



MILLENNIUM CHALLENGE CORPORATION (MCC) CUSTOMS PROGRAM

Public Perception Survey

JORDAN CUSTOMS ADMINISTRATION MODERNIZATION PROGRAM

Submitted to:

USAID/Jordan

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Task Order under Support for Economic Growth and Institutional Reform (SEGIR): Commercial Legal and Institutional Reform (CLIR II)
USAID IQC Contract No. AFP-I-00-04-00001-00

January 13, 2008

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1.0 PROJECT BACKGROUND

The Customs Administration Modernization Program, a project funded by the Millennium Challenge Corporation (MCC) and administered by USAID, is helping the Government of Jordan (GOJ) to achieve its trade facilitation goals by improving the efficiency and effectiveness of the customs system over a two-year period. The Program is helping Jordan Customs to reduce the number of documents and time required for import or export. This technical assistance will improve Jordan's "Trade Freedom" score on the Heritage Foundation's *Index of Economic Freedom* and support Jordan's qualification for MCC Compact status. The Customs Administration Modernization Program has four main components as follows:

- Implementation of the Border Management Task Force (BMTF) Recommendation #2: establishment of a Single Window system for the border clearance of imports and exports;
- Upgrading and integration of Customs information and communications technology (ICT) infrastructure, including support for the implementation of the automated Customs clearance system ASYCUDA World;
- Capacity strengthening and training of Customs officials; and
- Improvement of Customs' external communication and relations with the trade and ability to meet the private sector's legitimate need for Customs information.

The fourth component of the program, as described above, is to entail the development and implementation of a communication strategy with the private sector and the various service recipients. This is to enable Customs to better understand the needs of such service recipients, and to modify the scope and nature of its services accordingly. In order to develop such a plan, it is necessary to understand how the service recipients currently perceive the level and nature of the services that are currently offered, and the importance of the role that Customs plays in trade facilitation and cross border trade.

2.0 STUDY OBJECTIVES

The overall objective of this assignment was to conduct a “Public Perception Survey” addressed to the main recipients of Customs services. This survey was designed to measure how such service recipients perceive the role that Customs plays in trade facilitation. It touches upon a number of duties/responsibilities of the Customs Department. The findings of this study are to be used for the development of a Communications Plan, to be administered by Jordan Customs in order to improve its external communications and relations with the trade and its ability to meet the private sector's legitimate need for Customs information.

The specific objectives of the study were as follows:

- Define the main categories of Customs responsibilities and mission/objectives, and the nature and quality of such services;
- Develop and apply a survey tool that captures levels of the private sector's perception of such responsibilities/duties;
- Identify the main profiles of the service recipients that are targeted under this survey;
- Collect, record, and analyze data;
- Present the results of how the Customs Department is currently perceived by the private sector;
- Develop recommendations outlining the main issues that need to be included in the external communications plan in order to improve the public perception of the Customs Department.

3.0 METHODOLOGY

To achieve the objectives of this study, the following methodology was applied:

3.1 Identification of Target Population

The target population was defined as all categories of private sector entities that deal with Customs. The main categories of service recipients were identified as follows:

- Customs brokerage firms that represent importers/exporters;
- Traders including importers and exporters;
- Industries (especially Qualified Industrial Zones);
- Transportation companies that are involved as part of the clearance process.

It should be mentioned that due to having the highest levels of direct interaction with Customs, the brokers' category was considered to be the most relevant. Thus, the sample gave extra focus to this type of service recipient. They were followed by importers/exporters, industrialists, and transportation entities.

3.2 Sample Definition and Sampling

As with any survey, time constraints usually prohibit the investigation of an entire population (in this case all the customs transactions identified above). For the purposes of this survey, the sample unit (i.e., the entity that represents one data point) was taken as one service recipient.

The *study sample* size was defined as the minimum required number of sampling units that are needed to build sound statistical conclusions and inferences.

This was determined by Jordan Customs' desired level of statistical confidence and tolerance for statistical error. The minimum sample size required to draw inferences on the population was calculated using the following formulae:

$$SS = \frac{Z^2 \times p \times (1 - p)}{c^2}$$

where:

SS = sample size

Z = Z-value (e.g. 1.96 for 95% confidence level)

p = percentage picking a choice, expressed as decimal (0.5 used for sample size needed)

c = confidence interval, expressed as decimal (e.g., .07 = ±7)

The sample size would be further corrected to account for the Finite Population using the following formula

$$\text{New SS} = \frac{\text{SS}}{1 + \frac{\text{SS} - 1}{\text{Population}}}$$

Applying the above formulae to the population identified above using a 95% level of confidence with a $\pm 5\%$ confidence interval results in a minimum sample size requirement of 300. A sample of 315 was used that was further stratified according to two main criteria: (1) category of service recipient; and (2) geographic location. The following summarizes the main characteristics of the sample that was selected for the survey. This was mainly based on the relative size of each category of service recipient identified above, and the geographic distribution of Customs Centers and Customs transactions as identified in a previous study conducted by the consultant.¹

3.3 Survey Tool Design

For the design of the survey, five main categories relevant to the nature of the services of Customs were identified. Those were:

- Border Security
- Trading Across Borders and Trade Facilitation
- Training and Work Environment
- Customer Services
- Communication Channels and Messages

For each category, a number of questions was developed that measures the service recipients' perception and level of satisfaction relative to the various components of the main category investigated. These were simple questions that asked the respondent to give an opinion on a certain scale. Recipients were also asked to provide a justification on why they chose particular responses.

3.4 Pre-Testing the Survey Tool

The survey tool was pre-tested to identify any shortcomings in the design. A pre-test sample was identified and the survey was conducted on this limited scale. Minor modifications were made following the pre-test and the data collection initiated immediately after that. The final English version of the survey tool is presented in Appendix I. (The survey was later translated to Arabic for the data collection purposes.)

3.5 Data Collection

Using the developed study sample, the Customs Centers contact information provided by Jordan Customs, the lists of brokerage firms provided by the Brokers Association, and previous information collected on Qualified Industrial Zones, four two-person IdRC

¹ See Time Release Study Report

enumerator crews commenced with the data collection process. The crews were rotated among the various locations to minimize data collection bias.

The data collection in the field targeted brokers' agents who were selected at random and depending on their availability (i.e., brokers in the middle of a transaction were avoided in order to guarantee their attention to the questions asked). Traders were also selected in the field, but a proportion of the sample was selected from lists of traders provided by the Ministry of Industry and Trade.

3.6 Data Collation

A data manager was responsible for reviewing and collating data as completed surveys arrived daily. The data manager built and produced a database of all the collected surveys in a manner that allowed easy manipulation for analyses. The Data Manager collated and screened the data upon arrival. In addition, the Data Manager met with the enumerators on a daily basis prior to leaving for the field to provide them with instructions on how to improve the process in a manner that controlled the quality and facilitated data entry. All data were computerized using MS Excel.

3.7 Data Analyses and Inferences

The IdRC team analyzed the collated data mainly via the conduct of frequency analyses of the various responses given for the various questions. The results of the analyses are presented in the following section.

4.0 RESULTS AND FINDINGS

This section presents the main findings of the various components of the survey. Each part is presented under a separate heading, while the detailed frequency analyses are presented in the Annex.

4.1 Border Security

This part of the survey tool addressed the following issues:

- Relevance of Customs procedures to national economic and socioeconomic conditions and the impact of simplifying Customs procedures on such conditions;
- Levels of complication, comprehensiveness, and integration of Customs procedures and their efforts in fighting smuggling;
- The capacity and qualification of Jordan Customs in preserving border security;
- The possession of the tools and equipment needed for ensuring border security.

