and Ajloun Post Office Customhouse.
- f. Al-Hussein Bin Abdullah Industrial Estate Customhouse / Karak, and related to this center is Al-Karak Post Office Customhouse.
  - g. Ammoun Customshouse.
  - h. AL-Dhulail Customhouse.
  - i. Al-Zarga Free Zone Customhouse.
  - j. Syrian-Jordanian Free Zone Customhouse.
  - k. Al-Shedeiyya Free Zone Customhouse.

## 2. Border Customhouses and Crossing Points:

Those have the task of supervising and controlling the flow of goods and passengers in and out of the Kingdom, checking the compliance of the these goods with the country's laws and regulations, and levying duties should any be determined. These Customhouses are:

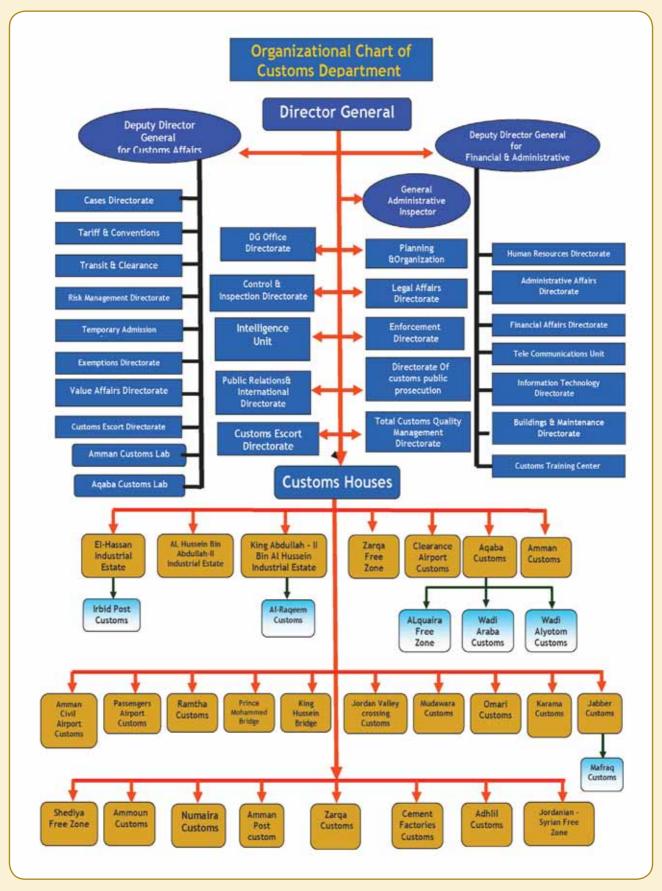
- a. Jabber Customhouse ( Jordanian-Syrian Free Zone and Mafraq Customs Centre are related to it)
  - b. Ramtha Customhouse.
  - c. Al-Omari Customhouse.
  - d. Queen Alia International Airport Customhouse/Passengers.
  - e. Amman Civil Airport Customhouse.
  - f. Al-Karama, and related to it is Free Zone Customhouse/Al-Karama.
  - g. Al-Modawara Customhouse.
  - h. Jordan Valley Crossing point Customhouse (Sheikh Hussein Bridge).
  - i. Prince Mohammad Bridge Customhouse.
  - j. King Hussein Bridge Customhouse.

## 3. Main Postal and inland Customhouses:

Capital Post Office Customhouse.

Al-Zarqa Customhouse.





## Planning and Coordination Committee

The Planning and Coordination Committee was formed in accordance with Customs Administrative Regulation System No. (43) for the year 2000, which states the following;

## **ARTICLE (8)**

- (A)- A committee shall be formed under the name of "Coordination and Planning Committee". It shall be headed by the Director General and it shall consist of the following members:
- 1. The two deputies of the D.G. The D.G. shall name one of those as the acting director in case of his absence.
- 2. Heads of Directorates in the Department.
- 3. Two of the Customs Houses heads nominated by the director general for a period of one renewable year.
  - (B)- The committee shall study and give recommendations regarding the following:
- 1. Performance and achievements of the Department and the best methods that guarantees the accomplishment of the Department's objectives.
- 2. Action plans and projects of the Department and the best ways to carry them out.
- 3. General plans for staff training programs.
- 4. The annual budget as well as jobs formation chart of the Department.
- 5. Bills of laws, regulations and systems concerned with the operations of the Department.
- 6. Modifying the organizational structure of the Department and the way the Directorates and sections are related to each other to suit work requirements.
- 7. Any other issues forwarded to the committee by the D.G.

## **ARTICLE (9)**

- (A)- The committee shall regularly convene once a month and it could be summoned to convene by the head of the committee or his deputy if need be. The majority of the committee members constitute the quorum provided the head or his deputy is present. Decisions are to be made in a voting process and in case of a tie the side to which the chairman of the meeting voted should be preponderated.
- (B)- The head of the committee or his deputy shall be entitled to summon any of the counselors or any official from the Department or the outside to participate in the meeting in order to take benefit of his opinion.
- (C)- The director general shall decide the suitable procedure for the recommendations of the committee.
  - (D)- The D.G. shall name a secretary for the committee. The secretary shall have the task of preparing, recording, and organizing the meetings as well as keeping registers and following up the implementation of the committee's recommendations.



