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AMIR 2.0 Achievement of Market-Friendly Initiatives and Results Program

Contract No. 278-C-00-02-00210-00

Border Process Reengineering, Phase 1 & 2

By:
John Howard

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Border Process Reengineering, Phase 1&2

Final Report

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ABBREVIATIONS AND ACRONYMS

Jaber	Jaber Customs Center
Aqaba	Aqaba Customs Center
Omari	Omari Customs Center
Queen Alia	Queen Alia International Airport – Airport Cargo Customs Center
Jordan Valley	Jordan Valley (Sheik Hussein Border Crossing)
USAID	United States Agency for International Development

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ABSTRACT

Since September 11, 2001, the role of the customs in international trade has taken on new meaning and direction with greater focus on border security. There are many global initiatives being implemented that call on customs administrations to take a much more active role in applying techniques and technology such as risk management and x-ray to better control the flow of goods and people across international borders.

There is an ongoing debate throughout the customs world as to whether trade can be adequately facilitated as the level of security checking required by various multilateral and bilateral agreements increases. Customs administrations are addressing this issue in various ways. In Jordan, Customs continues to develop and expand its knowledge of the border activity by undertaking mapping of the processes at five important customs centers. This work has created a solid foundation to assist in identifying opportunities to improve border security and develop innovative ways to assist facilitation of legitimate trade.

This report contains the final border process maps, which Jordan Customs plan to circulate to all staff and the public by posting them to the customs website (www.customs.gov.jo) and the customs intranet. AMIR proposes that Jordan Customs Department use the flowcharts to benchmark processes and implement a pilot study of cycle times.

EXECUTIVE SUMMARY AND RECOMMENDATIONS

This report builds on the work undertaken in January and September 2004 when customs clearance processes at five major Customs Centers were assessed and mapped. Customs translated all related documentation and flowcharts into Arabic and circulated them to staff at the customs centers for review and comment.

The report brings together comment from staff on the flowcharts as well as input from a number of meetings held with senior staff during 2004. The work is a credit to all those officers who were involved in the project and who have remained committed to seeing the task through to completion.

In December 2004, the consultant facilitated a workshop in Aqaba to review and assess the work undertaken throughout 2004. The workshop was also an opportunity to develop a strategy to use the flowcharts for initiating change and improvement.

Because this report was undertaken in two parts, it is important to summarize the entire project and in particular, restate and amalgamate agreements and recommendations reached during the life cycle of the project.

RECOMMENDATIONS:

Following meetings with senior customs staff in January 2004 the consultant made the following recommendations -

- Seek approval from the Director-General to establish a Review Team (at each customs center) to examine the completed flowcharts. **(Approved)**
- Specify that these teams meet on a regular basis, at least every two weeks, to discuss and identify potential improvements to encourage facilitation and control. **(Limited introduction)**
- Seek agreement from the Information Technology Steering Committee to place the revised flowcharts on the customs intranet so all staff can view the process maps. **(Not implemented. Pending finalization of flowcharts)**
- Nominate, on the intranet, a contact person in the Planning & Organization Directorate who will accept comments/input from staff on the process maps. **(Not implemented. Pending finalization of flowcharts)**

The December 2004 workshop in Aqaba also recommended the following -

- Request approval from the Director-General to run a pilot project in the Port of Aqaba to validate and measure the time taken to process Transit declarations. **(To be drafted and submitted to the Director-General by Planning and Organization)**
- Seek approval from the Director-General to run similar projects at Jaber, Omari, Jordan Valley and Queen Alia. **(To be included in the above submission)**

- Jordan Customs consider the engagement of the private sector in undertaking the pilot project. **(To be included in the above submission)**
- Refer the final report and analysis to the Border Management Task Force for consideration and discussion with other border agencies and the private sector. **(To be included in the above submission)**

1. BACKGROUND

1.1 Objective

The objective of this consultancy is to take the process mapping work to the next level and introduce a series of change initiatives based on continuous improvement, benchmarking or reengineering. The consultant's task was to work in a hands-on, mentoring process with Customs to develop process maps for Aqaba Seaport, Queen Alia Airport Cargo, Omari, Jaber, and Jordan Valley. The consultant was further required to prepare a series of recommendations and to assist Customs in a hands-on capacity to resolve issues that may arise in finalizing the maps and developing a strategy to implement change.

1.2 Scope of Work

The Scope of Work is at Annex 46.

1.3 Methodology

In March 2004, the Consultant prepared a report titled Border Processing Mapping including flowcharts for all activities undertaken by Jordan Customs at five nominated Customs Centers¹. AMIR forwarded this report to Jordan Customs. Jordan Customs translated the flowcharts into Arabic and circulated them to officers at each center. Their task was to review the flowcharts to ensure accuracy and to provide any comment on the content of the report.

Normally, when the flowcharts are completed, a walk-through of the process is conducted to identify any anomalies and seek comments from staff. The consultant did not undertake this task. Experienced personnel from each Center have provided detailed comment on the charts and supporting documentation.

In December 2004, the consultant conducted a three-day workshop in Aqaba with representatives from all five customs centers. Participants undertook the following:

- Discussed change management, implementation paths, culture shift, principles underpinning a modern customs administration and benchmarking against the revised Kyoto Convention.
- Completed a final review of the flowcharts and supporting documentation; and

¹ Port of Aqaba, Omari, Jordan Valley Crossing, Jaber and Queen Alia International Airport Cargo.

- Developed a strategy to utilize the flowcharts to identify continuous improvement, benchmarking and reengineering opportunities starting with a pilot project to assess the time taken to process a representative sample of Transit declarations at the Port of Aqaba.

1.4 Consultations

M/s Greta Boye, PSPI Team Leader, AMIR Program

Mr. Walt Hekala, CRM Manager, PSPI/AMIR Program

Mr. Jamal Oliamat, Customs Specialist, PSPI/AMIR Program

Eng. Marwan Gharaibeh, Director, Planning & Organization

Mr. Mohammad Obeidat, Head of International Section, Planning and Organization

Mr. Walid Ijlil, Head of IT Section

Mr. Khaldoon Momani, IT Section

Mr. Sameeh Knan'an, Director, Jordan Valley Customs Center

Mr. Shehadeh Al-Koufahi, Assistant Director, Jordan Valley Customs Center

Mr. Mohammad Al-Manfi, Head of IT, Jordan Valley Customs Center

Eng. Ammar Abu Rjee, Inspection, Jordan Valley Customs Center

Mr. Hussein Al-Rasheed, Head of Clearance Unit, Jordan Valley Customs Center

Mr. Damen Al-fawaz, Assistant Director, Airport Cargo Center, Queen Alia International Airport

Mr. Ghaleb Qassem, Director, Port of Aqaba Customs Center

Mr. Jehad Soaqued, Assistant Director, Clearance, Port of Aqaba Customs Center

Eng. Mahmoud S. Mobideen, Head of IT Section, Port of Aqaba Customs Center

Mr. Adnan Radaieh, Jaber Customs Center

Mr. Enad Al-T'ani, Jordan Valley Customs Center

Mr. Salah Dababseh, Queen Alia Airport Cargo Customs Center

Mr. Mohammad Alawneh, Omari Customs Center

2. OUTCOMES

2.1 Flowcharts

The flowcharts were first prepared in January 2004. Jordan Customs took on the task of translating these flowcharts into Arabic and then circulating them to the relevant customs centers for comment. This has created an additional workload for the people assigned to review the flowcharts; but it is significant that the task has been completed and comments from the centers demonstrated that the work has been carefully reviewed. The flowcharts for all customs centers are now complete and are in appendices to this report. This is a credit to the work done by all customs staff both at headquarters and at the five customs centers.

The flowcharts are important documents for Jordan Customs as they show, for the first time, the actual processes performed at each center. These documents, when widely circulated, will generate discussion among staff and if prompted by managers will undoubtedly generate ideas on how to perform the tasks more efficiently. In January Customs staff suggested that when complete, the flowcharts should be placed on the customs website and on the intranet. This is a key recommendation in this report and a very important one for the Planning and Organization Directorate to follow up.

The opportunity to post these flowcharts on the customs website is also a positive sign of customs' commitment to developing a regime of transparency, of working more cooperatively with other government agencies, the community and the private sector and modernizing systems consistent with the standards laid down in the revised Kyoto Convention.

2.2 Workshop

In order to finalize the flowcharts and provide an opportunity for key personnel the AMIR program hosted a workshop in Aqaba in December 2004. The consultant facilitated the workshop which included a half-day discussion on a range of issues including change management, implementation paths, culture shift, benchmarking and the principles underpinning a modern customs administration.

Workshop participants also completed a final review of the flowcharts and supporting documentation, and developed a strategy to utilize the flowcharts to identify continuous improvement, benchmarking and reengineering opportunities.

The results of a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis conducted as part of the workshop and the outcomes are at Chart 1. The participants discussed at length the strategy and recommendations outlined later address all these issues.

Chart 1

Strengths	Weaknesses
<p>Document the processes Distribution/sharing of knowledge High level commitment Powerful tool for negotiations</p>	<p>Stakeholder involvement Lack of high level commitment Rotation of front line staff Lack of job descriptions Limited to only five processing centers</p>
Opportunities	Threats
<p>Way to improve the delivery of services to government and public To work with other agencies To demonstrate to donor agencies how customs does its job Establish a baseline for Border Management Task Force Establish a profile for customs as an agency undertaking a broad range of activities</p>	<p>Public view that customs is only a revenue collection agency Lack of commitment by staff Lack of experience to implement change and new processes Inaccurate documentation Instability of organization chart Internal conspiracies Merging ASEZA Customs & National Customs</p>



2.3 A Way Forward

The most significant issue discussed at the December 2004 workshop was what to do next. The development of the flowcharts has been a very useful exercise for Jordan Customs in that they now have a map of the various processes at the five processing centers in the clearance process. It is important not to lose sight of the reason why the flowcharts were done in the first place. It was to provide a clear picture of how work is undertaken at each of the customs centers and to gain a better understanding of the processes.

There are two key areas for customs to focus on when reviewing these flowcharts. They are cycle times and error rates. Workshop participants identified a range of issues that customs need to address, in particular identifying those steps that add little or no value to the clearance process and re-working declarations due to errors.

As stated in the earlier report, the flowcharts highlight the number of 'approval' steps in each process and already a number of customs centers have identified this as a major obstacle in processing and fast tracking declarations.

Cycle times are key indicators for customs and their clients as to where the delays lie in the system and who may be responsible for the delay. This was a significant issue for customs at the workshop because they claim that referrals to other agencies and logistics issues cause many of the delays and are beyond customs' control. This may well be the case and is an excellent reason why customs should invite other agencies and the private sector to participate in the proposed review of all processes at the centers.

The workshop participants identified a number ways to improve the processes including undertaking cycle time exercises, designing new or parallel systems, automating systems and using the flowcharts to train officers and educate clients.

The workshop participants agreed they would recommend a review of transit declarations at the Port of Aqaba for the pilot project. They would design and conduct a pilot based on cycle times for the process. This will require the approval of the Director General and is a recommendation in this report.

The participants were keen to remain involved in this project and saw themselves as the core of a Process Improvement Team to conduct the pilot. The consultant agrees with this course of action as all the participants have first hand knowledge of the processes because of their individual involvement and commitment to the flowcharting exercise.

The Port of Aqaba processes some 62,241 transit declarations a year. This is broken down as follows:

- 19,658 (Destination: Zarqa Free Zone)
- 22,587 (Destination: Israel, Iraq and beyond)
- 19, 996 (TR8100 - Internal transfer)

A suitable random sample size, based on an error tolerance of 4% and 95% confidence in the sample would be 595 declarations. The total number of declarations for the port forms the

base for the sample². Customs advises there are few transit declaration peaks in the port therefore a Process Improvement Team could allocate five days in the port and comfortably manage the sample.

There are a number of important steps required prior to implementing and conducting the pilot. They were -

- Establish Process Improvement Team (PIT) [consider inclusion of private sector and other agency representatives]
- Arrange for PIT to meet
- Develop the pilot plan (including documentation)
- Train team (practice completion of documentation)
- Develop a marketing plan and timetable
- Publicize pilot and PIT members to all staff and clients
- Undertake pilot
- Review pilot, prepare report

A draft cycle time check sheet has been developed and is based on the transit declaration flowchart agreed for the Port of Aqaba. See Annex 47.

It needs to be remembered that the purpose of this exercise is to establish the actual time taken to perform each step in the process and to subtract from that the theoretical time taken. The theoretical time is the shortest time possible to complete the process and is only the time taken on the task. It does not include wait times and hands off time. The difference between the total time taken to perform the task and the theoretical time taken is the area where there are opportunities for improvement³.

The workshop participants also agreed that when the pilot was completed there would be an opportunity to develop a cycle time model for the other four ports. It was seen as important to undertake the review at the other ports in order to collect similar information and to compare, analyze and benchmark the results. At the conclusion of the reviews a final report should be prepared and referred to the Director-General.

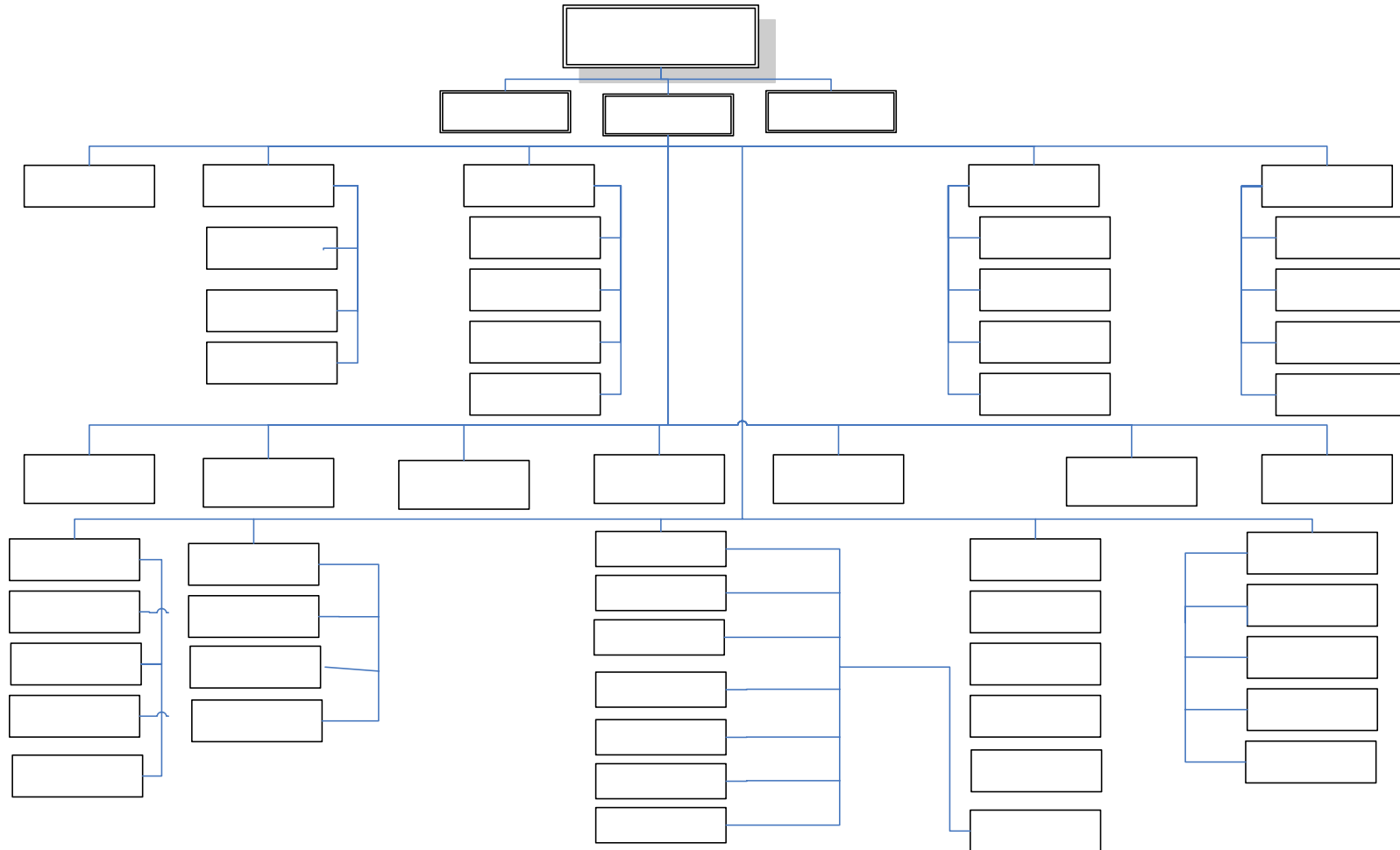
As all the processes examined have a significant impact on other border agencies it is also suggested that at the conclusion of the pilot and the reviews at the remaining four ports the flowcharts and report should be referred to the Border Management Task Force (BMTF). The Task Force was established by the Government to initiate even closer working relations between border agencies. The opportunity to examine the flowcharts and comment on the outcome of the pilot study and the subsequent reviews is an ideal vehicle for the BMTF to identify additional opportunities for improvement.

² Customsinsight.com web site <<http://customsinsight.com/articles/randon-sample-calculator.asp>

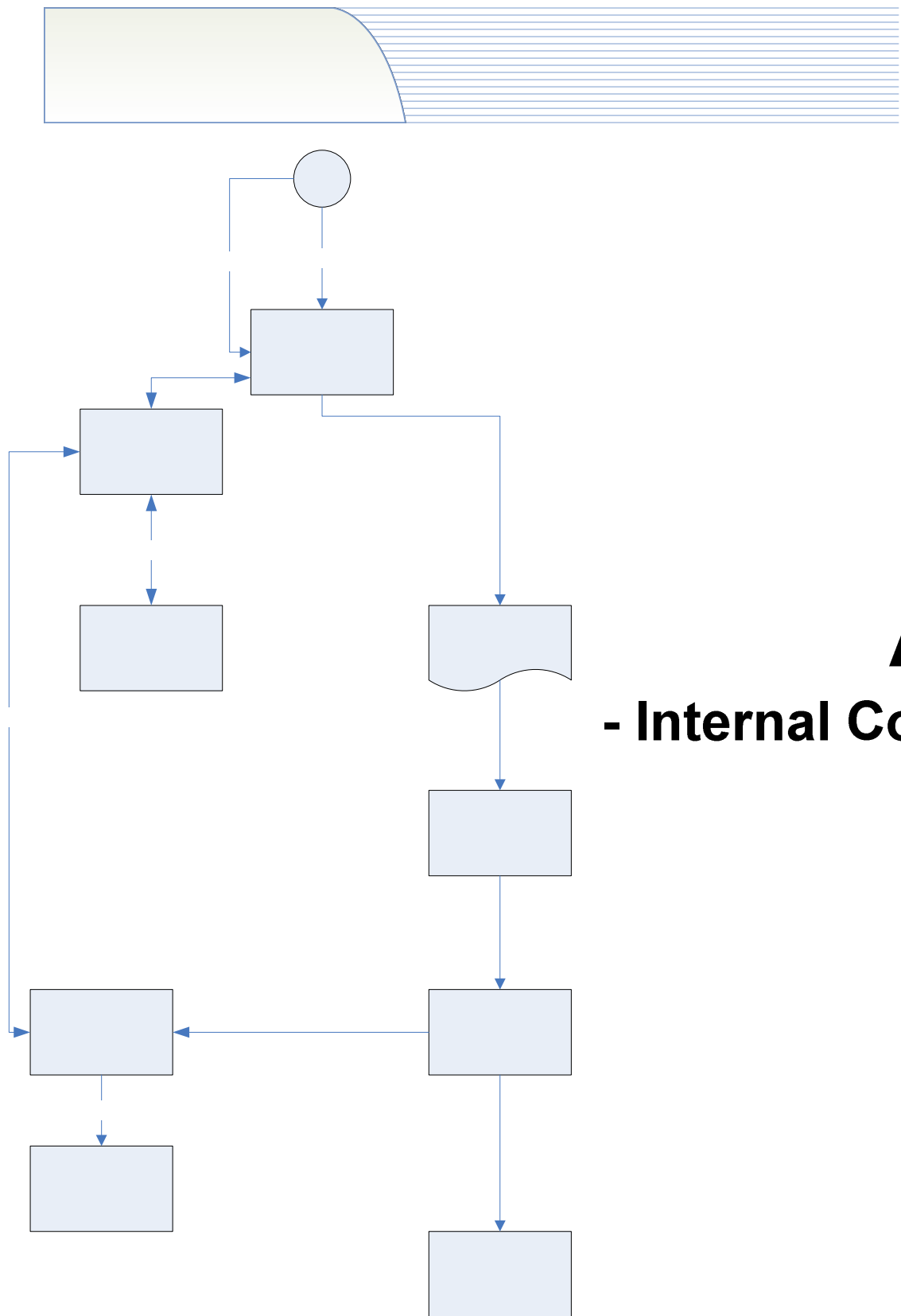
³ <http://customsinsight.com/articles/randon-sample-calculator.asp>