It is noteworthy that the majority of the respondents (nearly 70%) indicated that Customs procedures are either extremely relevant or relevant to national economic and socio-economic conditions. However, an average of 30% indicated that they were slightly relevant or irrelevant. It is therefore important for any communications campaign to highlight reforms that Customs is currently undertaking to streamline procedures and enhance national economic and socio-economic conditions. This same perception is evident in the responses given on how jeopardized national economic and socio-economic conditions would be if Customs procedures were simplified, where nearly 40% of the respondents indicated that they would be slightly jeopardized or not jeopardized at all as shown in Figure 1 below.

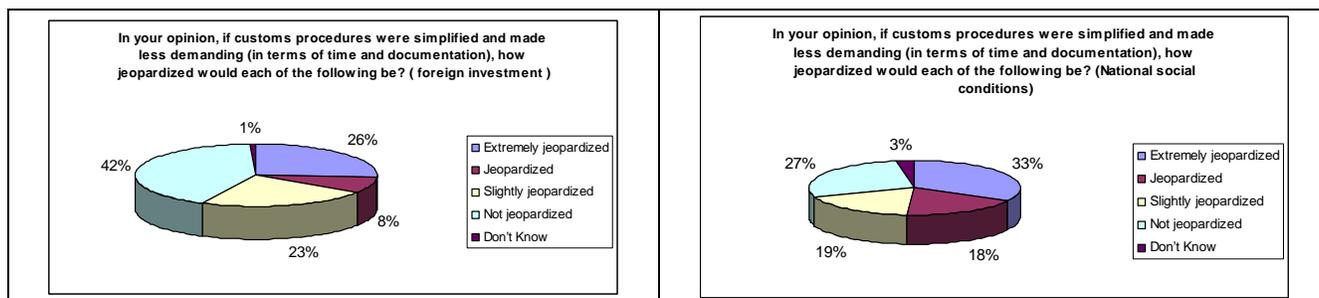


Figure 1. Perception on the Effect of Simplifying Customs Procedures on Economic Security

It is important that service recipients become aware of the significant role played by any Customs department in helping to protect economic and socio-economic security and key reforms that Jordan Customs is implementing to streamline procedures in furtherance of economic and socio-economic security.

The public perceptions on the degrees of complexity, comprehensiveness, and integration of Customs commercial procedures and procedures in fighting smuggling are summarized in Table 1 below.

	General Procedures					Anti-Smuggling Procedures				
	Extremely	Moderately	Little	None	Don't know	Extremely	Moderately	Little	None	Don't know
Overly Complex	51%	35%	8%	5%	1%	46%	24%	7%	14%	9%
Over Simplified	37%	33%	17%	1%	12%	16%	36%	23%	15%	10%
Comprehensive	33%	44%	14%	7%	2%	39%	34%	12%	5%	10%
Integrated	27%	49%	16%	6%	2%	36%	37%	11%	6%	10%
Effective	31%	46%	15%	6%	2%	41%	33%	10%	6%	10%
Coordinated	55%	24%	11%	7%	3%	55%	20%	9%	6%	10%

As can be seen in the Table above, significant portions of the respondents perceive the general and anti-smuggling procedures of Jordan Customs to be overly complex (86% and 70%). This is in line with the previous finding, and it defines a key area to be addressed in the communications plan. The significance and importance of Customs procedures should be made clear to the service recipients. Interestingly enough, a majority of the respondents also agree that Customs' procedures are comprehensive, integrated, effective, and well coordinated.

On issues related to corruption in the anti-smuggling efforts, only half of the sample indicated a belief that Customs is extremely or moderately corruption free. This means that the other half perceives the process to be corrupt, which red flags a critical area that Customs should address in their communications plan with the private sector, in order to change such perceptions. A comprehensive World Customs Organization model Integrity Assessment of Jordan Customs was conducted in June 2007, and it found that they meet WCO integrity standards. This information should be shared with the public.

The vast majority of respondents (61%) indicated that the Customs staff is moderately capable and qualified, which indicates that there is potential in this area to change the perceived image of Customs' personnel. Public approval of their anti-smuggling capabilities was much higher, however.

Nearly one third of the sample indicated that Customs' officers do not possess the tools and equipment needed to perform their duties. Therefore, it is recommended that the future communications plan familiarize service recipients with newly introduced systems and tools. Finally, the overall impression of ASYCUDA and its effectiveness was remarkably high among the surveyed sample, as can be seen in Figure 2.

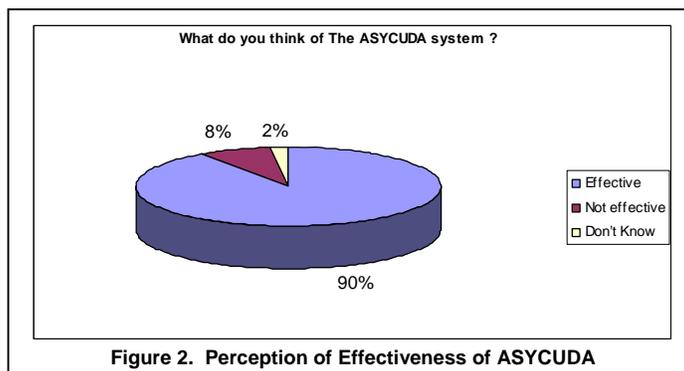


Figure 2. Perception of Effectiveness of ASYCUDA

4.2 Trading Across Borders and Trade Facilitation

The following components were addressed in this part of the survey:

- Rating of Customs procedures in terms of time requirements, document requirements, signatures, cost, and effort for both entering and exiting goods;
- Levels of coordination with other governmental entities involved in the clearance process;

- Effect of trade agreements;
- Effect of Golden List Program;
- Impacts of ASYCUDA on the various stages of the Customs declaration.

The responses to the various types of requirements in the Customs clearance processes for entering and exiting goods are summarized in Table 2 below.

Factor	Goods Entering				Goods Exiting			
	Extreme	Moderate	Little	Don't know	Extreme	Moderate	Little	Don't know
Time required	38%	46%	9%	7%	37%	41%	19%	3%
Documents required	30%	49%	14%	7%	31%	40%	26%	3%
Signatures required	46%	31%	17%	6%	45%	31%	21%	3%
Cost associated	32%	42%	19%	7%	34%	36%	27%	3%
Effort	43%	39%	11%	7%	41%	41%	15%	3%
Services	35%	29%	29%	7%	38%	29%	28%	5%

As can be seen above, the majority of respondents perceive all the requirements for Customs procedures to be extreme or moderate. This applies to time, documents, signatures, cost, and effort both for the entry and exit of goods. Therefore, efforts undertaken by Customs to simplify and increase the efficiency of their procedures have to be made well known to the service recipients through the Customs communication program. For example, if new practices are introduced to remove certain bottlenecks, they should be made known to service recipients through newsletters, ad campaigns, etc. This will help improve the overall perception and demonstrate that Customs is continuously seeking to increase the efficiency of its processes. In terms of coordination with the various governmental entities involved in the Customs processes, the general impression is such activities are extremely or moderately well coordinated. This applies to all relevant entities (Ministry of Agriculture, Ministry of Health, JISM, Food and Drug Administration). It should be noted that the results indicate that there is room for improvement. Therefore, advances in this area should be addressed by Customs in its communication campaign. Programs and procedures to improve coordination among border agencies, such as implementation of the Single Window System, should be highly publicized and conveyed to the service recipients.

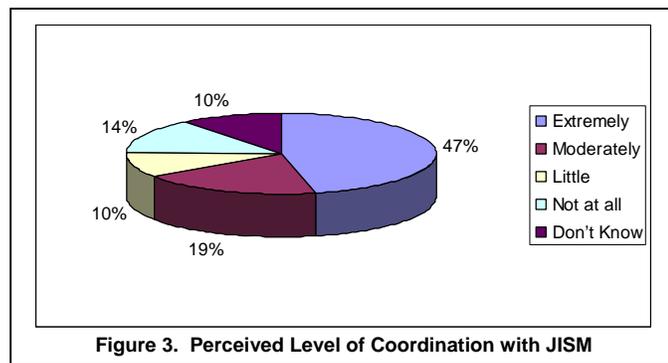


Figure 3. Perceived Level of Coordination with JISM

Perceptions on the processes related to goods arriving from countries with Trade Agreements and through the Golden List Program are summarized in Figure 4 below.



