



## MILLENNIUM CHALLENGE CORPORATION (MCC) CUSTOMS PROGRAM

### **Final Report**

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### **JORDAN CUSTOMS ADMINISTRATION MODERNIZATION PROGRAM**

*Submitted to:*

**USAID/Jordan**

*Submitted by:*

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## ACRONYMS

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AIX	Advanced Interactive eXecutive
AMIR	Achievement of Market-Friendly Initiatives and Results Program
ASEZ	Aqaba Special Economic Zone
ASEZA	Aqaba Special Economic Zone Authority
ASYCUDA	Automated System for Customs Data
BI	Business Intelligence
BMTF	Border Management Task Force
C-TPAT	US Customs-Trade Partnership against Terrorism
DOS	Department of Statistics
ETL	Extract, Transform, Load
FY	Fiscal Year
GOJ	Government of Jordan
GPS	Global Positioning System
HR	Human Resources
IT	Information Technology
ICT	Information and Communication Technology
IP	Internet Protocol
JCD	Jordan Customs Department
JD	Jordanian Dinars
JFDA	Jordan Food and Drug Authority
LMIC	Lower Middle Income Country
MCC	Millennium Challenge Corporation
MOU	Memorandum of Understanding
PDA	Personal Digital Assistant
PR	Public Relations
SAN	Storage Area Network
SAT	Systems Approach to Training
SOAG	Strategic Objective Grant Agreement
SWIT	Single Window Implementation Team
TSM	Tivoli Storage Manager
UN	United Nations
UNCTAD	UN Conference on Trade and Development
UNECE	UN Economic Commission for Europe
UPS	Uninterruptable Power Supply
USAID	US Agency for International Development
WCO	World Customs Organization



# 1 INTRODUCTION

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In 2006, Jordan Customs developed a plan to accelerate clearance procedures and eliminate bureaucratic delays while maintaining appropriate levels of border security. In January 2007, the Government of Jordan and the United States Millennium Challenge Corporation (MCC) launched the Customs Administration Modernization Program, a two-year program funded by the MCC and administered by the US Agency for International Development (USAID). Proposed as part of the larger Threshold Country Plan submitted to the MCC by the Government of Jordan, the program assisted Jordan Customs to modernize its information and communication technology (ICT) infrastructure, introduce streamlined business processes, train customs officers and business users in new technologies and procedures, and communicate these modernization efforts through a public outreach campaign.

The Customs Administration Modernization Program helped the Government of Jordan to develop a Single Window<sup>1</sup> that facilitates the exchange of data among government agencies to reduce the processing time for all import, export, and transit procedures. The Single window includes an integrated risk management system that allows other government agencies to access data collected by the Automated System for Customs Data (ASYCUDA)World system, and to assign risk levels to shipments based on their own criteria. By sharing data electronically through the Single Window, other government agencies—such as the Jordanian Institution for Standards and Metrology, the Jordan Food and Drug Authority, and the Ministry of Agriculture—will be able to carry out their responsibilities concurrently, significantly reducing overall processing times.



**The MCC Customs Program built and equipped a state-of-the-art computer training room at the Jordan Customs Training Center in Amman. Here, Jordan Customs and ASEZ Customs officers learn to use the Java computer programming language in a course sponsored by the MCC Customs Program.**

One of the project's main objectives was to upgrade Jordan Customs' automated clearance system to the new, web-based version of the Automated System for Customs Data known as ASYCUDAWorld, developed by the UN Conference on Trade and Development (UNCTAD). The Program assisted Jordan Customs to successfully implement ASYCUDAWorld at 15 customs centers located throughout the country, which is one more than the target of 14 centers.

To support the sustainable use of ASYCUDAWorld, the Program implemented ICT improvements worth

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<sup>1</sup> "...a Single Window is...a facility that allows parties involved in trade and transport to lodge standardized information and documents with a single entry point to fulfill all import, export, and transit-related regulatory requirements." [UN Economic Commission for Europe \(UNECE\) Recommendation 33](#), Recommendations and Guidelines on Establishing a Single Window.

approximately \$4.5 million. As part of this process, the Program upgraded Jordan Customs' telecommunications infrastructure at 18 locations, including remote border crossings, and installed computer equipment at the Jordan Customs Headquarters. In addition, the Program completed the construction of a state-of-the-art data center at the Jordan Customs headquarters and an offsite disaster recovery center, designed to assure that all IT systems are protected from environmental hazards and security breaches.

To support Jordan Customs' effort to streamline and automate clearance processes, the Program procured, installed, and integrated an automated security gate system at six customs centers. The Gate Control System is linked to ASYCUDAWorld and automatically ensures that all required customs documentation is complete, eliminating human error and human discretion at the last step in the clearance process.

The Customs Administration Modernization Program trained Jordan Customs officers in the use of these new ICT systems. The Program trained more than 1,900 people, including Customs officers, business users, and brokers.

The program worked closely with Jordan Customs and Aqaba Special Economic Zone (ASEZ) Customs to streamline business processes at customs centers around the country and reduce processing times. The Program's technical assistance has addressed specific issues such as risk management, transit procedures, internal investigations, customs integrity, broker training and certification, human resources, public relations, and gender.

Through its Public Outreach Component, the Program fostered improved communication and cooperation between Jordan Customs and Jordanian businesses engaged in trade. Under this component, the Program upgraded the Jordan Customs' website: [www.customs.gov.jo](http://www.customs.gov.jo). The new website features many useful e-services and serves as a portal to the ASYCUDAWorld system. This allows traders to log onto the ASYCUDAWorld system remotely, and to lodge their electronic customs declarations online.

In addition, the Program launched a new Customer Service Center at the Jordan Customs Headquarters. In order to transform the way that Jordan Customs interacts with its clients, customer service agents now assist clients with inquiries at the headquarters, as well as over the phone through interactive voice recordings, and online through the Jordan Customs website.

The Customs Administration Modernization Program was designed to improve Jordan's "Trade Freedom" score on the Heritage Foundation's *Index of Economic Freedom*. The Trade Freedom score measures the country's average tariff rate and the extent of non-tariff barriers. Since the Program began in January, 2007, Jordan's Trade Freedom score has increased dramatically by more than 16%, from 64.2% in 2007 to 78.8% today. For the first time since the Heritage Foundation has been measuring Trade Freedom, Jordan's Trade Freedom is now characterized as "Mostly Free" according to the foundation's classification system.

The efforts of the Customs Administration Modernization Program have helped Jordan raise its MCC Trade Policy score by approximately 22% in two years, from 57.2% in fiscal year (FY) 2007 to 78.8% in



**A Jordan Customs officer utilizes a handheld computer and barcode scanner as part of the Gate Control System.**



FY 2009. This increase placed the country above the median of other lower middle income countries (LMICs) in Jordan's MCC peer group. For the past two years, Jordan's score for Trade Policy has remained green, indicating a score above the median for all lower-middle income countries in Jordan peer grouping.

In the following pages, we describe the activities and results of each of the four Program components in more detail, discuss the Program's approach to gender considerations, analyze performance data, and propose additional activities for future work with Jordan Customs and ASEZ Customs.

**Improved performance and reduced processing times at the borders have contributed to an overall increase in the volume of trade in Jordan.** As reported in the *Jordan Times* on December 18, 2008, total exports from the January-October period of 2008 were valued at JD 3.371 billion, a 39% increase from the same period last year. Similarly, for imports, the total value through October was JD 10.303 billion, up 32% from the same time last year.



## 2 COMPONENT 1: ESTABLISH A SINGLE WINDOW SYSTEM FOR BORDER CLEARANCE.

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The Program helped the Government of Jordan to establish a Single Window that facilitates manual and electronic data exchange among agencies at the borders and inland customs centers. Other government agencies integrated under the Single Window include the Ministry of Agriculture, Jordanian Institution for Standards and Metrology, and the Jordanian Food and Drug Agency. Implementation of manual Single Window procedures has involved renovations to the physical layout of customs halls to create secured customs areas. Implementation has also included rearranging customs units and co-locating the other government agencies with Customs to ensure smooth and efficient workflow. These changes allow Government of Jordan agencies to maintain custody of the declaration documents throughout the process and eliminate the need to pass the documents back to the brokers. The Program has implemented manual Single Window procedures at five target centers—Sahab, ASEZ Customs, Zarqa, Jordan Customs Aqaba Directorate, and Jaber—and has begun to rollout these manual procedures at the Queen Alia International Airport and Amman Customhouse. In addition, the Program helped the Government of Jordan begin implementation of an integrated risk management system at Sahab and ASEZ Customs. The integrated risk management system connects the other government agencies to the ASYCUDAWorld system electronically and allows those agencies to assign risk to shipments based on their own risk criteria.

### **Pilot Single Window at Sahab.**

The Program launched a pilot of the Single Window at the Sahab Customs Center at the King Abdullah Industrial Estates, a small inland customs center close to Amman. The Program team

introduced new business processes streamlining and integrating manual operations among Jordan Customs, Jordan Food and Drug Authority (JFDA), Jordanian Institution for Standards and Metrology, and Ministry of Agriculture. The team convened a Single Window Implementation Team (SWIT) for regular meetings. The SWIT meetings included representatives from Jordan Customs, JFDA, Ministry of Agriculture, Jordanian Institution for Standards and Metrology, and private sector customs brokers. The team also worked closely with Jordan Customs to renovate the physical layout of the Customs center, removing walls and revising the layout of offices and desks to ensure a more efficient workflow and support manual Single Window procedures. At the recommendation of Program consultants, Jordan Customs installed card-entry security doors, effectively creating a secured customs area and eliminating frequent broker intrusions into the back office, which was commonplace before Program assistance. The Program team worked collaboratively with Jordan Customs, providing training to officers at Sahab and from the Jordan Customs Quality Assurance Department on Business Process Improvements. This collaborative approach has allowed Jordan Customs to replicate the Business Process Improvement



**Pictured above, the new Single Window at the border with Syria. The Single Window enhances speed, efficiency, and security with rational layout of space, eliminating the need for brokers to enter the secured Customs area.**

exercise and launch renovations at other locations independent of outside technical assistance and supported the sustainability of Program interventions.

At Sahab, the Program developed and installed a computerized Integrated Risk Management System that allows all government agencies to use the ASYCUDA system to assign risk to shipments based on their own risk criteria. The system is now in use at Sahab by Customs, JFDA, Ministry of Agriculture, and the Jordanian Institution for Standards and Metrology. To support the use of the Integrated Risk Management System, the Program procured, delivered, and installed information technology (IT) equipment for representatives of other government agencies.

In anticipation of natural resistance to the procedural changes required to operate in a new Single Window environment, the Program provided comprehensive Change Management training and hosted Change Management presentations for key stakeholders at Sahab. Active participants included the Sahab Customs Center Director, department heads, representatives from the other government agencies at Sahab, and the head of the brokers' syndicate at Sahab.

In tandem with the implementation of new Single Window procedures, the Program team streamlined other business processes at Sahab. For example, the Program team helped Jordan Customs to automate the Inspection Act allowing the customs inspector to enter his/her report directly into the ASYCUDA system as opposed to attaching a hand-written report to the ASYCUDA document. Using the automated Inspection Act, the system automatically prints the status and assignment of inspectors on the red and yellow Customs declarations. The team eliminated a mandatory 45-minute waiting period for green lane transactions and helped reduce the time required for green lane processing from an average of 176 minutes in 2007 to an estimated five minutes in 2009.

**Pilot Single Window at ASEZ Customs.** The Program team conducted a similar launch of a pilot Single Window at ASEZ Customs. There, the Program introduced new business processes improvements and integrated manual operations among Jordan Customs, JFDA, Jordanian Institution for Standards and Metrology, and the Ministry of Agriculture. The Program convened a Single Window Implementation Team for regular meetings. At the recommendation of the Program team, ASEZ Customs completed physical renovations to support manual Single Window procedures and more efficient workflow, including installation of a card access control system to prevent broker intrusion into secured customs areas. The Program procured and delivered IT equipment for representatives of other government agencies at ASEZ Customs centers to support the use of the integrated risk management system.



**Jaber Customs Center Director Mr. Mahmoud Al-Dwairy: "We are proud of being the pioneers in implementing the Single Window manual processes at Jaber Customs Center."**

**Roll-out of the Single Window.** After the successful pilot of manual Single Window procedures at Sahab and ASEZ Customs, the Program rolled-out Single Window procedures at Zarqa, Jaber, and Queen Alia International Airport. Upon the recommendations of the Program team, Zarqa Customs Center rearranged the physical layout of units to facilitate efficient workflow. Jordan Customs similarly renovated space at Jaber Customs Center, relocating Jordan Customs officers and Ministry of Agriculture officers in the same hall to support manual Single Window procedures and more efficient workflow. The Program procured and delivered IT equipment for representatives of other government agencies at Jaber, Zarqa, and Queen Alia International Airport to support Single Window procedures. A civil engineer from Jordan Customs, working in coordination with Program Business Process

Improvement specialists, developed plans for the physical renovation of space at the Amman Customhouse and the airport to support Single Window procedures.

At all locations where the program has implemented Single Window procedures, customs brokers are now able to lodge their documents at a single window, rather than presenting their documents to multiple units and agencies. The Director of the Jaber Customs Center, one of the locations where the Program successfully implemented the Single Window, commented at the launch of the new procedures, “The new simplified procedures will improve the clearance process, and will result in enhanced services provided to the brokers.” In addition, the head of the broker association in Jaber, Mr. Falah Abu Amoud, expressed his appreciation for the new procedures, stating, “Jaber Customs Clearance Association has welcomed the idea of the Single Window. We believe that the new simplified processes will allow more import and export transactions between Jordan and its neighbors, and in this regard, the Association will provide all necessary support to help Jordan Customs develop its procedures and processes.”



### 3 COMPONENT 2: UPGRADE AND INTEGRATE CUSTOMS ICT INFRASTRUCTURE.

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The Program assisted Jordan Customs and ASEZ Customs to upgrade their automated customs clearance system to an internet-based clearance system known as ASYCUDAWorld. To support the implementation of ASYCUDAWorld, the Program procured more than \$4.5 million in ICT upgrades for Jordan Customs. This included upgrading Jordan Customs' telecommunications infrastructure at 18 locations, building a state-of-the-art data center at Jordan Customs headquarters, and procuring ICT equipment and hardware such as servers, computer monitors, and switches. The Program supported the upgrade to ASYCUDAWorld at 15 customs centers, exceeding the target of 14 centers. In addition, the Program procured and installed security gates at six locations that are linked to the ASYCUDAWorld system. These gates open automatically if all clearance procedures are completed, minimizing opportunities for abuse or human error.

