



AID-FOR-TRADE CASE STORY

COMMONWEALTH OF DOMINICA



ASYCUDA WORLD IMPLEMENTATION

“SUCCESS STORY”



COUNTRY: COMMONWEALTH OF DOMINICA

TOPIC: ASYCUDA WORLD IMPLEMENTATION

“SUCCESS STORY”

BACKGROUND:

It has not been easy to come to a conclusion as it concerns the existing trade related Programmes in Dominica which should be highlighted in the form of success stories. Initially, it was decided that stories should be drafted on the Dominica Coalition of Services Industries (DCSI) and the National Export Strategy (NES) which both benefitted from the CARTFUND in the establishment of their Secretariats; however upon intense consideration, albeit the fact that the advice re: success stories allows for Programmes which are not yet completed to be given the opportunity to be showcased in success stories, it was decided, based on the fact that actual benefits could not as yet be measured, that stories would be given instead on the Asycuda World Customs Reform Project taking place in Dominica under the umbrella of Trade Facilitation. This programme benefitted from European Union (EU) funding.

ASYCUDA WORLD

Introduction

The reform and modernization of Customs and Excise in Dominica is being conducted as part of the government’s Growth and Social Protection Strategy (GSPS). The start of the process dates back the 2nd quarter of 2004 however the reform initiatives were not sustainable due to the absence of ongoing technical and financial support. The strengthening of the Customs & Excise Division was identified then as a priority intended to bring about:

- ❖ Faster clearance times
- ❖ Improved services to trading public
- ❖ Increased revenue collection
- ❖ Better HR management
- ❖ Greater reliance on information technology
- ❖ Introduction of risk management,
- ❖ Post auditing and other innovations.

In June 2008, a Director of Customs Reform was appointed to guide the modernization efforts. The reform of Customs is based on international best practice including the World Customs Organization's (WCO) Capacity Building Strategy adjusted to suit the operational environment within the Commonwealth of Dominica in particular and the Caribbean region generally.

Asycuda – Brief History:

Asycuda was introduced at the Customs and Excise Division in 1991; the version introduced then was 2.1; in 2003, the Customs and Excise Division upgraded the software to version 2.7 which led to the simplification and the reduction of procedures, through the introduction of the Caribbean Single Administrative Document (CARISAD).

Asycuda World:

The Government of the Commonwealth of Dominica in partnership with the EU and the World Bank committed significant financial resources to the Customs Reform Project. Presently, as part of this Reform and Modernization Programme, Dominica embarked on a major upgrade from Asycuda 2.7 to Asycuda World. This Reform is one of the strategies identified by the WTO to place the Customs Organizations in a better position to facilitate trade. **Once completed it will enhance the capabilities of the Customs Division in meeting its regulatory and legislative obligations; in addition clients will have the use of a system which will be simpler and faster in terms of cargo clearance.**

The Government has also signed an agreement with UNCTAD to undertake the migration to Asycuda World in Dominica. The work involved was tasked to the Asycuda Project Team consisting of Information Technology Professionals and experienced customs officers.

The migration to Asycuda World was achieved notwithstanding there many challenges along the way. The implementation strategy included introduction of the various modules firstly at the pilot site in Roseau and subsequently to the other operational areas. The manifest and declaration modules were successfully introduced at all areas by November 2010, with activities for the final phase is scheduled from January to March 2011.

Design and Implementation:

Implementation of:

- (a) Harmonized codes;
- (b) International Standards;
- (c) Simplified Procedures;
- (d) Efficient Collection of Taxes and Duties;
- (e) Uniformed Application of Customs Law and Regulations;
- (f) Availability of Accurate and Timely Statistics.

Technological Features:

- (a) Internet Based;
- (b) Independent of RDBMS;
- (c) Independent of Hardware Platforms;
- (d) Independent of Operating Systems;
- (e) Resilience to Telecoms Breakdown;
- (f) Built In Security System; and
- (g) Written in Java.

Asycuda World was supposed to be launched in September, 2009.