Figure 4. Perception on Processes from Countries with Trade Agreements and the Golden List Program

As can be seen in Figure 4, only 55% of the surveyed sample feels differences between goods arriving from countries with a trade agreement versus from those without any agreements, and only 60% perceive a difference for goods arriving through the Golden List Program. This could be attributed to service recipients' negligence on the details of such programs. It is, therefore, recommended that Customs publicize the benefits and publish the details of such programs so that service recipients and potential recipients understand them better. This should be included in Customs' Communications Campaign.

Table 3 below summarizes the perception of the benefits achieved through the ASYCUDA system for the various stages of a Customs declaration.

Stage	Degree of Difference or Improvement				
	Extreme	Moderate	Little	None	Not Sure
Declaration	62%	19%	7%	5%	7%
Acceptance of Declaration	61%	22%	6%	5%	6%
Goods inspection	40%	31%	12%	11%	6%
Fees and release of goods	59%	21%	6%	7%	7%

As can be seen in the Table above, over 70% indicated that the differences due to the implementation of the ASYCUDA system were extreme or moderate. This is indicative that the perceived impact of the ASYCUDA system is rather high. To increase such ratios, it is advised that any planned communication plans highlight the advantages of the ASYCUDA system to the various stages of a declaration process to make the service recipients more aware of its benefits.

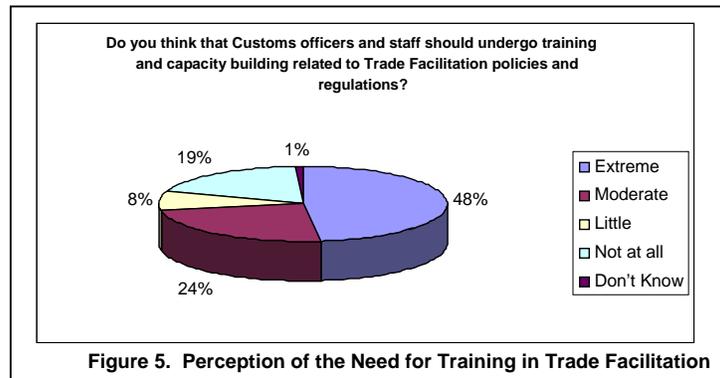
In Aqaba and Sahab, the impacts of the upgrade from ASUCUDA++ to ASYCUDA World seem to not be detected and perceived yet, since nearly 60% of the sample surveyed in those centers indicated that they did not know. It is, therefore, advisable, that customs promote the advantages of this system upgrade through their Communication Campaign. Finally, the Customs Department's initiatives in terms of applying the regulations of other institutions to prevent certain types of prohibited goods from entering seem to be perceived as highly effective.

4.3 Training and Work Environment

The following issues were addressed in this component of the survey:

- Public's perception of need for Customs staff to undergo training and capacity building;
- Public's perception of types of training needed;
- Public's perception of working conditions within the Customs Department.

Nearly 75% of the surveyed sample indicated that Customs staff needs to undergo training and capacity building. This indicates that the majority of the sample perceives the capacity of Customs personnel to be low. Therefore, Customs has to take an extra effort to make service recipients aware of the ongoing capacity building programs that their staff receives. This could be done through newsletters and announcement of training activities. Customs may also want to consider the conduct of joint training workshops that include both their staff and staff of service recipients, in order to strengthen communication channels and enhance mutual understanding of the customs clearance process. The surveyed sample emphasized



the need for capacity building and training in the area of trade facilitation processes, as shown in Figure 5. This is evident in the finding that only 44% of the surveyed sample indicated that they felt that Customs staff has undergone training and capacity building. This misconception emphasizes the need for the Customs Department to familiarize service recipients with the rigorous training and capacity building programs offered to staff on a regular basis.

Nearly 10% of the respondents indicated that training should target managers, while nearly 60% indicated that training should target both managers and lower ranking employees. Therefore, Customs should keep service recipients aware of all types of training offered to all categories of employees.

The overall perception of working conditions within Customs was high; nearly 80% indicated that they were acceptable, and 91% indicated that they would recommend pursuing a career in Customs to a friend. This is indicative of currently favorable perceptions on the profession itself that could be further improved by publicizing and communicating efforts that are undertaken to continuously build the capacity of all Customs employees.

4.4 Customer Services

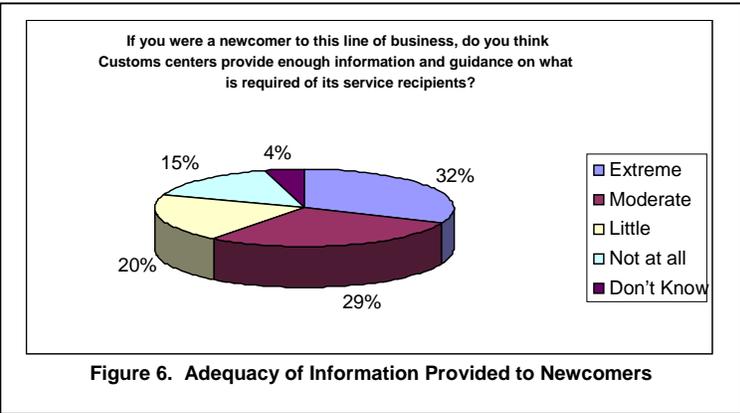
The main customer service issues addressed in this part of the survey included the following:

- Overall rating of customer service;
- Adequacy of information provision to customers;
- Issues related to complaints from customers.

Only 30% of the sample rated customer service culture at Customs as high, while 45% rated it as moderately acceptable. Given that customer service should be given a high priority in any sector, it is believed that this area should be given utmost attention by Jordan Customs to improve the general public perception. Table 4 below summarizes the main findings related to the various aspects of customer service at Jordan Customs.

Customer Service Aspect	Extreme	Moderate	Little	Not at all	Don't Know
Meeting all customer needs	21%	53%	17%	8%	1%
Providing needed information	31%	51%	17%	1%	-
Efforts to simplify procedures	25%	44%	18%	12%	1%
Efforts to reduce release time	24%	43%	19%	13%	1%
Efforts to simplify required documentation	22%	40%	20%	17%	1%
Efforts to promote customer service policies	37%	35%	14%	12%	2%

As can be seen in the Table, the proportion of respondents that has “Extremely Acceptable” perceptions of the various customer service components was between 20-30%, while those with a “Moderately Acceptable” perception were between 35-50%. Given the importance of customer service, Jordan Customs should commit to improve the proportion of service recipients that has high opinions of its customer service policies and behavior. Jordan Customs should carefully address this in its communications campaign and provide supportive instruments, tools, and policies that promote a customer service culture that is well received by service recipients. It is evident in the findings that nearly 50% of the surveyed sample perceive that newcomers to businesses requiring customer service from Customs are not provided with adequate information on what is required of them to go through a Customs declaration process as shown in Figure 6.



Nearly 66% of the surveyed sample indicated that they have felt the need to complain. However, only 46% did ever file a complaint². This could mean that significant numbers of those wanting to complain have the perception that complaining will not result in any benefit. Customs needs to seriously address this issue in its Communication Campaign. There were mixed opinions on the effectiveness of partnership with the private sector with nearly 40% not sure on how effective it was. Only 40% indicated that partnership with the private sector would improve the levels of service. Therefore, Jordan Customs has to improve its partnerships with the private sector, and to improve the image on the benefits of such partnerships through a carefully designed communication strategy.