**Upgrade to ASYCUDAWorld.** The Program team, in coordination with UNCTAD and the Jordan Customs IT Department, supported the implementation of the new automated customs clearance system ASYCUDAWorld at 15 locations as follows:

1. Aqaba Special Economic Zone (ASEZ) Customs;
2. Sahab Customs Center;
3. Al-Raqeem Customs Center;
4. Al-Hassan Industrial City, Irbid;
5. Cyber City, Irbid;
6. King Hussein Bridge (at the border with the Israeli administered Palestinian Territories);
7. Dulail Special Economic Zone;
8. Kerak Industrial Zone Customs Center;
9. Zarqa Free Zone Customs Center for vehicles;
10. Zarqa Free Zone Customs Center for cargo;
11. Sheikh Hussein Bridge (at the border with Israel);
12. Al-Karamah Customs Center (at the border with Iraq);
13. Capital Post Office in Amman;
14. Aqaba Ferry Terminal; and
15. Queen Alia International Airport.



**Mr. Nour Bani and Mr. Stephen Carpenter of the Customs Administration Modernization Program look on as a Jordan Customs officer accesses information at the new data center.**

**Procurement of Hardware, Software, and Telecommunications Equipment.** The Program procured hardware and software required for the operation of ASYCUDAWorld including SOClass Software and Oracle. The Program also upgraded the network infrastructure for Jordan Customs to support the high-speed networking needs of ASYCUDAWorld at 18 locations, including remote desert border crossings.

**Data Center and Disaster Recovery Center.** In order to install ASYCUDAWorld, UNCTAD requested that Jordan Customs upgrade its data center. Working closely with Jordan Customs, the Program team designed, fully funded, and

managed the construction of a state-of-the-art data center at Jordan Customs Headquarters and a disaster recovery center at an undisclosed off-site location. The data center is designed to assure that IT systems, including the ASYCUDA servers and the data housed on them are protected from environmental hazards and security breaches. The data center includes redundant air conditioning systems, uninterruptible power supply, and an advanced fire abatement system based on international best practices. The Program procured ICT hardware for Jordan Customs and ASEZ Customs to support the ASYCUDAWorld upgrade, including top-of-the-line servers, switches, PDAs, and a back-up solution. The Program delivered and installed all servers and other ICT equipment at Jordan Customs Headquarters, the disaster recovery location, and ASEZ Customs. The Program team installed all software and trained Customs officers on the new systems and equipment.



**Jordan Customs' data center prior to Program technical assistance.**



**The new, fully modernized, state-of-the-art data center at Jordan Customs.**



**Gate Control System.** The Program procured, installed, and integrated security gate equipment at Jordan Customs centers with a system that monitors and controls the movement of cargo trucks through customs center gates and yards. Gates are operational and in use at six locations, including the Amman Customhouse, Jaber (at the border with Syria), Wadi Al-Youtum (in Aqaba), the Omari Customs Center (Saudi Arabia border), the Modawara Customs Center (second Saudi Arabia border), and the Zarqa Free



Zone Customs Center. The Gate Control System speeds the flow of trade by automating key exit procedures while at the same time ensuring greater levels of security at the gate. The gate control system is linked to ASYCUDA and automatically ensures that all documentation is complete, eliminating human error and human discretion at the last step in the clearance process. The system is a powerful new part of an increasingly modernized and automated Customs environment in Jordan.

**The automated Gate Control System close after a truck exits the Amman Customhouse after completing all procedures.**

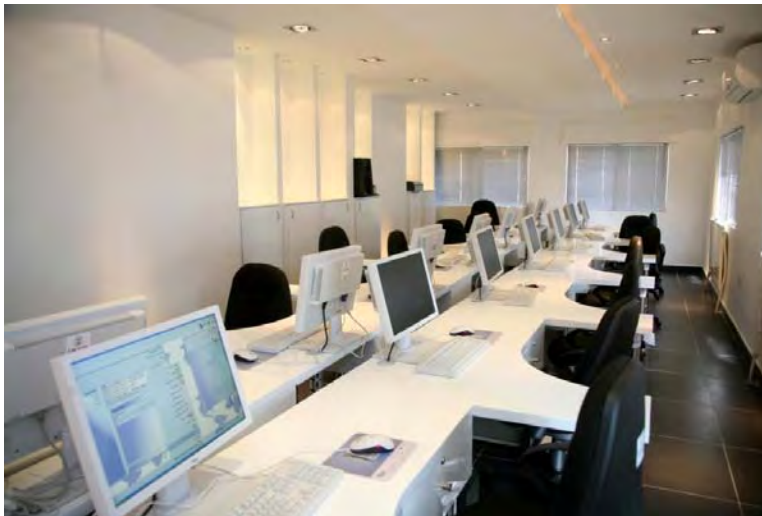


## 4 COMPONENT 3: TRAIN AND STRENGTHEN CAPACITY OF CUSTOMS OFFICIALS

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The Program strengthened the capabilities of Jordan Customs and ASEZ Customs officers to utilize the new ICT systems effectively. The Program trained more than 1,900 individuals, including Customs officers, business users, and brokers. The Program provided training and technical assistance to address bottlenecks in the customs clearance process, to upgrade Jordan Customs' human resources practices, to improve risk management policies, to strengthen internal investigations, and to enhance customs integrity, among other areas.

**IT Training.** Much of the training under the Program focused on ASYCUDAWorld. At each of the locations where Jordan Customs upgraded to ASYCUDAWorld, the Program supported training for Customs officers and private sector brokers. Other IT training courses strengthened the capabilities of IT officer at Jordan Customs and ASEZ Customs to operate, maintain, and customize the ASYCUDAWorld system. The Program provided training on IT Project Management, IT Security, SOClass Software, Advanced Java, Advanced Interactive eExecutive (AIX) Operating System, Linux Operating System, Storage Area Network (SAN) Training, Server Management Training, Tivoli Storage Manager (TSM) Training, Internet protocol (IP) Technology, Business Intelligence IT, Oracle Administration Tool for Customer Service Center, OracleBI Dashboard for Customer Service Center, Oracle Applications Server Administrator for Customer Service Center, ETL Using Oracle Tools for Customer Service Center, and other technical topics.



**The new state-of-the-art Customs Computer Training Room accommodates 18 trainees.**

**Computer Training Room.** To support training on technical IT topics, and to ensure the sustainability of IT training at Jordan Customs, the Program built and equipped a state-of-the-art Computer Training Room at the Jordan Customs Training Center in Amman, Jordan. The Program equipped the room with the latest computer technology to accommodate 18 trainees plus instructor. Customs officers now use the training room to develop the skills needed to operate ASYCUDAWorld, as well as many other ICT systems to enhance the efficiency and effectiveness of border procedures, and reduce delays for Jordanian businesses.

**Time Release Study.** In addition to IT topics, the Program team provided technical assistance and training to ASEZ Customs and Jordan Customs to enhance the efficiency and effectiveness of operations. At the launch of the Program, the team conducted a Time Release Study that measured the time required to complete all 19 steps of the customs clearance process using World Customs Organization (WCO) methodology at multiple locations throughout the country. The study identified 21 bottlenecks in the Customs clearance system, including areas for improvement in risk management procedures and transit procedures. A final Time Release Study allowed the Program team to compare times against the baseline. For a more detailed discussion of the Time Release Study, see Section 6 of this report on Key Results.

**Risk Management.** Based on the findings of the Time Release Study, the Program provided technical assistance on Risk Management and provided detailed recommendations to strengthen the system to improve national security and facilitate trade. The team mentored six Jordan Customs Risk Management officers. Jordan Customs has implemented the following recommended reforms:

- **Eliminated mandatory 30 minute waiting period** for green lane transactions nationwide;
- Issued requirement that Customs officers **provide justification for switching green or yellow lane transactions** to the red lane and document the change;
- Introduced new **“zero time” initiative for green lane transactions**;
- Refined system to **reduce the percentage of red lane referrals**;
- **Temporary imports** are now **subject to risk management selectivity criteria** to assign a lane—previously, all temporary imports were classified as red or high risk;
- **Increased number of companies qualifying for the “green list;”**
- **Assigned green lane status to 13 additional basic foodstuffs**;
- **Signed an agreement with US Customs and Border Protection for recognition of Jordan Golden List companies by the US Customs-Trade Partnership against Terrorism (C-TPAT).**

**Transit Procedures.** Similarly, the Program team assessed Jordan Customs’ transit procedures, identifying weaknesses and opportunities, and provided detailed recommendations to improve procedures to promote national security and facilitate trade. Jordan Customs has increased storage fees for goods in transit at customs warehouses and has implemented the recommendation to replace the convoy system with the utilization of Global Positioning System (GPS) devices on transit vehicles to track their movement through the Kingdom.

**Broker Training.** The Program team evaluated broker performance and provided detailed recommendations to update the broker training curriculum. The final report to Jordan Customs recommends imposing more stringent certification requirements for brokers. Customs has drafted legal articles that will, if approved, strengthen Jordan Customs’ authority when dealing with brokers and enable Jordan Customs to impose stiffer penalties for broker error.

**Customs Integrity and Internal Investigations.** At the beginning of the Program, the team conducted a World Customs Organization (WCO) model integrity assessment. Based on the findings of this assessment, the team provided technical assistance and training to implement a comprehensive integrity and internal investigations program. A short-term consultant specializing in internal investigations mentored six Jordan Customs officers in advanced internal investigation techniques. The Program provided Jordan Customs with eight Evidence Collection Kits and trained internal investigators on their proper use. The Program also developed a computerized case management database for internal investigators and trained five Jordan Customs officers on the use of the database.

**Human Resources.** The team conducted an assessment of Jordan Customs’ Human Resources operations and provided recommendations for improvement. Technical assistance focused on improving career paths, personnel rotation and succession planning. The Program trained 14 Jordan Customs officers from the IT and Human Resources Departments, and six officers from the Training Center on the use of a computer-based Human Resources and Systems Approach to Training (SAT) management system.

**Jordan Customs Women's Committee.** The Program organized a Jordan Customs Women's Committee comprised of women customs officers from Jordan Customs. With the assistance of Program consultants, the Committee developed a Gender Action Plan for Jordan Customs and successfully advocated for enactment of the Plan by senior management at Jordan Customs. The Committee found that customs officers who work at border locations are often able to earn substantially more than HQ-based officers through bonuses and other incentives. However, women customs

officers were unable to work at many border locations because of simple lack of facilities such as restrooms. The Gender Action Plan called for construction of women's restroom facilities at key customs centers. To support the Plan, the Program paid for the construction of a women's restroom at the Zarqa Customs Center, and Jordan Customs built a women's restroom at a second location (Sahab), effectively opening the doors to increased opportunities for women customs officers at these locations.



**The Program integrated gender considerations in all activities. Here, three women Jordan Customs officers participate in the Advanced Java IT Training Course.**



## 5 COMPONENT 4: IMPROVE RELATIONS WITH THE TRADE SECTOR

Through its Public Outreach Component, the Program fostered improved communication between Jordan Customs and the business community. To transform the way that Jordan Customs interacts with its clients, the Program launched a new Customer Service Center at the Jordan Customs Headquarters. The Program team strengthened the capacity of the Jordan Customs Public Relations Department to communicate key messages to internal and external audiences. Through Program assistance, Jordan Customs launched a public outreach campaign in newspapers and business magazines publicizing the benefits of recent customs modernization activities for the Jordanian business community.

**Customer Service Center.** The Program team developed, procured, and implemented a computerized Customer Service system and helped Jordan Customs launch the Customer Service Center at the Jordan Customs Headquarters. Customers are now able to meet with customer service agents at the Center for enquiries or for resolution of issues. The Center features an automated queuing system and a software and hardware solution integrated with ASYCUDAWorld to improve the quality of services and responsiveness of Jordan Customs to the private sector. The IT solution allows the customer to track responses to enquiries through the internet, through interactive voice recordings, or in person at the Jordan Customs Headquarters. Jordan Customs completed renovation of a room at the entrance of the Headquarters to house the Customer Service Center, and has staffed the Center with 60 officers. The Customer Service Center is currently able to address enquiries through 53 automated processes.



**Jordan Customs** >> *Striving to serve you better*

**Welcome to our Customer Care Center...**

Welcome to our Customer Care Center at our main branch in Abdali where we:

- Receive all customer queries and requests.
- Log all received applications and issue an appointment card when the application will be processed.
- Electronically archive all documents and forward them to the concerned departments.
- Notify all applicants of the outcome/decision of the department through SMS, email or our website.

For more information, please call our toll-free number or visit our website.

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The Customer Service Center allows customers to make inquiries and check the status of requests in person, online, or by telephone. The image above is from the public outreach campaign sponsored by the Customs Administration Modernization Program.

**Jordan Customs Website.** The Program helped Jordan Customs upgrade its website, which now features a portal for the ASYCUDAWorld system and contains a series of new e-features such as the ability to transmit information to traders by text messaging. The new website is user friendly, consisting of an integrated database that provides access to pertinent Customs rules and regulations. The website is now live at:

<http://www.customs.gov.jo/English/default.shtm>.

**Public Outreach Campaign.** The Program team conducted a survey of more than 300 private sector actors engaged in trade. The survey focused on private sector perception of the efficiency and effectiveness of Jordan Customs. Based on the findings of the survey, the Program helped the Jordan Customs Public relations department structure and launch a public outreach campaign. The campaign publicized improvements in procedures at customs centers across the country and articulated Jordan Customs' objective to meet the needs of the Jordanian Business Community. Public outreach activities included the production of three public service announcements aired on Jordan Television and the publication of informational materials in Jordanian newspapers and business magazines. Outreach activities also targeted major importers and exporters in Jordan. The Program team helped Jordan Customs organize a conference with representatives from the 17 current companies on the Golden List to discuss strengths and weaknesses of the Program and identify actions that will help Jordan Customs enhance benefits for Golden List companies. Similarly, the Program helped Jordan Customs organize a meeting with the Broker Association of Jordan to discuss new procedures, time delays in clearance, and broker training and certification requirements.

**Strengthening the Capacity of the Jordan Customs Public Relations (PR) Department.** The Program provided technical assistance on the organizational structure and job descriptions for PR staff and drafted a Customs PR, Communication, and Media Plan. The Program provided on-the-job training for PR staff at Jordan Customs on media relations and press release and formal training in the following areas:

- Writing for effective communications;
- Media relations;
- Developing content of communications materials;
- Standard operating procedures;
- Event planning;
- Development of communication tools; and
- Crisis management.