Challenges:

- (a) The stabilization of the platform securing the appropriate bandwidth from the service providers to allow for the system to work to its full potential;
- (b) Sensitization of the trading community as it concerns the logistics of the upgrade, the inevitable impact on their businesses including the numerous advantages offered on a modernized Customs system;
- (c) Sensitization of shipping agents as to the new way of submitting ships and vessels information into the system;
- (d) Education of Customs Brokers and Tariff Clerks by convening various Workshops aimed at introducing them to the system, exploring the numerous areas and introducing them to the new ways of processing trade documents within the system;
- (e) The training of the entire Customs Staff on every aspect of the new system and as a result neutralising the expected resistance to change; the shift over from 100% inspection environment to a risk based environment is a major change to the usual modus operandi; profiling, risk management, post auditing, intelligence and investigation functions are all new to the Division;
- (f) The upgrading of Customs Legislation to complement the new system including in areas such as the acceptance of e-documentation and e-payments, the setting up of pre-payment accounts, the change over to an open warehouse system and to encompass within its ambit the requirements of shippers, vessels, brokers and aircrafts among others; and
- (g) Redesigning the Customs Organizational Structure to compliment the system; this involved the introduction of new Units including a Post Audit Unit, an Intelligence Unit, an Investigation Unit and a Risk Assessment Unit; all to ensure that the Organization works more effectively and efficiently in the Asycuda World environment.

Benefits: Perceived Advantages to the Trading Community:

The introduction of Asycuda World has to potential to hold tremendous benefits to the trading community:

- (a) Most transactions can be handled via the internet which majority of persons in Dominica has access to;
- (b) Available 24 hours a day 7 days a week;
- (c) Simpler procedures and documentation;
- (d) Computerized Warehousing and duty fee shop operations;
- (e) Tariff and list of importers available online;
- (f) Reduction in use of paper for Customs transactions;
- (g) Simplified import and export procedures;
- (h) Faster cargo clearance;
- (i) Minimization of administrative costs to the Trading community;
- (j) Reduction of the administrative burden on trade through the introduction of the Direct Trader Input (DTI); and
- (k) Provision of e-government services and access to government online systems and data bases.

Present Status:

Customs Reform is an ongoing activity which will continue to address managerial and organizational issues, re-training of staff, review of processes and procedures, external cooperation, public education, integrity, compensation and other staff benefits.

The Customs & Excise Division plays an important role in implementing Government's fiscal policy objectives, in facilitating trade and providing valuable support to national security efforts. For this reason the reform of Customs is considered critical for improving the trade competitiveness and the overall well being of Dominica. Government and the staff of the Customs & Excise Division therefore remains committed to ensuring the successful implementation this project.

The fourth phase of Asycuda World is being implemented at the moment; this includes incorporating other stakeholder institutions such as the Port Authority, the Ministries of Trade, Agriculture, Forestry, Environmental Health, the Bureau of Standards and the Dominica Police Force (to name a few); this will allow them to access the system and perform their regulatory mandates with regards to trade within the system; this eliminates the need for the physical interaction with the traders; this also meets the concept of the single window environment.

A new Bill has also been passed in Parliament which will enable and support the proper implementation of the Asycuda World; this Bill when accented will be called the Customs Control and Management Act of 2010.

Appendices:

Appendix 1 and **Appendix 2** are attached for further information. Appendix 1 gives an indication of activities which have been carried out from August to September 2010 and other related issues; Appendix 2 to gives an indication of the Action Plan into the future Asycuda World in Dominica.

APPENDIX 1

This report highlights the main activities undertaken since August 2010 and the actual challenges being encountered as we attempt to complete the migration to ASYCUDA World.

Legislation

The Customs Control and Management Bill was laid before and passed in Parliament on September 28, 2010. The next step is for the ascension by the President which is expected to occur in the near future. In addition Customs Regulations will be introduced subsequently to cater for situations in which the Minister is required to provide clarity on specific matters contained in the Act.

ASYCUDA World

The Declaration Module of ASYCUDA World system is now implemented at Roseau and most of the initial concerns have since been addressed. The Staff have responded admirably to the changes and the majority of officers are now using the system effectively to undertake their tasks. The level of complaints from the trading public has reduced significantly and the major importers have provided positive feedback. The warehousing feature of the system was one of the areas which posed the greatest challenge, because of the requirement for stock taking exercises to be done at all the private bonds, and then uploaded on to the system as opening stock. To date all but four of the private bonds have completed their stock taking and that by September 30, there was full compliance with the new system by all the warehouse and duty free shop operators.