## **ARTICLE (10)**

- (A)- Upon the recommendation of the D.G. ,which is based on the recommendation of the committee, the Minister shall have the right to:-
  - 1. Establish new Directorates, merge one Directorate or unit into another or abolish any of those.
  - 2. Define the administrative levels for the Customs Houses and the administration units in conformity with this Law.
- (B)- The D.G. may, on the recommendation of the committee, establish a new section in a directorate, merge one section into another or abolish it.

# Achievements in institutional capacity building - Human Resources - Training

## In The Area of Human Resources

- 1- To continue the application and maintenance of the human capital administration system (MenaHr-MenaMe).
- 2- Applying Customs Employees Statute No. 69 for the year 2006 since it was for the first time to apply a special system separate from the civil service system and it suits the nature of work of Jordan Customs. It included the following important points:
- Wearing Customs ranks and paramilitary uniform.
- Establishing an internal discipline council.
- Employees code of conduct.
- The possibility of revising employees situations from the fourth to the third category at getting a university degree.
- The possibility of canceling penalties when an employee passes a certain period during which he or she proves that his /her behavior has been improved.
- 3- Adjusting the situations of workers outside job formations (daily wages) where Jordan Customs managed to reconcile all cases according to their scientific certificates.
- 4- Reconciling the situations of fourth category employees who obtain a university degree especially those who meet the conditions of Article No. (78) of the statute.
- 5- Adjusting the ranks of (54) employees as a result of applying Customs employees' statute as of 31/12/2006l.
- 6- Revising Customs Employee's Statute No. (69) for the year 2006 when the civil service law No (30) for the year 2007 was issued including a set of articles that affect Jordan Customs' procedures including:
- Reducing the cost of living allowance for the fourth category employees which was not accomfanied by any increase in the basic salary as happened in other departments.
- Connecting the referral to provisional retirement with the central committee of the employees' affairs of the civil service bureau which contradicts with the purpose of drafting a special statute. An urgent revision was taken to guarantee the rights of the employees and to achieve the purpose of the special statute.
- 7- Recruiting (367) employees on the basis of contracts at the Escort Directorate for the purposes of activating the effective escort which was moved from the general security to Jordan Customs.
- 8- Revising the foundations of teaching the children of employees so that 30 scholarships are



granted to them annually including 10 of them to the children of retirees for the first time and raising the value of each scholarship from JDs 1000 to JDs1200.



## **Rewards and Incentives**

Jordan Customs works on motivating the employees and increasing their productivity by appreciating their efforts and supporting them financially and morally within certain standards including:

Teaching the children of employees	30
Minor pilgrimage to female employees	20

The construction of the human resources of Jordan Customs during 2007 is clarified in the following tables .

## **According to gender**

Sex	Year-2007
Males	2801
Females	163
Total	2964

Type of recruitment	Year-2007
Permanent jobs	2257
Contracts	465
Daily wages	3
Security agreement	239
Total	2964

A comparative statistics of the number of employees according to their scientific degrees for the years 2006&2007

	2006			2007		Year
Year 2006	Male	Female	Year 2006	Male	Female	2007
PhD	4	0	04	6	0	6
Master	106	8	114	115	08	123
High Diploma	22	0	22	18	0	18
ВА	747	45	792	790	52	842
Comprehensive Diploma	319	38	357	279	41	320
General secondary certificate	608	53	661	657	49	706
Less	847	15	862	936	13	949
Total	2653		2812	2801	163	2964







Comparative Statistics of the Employees' Specializations for the Years 2006 & 2007.

Specializations	Year 2006	Year 2007
Engineer	113	115
Finance	385	520
Administrative	251	340
Computer	142	160
Law	158	170
Languages	58	72
Other Specializations	1546	1587
Total	2653	2964

## External representation

Vacus	External representation		
Years	Number of participants	Number of trips	
2006	191	108	
2007	183	116	



## Second: In the area of training

- Implementing the activities of the annual training program for the year 2007 which was characterized by flexibility and the ability to contain programs for the employees of both Jordan Customs and the private sector, the most important of which are ( customs procedures , administration , computer, languages and special operations) . The following table shows the 2007 training programs compared with 2006 programs:
- Training of clearance companies' staff and qualify them to implement the responsibilities assigned to them especially what is related to Customs procedures .

Number of training programs and trainees during the years 2006-2007:-

Subject	2006	2007	
Number of training programs	223	224	
Number of participants	4295	4118	



The following table clarifies some of 2007 training plan activities:-

Training course	Number of courses	Number of Participants
Programs (customs, administrative & financial, computer)	90	2210
Programs (customs, administrative & financial, computer, special operations)	80	1353
Programs (customs, administrative & financial, computer, special operations, languages)	54	625
Total	224	4188

# Achievements in the area of customs revenues and financial affairs

## In The Area Of Customs Revenues and Financial Affairs

- Customs Collections: they amounted in 2007 to JDs (1.143.291.960) compared to JDs (1.038.146.129) in 2006 which means an increase amounted to JDs (105.145.830) that equals approximately 10% distributed according to its type as follow:

Customs Collections	(2007)	(2006)	Amount of change	Rate of change
Customs Duties(Unified tariff duties)	306,884,799.906	313,890,735.789	-7.005.936	-2.23%
Duties of other departments	81,879,696.095	76,421,728.278	5,457,968	7.14%
Customs fine	10,848,012.862	9,139,608.043	1,708,405	18.69%
Customs Deposits	61,557,749.366	48,577,126.673	12,980,623	26.72%
Sales Tax	682,121,701.333	590,116,930.306	92,004,771	15.59%
Total Collections	1,143,291,959.562	1,038,146,129.089	105,145,830	10.13%

## Analysis of Customs Revenues:

- The growth rate of imports in 2007 was (17,2%) compared to 2006 where the value of imports reached in 2007 JDs (9,594 Billions) compared to JDs(8,188Billions) in 2006.
- The weighted average of the standard customs tariff for the year 2007 was (3.6%).
- The collections of the standard customs tariff for the year were JDs(306,884,799) which made up (26.8%) of the total collections of that year (Taking into consideration that collections of standard customs tariff approximately equals the projected estimates) while in 2006 it amounted to (313,890,735) which made up (30.2%) of the total collections of 2006.

## This decrease in the standard customs tariff is attributed to the following reasons:

- a- The decision of decreasing the standard customs tariff on vehicles from (16%) to (5%) as of May 2007 (taking into consideration that this decrease was compensated by the special sales tax).
- b- The amount of imports exempted of the customs tariff duties through tariff, agreements and other exemptions comprises about (70%) of the total value of imports in accordance with the following table:



Description	Imports	of imports %	
Tariff & Agreements Exemptions	4,554,026,050	53,2%	
Other exemptions (Investments Encouragement, Franchise companies)	1,411,142,882	17,4%	
Subjected to Tariff Duties	2,510,931,032	29,4%	
Total	8,556,099,964	100%	

The most important exempted imports are cellulesar phones which worth approximately JDs (478) millions, fuel gases and fuel row and non-row oils which worth approximately JDs(1800 million) and barley that JDs(177 million).

- c- A number of trade agreements entered new phases of decreasing the standard tariff duties through 2007.
- d- Application of a cabinet decision concerning exempting military retiree's cars.
- e- Exempting a number of production inputs of local industries to continue the comprehensive program of exempting production inputs. In 2007 the collections of the sales general tax amounted approximately to JDs (590) millions which made up (59.8%) of the total collections of 2007 while in 2006 it amounted approximately to JDs(590) millions which formed (56.8%) of the total collections of 2006.

This increase of JDs(92) million of the general sales tax collections in 2007 compared to the year 2006 is attributed to an increase in imports growth percentage and to compensate the decrease of the tariff duties collections concerning vehicles through sales tax.

Values of Deposits Collections of 2007 compared to 2006

Customs Deposits	(2007)	(2006)	Size of Change	Average of Change
Services allowances	22,908,275.321	20,180,446.9	2,727,828	13.52%
Rewards Deposits	4,893,371.591	4,447,440.809	445,931	10.03%
Customs Insurance	15,715,840.168	9,987,552.161	5,728,288	57.35%
Passengers Deposits	17,229,378.570	13,243,481.500	3,985,897	30.10%
Drawback Deposits	447,675.840	452,534	-4,858	-1.07%
Deposits of fuel support	77,432,400	23,720.120	53,712	226.44%

Deposits of Agricultural products support	0.000	11.220	-11	100.00%
Deposits of Developing Tobacco Planting	1.000	0.000	1	0.00%
Deposits of Universities	4,435.610	4,680.040	-244	-5.22%
Youth Welfare Deposits	281,338.866	237,259.746	44,079	18.58%
Total	61,557,749.366	48,577,126.673	12,980,623	26.72%

## Values of Other Departments' Duties in 2007 compared with 2006

Other Departments Duties	2007	2006	Size of Change	Average of Change
Passports Duties	61,352.000	321,474.500	-260,123	-80.9%
Veterinary Duties	100,798.860	94,610.020	6,189	6.5%
Livestock Census Tax	104,384.665	126,033.210	-21,649	-17.2%
Social Affaires Duties	3,238.485	3,048.388	190	6.2%
Quarantine Duties	92,457.290	61,269.340	31,188	50.9%
Receivers Duties	11,004.250	578.638	10,426	1801.8%
Stamps Duties	14,758,634.862	14,176,644.812	581,990	4.1%
Roads Services and Escorting Duties	31,814,334.060	31,294,152.940	520,181	1.7%
Diesel Differences Charges	1,462,920.280	1,508,158.940	-45,239	-3.0%
Traffic Department's Duties	1,236,553.607	1,118,421.920	118,132	10.6%
Overloading Fines	1,734,842.560	1,856,748.170	-121,906	-6.6%
Standards and Specifications Duties	3,734,230.891	3,181,566.470	552,664	17.4%
Plates' Duties	41,124.430	59,454.520	-18,330	-30.8%



Departure Tax	0.000	17,760.000	-17,760	-100.0%
Exports Development	16,257.220	12,145.460	4,112	33.9%
Income Tax	25,988,391.715	22,279,650.950	3,708,741	16.6%
Food Parcels Inspection Duties	399,864.250	310,010.000	89,854	29.0%
X-Ray Scanning Charges	319,306.670	0.000	319,307	0.0%
Total	81,879,696.095	76,421,728.278	5,457,968	7.1%