ANNEX 1 – AQABA CUSTOMS CENTER – ORGANIZATION CHART

Aqaba Customs Center



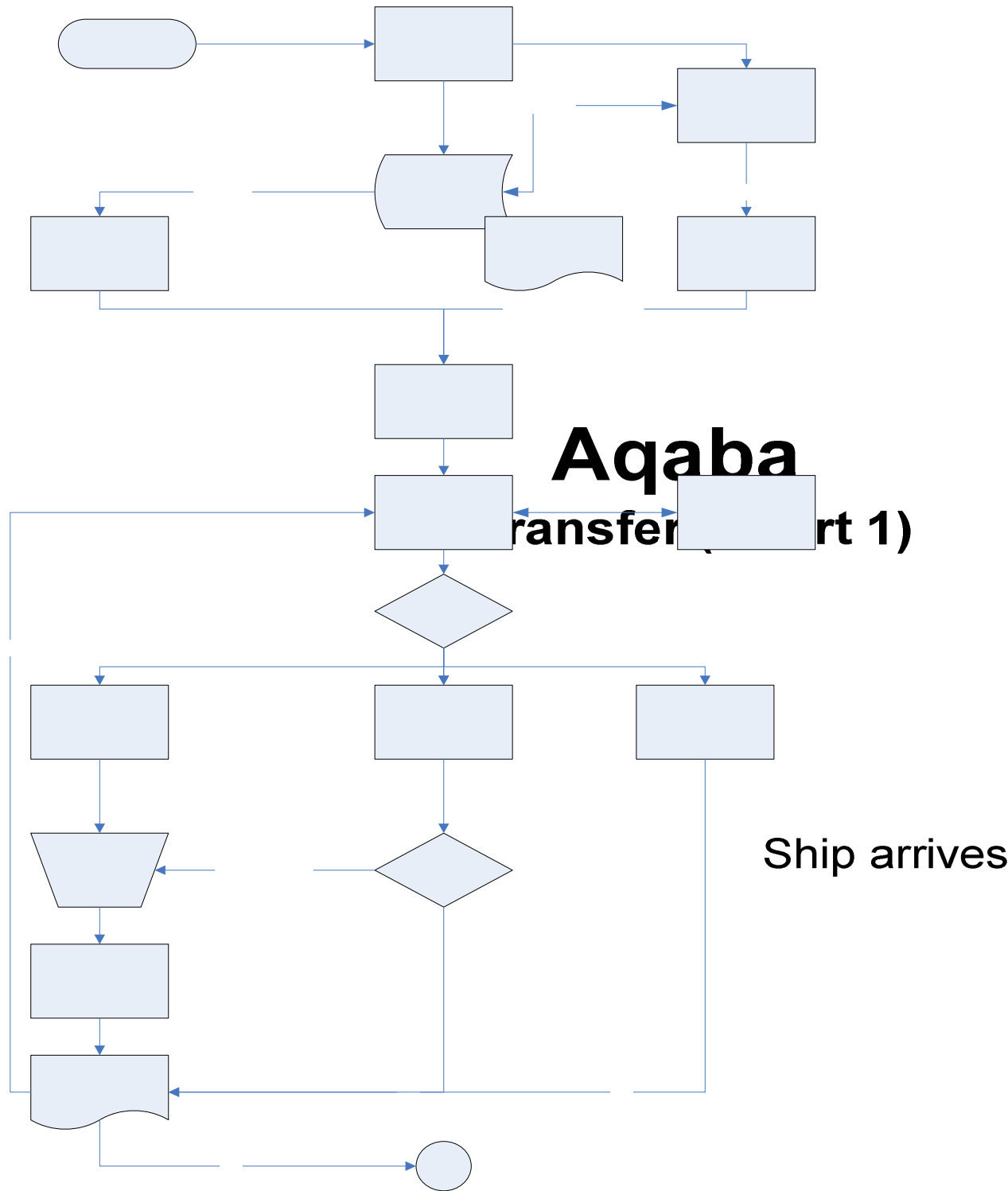
ANNEX 3 – AQABA – INTERNAL CONSUMPTION (CHART 2)



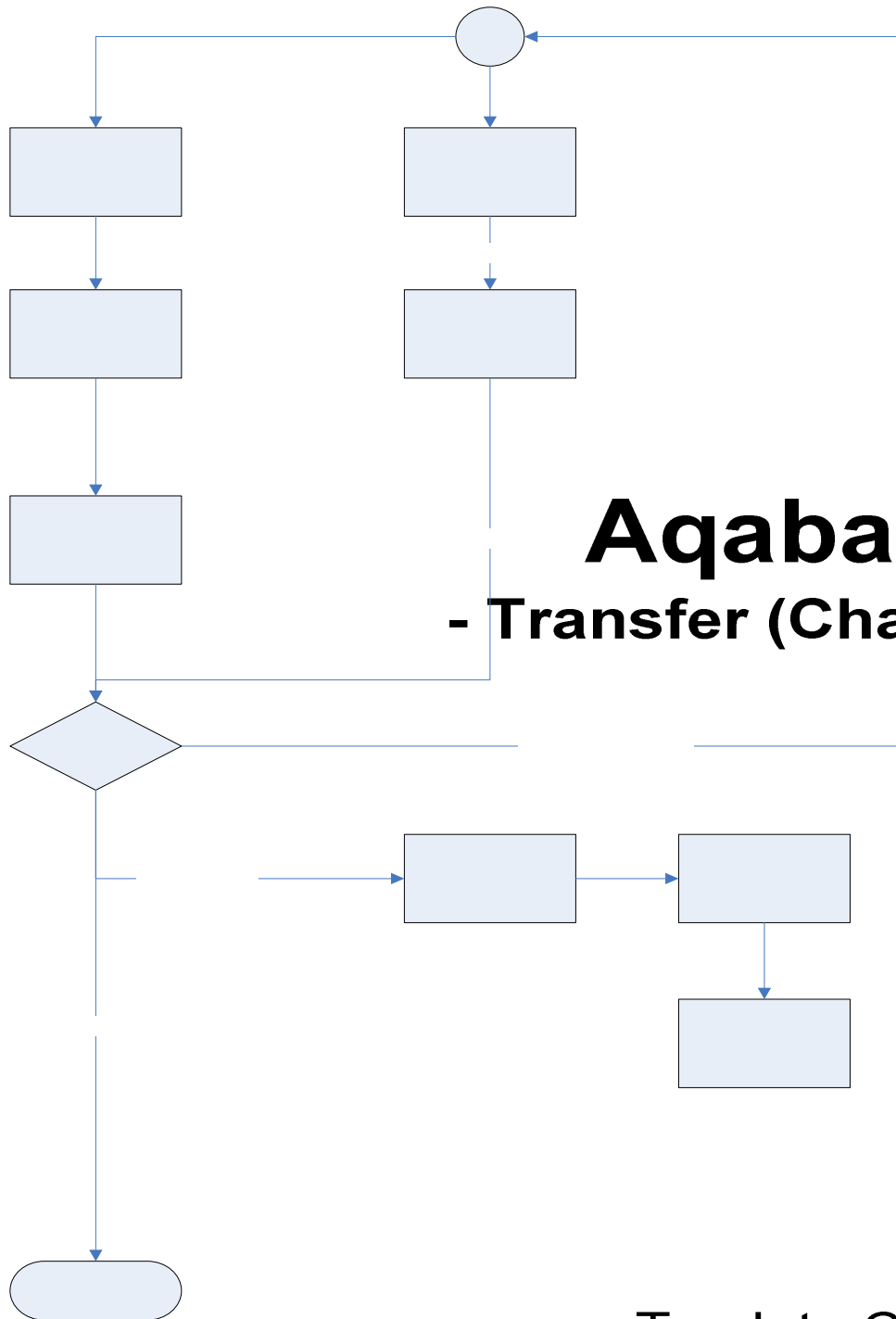
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ANNEX 4 - AQABA - TRANSFER (CHART 1)



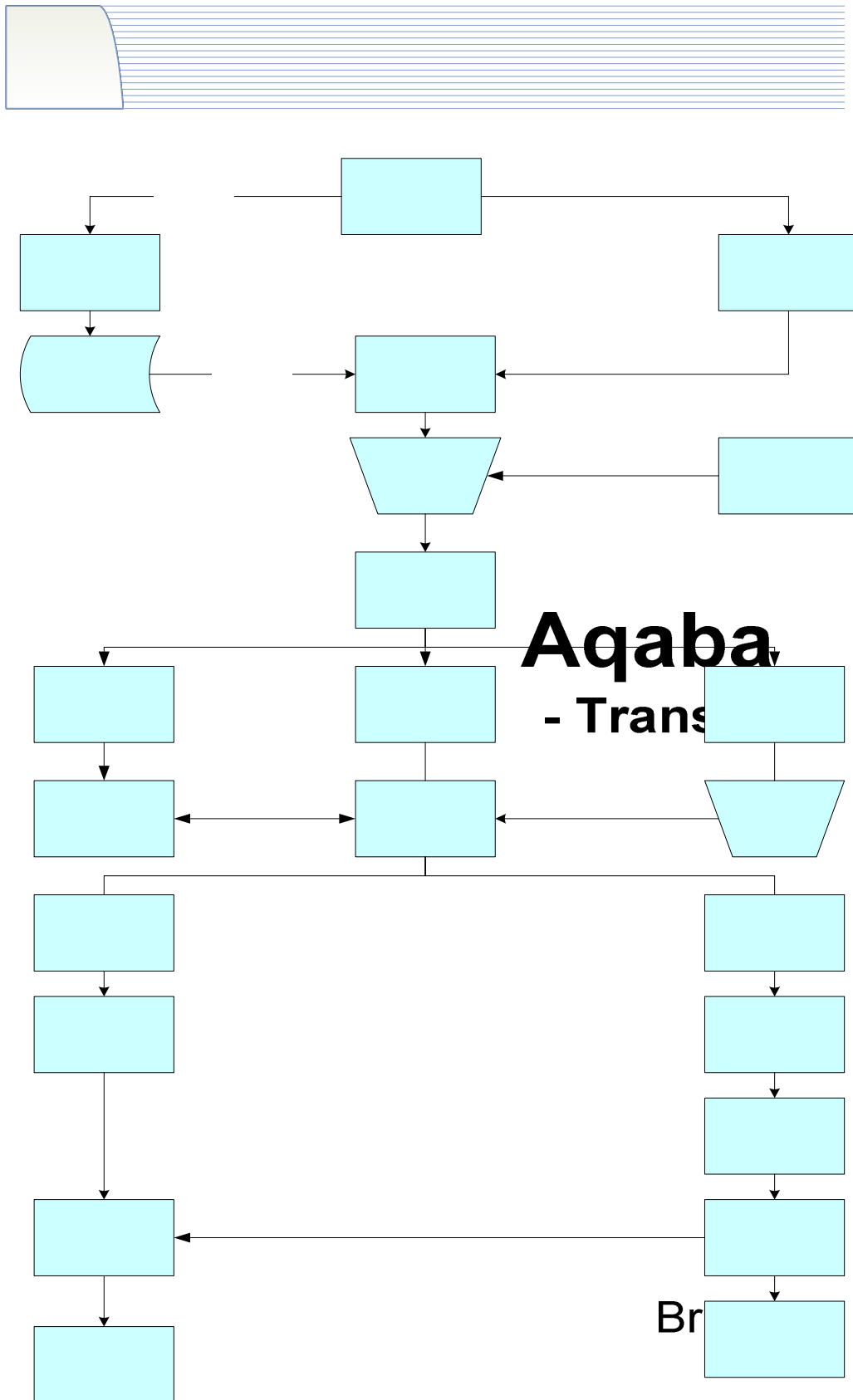
ANNEX 5 - AQABA - TRANSFER (CHART 2)



Aqaba - Transfer (Chart 2)

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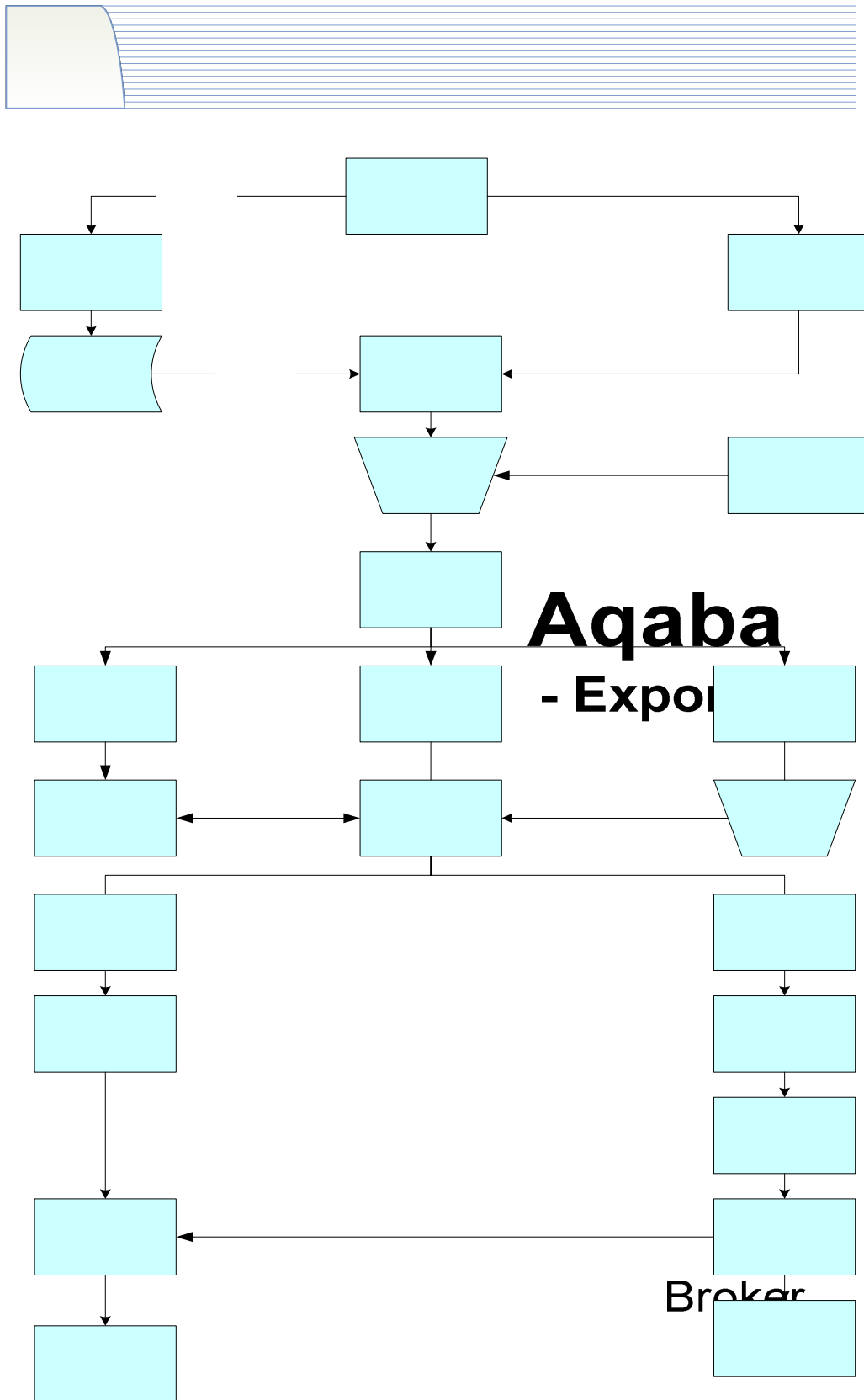
ANNEX 6 - AQABA - TRANSIT (CHART 1)



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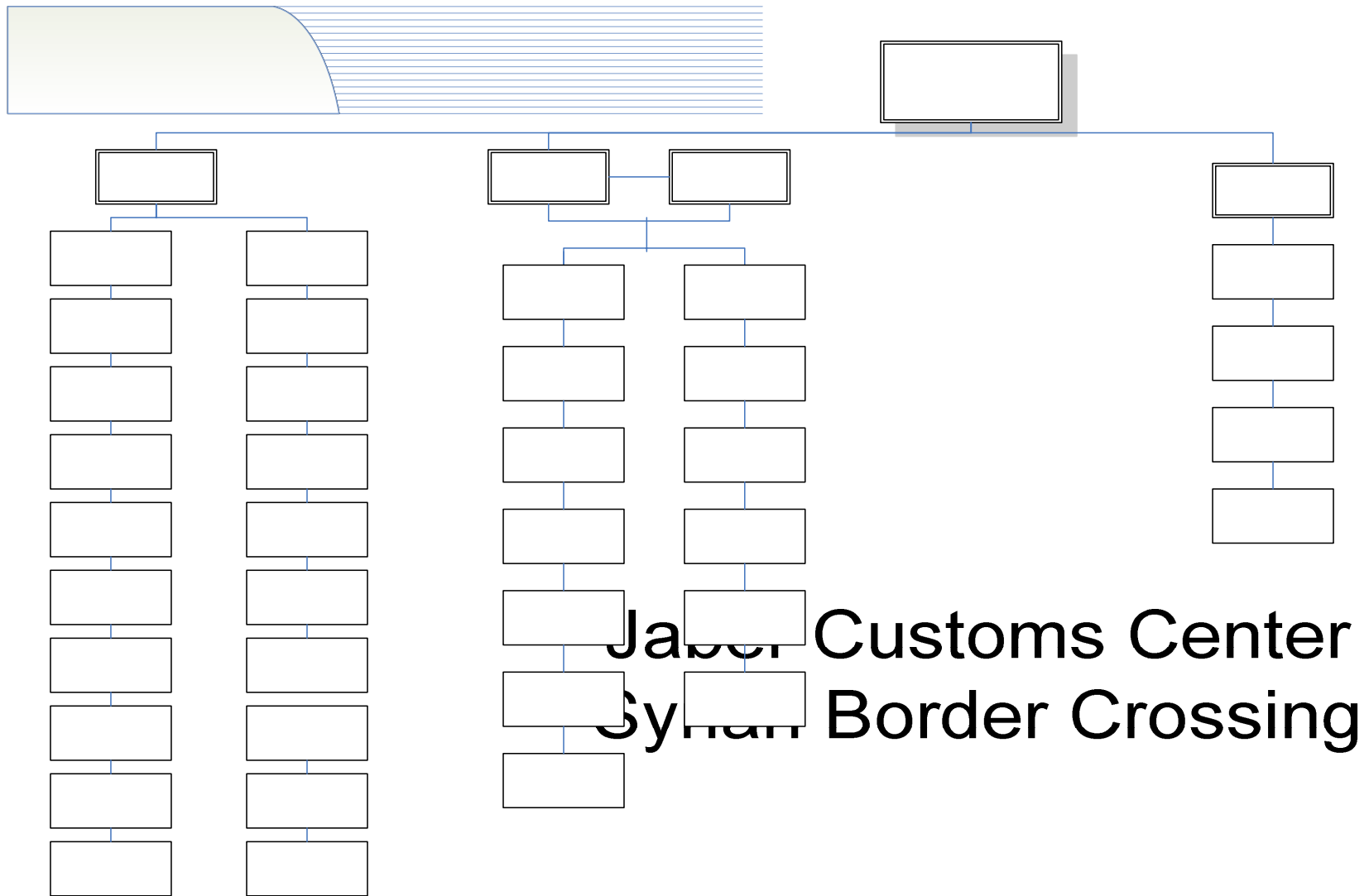
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ANNEX 7 - AQABA - EXPORTS

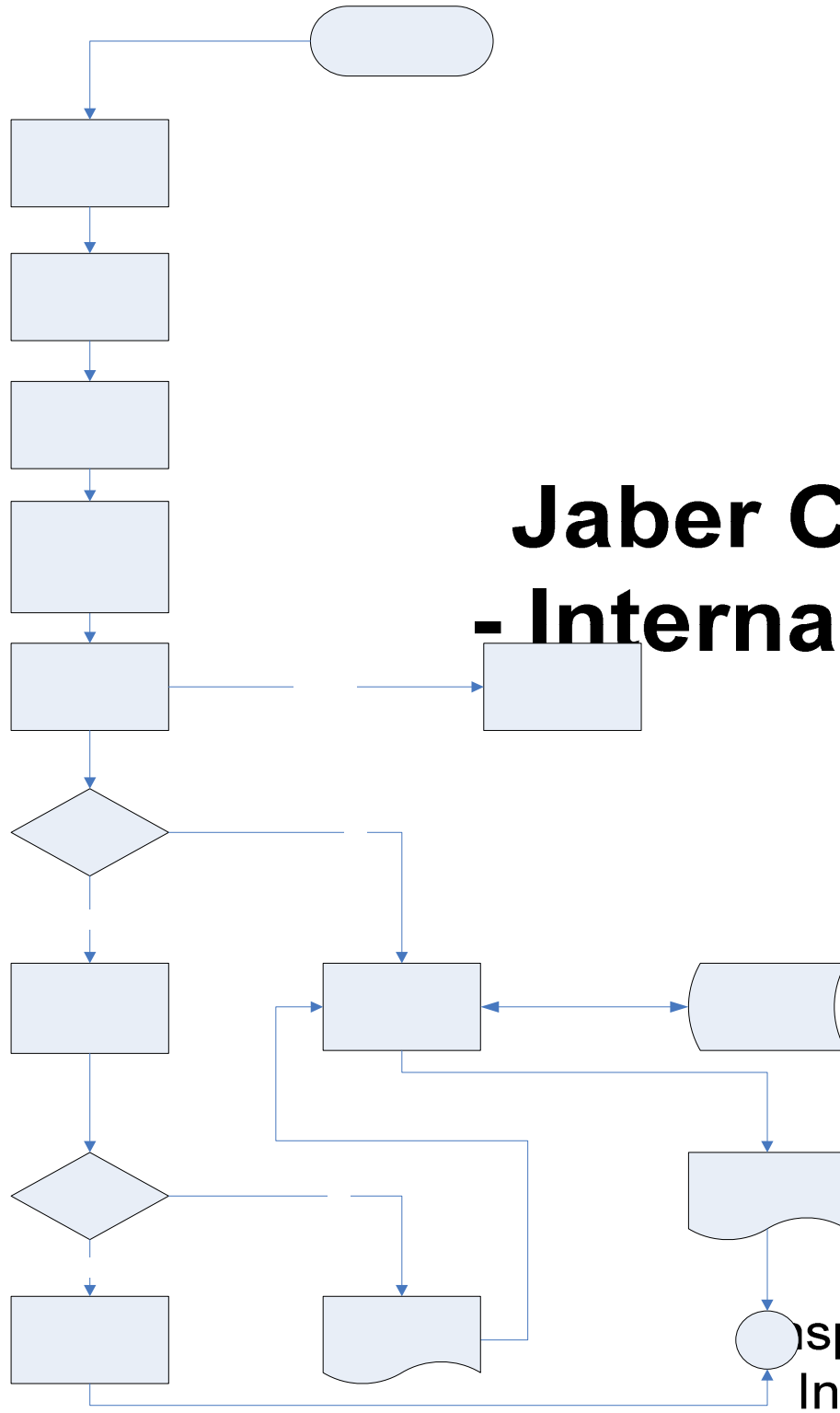
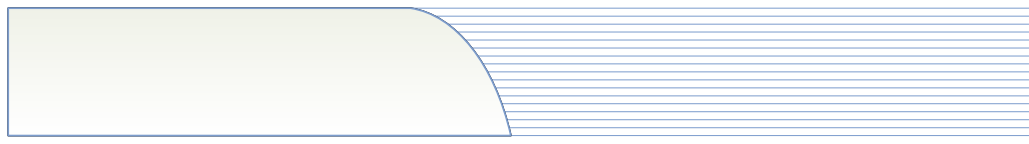


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ANNEX 8 – JABER – ORGANIZATION CHART