The expansion to the other areas of the Division is expected to take place as follows: Melville Hall Airport on October 1, 2010 and Portsmouth on November 7, 2010. An additional 30 computers required for the expansion is expected to arrive in Dominica around October 17, 2010. Project team members are fully engaged in providing support to users and in preparing the environment for the full implementation of the Declaration Module at all the stations. Some infrastructural changes are required at Portsmouth. The Melville Hall situation is less problematic as Dominica Air and Sea Port Authority (DASPA) has provided improved facilities at that location.

Cargo Operations

The advent of ASYCUDA has transformed the cargo operations at Roseau. Non commercial transactions now require the use of the Simplified Single Administrative Document (SSAD) which incorporates a declaration by the importer. Non commercial consignments are handled

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by officers stationed at the Transit Sheds and the new Air Cargo Shed (ACS) at the Deep Water Harbour. On busy days there are usually long lines of persons waiting to pay duty which is still being done at the “White House” where the space is limited. Plans are in place to change the location to the west end of the harbour in the area formerly occupied by the Container Officer. Some refurbishment is necessary. At the ACS the delays being experienced are as a result of DASPA’s manual tailgate process and the location of packages.

Commercial cargo consignments are processed using the selectivity function (lane assignments) of the ASYCUDA system. The yellow lane represents documentary checks while the Red lane refers to consignments selected for physical inspection. In the absence of legislation, importers are required to present a hard copy of the declaration at the time of payment; however the reliance on paper is expected to decrease with the passage of the new Customs Act and the Electronic Transactions Act. There are some procedural arrangements to be worked out with DASPA including sharing of manifest data which will assist in reducing the transaction time and eliminating the use of paper in the clearance process.

Challenges to be overcome realized upon Implementation:

There are a few challenges to be overcome as part of the migration of ASYCUDA World including:

1. The regulations to accompany the new Customs Act still require additional work before it can be introduced into law. It is anticipated that the support being provided by the Ministry of Legal Affairs will continue until all the legal requirements are fulfilled. Also the law in respect of electronic transactions needs to be introduced as part of the modernization of the business environment in which ASYCUDA World must operate.
2. Consideration should be given to the ICT support required by Customs at the end of the Project. A number of options may be pursued including the formation of an ICT Unit in customs or at the Ministry level. In either case there will be the need for ICT personnel to be based at customs to service and maintain the system resources.

DOMINICA CUSTOMS REFORM PROJECT - HIGH LEVEL ACTION PLAN

Progress as of January 2011

FOCUS AREA # 1 – LEGAL FRAMEWORK

Objectives:

- a. To improve transparency and promote consistency by minimizing levels of discretionary authority of officials in operational and administrative decision making processes*
- b. To minimize reliance on paper and make progress towards adopting a paperless environment*

Activity	Required position	Tasks	Responsibility	Time frame	Progress to date	Remarks
Review existing Customs legislation impacting on the upgrade to ASYCUDA World and other areas of the modernisation programme	Legislation must cater for modern concepts including acceptance of electronic declarations and must be strengthened to improve overall compliance	1. Identify areas of Customs Act in need of amendment and confirm if draft CARICOM provides sufficient coverage*	Director Customs Reform Comptroller of Customs	Completed – Mar 2009	Customs Act No 20 Of 2010 assented as of October 27, 2010-12-21 Commencement date approved by Cabinet as December 1, 2010	Enactment of new Customs Legislation will facilitate the reduction of paper based transactions clear the way towards a paperless environment.
		2. Propose amendment for consideration by Government	Comptroller of Customs	Completed - Aug 2009		
		3. Follow up and ensure timely implementation	Comptroller of Customs	Further revision to September 2010		
Establish a system for the administration and application of Customs enforcement measures with guidelines for the Customs Operational level.	A consistent basis for determining fines and penalties for administrative processing of cases at the operational level without compromising the authority of the office of the Comptroller	1. Review recommendation made for establishing system of penalties and fines	Comptroller of Customs	Completed Aug 2009	Draft guidelines for administrative penalties relating to customs offences has been developed	A policy of this nature was recommended by previous consultancies and is considered as a key element for improving the transparency of decision making relating to administrative penalties and the levels of fines
		2. Discuss internally with senior managers and supervisors	Comptroller of Customs	Nov 2009	Draft guidelines to be included in Customs regulations	
		3. Establish policy and implement system of penalties and fines	Comptroller of Customs	Revised to February 2011	Awaiting feedback on final draft	