² Only half of those indicated that the complaint was effective.

4.5 Communication Channels

This part of the survey mainly addressed the Customs Department Branding Campaign and previous campaigning efforts undertaken by Jordan Customs.

Nearly 40% of the surveyed sample indicated that they had not noticed the Branding Campaign undertaken by Jordan Customs. 50% of those that did thought that it reflects the actual conditions of the services offered by Customs, and that it had an effect on people's perception of Customs.

The above indicates that future branding and communications plans should be designed to have a stronger impact by representing reforms completed by Jordan Customs.

More than 30% of respondents indicated that they had seen the public service announcements that were recently televised during Ramadan.

APPENDIX I: SURVEY TOOL

Border Security

How relevant, in your opinion, are customs procedures to	1	2	3	4	Don't Know	Comment (why?) just a few words
National economic conditions and foreign investment	Extremely relevant	Relevant	Slightly relevant	Irrelevant		
National social conditions(1 is the most relevant, 4 is the least relevant)	Extremely relevant	Relevant	Slightly relevant	Irrelevant		
In your opinion, if customs procedures were simplified and made less demanding (in terms of time and documentation), how jeopardized would each of the following be?						
National economic conditions and foreign investment	Extremely jeopardized	Jeopardized	Slightly jeopardized	Not jeopardized		
National social conditions	Extremely jeopardized	Jeopardized	Slightly jeopardized	Not jeopardized		
Please comment on the following as they relate to the Jordan Customs procedures						
Exaggerated	Extremely	Moderately	Little	Not at all		
Over Simplified	Extremely	Moderately	Little	Not at all		
Comprehensive	Extremely	Moderately	Little	Not at all		
Integrated	Extremely	Moderately	Little	Not at all		
Effective	Extremely	Moderately	Little	Not at all		
Coordinated with other security authorities	Extremely	Moderately	Little	Not at all		
Please comment on the following statements as they relate to the Jordan Customs anti smuggling procedures						

How relevant, in your opinion, are customs procedures to	1	2	3	4	Don't Know	Comment (why?) just a few words
Exaggerated	Extremely	Moderately	Little	Not at all		
Over Simplified	Extremely	Moderately	Little	Not at all		
Comprehensive	Extremely	Moderately	Little	Not at all		
Integrated	Extremely	Moderately	Little	Not at all		
Effective	Extremely	Moderately	Little	Not at all		
Coordinated with other authorities	Extremely	Moderately	Little	Not at all		
Corruption-free	Extremely	Moderately	Little	Not at all		
How would you rate the qualifications of Jordan Customs' staff in performing its duties in general?	Highly qualified	Moderately Qualified	Little Qualified	Not Qualified		
How would you rate the qualifications of Jordan Customs' staff in controlling smuggling?	Highly qualified	Moderately Qualified	Little Qualified	Not Qualified		
In your opinion, does Jordan Customs possess the needed equipment and technology to effectively perform their duties and procedures?	Yes	No				

Trading Across Borders and Trade Facilitation

How would you rate customs procedures (entering goods of all types) in terms of	1	2	3	4	Don't Know	Comment (why?) just a few words
Time required	Extremely	Moderately	Little	Not at all		
Documents required	Extremely	Moderately	Little	Not at all		
Signatures required	Extremely	Moderately	Little	Not at all		
Cost associated	Extremely	Moderately	Little	Not at all		
Effort	Extremely	Moderately	Little	Not at all		
Services provided (e.g., storage availability, loading/unloading, etc.)	Extremely	Moderately	Little	Not at all		
How would you rate customs procedures (exiting goods of all types) in terms of						
Time required	Extremely	Moderately	Little	Not at all		
Documents required	Extremely	Moderately	Little	Not at all		
Signatures required	Extremely	Moderately	Little	Not at all		
Cost associated	Extremely	Moderately	Little	Not at all		
Effort	Extremely	Moderately	Little	Not at all		
Services provided (e.g., storage availability, loading/unloading, etc.)	Extremely	Moderately	Little	Not at all		
How would you rate the level of coordination and comprehensiveness between Jordan Customs and other relevant entities including						
<ul style="list-style-type: none"> • Ministry of Agriculture • Ministry of Health 	Extremely	Moderately	Little	Not at all		

How would you rate customs procedures (entering goods of all types) in terms of	1	2	3	4	Don't Know	Comment (why?) just a few words
<ul style="list-style-type: none"> • JISM • Food and Drug Administration • Others 						
Do you feel a difference in Customs procedures for goods arriving from a country that is part of the Arab Free Trade Agreement and those arriving from other countries?	Yes	No				
How significant is the difference in the Customs clearance process through the Golden List program compared to those through the regular declaration process?	Extremely	Moderately	Little	Not at all		
How would you rate the performance using ASYCUDA system versus the pre-ASYCUDA performance in terms of						
Declaration phase	Extremely Deferent	Moderately Deferent	Little Deferent	Not at all		
Acceptance of declaration phase	Extremely Deferent	Moderately Deferent	Little Deferent	Not at all		
Document review phase	Extremely Deferent	Moderately Deferent	Little Deferent	Not at all		
Goods inspection phase	Extremely Deferent	Moderately Deferent	Little Deferent	Not at all		
Fees collection and release of goods	Extremely Deferent	Moderately Deferent	Little Deferent	Not at all		

How would you rate customs procedures (entering goods of all types) in terms of	1	2	3	4	Don't Know	Comment (why?) just a few words
For ASEZA and Sahab: How would you rate the performance since the upgrade of the ASYCUDA ++ to ASYCUDA World						
In your opinion, how justifiable are the following issues						
Import restrictions on certain products	Justify	Not Justify				
Taxes and fees imposed by Customs (do you get your money's worth)	Justify	Not Justify				

Training and Work Environment

	1	2	3	4	Don't Know	Comment (why?) just a few words
Do you think that Customs officers and staff should undergo training and capacity building?	Extremely	Moderately	Little	Not at all		
Do you think that Customs officers are familiar and aware of the various requirements of the national Trade Facilitation policies and regulations?	Extremely	Moderately	Little	Not at all		
Do you think that Customs officers and staff should undergo training and capacity building related to Trade Facilitation policies and regulations?	Extremely	Moderately	Little	Not at all		
Do you think that Customs officers are completely aware of what the requirements for a customs transaction are? (e.g., documentation required, ASYCUDA, etc.)	Extremely	Moderately	Little	Not at all		
Over the past few years, have you felt that Customs officers have undergone training and capacity building?	Yes	No				
If yes, in what areas have you seen improvements that you think are attributed to training						
If you were to design a training program for Customs officers to improve their efficiency and time release of goods, what areas would you give priority to?						
Who, in your opinion, should the training programs focus on; managers or lower level employees?	managers	lower level employees				
If you were a customs employee, how would you rate the working conditions?	Extremely	Moderately	Little	Not at all		
Is this for all or for specific customs centers and/or locations?	Yes	No				
Would you recommend to a friend to pursue a career in Jordan customs?	Yes	No				
If yes, why?						
If no, why?						