The new Jordan Customs web-site features many e-services for business users.



## 6 KEY RESULTS

This section presents the high-level results of the Customs Administration Modernization Program. There are three main measures of success: the MCC Trade Policy Score, the Heritage Foundation’s “Trade Freedom” score from the *Index of Economic Freedom*, and the before-and-after results of a Time Release Study conducted by the Program team.

The MCC uses trade policy as one of the 17 indicators used to chart a country’s reform efforts. The three graphs below in Figure 1 show improvements in trade policy in Jordan from FY07 prior to the start of the Program through FY09 when the Program ended. In the baseline FY07, Jordan’s score for trade policy was below the median score for other lower middle income countries (LMICs), and therefore color-coded “red.” After one year of Program technical assistance, Jordan succeeded in raising its Trade Policy score slightly above the median, indicated by the switch from red to green. After the second year of Program assistance, Jordan maintained a Trade Policy score above the median even as the median itself increased by 10 percentage points.

**Figure 1: Jordan’s MCC Trade Policy Score FY2007 - FY2009**

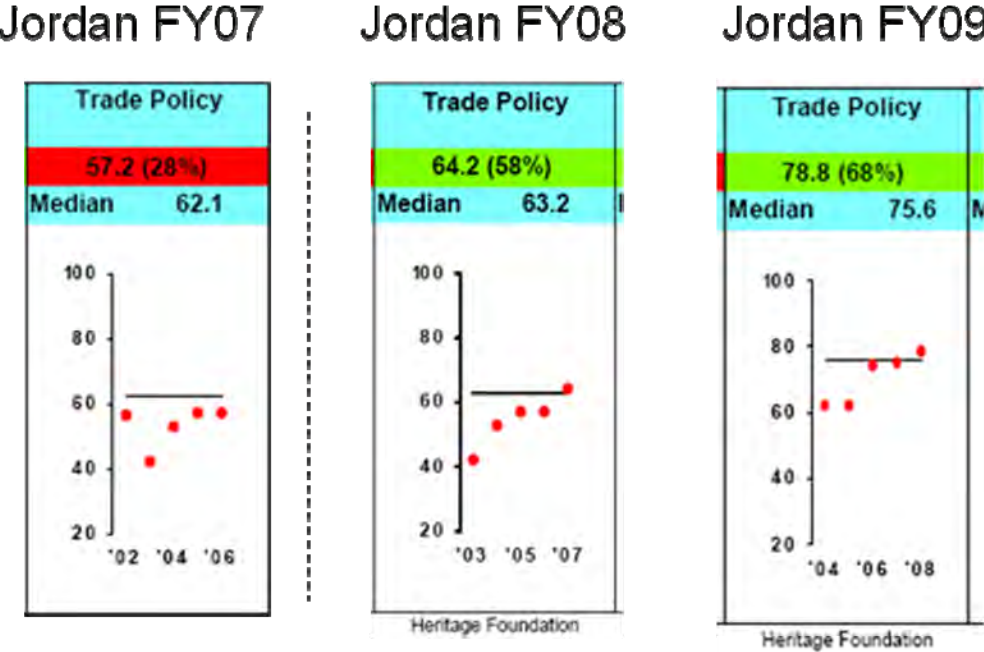


Figure 2 below plots Jordan’s MCC Trade Policy score from FY2006 – 2009. The dotted line represents the beginning of the Customs Administration Modernization Program. As the graph indicates, Jordan’s score was stagnant prior to the inception of the Program but rose by approximately 22% in two years—a significant gain.

**Figure 2: Jordan's MCC Trade Policy Score 2006 - 2009**

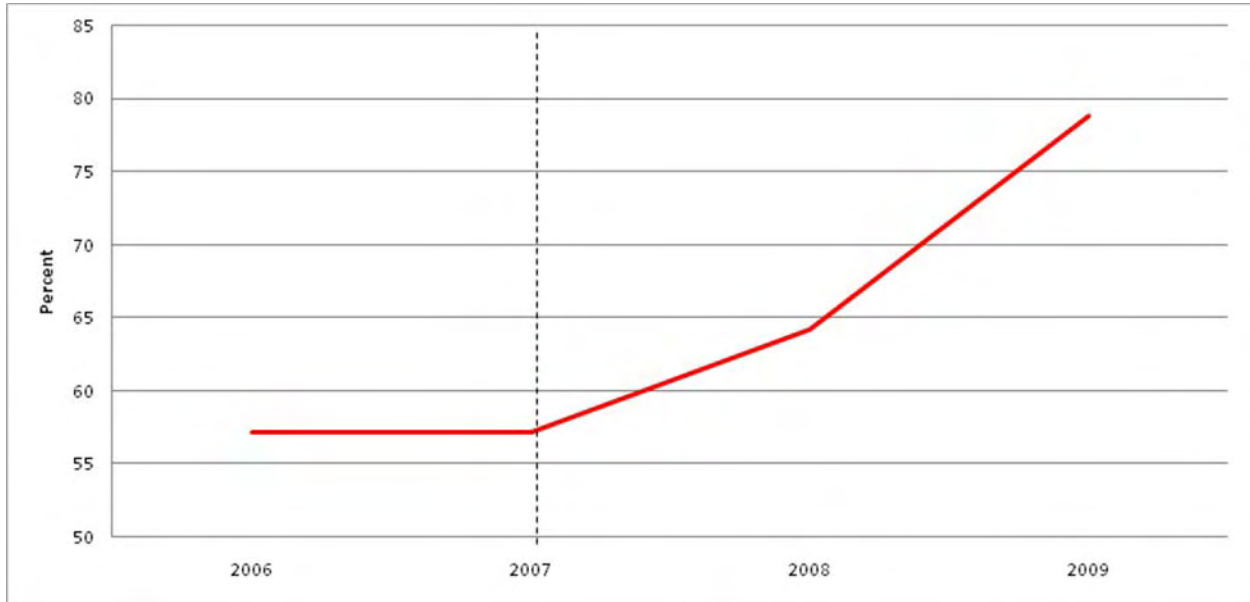
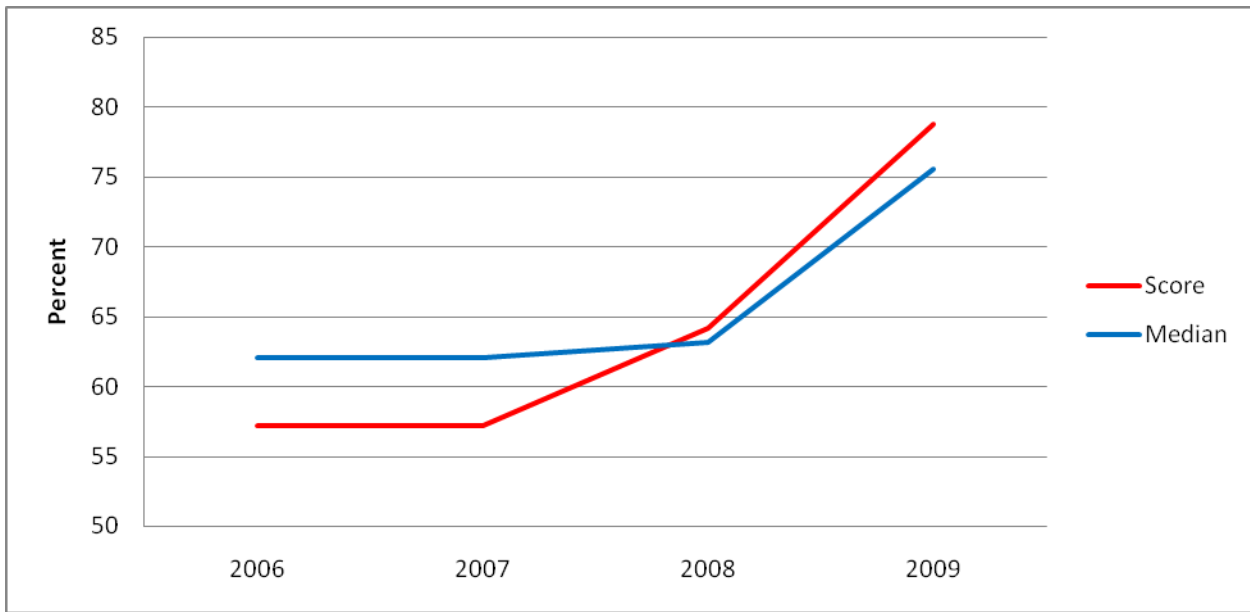


Figure 3 presents Jordan’s MCC Trade Policy score from FY2006 – 2009 as in Figure 2, but includes the median scores of all other countries in Jordan’s LMIC class. The graph illustrates that Jordan’s FY2006 and 2007 score were below the median, but rose sharply in FY2008 and 2009. The median score of all LMICs rose 10% from FY2008 to 2009, but Jordan’s score improved at a faster rate than that of the other LMICs, indicated by the steeper slope of Jordan’s score.

**Figure 3: Jordan's MCC Trade Policy Score 2006 - 2009 with Median of LMIC Countries**



The MCC relies on data from the Heritage Foundation’s *Index of Economic Freedom* to set their Trade Policy score. Figure 4 presents Jordan’s “Trade Freedom” score from the Heritage Foundation from the years FY2000 to 2007, before the Program began. The “Trade Freedom” score measures the extent of

tariff and non-tariff barriers in a country. The trend line indicates that Jordan’s score over this eight year period was almost flat at 60%. The Heritage Foundation assigns descriptive titles to each percentage decile, so Jordan’s score was stagnant between the transition point of what is referred to as “Moderately Free” and “Mostly Unfree.” The sharp decline in Jordan’s score in 2003 is often explained by a tightening of the borders around the second Gulf war, although this is unconfirmed.

**Figure 4: Jordan's Trade Freedom Score on Index of Economic Freedom 2000 - 2007**

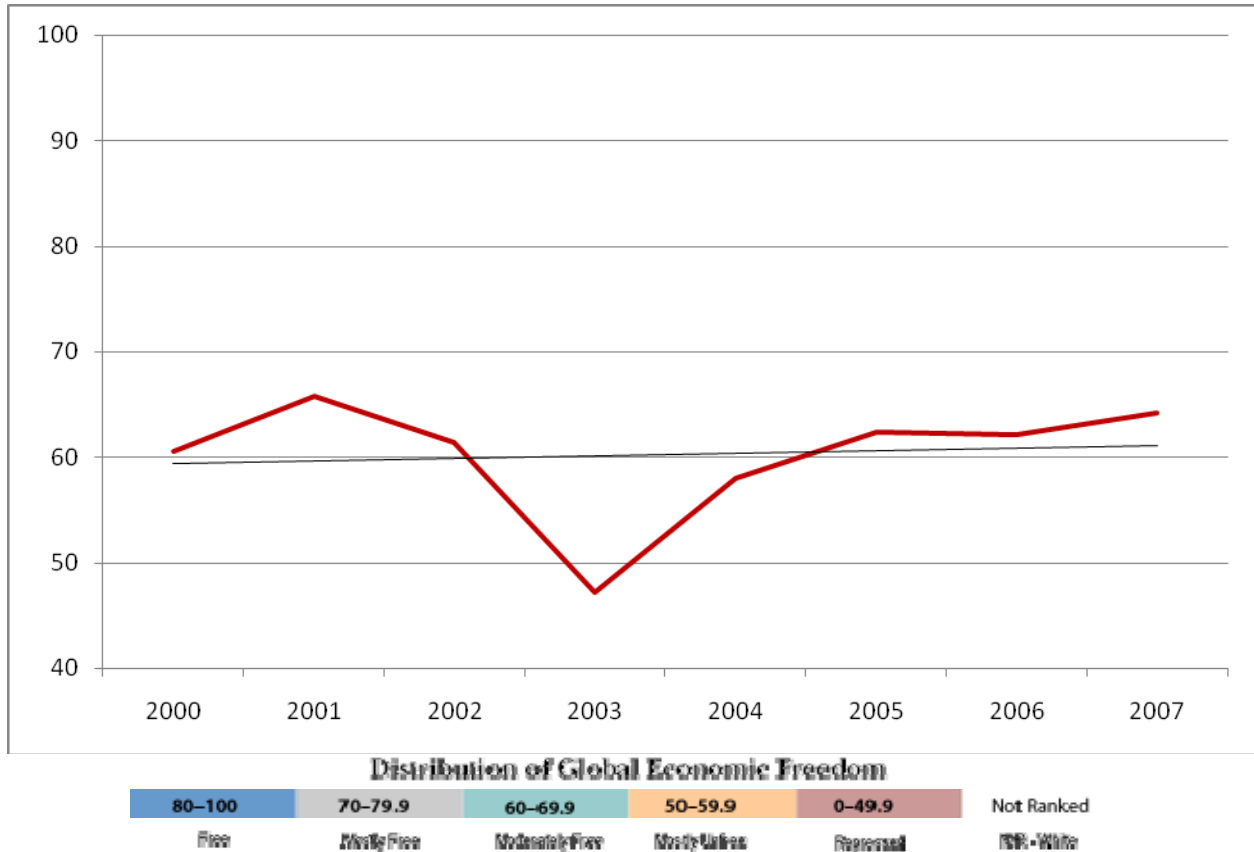


Figure 5 shows Jordan’s impressive improvement in Trade Freedom after one year of Program technical assistance, indicated by the dotted line. In 2008, Jordan’s score jumped by more than 10%, and moved into the “Mostly Free” decile for the first time.