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FOCUS AREA # 2 – ORGANISATION AND MANAGEMENT						
Objective: <i>Introduce corporate planning system which takes into consideration the reform initiatives and the linkages between resource allocation and achievement of key operational results</i>						
Activity	Required position	Tasks	Responsibility	Time frame	Progress to date	Remarks
Develop and implement a long term strategic plan or business strategy for CED	A corporate plan which sets out goals and strategic objectives for modernising operations of CED and improving service delivery	Finalise draft corporate plan with times schedules and priority areas for implementation as part of reform initiatives	Comptroller of Customs Senior Managers Director Customs Reform	Revised to January 2011	Draft Plan is being reviewed and finalised	Feedback required before finalisation.
Review organisational structure as required to meet changing operational demands resulting from implementation of ASYCUDA World	A functional structure responsive to new operational demands	Redesign structure in keeping with operational demands and changes in work flow ASYCUDA World	Director Customs Reform	On going	A further revision of the structure was undertaken in July 2010.	Revised structure being implemented on an incremental basis and will be fully in place by February 1, 2011
Develop and implement a planning and reporting system which provides information on operational outcomes	An effective planning and reporting system which sets targets and produces regular reports of the outcomes at all levels	1. Design operational unit plans & monthly reporting template for each Unit	Unit Supervisors	Nov 2010	Reporting templates developed for all operational units	Management workshop conducted - November 22- 26, 2010 produced draft Operational Unit Plans for Sections and Units of the Division
		2. Design Sectional Plans & Quarterly Reporting template	Asst Comptrollers	Nov 2010	Draft Plans completed	
		3. Design annual Divisional plan and quarterly reporting template	Deputy Comptroller	Nov 2010	Corporate plan not finalised and unit reports do not reflect all operational outcomes	

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FOCUS AREA #3 - HUMAN RESOURCE MANAGEMENT AND TRAINING						
Objective: <i>Improve decision making processes on staff related matters ,provide resources to create conducive working environments and motivate staff members to accept changes associated with reform and modernisation initiatives including ASYCUDA World</i>						
Activity	Required Position	Tasks	Responsibility	Time Frame	Progress To Date	Remarks
Conduct staff audit to determine current and future needs of CED	A staffing database which can provide up to date information about the staff position and to assist with decision making	1. Determine current staffing levels and number of vacancies etc	Human Resource Officer	Feb 2010	This is done manually and a nominal role produced on an annual basis	UNCTAD Consultant has pointed to the possibility of developing an HR module using ASYCUDA Platform.
		2. Design staff database for CED	HRO /ICT	Jan – Mar 2011	Technical assistance is required to accomplish this task	
		3. Populate database with Information	HRO	March 2011		
Develop a Human Resource Development Plan for CED	An operational Human Resource Development Plan including a detailed training plan	1. Conduct a training needs assessment for all CED staff	HRO/Sup Training	TBD	No evidence of HR planning within CED	HR issues considered as essential for successful reform however discussion with World Bank Officials in Sept 2009 did not guarantee funding
		2. Analyse TNA results and determine priority areas	HRO/ Sup Training	TBD	No action taken	
		3. Formulate training and development plan for CED	HRO/ Sup Training	TBD	No action taken	
Re-establish the Performance Appraisal System within CED	A functional performance appraisal system which is linked to the measurement of outcomes in the job descriptions and the objectives of the units.	1. Conduct training workshop on Performance Appraisal System for Supervisory and senior staff	Establishment / CPO	Apr 2011	HR Officer and one supervisor has received training in the preparation of the EADR*	HR officer to assume responsibility for training other supervisory staff
		2. Advise staff and request appraisal by end of fiscal year	HRO	On going	Instructions issued to supervisory staff	Mixed levels of compliance among supervisors.
Ensure staff are operating in conducive working environments	A comfortable and safe working environment for all staff	1. Visit all work stations and take note of unfavourable work conditions	HRO	On going	Working conditions being addressed at all stations	Housing and Facilities Committee appointed with HR officer as the chair