Customer Service

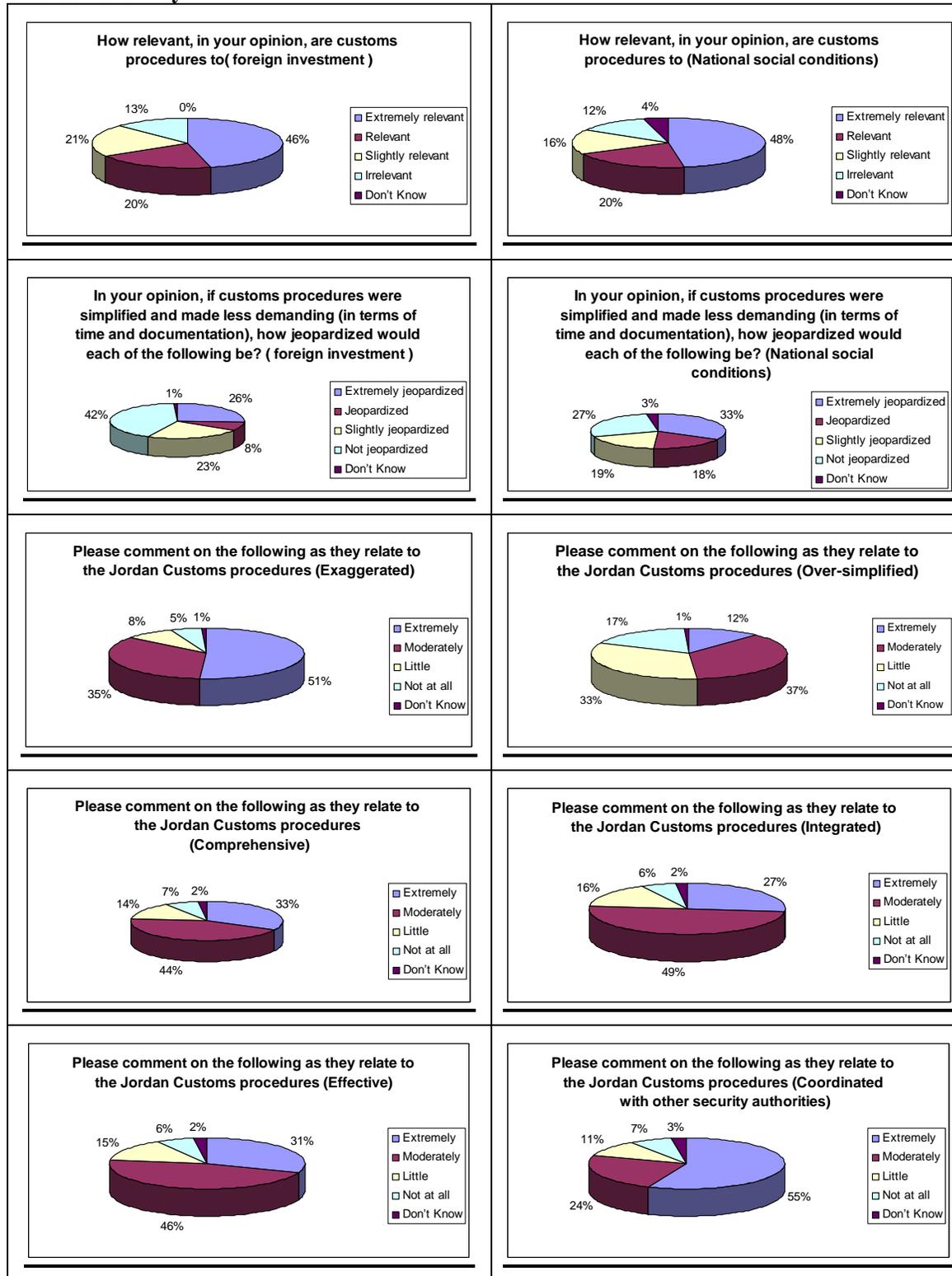
	1	2	3	4	Don't Know	Comment (why?) just a few words
How would you rate the overall customer service culture at Jordan Customs?	Extremely	Moderately	Little	Not at all		
How would you rate the following aspects of CS at Jordan Customs						
Meeting all customer needs	Extremely	Moderately	Little	Not at all		
Provision of needed information	Always	Some times	Not at all			
Efforts to simplify procedures	Extremely	Moderately	Little	Not at all		
Efforts to reduce release time	Extremely	Moderately	Little	Not at all		
Efforts to simplify required documentation	Extremely	Moderately	Little	Not at all		
Efforts to promote CS policies	Extremely	Moderately	Little	Not at all		
If you were a new comer to this line of business, do you think Customs centers provides enough information and guidance to what is required of its service recipients?	Extremely	Moderately	Little	Not at all		
Have you ever felt the need to complain about the quality of service received?	Yes	No	No Need			
Have you complained?	Yes	No	No Need			
If no, why?						
If yes, was it effective?	Yes	No				

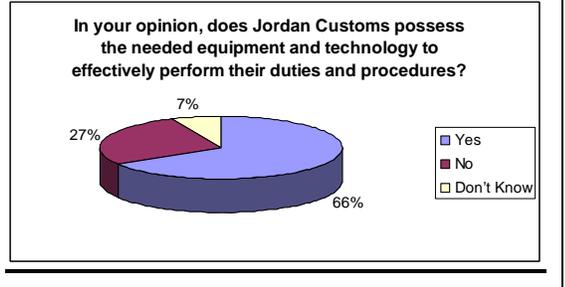
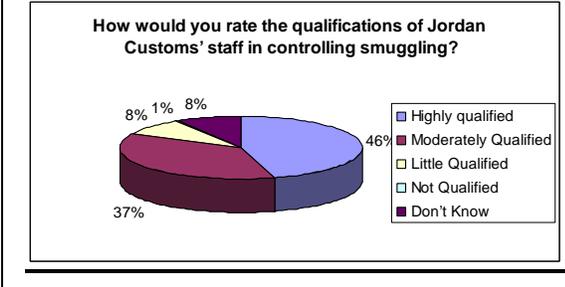
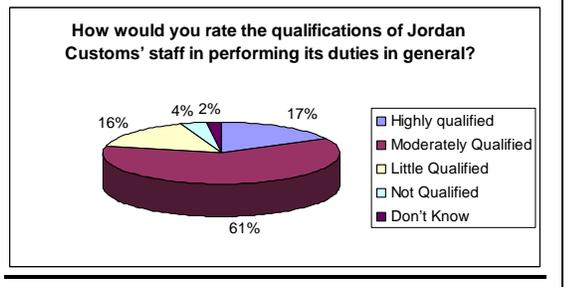
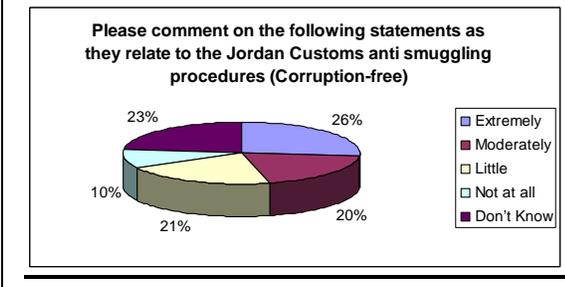
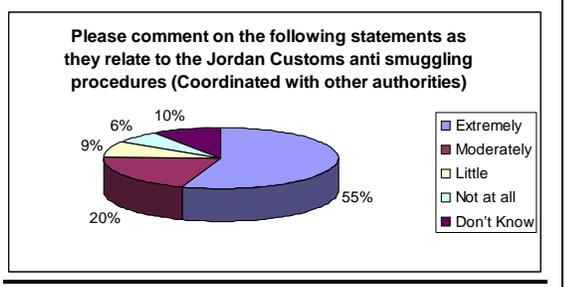
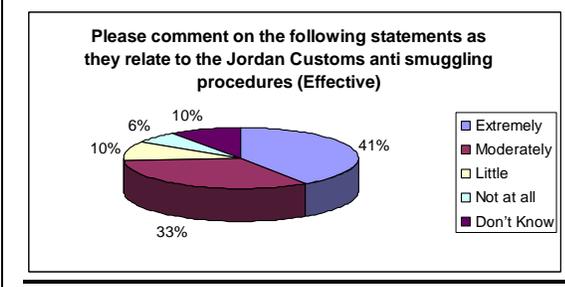
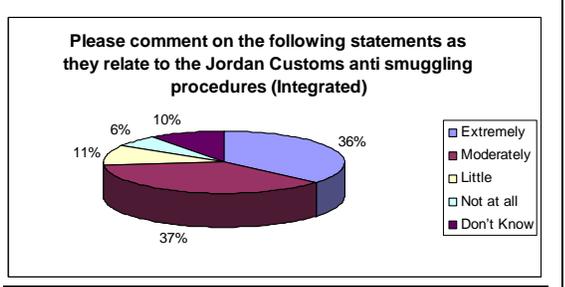
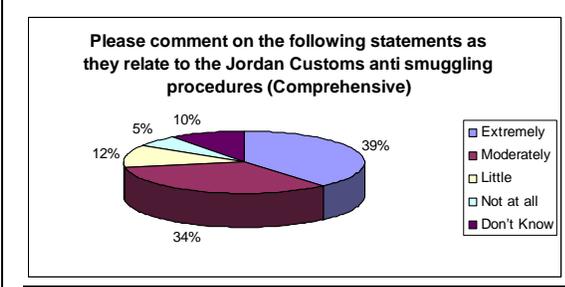
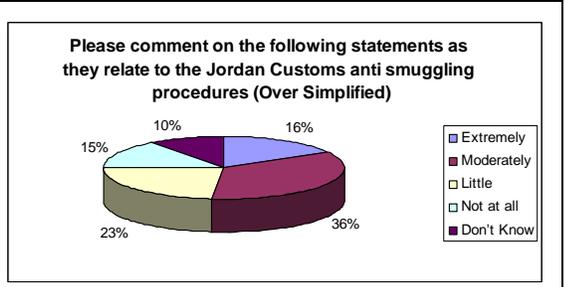
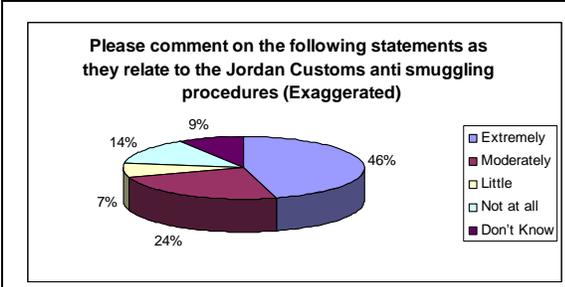
Communication channels and messages

