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USAID/TIMOR-LESTE CUSTOMS REFORM PROJECT (CRP)

Quarterly Report – Q1 FY20

1st October 2019 – 31st December 2019



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OCTOBER 1st 2019 - DECEMBER 31st 2019

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ACRONYM LIST

ABF	Australian Border Force
AEO	Authorized Economic Operator
AFP	Australian Federal Police
ASYCUDA	Automated System for Customs Data
ANATL	Administration of Airports and Air Navigation of Timor-Leste
APORTIL	Autoridade Portuária Timor-Leste
AW	ASYCUDA World
AWJ	Absent Without Justification
BNU	Banco Nacional Ultramarino
CA	Customs Authority
CCN	Cooperating Country National
CID	Customs Intelligence Database
COP	Chief of Party
COR	Contracting Officer's Representative
CRP	Customs Reform Project
CREP	Customs Revenue and Entry Processing
CSC	Civil Service Commission
DAU	Declaracao Aduaneira Unica
DCOP	Deputy Chief of Party
DG	Director General
DGA	Direcção Geral das Alfândegas
DNARI	National Directorate of Administration and Internal Resources
FAQs	Frequently Asked Questions
FRC	Fiscal Reform Commission
FY	Fiscal Year
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
GOTL	Government of Timor-Leste
HRM	Human Resources Management
IBI	IBI Corp.
ICT	Information / Communications Technology

ICSO	Integrated Clearance Service Office
JICA	Japan International Cooperation Agency
MAA	Mutual Administrative Assistance
MAF	Ministry of Agriculture and Fisheries
MOF	Ministry of Finance
MOH	Ministry of Health
MOSS	Ministry of Social Solidarity
MPWTC	Ministry of Work, Transport and Communications
NEP	National Enquiry Point
NDO	National Directorate of Operations
NDRM	National Directorate of Risk Management
NDRMA	National Directorate of Records Management and Archive
OGA	Other Government Agency
PCA	Post-Clearance Audit
PGR	Prosecutor General Timor-Leste
PDHJ	Provedoria dos Direitos Humanos e Justica (Ombudsman for Human Rights & Justice)
PNTL	Police National Timor-Leste
POS	Point of Sale
RKC	Revised Kyoto Convention
SAFE	Framework of Standards to Secure and Facilitate Global Trade
SCR	Special Career Regime
SOP	Standard Operating Procedure
STTA	Short-Term Technical Assistance
TFA	Trade Facilitation Agreement
TLDP	Timor-Leste Police Development Program
TLTIP	Timor-Leste Trade Information Portal
UNCTAD	United Nations Conference on Trade and Development
USAID	United States Agency for International Development
USG	United States Government
WCO	World Customs Organization
WTO	World Trade Organization

EXECUTIVE SUMMARY

This quarterly report highlights the accomplishments and challenges faced by the USAID-funded Customs Reform Project (CRP) for the period: October 2019 to December 2019 (herein referred to as Q1 FY20). In addition, this report includes data relating to the project team's fifteen (15) key performance indicators (available at **Annex 1**), and a breakdown of relevant financial information (available at **Annex 2**).

This reporting period represents a significant expansion in Customs Reform Project (CRP) activities following provision of additional funding by USAID on September 4, 2019. In addition to a four (4) month extension in duration (from May 30, 2020 to September 29, 2020), the project also significantly expanded in scope. Additional activities included the embedding of CRP advisors on a fulltime basis within key Customs Authority (CA) operational areas, including: Risk Management, Human Resources, Compliance, and Operations. Furthermore, project scope was increased to facilitate CRP working with Other Government Agencies (OGAs) with the aim of developing more integrated, and coordinated working practices, relating to the processing of goods across borders.

Excellent progress was made by CRP throughout this period, with activities mainly being driven-forward as a result of having CRP advisors embedded within key CA areas on a day-to-day basis. The project team delivered extensive levels of workplace training and mentoring to CA staff and other key stakeholders, such as members of the trading community and Customs Brokers.

Key activities undertaken within this quarter included:

- Finalization and formal approval by the CA Director General (DG) of a new Standard Operating Procedure (SOP) titled, “Application, Approval and Operation of Places of Temporary Storage”;
- Development a new Inter-Ministerial Despacho which is intended to standardize and integrate CA and OGA operating hours;
- Relocation of the Customs Revenue and Entry Processing (CREP) unit to a larger office space within the CA Headquarters building, and establishment of a public reception area and service counter;
- Establishment of a declaration “health check” facility, which allows importers and Customs Brokers to receive informal advice from CA prior to formally lodging their declaration;
- Engagement and collaboration with key Other Government Agencies, including Autoridade Portuária Timor-Leste (APORTIL), Ministry of Agriculture and Fisheries (MAF), and Ministry of Health (MOH), to discuss opportunities for procedural and operational integration and enhanced coordination with CA;

- Creation and implementation of enhanced or new functionality within ASYCUDA World (AW); *and*
- Ongoing provision of technical support to the CA Director General (DG), and other key stakeholders, such as the United Nations Conference on Trade and Development (UNCTAD).

Data extracted from ASYCUDA World (AW) identified the average clearance time for goods being imported through Dili Seaport as 4.41 days. This represents a slight increase to 3.98 day average time achieved in the previous quarter; however, as a result of the lead up to the Holiday period in December 2019, there was a 34% increase in the total number of DAUs (declarations) that were processed (rising from 28,513 in Q4 FY19 to 38,184 in this reporting quarter). Even with this slight increase, average clearance times for this quarter still represent an overall reduction of 51% from when CRP activities commenced in 2017.

AW data identified that almost 37% of goods were processed through Dili Seaport without CA intervention (i.e. through the Green Lane). This represents a slight increase when compared Q4 FY19 (29% Green Lane), however, lower than previous quarters where it averaged around 50%. This reduction relates mainly to the application of more effective controls by CA following CRP embedded support (described more at Activity 2.7).

Unless there is a significant deviation within GOTL to support ongoing modernization efforts within CA, such as priorities being refocused or key CA managers being replaced with less supportive officials, there is no reason to suggest that the CRP will not continue to maintain the same accelerated progress throughout Q2 FY20 that it achieved in during this reporting quarter.

Project Overview

Background

The CRP is a USAID funded and developed program following a request for assistance from the Government of Timor-Leste (GOTL). The primary objective of the CRP is to professionalize the CA, and help bring it into compliance with relevant national laws and international standards. The project commenced in June 2017, and is scheduled to operate for a total of three years.

Summary of Outcomes

The project, which is broken down into three closely related Outcomes, will assist the GOTL in creating a more effective business enabling environment, promote both domestic and foreign investment in the country, and help to raise non-oil and gas revenues:

- **Outcome 1: Revised Kyoto Convention and the Framework of Standards to Secure and Facilitate Global Trade Implemented**

Risk management and Post-Clearance Audit (PCA) form the foundation of a modern compliance management strategy in line with international standards and conventions. In a mature regulatory environment, such management not only addresses supply chain security and enhances revenue streams, it also rewards the voluntary compliance of traders by expediting their shipments and providing them with a competitive edge in the marketplace. This mutually beneficial Customs-to-business partnership is essential for successful compliance management. In addition, this Outcome is also responsible for drafting or streamlining new or existing procedures, regulations or laws that help to maximize efficiencies in how Customs operates. In addition to conforming to the World Customs Organization (WCO) Revised Kyoto Convention (RKC) and WCO SAFE Framework of Standards to Secure and Facilitate Global Trade (SAFE), these activities will also help bring the Customs Authority into compliance with the World Trade Organization (WTO) Trade Facilitation Agreement (TFA).

- **Outcome 2: WCO Revised Arusha Declaration Implemented**

The Customs Authority was officially inaugurated on 30th September 2017 - prior to this, it was called the Direccção Geral das Alfândegas (DGA). Assessments have concluded that the organization continues to be plagued by allegations of corruption and low morale amongst its workforce. In addition to the payment of low salaries, management are rarely ever rewarded for their initiative or high performance, and appeared to routinely tolerate low performing staff. As a result, those that did seek to engage in reform faced resistance through bureaucratic inertia, subversion and even defiance. In early 2017, the GOTL committed to implementing the WCO

Revised Arusha Declaration within Customs. The tenets of this Declaration are widely accepted as the foundation for effectively tackling corruption, and increasing the level of integrity within Customs. The focus of this Component is to help professionalize the new CA through the whole-scale reform of its Human Resources Management (HRM) practices and also to introduce a number of new procedures and systems to help identify and tackle corruption.

- **Outcome 3: National Trade Information Portal Operational**

There is currently no dedicated Customs related website containing the necessary regulatory and procedural guidance or forms that traders require to import or export goods. The primary objective of this activity is to ensure all trade related information relevant for Timor-Leste importers and exporters is easily and readily available within one online repository.

Consequently, this Outcome will focus upon the development of such a website which contains all of the trade related information that is currently either spread across multiple ministries or not publicly available, and condense it into one online application: the Timor-Leste Trade Information Portal (TLTIP). Providing public access to the TLTIP will help promote transparency and predictability of trade procedures by providing an assurance that the information on the website reflects what can actually be expected. In addition to enhancing confidence, this will also help to increase compliance and reduce the cost of doing business. The development and operationalization of the TLTIP is a vital first-step towards the creation of the National Single Window (NSW) and a key requirement of the WTO TFA.

Outcome I: Revised Kyoto Convention and the Framework of Standards to Secure and Facilitate Global Trade Implemented

Excellent progress was made within this outcome throughout this reporting period. In addition to the drafting of a further SOP, implementation of a number of key activities and additional automated functionality, the project team made significant progress in laying the foundation work for integrating procedural and operational activities between CA and OGAs. Key tasks that were undertaken are listed under each activity heading below:

Activity I.1: Build Risk Management Capacity

A CRP advisor was embedded within the Risk Management unit for much of this reporting period, and during this time assistance was focused at efforts to implement the CRP drafted SOP associated with risk management, which was approved by the DG in July 2019.

The project team stressed the importance of the information cycle that exists between the different CA operational areas. For example, it is vital to the overall risk management strategy for issues or errors found by the operational team when inspecting paperwork or containers to be fed back to the risk management team. Similarly, in the event that risk management had information about a particular consignment that this be conveyed to the examination teams in good time. To this end, the CRP worked with CA and UNCTAD to expand staff access to certain reports contained within AW, all of which identify previous levels of importer and Customs Broker compliance.

The delivery of work place mentoring to risk analysts was hampered slightly as a result of two of the three staff being unavailable: one as a result of being on long-term sick, and the other was temporarily allocated to other duties. This issue was addressed with the National Director of Risk Management and additional staff will be allocated in Q2 FY20.

Following being embedded, CRP identified that risk management staff were tasked with making adjustments and amendments to shipping manifests. This is a standard customs related activity, however, it would commonly fall to the port operational team to complete. This issue was subsequently discussed with the CA DG and agreement was reached in general that this task should be moved away from risk management. Agreement was given in principle by the DG for two members of CA staff to be embedded within the APORTIL office at Dili Seaport. In line with efforts to coordinate and integrate activities between CA and OGAs, this would mean that this task could be undertaken jointly with APORTIL staff, who are responsible for recording, monitoring and managing containers that arrive into the port area. Although the specific mechanics of how this could be achieved are still under discussion, it is anticipated that this new process will be finalized and implemented in Q2 FY20.

Following AW data showing a steady decrease in the number of consignments being routed green lane, CRP led a number of discussions with the National Directors from Risk Management, Operations and Compliance to discuss intervention rates - i.e the number of goods routed red, yellow and blue lanes. Although a slight decrease in green lane was justifiable following the levels of non-compliance identified at the seaport and within CREP (discussed more at Activity 2.7), the overall success rate was still relatively low when compared to green lane averages. CA agreed that a refocus was needed, and that all of the existing risk profiles needed to be revised and intervention rates adjusted. CRP will support this by delivering further risk management based training to staff in Q2 FY20 which is focused upon the drafting, approval and monitoring of risk profiles.

Activity 1.2: Streamline Procedures and Enhance Automation

The project team continued to work with CA and OGAs to identify areas for procedural streamlining and system integration. In addition, CRP also continued to work with UNCTAD to identify and implement opportunities for use of additional AW functionality in efforts to enhance automation and increase system transparency. Key activities included:

- **Places of Temporary Storage**

As a result of very limited space, Dili Seaport often becomes congested, and on a number of occasions commercial container vessels have had to wait for long periods to offload cargo. In addition to causing unnecessary delays, commercial operators advised Customs that this issue influenced their decision on whether to bring much larger vessels - which can carry far more containers - to Timor-Leste. In efforts to resolve these issues, CRP worked with the Customs Authority to develop a new standard operating procedure governing the approval and use of places of temporary storage by commercial companies. Temporary storage facilities are warehouses or locations approved by Customs, where undeclared goods are waiting for customs clearance. In practice, this means that containers can be removed from the port area almost immediately and taken to an operators own premises where they can be stored pending clearance of the goods. Throughout the development phase of the new procedure, CRP supported Customs in liaising with the trading sector to ensure appropriate feedback and input could be incorporated as necessary.

Once operationalized, this new procedure will help to significantly alleviate port congestion, reduce delays connected with the unloading of container vessels, and provide commercial operators with confidence that goods can be quickly transferred into their own secure storage facilities pending clearance formalities. One major commercial operator has already indicated that they will now consider bringing larger container vessels to Timor-

Leste as a result of this trade facilitation measure, and that being the case, there will also likely be an increase in trade flows.