Figure 5: Jordan's Trade Freedom Score on Index of Economic Freedom 2000 - 2008

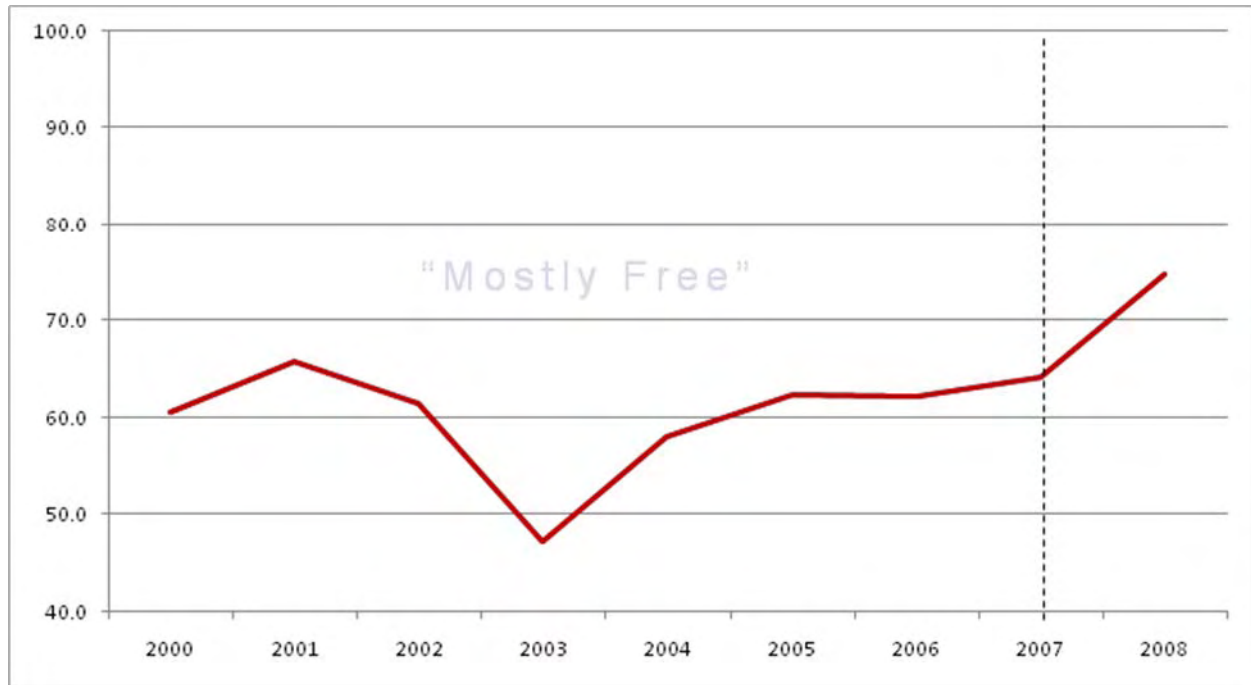
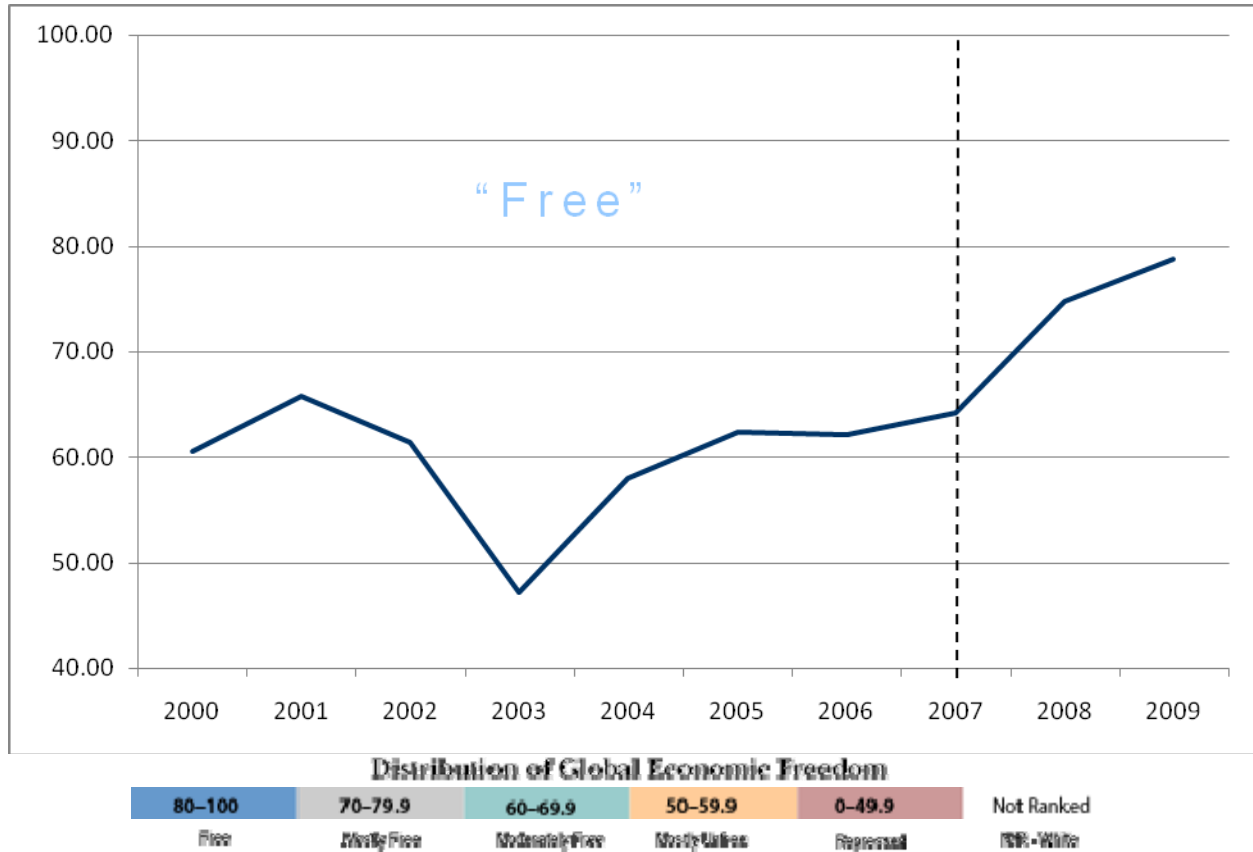


Figure 6 depicts Jordan's Trade Freedom score for 2009, released soon after the completion of the Program. The 5% increase in Trade Freedom has positioned Jordan quite close to the fully "Free" decile, which is particularly meaningful in the context of the country's climb from its characterization as "repressed" in 2003. As compared to Figure 4, which shows a trend line more or less stagnant at 60% on the border between "Mostly Unfree" and "Moderately Free," Jordan's performance over the past two years has showed clear and measurable progress in Trade Freedom.

**Figure 6: Jordan's Trade Freedom Score on Index of Economic Freedom 2000 – 2009**



A third measure of Program success is the Time Release Study. The Program conducted a baseline Time Release Study in 2007, and completed an end-of-project Time Release Study in December, 2008. The Time Release Study is based on World Customs Organization methodology and measures the time required to complete the 19 steps of the customs clearance process. Our survey team observed more than 400 transactions at seven Jordan Customs centers and seven ASEZ Customs centers.

Figure 7 presents the results for the Jordan Customs centers. The times for the seven centers are listed across the bottom, divided into the Green (G), Yellow (Y), and Red (R) lanes. The chart shows the time in minutes required to clear goods in 2007, indicated by the red bar, and in 2008, indicated by the black bar. The study shows that Jordan Customs, as a direct result of the Program’s technical assistance, has succeeded in cutting clearance times significantly across the country. For example, in 2007, yellow lane procedures at King Abdullah Industrial Estate (the Sahab Customs Center) required an average of 337 minutes; in 2008, the time was cut to just 32 minutes, representing a 90.5% reduction in the time required. Similarly, at the Queen Alia International Airport, green lane procedures in 2007 required 85 minutes. Today, green lane transactions average 10.27 minutes—an 87.9% reduction in the time required for clearance.

**Figure 7: Time Release Study Results for Jordan Customs**

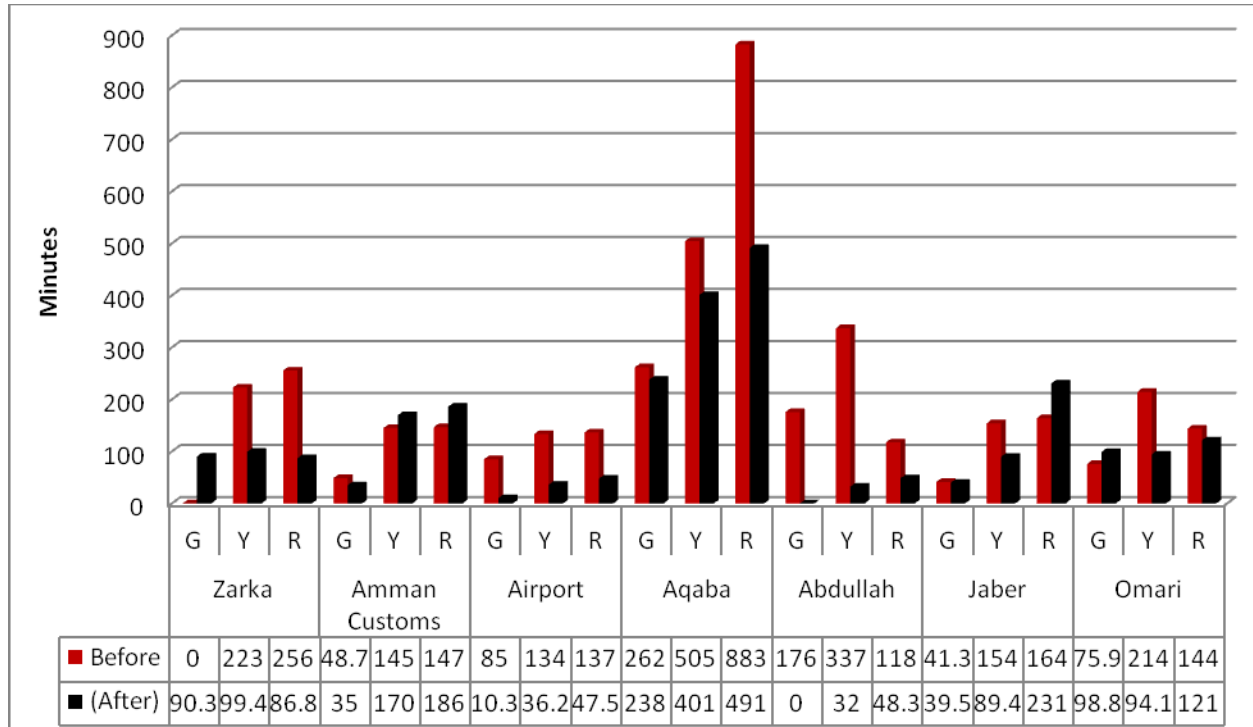


Figure 8 presents the weighted average reduction in time required for clearance at selected centers. Zarqa reduced processing times by 46%. As mentioned, the airport reduced average processing times by 61%. Aqaba reduced processing times by 39%, and the Sahab Customs Center at King Abdullah Industrial Estate reduced processing time by 49% in 18 months.

**Figure 8: Percent Reduction in Clearance Times at Selected Jordan Customs Centers**

	Zarqa	Airport	Aqaba	Abdullah
<b>Minutes</b>	-76.2377	-49.337	-255.358	-34.2519
<b>Percent</b>	-46%	-61%	-39%	-49%

In a few cases, processing times increased from 2007 to 2008. This is true of the yellow and green lanes at the Amman Customhouse, the red lane at Jaber, and the green lane at Omari. The Program team does not believe that an increase in processing times in the red lane is necessarily problematic if the time is spent conducting a thorough physical inspection. In fact, the Program has recommended to Jordan Customs that a thorough physical inspection should take two-to-four hours depending on the type of goods and considering other factors. Delays in the yellow lane at Amman Customhouse are due to overcrowded yards and a significant increase in the volume of trade at this center. The Government of Jordan is aware of the crowded yards at the Amman Customhouse and has already begun preparation for the construction of a larger customs center to replace the Amman Customhouse sometime in 2011.

Figure 9 below present similar information for the major centers for ASEZ Customs. Again, the red bar is from the baseline survey (which was completed early in 2008) and the black line is from the study completed in December 2008. As the figure illustrates, ASEZ Customs has made major reductions in the time required to complete all customs clearance procedures. The only increase in time was recorded in the red lane at the Cargo Customs Center. Again, increases in time in the red lane may be appropriate if the time is used to conduct a thorough physical inspection.

**Figure 9: Time Release Study Results for ASEZ Customs**

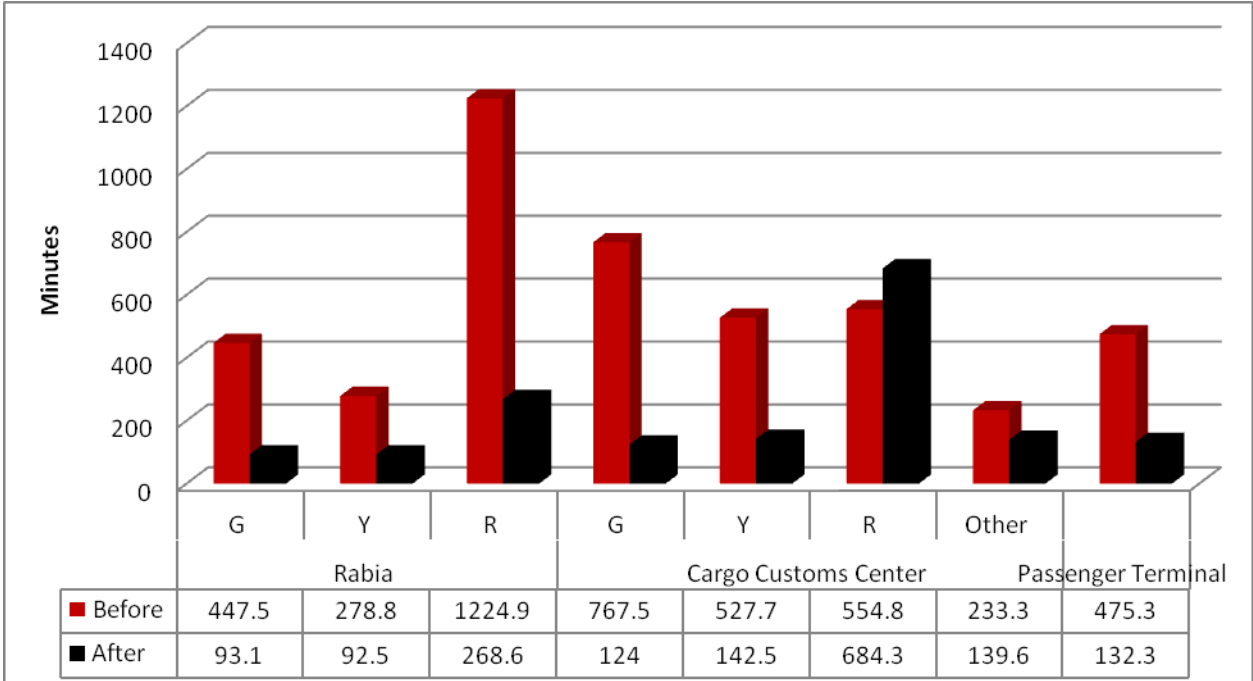


Figure 10 lays out the weighted average percentage change for ASEZ Customs centers. ASEZ Customs slashed the time required in the green lane at the Cargo Customs Center by 84%—a remarkable improvement in about one year.