Have you noticed the Jordan Customs Branding Campaign?	Yes	No			Don't Know	Comment (why?) just a few words
Have you seen the TV PSAs on Customs during Ramadan?	Yes	No				
If yes, do you recall on which TV station	Yes	No				
What did you like the most about the branding campaign?						
Do you think it reflects that actual conditions and services offered by Customs?	Extremely	Moderately	Little	Not at all		
Do you think the Campaign has had any effect on						
People's perception of Customs?	Extremely	Moderately	Little	Not at all		
Efficiency of service	Extremely	Moderately	Little	Not at all		
Reducing smuggling	Extremely	Moderately	Little	Not at all		
If you were to design the campaign, name two things you would do differently	1. _____		2. _____			

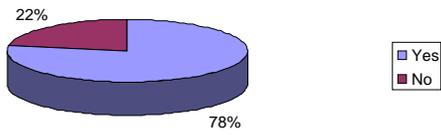
APPENDIX II: FREQUENCY ANALYSIS DETAILED RESULTS

Border Security

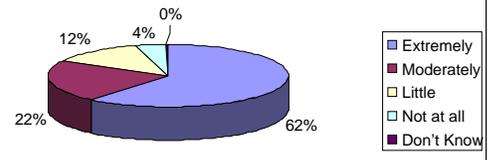




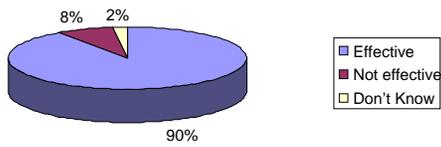
Have you dealt with the old customs system before ASYCUDA



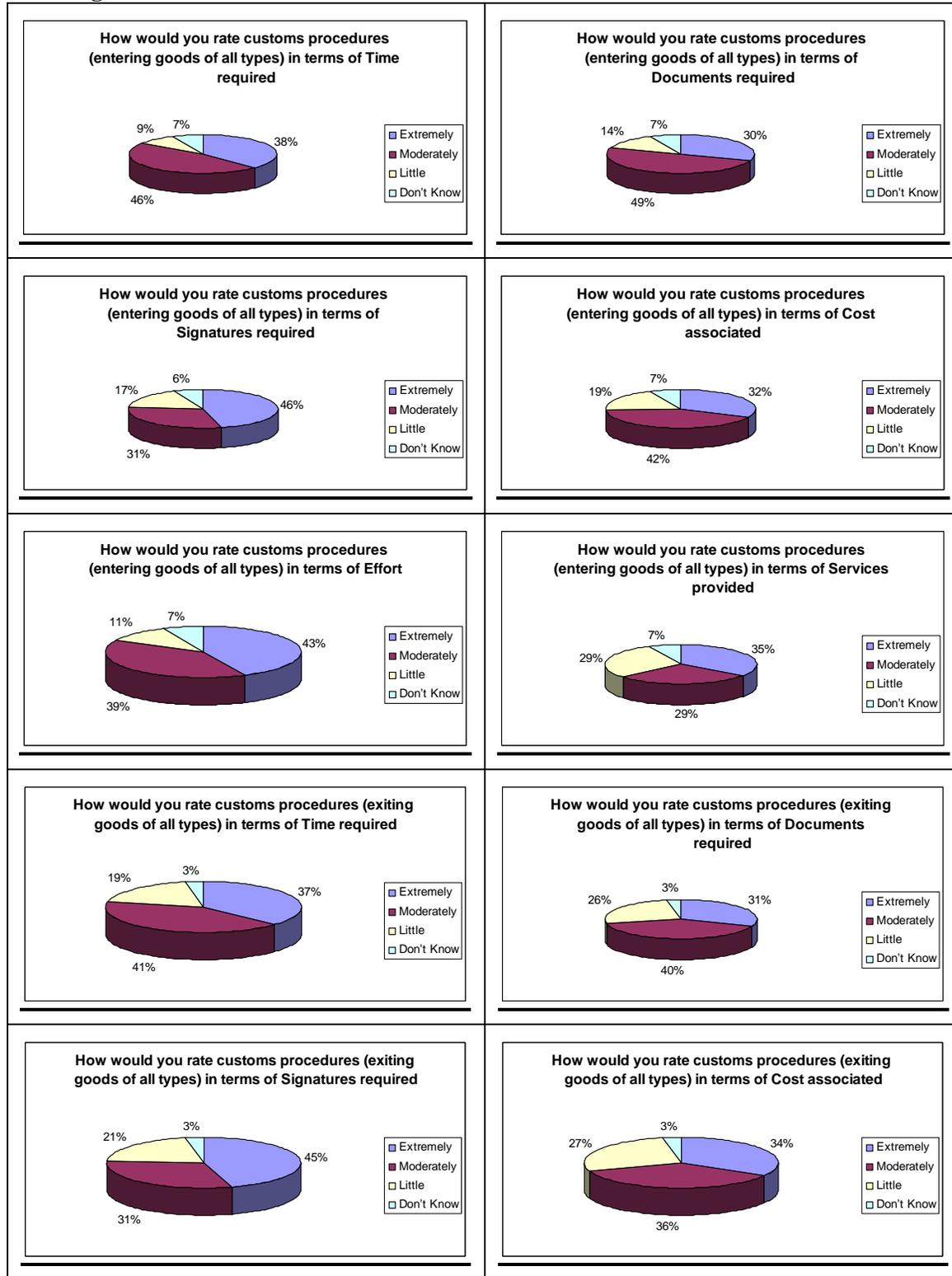
If Yes, do you sense any improvement following the use of the ASYCUDA system