## A summary of Other Financial Achievements

- 1- Sign the agreement of electronic link with Arab Bank to achieve the E- Government Concept within the framework of real partnership and cooperation between Jordan Customs and the private sector which is represented by transferring information and files electronically and in encrypted way.
- 2- Completing the internal connection project of the central guarantees system in the following Customhouses:
- a. Cybercity/Alhassan Industrial Estate.
- b. Ammon Customshouse.
- c. Alquaira Customshouse.
- d. Marka civil Airport Customshouse.
- 3- Connect the deposits of passengers between the Headquarters and Customshouses.
- 4- Implement the transit integrated guarantees and re exporting and transferring declarations and create an independent guarantee for the auto agents brand agent to benefit from the advantages of the multiplicity of this guarantee.
- 5. Circulate the revenues collection service by credit cards at the customs houses provided by Master cards (ICC) without commission, besides (Master, national express and Visa Cards).
- 6. Expanding the implementation of revenues collection service by credit cards to include auto section/Amman Customshouse and Cargo Customshouse.
- 7. Increase the number of University scholarships allocated for children of employees to thirty seats including the children of retirees from Jordan Customs.

## Chapter 5

Achievements in the area of Performance Measurement Indicators of Jordan Customs Work. (Methodology of Strategic Planning, Following up and Evaluation)

# Jordan Customs tracks a periodical approach to review the strategic plan with all its goals and performance indicators, and accordingly, the following steps have been taken:

- Evaluating the previous strategic plan for the years 2005-2007 and taking advantage of the evaluation indicators in order to serve the new plan.
- Reformulating Jordan Customs' Strategic goals.
- Develop a strategic plane for Jordan Customs for the years 2008-2010 by adapting measurable indicators.

Following is an overview about Jordan Customs performance based on the goals enlisted in the Customs strategic plan for the years 2005-2007:

As a continuation of Jordan Customs' approach of assessing its own performance according to the applied strategic plan for the year 2007, Jordan Customs worked hard to organize its efforts and direct its powers to achieve all the goals that are mentioned in the strategic plan during the years 2005-2007.

Jordan Customs took into consideration, during performing the activities of each work mechanism connected with one of the strategic goals, achieving the largest number of the measurable achievements according to measuring indicators advocated to each, so the current assessment reflects Jordan Customs' performance in accordance with the stated activities of 2007.

Jordan Customs has continued in applying a principle of following up achievement based on the actions of the concerned directorates and customshouses that are concerned with the activity. Liaison officers of the directorates and customshouses have supervised their sites and documented them electronically on the designed sites on Customs encyclopedia .Their answers contained the achieved achievements of each activity and the barriers that hindered achieving any of the remaining activities. The results of 2007 are clarified as follows:

- 1- The total of activities was (148) divided into the following:
  - 114 decided activity.
  - 34 additional activity.
- 2- The percentage of the total or partial achievements of the achieved activities were (91.2%).
- 3- The percentage of the continuing activities in 2008 is (21.6%).

Concerning the Jordan Customs plan assessment results for the years 2005-2007 as follow:

- 1- The general achievement percentage of the number of activities mentioned in the plan is (78.4%).
- 2- The percentage of the migrated Activities in 2008 is (21.6%).
- 3- The general achievement percentage is (90.73%).



# Performance Assessment of The Strategic Plan Activities.

Goals Number	Strategic Goal	Number of Total Activities	Activities Starts in 2007	Continuous Activities from the previous years	Total activities of 2007	Added activities to 2007	Achievement percentage of 2007 activities
First	Contribution to commercial and economic growth of the kingdom and investments' .encouragement	90	2	63	65	16	88,5%
Second	Continue in supply the states' treasury with revenues	3	1	0	1	1	90,4%
Third	Monitoring the movement of passengers, goods and means of transports crossing the kingdoms .borders	8	0	5	5	0	82%
Fourth	Combat Smuggling and illicit activities	19	0	2	2	8	96,3%
Fifth	Protect environment and local community of dangerous, hazardous, toxic and radius materials	4	0	0	0	5	94%
Sixth	Discipline and responsibility by staff	50	0	41	41	4	96,1%
]	Results	174	3	111	114	34	91,2%

### Percentage of compared achievement for the three - year plan 2005-2007

Year		2007 2006 2005		2005		
The Number of Strategic Goal	Total Activities	Overall Ratio of Accomplishing The Goal	Total Activities	Overall Ratio of Accomplishing The Goal	Total Activities	Overall Ratio of Accomplishing The Goal
First	81	88,5%	81	93,5%	71	88,1%
Second	2	90,4%	1	90%	2	92,2%
Third	5	82%	6	84,5%	7	89,5%
Fourth	10	96,3%	13	93,5%	10	87,3%
Fifth	5	94%	1	90%	4	91,4%
Sixth	45	96,1%	46	93%	50	94%
Overall Rate	148	91,2%	148	90,6%	144	90,4%

Jordan Custom's strategic plan for the years 2008-2010 was prepared and an implementing plan for that plan was formulated within the foundations, aspects and indicators of performance in order to accomplish Jordan Customs' strategic goals. Jordan Customs is going to apply a short term strategic plan (three years) based on a mechanism of continuous and lasting modernization. Each year a new year is going to be added to the plan and the ending year would be considered as a foundation for the next year.