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			Comptroller of Customs	Revised date of completion to June 2010	New Air Cargo Shed at Roseau Port became operational in July 2010	The clearance process involving both Customs & DASPA must be continuously reviewed to minimize delays being experienced by clients
			Director Customs Reform	March 2010 is now unrealistic. New date cannot be determined	A One Stop Cargo Clearance facility at DWH is required to meet the needs of ASYCUDA World	A new and more cost effective option is currently being examined. Preliminary drawings developed and under consideration by Public Works Division
Introduce WCO e-learning facility to complement other training programmes	A functioning e-learning facility available for use by all interested staff	1. Sensitise staff about the WCO e-learning facility	HRO / Sup Training	Completed July 2009	Circular to staff issued in July 2009.	Training officer to be appointed by January 2011
		2. Select individuals to participate in regional pilot programme	HRO / Sup Training	Sept 2009	Staff selected based on ability to access from home as departmental network is limited in scope	
		3. Work with I T Unit to provide work stations for use by staff 4.	HRO/ Sup training	Sept 2010	All stations equipped with computers	
		5. Launch e-learning programme and select persons for training	HRO / Sup Training	Sept 2009	WCO e-learning programme launched - 42 participants	
Formulate internal policies to guide action and decision making in human resource management activities	Standardised written policies to improve transparency and serve as a guide in decision making.	1. Identify areas where written policies are lacking	Director Customs Reform	October 2009	Absence of written policies results in ad hoc decision making on staff and other similar matters	Draft Firearm Policy under consideration

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		2. Research and prepare draft policies where appropriate	HRO	December 2009	HR Officer was unable to give attention to these tasks because of having to perform administrative functions	Solicit support of Establishment Division in seeking existing HR policies in use within the Service An internal arrangement to provide support to HR officer is in place
		3. Disseminate draft policies for discussion and feedback within CED	HRO			
		4. Adopt policies after agreement by management	Comptroller of Customs	March 2010		
Review remuneration system and current salary scales for customs staff	An appropriate salary structure and benefit system that will support a reasonable living standard and encourage ethically correct behaviour	1. Conduct comprehensive evaluation of the jobs being performed by officers at the respective levels.	Director Customs Reform HRO	Dec 2009	Depends on input from HRO and some technical support	A study to be carried out throughout the Public Service by CARICAD is being finalised.
		2. Revise current reward system to improve transparency create more equitable distribution of benefits	Director Customs Reform Comptroller of Customs	Oct 2009	A recommendation was made but it has not been widely circulated or discussed	Current reward payment system is widely criticised within the Division
Review Job Descriptions for all CED staff	New job descriptions based on new design of organisational structure	1. Determine the functions to be performed within the new units	Director Customs Reform	On going	New Job Descriptions have been developed for all positions in the Division	Assistant Comptrollers and Supervisors to review and finalise job descriptions for their respective units
		2. Revise job descriptions to suit new arrangements	Director Customs Reform Unit Supervisor	On going		