**Figure 10: Percent Reduction in Processing Times for ASEZ Customs Centers**

	Rabia			Cargo Customs Center				Passenger Terminal
	G	Y	R	G	Y	R	Other	
Before	447.5	278.8	1224.9	767.5	527.7	554.8	233.3	475.3
After	93.1	92.5	268.6	124	142.5	684.3	139.6	132.3
% Change	-79.2%	-66.8%	-78.1%	-83.8%	-73%	+23.3%	-40.1%	-72.2%





## 7 RECOMMENDATIONS

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Jordan Customs has made impressive progress over the past two years, but still has the capacity to grow and enhance the quality of service it provides to the private sector. The Customs Administration Modernization Program has identified the following areas for future work:

- **Reduction in Number of Documents:** The Doing Business team recommended that Jordan Customs adopt the use of four documents for import and export (in line with international best practices) eliminating the other documents required under the current Customs Law. In addition, the Doing Business team recommends eliminating the need to have certain documents certified or attested by Jordanian embassies abroad. The elimination of excessive paperwork and certification should significantly reduce the time spent on document preparation. We understand that Jordan Customs has formed a committee to study these recommendations and we encourage them to expedite the passage of all legal and regulatory changes to reduce the number of documents required.
- **Ensure that all red lane items are thoroughly inspected.** The Time Release Study revealed that average inspection times for red lane items fall between 10 and 20 minutes at many centers. International best practice is to devote two-to-four hours for a thorough physical inspection. Jordan Customs points out that inspectors generally do conduct thorough inspections on some red lane items. This means that a larger percentage of red lane items—those items designated by the ASYCUDA system to be high risk—are never inspected or subject to a cursory inspection. We recommend as an urgent matter of national security that 100% of all shipments sent to the red lane are subject to a thorough inspection. This will require deploying more inspectors to the borders and inland customs centers as well as reducing the percentage of shipments sent to the red lane.
- **Continue to modernize Jordan Customs’ approach to risk management.** This recommendation requires Jordan Customs to refine its risk criteria to limit the percentage of goods sent to the red lane. Ideally, the majority of shipments should move through the green lane, followed by the yellow lane. Only a small percentage of truly high risk shipments should be sent to the red lane for physical inspection. The Risk Management Department at Jordan Customs has made major advances over the past 12 months, but Jordan Customs should continue reforms to reduce the percentage of goods sent to the red lane.
- **Broker certification and broker training.** Our Program identified broker error and broker delay as the most time consuming bottleneck in the customs clearance process. We also have serious concerns about the potential for brokers to compromise national security at the borders. We have recommended changes to the broker certification process and broker training, and suggest that future technical assistance should include support for legal and regulatory changes to modify broker certification requirements, as well as training and capacity building support. Most importantly, every practicing broker should be required to pass a thorough examination before being certified to practice, and should be re-certified periodically. As things stand now, only principals of broker agencies need be certified, and these principals in practice can hire unqualified, uncertified, and un-vetted individuals to work as their employees at the customs centers.
- **Continue process improvements, reducing or eliminating excessive stamping and signing of paper documents:** We recommend continued technical assistance to streamline business processes, implement the ASYCUDAWorld workflow module, and generally adopt a more automated environment. We recommend providing technical assistance to reduce or eliminate manual processing, stamping, and signing of customs documents. This may involve, among other things, regulatory changes to facilitate a paperless environment.

- **Address valuation issues:** Jordan Customs is a signatory to a number of international conventions and agreements that deal with valuation of goods. Despite this, many importers continue to complain about unfair valuation practices at the borders and inland customs centers. We recommend providing technical assistance to help Jordan Customs apply valuation rules in a way that is consistent with international agreements. Further, once valuation practices are compliant with international norms, we suggest that Jordan Customs launch a public outreach campaign addressing this negative perception of its valuation practices.
- **Roll-out of integrated risk management system.** The MCC Customs Program began implementation of the integrated risk management system at Sahab and ASEZ Customs. Integrated risk management is at the heart of the automated Single Window. Technical assistance is needed to focus on the other government agencies, such as JFDA, the Ministry of Agriculture, and the Jordanian Institution for Standards and Metrology to help them prepare their risk criteria in the appropriate format, to train their staff in basic computer skills, and implement new procedures to streamline operations.
- **Continue work to update Human Resources policies, especially with regard to the incentive system.** The MCC Customs Program provided technical assistance to address succession planning, career paths, and merit-based promotions within Jordan Customs. Additional technical assistance is needed to roll-out recommendations to enhance these human resources (HR) policies. In addition, several outside observers have raised concerns with the incentive system at Jordan Customs through which Customs officers are awarded a percentage of fines or penalties levied against a trader or transporter. This creates perverse incentives to slow down the clearance process to catch even trivial offenses to generate fines. The MCC Customs Program supports incentive systems but recommends adjusting the Jordan Customs incentive system to reward more desirable behavior such as efficiency, effectiveness, accuracy, or teamwork.
- **Adopt a Customer Service Orientation across the organization.** With the launch of the Customer Service Center and recent public outreach activities, Jordan Customs has taken important steps forward to improve their relations with the private sector. However, private sector actors still report negative behavior in their interactions with Customs. Jordan Customs must continue to transition to a customer service orientation. This transition will require Jordan Customs to embrace a structured approach to changing mentalities and behaviors. We recommend engaging a Change Management specialist to assist Jordan Customs with the change process.
- **Criminalize Customs offenses.** Currently, several serious offenses such as fraud and even smuggling are punished with trivial fines. Strong border and consumer protection requires real incentives for voluntary compliance with Customs (like the Golden List Program) and severe penalties for violations. The Program recommends strengthening laws and regulations to criminalize customs offenses.
- **Enact all elements of the Jordan Customs Women’s Committee Gender Action Plan.** This involves the construction of women’s WCs at all customs centers and constructing dormitories for women Customs officers at more remote locations such as Jaber, Omari, and Modawara.
- **Strengthen the Golden List.** Jordan Customs has not delivered on all of the promised benefits of the Golden List. Many Golden List companies have indicated that the only benefit for membership is recognition from the United States under the Customs-Trade Partnership against Terrorism (C-TPAT). Jordan Customs should implement all promised benefits and quickly expand the number of companies on the Golden List to create a real incentive for voluntary compliance with Customs.

APPENDIX 1: SELECTED SUCCESS STORIES

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# Jordan Customs Launches Gate Control System at Amman Customhouse

**New system improves the efficiency of exit procedures while ensuring appropriate security and control**

4 August, 2008

QWEISMEH, JORDAN - Jordan Customs launched a new gate control system in a ceremony today at the Amman Customhouse. The gate control system speeds the flow of trade by automating key exit procedures while at the same time ensuring greater levels of security at the gate. The implementation of the gate control system was supported by the Customs Administration Modernization Program, an activity funded by the Millennium Challenge Corporation (MCC) and administered by the US Agency for International Development (USAID).



**H.E. the Director General of Jordan Customs, Mr. Miteb Al-Zaben, Mr. Stephen Carpenter of the Customs Administration Modernization Program, and the Amman Customhouse Director, Mr. Firas Dabbas, launch the new gate control system.**

The gate control system is linked to the Customs clearance computer system and automatically ensures that all documentation is complete, eliminating human error and human discretion at the last step in the clearance process. The system is a powerful new part of an increasingly modernized and automated Customs environment in Jordan. Jordan Customs, with the support of the MCC Customs Administration



**A Jordan Customs officer utilizes a handheld computer and barcode scanner as part of the gate control system.**

Modernization Program, is installing the gate control system at a total of six Customs centers. Amman Customhouse is the first to deploy the system, and will be followed by a launch at the Jaber Customs Center on the border with Syria. Jordan Customs is in the process of finalizing the system at the Zarqa Free Zone Customs Center, the Wadi Al-Youtum Customs Center in Aqaba, the Omari Customs Center, and the Modawara Customs Center. According to Ms. Sumaya Al-Wahhoush of the MCC Customs Administration Modernization Program, all installations at the six locations are on-target for completion by the end of August, 2008.

The Director of the MCC Customs Administration Modernization Program, Mr. Stephen Carpenter, remarked after the launching ceremony, "I am pleased that MCC funding and our Program's technical assistance are helping Jordan Customs realize their modernization goals. The gate control system will speed the clearance process reducing costs for traders and will enhance the competitiveness of Jordanian businesses in the global economy."

The Customs Administration Modernization Program is a two-year program funded by the US Government to enhance the efficiency and effectiveness of the Customs system in Jordan. Working closely with their counterparts in Jordan Customs, the Program has successfully upgraded nine Customs centers to a web-based automated Customs clearance system known as “ASYCUDAWorld.” Working together, the Program has streamlined business processes at numerous Customs centers around the country, and reduced processing times while strengthening the security environment. The Program has provided training for more than 1,000 people—including Customs officers, business users, and brokers—to utilize these new technologies and benefit from these new business processes.



**The automated gates close after a truck exits the Amman Customhouse.**

# Computer Training Room handed over to Jordan Customs

**New Computer Training Room will help Jordan Customs apply modern technologies to enhance the efficiency of border procedures**

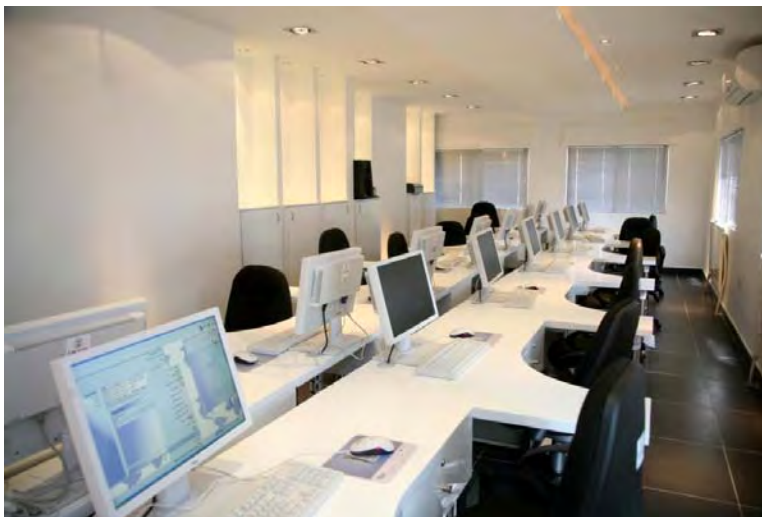
7 February, 2008

AMMAN, JORDAN - The Customs Administration Modernization Program, a project funded by the U.S. Millennium Challenge Corporation (MCC) and administered by the U.S. Agency for International Development (USAID), opened a state-of-the-art Computer Training Room at the Jordan Customs Training Center in Amman, Jordan, on February 7, 2008. The Customs Administration Modernization Program completed renovation work on this computer training room and equipped the room with the latest computer technology to accommodate 18 trainees plus instructor. Customs officers will use the training room to develop the skills needed to operate the new automated Customs clearance system known as "ASYCUDAWorld," as well as many other information and communications technology (ICT) systems to enhance the efficiency and effectiveness of border procedures, and reduce delays for Jordanian businesses.



**Ms. Cybill Sigler of USAID, H.E. the Director General of Customs, Mr. Miteb Al-Zaben, and Mr. Stephen Carpenter of the Customs Administration Modernization Program exchange remarks during the handover ceremony.**

The Customs Program Chief of Party, Mr. Stephen Carpenter, remarked during the handover ceremony on Thursday that, "The Computer Training Room will allow Customs officers to develop new skills in modern technologies for their day-to-day work. Jordanian importers and exporters will benefit from these new technologies through lower costs to trade and faster, more efficient processes at the border." Mr. Carpenter told attendees that "These new technologies and skills will enhance the competitiveness of Jordanian businesses in the global economy."



**The new state-of-the-art Customs Computer Training Room accommodates 18 trainees.**

The Director General for Jordan Customs, H.E. Mr. Miteb Al-Zaben, thanked the Customs Administration Modernization Program, the MCC, USAID, and the American people for the Computer Training Room and ongoing technical support to Jordan Customs. Ms. Cybill Sigler represented USAID in the handover ceremony. At the conclusion of the ceremony, the Director General presented Mr. Carpenter with the "Shield of Jordan Customs" award in thanks for the continued technical support of the Customs Administration Modernization Program to Jordan Customs.

The Customs Administration Modernization Program is designed to improve the efficiency and effectiveness of the Customs system in Jordan. The Program is helping to upgrade the automated Customs clearance system and introduce other improvements to the ICT infrastructure at Jordan Customs. The Program is developing a “single window” coordination mechanism among Customs and all other commercial (non-security) government agencies deployed at the border. In addition, the Program is improving relations between Customs and the private sector through a communications campaign. This technical assistance is designed to reduce the time required for import, export, or transit of goods and to improve the Government of Jordan’s “Trade Freedom” score on the Heritage Foundation’s *Index of Economic Freedom*.

# Jordan Customs Launches Modernized Data Center

## Cutting-edge data center a major component of the upgraded IT capabilities at Jordan Customs

21 August, 2008

AMMAN, JORDAN - Jordan Customs launched a new data center that houses computer equipment in a safe environment and protects data from environmental hazards and security breaches. Jordan Customs marked the opening of the data center with an official ceremony at the Jordan Customs Headquarters in Amman on Thursday, August 21, 2008. The implementation of the data center was supported by the Customs Administration Modernization Program, an activity funded by the US Millennium Challenge Corporation (MCC) and administered by the US Agency for International Development (USAID). The data center supports the use of cutting-edge technologies at the borders such as an automated exit gate control system and a web-based customs clearance system. To protect the computers and data, the data center features a redundant air conditioning system, an uninterruptible power supply (UPS), and a state-of-the-art fire abatement system, as well as many other security features. Jordan Customs completed the construction of a disaster recovery center at an off-site location outside of Amman to preserve a back-up of all data.



**H.E. the Director General of Jordan Customs, Mr. Miteb Al-Zaben, and Mr. Stephen Carpenter of the Customs Administration Modernization Program take part in the launch of the new data center.**



**Mr. Nour Bani and Mr. Stephen Carpenter of the Customs Administration Modernization Program look on as a Jordan Customs officer accesses information at the new data center.**

The Director of the MCC Customs Administration Modernization Program, Mr. Stephen Carpenter, commented, "I am pleased that MCC funding and our Program's technical assistance have helped Jordan Customs launch this impressive data center. The data center supports the use of many new technologies that will benefit Jordanian importers and exporters by speeding-up the clearance process and reducing bureaucratic obstacles at the borders."