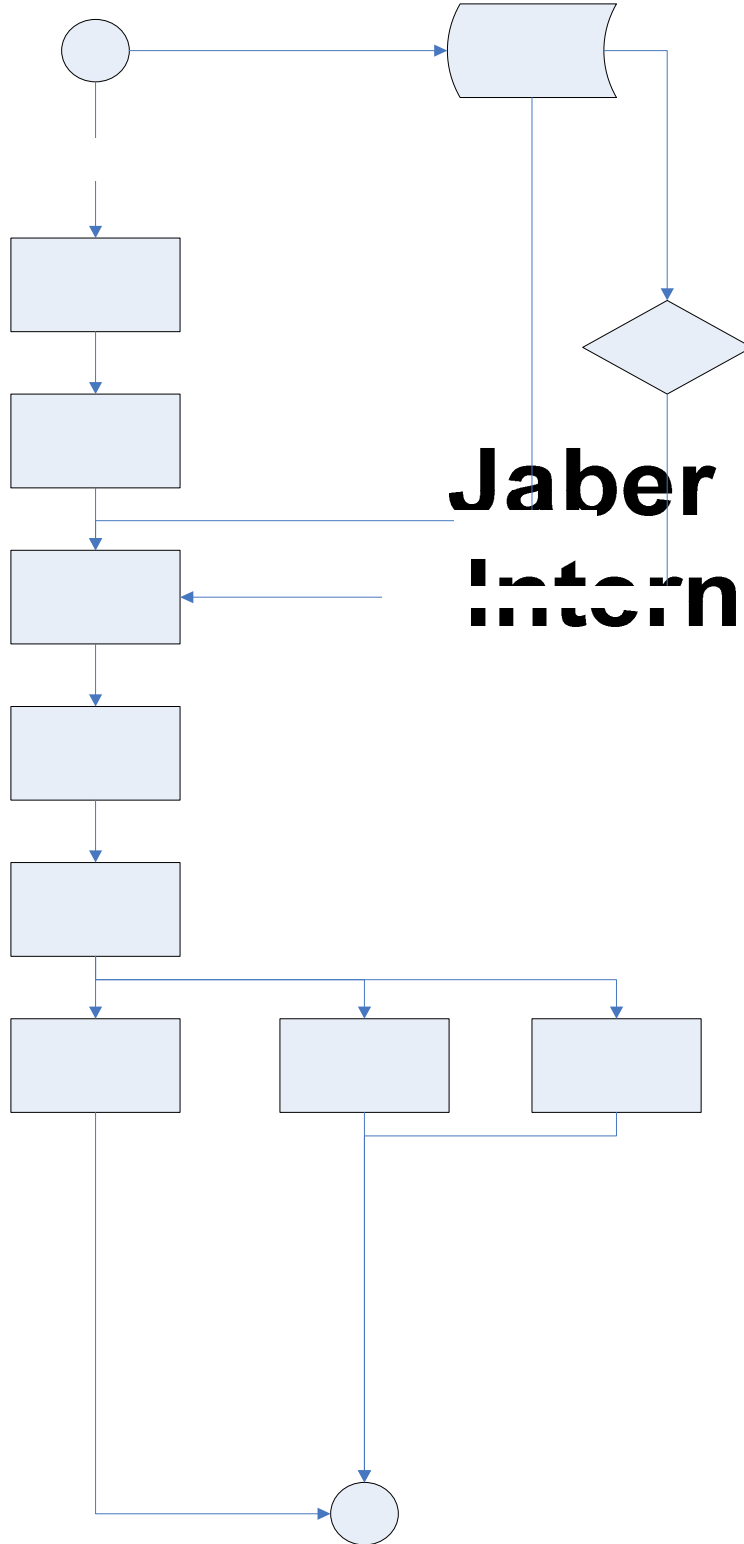
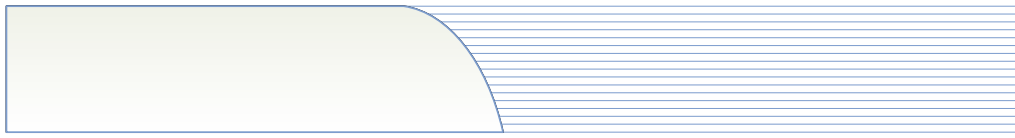


ANNEX 9 – JABER - INTERNAL CONSUMPTION (CHART 1)



Jaber Customs - Internal Consumption (Chart 1)

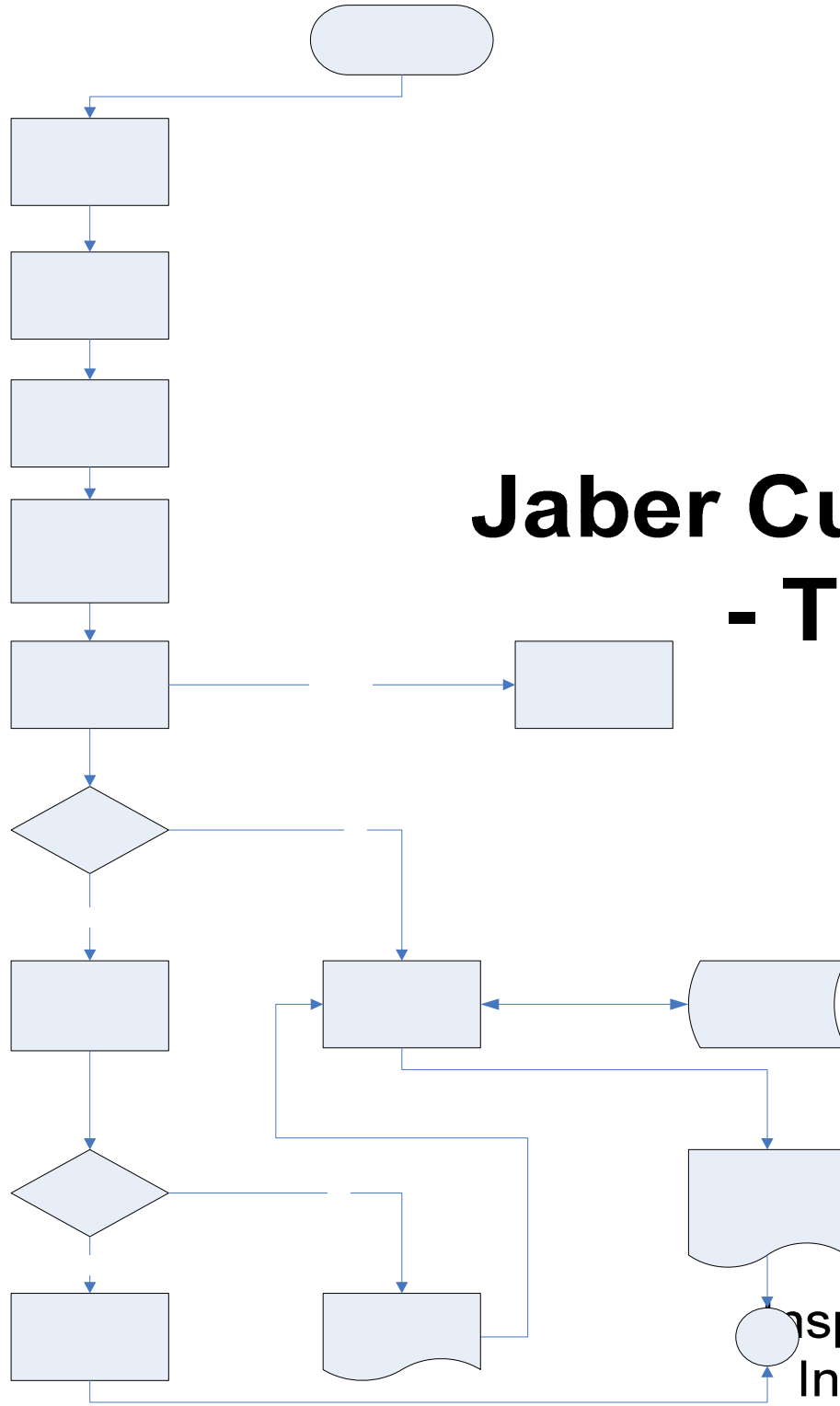
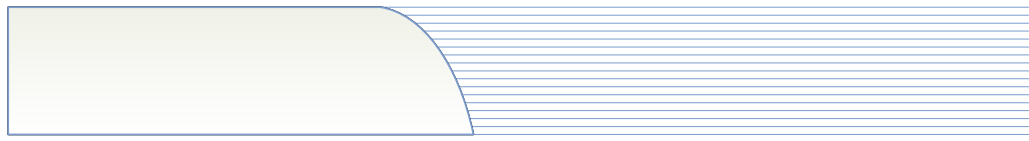
ANNEX 10 – JABER – INTERNAL CONSUMPTION (CHART 2)



**Jaber Custom
Internal Consumption
(Chart 2)**

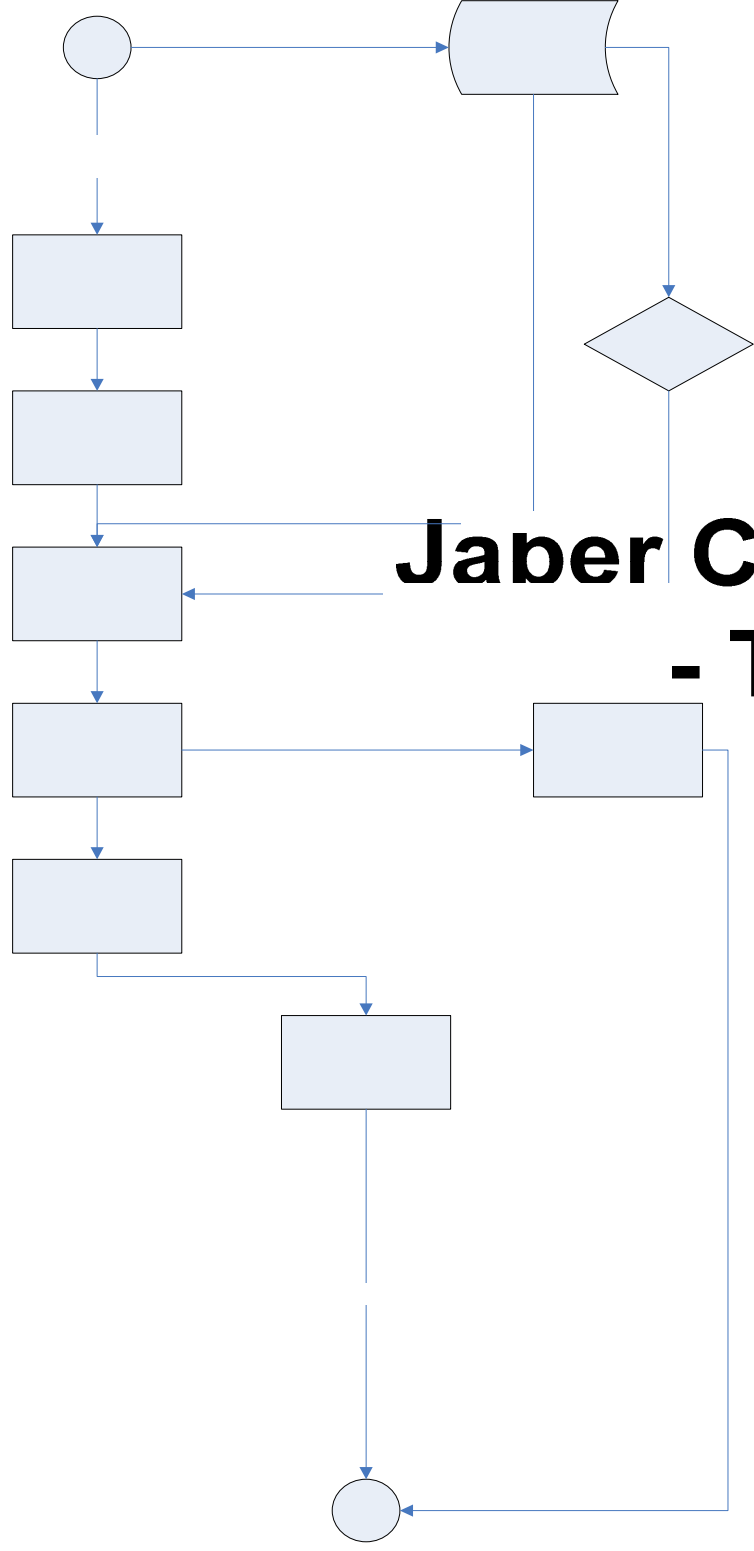
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ANNEX 12 – JABER - TRANSFER (CHART 1)



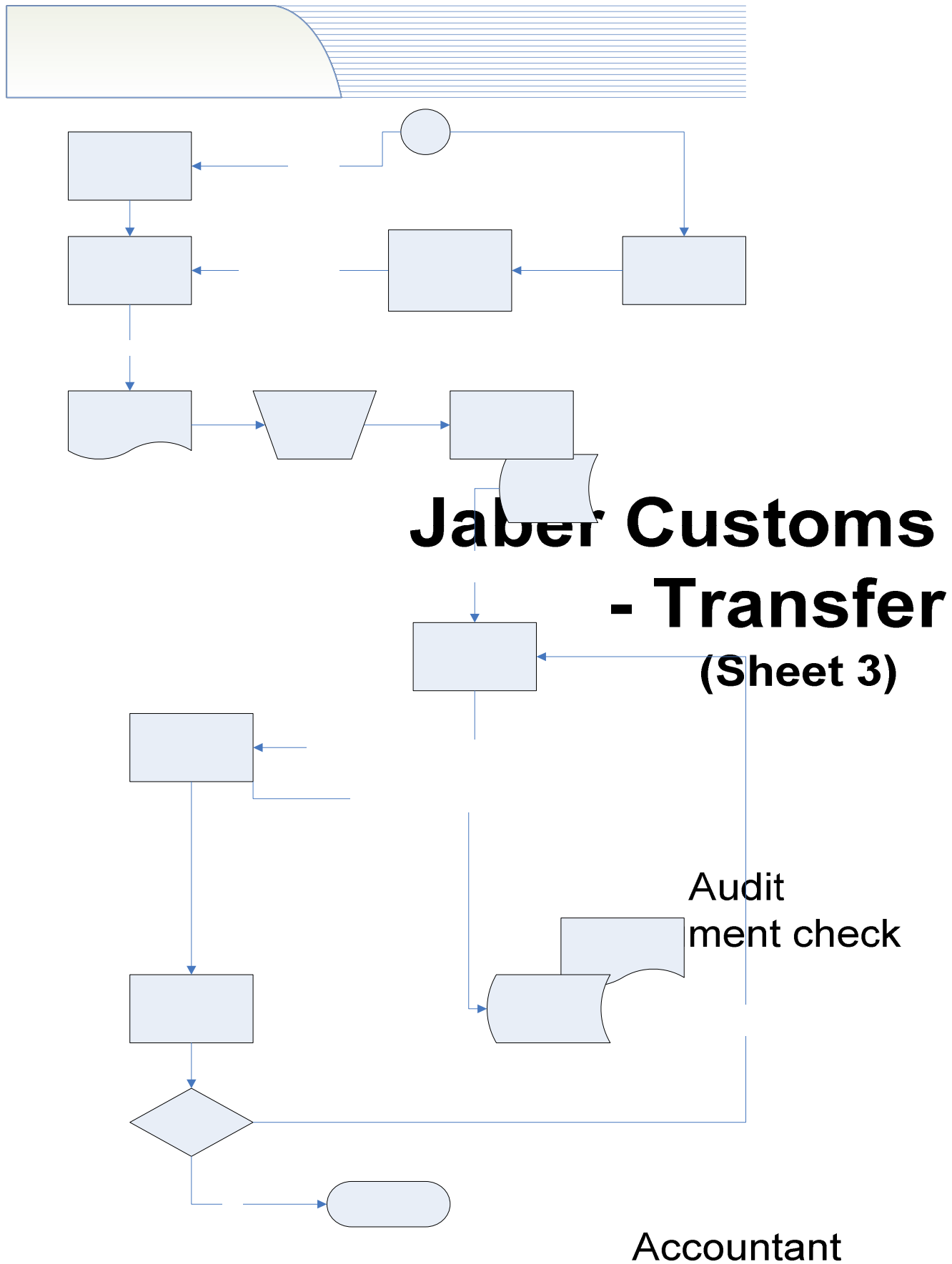
Jaber Customs - Transfer (Chart 1)

ANNEX 13 – JABER – TRANSFER (CHART 2)

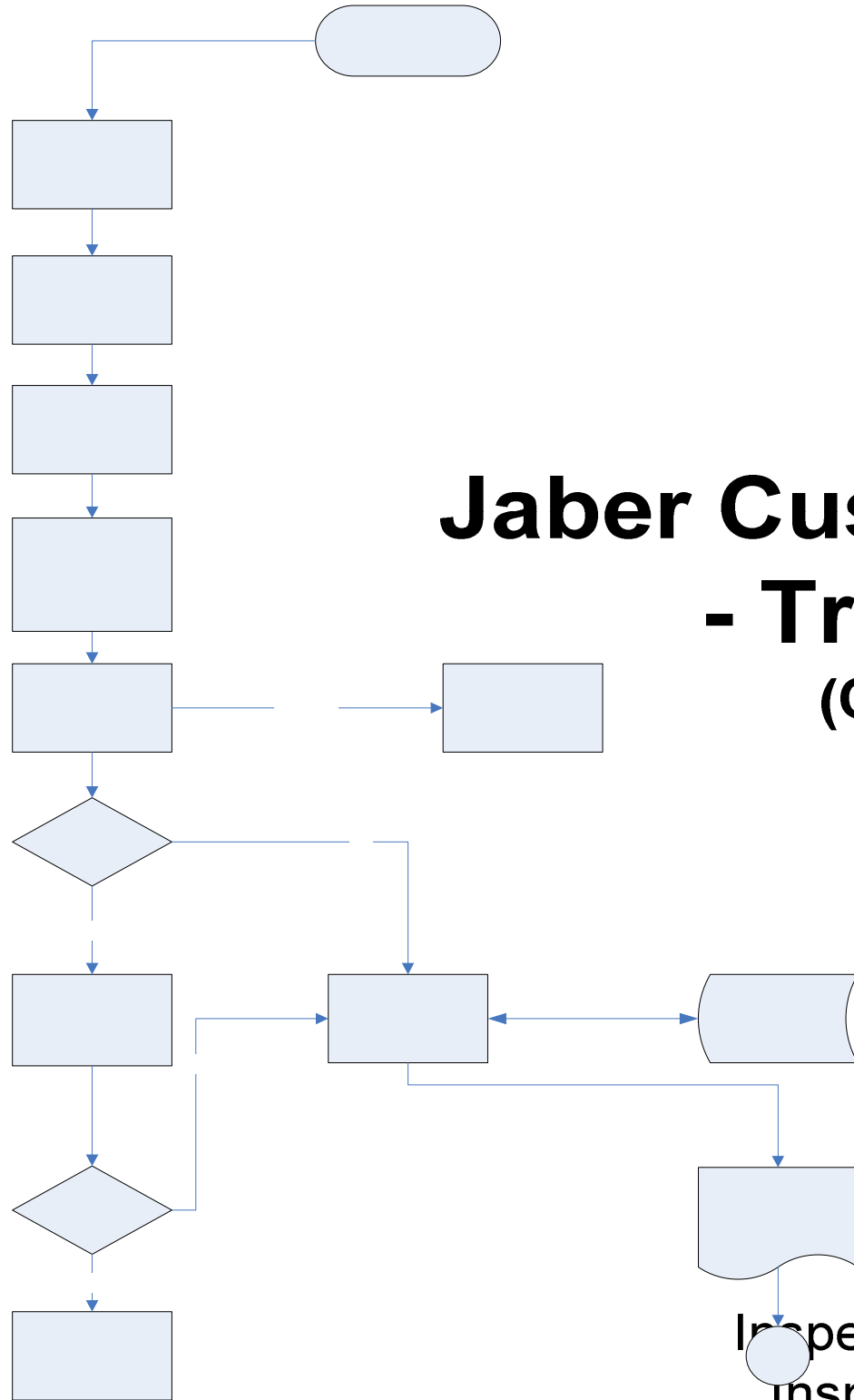
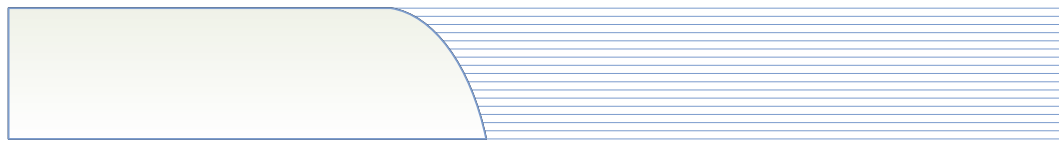


**Jaber Customs
- Transfer
(Chart 2)**

ANNEX 14 - JABER - TRANSFER (CHART 3)



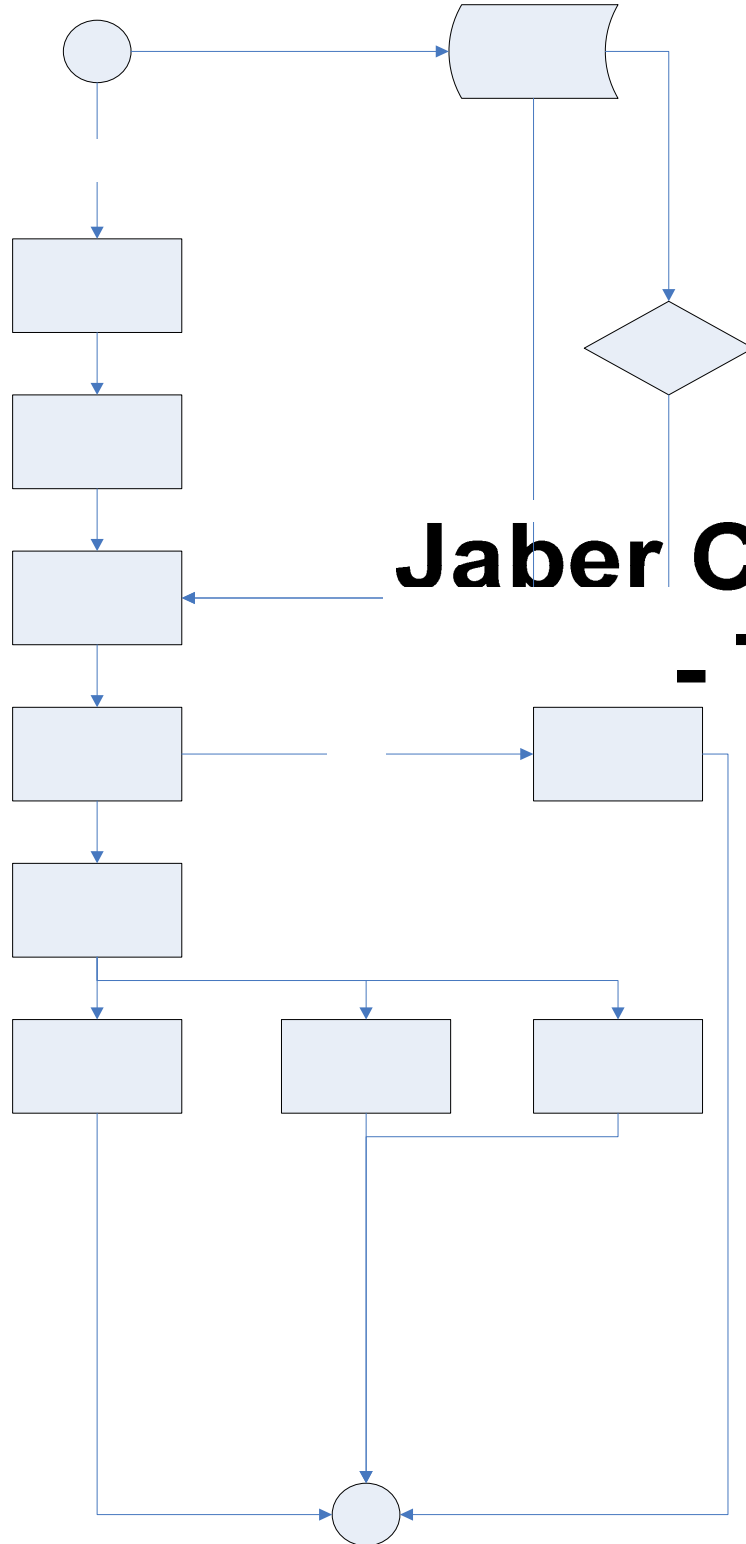
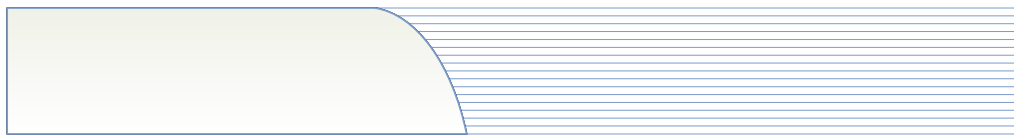
ANNEX 15 – JABER - TRANSITS (CHART 1)