In addition, the provision by Customs of this type of facility, is also a key recommendation and standard contained within: Chapter 2, Specific Annex A of the World Customs Organization (WCO) International Convention on the Simplification and Harmonization of Customs Procedures (Revised Kyoto Convention): “The Customs shall authorize the establishment of temporary stores whenever they deem it necessary to meet the requirements of the trade.”

The project team will continue to support Customs to ensure that this procedure, which was approved and signed into force by the Director General on December 12, 2019, is fully implemented and access provided to all operators that meet the necessary requirements.



Image: Containers stacked and awaiting clearance at Dili Seaport

- **Existing Import Procedure**

The project team worked closely with CA staff to walk-through and subsequently update details of the existing importation procedure. It was identified that the existing process contains a total of eighteen (18) steps from the point of the DAU (IM4 import declaration) being submitted to exit. A number of areas were identified where further automation should be utilized, as follows:

- The project team identified that DAUs are not automatically assigned to a CA staff member by the AW system. By allocating DAUs via the system, it removes the potential

for staff pick-and-choose which consignments they want to inspect. In addition to allowing managers to identify and manage general workflows via the AW system, it also helps to prevent staff trying to personally select consignments that may be connected to friends or family. As a result of not using this automated facility, time is also lost whilst CA staff wait for delivery of paper copies of the DAU and supporting documents to trigger CA intervention. By having the declaration automatically assigned, the need for a paper copy is removed, and physical interaction between CA staff and importers is reduced, and overall declaration processing should be reduced. CRP will assist CA in implementing this functionality in Q2 FY20;

- In the event that there is a query over a DAU, such a classification, value or supporting documents, it was identified that CA staff are not utilizing functionality already contained within AW that allows CA to electronically submit queries to the importer or Customs Broker and subsequently receive electronic responses. Instead, CA staff simply wait for importer Customs Brokers to chase up their own DAU entries, which results in unnecessary delays, through increased processing time and costs. Importantly, failure to utilize this electronic facility also means there is no documented record of the CA query or any subsequent response. Following project team advice, the CA has agreed to implement and utilize this AW functionality in Q2 FY20. Once introduced, this system will provide far greater transparency in terms of CA to trader or Customs Broker communications, as well as electronic records of how quickly queries are processed.

Enhanced use of Automation

The project team continued to work with UNCTAD throughout this reporting period to further expand use of AW related automation. Activities included:

- **Error Codes**

Following ongoing assistance provided by the CRP team, a number of key changes were made to the AW Inspection Act (IA), and subsequently implemented in Q4 FY19. The project team provided day-to-day assistance to CA throughout this reporting quarter to ensure the new functionality was being utilized as intended. Following this period use in the operational environment, a number of further changes were identified, which included some amendments to tick lists associated with the 'Conform' and 'Non-conform', and some additional check-boxes for what level of verification was undertaken by the examining CA official.

In the event of a DAU not conforming (i.e. there being an error), it is critical that correct error code is identified and selected. As well as determining the associated punitive action (such as the level of fine to be levied), it also helps members of the Risk Management unit to establish what future action should be taken. For example, if the error was a genuine mistake that did not result in any loss of revenue, then there may not be a need to target that particular importer or Customs Broker to any great degree in the future. Conversely, if the error appeared to be a deliberate attempt to circumvent controls, smuggle goods or avoid paying the correct revenue, then Risk Management staff should take proactive measures (via the use of appropriate risk profiles within AVV), to target future declarations made by those importers or brokers. To this end, the project team assisted CA in creating a drop-down menu for infraction codes and the required associated actions:

Error Code	Description	Comments	Action Code	Action Code Description
10	DAU number of packages incorrect - (DAU box Nr 6)	Minor error, no revenue loss	ASE1	(a) Amend <u>minor error(s)</u> , no revenue loss; (b) Notify broker/ importer (c) Refer DAU to Legal for processing penalty (d) Place DAU in Q lane till penalty is paid; (e) Reroute Green when paid
11	Country of Export incorrect - (DAU box 15)	Minor error, no revenue loss	ASE1	As above
12	Country of Origin incorrect - (DAU box 16)	Minor error, no revenue loss	ASE1	As above
13	Delivery Terms (Incoterms) incorrect (DAU box 20)- no effect on revenue	Minor error, no revenue loss	ASE1	As above
14	Currency incorrect – results in lower Customs value (DAU box 22)	Major error- revenue loss	MER2	(a) Amend DAU <u>major error, with revenue loss</u> ; (b) Notify broker/ importer; (c) Refer DAU to Legal for processing penalty; (d) Place DAU in Q lane till penalty paid; (e) Re route Green when paid

Image: Example of Error Codes for use within ASYCUDA World

Following a period of consultation with CA and UNCTAD, A total of forty-six (46) error codes were subsequently developed, along with clear instructions on what actions should be taken following identification. As a pre-cursor to procedural integration, error codes pertaining to OGAs were also included within the drop-list error list.

Inspection Act - Physical Examination					
Customs Office DIL01 Dili Seaport					
Declaration					
Declarant Code					
Name		Customs reference		Date	
Declarant reference	Model	Items	Assessment Reference	Date	
Examiners' details					
First Examiner					
Second Examiner					
Intl/RM Examiner					
<input type="checkbox"/> Conform <input checked="" type="checkbox"/> Non-Conform		Infraction Code ▼			

Image: Screenshot from AW showing infraction Code drop-down list shown (red circle)

This error list was coded within AW during Q1 FY20, and was fully implemented. As such, CA is now able to accurately determine which declarations were subject to punitive controls, along with the type of action taken.

- **Automated Processing of a Carnet**

The project team previously worked with CA to assist in the drafting of a new SOP which provided facility for motor vehicles to be temporarily imported into Timor-Leste. This facility would occur when a tourist wanted to travel across the country and then leave in the same motor vehicle. Following approval of this SOP in July 2019, the project team worked with CA and UNCTAD to identify ways that this type of carnet could be processed on an automated basis within AW. With the assistance of the project team, UNCTAD developed appropriate functionality within AW which means Carnets (known in CA as the "T1c"). In addition to making it a lot simpler for tourists to import their vehicle for this type of purpose, the electronic processing provides far greater levels of auditability in efforts to prevent any potential diversion of vehicles into the home market. Following a period of development and subsequent testing within this reporting quarter, this new facility will be implemented in Q2 FY20.

- **Automated Processing of the Container Pass**

The project team previously worked with CA to assist in the drafting of a new SOP which provided facility for goods to be moved from one Customs controlled area to another. For example, movement of containers from Dili Seaport to a privately operated, but customs controlled, inland clearance facility (see Places of Temporary Storage above for more information).

This SOP, which provided a clear framework and guidelines for use, was approved by DG in July 2019. Once privately operated places of temporary storage facilities are fully utilized by some of the larger carriers, it is anticipated that upwards of 75-100 containers per-day would move from Dili Seaport to such a facility. Anticipating this level of traffic, the project team worked with CA and UNCTAD to identify opportunities for fully-automating the application and approval process within AW. The CRP played a key role developing periodic approvals (i.e. for a 6 month period), and a mechanism so that the importer can make an electronic request. By doing so, this removes the need for paper-based requests and subsequent granting of a CA approvals for every single movement. Once approved, the applicant can simply print off a copy of the “Container Pass” that is generated within the AW system and then emailed to the importer or their representative. In efforts to further streamline the physical processing of the document at the exit gate of the seaport, the project team was instrumental in ensuring that a barcode was printed at the bottom of every “Container Pass”. As a result, the exit gate official simply has to scan the barcode (using a handheld barcode scanner) and the Container Pass will be automatically identified within the AW system, and then an electronic record made within the system as to when the container left the controlled area. Similarly, upon arrival at the privately operated facility, the entry gate official simply scans the bar code, and once again, the AW record is identified and the record updated to show the date and time of arrival.

A fully-automated solution was developed and tested during this reporting period, and it is anticipated that the new electronic request and approval system will be implanted in Q2 FY20. Once done, this new system will help to facilitate the movement of goods in a timely and efficient manner, reduce congestion in the seaport and significantly improve supply-chain security:

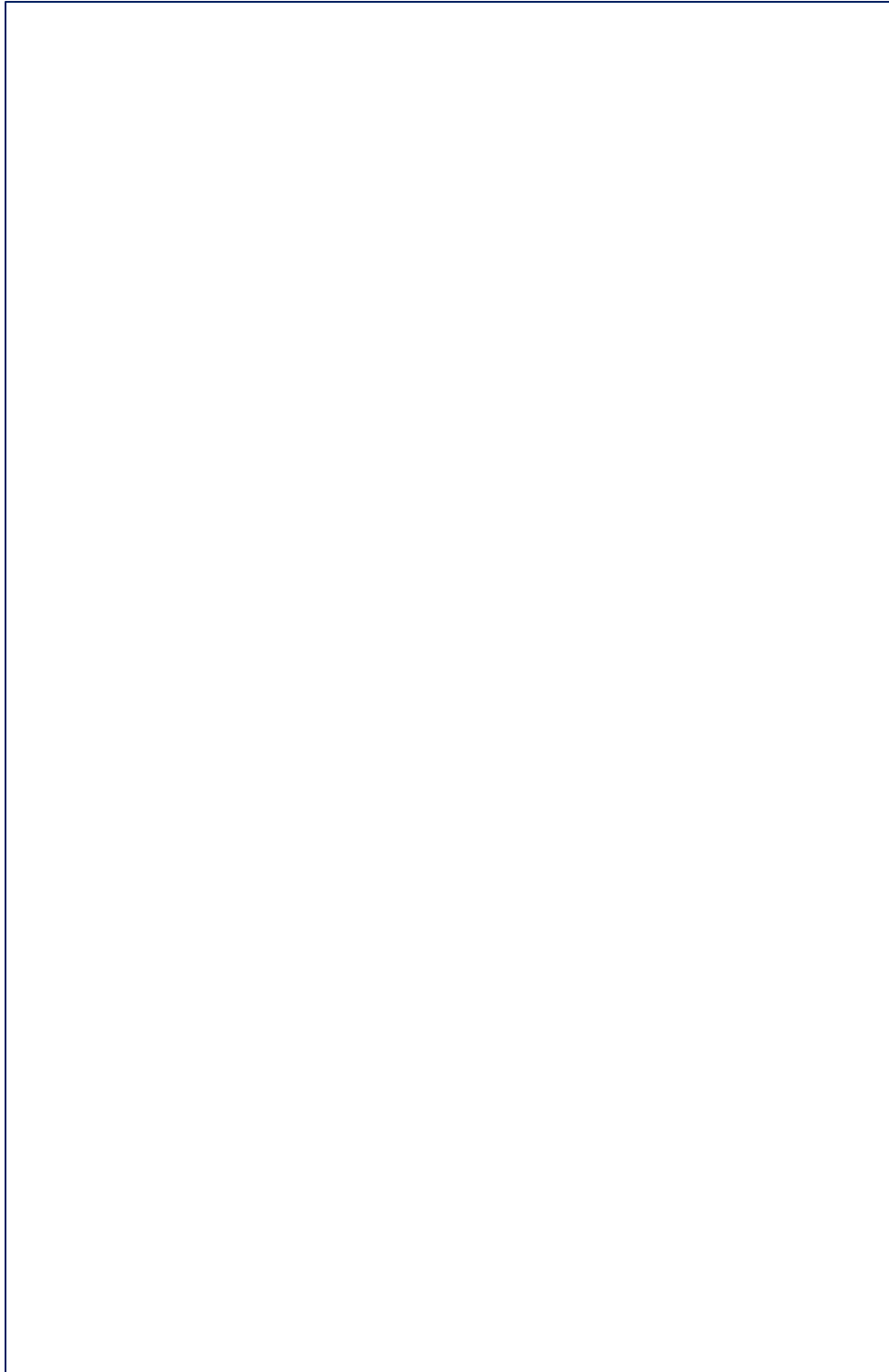


Image: AW generated container pass

Activity 1.3: Draft Cooperative Agreements

No relevant progress was made on this activity during this reporting quarter.

Activity 1.4: Develop and Implement Integrated Services

Good progress was made within this activity, with CA and relevant OGAs all showing a firm commitment to working closer, and in a more coordinated way.

Key activities included:

- **Development of a new Inter-Ministerial Despacho**

In efforts to align operational hours between CA and other key stakeholders, the project team worked with CA and a nominated MOF legal advisor to develop an Inter-Ministerial Despacho (ID) to establish coordinated hours of operation at all Customs border posts, including Dili Seaport, and Dili Airport. CRP helped to ensure appropriate collaboration, by supporting meetings between CA and key operational counterparts, including members from APORTIL, MAF, and MOH. In general terms, an ID is utilized by GOTL for a single or specific purpose and in order to affect an action or a change: in this case, to standardize and integrate working hours among a number of stakeholders. By virtue of the ID being multi-ministerial, it applies to two or more Ministries.

Once compiled, the draft ID was then circulated amongst stakeholders for further comment and agreement. Following appropriate adjustments being made following feedback received, the final draft was presented to the CA DG in December 2019 for onward submission to the relevant agencies for Ministerial approval. Once implemented, this new ID will ensure that relevant agencies, such as APORTIL, Quarantine, Health, and PNTL, are all active during the same operational hours, including providing seamless and continuous service over lunch-periods. CRP will continue to work with CA and the MOF throughout Q2 FY20 in efforts to secure approval of this ID then move towards implementation of the content.