The Customs Administration Modernization Program is a two-year program funded by the US Government to enhance the efficiency and effectiveness of the Customs system in Jordan. Working closely with their counterparts in Jordan Customs, the Program has successfully



upgraded 10 Customs centers to the web-based Customs clearance system known as “ASYCUDAWorld.” The Program has assisted Jordan Customs to streamline business processes at numerous Customs centers around the country, and to reduce processing times while strengthening the security environment. The Program has provided training for more than 1,000 people, including Customs officers, business users and brokers, to utilize these new technologies and benefit from these new business processes.



**Before (left) and after (right) the upgrade of the data center.**



# Customs Officers Complete Computer Course in Advanced Java Programming

**New in-house computer skills part of the overall program of modernization at Jordan Customs**

25 August, 2008

AMMAN, JORDAN – On Monday, August 25<sup>th</sup>, 12 customs officers successfully completed an eight-week course in advanced Java, a computer software programming language that will enable Jordan Customs to expand the capabilities of their automated customs clearance system. 11 IT officers from Jordan Customs and one IT officer from Aqaba Special Economic Zone (ASEZ) Customs completed this rigorous training. The course was supported by the Customs Administration Modernization Program, an activity funded by the US Millennium Challenge Corporation (MCC) and administered by the US Agency for International Development (USAID).



**H.E. the Director General of Jordan Customs, Mr. Miteb Al-Zaben, confers a certificate to one of the trainees at the final day of courses. Also pictured: Mr. Nasser Al-Zoubi, Director of the Jordan Customs Training Center, Ms. Sumaya Al-Wahoush of the Customs Administration Modernization Program, and Mr. Stephen Carpenter of the Customs Program.**

Jordan's new automated system for customs data, "ASYCUDAWorld," is based on a Java platform. With these new in-house capabilities in Java programming, Jordan Customs and ASEZ Customs are now able to link the ASYCUDAWorld system with other IT systems in use by Customs and other government agencies involved in trade. This will result in a more fully integrated electronic environment at the borders and inland customs centers, reducing time delays, minimizing human error or human discretion, and eliminating other bottlenecks in the customs clearance process.



**Jordan Customs and ASEZ Customs IT officers develop advanced Java programming skills at the Jordan Customs Training Center.**

Jordan Customs marked the successful completion of the advanced Java training course with an official ceremony at the Jordan Customs Training Center in Amman. The Jordan Customs Director General, Mr. Miteb Al-Zaben, and the Customs Administration Modernization Program Team Leader, Mr. Stephen Carpenter, both provided comments at the graduation ceremony thanking the trainees for their dedication to customs

Jordan Customs marked the successful completion of the advanced Java training course with an official ceremony at the Jordan Customs Training Center in Amman. The Jordan Customs Director General, Mr. Miteb Al-Zaben, and the Customs Administration Modernization Program Team Leader, Mr. Stephen Carpenter, both provided comments at the graduation ceremony thanking the trainees for their dedication to customs

modernization. Mr. Carpenter remarked, “With upgraded IT capabilities, Jordan Customs and ASEZ Customs are reducing bureaucratic obstacles at the borders and simplifying procedures for Jordanian businesses.” Mr. Carpenter emphasized that modernization efforts at Jordan Customs will strengthen the business environment in Jordan and benefit Jordanian importers and exporters. Trainees received certificates of completion for each of the five technical areas covered in the training.

The Customs Administration Modernization Program is a two-year program funded by the US Government to enhance the efficiency and effectiveness of the Customs system in Jordan. Working closely with their counterparts in Jordan Customs, the Program has successfully upgraded 10 Customs centers to the web-based Customs clearance system ASYCUDAWorld. The Program has assisted Jordan Customs to streamline business processes at numerous customs centers around the country and to reduce processing times while strengthening the security environment. The Program has provided training for more than 1,000 people— including Customs officers, business users, and brokers—to utilize these new technologies and benefit from these new business processes.



**Three Jordan Customs IT experts newly empowered in advanced Java programming**

## APPENDIX 2: RESULTS REPORTING TABLE

The table below appeared as the Results Reporting Table in quarterly reports to the MCC. Below is the final Results Reporting Table from the 2<sup>nd</sup> Quarter of FY2009 (January 1, 2009 – March 31, 2009).

	Performance Indicator	Target / Actual	End Result	Base-line	2007 Jan. – March	2007 April - June	2007 July – Sept.	2007 Oct. – Dec.	2008 Jan. - March	2008 April - June	2008 July – Sept.	2008 Oct. – Dec.	2009 Jan. - March
					Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
<b>Activity Output Indicators</b>													
1	Number of Customs centers with Single Window Facility	Target	5		0	0	0	0	1	1	2	4	5
		Actual		0	0	0	0	0	1	1	2	5	5
2	Number of Customs centers operating on ASYCUDAWorld	Target	14		0	0	2	4	6	8	10	12	14
		Actual		Q	0	0	3	4	6	8	10	13	15
<b>Activity Outcome Indicators</b>													
3	Number of bottlenecks eliminated out of those identified in Time Release Study	Target	21	0	0	0	0	0	7	10	14	18	21
		Actual		Q	0	0	0	0	7	15	15	18	21
<b>Program Outcome Indicators</b>													
4.1	Number of Documents required for import (Doing Business)	Target	≤5.9		7	7	7	7	7	7	7	≤5.9	≤5.9
		Actual		12	7	7	7	7	7	7	7	7	7
4.2	Number of Documents required for export (Doing Business)	Target	≤4.8		7	7	7	7	7	7	7	≤4.8	≤4.8
		Actual		7	7	7	7	7	7	7	7	7	7
5.1	Number of days required for import (Doing Business)	Target	≤12.2		22	22	22	22	22	22	22	≤12.2	≤12.2
		Actual		28	22	22	22	22	22	22	22	22	22
5.2	Number of days required for export (Doing Business)	Target	≤10.5		19	19	19	19	19	19	19	≤10.5	≤10.5
		Actual		28	19	19	19	19	19	19	19	19	19
6.1	Total Value of Exports (in USD)	Target	3.5 b Jordanian Dinar (JD)		2.9 b JD	2.9 b JD	2.9 b JD	2.9 b JD	3.2 b JD	3.2 b JD	3.2 b JD	3.2 b JD	3.5 b JD
		Actual		2.9 b JD	2.9 b JD	2.9 b JD	2.9 b JD	2.9 b JD	3.18 b JD	3.18 b JD	3.18 b JD	3.37 b JD	TBD

	Performance Indicator	Target / Actual	End Result	Base-line	2007 Jan. – March	2007 April - June	2007 July – Sept.	2007 Oct. – Dec.	2008 Jan. - March	2008 April - June	2008 July – Sept.	2008 Oct. – Dec.	2009 Jan. - March
					Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
6.2	Total Value of Imports (in USD)	Target	9.9 b JD		8.2 b JD	8.2 b JD	8.2 b JD	8.2 b JD	9 b JD	9 b JD	9 b JD	9 b JD	9.9 b JD
		Actual		8.2 b JD	8.2 b JD	8.2 b JD	8.2 b JD	8.2 b JD	9.75 b JD	9.75 b JD	9.75 b JD	10.3 b JD	TBD
<b>Program Goal</b>													
7	"Trade Freedom" score Heritage Foundation <i>Index of Economic Freedom</i>	Target	>63.2%		57.2%	57.2%	57.2%	57.2%	>63.2%	>63.2%	>63.2%	>63.2%	>63.2%
		Actual		57.2	57.2%	57.2%	64.2%	64.2%	74.8%	74.8%	74.8%	74.8%	78.8%

1. In agreement with Jordan Customs, the target number of centers operating manual or automated single window procedures was reduced to five. The automated system has been installed on the servers at Jordan Customs headquarters and is therefore available for use at any Customs center where ASYCUDAWorld is also installed. The rollout of the integrated risk management system will continue throughout 2009 after project completion at all Customs centers.
2. In agreement with Jordan Customs, the target number of centers upgraded to ASYCUDAWorld was reduced to 14. Overall implementation was delayed because of weaknesses in the telecommunications infrastructure and the subsequent need to upgrade the telecommunications lines for Customs. The Jordanian military had agreed to upgrade the lines but it was later determined that they were unable to upgrade the telecommunications infrastructure in an acceptable timeframe. Further, the EU had committed to delivering necessary ICT hardware and equipment but failed to deliver this equipment in a timely manner. As a result, the Customs Administration Modernization Program reprogrammed its ICT funds to pay for the upgrade of the telecommunications infrastructure and to procure the ICT hardware and equipment. Jordan Customs has modified its agreement with UNCTAD at no cost to the Program or Jordan Customs to extend the implementation timeframe through December, 2009. This will allow Jordan Customs to upgrade the remaining centers during 2009, after the two year threshold timeframe.
3. Using World Customs Organization (WCO) methodology to measure the time required to clear a good through Customs, the Program focused its study on seven Customs centers representing 85% of import, export, and transit of goods. The Program identified 21 major bottlenecks.
4. The figures for "*Number of Documents and days required for import / export*" are from the IFC "Doing Business" Country Report for Jordan.
6. Total value of export and imports is based on official Government of Jordan statistics and are expressed in terms of Jordanian Dinars (JD). 1 JD = US\$1.4 as of April 20, 2008. This indicator is a proxy for the increase in revenue targets listed in the SOAG. The October – December 2008 figures are based on figures provided by the Department of Statistics (DOS) as reported in the Jordan Times on Dec. 18, 2008. These figures cover the period January – October, 2008.
7. Indicator 7 measures progress against the goal for the Customs component—improvements in Jordan’s “Trade Freedom” score on the Heritage Foundation’s *Index of Economic Freedom*.



## APPENDIX 3: PERCENT COMPLETION OF PROJECT ACTIVITIES

This table presents a complete list of “illustrative activities” from the Task Order award in the left-hand column, the percentage completion of that activity, a description of the specific tasks and sub-tasks that were carried out to address the illustrative activity, and any notes.

Task Order Activity	% Completed	Description	Notes
<b>Component 1: Implementation of Border Management Task Force (BMTF) Recommendations</b>			
Undertake initial assessment and time release study to document the source of bottlenecks in the clearance process	100%	Time Release Study at 7 Jordan Customs Centers, July 2007 Time Release Study at 4 ASEZ Customs Centers, January, 2008	Final Time Release Study to be conducted October – November, 2008.
Re-convene the Border Management Task Force to design the structure of a single window facility	100%	Hold Single Window Stakeholders' Workshop with former BMTF representatives, December 2007 Establish Single Window Implementation Team, June, 2008	Regular meetings of Single Window Implementation Team in Amman and Aqaba.
Design the single window facility and develop the procurement plan	100%	<i>Single Window Roadmap to Success</i> , May 2008 <i>Single Window Implementation Progress</i> , July 2008 Agreement with UNCTAD for development of Integrated Risk Management System, June 2008	
Procure necessary commodities	100%	Integrated Risk Management System, developed by UNCTAD, June – September 2008 IT equipment for other government agencies at Sahab, Zarqa, Jaber, the airport, and Aqaba, September 2008	
Update existing process maps; including processes of other Government of Jordan (GOJ) agencies deployed at the border	100%	<i>Single Window Roadmap to Success</i> , May 2008 <i>Single Window Implementation Progress</i> , July 2008	
Draft “to-be” single window process maps based on findings of time release study, “as-is” process maps, recommendations from the Border Management Task Force	100%	<i>Single Window Roadmap to Success</i> , May 2008 <i>Single Window Implementation Progress</i> , July 2008	

Task Order Activity	% Completed	Description	Notes
Develop inter-agency coordination mechanisms for the single window facility; including information and communication technology infrastructure	100%	Manual procedures outlined in <i>Single Window Roadmap to Success</i> , May 2008 Development of Integrated Risk Management System, June 2008	
Facilitate the signing of memorandums of understanding (MOUs) with other agencies governing roles, responsibilities, and reporting requirements under the single window structure	0%	MOUs designating Jordan Customs as the supervising authority at the borders	Jordan Customs is taking the lead in executing these MOUs. Delays over the issue of overtime payments and payment of benefits to other government agencies.
Draft policies and procedures manuals that clearly outline risk-based clearance procedures, enforcement procedures, and procedures for the single window	100%	<i>Evaluation of Risk Management Practices</i> , January 2008 <i>Single Window Roadmap to Success</i> , May 2008 <i>Single Window Implementation Progress</i> , July 2008 <i>Integrity Assessment and Integrity Checklist</i> <i>Internal Investigations Final Report</i> <i>Evaluation of Transit Practices</i> , January 2008 <i>Single Window Business Process Improvement Guide</i> Developing manual for Single Window procedures October – December 2008	Jordan Customs already has in place policies and procedures for risk-based clearance and enforcement that meet international standards. Further, Jordan Customs has a training center with trainers qualified to teach in this area. Program has assessed risk-based clearance procedures and enforcement procedures and provided detailed recommendations to strengthen training.
Implement the system at all border points	100%	Implementation of manual single window procedures at: <ul style="list-style-type: none"> <li>• Sahab, June – August 2008</li> <li>• ASEZ Customs, June – August, 2008</li> <li>• Jaber, October – November, 2008</li> <li>• Zarqa, October – December 2008</li> <li>• Airport, October – December 2008</li> </ul> Implementation of Integrated Risk Management Module at: <ul style="list-style-type: none"> <li>• Sahab Customs in October 2008</li> <li>• ASEZ Customs in November, 2008</li> </ul>	In coordination with Jordan Customs, set target for manual Single Window procedures at five Customs centers and implementation of integrated risk management system at two centers.
<b>Component 2: Upgrading and Integration of Customs Infrastructure</b>			
Review ASYCUDAWorld Business Case ASYCUDAWorld planning phase documents prepared by	100%	Review <i>ASYCUDAWorld Business Case</i> , January 2007	The GOJ signed an agreement with UNCTAD to implement ASYCUDAWorld per the recommendations of the AMIR Program <i>ASYCUDAWorld Business Case</i> document.