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FOCUS AREA #4 – INFORMATION AND COMMUNICATION TECHNOLOGY						
Objective:						
<p><i>a. Modernise operations of CED with greater reliance on ICT to improve internal communications, provide advance and relevant information to traders and encourage compliance</i></p> <p><i>b. Maximise revenue collection, facilitate trade and provide more accurate and timely trade data</i></p>						
Activity	Required Position	Tasks	Responsibility	Time Frame	Progress To Date	Remarks
Migrate to ASYCUDA World	The fully integrated use of ASYCUDA World within all operational units of CED	In accordance with detailed Project Plan	Director Customs Reform	By March 2011	Phase 1 and 2 Completed. Phase 3 – Declaration module introduced on July 2010 at Roseau. All other ports except Portsmouth now using module	Portsmouth expected to be fully in use by January 2011. Recommendation made for extension of Project to March 2011 to enable completion of some activities
Expand and stabilize the internal ICT Network to incorporate all Operational Units	A stable Wide Area Network (WAN) that provides connectivity between Customs headquarters and all operational units	Replace existing network at Customs HQ with increased bandwidth and gradually expand to include operational areas and outstations using frame relay	Director Customs Reform	Revised to July 2010	Division fully networked with some minor elements yet to be completed.	95% of work completed however some aspect of the contract cannot be completed because of infrastructure issues
Develop Intranet to enhance internal communication and access to information for decision making purposes.	An effective internal communication system which facilitates the transfer of information between Customs HQ and outstations.	1. Conduct survey to determine user needs and requirements for Intranet	ASYCUDA Project Manager	Jan 2011	Internal communication is does not make sufficient use of ICT resources	Dependent on stable and reliable WAN
		2. Identify appropriate software for Intranet			Work commenced but delayed by conflicting priorities	
		3. Install and promote use within CED based on established guidelines	ASYCUDA Project Manager	Revised to June 2010		

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Develop website for CED to improve image and enhance external communication and public relations	A website which provides relevant and up to date information about Customs for use by the trading community and general public	1. Secure permission and domain name for Website etc	ASYCUDA Project Manager	June 2009	Permission to proceed provided by Comptroller	Assistance being provided by ICT/ RMU through a liaison with ASYCUDA Project Manager Official launch re -scheduled for January 2011
		2. Identify appropriate content for CED Website	Comptroller of Customs	Completed by August 2010	Committee appointed to advise on content for website	
		3. Assign responsibility to develop and maintain website	ICT/ RMU	July 2010	Work commenced on website development with support from ICT/ RMU.	
		4. Official launch of CED Website	Comptroller of Customs	January 2011		

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FOCUS AREA #5 – CONTROL SYSTEMS AND PROCESSES						
Objective: Streamline systems and procedures in line with requirements for implementation of ASYCUDA World including adopting risk management systems						
Activity	Required Position	Tasks	Responsibility	Time Frame	Progress To Date	Remarks
Review existing control systems and processes with a view to eliminating unnecessary steps and improving effectiveness and efficiency of operations through implementation of ASYCUDA World	Greater use of risk management and selectivity without compromising revenue collection or security concerns	1. Document all existing procedures / processes	ASYCUDA Project team	July 2008	Some accountability gaps within control systems and processes	ASYCUDA implementation and Risk management / selectivity will impact on the following systems and processes: <ul style="list-style-type: none"> - revenue collection, - cargo examinations, - valuation, - passenger control A new procedures manual will be produced as part of the final stage of the Project.
		2. Identify weaknesses and redundancies	Director Customs Reform Unit Supervisors	On going	Absence of reliable data from Units hampers the development of risk profiles	
		3. Recommend new standard Operating procedures (SOPS) based on risk management	Director Customs Reform	On Going	New SOPs will be in sync with phased implementation of ASYCUDA World	
		4. Approve and implement new procedures/processes	Comptroller of Customs	On Going	On going	

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FOCUS AREA #6 – EXTERNAL COOPERATION						
<i>Objective: Improve and formalise working relationships with strategic partners to clarify roles, responsibilities, enhance cooperation and improve compliance levels.</i>						
Activity	Required Position	Tasks	Responsibility	Time Frames	Progress To Date	Remarks
Formalise working relationship with local law enforcement agencies	A signed Memorandum of Understanding (MOU) signed between CED , the Police to outline the basis for cooperation with various LE units of the two organisations	1. Initiate dialogue between with Police Commissioner to discuss improve working relationship	Comptroller of Customs	TBD	No MOUs have been developed	Input from MOF and Legal Affairs
		2. Prepare draft MOU outlining areas of cooperation	Director Customs reform	On demand		
		3. Finalise MOU and agree on date for signing and implementation	Comptroller Of Customs	TDB		
Improve relations between Customs and DASPA	A professional approach to problem solving and cargo accountability systems	1. Convene quarterly meetings with Customs/DASPA mgt teams	Comptroller of Customs	Sept 2008	5 joint management meetings have been held to date	Awaiting feedback from DASPA on MOU
		2. Agree on a structured way to resolve issues and improve the working relationship	Comptroller of Customs CEO of DASPA	November 2010	MOU developed and sent to DASPA for input and finalisation	
		3. Discuss concerns and implications of Customs Reform on DASPA operations	Management of CED and DASPA	On Going	On going	
Promote improved relations between Customs, Private Sector and other stake holders	An established forum for discussing and resolving issues with the Private Sector and other economic operators	Re-establish meetings of the JCC and ensure timely action taken on recommendations	Comptroller of Customs	Completed October 2009	Two meetings of JCC held to date. Constitution revised to expand membership and assume role as ASYCUDA World Steering Committee	Responsibility for ASYCUDA Steering committee was assigned to a special sub Committee with TORs