- **Establishment of Public Reception Area**

As a precursor to co-location of OGA's within CA and the establishment of the Integrated Clearance Services Office (ICSO), the CRP assisted the Customs Revenue and Entry Processing (CREP) team in moving to larger office space within the CA Headquarters building. In addition to the existing office space being too small to facilitate the ICSO, it was also situated too far away from the main public entrance. Consequently, the project team recommended that CREP relocate to the much larger, and more publicly accessible, office space that was currently being utilized by the Risk Management Directorate. Following

approval being granted by the CA DG, both CA management and staff supported the move, which resulted in a seamless transition as CREP occupied the former Risk Management office, and Risk Management moved into other office space contained within the 2nd floor of the HQ building.

Importantly, CRP utilized this opportunity to assist CA in creating a public reception area within the front of the office, through the provision of a new reception desk and bench style seating for use by the public. This reception area is now utilized as the single point of contact by importers and brokers when lodging their paperwork with the CA:



Image: New public reception counter within the CREP office

- **Procedural and Operational Integration with OGAs**

Initial discussions were held with a number of OGAs in efforts to commence dialogue to identify opportunities for procedural and operational integration within a new import and export procedure. Key activities, which are broken down by OGA name, are included below:

– Ministry of Agriculture and Fisheries

The project team met with representatives from MAF, including a number of times with the Director of Quarantine & Biosecurity. Discussions centered on opportunities for coordinating activities and co-locating MAF staff within CA HQ, in efforts to integrating the import procedure and helping to reduce time and costs for trading community. The Director appeared supportive of such a move, and welcomed further work with the CRP and CA to identify and develop the necessary mechanisms for this to happen. As a result, the project team commenced preparatory work in examining the MAF process, and concluded that the licensing element of Quarantine's work – i.e. the application for a import permit to MAF and their subsequent approval - is performed by senior level personnel in advance of the importation arriving. In terms of activities undertaken leading up to, or once the declaration has been lodged with CA, the importer or their representative is required to go to the Quarantine office to have this MAF issued import approval stamped to confirm that the license is genuine and valid.

According to Quarantine, in line with MAF legislation, delegation for checking such approvals cannot be delegated to junior officers. In addition to requiring a senior rank, this particular task only forms part of their official's duties, so colocation within the ICSO based in the CA Headquarter building may be problematic. The project team identified a number of potential solutions by utilizing appropriate functionality within AW, however, the exact solution has yet to be agreed upon. It is anticipated that a solution will be formulated within Q2 FY20 and then discussed with appropriate stakeholders prior to finalization and implementation.

CRP also commenced work to identify which types of goods should be subject to MAF regulatory controls at import and export. Once finalized, this list of goods, identified via the 8-digit Harmonized System (HS) Tariff Code, will be included within AW so consignments can be identified and selected on an automated basis. There is still much work to do in the area, and the project team will continue to work with CA and MAF staff throughout Q2 FY20 to compile and streamline this list, along with identifying what types of control are required.

– Ministry of Health

The CRP held initial meetings with representatives from MOH, including the Director of Communicable Diseases Control (CDC). As with MAF, the MOH were generally committed to working closer with CA in efforts to integrate and streamline the import and export procedure. The project team discussed the ICSO concept and identified

opportunities for integration, such as the potential for MOH to delegate certain activities to CA on their behalf. For example, checking that a particular consignment had the correct MOH permit, approval or license. CRP also discussed the need to document and then integrate MOH risks within AW so that relevant consignments could be selected on an automated basis. These ideas were met with general agreement, however, further work will be undertaken in Q2 FY20 to formulate and formalize exactly how integration can be achieved.

– Autoridade Portuária Timor-Leste

The CRP met multiple times with numerous members of APORTIL over this reporting period, including the President, Operations Manager and Legal Advisor. In general terms, APORTIL continued to display a willingness to work much closer with CA, and confirmed that they needed to utilize AW as the system for helping to manage port operations. To this end, CA previously uploaded AW onto relevant APORTIL computer terminals. Despite a verbal commitment to utilize AW, progress has been hindered as APORTIL has yet to secure sufficient internet bandwidth for AW to function appropriately. CRP will continue to work with CA and APORTIL to ensure this issue is resolved in Q2 FY20.

Further activities discussed included the potential for co-locating CA staff within the APORTIL office to deal with shipping manifests (described further at Activity 1.1), and also the potential for APORTIL to assume control of the exit gate over CA. Operation and control of the exit gate by the port operator (in this case APORTIL), is common practice in most developed countries, as customs can implement appropriate controls to ensure there is no misuse. AW affords the same level of controls within the system, so any potential risks could be easily mitigated. Further discussions and specific operating procedures will be undertaken in Q2 FY20 in efforts to operationalize and implement both activities.

Outcome 2: World Customs Organization (WCO) Revised Arusha Declaration Implemented

Activity 2.1: Develop and Implement a Capacity Building Plan

A member of the project team continued to be embedded within the National Directorate of Administration and Internal Resources (DNARI) throughout this reporting quarter. Whereas the development of the CA Capacity Building Plan (CBP) remains a priority for the CA, the CA DG requested that preparation of the plan be delayed until the Customs Authority Strategic Plan (2020-2024) has been approved. DG advised that his rationale for this decision was to ensure alignment between the CA five year priorities and the specific capacity building initiatives required to assist the Authority in meeting its stated strategic objectives. The project team submitted the strategic plan to CA in December 2019, and will commence work on the CBP in Q2 FY20.

Initial collaboration with CA has identified that CBP content will likely include relevant initiatives and activities in support of efforts to:

- Effectively implement the re-organization of the CA structure as per requirements contained within the new Decree Law (to be publicly released in January 2020);
- Ensure successful implementation of the new Customs Authority Strategic Plan (2020-2024); and
- Support the effective establishment of a new HRM Unit.

The project team also supported CA in the development of four (4) position specific job descriptions, which cover a total of twenty (20) vacancies within the Operations, Compliance and Administration Directorates. These positions will all be filled on a contractor basis, thereby allowing the CA DG to recruit suitably qualified staff outside of the existing CA workforce, pay higher salaries than those stipulated by the Civil Service Commission for non-contractor staff, and also impose strict probationary periods to allow assessment of employee performance. These positions, as well as others, which are likely to be advertised in the first half of 2020, will have implications for the capacity building requirements of CA and regular discussions between the project team and the CA continue to occur to ensure alignment in efforts to professionalize the current and future workforce.

Activity 2.2: Develop and Implement Anti-Corruption Activities

In anticipation of the Anti-corruption Commission (CAC) developing its own anti-corruption legislation and associated Anti-Corruption Plan (ACP), the project team continued to assist CA in the identification, development and implementation of appropriate activities or initiatives in support of efforts to and tackle and eradicate corruption within the Authority. Once the CAC related

legislation and plan are drafted, the project team will assist CA in incorporating these activities within its own ACP:

- **Customs Code of Conduct**

During this reporting period, the project team developed the training material for Code of Conduct training, which included getting the material translated into Tetum to facilitate understanding of the content by CA officers. In preparing the training material, the project team sought input from CA to ensure workplace examples were specific to the realities of CA. This step promoted sharing of information and ensured buy-in from the CA Training Department. In addition, the training officers have shown interest in helping where they can in training activities relating to the Code of Conduct. The Code of Conduct was approved by the CA DG in Q4 FY19, however, implementation will be postponed until the project team has had time to view and assess any potential impact of any new guidelines, requirements or restrictions contained within the new CA decree law.

- **Interests, Assets and Liabilities Declaration**

In addition to drafting a new Code of Conduct, the project team also previously drafted a comprehensive Interests, Assets and Liabilities (IAL) Declarations form that CA staff must complete, and use to declare any financial interests, financial assets, financial liabilities, or conflicts of interest for both themselves and their first-level of family members. As with the Code of Conduct, the project team will first assess content contained within the new CA decree law prior to submitting to DG for approval.

- **Use of Information Technology Resources by CA Employees**

Following approval by the CA DG, the project team worked with the CA Information, Communications and Technology (ICT) and Customs Statistics unit to implement a new policy titled, “Policy for the Use of Information Technology Resources by CA Employees”. This new SOP, which was drafted by the CRP in close partnership with the CA, was developed following concerns raised over how official ICT related resources were being utilized by CA staff. In some cases, the use of unauthorized devices such as removable hard-drives (thumb drives) by CA staff, had resulted in a number of CA computers becoming infected with viruses. Additionally, there were some reports of CA staff spending their time watching television or movies via their CA allocated computers. The new SOP, which includes a total of fourteen (14) specific provisions, provides clear guidance on what constitutes acceptable use of CA ICT related assets. The project team subsequently assisted CA in the development of training material for delivery to all CA staff. Following delivery of this training by CA, participants will be given a copy of the I.T. policy and will be required to

sign to confirm that they understood the content. With the support of the project team, CA delivered the first I.T. related training course to the CA senior management team during this reporting quarter. CA will now take the lead on ensuring all CA staff receive this training in efforts to fully implement the new policy.



Image: CA senior managers signing to confirm they understand the new I.T. Policy

- **CA Attendance**

CA continues to operate the biometric (fingerprint based) attendance recorder within the Headquarter building. CA advised that there were no cases of staff being Absent Without Justification (AWJ).

- **Training and Development Activities Approval Process**

Following approval by the CA DG, the project team worked with the CA Training Department to implement a new procedure titled, “Training and Development Activities Approvals Process”. This new SOP, which was drafted by the CRP in close partnership with the CA, was developed following concerns raised by CA and the MOF over which staff were being sent on training courses; particularly those being delivered overseas. Both CA and MOF also raised concerns that staff who were subject to ongoing criminal investigations were also being invited to attend training events outside of Timor-Leste. Further, CA reported that there was no clear procedure for nominating and approving potential candidates. As a result, some cases CA supervisors were simply circumvented by

applicants as they submitted ad-hoc approvals directly to senior CA managers and, in some cases, directly to senior officials within the MOF. This long-running situation, which helped to create a lack of consistency, transparency and fairness in the nomination process, resulted in many CA staff losing confidence in the training system.

As a first step towards implementation of the new SOP, the project team worked closely with the CA Training Department to explain the new process. This approach was well received, as it empowered the training staff to understand the material, and to ask questions in an informal setting. Following this workplace mentoring, training staff now feel confident in helping CA colleagues to complete formal applications as needed.

Following implementation of the new SOP, all CA staff are now required to submit a Training and Development (T&D) application form for all training events. Once completed, this form is then sent to the staff members' direct supervisor for approval. Once approved, this form is then sent to the Head of the Customs Training Department.

In addition to being well received by the CA Training Department, who were rarely previously consulted on potential T&D activities, the new procedure was also welcomed by the CA workforce, some of whom reported that the new SOP helps to ensure transparency, consistency and fairness within the nomination and approval process. Following a period of CRP technical support, the CA Training Department has now taken full ownership of implementation of the T&D SOP. The project team will continue to monitor this activity throughout FY20 to ensure that it continues to operate as intended:

Image: Example of approved T&D request

- **National Customs Hotline and Customs Intelligence Database**

No relevant progress was made on this activity during this reporting quarter. It is anticipated that work on this activity will commence in Q2 FY20.

Activity 2.3: Develop Human Resources Management Capacity

In line with efforts to make CA more autonomous, GOTL recently drafted a new Customs Authority decree law to further adjust the structure and include additional responsibilities. Although the specific content of this new law has not yet been provided to the project team, it is understood that it includes the establishment of a new HRM unit. Once implemented, it is anticipated that CA would take full control of a number of key HRM activities previously administered by MOF, such as: workforce planning; recruitment, selection and promotion; performance management; conduct and discipline; conditions and benefits of employment; pensions and training and development.

Throughout Q1 FY20, the project team supported multiple meetings between CA and MOF Corporate Services. Discussions included the need for a carefully managed and staged transition of HRM activities from MOF to CA over a period of time, and also the need to share appropriate information, operating guidelines and similar in advance of any transfer of activities. These meetings proved to be very useful, and contributed to the creation of a more collaborative understanding and partnership between CA and MOF on how and when this transition of key services may occur. In addition, these meetings were followed up with regular email communication between CA and MOF, including the sharing of key documents and joint-agreement on key activities. In more recent communications, the CA Head of the Training Department, along with other members of DNARI, have also been included as a way to motivate and include them within the change process. The project team will continue to support CA in this activity throughout Q2 FY20.

In addition, during this reporting period, the project team worked with the DG and the Director of DNARI to finalize 4 job descriptions, namely physical examination officer (12 vacancies), tariff and valuations officers (4 vacancies), contract management officer (2 vacancies), and procurement officer (2 vacancies). These positions were subsequently advertised by MOF Corporate Services in December 2019, and the recruitment and selection process is likely to be finalized in January 2020. The project team participated in several meetings between CA and MOF Corporate Services team to understand the MOF contract recruitment processes and then assisted CA to update the competency based job descriptions. This iterative process ensured CA were fully involved in the updating of the job descriptions and ensured the template met MOF requirements. Given additional staged recruitment will occur throughout 2020, this process has been valuable in that CA is aware of the MOF requirements and the process involved in contract recruitments, which will help when CA take on full ownership of HRM activities. CRP will continue to provide assistance to CA throughout Q2 FY20, including guidance and support to the recruitment and selection process.