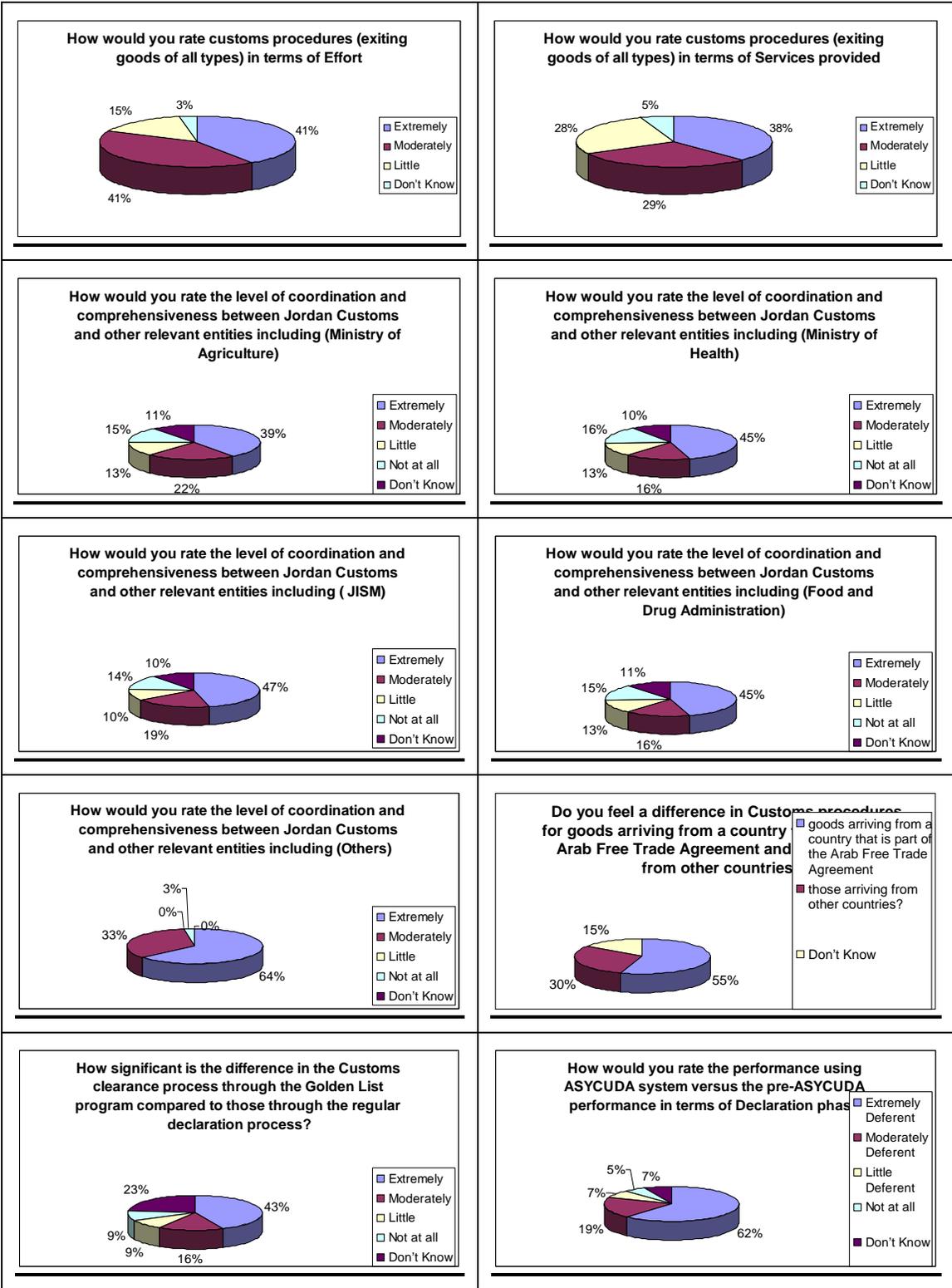


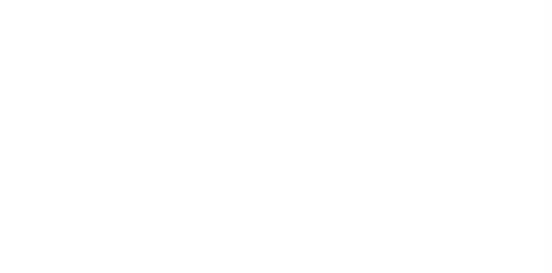
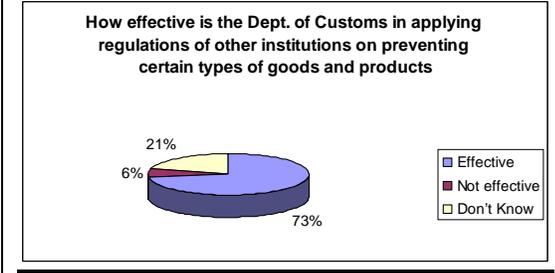
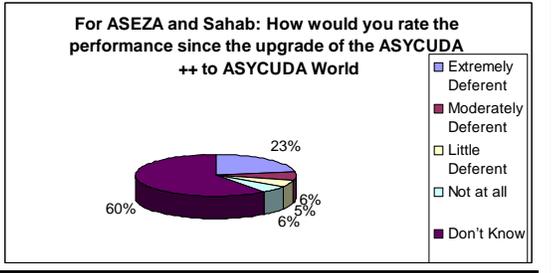
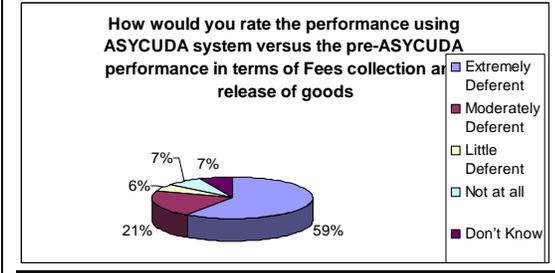
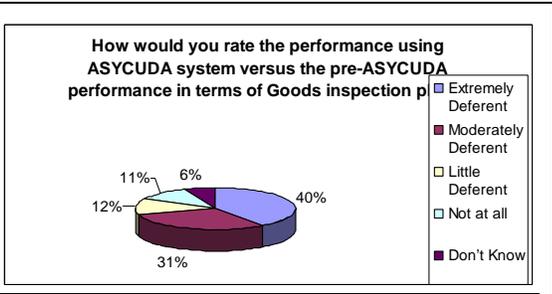
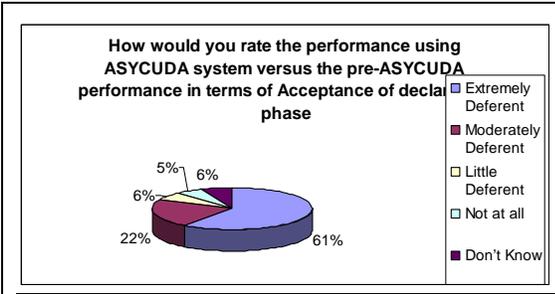
What do you think of the ASYCUDA system ?