Task Order Activity	% Completed	Description	Notes
Achievement of market-friendly initiatives and results program (AMIR) to determine if any modifications need to be made prior to implementation			
Clarify what equipment will be procured by ASEZA using their own funds versus what needs to be covered by the project and determine how to coordinate procurement	100%	Discussions with Jordan Customs and ASEZ Customs, January 2007 – September 2008	Procuring approximately \$4.5 million in ICT upgrades.
Procure hardware, software, and equipment for the upgrade from ASYCUDA++ to ASYCUDAWorld	100%	Procurement of ASYCUDAWorld system from UNCTAD (\$1 million) Procurement of SOClass Software Oracle licenses Data Center Upgrade Telecommunications Infrastructure ICT Equipment and Hardware Procurement Gate Control System	
Rollout ASYCUDA upgrade	107%	Completed the upgrade at 15 of 14 target centers including at ASEZ Customs, Sahab, Al-Raqeem, Al-Hassan Industrial City, Cyber City in Irbid, King Hussein Bridge, Dulail Special Economic Zone, Kerak Industrial Zone Customs Center, Zarqa Free Zone Vehicles, Zarqa Free Zone Cargo, Sheikh Hussein Bridge, Al-Karamah	In coordination with Jordan Customs, set target for completion of upgrade at 14 centers by January 15, 2009.
Coordinate between the Jordan Customs Department (JCD) and ASEZA to ensure a smooth interface during implementation of the upgrade	100%	Coordination meetings with Jordan Customs and ASEZ Customs, January 2007 – December 2008 Regular technical support to ensure systems communicate effectively, January 2007 – January 2009	
<b>Component 3: Capacity Strengthening and Training of Customs officials in both the JCD and at ASEZA</b>			
Undertake a training needs assessment to identify how much training is feasible with project resources	100%	<i>Review of Jordan Customs Training Program, May 2007</i>	
Develop training manuals and procedures	100%	<i>Evaluation of Risk Management Practices, January 2008</i> <i>Single Window Roadmap to Success, May 2008</i> <i>Single Window Implementation Progress, July 2008</i>	

Task Order Activity	% Completed	Description	Notes
		<i>Integrity Assessment</i> , July 2008 <i>Internal Investigations Assistance</i> , December 2007 <i>Evaluation of Transit Practices</i> , February 2008 <i>Change Management Plan for Single Window</i> , June 2008 <i>Single Window Business Process Improvement Guide</i> Public relations manuals on press releases and managing relations with PR and media representatives	
Train trainers within JCD and ASEZA Customs	100%	Human Resources IT System Systems Approach to Training (SAT) IT system <i>Change Management Plan for Single Window</i> , June 2008 Single Window Procedures Monitoring and Evaluation Multiple ICT training courses (see below)	
Conduct training programs on risk-based clearance procedures, enforcement procedures, and procedures for the single window	100%	Training on ASYCUDAWorld SAN Training Server Management Backup Management IT Project Management Training IT Security Training SOClass Software Training Advanced Java Training Advanced Interactive eXecutive (AIX) Operating System Linux Operating System Storage Area Network (SAN) training Server Management Training Tivoli Storage Manager Training Oracle Administration Tool for Customer Service Center Oracle BusinessIntelligence (BI) Dashboard for Customer Service Center Oracle Applications Server Administrator for Customer Service Center Extract, transform, and load (ETL) using Oracle Tool for Customer Service Center Sharepoint Development Gate Control System IT Training Gate Control System PDA and printer training Internal Investigations Evidence Collection Toolkit Training Training on Automated Case Management Database	Also training for IT hardware and software.

Task Order Activity	% Completed	Description	Notes
		Monitoring and Evaluation Training Integrity Workshops Risk Management Technical Assistance Transit Program Technical Assistance Customer Service Center IT Training Business Intelligence IT Certified Ethical Hacking IP Technology Change Management Single Window procedures Public Relations Capacity Building Developing and updating Risk Criteria Integrated Risk Management System	
Train on international best practices and Customs integrity so that the revised Arusha Declaration for Customs Integrity can be fully implemented	100%	<i>Integrity Assessment</i> , July 2008 Integrity Workshops June 2008 Internal Investigations Evidence Collection Toolkits Training	According to assessment, Jordan Customs is compliant with the revised Arusha Declaration.
Upgrade human resources systems and revise an incentive structure to motivate staff and align JCD and ASEZ HR systems to the extent possible	100%	Human Resources IT System Training Systems Approach to Training (SAT) IT system Human Resources Review Workshop on Succession Planning <i>Critical Human Resources Findings and Recommendations</i> , September 2008 Workshop on Succession Planning, November 2008	
Develop an internal training service that contributes to improved business performance through training and staff development	100%	Built and equipped Computer Training Room Systems Approach to Training (SAT) IT system	Jordan Customs has a training center in Amman and an active training program for customs officers. Jordan Customs is also developing a Customs Academy that will confer an accredited degree in customs administration.
Implement a method of planning, management, and communication that will support an effective and efficient customs administration	100%	Human Resources Review Workshop on Succession Planning <i>Critical Human Resources Findings and Recommendations</i> , September 2008	

Task Order Activity	% Completed	Description	Notes
Other internal administrative reforms to modernize JCD and ASEZA will be undertaken as required	100%	Broker Reform Technical Assistance IT Project Management Training Development of Single Window Implementation Team meetings Gender Assessment Jordan Customs Women's Committee Gender Awareness workshops (scheduled for November, 2008) Implementation of selected recommendations from the Jordan Customs Women's Committee Gender Action Plan – construct WC at Zarqa Free Zone Customs Center (scheduled for November, 2008)	
<b>Component 4: External Trade Relations</b>			
Develop appropriate policies and mechanisms that strengthen communication and cooperation between customs and the private sector and meet the private sector's legitimate need for customs information	100%	Customer Service Center Upgrade Jordan Customs website Change Management Technical Assistance Risk Management Technical Assistance (strengthen Golden List Program) Golden List Conference Broker Associations Meeting Public Outreach Plan Training and Capacity Building for PR Department	
Launching a communications campaign targeting internal stakeholders, external stakeholders including importers, exporters, and investors	100%	Public Service Announcements Public Outreach Campaign Customs Magazine Electronic newsletter Upgrade Jordan Customs website Jordan Customs Film Golden List Conference Broker Association Meeting Training and Capacity Building for PR Department	
<b>Expected Results</b>			
By the end of the program, customs administration in Jordan will have been fully modernized and JCD and ASEZA's systems and procedures will have been aligned.	✓	.	No defined measure for "modernization" but completion of Single Window, ASYCUDAWorld, and other IT upgrades contribute to a fully modernized customs administration.

Task Order Activity	% Completed	Description	Notes
Improved customs clearance procedures will be in place.	✓		Improvements demonstrated by the results of the final time release study.
There will be a significant reduction in delays at the border.	✓		Improvements demonstrated by the results of the final time release study.
Non-tariff barriers identified through the BMTF and MCC will also have decreased significantly.	✓		Improvements demonstrated by the results of the final time release study.
Jordan will achieve a score of 3.5 or better on the Heritage Foundation's Index of Economic Freedom Openness to International Trade indicator.	100%	Jordan's "Trade Freedom" score on the Heritage Foundation's Index of Economic Freedom increased from 64.2% in 2007 to 74.8% in 2008. Jordan's Trade Freedom is now classified as "Mostly Free" according to the Heritage Foundation classification system. This jump of more than 10% from last year reflects improvements to the efficiency and effectiveness of the Customs clearance process and the reduction of other non-tariff barriers.	In 2006, Heritage Foundation changed its scale from 0-5 to 0-100%. A score of 3.5 in 2005 is equal to 62.1% in 2006. Therefore, with a score of 74.8%, Jordan's Trade Freedom Score is well above the target of 3.5 (62.1%).
The single window facility will be fully operational.	100%	Manual procedures functioning at five locations; integrated risk management system operating at two centers.	In coordination with Jordan Customs, set target for manual Single Window procedures at five Customs centers and implementation of integrated risk management system at 2 centers.
The ASYCUDAWorld declaration system will be fully operational.	107%	Completed the upgrade at 15 centers, one more than the target of 14 centers by January 15, 2009.	In coordination with Jordan Customs, set target for completion of upgrade at 14 centers by January 15, 2009.
Both JCD and ASEZA customs administrations and staff will understand the evolving role of customs services in the modern world as one ensuring security and facilitating trade and not just as revenue generators.	✓		Not measured, however all components of this project contributed to the improved understanding of the role of a modernized customs administration to facilitate trade. Jordan Customs internal and external outreach messages emphasized trade facilitation.



## APPENDIX 4: LIST OF PROJECT DOCUMENTS

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1. Review of Jordan Customs Training Program
2. Gender Assessment
3. Human Resources Review
4. Time Release Study
5. Jordan Customs Integrity Assessment
6. Jordan Customs World Customs Organization (WCO) Integrity Checklist
7. Information Technology (IT) Plan
8. Public Perception Survey
9. Development of Jordan Customs Public Communication Strategy
10. Internal Investigations Assistance
11. Evaluation of Risk Management Practices
12. Evaluation of Transit Practices
13. Single Window Review
14. Single Window Roadmap to Success
15. Time Release Study for the Aqaba Special Economic Zone (ASEZ) Customs
16. Single Window Implementation Progress
17. Customs Broker Reform
18. Change Management Plan for Implementing the Single Window
19. Final Time Release Study
20. Single Window Implementation Review
21. Single Window Business Process Improvement Guidelines and Implementation Guide





## APPENDIX 5: KEY RESULTS

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### Jordan Customs Administration Modernization Program

#### Key Results

(Updated: January 15, 2009)

**Jordan's "Trade Policy" score increased by 22% in two years** and has risen above the median for countries in Jordan's Lower Middle Income Country (LMIC) peer group on the MCC scorecard. Jordan's Trade Policy Score of 78.8% is above the median of 75.6%, and a major improvement from the baseline score of 57.2% in FY 2007. Jordan's MCC score for Trade Freedom changed from red to green.

**Jordan's "Trade Freedom" score on the Heritage Foundation's *Index of Economic Freedom* increased** from 64.2% in 2007 to 78.8% in 2009. Jordan's Trade Freedom is now classified as "Mostly Free" according to the Heritage Foundation classification system. This jump of approximately 15% from the baseline year reflects improvements to the efficiency and effectiveness of the Customs clearance process and the reduction of other non-tariff barriers.

#### Component 1: Implementation of Single Window

- **Pilot Implementation of Single Window at Sahab Customs Center:**
  - Introduced **new business processes** streamlining and integrating manual operations among Jordan Customs, Jordan Food and Drug Authority (JFDA), Jordanian Institution for Standards and Metrology, and the Ministry of Agriculture.
  - **Secured customs area**, stopping frequent **broker intrusions** into the back office.
  - Developed and installed an **Integrated Risk Management System** that allows all government agencies to use the ASYCUDA system to assign risk to shipments based on their own risk criteria. Uploaded risk criteria from three main agencies. Trained officers of other government agencies to update their own risk criteria.
  - **Procured, delivered, and installed IT equipment** for representatives of other government agencies at Sahab to support the use of the integrated risk management system.
  - **Automated the Inspection Act** allowing the inspector to enter his/her report directly into the ASYCUDA system. Using the automated Inspection Act, the system automatically prints the status and assignment of inspector on the red and yellow Customs declarations.
  - Completed **physical renovations** to support manual Single Window procedures and more efficient workflow.
  - Provided comprehensive **Change Management** training and **hosted Change Management presentation for key stakeholders** at Sahab. Active participants included the Sahab Customs Center Director, department heads, representatives from the other government agencies at Sahab, and the head of the broker syndicate at Sahab.
  - **Eliminated mandatory 45-minute waiting period** for green lane transactions.
  - **Reduced time required for green lane processing** from an average of 176 minutes in 2007 to an estimated five minutes now.
  - **Convened a Single Window Implementation Team** for regular meetings. Team includes representatives from Jordan Customs, JFDA, Ministry of Agriculture, Jordanian Institution for Standards and Metrology, and private sector brokers.
- **Pilot Implementation of Single Window at Aqaba Special Economic Zone (ASEZ) Customs:**
  - Introduced **new business processes** streamlining and integrating manual operations among Jordan Customs, Jordan Food and Drug Authority (JFDA), Jordanian Institution for Standards and Metrology, and the Ministry of Agriculture.

- Completed **physical renovations** to support manual Single Window procedures and more efficient workflow, including installation of a card access control system to **prevent broker intrusion into secured customs areas**.
- **Procured and delivered IT equipment** for representatives of other government agencies at ASEZ Customs to support the use of the integrated risk management system.
- Developed and installed an **Integrated Risk Management System** that allows all government agencies to use the ASYCUDA system to assign risk to shipments based on their own risk criteria.
- **Convened a Single Window Implementation Team** for regular meetings. Team includes representatives from ASEZ Customs, JFDA, the Ministry of Agriculture, and the Jordanian Institution for Standards and Metrology.
- **Rollout of Single Window to Zarqa, Jaber, and Queen Alia International Airport:**
  - Zarqa Customs Center **rearranged physical layout of units** to facilitate efficient workflow.
  - **Renovated space at Jaber Customs Center**, relocating Jordan Customs officers and Ministry of Agriculture officers in the same hall to support manual Single Window procedures and more efficient workflow.
  - **Procured and delivered IT equipment** for representatives of other government agencies at Jaber, Zarqa, and the airport to support Single Window procedures.
  - Jordan Customs civil engineer developed **plans for the physical renovation of space** at Zarqa and the airport to support Single Window procedures based on Program recommendations.