Activity 2.4: Develop and Implement the Customs Strategic Plan

Following the CRP supported Strategic Plan workshop in Q4 FY19, the project team continued to provide assistance to CA in the finalization of the CA 5 Year Strategic Plan. The draft plan, which includes a list of strategic activities aimed at helping CA to realize its modernization agenda, has now been mainly finalized, however, this plan cannot be finalized until promulgation of the new Organic Structure decree law. Once published and assessed, the project team will assist CA in making appropriate amendments to the Strategic Plan as necessary, after which it will be submitted to the MOF for formal review. Once approved, the project team will work with relevant CA managers to draft and agree Annual Work Plans in support of achieving the overall CA strategic vision.

Activity 2.5: Establish the National Enquiry Point

No work was undertaken on this activity during this reporting quarter. It is anticipated that work on this activity will commence in Q2 FY20.

Activity 2.6: Establish the Customs Trade Consultative Committee

During this quarter, the Port Stakeholders Committee (PSC) met for the third time at Dili Seaport. In addition to members of APORTIL, CA, Quarantine, Ministry of Health, Immigration and Maritime Police, the meeting was joined by ten different representatives from various sectors within the maritime and business community. Customs notified participants that work was underway to finalize a Ministerial Despacho, which would result in relevant government agencies working in a more integrated way, particularly in terms of hours of operation. This was met with support from committee members, who collectively stressed the importance of more coordinated working practices between all stakeholders.

Further issues, such as the need to allocate a dedicated examination areas for Customs within the Seaport and use of ASYCUDA World by other government agencies were also discussed. Prior to the next PSC convening, which will likely be within the next 6-8 weeks, CRP will continue to work with Customs and other governments agencies in efforts to assist them in the finalization of the Ministerial Despacho and also other issues, such as the enhanced use of automation by APORTIL and securing dedicated space so examinations can be undertaken in a more controlled and safe environment.



Image: Members participating in the PSC meeting

CRP will continue to work with CA, participating OGAs, and other relevant stakeholders throughout Q2 FY20, in support of appropriate consultative forums that help to improve relations between GOTL and the business community. This will include preliminary work in establishing a Customs and Trade Consultative Committee (CTCC). This new committee, which will be chaired by the CA DG and include wide representation from different sectors, including participating OGAs, Chambers of Commerce, and members of the business community, will act as a single forum for participants to discuss and resolve issues relating to the import or export of goods.

Activity 2.7: Develop and Deliver Work Place Mentoring and Training

Since the beginning of this quarter, the members of project team were embedded fulltime within key areas, including H.R., Operations, Compliance and Risk Management. The project team also interacted and supported other key stakeholders on a day-to-day basis, including UNCTAD, Customs Brokers, and members of the trading community. This hands-on approach has helped to significantly support and advance the progression of CRP activities through the daily exchange of knowledge, and the delivery of workplace mentoring to key operational staff members. In addition to establishing effective relationships and building trust with counterparts, being embedded has helped the team to identify the very real day-to-day issues that are faced, and ways to develop and implement solutions that effect sustainable change.

In general terms, these embedded CRP positions interconnect with information being fed back in a cyclical and iterative manner. When considering the key objective of professionalizing the workforce as a whole, staffing issues (H.R.) remain a central focus that cut across all activities:

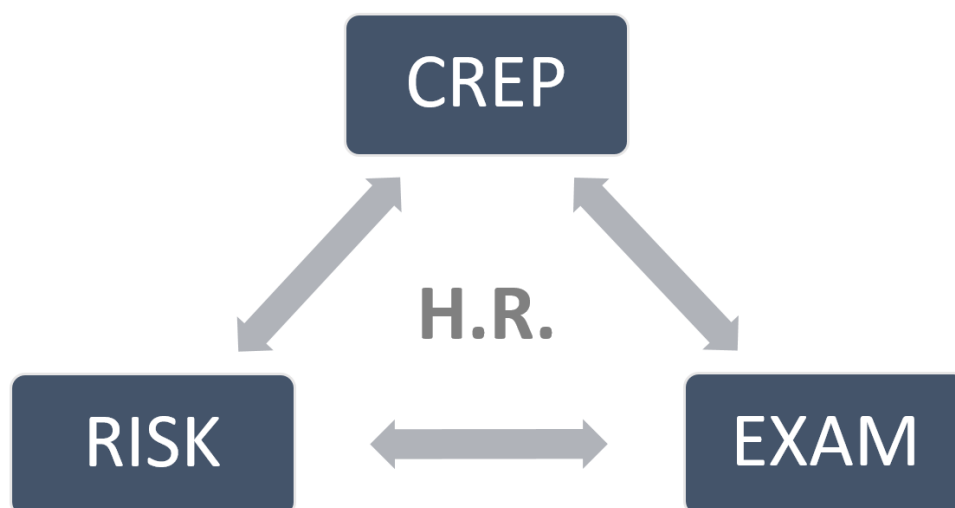


Image: Linkages between embedded CRP positions

A summary of key training and mentoring activities undertaken in this quarter are broken down by work area, as follows:

- **National Directorate of Administration and Internal Resources**

CRP continued to work alongside counterparts in DNARI on a daily basis, providing on-the-job mentoring to a number of staff, including the National Director, and also the Head of the Training Department. In addition to the activities detailed below, further H.R. related training and mentoring assistance provided by CRP is described at Activity 2.3.

In collaboration with other CA senior managers, the project team assisted CA in finalizing the development of 4 task-specific competency-based Terms of Reference (TOR). These positions, namely, Tariff and Valuation Officer, Physical Examination Officer, Contract Management Officer and Procurement Officer, were all approved by the CA DG and subsequently publicly advertised by the MOF in December 2019. To ensure compliance with relevant MOF and Civil Service Commission (CSC) regulations, CRP assisted CA in a number of weekly meetings with the MOF H.R. unit. It is anticipated that recruitment will commence for these positions in Q2 FY20, during which CRP will assist CA in best practices when sifting applications, developing interview questions, and providing support and guidance to members of the interview panel. In addition to this, CA advised that there would be a further recruitment of around fifty (50) additional positions later in 2020. CRP will also aim to assist in this process wherever possible.

Following on from the CRP hosted CA Strategic Planning workshop in September 2019, the project team continued to work with CA senior managers to finalize the 5-year Strategic

Plan. This included CRP attending a number of CA weekly management meetings, during which content was finalized, and the plan was submitted to the DG for review. This approach proved to be successful because senior managers understood the importance of the plan, contributed ideas and collectively agreed on the content, thus ensuring ownership of the product. As the result of a new Customs decree law being promulgated and published in January 2020, the strategic plan will be subject to a further review to ensure compliance with any relevant content prior to being submitted to the MOF for final review and approval. It is anticipated that this activity will be finalized in Q2 FY20.

- **Compliance – Custom Revenue and Entry Processing unit**

Work undertaken within the CREP unit is at the very centre of CA work, as this is the unit responsible for receiving and processing all import and export DAUs. In practical terms, this unit serves as the first physical line of defence in efforts to identify potential non-compliance, ranging from general administrative errors up to organized attempts to evade paying revenue or smuggling goods, such as counterfeit pharmaceuticals or illegal narcotics.

AW, and other associated CA data, showed that previously there had been very low numbers of errors identified by CREP and even fewer penalties issued. Within the first couple of months of being embedded, following CA support, the CREP team identified a twenty-five (25) errors contained within just fifty (50) consignments that had been selected for documentary examination. These errors included:

- Undeclared goods (smuggling);
- Mis-description; *and*
- Undervaluation.

Following identification of these errors, penalties were issued to sixteen (16) different customs broker companies. In addition, ten (10) different importers received penalties, and additional revenue was also identified and collected in eight cases. Perhaps surprisingly, there were few objections from anyone that was subjected to formal action, which may suggest this type of non-compliance had been ongoing for some time:

Goods – Declared Value	Local Retail Price
Satellite Array - \$15	Satellite Array - \$85
Shoes - \$0.20 pair	Shoes - \$4.50 pair
Computer Tablet - \$0.03 each	Computer Tablet - \$35 each
Pressure Washer - \$8.50 each	Pressure Washer - \$135 each
Sports Vests - \$0.02 each	Sports Vests - \$3.50 each

Table: Examples of the undervalued goods found by CA with CRP assistance

Importantly, the project team worked with CREP to help them in how to identify common errors that had previously gone unchallenged. To assist in this, and in efforts to ensure the consistent assessment of key parts of the declaration paperwork, CRP developed a tick list to be used for each documentary verification. This form is now utilized by CA each time they assess a declaration received into the unit:

Documentary Control – Check List		
1.	Confirm necessary supporting documents are uploaded in ASYCUDA World.	
2.	Check the reason for intervention on the Risk Profile – there may be specific instructions or information.	
3.	Make sure that the Bill of Lading, Packing List and Invoice:	
3.1	<ul style="list-style-type: none"> identifies the owner/ importer of the goods; 	
3.2	<ul style="list-style-type: none"> provides full descriptions of the goods, prices per unit of quantity (KG, Unit, Litre, etc.); 	
3.3	<ul style="list-style-type: none"> specifies the transaction currency; and 	
3.4	<ul style="list-style-type: none"> gives a realistic value. 	
4.	Confirm the volume, weight and quantity of the goods shown on the Bill of Lading matches with the data on ASYCUDA World and declared on the DAU.	
5.	Confirm that the quantities declared (KG, Unit, Litre, etc.) have been accurately transferred from the supporting documents to the DAU (boxes 35, 38 and 41).	
6	Compare supplementary units declared (Unit, Litre, Pairs, etc.) against declared weight. (e.g. 100 pairs of shoes weighing 150kg...)	
7	Check that the values on the system match the details shown on the Invoice and the Bill of Lading in respect to transaction currency, FOB value, freight value, insurance value, and CIF value.	

Image: Example of Documentary Checklist (only partially shown)

- **Operations - Dili Seaport**

In addition to being embedded fulltime within the CREP unit, a member of the project team was embedded with the operational team based at Dili Seaport. Prior to this, the CA DG had already expressed grave concern over the fact that very few, if any, issues were ever detected by CA following physical examination of goods. This concern was well-founded, and CRP quickly confirmed that physical examinations were not being undertaken correctly. In some cases, this was not the fault of CA staff, more a lack of ever having received appropriate training, and a lack of available space for staff to actually do their job.

Over this reporting period, CRP assisted CA in the physical examination of forty-nine (49) different consignments (many consisting of multiple numbers of containers). A total of twenty-seven (27) issues were identified, which represented a success rate of over 50%. These issues all related to the undervaluation and misclassification of goods.

Much like CREP unit staff, instead of appearing disheartened by this significant jump in success following CRP's assistance and guidance, operational teams embraced the presence of the project team, and there was a clear increase in both staff motivation and general morale. Many of the operational staff reported that for the first time they felt emboldened and empowered to undertake examinations more professionally, and also effectively tackle a number of the more problematic importers and customs brokers.

In addition to general day-to-day work place support and mentoring, CRP also delivered a number of informal training session to staff in the various aspects of operational work, including search techniques, team working, and basic health and safety.

In general terms, the facilities provided to CA at Dili Seaport fall well short of what should be considered acceptable. Office space is small and cramped, and the general port environment is extremely hazardous to all users, not just CA. In addition, the equipment provided to CA by MOF appeared outdated and, in some cases, operating systems utilized by desktops were so outdated that basic systems could not be utilized. CRP worked with CA and UNCTAD to upgrade relevant operating systems on available desktop computers, meaning that CA could now access rudimentary resources, such as an electronic copy of the Harmonized System (HS) code.

Importantly, CRP also provided support to CA staff as they completed electronic records within AW. As noted at Article I.I, the accurate recording of what regulatory controls or actions that were taken remains at the very heart of the CA risk management strategy. Following this day-to-day support, CA staff now appear far more confident in utilizing AW accurately, including completion of the Inspection Act facility.

CRP will continue to work with the operational team throughout Q2 FY20, however, the project team will move to transition from the current “hands-on” approach, to more of a supervisory role. This will help to ensure that CA utilize their newly learnt skills, and subsequently take full ownership of this activity, even when CRP is not present.

- **Risk Management**

Risk management training and mentoring activities are described at Activity I.I.

- **Refresher Training**

Following a member of the project team day-to-day embedded within CREP on a day-to-day basis, it was identified that many staff members were unaware of key aspects of the new Customs Code (introduced in 2017). In addition, a number of common and rudimentary errors were being identified following submission of the import and export paperwork to CREP by customs brokers. In many cases, had these errors not been identified, there would have been potential losses in Government revenues. In efforts to fill this gap, the project team developed and delivered training to all twelve members of CREP team (7 females, 5 male), over a two-day period in early December 2019. This course, which included training in relevant aspects of the Customs Code, multiple practical exercises, and case studies relating to actual issues identified by the CREP unit, was very well received by all participants. In particular, trainees commented that prior to the project team's assistance, they had been taught about general best practices, but this was the first training they had received that related directly to the realities of the issues they faced in undertaking their work on a day-to-day basis. Pre- and post-written assessment undertaken by all participants identified an average skills increase of just over 40%.