### Strategic Objectives of Jordan Customs:

- 1- Facilitating movement of passengers and goods:- by decreasing time period needed to complete customs procedures concerning passengers and goods and by continuing improvement and raising efficiency of Jordan Customs to coordinate its efforts with the other parties that are concerned with facilitating movement of passengers and goods and developing the infrastructure of customhouses to improve their performance and using the latest electronic systems and inspection devices in order to reinforce the simplification of procedures.
- 2- Combating Illicit Trade Activities: by improving the effectiveness of controls and strengthening the activities of combating fraud and fighting trade marks counterfeiting. Initiations of projects concerning improving controls systems were motivated.
- 3- Developing structure, infrastructure and overall performance of Jordan Customs. Jordan Customs striving for simplification, automation and improving its procedures will inevitably lead to the development of its performance and improving the quality of services provided by Jordan Customs in line with international standards in customs policies on world level. Institutional capacity building of Jordan Customs, communication and media publishing are the main foundations of Jordan Customs strategic planning because of its positive reflection on the sector of clients dealing with Jordan Customs.

# Chapter 6

Achievements in the field of Information technology and Communications (ITC).

الجمارك الأردنية Jordan Customs

## In the field of Information technology and communications

Jordan Customs works on coping with continuous development processes in Jordan economy sector operations by developing its own Law, Statutes, regulations and procedures conducting. IT Directorate in Jordan Customs ensures the implementation of its own part in the process of developing the conduct of procedures to facilitate the matter for the recipients of service by using modern systems and technologies and through its specialized and qualified cadres.

The most important achievements in this area are the following:

### **Communications**

- 1- Electronic tracking of trucks through satellites.
- 2- Providing Customhouses with X-Ray devices to screen trucks in cooperation with the General Intelligence Service.
- 3- Providing arrivals wing and the cabin at Queen Alia international airport with package X- ray screening devices in cooperation with the general intelligence service.
- 4- Installation of new television monitoring systems in a number of Customhouses.
- 5- Provide express lines of communication to all directorates and customhouses.
- 6- Provide digital communication lines for purposes of Asycuda World system and increase the speed of other lines.
- 7- Update the suggestion and complaint system.
- 8- Participating in the communication, control and leadership system (C41) which is special for armed forces and security services in order to connect Border Customhouses and the Headquarters.
- 9- Completion of preparations necessary to start applying the Electronic Seal between Alhassan industrial estate, northern crossing point and Haifa port.

### Information Technology

- 1- Continue to update the operating systems to cope with technological development.
- Daily Collection System.
- Multi inquiry System
- Harmonized System Annotations.
- Site of comprehensive quality directorate.
- Updating customs encyclopedia contents and feeding it with useful information.



- 2- Apply a number of introduced systems.
- 3- Continuous maintenance of the operating systems.
- 4. Obtain updated copies of information of other departments that have connection with Customs work.
- 5. Provide government departments with information requested on a monthly basis.( Income Tax Department, the Public Institution for Social Security)
- 6. Direct electronic link with government institutions
- 7. Direct electronic link with private sector( commercial banks)
- 8. Update Jordan Customs website www.customs.gov.jo
- 9. Identify technical needs of the computer and electricity network regarding the schemes for new buildings and follow-up these needs with Ministry of Public Works.
- 10. Study the draft of public service unit to have Jordan Customs free of paper.
- 11. Application of new information security policy on all linking devices (router) in the Head-quarter and Customhouses.
- 12. Identify requirements for the installation and processing of computer and electricity networks for linking organizational units with each other.
- 13. Follow-up electronic link between Jordan Customs / Al-Omari Customhouse and Saudi Hadetha Customhouse and between Jaber Customhouse and Syrian Naseeb Customhouse.

# Chapter 7

The Accomplishments of World Customs Organization's Regional Representative's Office

الجمارك الأردنية

- The Regional Office has an effective role among countries in the region in addition to being the focal point for coordination and cooperation in this field. And the last achievement was the circulation of the subject of activating border measures with regard to intellectual property rights to all countries in the region, including neighboring countries such as Syria, in cooperation with Abu Ghazaleh for Intellectual Property.
- Participation of those who are concerned internally and externally through exchanging visits to some neighboring countries with respect to the subject of facilitating the flow and movement of cargo safely and easily, such as the visit by the Regional Representative Office to Saudi Arabia (Al Mudawara Borders) to discuss this issue.
- Activating the exchange of expertise and visits between the countries in various customs and administrative areas such as (familiarization with the ASYCUDA system in force in some countries in the region, transit system....).
- Cooperation with countries in the region with respect to important global issues such as birds' influenza and the issue of Customs experts in the Darfur region in cooperation with the United Nations.
- Taking certain measures in cooperation with countries in the region with respect to the relationship and work with other regions such as representing African countries in the African Union.
- Cooperation with countries in the region in the World Customs Organization and others with respect to technical and Customs issues of importance to Customs work regionally and internationally, for example translation into Arabic of the works of some committees in the Organization such as the Customs value Committee and Rules of Origin Committee, and appointment of technical customs attaché in the World Customs Organization to serve all countries in the region
- Participation in and implementation of training plan for countries in the region to improve the level of Customs work regionally for the purposes of keeping pace with global developments in this field.
- Activities and follow-ups with Tunisian Customs
  - There are contacts and constant coordination regarding the participation of the Tunisian Customs Administration in training activities, workshops and conferences convened by the Regional Representative Office in the framework of the implementation of the annual training plan for the Territory.
  - Cooperate and make the arrangements necessary for coordination between the two parties regarding the exchange of visits to be familiar with the experiences of both parties, especially the technical side, such as the visit by the Tunisian Customs Delegation to Jordan Customs to learn about Jordan Customs experience in the application of ASYCUDA system as well as the Golden List Program.
  - During the past year, Regional Representative Office coordinated with North African countries including Tunisia to choose one of these countries to be a friend involved in the work of the African Union, and Sudan has been chosen as a result of all procedures and consultations



related to this subject with the countries concerned.