Jaber Customs - Transits (Chart 1)

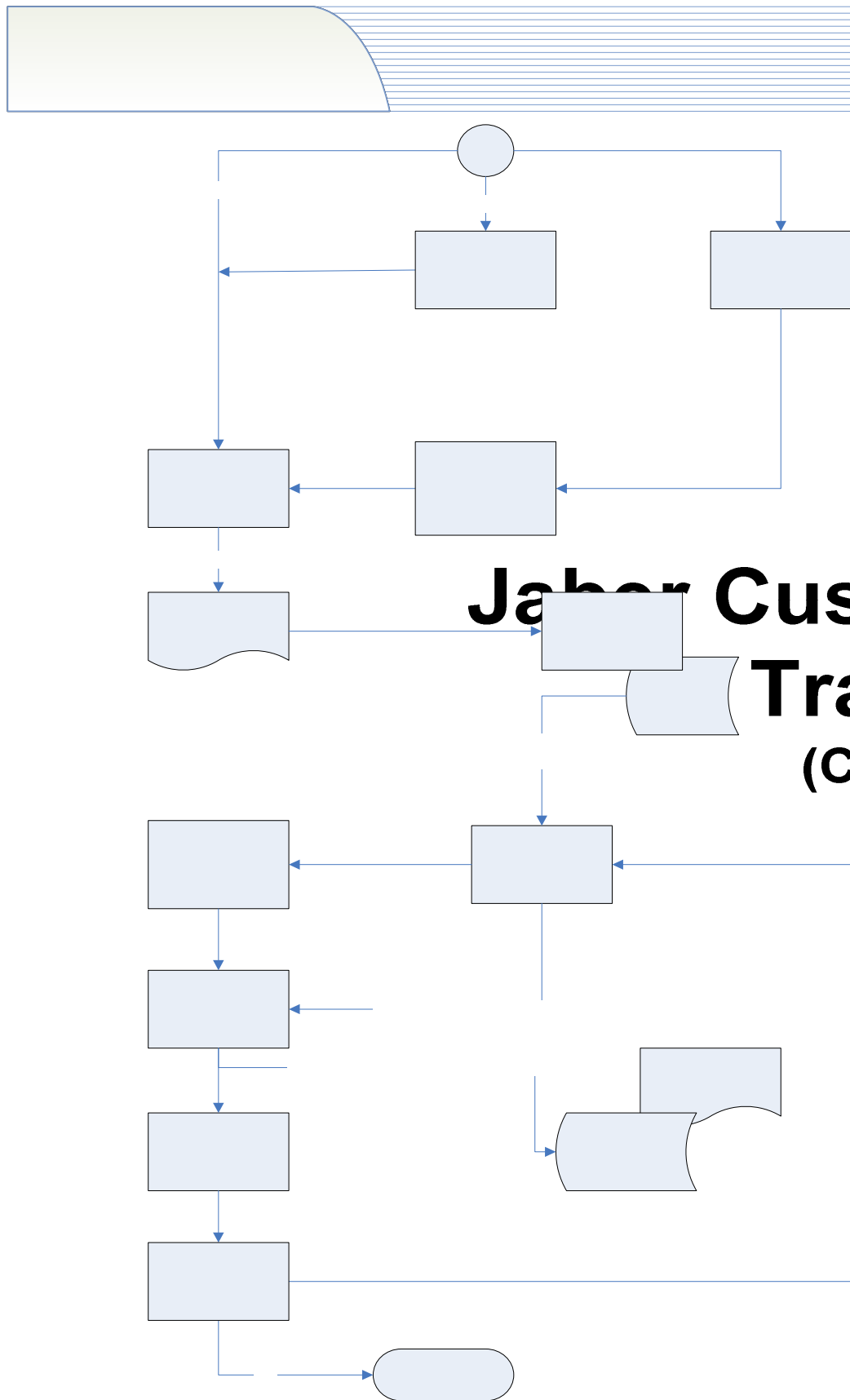
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ANNEX 16 – JABER - TRANSITS (CHART 2)



Jaber Customs - Transits (Chart 2)

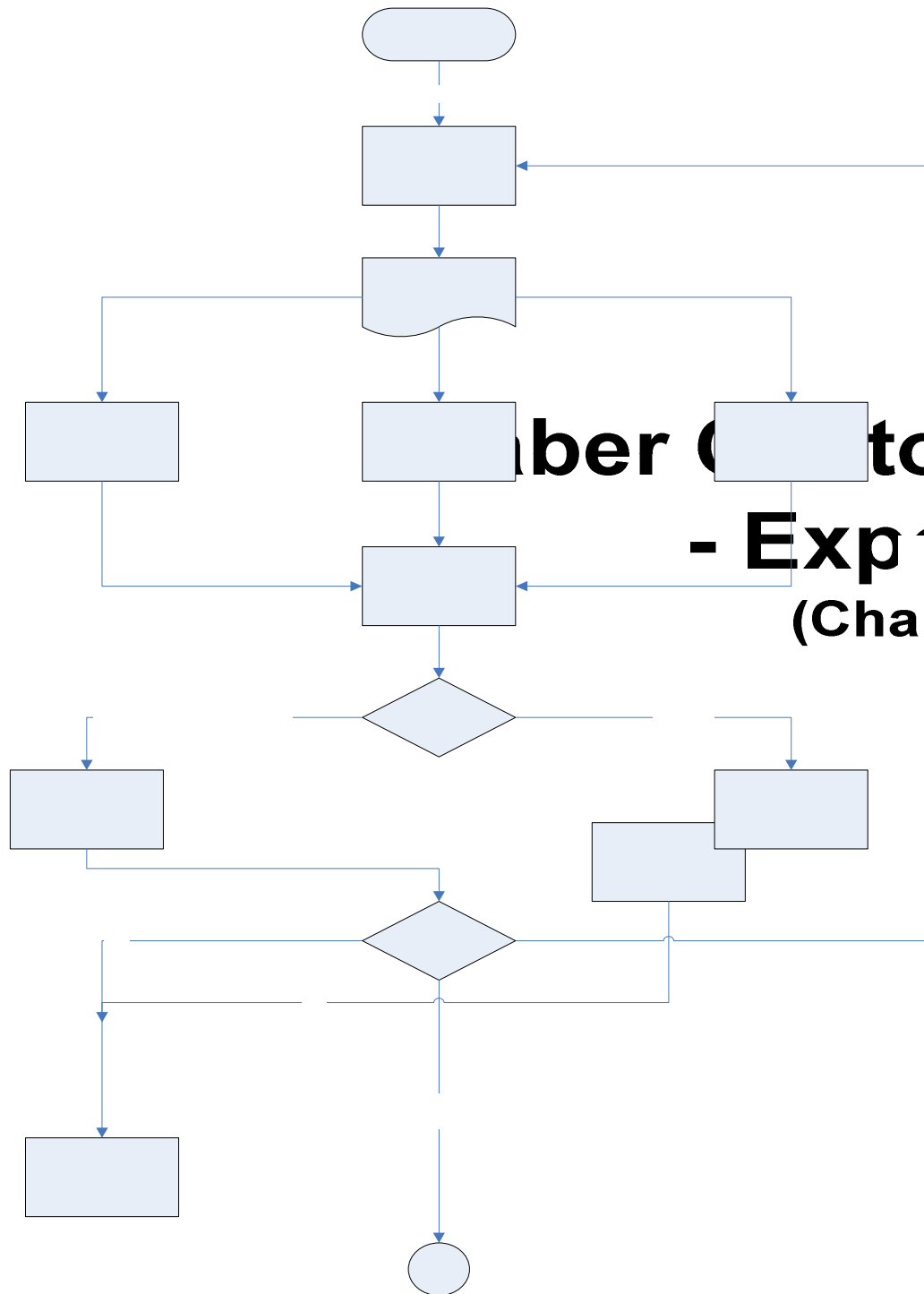
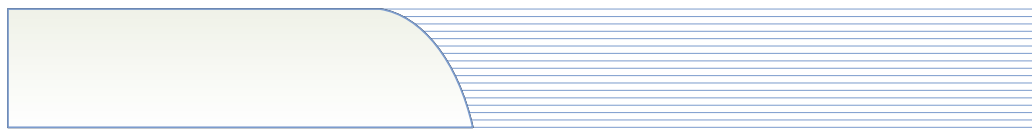
ANNEX 17 - JABER - TRANSITS (CHART 3)



Jaber Customs Transits (Chart 3)

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ANNEX 18 – JABER – EXPORTS (CHART 1)

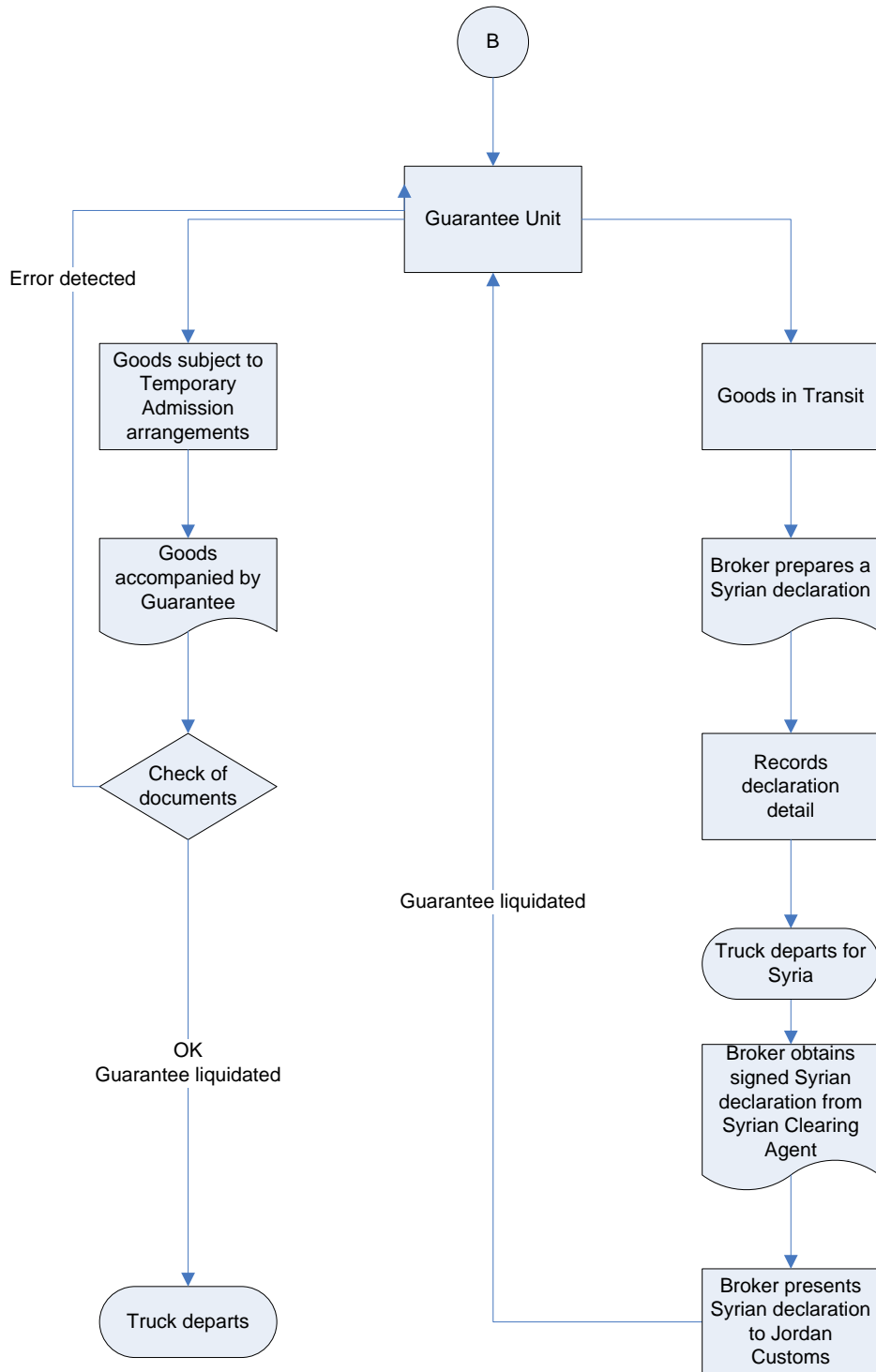


Jaber Exports - Exports - (Chart 1)

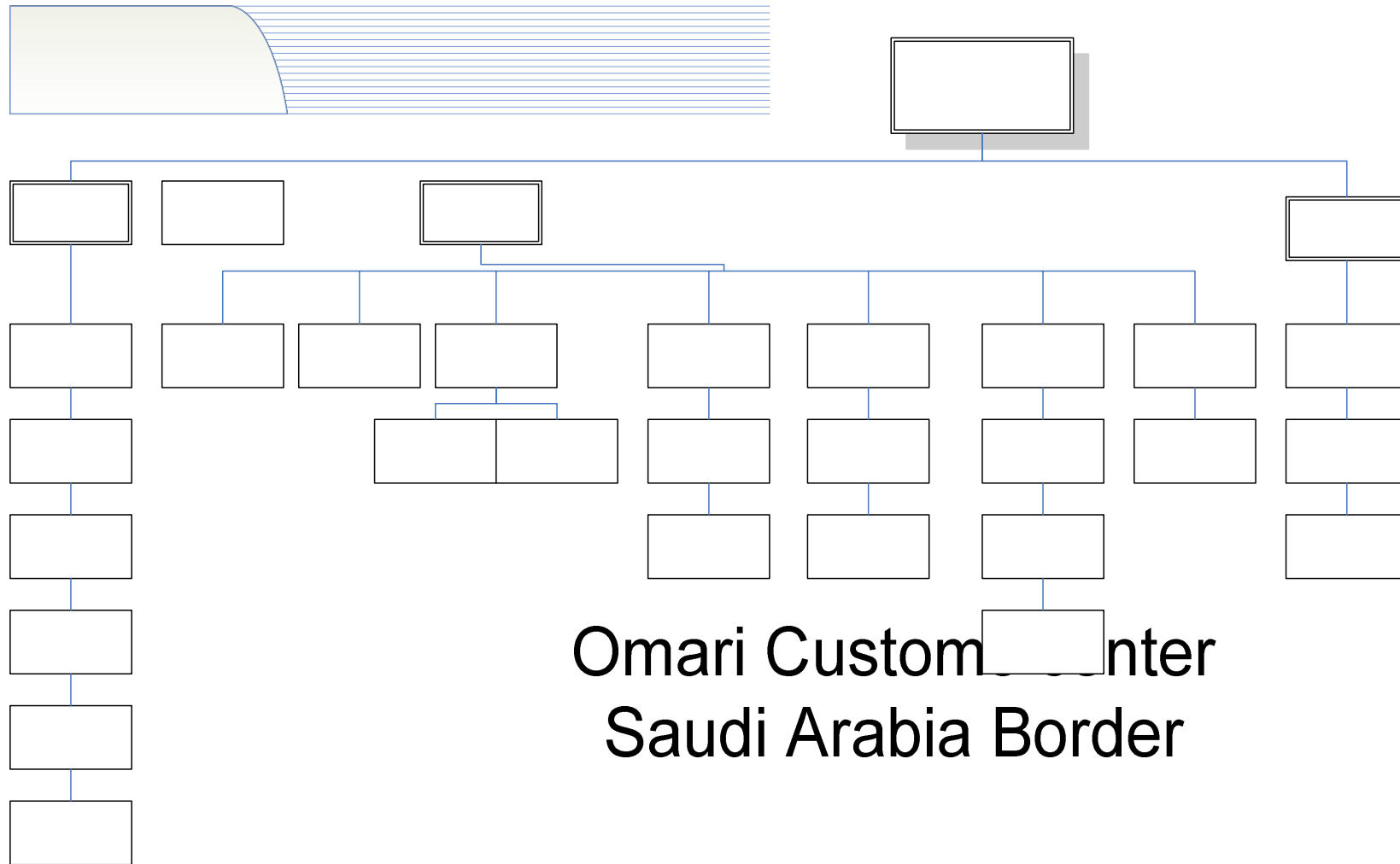
ANNEX 19 – JABER – EXPORTS (CHART 2)

Jaber Customs Center
- Exports -
(Chart 2)

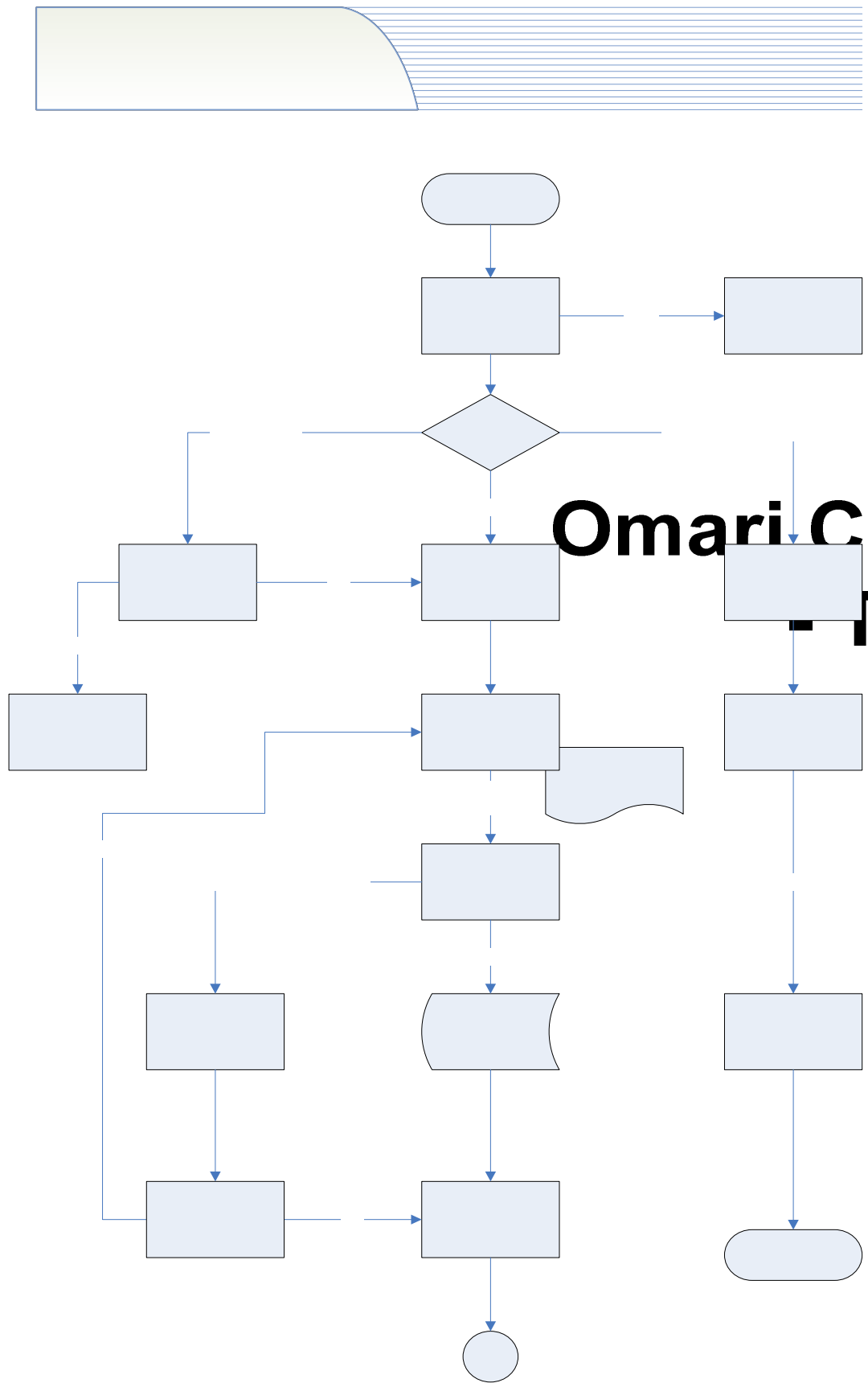
Saturday, December 18, 2004



ANNEX 20 – OMARI – ORGANIZATION CHART

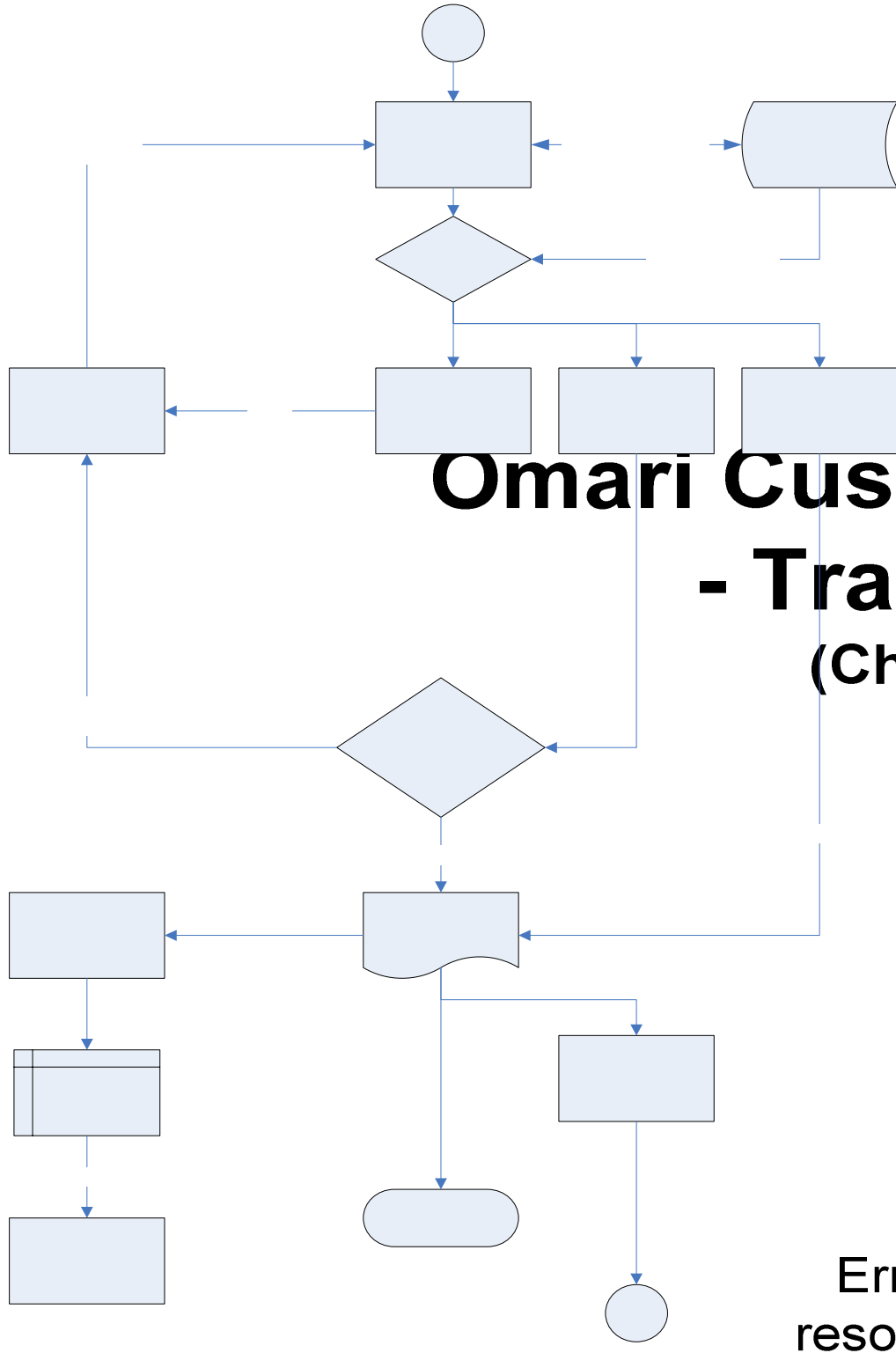
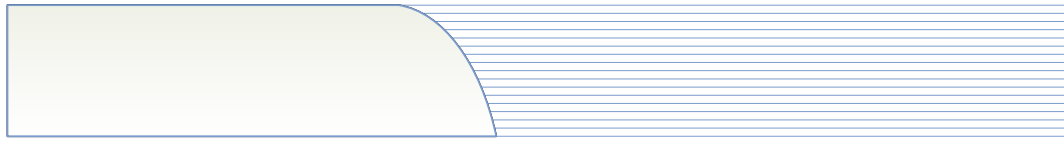