Image: Officials from CREP unit examining case studies

- **Dedicated Examination Area**

The lack of appropriate storage areas and poor management of available space has a significant bearing on the everyday working conditions for CA and OGA staff within Dili Seaport. For example, there is no dedicated inspection area for the CA or OGAs to

undertake physical examinations of containers, and members of the project team often witnessed CA and OGA staff trying to undertake their jobs in very unsafe conditions. In addition to posing a significant health and safety issue, the lack of dedicated space means that physical examinations are rarely being undertaken properly.



Image: CA staff member underneath container

The CRP highlighted this issue with both the CA, and the issue was addressed with APORTIL (the port operator) who agreed to identify an appropriate and secure area. In the meantime, the project team worked with CA and OGAs to help put into place temporary measures to try and make the working environment a little safer. This included reminding port staff not to operate container-moving equipment within close proximity of staff, ensuring that staff wore appropriate personal protection equipment, such as suitable footwear and hard hats and examination staff working in pairs or small groups.

The project team will continue to work with CA and OGAs throughout Q2 FY20 to help secure dedicated examination space within the seaport area. Following the operationalization of privately-controlled temporary storage facilities, it is anticipated that there will be less containers stored within the seaport area, so the provision of dedicated examination space should be less contentious:

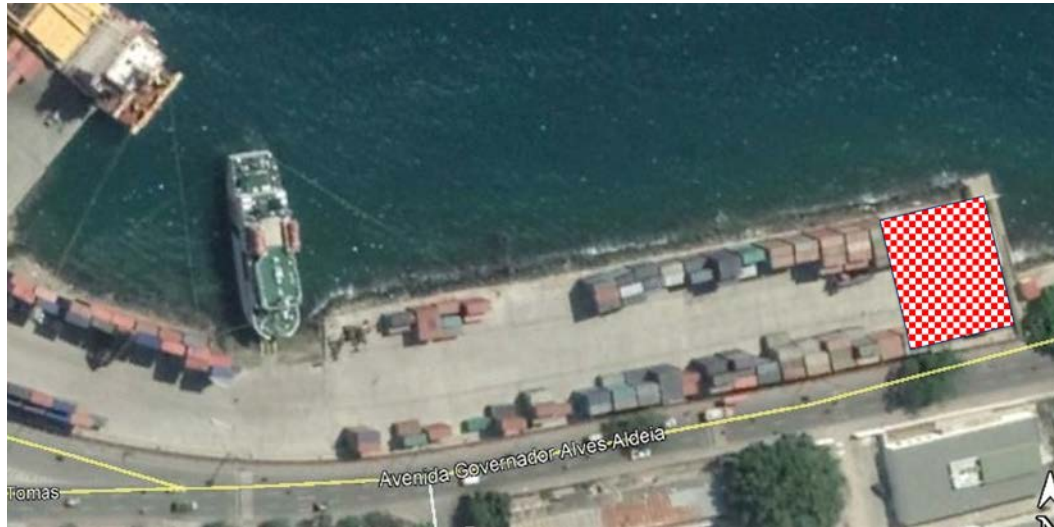


Image: Proposed area for dedicated examination space (shown in checkered box)

Activity 2.8: Develop and Deliver Workshops to other Stakeholders

CRP worked with CA throughout this quarter to encourage staff to engage more with the private sector, including with the trading community and customs brokers. With CRP technical and moral support, CA engaged in far greater dialogue with key stakeholders, including the delivery of a number of informal awareness events aimed at explaining new or revised processes or systems.

- **Declaration “Health Check”**

Following very high levels errors being identified in DAU’s (declarations) being submitted by importers and Customs Brokers (discussed in more detail at Activity 2.7), CRP identified further practical ways to help professionalize key stakeholders. Such efforts to help upskill and educate key counterparts included the creation of a temporary declaration “health check” facility within CREP. This new initiative, which was developed and initiated by CRP, provides facility for importers and Customs Brokers to present the DAU (declaration) to CA prior to officially lodging it within AW. CRP provided day-to-day support to CA staff members in undertaking relevant pre-submission checks, particularly with regard to identifying whether the correct tariff and classification code had been utilized. In doing so, key counterparts were provided with advice and guidance free of

charge by CA, meaning that a number of rudimentary errors were corrected prior to the formal lodgement of their declaration. Had these errors not been rectified prior to submission, then many would have resulted in financial penalties to the importer. Over time, this facility will need to be removed as the onus must remain on the importer or their representative to create and lodge an accurate declaration, however, provision of this service has already resulted in a number of common mistakes subsequently disappearing.

- **Stakeholder Awareness Sessions**

Throughout this reporting period, CRP worked with CA to stress the importance of communicating new or amended CA activities, such as procedural or regulatory changes, to the trading community prior to them coming into force. This concept was embraced by CA, and a number of events were subsequently held in this reporting quarter. For example, CRP supported CA in the delivery of an awareness session to approximately thirty (30) different members of the trading community. This session focused mainly on the need to submit accurate DAUs and included discussions surrounding the typical errors that were being identified by CA, including:

- Frequently identified classification errors:
- Supplementary unit errors (box 41);
- Incorrect country of origin; and
- The overall importance of accuracy in submission of declarations.



Image: CA leading efforts to deliver awareness sessions to the trading community

This culmination of CRP supported activities by CA appears to already have had a significant impact upon the accuracy of declarations being made. For example, two areas previously plagued by average error rates of around 80% (incorrect classifications of shoes and clothing), saw these drop to under 3%. A further common error in the use of 'supplementary units' has also been virtually eradicated following group discussions with the trading community.

Activity 2.9: Develop Outreach Materials

No work was undertaken on this activity during this reporting quarter. It is anticipated that work on this activity will commence in Q2 FY20.

Outcome 3: National Trade Information Portal Operational

Activity 3.1: Develop and Implement the TL TIP

No work was undertaken on this activity during this reporting quarter. It is anticipated that work on this activity will commence in Q2 FY20.

Activity 3.2: Integrate Key Information within the TL TIP

No work was undertaken on this activity during this reporting quarter. It is anticipated that work on this activity will commence in Q2 FY20.

Activity 3.3: Prepare Policies and Procedural Manuals

No work was undertaken on this activity during this reporting quarter. It is anticipated that work on this activity will commence in Q2 FY20.

Activity 3.4: Develop M&E Strategy to Measure TL TIP Impact on Trade

No work was undertaken on this activity during this reporting quarter. It is anticipated that work on this activity will commence in Q2 FY20.

Cross-Cutting and Additional Activities

In partnership with members of the USAID Mission, the project team met with the Director General from the Ministry of Foreign Affairs & Cooperation charged with efforts to gain accession to ASEAN. The CRP briefed the DG on project activities, and all parties agreed that there was potential for collaboration between relevant Ministries.

The project team continued to liaise with other relevant donors and organizations within this reporting period to identify areas for potential collaboration. This included ongoing liaison with the Australian Border Force (ABF), to identify areas for joint-training events. This included an offer by the ABF to deliver some more advanced training to CA staff in intelligence and analysis techniques. This training will follow-on from more rudimentary training already planned by the CRP team.

The CRP team met with the USAID funded Projeto Turizmu Ba Ema Hotu (Tourism For All Project), to discuss opportunities for redesigning the Customs Declaration form (issued to passengers upon arrival in Timor-Leste) to include tourism related information and metrics. The Project team will work with CA to redesign the customs form so the rear part can be made available for tourism. It is anticipated that this activity will be finalized in Q2 FY20.

At this point in time, it is not known what level of engagement the project may have with the newly anticipated Inter-Ministerial Council for Fiscal Reform and Public Finance Management. Once additional information is available, the project team will discuss further with the Mission.

The project team will continue to participate in coordination meetings with key government agencies, development partners and private sector stakeholders. In efforts to identify opportunities for collaboration and avoid duplications of effort.

Table of Key Activities - Timelines and Deliverables

Key Activities/Tasks	Lead (see legend)	FY20 - Oct 2019 to Sept 2020												End of Activity Deliverable(s)
		Q1			Q2			Q3			Q4			
		1	2	3	4	5	6	7	8	9	10	11	12	
OUTCOME 1: Revised Kyoto Convention and the Framework of Standards to Secure and Facilitate Global Trade Implemented														
ACTIVITY 1.1: Build Risk Management Capacity														
1. Assist CA and participating OGAs in the implementation of the new risk management framework. Framework expanded or amended as appropriate to facilitate participating OGAs.	RMA COP	○	○	○	○	○	○							RM framework effectively applied by CA and participating OGAs.
2. Assist CA, participating OGAs and other key stakeholders, such as UNCTAD, in identifying and integrating regulatory requirements for all participating OGAs within AW.	RMA DCOP	○	○	○	○	○	○	○	○	○	○	○	○	Risks for CA and participating OGAs integrated within AW.
3. Assist the CA in the implementation and operation of the Risk Management Committee (RMC). Committee expanded to include participating OGAs as appropriate.	RMA DCOP	○	○	○	○	○	○	○	○	○	○	○	○	RMC created and functioning.
4. Assist CA and other key stakeholders, such as UNCTAD, in establishing appropriate selectivity functionality within AW that facilitates application of automated controls by participating OGAs.	RMA OPA CPA DCOP	○	○	○	○	○	○	○	○	○				Regulatory requirements for CA and participating OGAs integrated within AW system. Facility to accurately identify, monitor and report clearance times for participating OGAs achieved.

5. Provide technical assistance to CA and participating OGAs in the ongoing task of identifying, developing, assessing and refinement of risk treatments (such as risk profile and random selectivity parameters), intended to target consignments assessed to be of high risk, and facilitate those assessed to be low risk.	RMA OPA CPA DCOP	○	○	○	○	○	○	○	○	○	○	○	○	○	○	Automated identification and targeting of risks pertaining to CA and participating OGAs through AW. Revised selectivity criteria and parameters developed resulting in reduced levels of intervention.
ACTIVITY 1.2: Streamline Procedures and Enhance Automation																
1. Assist CA in the approval and implementation of the new SOP titled: Clearance of Dutiable Goods in Traveler's Accompanied Baggage.	OPA DCOP	○	○	○												Procedure approved by CA and implemented. CRP to monitor throughout FY20 to confirm effectiveness.
2. Assist CA in the implementation of the new approved SOP titled: Temporary Admission of Goods Using a Carnet.	OPA CPA	○	○	○												Procedure implemented. CRP to monitor throughout FY20 to confirm effectiveness.
3. Assist CA in the implementation of the new approved SOP titled: Manual Acquittal of Bills of Lading from the ASYCUDA World Manifest.	CPA DCOP	○	○	○												Procedure implemented. CRP to monitor throughout FY20 to confirm effectiveness.
4. Assist CA in the implementation of the new approved SOP titled: Container Transfer between Customs Controlled Areas.	OPA CPA DCOP	○	○	○												Procedure implemented. CRP to monitor throughout FY20 to confirm effectiveness.
5. Assist CA in the approval and implementation of the new SOP titled: Owner's Recovery of Abandoned Goods and Application of 5% Fee under Art 273 of the Customs Code.	OPA CPA DCOP	○	○	○	○	○										Procedure approved by CA and implemented. CRP to monitor throughout FY20 to confirm effectiveness.

6. Assist CA in the implementation of the new policy titled: Policy for the Use of Information Technology Resources by CA Employees.	DCOP COP	○	○	○	○	○									Policy implemented. CRP to monitor throughout FY20 to confirm effectiveness.
7. Assist CA in the implementation of the new SOP titled: Post Clearance Desk Audits of Customs Import Declarations.	DCOP COP	○	○	○											SOP implemented. CRP to monitor throughout FY20 to confirm effectiveness.
8. Assist CA in the implementation of the new SOP titled: Archiving Procedure of Hard Copy Single Customs Declarations (DAUs).	OPA DCOP	○	○	○											Procedure implemented. CRP to monitor throughout FY20 to confirm effectiveness.
9. Assist CA in the implementation of the new SOP titled: Issuance, Use and Storage of Pocket Notebooks.	RMA OPA	○	○	○											Procedure implemented. CRP to monitor throughout FY20 to confirm effectiveness.
10. Assist CA in the development, approval and implementation of the new SOP titled: Application, Approval and Operation of Bonded Warehouses.	CPA DCOP	○	○	○											SOP developed, approved and implemented. CRP to monitor throughout FY20 to confirm effectiveness.
11. Assist CA in the development, approval and implementation of the new SOP titled: Application, Approval and Operation of Places of Temporary Storage.	OPA DCOP	○	○	○											SOP developed, approved and implemented. CRP to monitor throughout FY20 to confirm effectiveness.
12. Assist CA in the development, approval and implementation of the new SOP titled: Procedure for Processing and Reporting Prohibited Goods.	OPA RMA	○	○	○											SOP developed, approved and implemented. CRP to monitor throughout FY20 to confirm effectiveness.

13. Assist CA and participating OGAs in the development, approval and implementation of a new SOP titled: Integrated Import Clearance Procedure for Goods Processed through Dili.	CPA RMA OPA DCOP	○	○	○	○	○	○	○	○	○				SOP developed, approved and implemented. CRP to monitor throughout FY20 to confirm effectiveness.
14. Assist CA and participating OGAs in the development, approval and implementation of a new SOP titled: Integrated Export Clearance Procedure for Goods Processed through Dili.	CPA RMA OPA DCOP	○	○	○	○	○	○	○	○	○				SOP developed, approved and implemented. CRP to monitor throughout FY20 to confirm effectiveness.
15. Provide technical assistance to CA and participating OGAs in the development, approval and implementation of new SOPs, regulations, directives or circulars. It is anticipated that these will likely include: <ul style="list-style-type: none"> Integrated passenger processing through Dili Airport; Search of person, vehicle and container guidelines 	CPA RMA OPA OHRA DCOP COP STTA	○	○	○	○	○	○	○	○	○				SOP, regulation, directives or circulars, developed, approved and implemented. CRP to monitor throughout FY20 to confirm effectiveness.