- Cooperation and coordination between the two Administrations with respect to the participation in the work of WCO technical commissions, and requisition of any information or reports relevant to Customs work and easily obtain the required from both parties, in addition to coordination of the vacant posts and any important topics to be developed for countries in the region.

#### Other achievements:

- 1. The meetings of Customs Directors General of the region's countries, which are held twice a year:
  - I. Meeting of Customs Directors General no. 25/ Sana'a / Yemen 15/1/2007
  - II. Meeting of Customs Directors General no. 26/ Brussels 27/6/2007
- 2. The meetings of World Customs Organization's Committees, attended by delegates from Customs Administrations concerned.

No.	Committee	Place	Date
1	Meeting of the Scientific Sub- (Committee, session ( 22	Brussels	15-18/1/2007
2	The Third World Conference on combating piracy and counterfeiting	Geneva	30-31/1/2007
3	The Meeting of the Sub- Committee of Information Management no.52	Brussels	1-2/2/2007
4	The Meeting of the Technical Committee of Rules of Origin no. ((25)	Brussels	5-6/2/2007
5	The Meeting of the Enforcement Committee no. 26	Brussels	26/2-2/3/2007
6	The Second Meeting of the Administrative Committee for reviewing Kyoto Convention.	Brussels	12-13/3/2007
7	Meeting No.178 of the Permanent Technical Committee	Brussels	14-16/3/2007
8	Meeting of the Harmonized System Work Team	Brussels	14-16/3/2007

	Meeting No. 39 of the Harmonized		
9	System Committee	Brussels	19-30/3/2007
10	The Second Conference of Customs Directors of Human Resources and Academic Research	Brussels	27-28/3/2007
11	The Seventh Meeting of the High- level Strategic Committee	Brussels	18-19/4/2007
12	Session 35 of the Sub-Committee for reviewing the Harmonized System	Brussels	7-11/5/2007
13	Working group meeting on the formulation of Customs Documents for the 21st century	Brussels	14-15/5/2007
14	The Second Conference on Customs Value and Prices Transfer	Brussels	22-23/5/2007
15	The Meeting of the Sub- Committee of Information Management no.53	Brussels	7-8/6/2007
16	Third Europe Conference of Chemicals	Athena	27-29/6/2007
17	The Regional Workshop on the application of TIR Agreement	Jordan	21-22/11/2007
18	The Policies Committee No.57	Brussels	25-27/6/2007
19	Sessions of World Customs Organization Council 109,110	Brussels	28-30/6/2007
20	Working group meeting on the formulation of Customs Documents for the 21st century	Brussels	13-14/9/2007
21	The Conference on Harmonized System	Brussels	18-19/9/2007
22	Harmonized System Working group	Brussels	5-21/9/2007
23	Harmonized System Committee, session 40	Brussels	24/9/2007-5/10/2007
24	Working group on SAFE	Brussels	17/10/2007



25	New working group on SECURE	Brussels	18-19/10/2007
26	Session 25 of Technical Committee on Customs Value	Brussels	22-25/10/2007
27	The Third Meeting of the Administrative Committee for .Reviewing Kyoto Convention	Brussels	5-6/11/2007
28	Session 10 of the Administrative Committee on Customs Conference concerning Containers Agreement 1972	Brussels	7-8/11/2007
29	Meeting of the Permanent Technical Committee, sessions 179, 180	Brussels	8-9/11/2007
30	Working group on the formulation of Customs Documents for the 21st century	Brussels	13-14/11/2007
31	Session 35 of the Sub-Committee for reviewing the Harmonized System	Brussels	19-27/11/2007
32	The Policies Committee Meeting No.58	Kazakhstan	6-8/12/2007
33	The Third Meeting of Working Group on Commercial Fraud	Brussels	10-12/12/2007

- 3. Holding regional workshops in the Kingdom of Bahrain as follows:
  - "Customs Integrity" during the period from 11-13/6/2007
- 4. Training activities held during the first half of the year 2007 in the Lebanon Regional Customs Training Centre.
  - 1. Customs Legislation Manifest /19-23/3/2007
  - 2. Money Laundering/ 16-20/4/2007
  - 3. Training of trainers/ 7-11/5/2007
- 5. Regional training workshops held in the Hashemite Kingdom of Jordan as follows:
  - Standards frameworks of security and facilitation of the supply chain in international trade/ 8-10/4/2007
  - Customs Tariff matters- Harmonized System/ 15-17/5/2007
  - Customs role in IPR protection/ 12-14/8/2007
  - E- learning/ 21-23/10/2007