ANNEX 21 – OMARI – TRANSITS (CHART 1)



**Omari Customs
Transits
(Chart 1)**

ANNEX 22 – OMARI – TRANSITS (CHART 2)



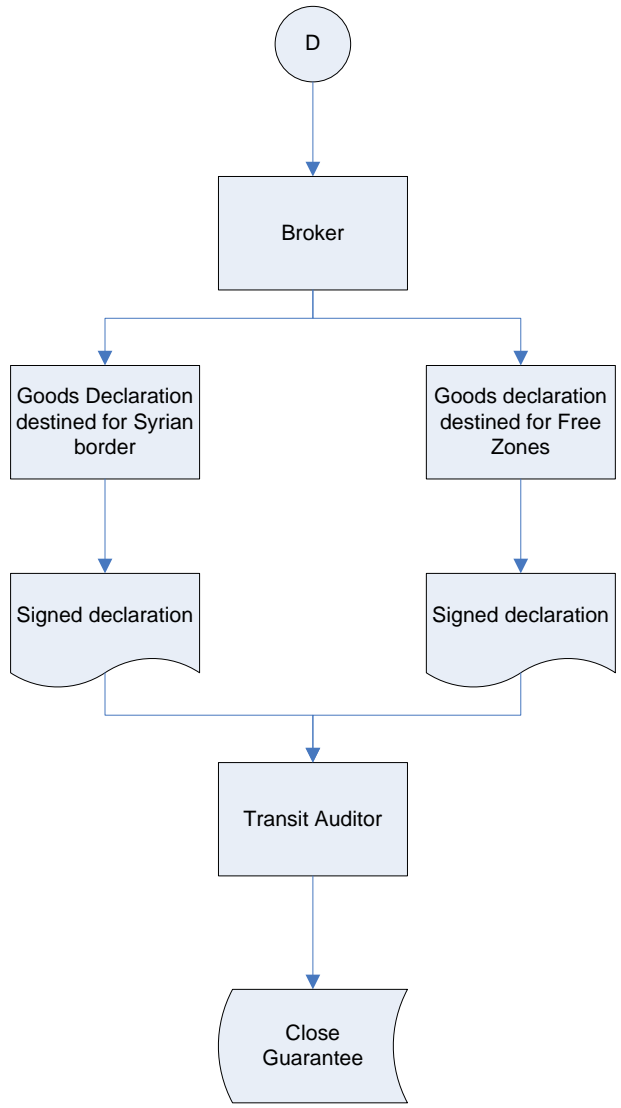
Omari Customs - Transits (Chart 1)

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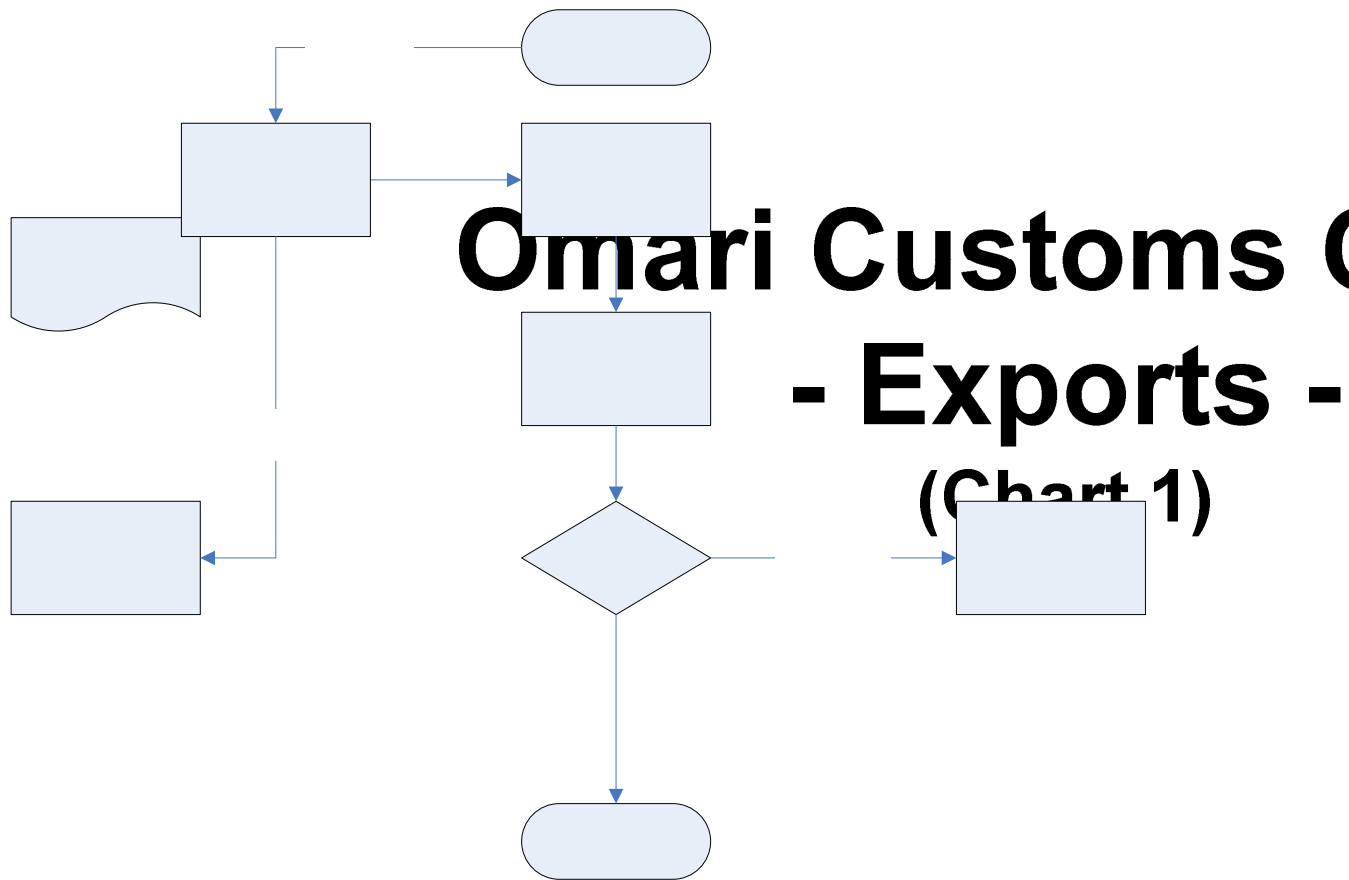
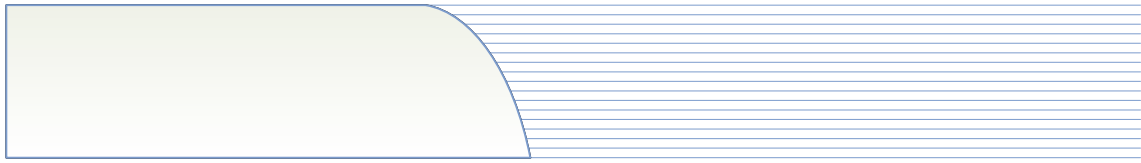
ANNEX 23 – OMARI – TRANSITS (CHART 3)

**Omari Customs Center
- Transits -
(Chart 3)**

Saturday, December 18, 2004

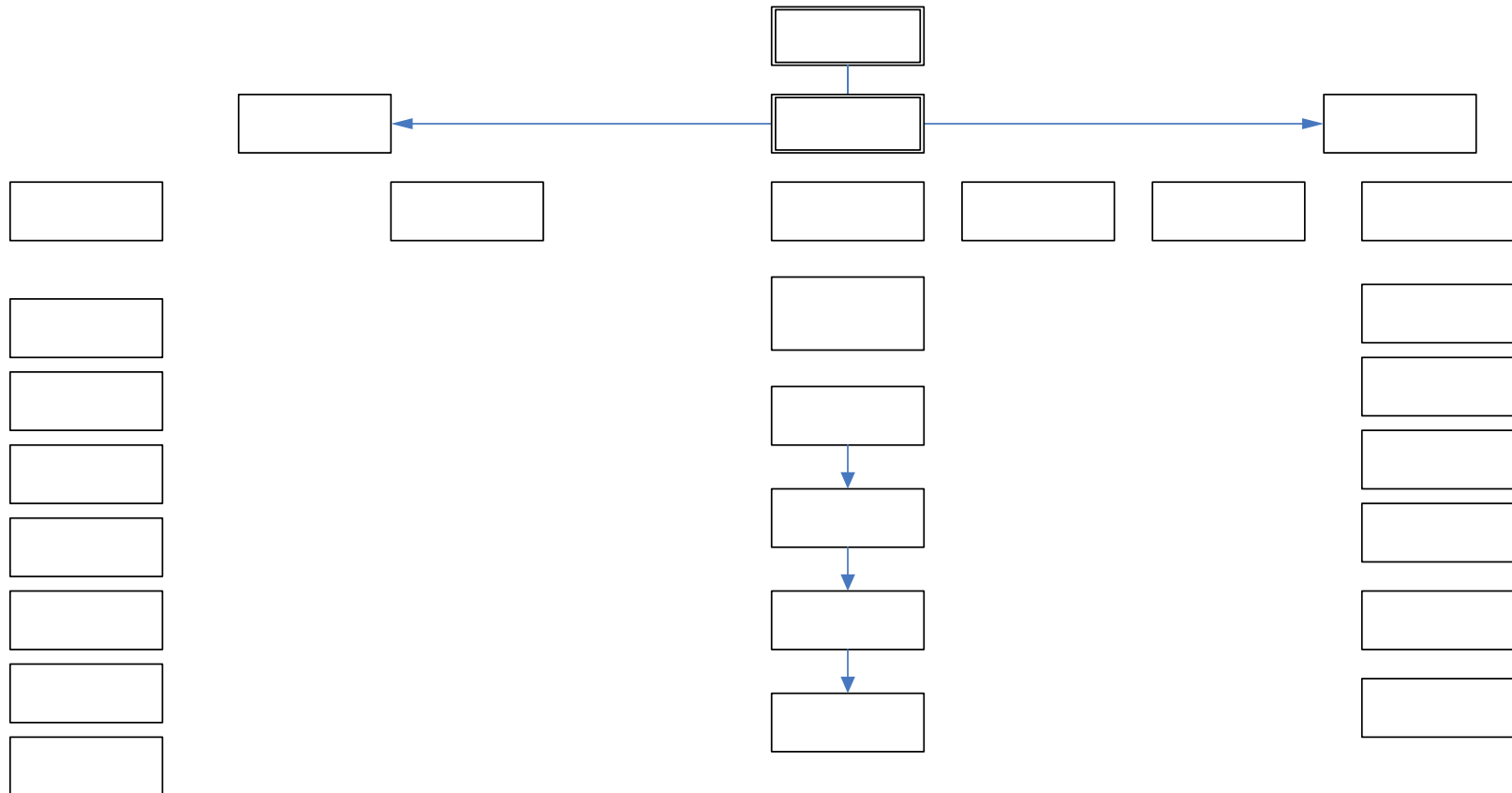


ANNEX 24 - OMARI - EXPORTS (CHART 3)

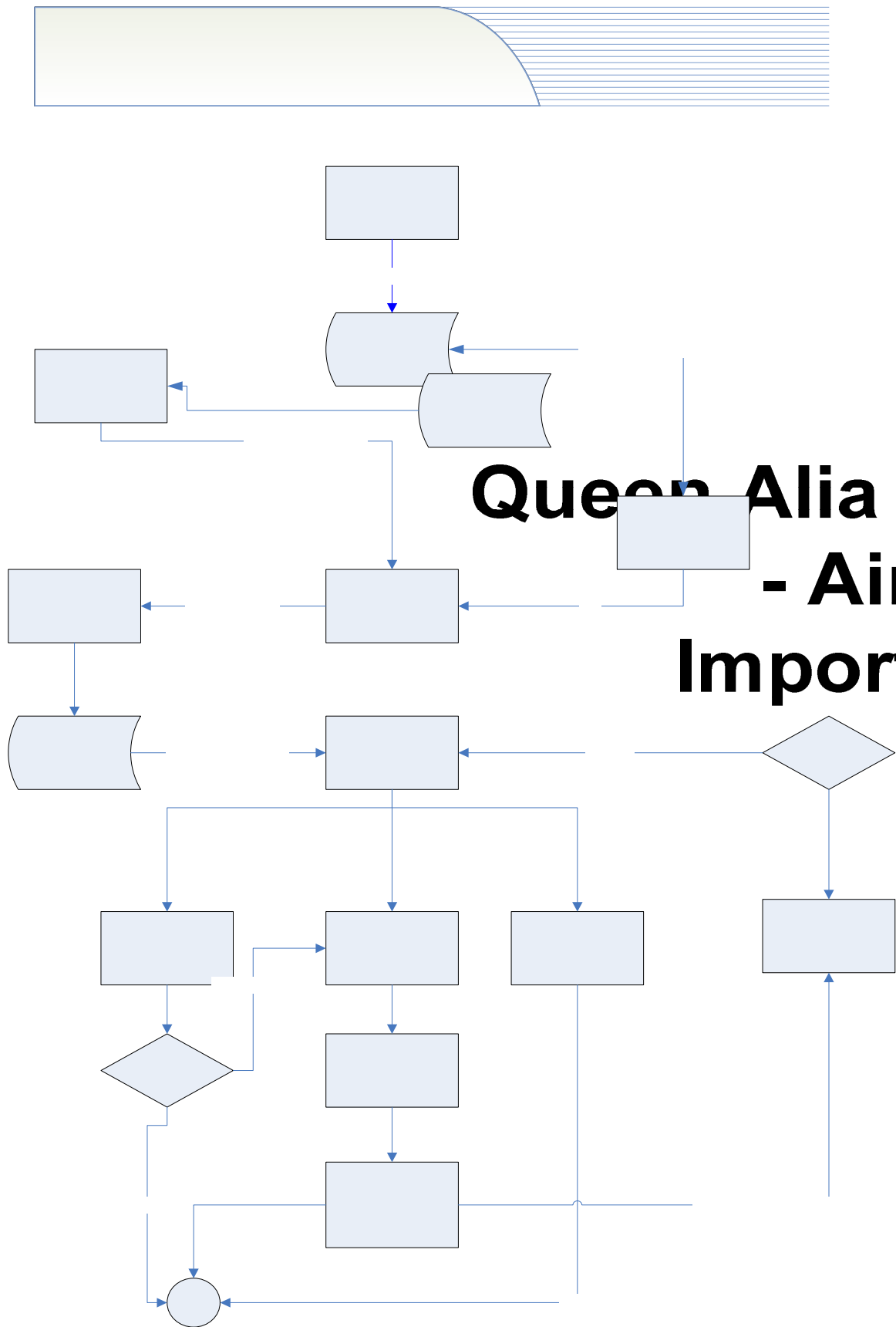


ANNEX 25 – QUEEN ALIA – ORGANIZATION CHART (CHART 1)

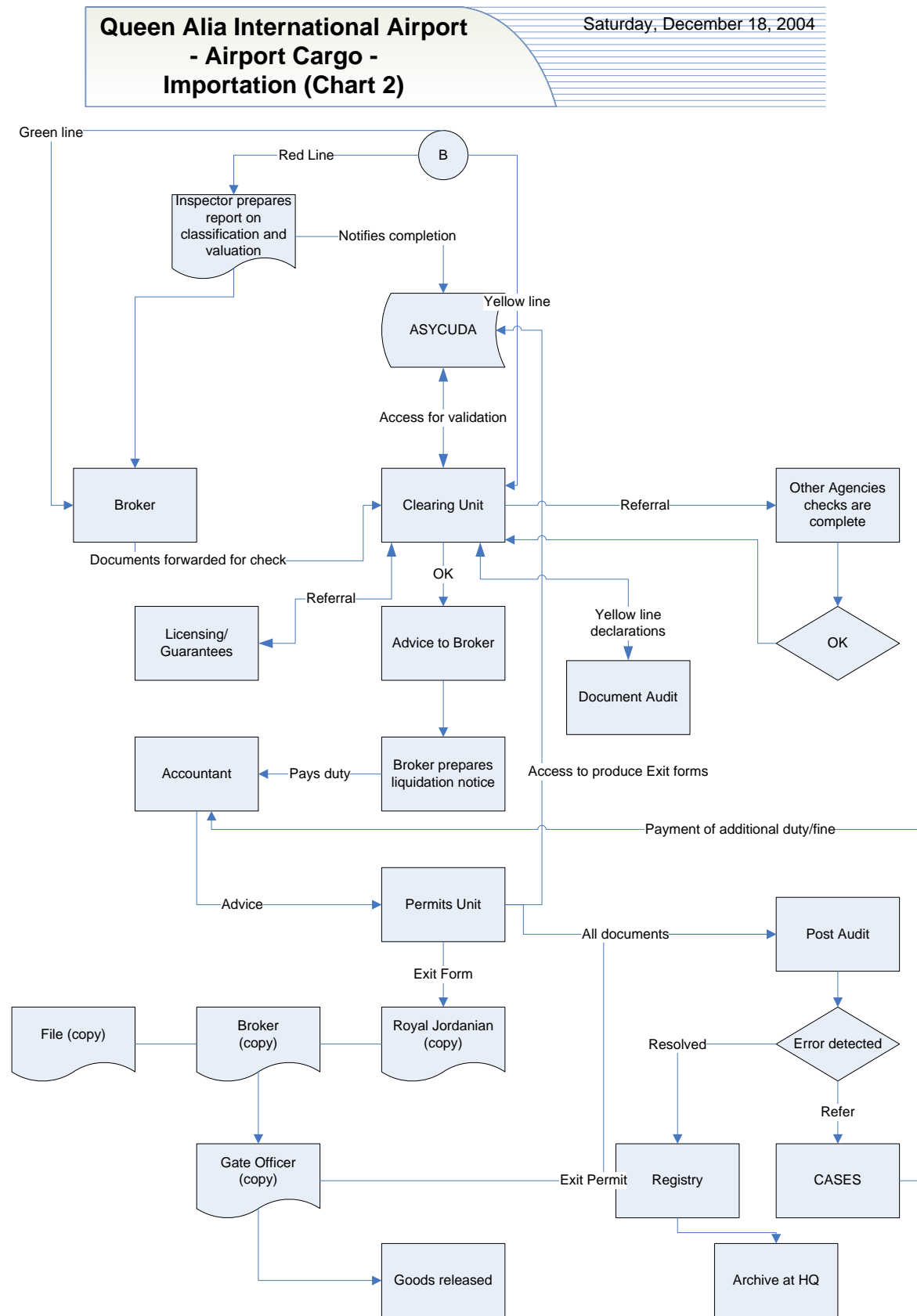
Airport Customs Cargo Clearance



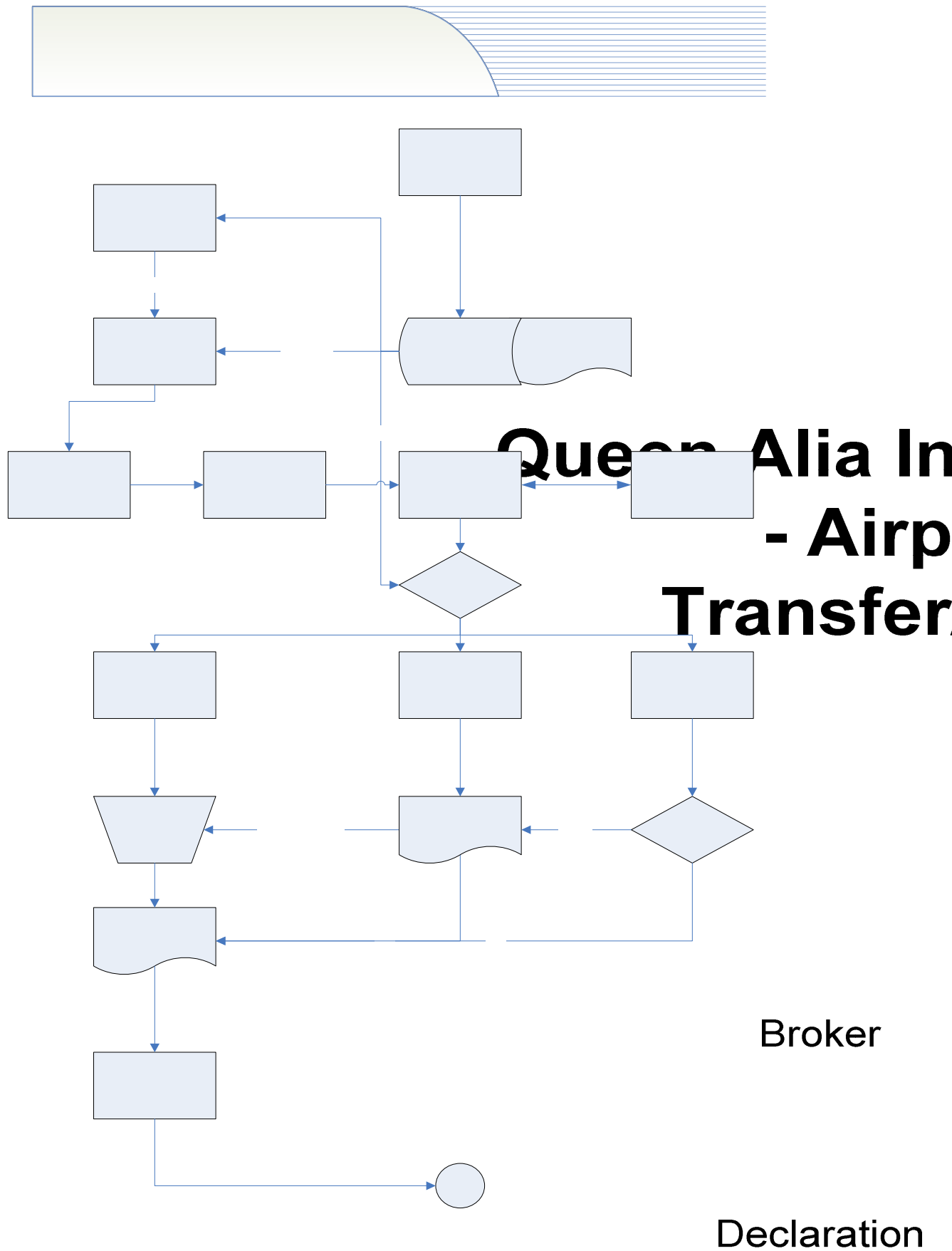
ANNEX 26 – QUEEN ALIA – IMPORTATION (CHART 1)