#### **Component 2: Information and Communication Technology**

- **Procured \$4.5 million** in Information and Communication Technology upgrades for Jordan Customs; IT Procurements completed include:
  - **Implementation of new automated Customs clearance system ASYCUDAWorld** at:
    1. Aqaba Special Economic Zone (ASEZ) Customs;
    2. Sahab Customs Center;
    3. Al-Raqeem Customs Center;
    4. Al-Hassan Industrial City, Irbid;
    5. Cyber City, Irbid;
    6. King Hussein Bridge (at the border with the Israeli administered Palestinian Territories);
    7. Dulail Special Economic Zone;
    8. Kerak Industrial Zone Customs Center;
    9. Zarqa Free Zone Customs Center for vehicles;
    10. Zarqa Free Zone Customs Center for cargo;
    11. Sheikh Hussein Bridge (at the border with Israel);
    12. Al-Karamah Customs Center (at the border with Iraq);
    13. Capital Post Office in Amman;
    14. Ferry Terminal in Aqaba; and
    15. Queen Alia International Airport.
  - **SOCClass Software procurement.** This software is a necessary component of the new automated Customs clearance system ASYCUDAWorld.
  - Licenses for Strategy Object OOD SOCClass e-Document Server v.2: 3 nodes – 1000 user per node;
  - Licenses for Strategy Object OOD SOCClass e-Document Server v.2: 2 nodes – 500 user per node;
  - Licenses for Strategy Object OOD SOCClass Developer v.2: 20 users.
    - **Supply of Oracle licenses** to support ASYCUDAWorld upgrade.
    - **Gate Control System:** The Program procured, installed, and integrated security gate equipment at Customs centers with a system that monitors and controls the movement of cargo trucks through customs center gates and yards. Gates are operational and in use at:
      1. Amman Customhouse

2. Jaber at the border with Syria
  3. Wadi Al-Youtum Customs center in Aqaba;
  4. Omari Customs Center (Saudi Arabia border);
  5. Modawara Customs Center (Saudi Arabia border); and
  6. Zarqa Free Zone Customs Center.
- **Data Center:** Completed construction of a state-of-the-art data center at Jordan Customs Headquarters and a disaster recovery center at an off-site location. The data center is designed to assure that IT systems—including the ASYCUDA servers and the data housed on them—are protected from environmental hazards and security breaches. The data center includes redundant air conditioning systems, an uninterruptible power supply, and an advanced fire abatement system based on international best practices.
  - **Telecommunications Infrastructure:** The Program upgraded the network infrastructure for Jordan Customs to support the high-speed networking needs of ASYCUDAWorld. Completed the upgrade at:
    - Jordan Customs Headquarters in Amman (two types of connectivity);
    - Zarqa Free Zone Customs Center – cargo;
    - Zarqa Free Zone Customs Center – vehicles;
    - Sahab (2 types of connectivity);
    - Al-Raqeem;
    - Cyber City;
    - Al-Hassan;
    - Queen Alia International Airport;
    - Al-Karamah;
    - Wadi Araba;
    - Wadi Al-Youtum;
    - Jaber (border with Syria);
    - Omari (border with Saudi Arabia);
    - King Hussein Bridge;
    - Sheikh Hussein Bridge; and
    - Jordan Customs Aqaba Directorate.
  - **ICT Equipment and Hardware Procurement:** The Program procured ICT hardware for Jordan Customs and ASEZ Customs to support the ASYCUDAWorld upgrade, including top-of-the-line servers, switches, PDAs, and a back-up solution. Delivered and installed all servers and other ICT equipment at Jordan Customs Headquarters, the disaster recovery location, and ASEZ Customs. Installed software and trained Customs officers on new systems and equipment.

### **Component 3: Capacity Strengthening and Training**

- **Built and equipped state-of-the-art Computer Training Room** at Jordan Customs Training Center. The training room has workstations for 18 trainees and one instructor.
- **Training on ASYCUDAWorld:**
  - 50 Customs officers at ASEZ Customs;
  - 100 brokers at Aqaba;
  - 50 shipping agents in Aqaba;
  - 54 brokers at Sahab;
  - 46 Customs officers at Sahab;
  - 12 Customs officers at Al-Hassan;
  - 12 brokers at Al-Hassan;
  - 8 brokers at Al-Raqeem;
  - 6 Customs officers at Al-Raqeem;
  - 2 Customs officers at Cyber City, Irbid;
  - 2 brokers at Cyber City, Irbid;
  - 7 Customs officers at King Hussein Bridge;
  - 8 brokers at King Hussein Bridge;
  - 55 Customs officers at Zarqa;

- 184 brokers at Zarqa;
  - 60 Customs officers at Jordan Customs Training Center;
  - 180 brokers at Jordan Customs Training Center,
  - 12 Customs officers at Dulail;
  - 12 brokers at Dulail;
  - 9 Customs officers at Al-Karak Industrial Zone;
  - 2 brokers at Al-Karak Industrial Zone;
  - 43 Customs officers at Sheikh Hussein Bridge;
  - 48 brokers at Sheikh Hussein Bridge;
  - 45 Customs at Al-Karamah;
  - 54 brokers at Al-Karamah;
  - 85 Customs officers at Queen Alia International Airport;
  - 146 brokers at Queen Alia International Airport;
  - 11 Customs officers at Capital Post Office; and
  - 3 brokers at Capital Post Office.
- **IT Project Management Training.** Trained 18 Jordan Customs and two ASEZ Customs IT officers in the principles of IT project management to support ASYCUDA upgrade.
  - **IT Security Training:** Trained 17 Jordan Customs and three ASEZ Customs officers in IT security.
  - **SOClass Software Training:** Trained 10 Jordan Customs and two ASEZA Customs IT officers with both Intermediate and Advanced courses.
  - **Advanced Java Training:** Trained 60 Jordan Customs IT officers and 12 ASEZ Customs officers on Advanced Java.
  - **Advanced Interactive eXecutive (AIX) Operating System:** Trained five Jordan Customs IT officers and one ASEZ Customs IT officer.
  - **Linux Operating System:** Trained five Jordan Customs IT officers and one ASEZ Customs IT officer.
  - **Storage Area Network (SAN) Training:** Trained five Jordan Customs IT officers and one ASEZ Customs IT officer.
  - **Server Management Training:** Trained five Jordan Customs IT officers and one ASEZ Customs IT officer.
  - **Tivoli Storage Manager (TSM) Training:** Trained five Jordan Customs IT officers and one ASEZ Customs IT officer on the use of this enterprise backup software product from IBM.
  - **IP Technology:** Seven Jordan Customs IT officers.
  - **Business Intelligence IT:** 20 Jordan Customs IT and 10 business users.
  - **Oracle Administration Tool for Customer Service Center:** Trained four Jordan Customs officers.
  - **OracleBI Dashboard for Customer Service Center:** Trained 10 end users on this business intelligence database dashboard.
  - **Oracle Applications Server Administrator for Customer Service Center:** Trained two Customs officers.
  - **ETL Using Oracle Tools for Customer Service Center:** Trained two developers.
  - **Customs Service Center IT System:** Trained 20 Jordan Customs IT and Quality Assurance officers, and 50 business users.
  - **Certified Ethical Hacking:** Training six Jordan Customs IT officers.
  - **Gate Control System:** Trained 27 Jordan Customs officers at Centers where a Gate Control System has been installed; trained 13 Jordan Customs officers on the use of hand-held PDAs and printers.
  - **Share Point Development:** Trained 10 Jordan Customs IT officers.
  - **Human Resources and Systems Approach to Training (SAT) Training:** Trained 14 Jordan Customs officers from the IT and Human Resources Departments, and six officers from the Training Center on the use of these computer-based management systems.
  - **Internal Investigations:** Mentored six Jordan Customs officers in advanced internal investigation techniques.
  - **Internal Investigations Seminar:** Trained eight Jordan Customs officers at seminar.

- **Evidence Collection Kits:** Procured eight Evidence Collection Kits (one Evidence Collection and Identification Kit, one Evidence Packaging Kit, and six Evidence Sealing and Identification Kits) for Jordan Customs internal investigators. Trained Customs investigators on the use of the kits.
- **Automated Case Management Database:** Developed case management database for internal investigators using Microsoft Access platform; trained five Jordan Customs officers on the use of the database.
- **Training Program Assessment:** Conducted an assessment of the Jordan Customs Training Program and made several recommendations for adjustments to and enhancements of the program.
- **Human Resources Program Assessment:** Conducted assessment of Jordan Customs' Human Resources operations and provided recommendations for improvement. Will hold workshops on the subjects of career paths, personnel rotation, and succession planning.
- **Integrity Program Assistance:** Conducted a World Customs Organization model integrity assessment. Provided technical assistance and training to implement a comprehensive integrity and internal investigations program at Jordan Customs based on the USAID Customs Integrity Handbook.
- **Time Release Study:** Conducted study of bottlenecks in the Customs clearance system using World Customs Organization (WCO) methodology. Presented findings to Jordan Customs and Directors of seven Customs centers featured in the study. Jordan Customs has successfully addressed all 21 major bottlenecks identified. Conducted similar study and follow-up for three Customs centers located in the Aqaba Special Economic Zone. Completed final Time Release Study for seven Jordan Customs centers and seven ASEZ Customs centers.
- **Training on Monitoring and Evaluation:** Provided comprehensive training to a team of 10 Jordan Customs officers on techniques for program monitoring and evaluation.
- **Risk Management Technical Assistance:** Assessed Jordan Customs' risk management system, identifying weaknesses and opportunities; provided detailed recommendations to strengthen the system to improve national security and enhance trade facilitation. Provided mentoring to six Jordan Customs Risk Management officers. Jordan Customs have implemented the following recommended reforms:
  - **Eliminated mandatory 30 minute waiting period** for green lane transactions;
  - Issued requirement that Customs officers **provide justification for switching green or yellow lane transactions** to the red lane and document the change;
  - Introduced new **“zero time” initiative for green lane transactions**;
  - Refined system to **reduce the percentage of red lane referrals**;
  - **Temporary imports** are now **subject to risk management selectivity criteria** to assign a lane; previously, all temporary imports were classified as red or high risk;
  - **Increased the number of companies qualifying for the “green list.”** Eased green list requirements from a history of 95% compliance to 90% total compliance;
  - **Assigned green lane status to 13 additional basic foodstuffs**;
  - **Signed an agreement with US Customs and Border Protection for recognition of Jordan Golden List companies by the US Customs-Trade Partnership against Terrorism (C-TPAT).**
- **Transit Program Technical Assistance:** Assessed Jordan Customs' transit procedures identifying weaknesses and opportunities; provided detailed recommendations to improve procedures to promote national security and facilitate trade. Jordan Customs has increased storage fees for goods in transit at customs warehouses and has implemented the assessment recommendation to replace the convoy system with utilization of Global Positioning System (GPS) devices on transit vehicles to track their movement through the Kingdom.
- **Change Management Mentoring:** In support of Single Window implementation, provided change management mentoring to 30 Jordan Customs officers at Headquarters and to 20 Officers at Sahab (the pilot Single Window implementation site).
- **Broker Reform Assistance:** Evaluated broker performance and detailed recommendations to update the broker training curriculum. Recommended imposing more stringent certification requirements for brokers. Customs has drafted legal articles that will, if approved, strengthen

Jordan Customs' authority when dealing with brokers and enable Jordan Customs to impose stiffer penalties for broker error.

- **Gender Action Plan:** Created a Jordan Customs Women's Committee that has now become active on its own. Committee developed Gender Action Plan to address barriers to women Customs officers working at certain locations. Identified issue of lack of WC facilities for women at remote locations. Sahab Customs Center completed construction of women's WC.
- **Gender Awareness Training:** Completed two gender awareness sessions for Jordan Customs officers.
- **Human Resources Career Paths and Succession Planning:** Completed workshop for 30 Directors in career paths and succession planning.
- **Customer Service Center Training:** Trained 80 users on Customer Service Center operations. Trained Customer Service Center employees on the use of the Business Intelligence Module and Document Management System.

#### **Component 4: Improve Relations with the Trade Sector**

- **Customer Service Center:** Launched Customer Service Center at the Jordan Customs Headquarters. Customers are now able to meet with customer service agents at the Center for enquiries or for resolution of issues. The Center features an automated queuing system and a software and hardware solution integrated with ASYCUDAWorld to improve the quality of services and responsiveness of Jordan Customs to the private sector. The IT solution allows the customer to track responses to enquiries through the internet, through interactive voice recordings, or in person at the Jordan Customs Headquarters. Jordan Customs completed renovation of a room at the entrance of the Headquarters to house the Customer Service Center, and has staffed the Center with 60 officers. The Customer Service Center is currently able to address enquiries through 53 automated processes.
- **Public Service Announcements:** Developed, produced, and aired three public service announcements on Jordan Television that inform the public of steps they can take to minimize delays at the border, such as preparing full documentation in advance.
- **Public Outreach Campaign:** Published advertisements in major newspapers and business magazines. Printed and disseminated posters and flyers.
- **Jordan Customs Website:** Upgraded web-site features a portal for the Jordan Customs ASYCUDAWorld system and contains a series of new e-features such as the ability to transmit information to traders by text messaging. Web-site is now live at: <http://www.customs.gov.jo/English/default.shtm>.
- **Customs Video:** Finalized video detailing recent modernization activities at Jordan Customs. Premiered video at Program closing event.
- **Public Perception Survey:** Conducted baseline and end-of-project survey of more than 300 private sector actors engaged in trade. Survey focused on private sector perception of the efficiency and effectiveness of Jordan Customs.
- **Public Outreach Capacity Strengthening:** Providing technical assistance on the organizational structure and job descriptions for PR staff and drafted Customs PR, Communication, and Media Plan. Conducted on-the-job training for PR staff at Jordan Customs on media relations and press releases. Activities completed include:
  - **Formal and on-the-job training** for Jordan Customs PR Department with a total of six staff including the Head of the PR and International Relations Department and the PR Manager in the following areas:
    - Writing for effective communications;
    - Media relations;
    - Developing content of communications materials;
    - Standard operating procedures;
    - Event planning;
    - Development of communication tools; and
    - Crisis management.
  - **Training manuals:**
    - How to write press releases; and

- How to coordinate and manage relations with PR and media representatives.
- **Standard Forms:**
  - Media report and media report procedures;
  - Media analysis;
  - Press release form; and
  - Event management preparations.
- **Procured Laser Printer / Scanner / Copier:** For the Jordan Customs PR Department.
- **Conducted a Communications Workshop** for 60 heads of departments and directorates in Jordan Customs as an introduction to the importance of internal and external communications.
- **Conducted Media Relations Workshop** for 50 Jordan Customs officers.
- **Conducted Workshop for the Customs Communication Focal Points** on implementation of the communication messages agreed to in prior workshops.
- **E-newsletter:** Procured and installed electronic newsletter software at Jordan Customs Headquarters. Trained Jordan Customs PR Department. Helped Jordan Customs issue first e-newsletter.
- **Customs Magazine:** Assisted Jordan Customs to produce edition of Jordan Customs magazine.
- **Golden List Program Conference:** Held conference with 55 Jordan Customs officers, officers from other government agencies, and representatives from the 17 current companies on the Golden List to discuss strengths and weaknesses of the Program, identified actions that will help Jordan Customs enhance benefits for Golden List companies.
- **Broker Association Meeting:** Held meeting with 12 brokers from the Broker Association and 10 Jordan Customs officers to discuss new procedures, time delays in clearance, and broker training and certification requirements. Customs and Broker Association agreed to meet on regular basis to discuss ongoing issues.