<p>16. Continue to provide technical assistance to CA and other stakeholders, such as UNCTAD, to support the implementation of AW related functionality that enhances automation and supports procedural integration, including:</p> <ul style="list-style-type: none"> • Container pass; • Error (infraction) lists and action codes; • Mandatory completion of Inspection Act; • Automated application of fees and charges; • Automated allocation of examiners; • Selectivity processing lanes for participating OGAs; • Option to route DAU for cargo x-ray. 	RMA OPA CPA DCOP COP	○	○	○	○	○	○	○	○	○	○	○	○	○	New functionality implemented within AW and applied by CA and participating OGAs. Monitored by CRP throughout FY20 to confirm effectiveness.
<p>17. Continue to provide technical assistance to CA in the development of new processes, procedures or policies in the use of new electronic payment mechanisms as they become available (such as internet banking).</p>	OPA DCOP	○	○	○	○	○	○	○	○	○	○	○	○	○	New procedures developed as additional payment mechanisms become available.
<p>18. Upon request by CA or participating OGA, and within the scope of the project mandate, provide ongoing technical assistance throughout FY20 on the development, approval and implementation of additional new policies, procedures or guidelines.</p>	CPA RMA OPA OHRA DCOP COP STTA	○	○	○	○	○	○	○	○	○	○	○	○	○	Provision of technical assistance throughout FY20 and development, approval and implementation of additional relevant policies, procedures or guidelines.
ACTIVITY I.3: Draft Cooperative Agreements															

<p>I. Assist CA, and other relevant stakeholders, in the development and approval of relevant agreements or protocols in support of enhanced interagency cooperation, such as integrated services. Stakeholders may include:</p> <ul style="list-style-type: none"> Port Authority of Timor-Leste (Autoridade Portuária Timor-Leste - APORTIL) Ministry of Agriculture and Fisheries (MAF) Ministry of Health (MOH) Police National Timor-Leste (PNTL) Maritime Police Unit (UPM) Civil Service Commission (CSC) Prosecutor's General Office (PGR) Ombudsman for Human Rights & Justice (Provedoria dos Direitos Humanos e Justiça - PDHJ). 	CPA RMA OPA OHRA DCOP COP STTA	○	○	○	○	○	○	○	○	○	○	○	○	○	New protocols drafted and approved.
ACTIVITY 1.4: Develop and Implement Integrated Services															
<p>I. Assist CA in undertaking appropriate baseline assessment with participating OGAs to identify opportunities for procedural integration in support of the creation and operation of the Integrated Clearance Services Office (ICSO)</p>	CPA RMA OPA OHRA DCOP COP STTA	○	○	○	○	○	○								Baseline assessment(s) undertaken and clear recommendations made on how to integrate services.
<p>2. Assist CA and participating OGAs in the creation of the ICSO located within the CA headquarter building, including a public reception counter that will serve as the single point of contact with Customs Brokers and the trading community.</p>	CPA OPA DCOP COP	○	○	○	○	○	○	○	○	○	○	○	○	○	Provision of technical assistance throughout FY20 and development, approval and implementation of relevant policies, procedures or guidelines.

3. Assist CA, participating OGAs and other key stakeholders such as UNCTAD, in the development of relevant processes or mechanisms that facilitate the single electronic processing of imports and exports for participating OGAs	CPA OPA DCOP COP	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Provision of technical assistance throughout FY20 and development and approval of relevant policies, procedures or guidelines.
4. Assist CA and participating OGAs in the development and operation of Human Resources Management (HRM) related processes, organizational structures, staffing rosters and position specific job descriptions to support the creation and ongoing operation of the new ICSO.	OHRA CPA DCOP	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Development, approval and implementation of relevant procedures, policies, regulations or similar.
OUTCOME 2: World Customs Organization (WCO) Revised Arusha Declaration Implemented															
ACTIVITY 2.1: Develop and Implement a Capacity Building Plan															
1. In partnership with CA, develop and implement the Capacity Building Plan (CBP).	OHRA DCOP	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	CBP drafted and implemented. CRP to monitor throughout FY20 to confirm effectiveness.
2. Upon request by CA, and within the scope of the project mandate, provide ongoing technical assistance throughout the project term in the development of new policies, procedures or guidelines as necessitated by changes in law, regulations or GOTL priorities.	OHRA SCE	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Provision of technical assistance throughout FY20.
ACTIVITY 2.2: Develop and Implement Anti-Corruption Activities															
1. Assist CA in the implementation of the approved Customs Code of Conduct.	OHRA DCOP	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	New Code applied by CA, and monitored by CRP throughout FY20 to confirm effectiveness.

2.	Assist CA in the development of the Assets and Liabilities Declaration form and assist with implementation.	OHRA DCOP	○	○	○	○	○	○	○	○	○	○	○	○	New Declaration approved and applied by CA, and monitored by CRP throughout FY20 to confirm effectiveness.
3.	Assist CA in the implementation of the new Training and Delivery (T&D) SOP.	OHRA DCOP	○	○	○	○	○	○	○	○	○	○	○	○	New SOP applied by CA, and monitored by CRP throughout FY20 to confirm effectiveness.
4.	Finalize development of the National Customs Hotline (NCH) and integrate within the Customs Intelligence Database.	ITS COP	○	○	○	○	○	○							NCH developed, coded, tested and integrated within CID.
5.	Upon completion of NCH system development, assist MOF ICT team in installing relevant hardware and associated supporting infrastructure within the MOF IT Data Center.	ITS COP				○	○	○							NCH hardware and supporting infrastructure installed within MOF Data Center, tested and operational.
6.	Develop supporting documents, such as technical trouble shooting guidelines or similar for the NCH, and provide to CA and MOF ICT team.	ITS RMA COP	○	○	○	○	○	○							Supporting documents developed and submitted to CA and MOF ICT team.
7.	Finalize development of the Customs Intelligence Database (CID) system and ensure system integration with NCH.	ITS RMA COP	○	○	○	○	○	○							CID developed, coded and tested and integrated with NCH.
8.	Upon completion of CID system development, assist MOF ICT Team in configuring and uploading CID codebase within MOF IT Data Center.	ITS RMA COP	○	○	○	○	○	○							CID installed within MOF Data Center, tested and operational.
9.	Develop supporting documents, such as technical trouble shooting guidelines or similar for the CID, and provide to CA and MOF ICT team.	ITS RMA COP	○	○	○	○	○	○							Supporting documents developed and submitted to CA and MOF ICT team.

10. Provide ongoing technical assistance to monitor and support the operation of the NCH and the CID throughout FY20.	ITS RMA COP				○	○	○	○	○	○	○	○	○	○	○	Provision of technical assistance throughout Y2 to confirm NCH and CID operate as envisaged.
ACTIVITY 2.3: Develop Human Resources Management Capacity																
1. In partnership with CA and other relevant stakeholders, assist in the development and implementation of necessary procedures, policies, regulations or similar that support the creation and operation of a new Human Resources Management (HRM) unit within CA.	OHRA DCOP COP STTA	○	○	○	○	○	○	○	○	○	○	○	○	○	○	Development, approval and implementation of relevant procedures, policies, regulations or similar.
2. Develop new, or amend existing HRM related processes, organizational structures, position specific job descriptions in support of any amendments or replacement to the Organic Structure of the Customs Authority (Decree Law 9/2017), or other relevant regulations or laws.	OHRA DCOP COP STTA	○	○	○	○	○	○	○	○	○	○	○	○	○	○	Development, approval and implementation of relevant procedures, policies, regulations or similar.
3. Assist CA, and other relevant stakeholders, in the development of content for inclusion within a new Special Career Regime (SCR) Decree Law.	OHRA DCOP STTA	○	○	○	○	○	○	○	○	○	○	○	○	○	○	Provision of technical assistance in support of creating a new SCR.
4. Assist CA and other relevant stakeholders in the development of content for inclusion within a new Staff Rotation Policy Decree Law or similar.	OHRA DCOP STTA	○	○	○	○	○	○	○	○	○	○	○	○	○	○	Provision of technical assistance in support of creating a new Staff Rotation Policy.
ACTIVITY 2.4: Develop and Implement the Customs Strategic Plan																
1. Assist CA in the finalization and approval of the Customs 5-year Strategic Plan (2020 – 2025).	OHRA DCOP	○	○	○	○	○	○	○	○	○	○	○	○	○	○	Finalization and approval of the 5-year Strategic Plan.

2. Assist CA in the development, approval and implementation of relevant Annual Work Plan(s) in support of the 5-year Strategic Plan.	OHRA DCOP	○	○	○	○	○	○	○	○	○	○	○	○	○	○	Development, approval and implementation of relevant Annual Work Plan(s).
ACTIVITY 2.5: Establish the National Enquiry Point (NEP)																
1. Finalize development of the National Enquiry Point (NEP) system for the purposes of CA, and integrate within the Timor-Leste Trade Information Portal (TLTIP).	ITS CPA COP	○	○	○	○	○	○									NEP developed, coded and tested.
2. Upon completion of NEP system development for CA, assist MOF ICT team in installing within the MOF IT data center.	ITS CPA COP	○	○	○	○	○	○									NEP installed within MOF Data Center.
3. Work in partnership with relevant stakeholders to expand the NEP platform to facilitate relevant participating OGAs as necessary.	ITS CPA COP	○	○	○	○	○	○	○	○	○	○	○	○			NEP platform expanded to facilitate participating OGA, coded and tested.
4. Upon completion of NEP platform expansion to facilitate relevant participating OGAs, work with CA and MOF ICT team to configure and upload revised NEP codebase and provide remote access to relevant OGA.	ITS CPA COP	○	○	○	○	○	○	○	○	○						Revised NEP codebase uploaded within MOF Data Center and remote access provided to participating OGA.
5. In partnership with CA and – wherever relevant - participating OGAs, to develop relevant procedures and authorities to manage, maintain and update the NEP to ensure system content is regularly reviewed and updated.	CPA COP	○	○	○	○	○	○									Supporting documents developed and submitted to participating OGA.

6. Develop other supporting documents, such as technical trouble shooting guidelines or similar for the NEP, and provide to CA and MOF ICT team.	ITS CPA COP	○	○	○	○	○	○								Supporting documents developed and submitted to CA and MOF ICT team.
7. Provide ongoing technical assistance to monitor and support the operation of NEP by CA throughout FY20.	CPA COP	○	○	○	○	○	○	○	○	○	○	○	○	○	Provision of technical assistance throughout FY20 to confirm NEP operates as envisaged.
ACTIVITY 2.6: Establish and Support Consultative Forums															
1. Provide ongoing technical support to CA and participating OGAs in the operation of the Port Stakeholders Committee (PSC).	OPA DCOP COP	○	○	○	○	○	○	○	○	○	○	○	○	○	Provision of technical assistance throughout FY20 to support PSC so that it operates as intended.
2. In partnership with CA, develop and finalize appropriate Terms of Reference (TOR) in support of the creation and operation of the Customs Trade Consultative Committee (CTCC).	OPA DCOP	○	○	○											Development and approval of TOR for creation and operation of the CTCC.
3. Assist CA in establishing the CTCC, and provide ongoing technical support to CA and participating OGAs in its operation.	OPA DCOP	○	○	○	○	○	○	○	○	○	○	○	○	○	Provision of technical assistance throughout FY20 to support PSC so that it operates as intended.
ACTIVITY 2.7: Develop and Deliver Work Place Mentoring and Training															

<p>I. Provide day-to-day workplace mentoring to CA and participating OGA officials in key CA areas, including:</p> <ul style="list-style-type: none"> • Compliance Directorate, including: <ul style="list-style-type: none"> ○ Customs Revenue Entry Processing ○ Integrated Clearance Services Office (<i>once operational</i>) ○ National Enquiry Point unit ○ Bonded Warehouses • Risk Management Directorate, including: <ul style="list-style-type: none"> ○ Data analysis and targeting ○ Intelligence ○ Investigation ○ Post Clearance Audit unit • Human Resources Management unit, including: <ul style="list-style-type: none"> ○ Training and Development ○ Conduct and discipline issues ○ staff performance ○ Recruitment, selection and promotion ○ Career regime and workforce planning • Operations Directorate, including: <ul style="list-style-type: none"> ○ Dili Seaport ○ Dili Airport ○ Batugade Land border ○ Other CA crossing points (as necessary) 	CPA RMA OPA OHRA DCOP COP STTA	○	○	○	○	○	○	○	○	○	○	○	○	○	Enhanced ability of CA and participating OGA staff to undertake their roles and responsibilities as a result of day-to-day skills transfer through work place mentoring by CRP.
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2.	Provision of ongoing technical assistance and support to the CA Director General, including (wherever possible) weekly management meetings to discuss activity progress and impediments.	DCOP COP	○	○	○	○	○	○	○	○	○	○	○	○	Ongoing technical assistance and support delivered to CA DG for duration of CRP activities.
3.	Provision of appropriate technical support to MOF ICT and CA ICT staff in the technical trouble shooting of CRP developed IT solutions, including the CID and associated NCH, and the TLTIIP and associated NEP.	ITS COP	○	○	○	○	○	○	○	○	○	○	○	○	Ongoing technical assistance and support delivered to MOF and CA ICT staff.
4.	In partnership with CA, deliver a total of two 1-day Risk Management Awareness training events for delivery to CA and participating OGA staff.	RMA COP	○	○	○	○	○	○							Delivery of two 1-day training events.
5.	In partnership with CA, deliver one 10-day Risk Management Foundation Skills training event for delivery to risk management practitioners.	RMA COP	○	○	○										Delivery of one 10-day training event.
6.	Develop 1-day training module in new integrated import and export procedure for delivery to CA and participating OGA staff.	CPA DCOP	○	○	○										Training module and associated trainers notes developed.
7.	In partnership with CA, deliver three 1-day training events in new integrated import and export procedure for delivery to CA and participating OGA staff.	CPA DCOP	○	○	○	○	○	○							Delivery of three 1-day training events.
8.	In partnership with CA, deliver three 1-day Intelligence Awareness training events to CA staff.	RMA COP	○	○	○	○	○	○							Delivery of three 1-day training events.