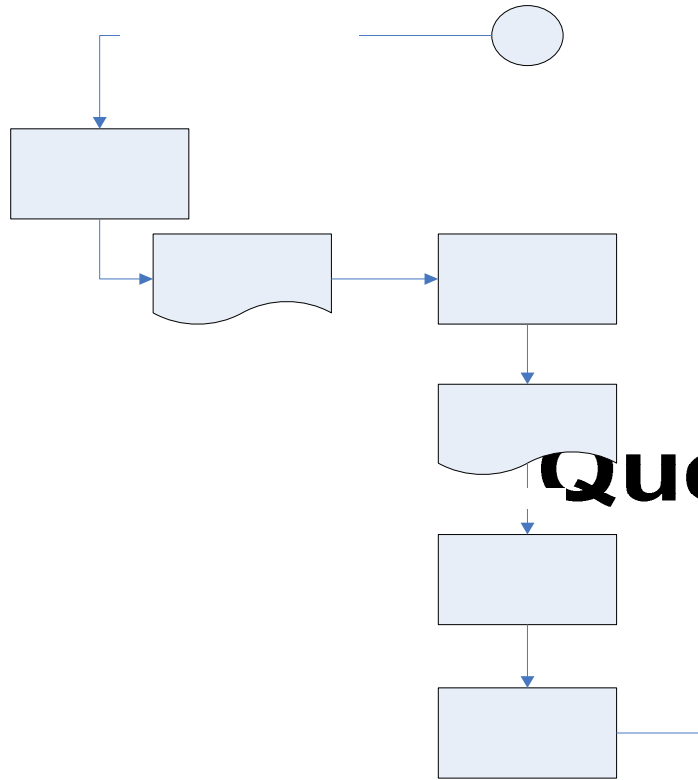
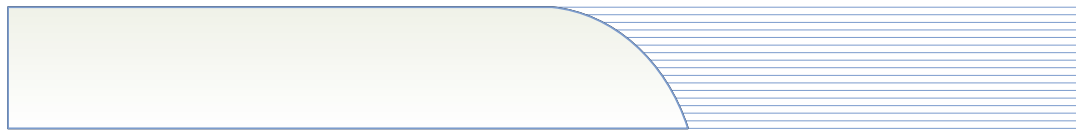
ANNEX 27 – QUEEN ALIA – IMPORTATION (CHART 2)



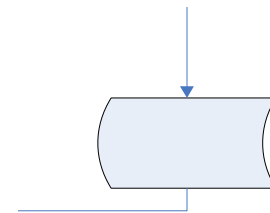
ANNEX 28 – QUEEN ALIA – TRANSIT/TRANSFER (CHART 1)



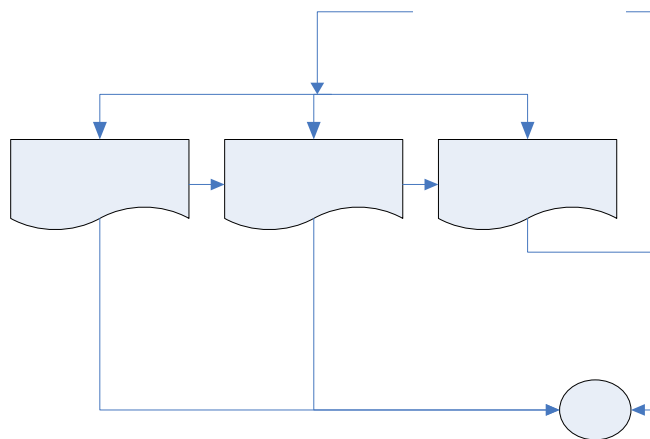
ANNEX 29 – QUEEN ALIA – TRANSIT/TRANSFER (CHART 2)



Queen Alia International Airport - Airports Transfer/T



From License

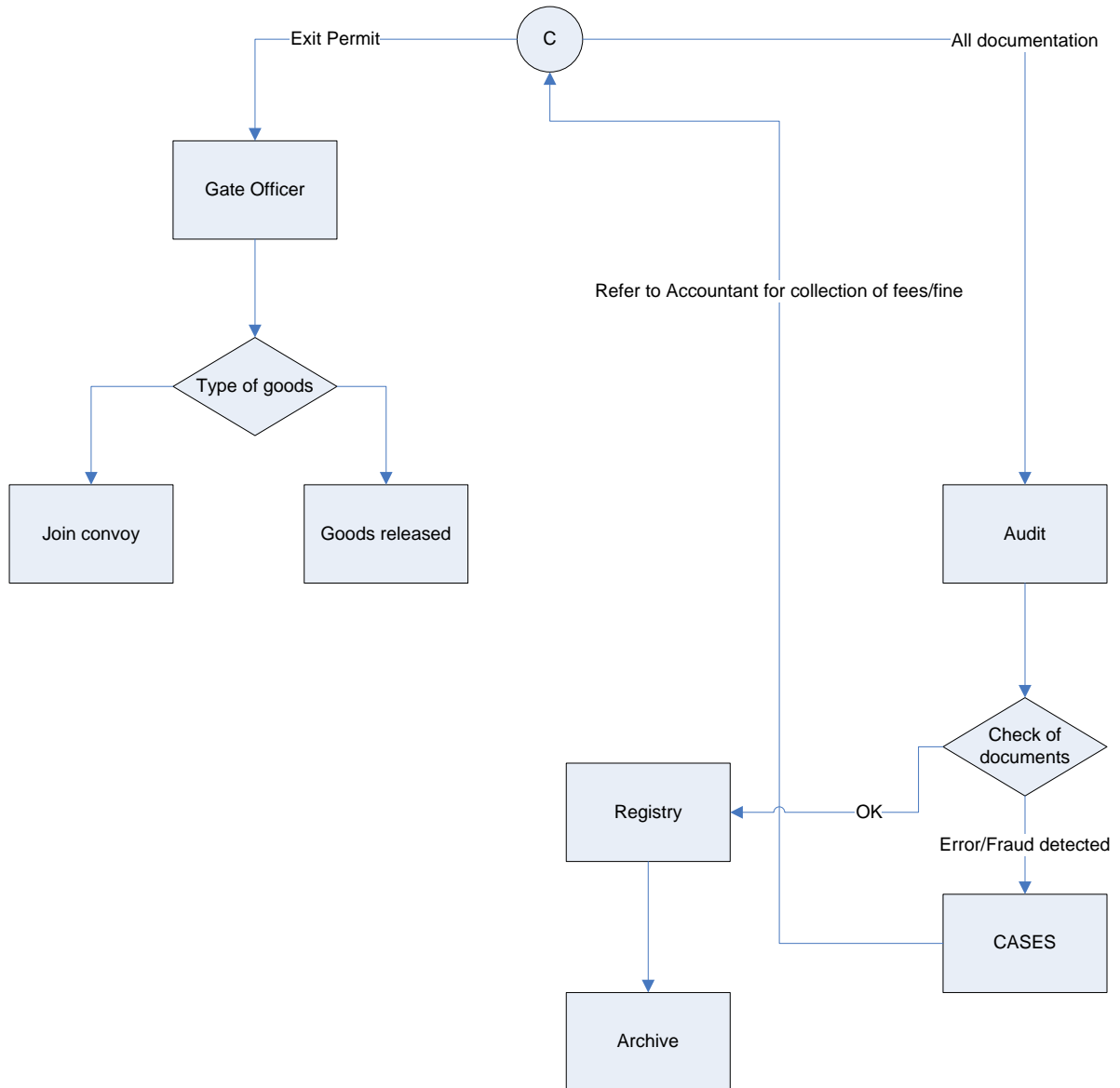


Transit Section
- deducts
Guarantee

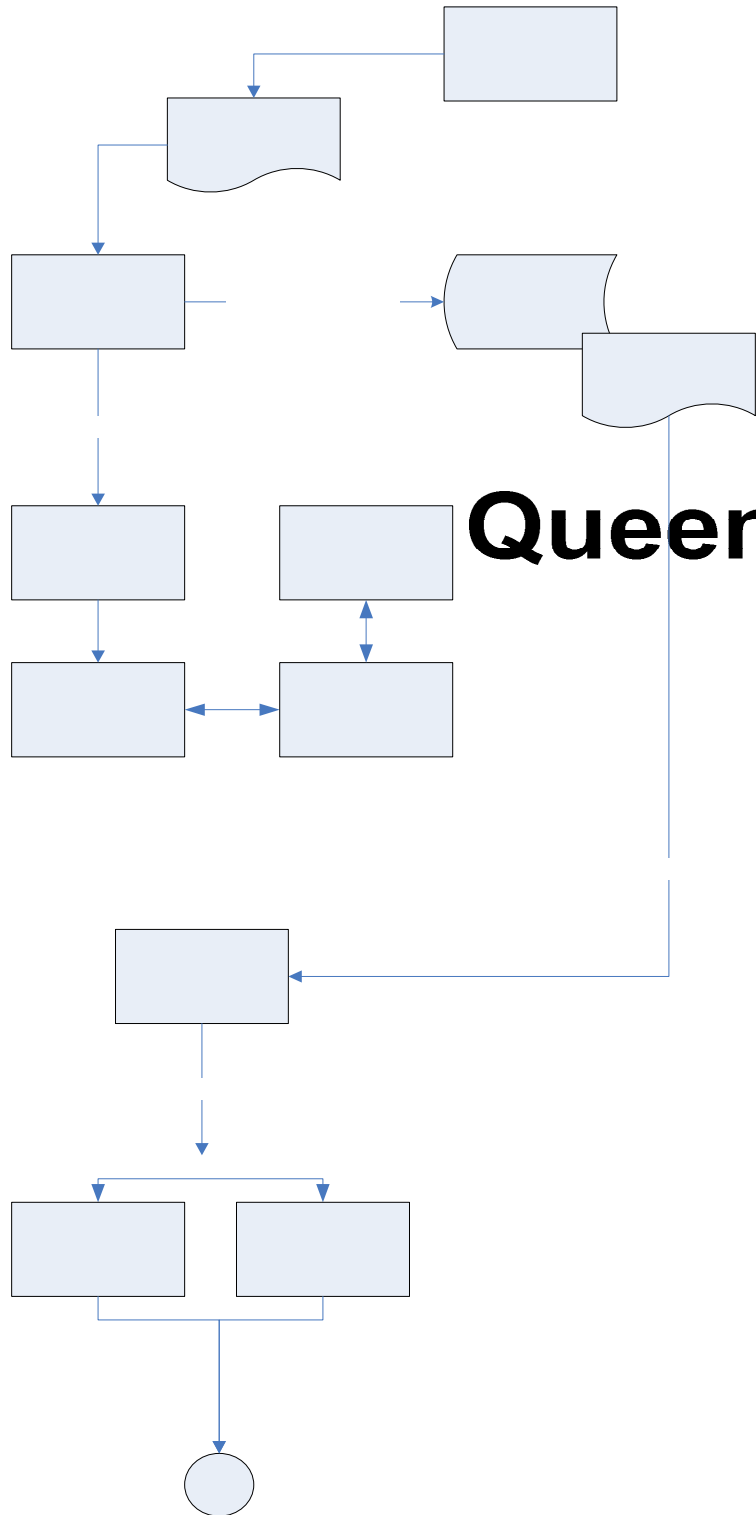
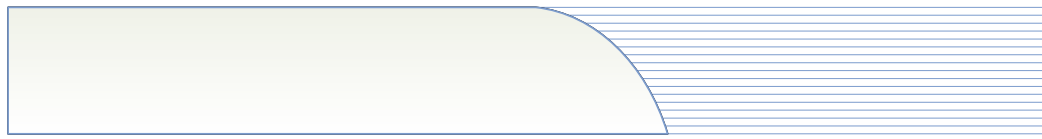
ANNEX 30 – QUEEN ALIA – TRANSIT/TRANSFER (CHART 3)

**Queen Alia International Airport
- Airport Cargo -
Transfer/Transit (Chart 3)**

Saturday, December 18, 2004

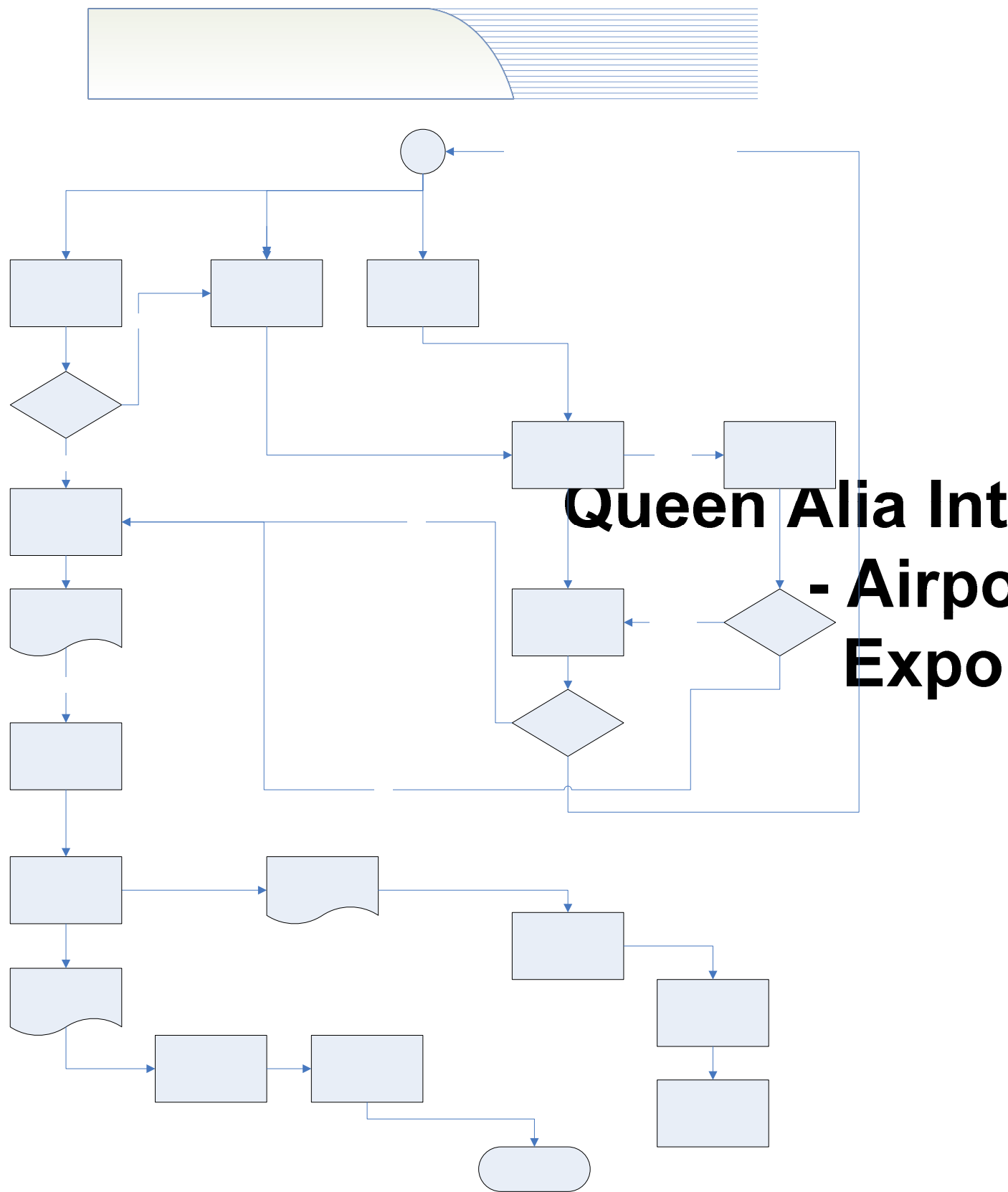


ANNEX 31 – QUEEN ALIA – EXPORTS (CHART 1)

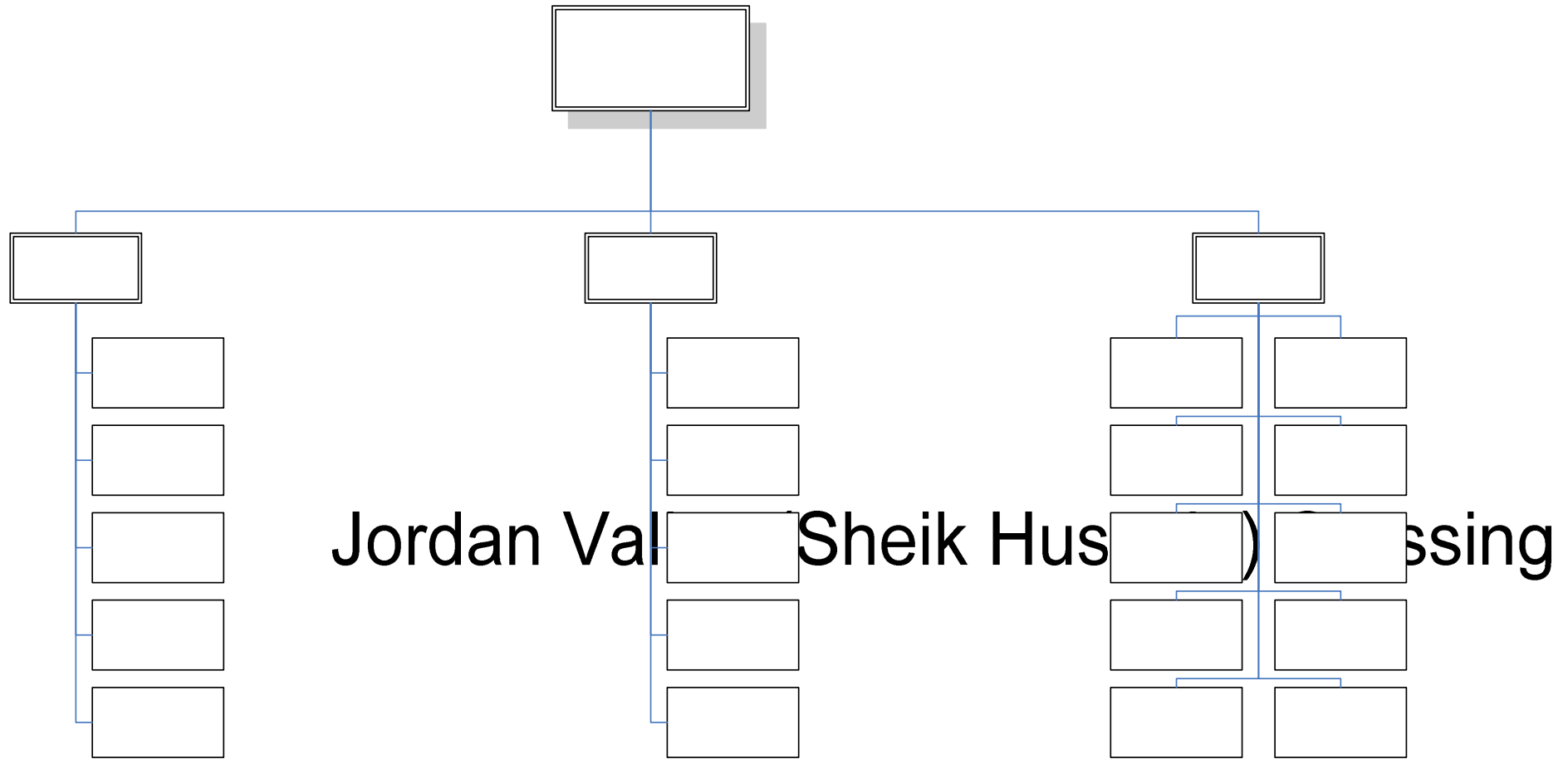


Queen Alia International Airport Exports

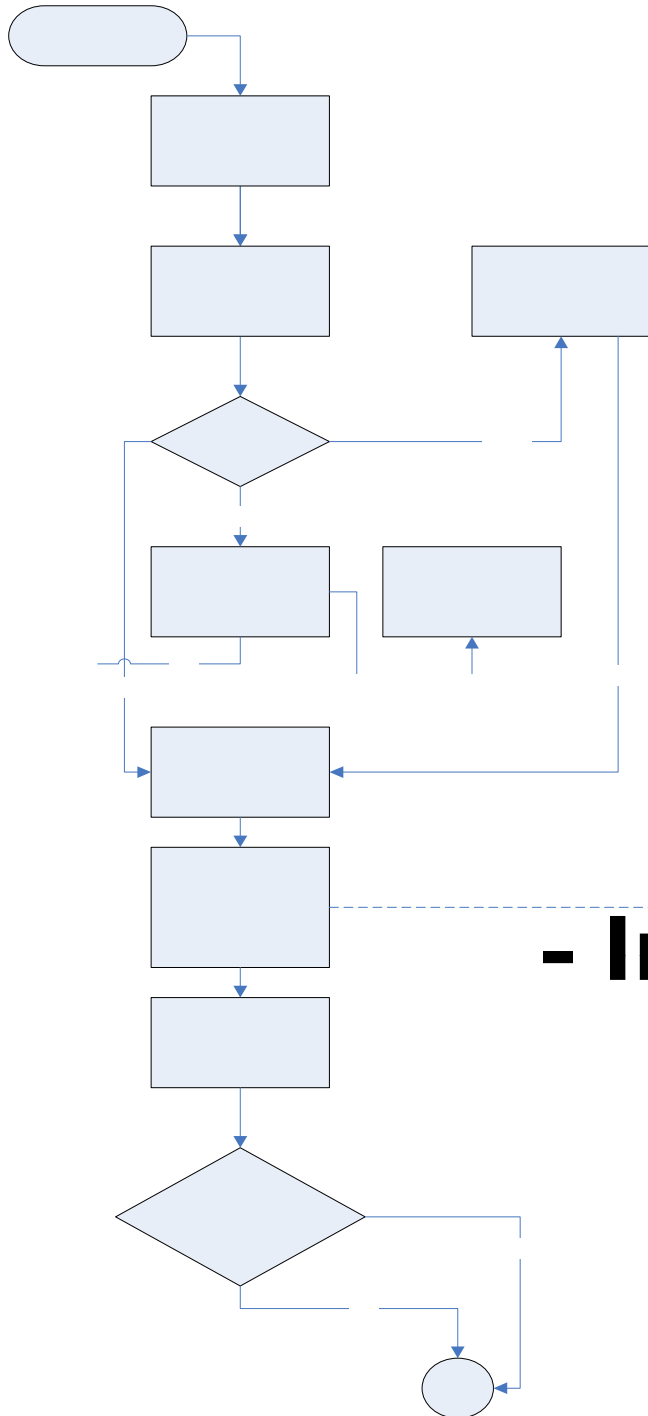
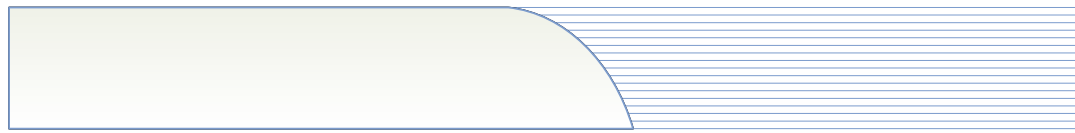
ANNEX 32 – QUEEN ALIA – EXPORTS (CHART 2)