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Enhance public image of CED through increased presence in the media	A proactive approach by CED towards public relations and promoting a better understanding of its roles and responsibilities	1. Assign public relations function to a Senior Manager	Comptroller of Customs	Jan 2009	Senior Managers to assume responsibility for dealing with media and publicity based on area of focus	CED must take advantage of opportunities to improve its image.
		2. Organise radio and television appearances for comptrollers and other staff of CED as required	Director Customs Reform Sup Training and Public Education	On going	Some work was done to coincide with International Customs Day and official launch of ASYCUDA World Project in Dominica	
		3. Prepare and disseminate promotional material about CED	ASYCUDA Project Team & Sup Training and Public Education	On going	Some promotional material was prepared for components ASYCUDA World Project	

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FOCUS AREA # 7 – ENFORCEMENT AND COMPLIANCE						
<i>Objective: Adopt risk Management concept in support of trade facilitation goal and implementation of ASYCUDA World</i>						
ACTIVITY	REQUIRED POSITION	TASKS			Progress to date	Remarks
Adopt risk management approach in all operational areas	An intelligence-led approach based on targeted risk assessment and modern technology to safeguard revenue, enforce compliance and protect society	1. Appoint risk Management Committee and assign persons to collect data for development of profiles	Comptroller Of Customs	May 2009	Risk Management Champion identified and Risk Management Committee appointed	Risk management Policy in place but is in need of more regular review and attention
		2. Provide training and recommend measures for improvements*	CARTAC Consultants	On going	Risk Management Training provided by CARTAC	
Develop a post-clearance control and audit unit which allows the CED to keep a balance between facilitation and control	An audit and post control system which ensures efficient, quality-controlled audits using appropriate methods	1. Identify an individual with appropriate training and ability to be Customs Auditor	Financial Secretary	Done - July2008	A trained accountant was appointed for CED. Reported for duty on August 08	Some changes being contemplated in the structure and scope of operations for the Unit. New leadership identified and personnel reassigned to new design.
		2. Staff the Unit with competent officers willing to learn and committed to post auditing	Comptroller of Customs	Done - Jan 2009	Staff provided as part of annual Staff rotation in January 2009	
		3. Provide specialised training to familiarise officers with new systems and procedures, and upgrade skills for higher standards of auditing	Supervisor Training & CARTAC	1 st Quarter 2010	Additional training provided in February and May 2010.	
		4. Conduct audits in accordance with audit plan/policy and based on risk analysis.	Customs Auditor	On going	All Audit staff in place and assigned tasks	

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FOCUS AREA # 8– INTEGRITY						
<i>Objective: Introduce measures to encourage professional conduct and accountability for actions of all staff members</i>						
Activity	Required Position	Tasks	Responsibility	Time Frames	Progress To Date	Remarks
Promote integrity measures to ensure that all staff observe the rule of law and perform their duties in a fair, impartial, honest, trustworthy, polite and professional, but firm manner	An Integrity Policy for CED with professional and personal conduct and standards of service required of all employees, and which is fully endorsed, observed and supported by the management and staff	Review the existing draft with a view to achieving a more acceptable version	Comptroller of Customs	TBD	Code of conduct is being resisted by staff on the grounds that it requires a higher standard of behaviour without any consideration for the current low levels of pay to customs officers	Requires a consultative approach with involvement of several interest groups including trade union representatives.
		Circulate new draft for discussion with staff, their representatives and government officials No action taken				A full integrity programme for Dominica Customs may be pursued with the assistance of CCLEC