- Customs Value (transaction theory)/26-28/11/2007
- 6. Holding workshop for Qatar Customs staff, knowing that the lecturers were from Jordan Customs, as follows:
  - 1. Modern methods of detecting the smuggling of prohibited goods such as weapons, explosives, drugs, hazardous narcotics....etc/ 28-30/4/2007.
  - 2. Facilitation and simplification of Customs procedures/ 1-3/5/2007.
  - 3. Develop Customs skills of Customs Departments Directors / 6-8/5/2007
- 7. Hold training courses, practical and theoretical, for Qatar Customs staff at Jordan Customs, as follows:
  - 1. Detection of drugs and explosives / 17-22/6/2007
  - 2. Detection of drugs and explosives/ 24-29/6/2007

The participants were trained in Jaber, Amman and Airport/Clearance Customhouses.

- 3. Inspection and examination of goods on trucks, during the period from 29/7/2007 to 2/8/2007 where participants were trained in both Jaber and AlOmari Customhouses.
- 8. Make a visit to Jordan Customs by officers from Yemeni, Tunisian Syrian and Libyan Customs to be familiar with Customs work proceeding, and have a look at the latest techniques in Customs work.



# Controlling the movement of passengers and goods:

### **Vehicles:**

The number of the vehicles entering and leaving Jordan for 2007 of all kinds amounted to (1664500) vehicles (entering) and 1579524 (exiting). The following table shows the distribution of those vehicles according to their kinds:

Kinds of vehicles entering and exiting Jordan for the year 2007

Kind of vehicle	Entering	Exiting
Buses	97825	96206
Trucks	475758	438706
Private/small	652386	609095
Public/small	438531	435517
Total	1664500	1579524

### **Goods:**

During 2007, Jordan Customs dealt with a big number of goods entering and exiting the Kingdom or crossing in transit, the following table shows the numbers of Customs declarations that were prepared for those goods:

### Report of the achieved Customs declarations during the year 2007

Type of Customs declaration	2006	2007
Other Customs status	3202	2424
(Transferring to centers( vehicles	99	31
Exiting manifest	74897	0
Permanent exportation	108927	121204
Temporary exportation	989	932
Re-export	33224	36816
Importation for consumption	293973	311809
Importation (temporary admission)	37412	31093
Re-import	852	900
Bonded deposits	12978	13142



Importation for local consumption (related to clearance		
of expatriates' furniture)	3608	3333
Declaration for local consumption (brief)	123537	10328
transit	318816	327231
total	1012515	859243

### Legislations:

- 1. Completion and issuance of Customs Officials Statute no. 69/2006 and put it into effect as of 1/1/2007, and issuance of the instructions related to it such as the instructions of formal dress, and that of Officials Conduct Manual.
- 2. Completion and issuance of the system no. (70) for the year 2007 amending the Customs Officials Statute.
- 3. Completion and issuance of Customs Laboratories System No. (57) for the year 2007.
- 4. Preparation of an amending draft of Customs Law in line with bilateral and international conventions.
- 5. Issuance and amendment of a number of instructions for simplification of Customs procedures:
  - Instructions no. 1 for the year 2007 concerning Customs brokers wages
  - Instructions no. 2 for the year 2007 concerning the introduction of vehicles under the temporary admission status for Airlines Companies in the Kingdom
  - Instructions no.3 for the year 2007 concerning the division of the single consignment.
  - Instructions no. 4 for the year 2007 concerning the temporary admission of foreign passengers vehicles
  - Instructions no. 5 for the year 2007 concerning the carrying of arms by Customs officers
  - Instructions no. 6 for the year 2007 concerning storage fees and other allowances and the values of literature, Customs lead and plates.
  - 6. Study the issue of speeding up the hearing of witnesses from Customs officers in Customs Courts, and issue circulars in this regard.

7. Consultations, investigations and prosecutions, showed by the following table:

No.	Subject	Total
1	Number of legal consultations	570
2	Number of investigative cases	172
3	Executione judicii referred to Proceedings Department	184
4	Criminal cases referred to the Attorney General	21
5	Proceedings by the Headquarters before the statutory courts against third parties.	9
6	Criminal and legal cases which have been seen by Customs Centers	2640

### Risk Management and Anti-smuggling

Enforcement Directorate plays the biggest role in controlling smuggling operations at borders, in addition to deploying a number of Customs patrols inside the kingdom to control the movements of the loaded cars and trucks that cross Jordan in transit:

- Escorting almost 37171 trucks in 2572 convoys in different Customhouses.
- With regard to Risk Management:
  - 1. Auditing and control on companies

Year	2007
Number of companies audited	93
Number of companies	27
Number of companies for which financial claims have been organized	44
Number of companies that are still under auditing	24

2. Harmonization of selectivity system applied in the ASYCUDA ++ system to be compatible with the ASYCUDA World.

3. Smuggling and violations cases for the year 2007



Case	Smuggling cases		Violation cases	
Year	The total of the due fines	Number of cases	The total of the due fines	Number of cases
2007	8882076.606	10885	5253301.691	57792

# The partnership with the private sector Golden List

Targeted Sector	Number of Companies
Companies wishing to join the golden list	26
Companies which have been accepted and are currently undergoing auditing procedures	17
Companies that have been enlisted in the golden list	6
Companies that have been checked in 2007	92