ANNEX 33 – JORDAN VALLEY – ORGANIZATION CHART



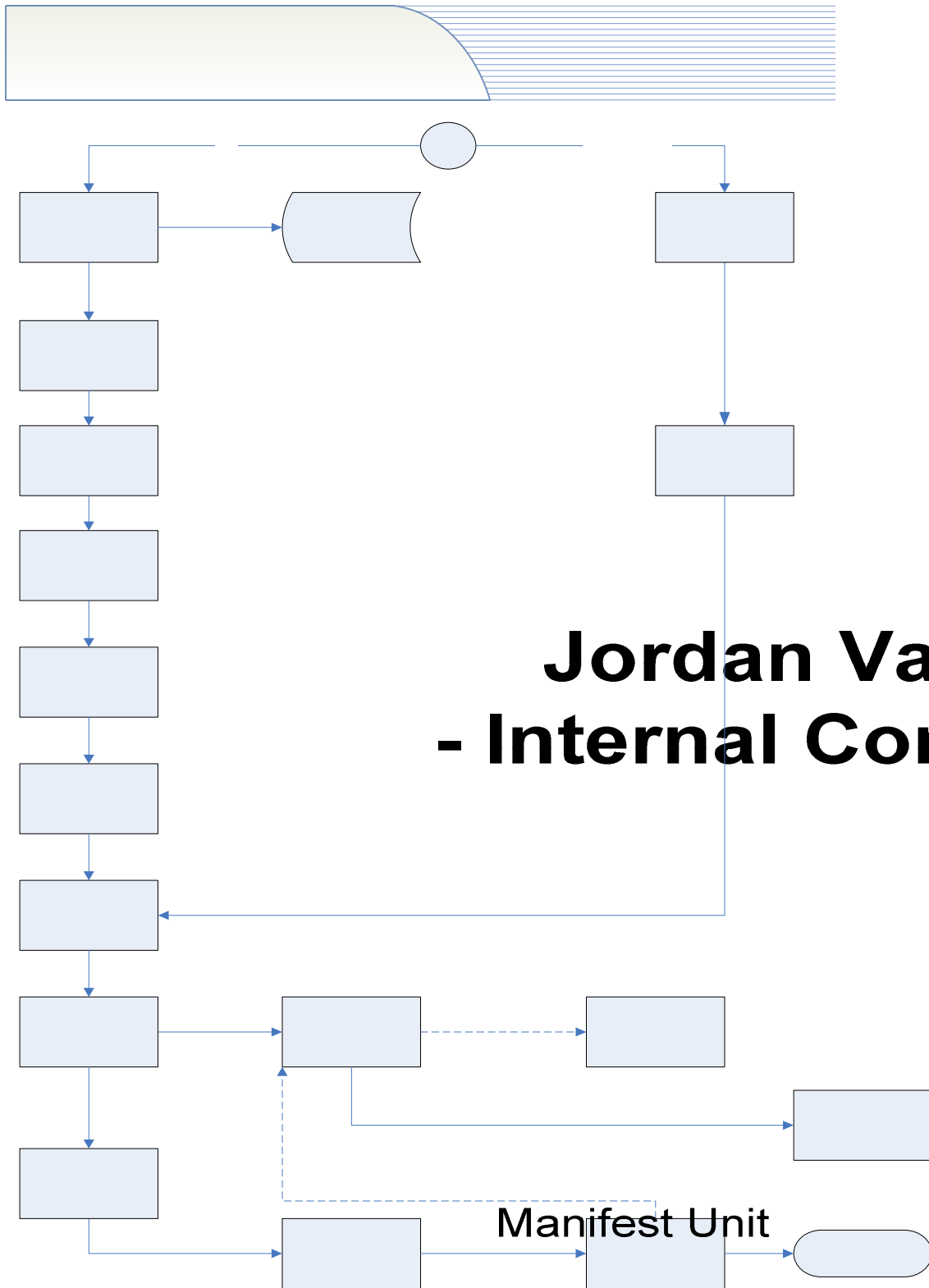
ANNEX 34 – JORDAN VALLEY – INTERNAL CONSUMPTION
(CHART1)



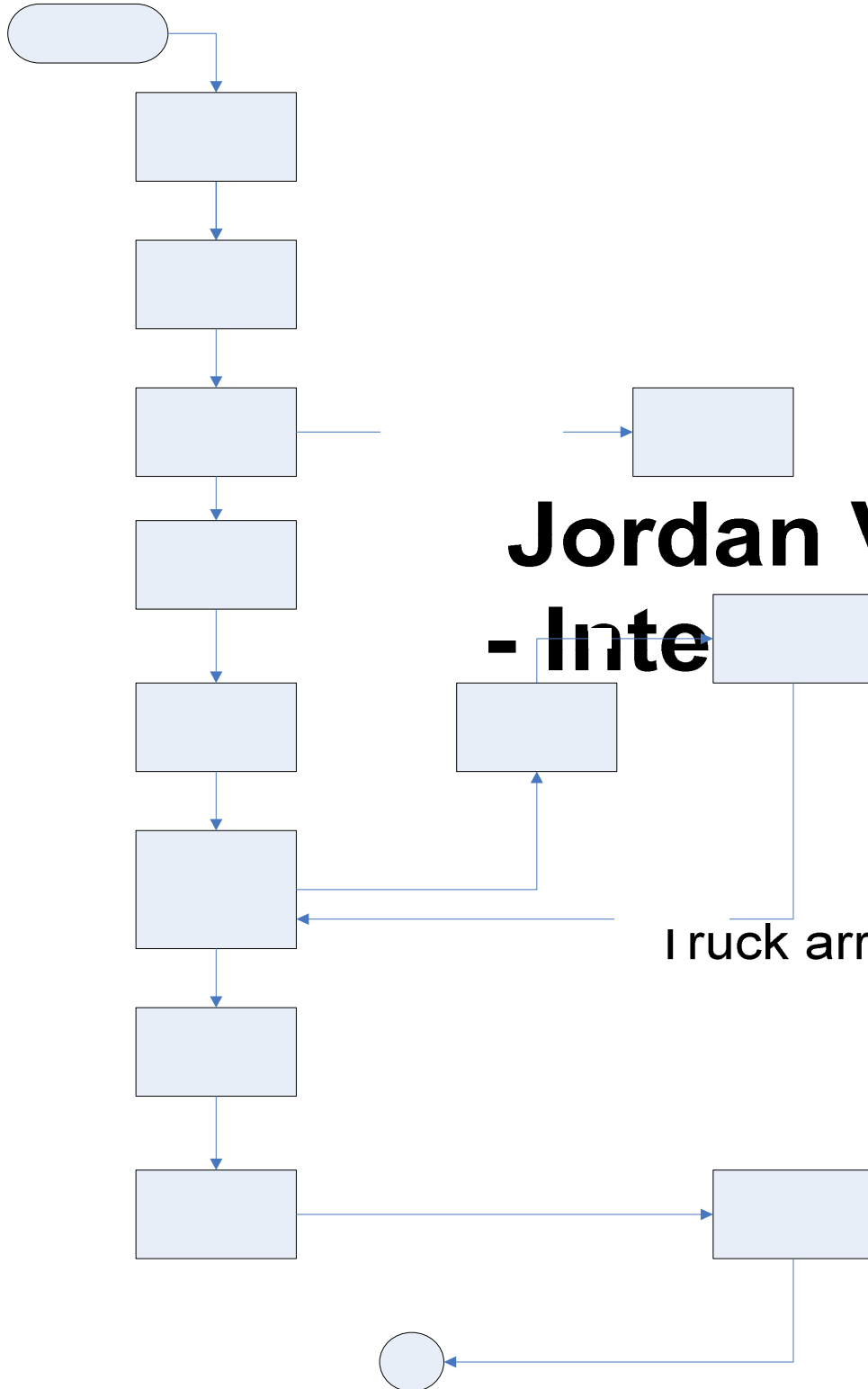
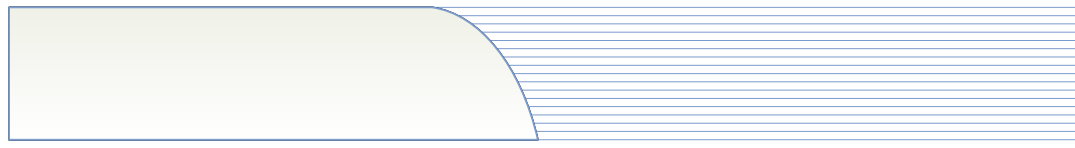
**Jordan Valley
- Internal Cons**

Truck arrives

ANNEX 35 – JORDAN VALLEY – INTERNAL CONSUMPTION
(CHART2)



ANNEX 36 – JORDAN VALLEY – INTERNAL TRANSFER (CHART 1)



Jordan Valley - Internal Transfer

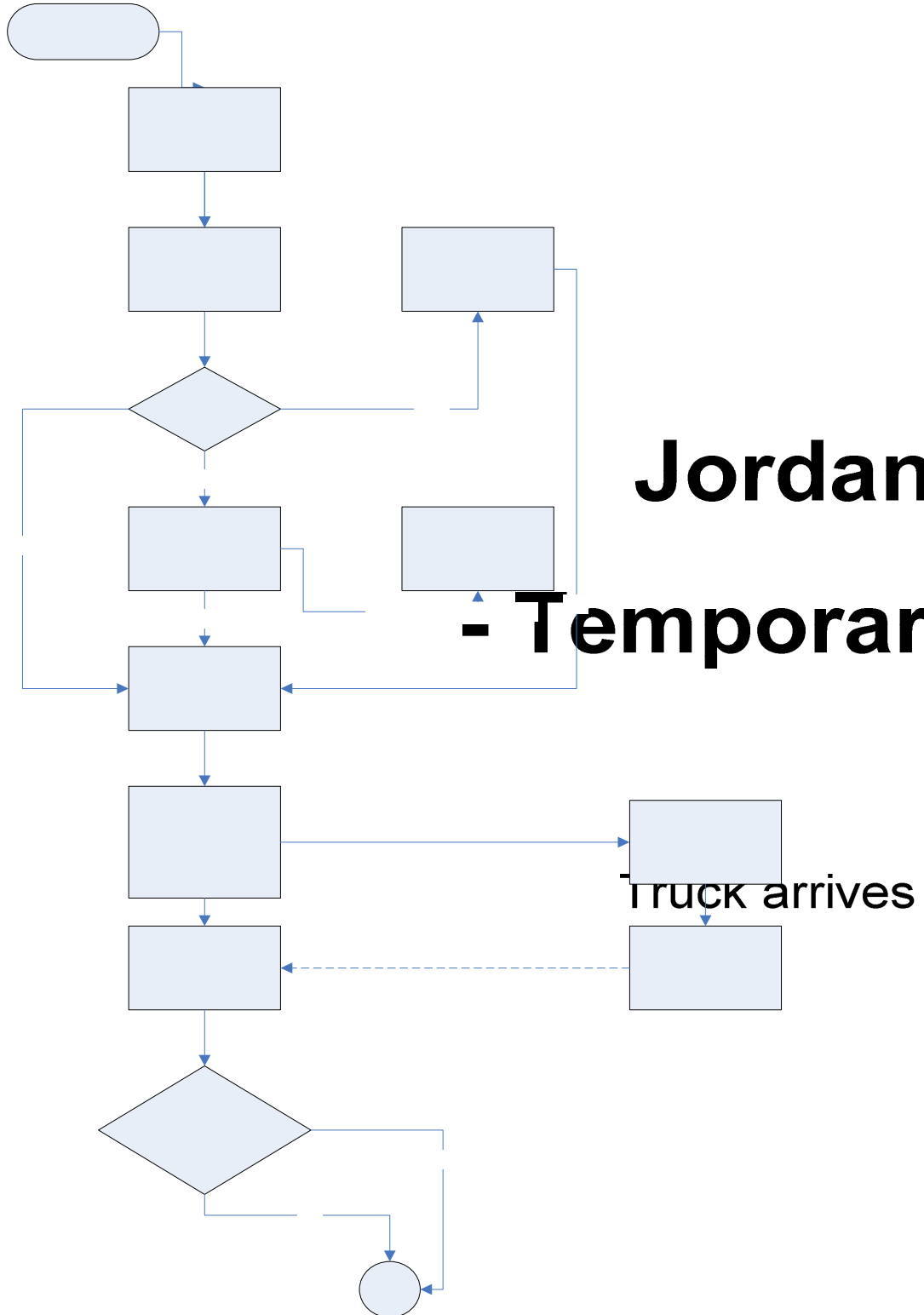
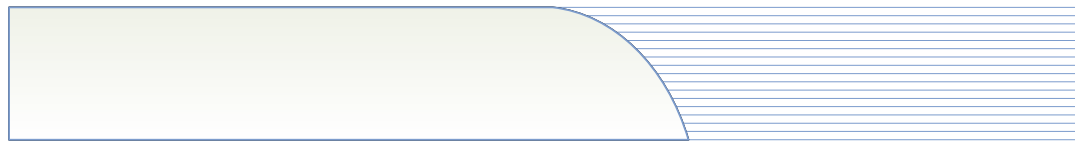
Truck arrives

Truck
receipt

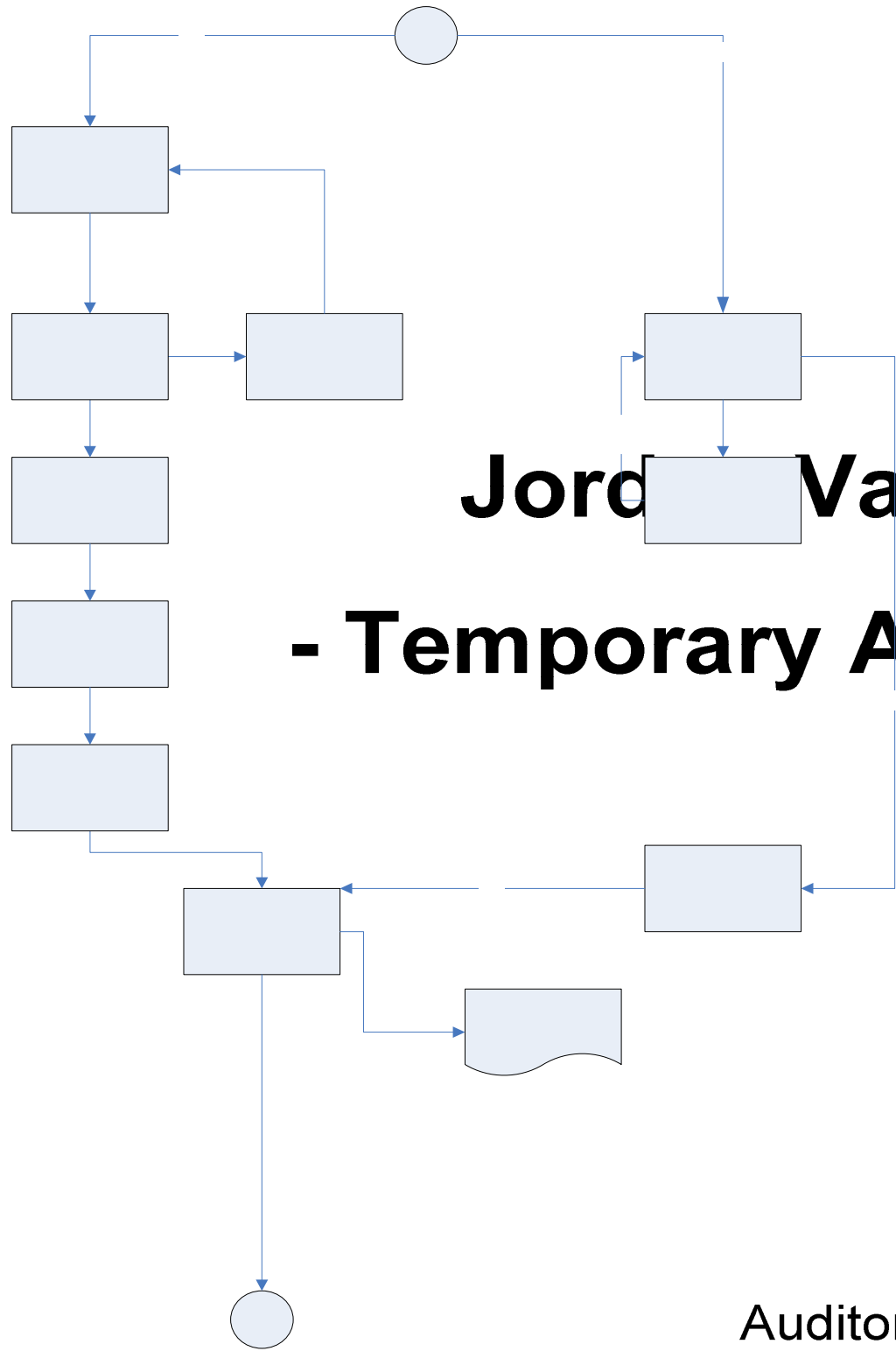
ANNEX 37 – JORDAN VALLEY – INTERNAL TRANSFER (CHART 2)



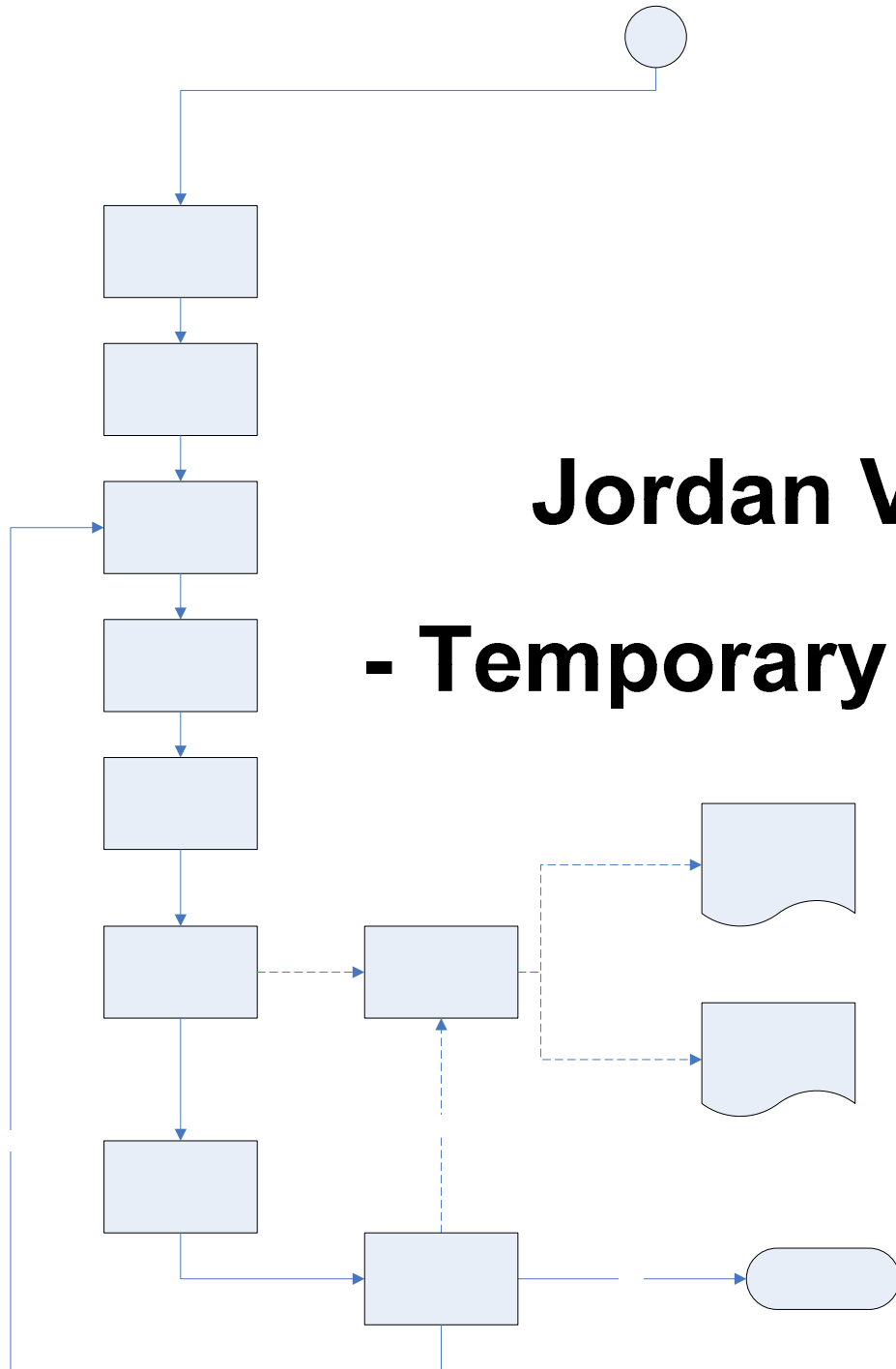
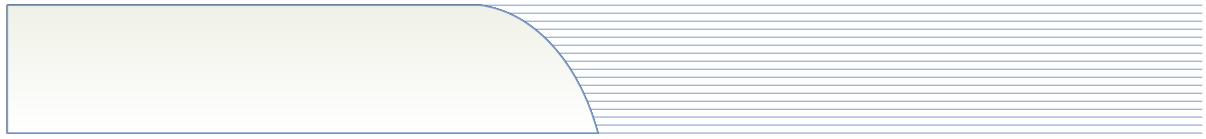
ANNEX 39 – JORDAN VALLEY – TEMPORARY ADMISSION (CHART 1)