9. In partnership with CA, deliver one 10-day Intelligence Foundation training event to CA and participating OGA staff.	RMA COP	○	○	○	○	○	○							Delivery of one 10-day training event.
10. Develop 1-day Processing Dutiable Goods in Passengers Baggage training module for delivery to relevant front-line staff.	OPA DCOP	○	○	○										Training module and associated trainers notes developed.
11. In partnership with CA, deliver two 1-day Processing Dutiable Goods in Passengers Baggage training events to relevant front-line staff.	OPA DCOP	○	○	○	○	○	○							Delivery of two 1-day training events.
12. In partnership with CA, deliver a three 1-day training events to CA staff in new Customs Code of Conduct.	OHRA COP	○	○	○	○	○	○							Delivery of three 1-day training events.
13. Develop training module in use of the Customs Intelligence Database (CID) for CA and participating OGA staff.	RMA COP	○	○	○	○	○	○							Training module and associated trainers notes developed.
14. In partnership with CA, deliver training event in use of the Customs Intelligence Database for CA and participating OGA staff.	RMA COP	○	○	○	○	○	○							Delivery of training event.
15. Develop training module in use of the National Enquiry Point (NEP) for CA and participating OGA staff.	CPA DCOP	○	○	○	○	○	○							Training module and associated trainers notes developed.

16. In partnership with CA, deliver training event in use of the NEP for CA and participating OGA staff.	CPA DCOP	○	○	○	○	○	○	○	○	○					Delivery of training event.
17. Develop training module in use of the Timor-Leste Trade Information Portal (TLTIP) for delivery to relevant CA staff.	OPA DCOP	○	○	○	○	○	○								Training module and associated trainers notes developed.
18. In partnership with CA, deliver training event in use of the TLTIP to relevant CA staff.	OPA DCOP	○	○	○	○	○	○								Delivery of training event.
ACTIVITY 2.8: Develop and Deliver Workshops to other Stakeholders															
1. Develop 1-day awareness session on compliance management for delivery to Customs Brokers, and the trading community.	RMA DCOP	○	○	○											Workshop and associated delivery notes developed.
2. In partnership with CA, deliver a total of two 1-day awareness sessions on compliance management to Customs Brokers, and the trading community.	RMA DCOP	○	○	○	○	○	○								Delivery of two 1-day workshop events.
3. Develop 1-day awareness session / workshop on the new integrated import and export procedures for delivery to Customs Brokers, and the trading community.	CPA DCOP	○	○	○											Workshop and associated delivery notes developed.
4. In partnership with CA, deliver a total of two 1-day awareness session / workshop on the new integrated import and export procedures to Customs Brokers, and the trading community.	CPA DCOP	○	○	○	○	○	○								Delivery of two 1-day workshop events.

5.	Develop 1-day workshop on National Customs Hotline (NCH) and Customs Intelligence Database (CID) for delivery to Other Government Agencies (OGAs).	RMA COP	○	○	○											Workshop and associated delivery notes developed.
6.	In partnership with CA, deliver one 1-day workshop on National Customs Hotline (NCH) and Customs Intelligence Database (CID) for delivery to Other Government Agencies (OGAs).	RMA COP	○	○	○	○	○	○								Delivery of one 1-day awareness session.
7.	Develop 1-day awareness session on the National Customs Hotline (NCH) and Timor-Leste Trade Information Portal (TLTIP), for delivery to Customs Brokers and trading community.	RMA CPA DCOP COP	○	○	○											Workshop and associated delivery notes developed.
8.	In partnership with CA, deliver one 1-day awareness session on the NCH and the TLTIP, for delivery to Customs Brokers and trading community.	RMA CPA DCOP COP	○	○	○	○	○	○								Delivery of one 1-day awareness session.
ACTIVITY 2.9: Develop Outreach Materials																
1.	Develop and finalize short promotional video (60 to 90 seconds in duration), covering the topic of the National Customs Hotline (NCH).	OTS DCOP COP	○	○	○	○	○	○	○	○	○					Video finalized and available in Tetum and English, and intended for inclusion on the TLTIP, GOTL webpages, and GOTL operated social media accounts (as appropriate).
2.	Develop and finalize short promotional video (60 to 90 seconds in duration), covering the topic of the new integrated import procedure covering Dili Seaport.	OTS DCOP COP	○	○	○	○	○	○	○	○	○					Video finalized and available in Tetum and English, and intended for inclusion on the TLTIP, GOTL webpages, and GOTL operated social media accounts (as appropriate).

3. Develop and finalize short promotional video (60 to 90 seconds in duration), covering the topic of the new integrated export procedure covering Dili Seaport.	OTS DCOP COP	○	○	○	○	○	○	○	○	○				Video finalized and available in Tetum and English, and intended for inclusion on the TLTIIP, GOTL webpages, and GOTL operated social media accounts (as appropriate).
4. Develop and finalize short promotional video (60 to 90 seconds in duration), covering the topic of passenger and goods processing at Dili Airport.	OTS DCOP COP	○	○	○	○	○	○	○	○	○				Video finalized and available in Tetum and English, and intended for inclusion on the TLTIIP, GOTL webpages, and GOTL operated social media accounts (as appropriate).
5. In partnership with CA, develop awareness and outreach campaign for the TLTIIP.	OTS DCOP				○	○	○	○	○	○				Outreach material developed and made available to the public.
6. In consultation with CA, explore alternative methods of distributing trade-related information, including SMS, radio, and other media that may reach diverse groups outside of the capitol city in order to support growth of SME's.	OTS DCOP COP	○	○	○	○	○	○							Alternative distribution methods identified.
7. Assist CA in the development of appropriate outreach material which makes the new Code of Conduct publicly available.	OTS OHRA	○	○	○	○	○	○	○	○	○				New Code published and made available to public.
8. Assist CA in the development of appropriate outreach material publicizing the new NEP.	OTS DCOP	○	○	○	○	○	○	○	○	○				Outreach material developed and made available to the public.

OUTCOME 3: National Trade Information Portal Operational															
ACTIVITY 3.1: Develop and Implement the Timor-Leste Trade Information Portal (TLTIP)															
1. Finalize development of the Timor-Leste Trade Information Portal (TLTIP) system.	ITS OPA DCOP COP	○	○	○	○	○	○								TLTIP developed, coded and tested.
2. Upon completion of TLTIP system development, assist MOF ICT team in installing within the MOF IT data center.	ITS OPA DCOP COP	○	○	○	○	○	○								TLTIP installed within MOF Data Center and operational.
3. Provide ongoing technical assistance to monitor and support the operation of the TLTIP throughout FY20.	ITS OPA DCOP COP	○	○	○	○	○	○	○	○	○	○	○	○	○	Provision of technical assistance throughout FY20 to confirm TLTIP operates as envisaged.
ACTIVITY 3.2: Integrate Key Information within the TLTIP															
1. In partnership with CA and participating OGAs, collect of all relevant available trade-related data, forms and information for inclusion within TLTIP.	OPA CPA DCOP	○	○	○	○	○	○	○	○	○	○	○	○	○	Relevant trade related data obtained from CA and participating OGAs.
2. Assist CA in uploading relevant information into the TLTIP once it has been implemented and is operational.	OPA CPA DCOP				○	○	○	○	○	○	○	○	○	○	Relevant information uploaded within the TLTIP.
ACTIVITY 3.3: Prepare Policies and Procedural Manuals															
1. In partnership with CA, develop relevant procedures and authorities to manage, maintain and update the TLTIP to ensure system content is regularly reviewed and updated.	OPA CPA DCOP	○	○	○	○	○	○								Supporting documents developed and submitted to CA.

2. Develop other supporting documents, such as technical trouble shooting guidelines or similar for the CID, and provide to CA and MOF ICT team.	ITS RMA COP	○	○	○	○	○	○								Supporting documents developed and submitted to CA and MOF ICT team.
ACTIVITY 3.4: Develop M&E Strategy to Measure TL TIP Impact on Trade															
1. In consultation with CA, prepare a Monitoring and Evaluation (M&E) Strategy and associated plan to measure the effectiveness of the TL TIP on trade.	DCOP COP				○	○	○	○	○	○					M&E Strategy drafted and submitted to CA for approval.
2. Once approved, assist CA in the implementation of the M&E Strategy.	DCOP COP							○	○	○	○	○	○		M&E Strategy applied by CA, and monitored by CRP throughout FY20 to confirm effectiveness.
CROSS CUTTING AND ADDITIONAL ACTIVITIES															
1. In partnership with CA, provide ongoing technical assistance throughout FY20 relating to the assessment of technical plans for customs related infrastructure projects.	OPA DCOP COP	○	○	○	○	○	○	○	○	○	○	○	○	○	Appropriate stakeholder engagement undertaken, design layout adjusted (as necessary), and report drafted and submitted to CA for approval.
2. Ongoing consultation with the USAID funded Proje tu Turizmu Ba Ema Hotu (Tourism For All) Project throughout FY20, to identify opportunities for collaboration.	DCOP COP	○	○	○	○	○	○	○	○	○	○	○	○	○	Opportunities for collaboration identified and leveraged.
3. Ongoing consultation with the Australian Border Force (ABF) to identify areas for collaboration and potential provision of training to CA.	DCOP COP	○	○	○	○	○	○	○	○	○	○	○	○	○	Opportunities for collaboration identified and leveraged and duplication of efforts avoided.
4. Ongoing consultation with the Australian Federal Police (AFP) to identify areas for collaboration and potential provision of training to CA.	DCOP COP	○	○	○	○	○	○	○	○	○	○	○	○	○	Opportunities for collaboration identified and leveraged and duplication of efforts avoided.

5. Ongoing consultation with other relevant donors, including: Asian Development Bank (ADB), World Bank (WB), Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ), and Japanese International Cooperation Agency (JICA), to identify areas for potential collaboration and to avoid duplication of efforts.	DCOP COP	○	○	○	○	○	○	○	○	○	○	○	○	○	○	Opportunities for collaboration identified and leveraged and duplication of efforts avoided.
6. In partnership with relevant stakeholders, and where appropriate to do so, the project team will seek to monetize the potential benefits made through saving of time and costs as a result of CRP activities.	STTA DCOP COP	○	○	○	○	○	○	○	○	○	○	○	○	○	○	Report drafted and submitted to USAID for comment and approval.

LEGEND OF PERSONNEL ACRONYMS FOR THIS TABLE

COP:	Chief of Party
DCOP:	Deputy Chief of Party
RMA	Risk Management Advisor
CPA	Compliance Advisor
OPA	Operations Advisor
OHRA :	Organizational & Human Resources Advisor
STTA:	Short Term Technical Assistance
IBI:	IBI Corp.
ITS:	Information Technology Subcontractor
OTS:	Outreach Subcontractor

LEGEND OF PERSONNEL ACRONYMS FOR THIS TABLE

COP:	Chief of Party
DCOP:	Deputy Chief of Party
SCE:	Senior Customs Expert
OHRA :	Organizational & Human Resources Advisor
STTA:	Short Term Technical Assistance
IBI:	IBI Corp.

Monitoring & Evaluation

Following the expansion and extension of project activities in September 2019, the project team drafted a revised MEL plan (version 3) and submitted it to USAID for review and comment. It is anticipated that this plan activity will be finalized in Q2 FY20.

Gender Considerations

As the project moves forward and we become more engaged in training for the CA and outreach for the private sector, the CRP will ensure the inclusion of women in all project sponsored events.

PROJECT MANAGEMENT

All major project management-related activities undertaken in the last reporting quarter are detailed below:

Personnel Activities

- October 2019 – G.M. commenced his LTТА assignment as Operations Advisor. Mr. M. switched to Compliance Advisor in December 2019;
- October 2019 – A.A. commenced his LTТА assignment as Compliance Advisor. Mr. A. switched to Risk Management Advisor in December 2019;
- October 2019 - P.B. finalized his STТА assignment and left the project; *and*
- November 2019 – R.S. commenced his LTТА assignment as Operations Advisor.

Operational Activities

All normal routine operational running activities were carried out during this quarter. The project office is staffed and remains fully functional.