Disseminating of Companies the Golden List Program according to the targeted sectors:-

Targeted sector	Number of companies
Import	8
Export	1
QIZ	1
Transport and Transport Management	3
Clearance	2
Import & Export	2

### **Exemptions**:

The total volume of exemptions in 2007 amounted to 662 million dinars, as follows:

Excellence companies	223.943
Industrial sector	175.968
Imports of Embassies and Commissariats	152.710
Imports of the Armed Forces and Security Bodies	109.743

### Exemptions of handicapped vehicles

Handicapped obtaining the exemption	317
Exemptions refusal	833
Persons postponed for the completion of procedures	212

### **Exemptions of officer's vehicles**

Working officers	483
Retired officers	337
Retired officers, Royal Endowment no.(2)	1096

### **Investors' exemptions**

- No. of Customs transactions are 13772
- The exemption volume in terms of Customs duties and sales tax is 7.030.000 million dinars.

### **Intellectual Property Protection**

- 1. Increase the proportion of protection of intellectual property in 2007 for comparison with previous years from 2000 2006 from the date of adding Article 41 to Customs Law to meet the requirements of Jordan's accession to the WTO Agreement.
- 2. Effective coordination with official Departments and Institutions concerned with the protection of intellectual property such as Ministry of Industry and Trade- Directorate of Industrial Property- they (JC& MIT) are linked electronically to enable Customs officers to watch trademarks registered at the Ministry.
- 3. Connection with of the Trademarks System referred to in Aqaba Customhouse to assist Customs officers in the recognition of the registered trademarks to be protected.



- 4. Issuance of notification No. 106 in 2007 which identifies border measures to protect intellectual property rights in a way that leads to procedures simplification. Accordingly, and with the consent of the Director General, liaison officers were appointed in Customhouses to form a link between Intellectual Property Department in the Headquarters and Customhouses to facilitate Customs work.
- 5. Training and qualifying Intellectual Property Department staff on protection measures and ways to distinguish between counterfeit and original trademarks, in collaboration with the owners of famous trademarks.
- 6. Holding regional training workshop on the protection of IPR for Customs officials in countries the Regional Office headed by Director General, and the trainers were from Intellectual Property Department in Jordan Customs.
- 7. Training Customs officials in Qatar by Intellectual Property Department staff in Jordan Customs.

### Communication, international cooperation, information and awareness:

- 1. Signing agreements on mutual administrative cooperation in Customs matters with many Customs Administrations in a number of Arab and foreign countries, which have a direct impact on cooperation and exchange of information and experiences with these Customs Administrations.
- 2. Continuation of Customs Administration Modernization Project in cooperation with the Millennium Challenge Corporation and USAID, aiming to raise the efficiency and effectiveness of Jordan Customs so as to achieve the objectives of trade facilitation.
- 3. Continuation of the Twinning Project between Jordan Customs and Italian Customs, aiming to strengthen the institutional ability of Jordan Customs. The project includes four components related to intellectual property, certificate of origin, Customs procedures simplification, intelligence and Risk Management, training and strategic planning.
- 4. Involve a largest number of private sector institutions within the Partnership Council.
- 5. Jordan Customs has adopted the standards framework of security and facilitation of international trade issued by the World Customs Organization.
- 6.Achievement of Single-window Concept and adoption of border management force recommendations for facilitating the movement of trade, passengers and means of transport across borders



#### Human Resources

- 1. Establishment of Customs Academy to improve the academic level
- 2. Organization of visits by Director General to employees at various work sites
- 3. Increase the incentives associated with performance distinction
- 4. Continuous improvement of Customs Club activities.

### Training

- 1. Restructuring the training halls
- 2. Adoption of training curricula and reviewing them continually
- 3. Linking training requirements for staff with training gap
- 4. Traning and qualifying all employees in the field of E-Commerce.

### Communication and IT

- 1. Application of ASYCUDA World in all Customhouses
- 2. Continuation of linking the Headquarters with banks through the Central Guarantees System.
- 3. Electronic linking with neighboring countries.
- 4. Computerization of Customs procedures.
- 5. Use of the best means of technology in controlling illegal activities.
- 6. Providing joint infrastructure with the concerned departments and institutions.

### Operation Quality

- 1. Granting ISO certificate for three Customhouses.
- 2. Re-engineering the operations of four Directorates and Customhouses'.

### Facilitate the movement of passengers and cargo

- 1. Reduce time release of goods
- 2. Application of Single-window System
- 3. Improvement of Customs value procedures
- 4. Establishment of Public Service Department.

### Combating illegal activities

- 1. Improvement of Risk Management standards
- 2. Improvement of the capacity of intelligence analysis
- 3. Spreading the culture of Risk Management and intelligence analysis
- 4. Strengthening Communication and Customs Escort System
- 5. Improvement of the ability to use technological tools to combat smuggling
- 6. Improve the effectiveness of post clearance audit control

### Development of the overall performance of the Jordan Customs

- 1. Development of Customhouses facilities
- 2. Electronic development of financial, administrative and technical systems
- 3. Modernization of legislation and administrative management
- 4. Improvement of relationships with stakeholders and dissemination of Customs culture
- 5. Strengthening job loyalty