ANNEX 40 – JORDAN VALLEY – TEMPORARY ADMISSION (CHART 2)

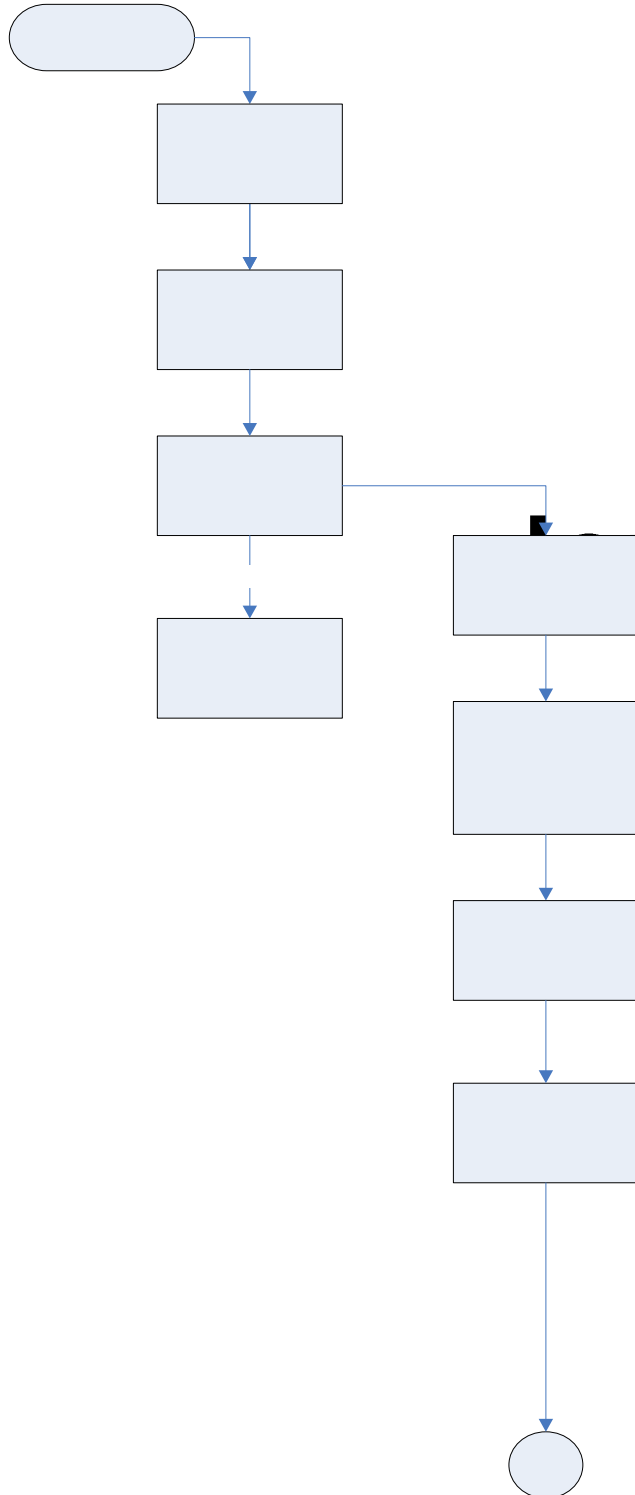
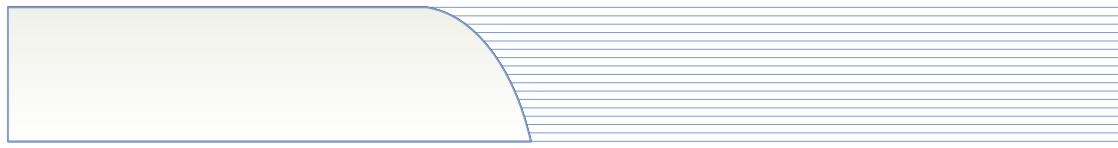


ANNEX 41 – JORDAN VALLEY – TEMPORARY ADMISSION (CHART 3)



Jordan Valley Cross-border - Temporary Admission

ANNEX 42 – JORDAN VALLEY – TRANSIT (CHART 1)



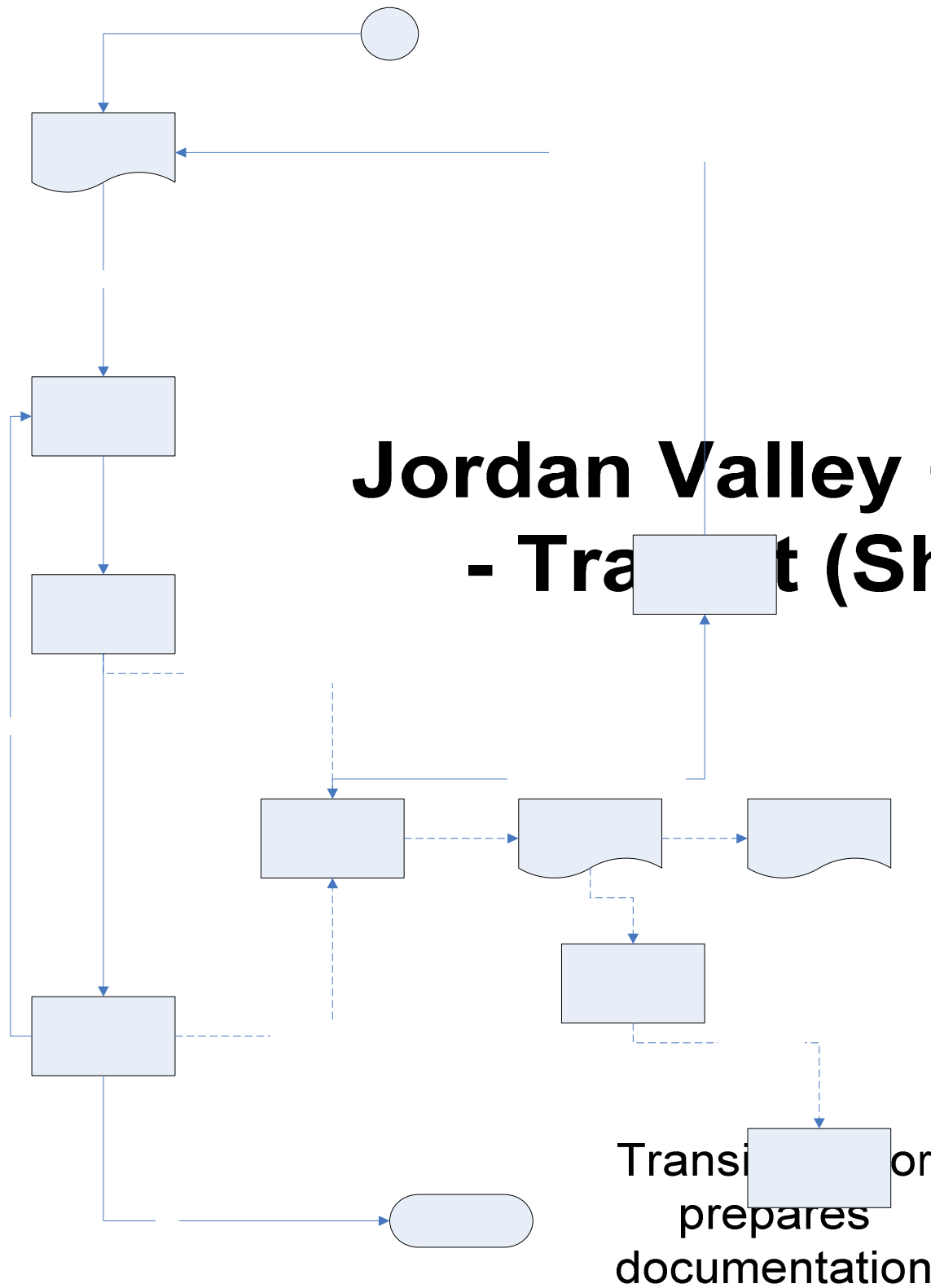
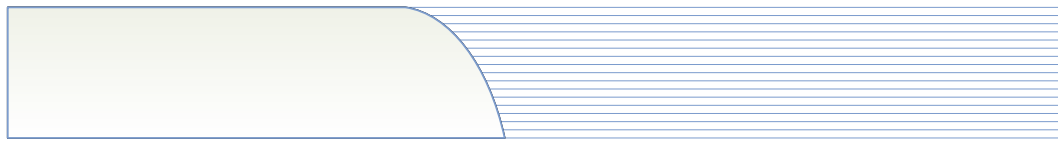
Jordan Valley C

- Transit (ch

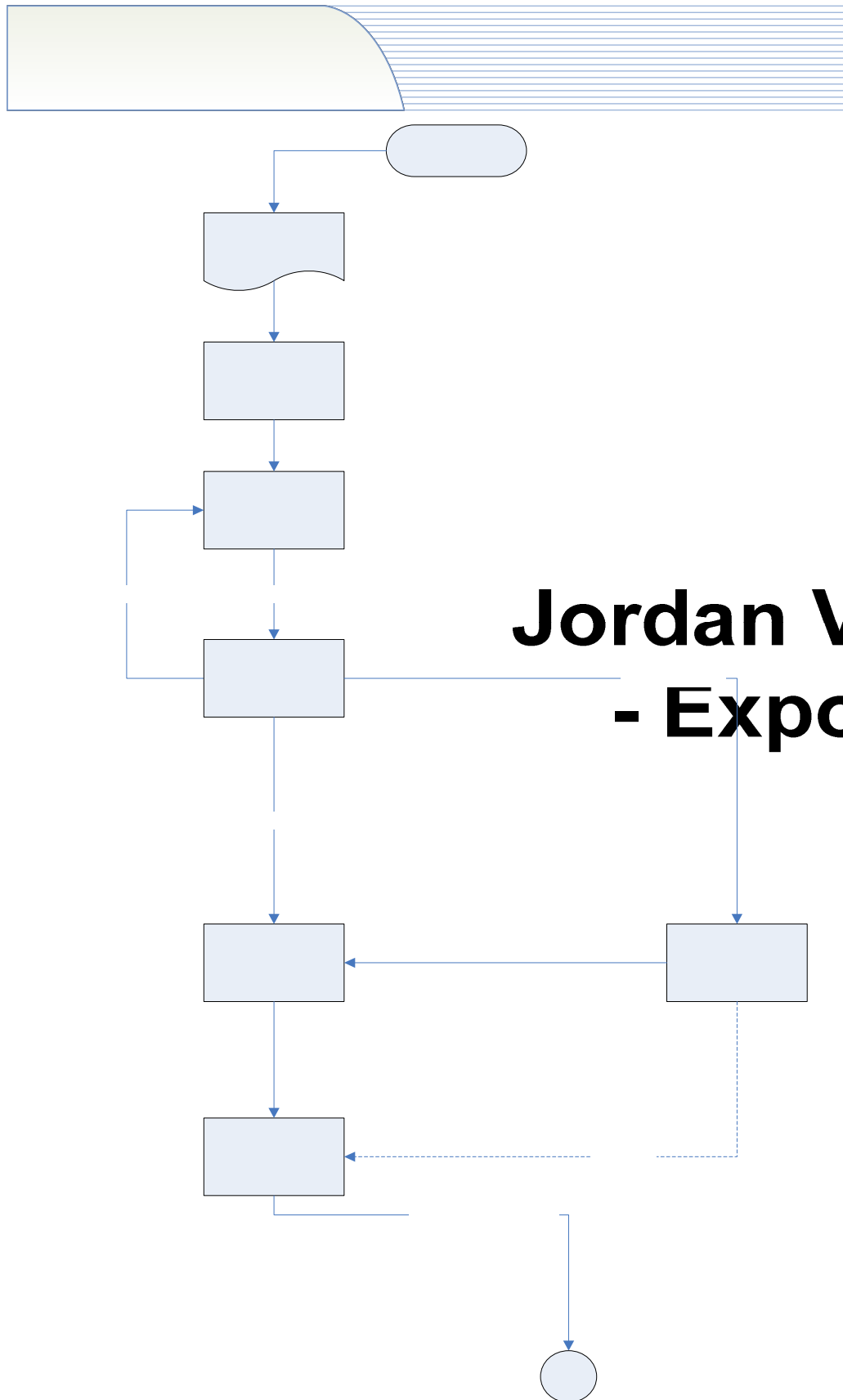
Truck arrives

Truck is
and rece

ANNEX 43 – JORDAN VALLEY – TRANSIT (CHART 2)

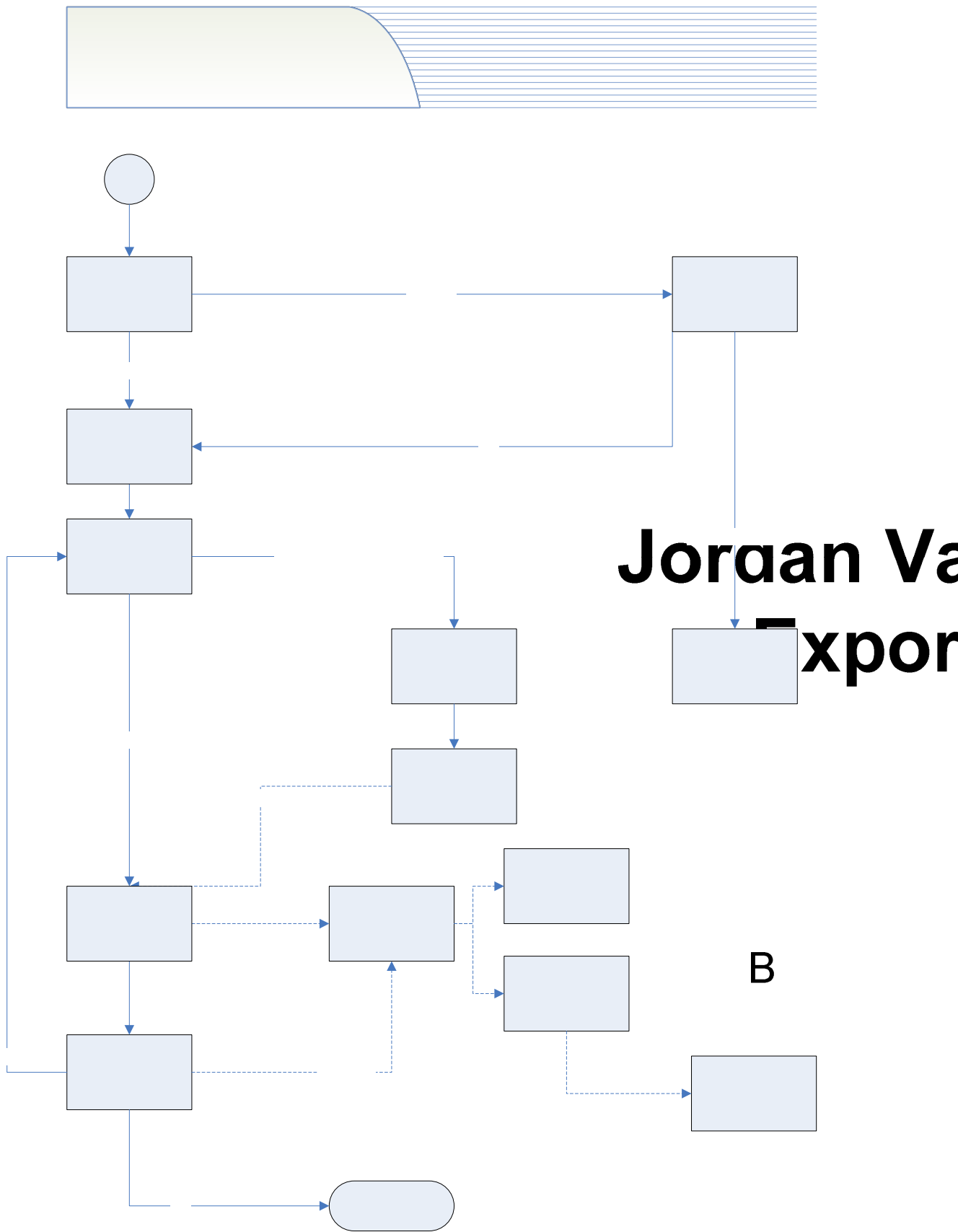


ANNEX 44 – JORDAN VALLEY – EXPORTS (CHART 1)



Jordan Valley - Exports (C)

ANNEX 45 – JORDAN VALLEY – EXPORTS (CHART 2)



Jordan Valley Exports

B

ANNEX 46 – STATEMENT OF WORK

Short Term Consultancy Agreement Scope of Work

Activity Name: 555.01 Customs Reform and Modernization
SOW Title: Border Process Reengineering
Modification No: Original
SOW Date: May 27, 2004
SOW Status: Final
Task and Consultant Name: F/Border Process Reengineering, Phase 1 & 2
JXH John Howard

I. Specific Challenges to Be Addressed by this Consultancy

Jordan has made significant strides in customs modernization over the past few years. Despite this progress, there is still considerable work ahead for Customs to transform itself into a modern organization based on international best practices. As an example of progress made by Jordan Customs with the assistance of the AMIR Program, National Customs has now formed an executive level Border Management Project Team that will address on the macro level the process of modernization and risk management for border processing. This group will enhance Customs ability to make a key shift to risk based border management. As a priority issue the Customs BMPT has identified the need for better interagency coordination at the borders.

In this respect the Jordanian Customs is no different than every other national customs administration in needing to coordinate with many other national agencies with border-related mandates. A solution to the process that has been successful in many countries is to shift to what is referred to as “single window” concept. In this process the customs administration acts as the primary processing agency for several other agencies. To introduce the single window processing concept to Jordan first requires a complete understanding by the stakeholders of the current process. The understanding of the current processes will be achieved during a technical consultancy whereby the border processes for at least five border sites will be mapped. The exercise in process mapping will be a train-the-trainer exercise that is intended to transfer the requisite skills to customs officers that can then complete the process at additional border locations.

II. Objective of this Consultancy

The objective of this consultancy is to take the prior completed process mappings to the next stage by introducing a series of reengineering of process steps to facilitate the border clearance. The consult will have worked in a hands-on, mentoring process with Customs to develop process mappings for Aqaba Seaport, Queen Alia Airport Cargo, and at least three land border crossing points during a prior assignment. Using the consultant’s many years of customs experience, drawing on international best practices as defined in the amended Kyoto Convention and the examples of other more advanced customs administrations, a series of recommendations will be prepared in the first phase of this consultancy for reengineering the border clearance processes. In the second phase of this consultancy the technical expert will return to assist Customs in a hands-on capacity to help resolve issues that have arisen and to actually put the first phase recommendations into practice.

III. Specific Tasks of the Consultant

Under this scope of work, the consultant shall perform, but not be limited to, the specific tasks specified under the following categories:

A. **Background Reading Related to Understanding the Work and Its Context.** The Consultant shall read, but is not limited to, the following materials related to fully understanding the work specified under this consultancy:

1. AMIR Technical Proposal.

2. AMIR 1.0 Final Report.
3. Customs Department Strategic Plan: 2001-2003.
4. 'Development and Integration of Customs Reform and Modernization within Jordan 2002'. Final Report, February 2003. Prepared for AMIR Program by Glenn Wood.
5. 'Development of Border Risk Management, Intelligence & Risk Management Capabilities'. Final Report, January 2003. Prepared for AMIR Program by John Knott, John Howard and Michael Krstic.
6. 'Border Risk Management,' Final Report, October 2003. Prepared for AMIR by John Howard.
7. Border process mappings prepared under a separate consultancy.

B. Background Interviews Related to Understanding the Work and Its Context. The Consultant shall interview, but is not limited to, the following individuals or groups of individuals in order to fully understand the work specified under this consultancy:

- Greta Boye, PSPI Team Leader/AMIR Program
- Walter Hekala, CRM Manager, PSPI/AMIR Program
- Jamal Olaimat, Customs Specialist, PSPI/AMIR Program
- Lina Arafat, Customs Projects Coordinator, PSPI/AMIR Program
- All relevant Customs Directors including:
 - Director Planning & Organization
 - Intelligence Unit Director,
 - Director Risk Management
 - IT department
 - Border Management Project Team
- External clients including but not limited to trade community clients and representative government agencies with border mandates.

C. Tasks Related to Accomplishing the Consultancy's Objectives. The Consultant shall use his/her education, considerable experience and additional understanding gleaned from the tasks specified in A. and B. above to:

- The consultant will review the prior process mappings done during a previous consultancy and review the process mappings done in the interim by Customs independently. The review will be conducted with the Customs BMPT to identify common areas where reengineering of process will have the widest impact at multiple border crossings. In each instance the business basis for the costs associated to the reengineered process will be identified as part of the justification for the reengineering. Additionally the consultant will identify means to measure the impact of the reengineered processes on border clearance times.
- While the National Customs will be the primary counterpart for this consultancy consideration should be given to the proposed Border Management Task Force as a vehicle for change implementation. In the event of the successful formation of a Border Management Task Force, with concurrence from Customs counterparts and AMIR Program Management, the consultant may work directly and primarily with the BMTF.

The substance of, findings on, and recommendations with respect to the above mentioned tasks shall be delivered by the consultant in a written report in the format described in sections IV., V., and VI. of Annex A – Standard Short Term Consultancy Agreement Information.

IV. Time frame for the Consultancy. Unless otherwise specified in writing, the time frame for this consultancy is specified by the expenditure start and end dates shown in Annex C.

V. LOE for the Consultancy. The days of level of effort are allocated by location in Annex C.

VI. Consultant Qualifications. The Consultant shall have the following minimum qualifications to be considered for this consultancy:

Educational Qualifications

- BA or equivalent in economics, business or proper qualifications in an appropriate discipline relevant to Customs.

Work Experience Qualifications

- Minimum 10 years of experience in customs administration in both developed and developing economies at the highest levels, including extensive work at the interdepartmental level.
- At least five-ten years relevant experience in developed and developing economies.

ANNEX 47 – CYCLE TIME CHECK SHEET

CYCLE TIME STUDY			
ACTIVITY	TRANSIT Declarations		
DAY/TIME	Monday XX Feb 2005/ 00:00	Declaration No.	
	Start	End	Comment
Exporter/Importer			
Broker			
Maritime Agent			
Manifest Unit			
Accountant			
CASES Unit			
Clearing Agent			
Inspection Unit			
Inquiry Unit			
Internal Audit			
Guarantees Section			
Accountant			
Permits Unit			
Archives			
CYCLE Time	Total	XX minutes	
	Theoretical	YY minutes	
	Difference	ZZ minutes	