Training Activities

CRP delivered a refresher training course to a total of twelve (12) CREP staff over a two-day period (described further at Activity 2.7). In addition, CRP delivered a significant level of workplace training and day-to-day mentoring to CA staff and other key stakeholders in multiple areas (described further at Activity 2.7).

SUCCESSSES, CHALLENGES AND LESSONS LEARNED

Successes

The project achieved a number of successes during this reporting quarter, which are summarized below:

- Development and formal approval by the CA Director General (DG) of a new SOP titled, “Application, Approval and Operation of Places of Temporary Storage”, by the CA DG;
- Development a new Inter-Ministerial Despacho which is intended to standardize and integrate CA and OGA operating hours;
- Relocation of the Customs Revenue and Entry Processing (CREP) unit to a larger office space within the CA Headquarters building, and establishment of a public reception area and service counter;
- Establishment of a declaration “health check” facility, which allows importers and Customs Brokers to receive informal advise from CA prior to formally lodging their declaration;
- Engagement and collaboration with key Other Government Agencies, including Autoridade Portuária Timor-Leste (APORTIL), Ministry of Agriculture and Fisheries (MAF), and Ministry of Health (MOH), to discuss opportunities for procedural and operational integration and enhanced coordination with CA;
- Creation and implementation of enhanced or new functionality within ASYCUDA World (AW);
and
- Ongoing provision of technical support to the CA Director General (DG), and other key stakeholders, such as the United Nations Conference on Trade and Development (UNCTAD).

Challenges

The CRP did not face any major challenges within this reporting period, and the revised strategy of working directly with CA continued to be extremely successful. As a result of GOTL promulgating a new Customs Law, the project team will likely have to adjust or amend a number of H.R. activities, but until this new law is made public, it is not known to what extent. That aside, at this stage, no further impediments are anticipated, however, the project team will keep activities under regular review to ensure progress is maintained and relationships are further developed.

Lessons Learned

Nothing relevant to report in this quarter.

ENVIRONMENTAL COMPLIANCE AND MITIGATION MEASURES

Currently under the CRP program, there is no plan to carry out any activity which may have any environmental impact, and which would require alignment with USAID's Environmental Compliance Regulations and Procedures. Accordingly, no mitigation measure was required to be adopted by CRP during this reporting quarter.

SUGGESTED STEPS MOVING FORWARD

The project team will continue to adopt the same strategy throughout Q4 FY19 as it adopted at the beginning of this reporting quarter. The CRP will keep the Mission fully informed on the ongoing effectiveness of the revised strategy, and in the event it no longer proves effective, further discussions will be sought with the Mission to identify appropriate alternatives. In addition, the project team will continue to incorporate and apply USAID-developed Collaborate, Learn and Adapt (CLA) methodology to the planning and delivery of all day-to-day activities.

ANNEX I: Performance Indicator Results

Performance Indicator: 01					
Description: Increase in revenue collected by customs.					
Results					
	Baseline * (2013 – 2016)	Y1 (2017 – 2018)	Y2 (2018 – 2019)	Y3 (2019 – 2020)	Y4 (2020)
Description	Jun - May	Jun - May	Jun - May	Jun - May	Jun - Sept
Total Collected (\$)	\$	\$	\$		
Total Collected - Y on Y Difference (%)	N/A	2.70 %	-3.39 %		
Total DAUs submitted and processed (#)	13,280	15,297	14,850		
Total DAUs processed - Y on Y Difference (%)	N/A	15.19 %	-2.92 %		
Average amount collected per DAU (\$)	\$	\$	\$		
Target:	N/A	0%	+ 5%	+ 10%	N/A
Result:	N/A	3 %	-1 %		

Comments: This data is presented on an annual basis in line with the project year start and end date (as opposed to USAID Fiscal Year).

* **Baseline:** The period of 1st June 2016 to 31st May 2017 has not been utilized as the baseline figure, as this year represented a period of extensive government expenditure relating to infrastructure projects (\$_____), which disproportionately inflated the typical annual revenue collection by approximately \$_____(\$_____). Instead, the average of the overall revenue collection for the three years between 2013 and 2016 has been utilized (\$_____).

Performance Indicator: 02

Description: Reduction in time to import goods.

Results

		FY17	FY18				FY19				FY20			
Description	Baseline	Jun-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep
Average Time (days)	9	9	N/A	5.36	5.14	4.72	5.54	4.48	4.17	3.98	4.41			
Exit Notes (#)	0	0	N/A	18,796	15,498	27,937	29,959	23,271	25,068	28,513	38,184			
% Difference	0	0	N/A	- 40.4	- 42.9	- 47.6	- 38.4	- 50.2	- 53.7	- 55.8	- 51.0			
Q on Q Difference (%)	0	0	N/A	- 40.4	- 4.1	- 8.2	+ 17.4	- 19.1	- 6.9	- 4.6	+10.8			
Cumulative Target:	0	0	-10%				-30%				-50%			
Result:	0	0	-44%				-50%				-51%			

Comments: This data relates to goods imported through Dili Seaport. Result is shown as average over all available quarters.

Performance Indicator: 03

Description: Percentage of goods imported and processed without Customs intervention controls (i.e., processed via the Green Lane).

Results

		FY17	FY18				FY19				FY20			
Description	Baseline	Jun-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sept
Green Lane (%)	0	N/A	N/A	53.8	60.8	37.2	59.1	60.7	77.1	28.9	36.7			
Q on Q Difference (%)	0	N/A	N/A	+ 53.8	+ 13.0	- 38.8	+ 58.9	+ 2.7	+ 27.0	- 62.5	+ 27.0			
Cumulative Target:	0	0%	10%				20%				40%			
Result:	0	0%	51%				56%				37%			

Comments: This data relates to goods imported through Dili Seaport. Result is shown as average over all available quarters.

Performance Indicator: 04

Description: Number of Customs staff that have successfully completed training in compliance management awareness, including risk management.

Results

		FY17	FY18				FY19				FY20			
Description	Baseline	Jun-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sept
Male Staff (#)	0	0	0	0	0	0	0	0	0	16	0			
Female Staff (#)	0	0	0	0	0	0	0	0	0	6	0			
Total Staff (#)	0	0	0	0	0	0	0	0	0	16	16			
Cumulative Target:	0	0%	N/A				50%				100%			
Result:	0	0%	N/A				76%							

Comments: A comprehensive breakdown of training events, dates, and participants will be provided within relevant Quarterly and Annual Report(s).

Performance Indicator: 05

Description: Number of Customs staff that have successfully completed training in audit techniques.

Results

		FY17	FY18				FY19				FY20			
Description	Baseline	Jun-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sept
Male Staff (#)	0	0	0	0	0	0	0	0	0	0	0			
Female Staff (#)	0	0	0	0	0	0	0	0	0	0	0			
Total Staff (#):	0	0	0	0	0	0	0	0	0	0	0			
Cumulative Target:	0	0	0				0				0			
Result:	0	0	0				0				0			

Comments: Instead of classroom based training, staff were trained via day-to-day workplace mentoring over a sustained period of time. This indicator is therefore redundant, and will be removed in Q1 FY20.

Performance Indicator: 06

Description: Number of transactional “desk-based” Post Clearance Audits (PCA) conducted.

Results

		FY17	FY18				FY19				FY20			
Description	Baseline	Jun-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Jul – Sept	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep
Audits (#)	0	0	0	57	0	0	0	0	56	90	0			
Cumulative (#)	0	0	0	57	57	57	57	57	113	203	0			
Cumulative Target:	0	0	57				150				250			
Result:	0	0	57				203				203			

Performance Indicator: 07													
Description: Number of businesses certified under Authorized Economic Operator (AEO).													
Results													
		FY17	FY18				FY19				FY20		
Description	Baseline	Jun-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Jul – Sept	Oct-Dec	Jan-Mar	Apr-Jun	Jul – Sept	Oct-Dec	Jan-Mar	Apr-May
Businesses (#)	0	0	0	0	0	0	0	0	0	N/A			
Cumulative (#)	0	0	0	0	0	0	0	0	0	N/A			
Cumulative Target:	0	0	0				3				N/A		
Result:	0	0	0				N/A						

Comments: In agreement with the Mission, this indicator has been removed. The work plan and MEL plan will be updated to reflect these changes in FY20.

Performance Indicator: 08

Description: Development of new or revised regulations, procedures or policies in line with international regulations and standards.

Results

		FY17	FY18				FY19				FY20			
Description	Baseline	Jun-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sept
Documents (#)	0	0	3	3	5	3	4	1	1	6	1			
Cumulative (#)	0	0	3	6	11	14	18	19	20	26	27			
Cumulative Target:	0	0	14				21				30			
Result:	0	0	14				26				27			

Comments: None

Performance Indicator: 09

Description: Number of calls, emails or reports (received via the TL TIP) recorded in the new Customs Intelligence Database.

Results

		FY17	FY18				FY19				FY20			
Description	Baseline	Jun-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Jul – Sept	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep
Calls (#)	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
Emails (#)	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
Reports (#)	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
Total (#):	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
Cumulative (#)	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
Cumulative Target:	0	0	N/A				N/A				TBD			
Result:	0	0	N/A				N/A							

Comments: The target for this indicator will be set and data collection will commence once the CID has been operationalized – anticipated to be Q2 FY20.

Performance Indicator: 10

Description: Number of Customs staff reported for allegedly breaching Civil Service Commission, or Customs H.R. related rules and regulations.

Results

		FY17	FY18				FY19				FY20			
Description	Baseline	Jun-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Jul – Sept	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep
Staff (#)	0	0	29	62	36	27	27	6	0	0	0			
Cumulative (#)	0	0	29	91	127	154	181	187	187	187	187			
Cumulative Target:	0	0	154				200				225			
Result:	0	0	154				187				187			

Performance Indicator: I I														
Description: Number of enquiries made to the National Enquiry Point (NEP).														
Results														
		FY17	FY18				FY19				FY20			
Description	Baseline	Jun-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Jul – Sept	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep
Enquiries made to Customs	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
Cumulative (#)	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
Cumulative Target:	0	0	N/A				N/A				TBD			
Result:	0	0	N/A				N/A							

Comments: The target for this indicator will be set and data collection will commence once the NEP has been operationalized – anticipated to be Q2 FY20.

Performance Indicator: 12

Description: User satisfaction with the Timor-Leste Trade Information Portal (TLTIP).

Results

		FY17	FY18				FY19				FY20			
Description	Baseline	Jun-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Jul – Sept	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep
Site Visits (#)	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
Users Responding to Survey (#)	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
Satisfied Users (%)	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
Q on Q Difference (%)	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
Cumulative Target:	0	N/A	0				50%				70%			
Result:	0		0				N/A				0%			

Comments: The target for this indicator will be set and data collection will commence once the TLTIP has been operationalized – anticipated to be Q2 FY20.

Performance Indicator: 13

Description: Number of government officials receiving UGS-supported anti-corruption training.

Results

		FY17	FY18				FY19				FY20			
Description	Baseline	Jun-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sept
Male Staff (#)	0	0	0	0	0	0	0	0	0	0	0			
Female Staff (#)	0	0	0	0	0	0	0	0	0	0	0			
Total Staff (#):	0	0	0	0	0	0	0	0	0	0	0			
Cumulative Target:	0	0%	0%				50%				100%			
Result:	0	0%	0%				0%							

Comments: Integrity related training activities will commence in Q2 FY20.

Performance Indicator: I4

Description: Development of new task-specific job descriptions for all positions within the Customs Authority.

Results

		FY17	FY18				FY19				FY20			
Description	Baseline	Jun-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sept
Job Descriptions (#)	0	0	0	0	0	17	27	14	2	0	0			
Cumulative Total (#)	0	0	20	20	20	37	64	78	80	80	80			
Cumulative Target:	0	0%	0%				50%				100%			
Result:	0		45%				100%				100%			

Comments: Total of 80 positions identified within the new Organic Structure of the Customs Authority (Decree Law: 09/2017). This may be subject to change following promulgation of the new Customs decree law (anticipated to come into force in January 2020).

Performance Indicator: 15

Description: Number of documents downloaded from the Timor-Leste Trade Information Portal (TLTIP).

Results

		FY17	FY18				FY19				FY20			
Description	Baseline	Jun-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sept	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sept
Downloads (#)	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
Cumulative Total (#)	0	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A			
Cumulative Target:	0	0	N/A				N/A				TBD			
Result:	0	0	N/A				N/A							

Comments: The target for this indicator will be set and data collection will commence once the TLTIP has been operationalized – anticipated to be Q2 FY20.

ANNEX 2: Financial Report

I. ACCRUED EXPENDITURES

BUDGET SCHEDULE

B.3 Budget schedule				
Contract Line Item	Budget (per contract)	Expended	Accruals	Remaining
		(As of December 31, 2019)	(As of December 31, 2019)	
TOTAL				

CRP submits accruals and projections to USAID on the 15th of the month prior to the end of the quarter. The below shows differences between the months projected (October – December 2019) vs the actuals.

Budget Estimate vs Actuals (<i>estimate on September 17, 2019</i>)				
	October 2019	November 2019	December 2019	Total
Forecast				
Actuals				
Difference				

Budget Estimate for Q2 2020			
January 2020	February 2020	March 2020	Total

International Business Initiatives Corp.

4040 North Fairfax Drive

Suite 650

Arlington VA 22203- USA

Tel: 1-703-525-2277

www.ibi-usa.com