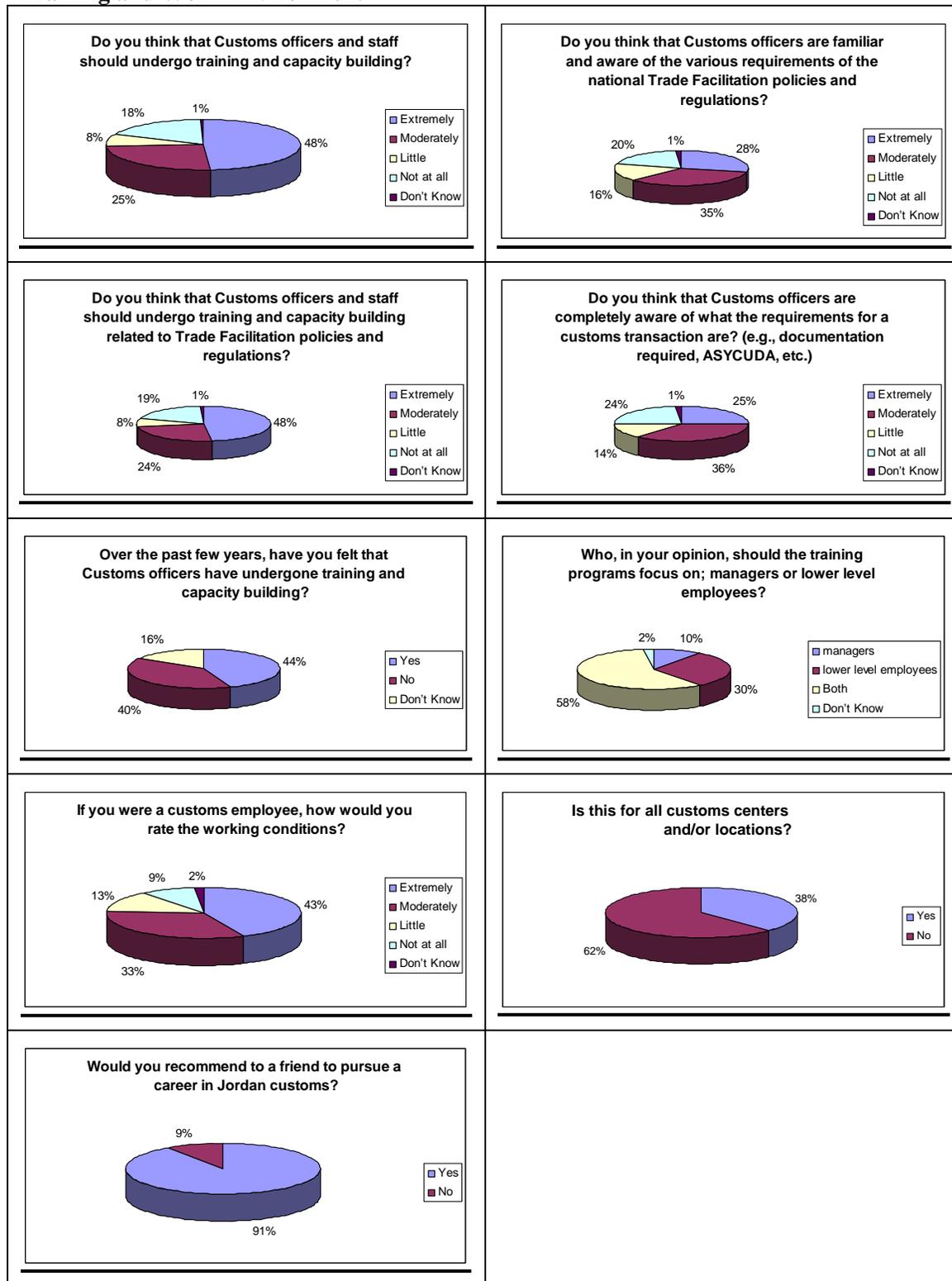
Trading Across Borders and Trade Facilitation



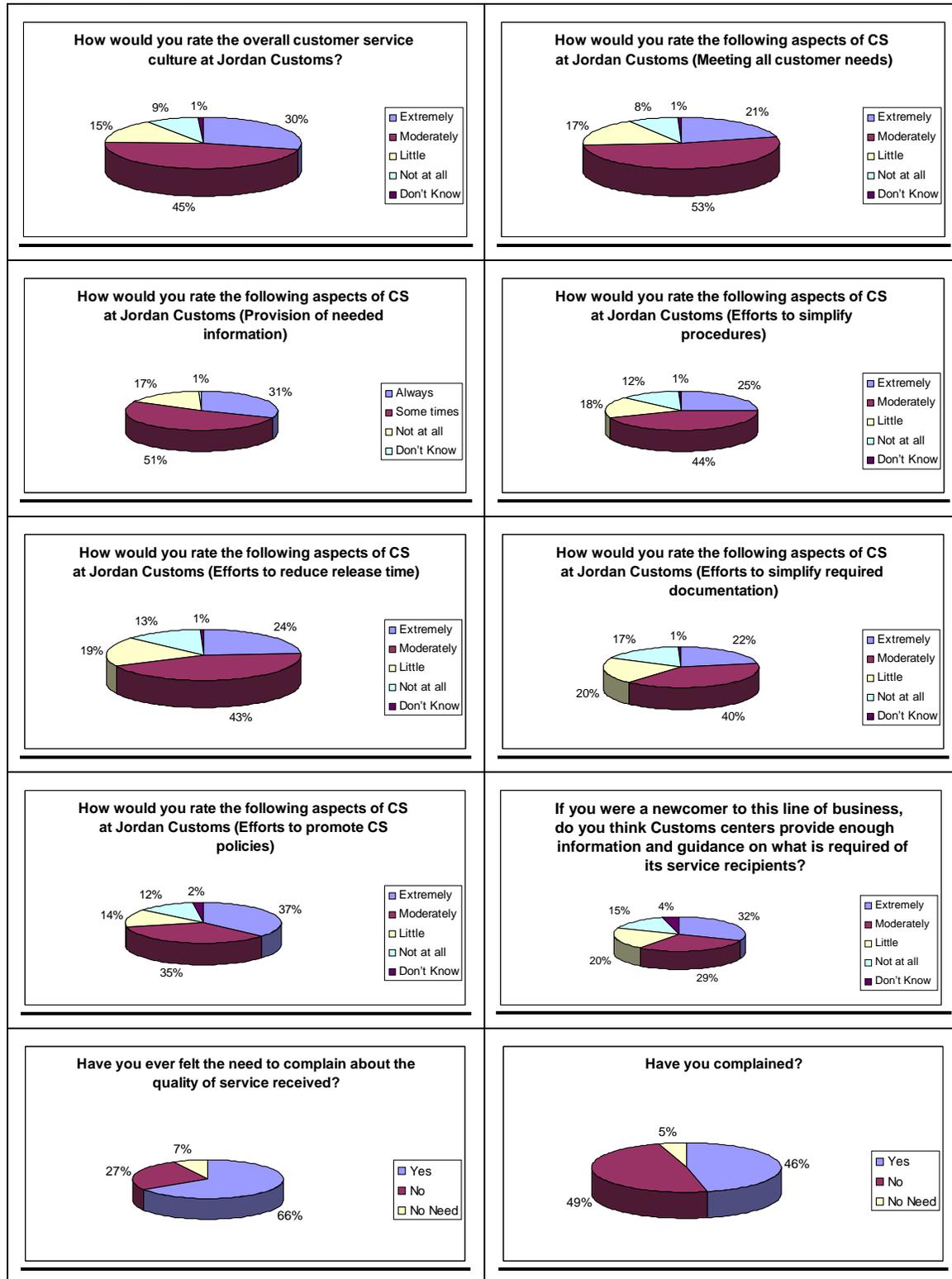




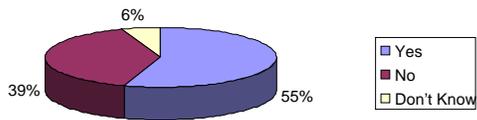
Training and Work Environment



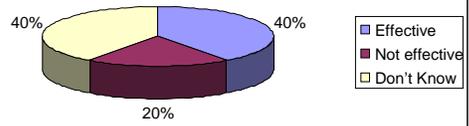
Customer Service



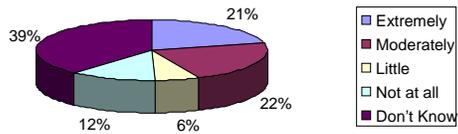
If you complained, was it effective?



Generally, what do you think about the Dept. of Customs partnership with the private sector?



Does the partnership with the private sector upgrade Customs performance and the level of service provided?



Communication channels and messages

