GAMBIA REVENUE AUTHORITY PROJECT PROPOSAL FOR WCO 2ND DONORS CONFERENCE

LOME, TOGO 29TH MAY – 2ND JUNE, 2017

PROJECT PROPOSAL FOR THREE KEY ACTIVITIES IN THE GRA CORPORATE STRATEGIC PLAN 2015 – 2019

SECTION I: STRATEGIC CONTEXT

The current Corporate Strategic Plan 2015 – 2019, is the Third of its kind for the Gambia Revenue Authority since the establishment of the Authority by an act of the National Assembly in 2004 and the commence of operations as a unified body of Customs & Excise and Domestic Taxes in 2007. The current Plan is built on the successes and shortcomings of past strategies all aimed at deepening reforms and building strong institutional capacity that will continue to be relevant and successful. The current Corporate Strategic Plan has the following five goals:

- ❖ **GOAL 1:** Ensure Effective and Responsive Corporate Governance
- ❖ **GOAL 2:** Optimize Compliance with Statutory Revenue and Non-Revenue Measures
- ❖ **GOAL 3:** Enhance the Availability of Competent Human Resources and Modern Infrastructure
- ❖ **GOAL 4:** Implement simplified modern business procedures & processes and ICT systems
- ❖ **GOAL 5:** Create and nurture effective international, regional and national partnerships

To achieve these stated goals, 19 strategic objectives and 63 activities were outlined for implementation within a timeframe of five years. The total resource requirement for the Plan is estimated at **GMD2, 155,738,904** or **USD53, 893,472.61** of which about **80%** is projected to be sourced locally through direct Government Subvention and other sources of income such as retention of some agency fees. The other 20% or **USD10, 535,989.04** is expected to be raised through support from our development partners, donors and public private partnership arrangements.

Thus, for the purpose of this WCO organized donor conference the Gambia Revenue Authority wish to put forward the following three areas for possible donor support or funding:

I. Implementation of core Gambia Revenue Authority Wide Area Network (WAN) infrastructure

II. Upgrade of the Oracle Database Licensing for ASYCUDA World Migration and Oracle Business Intelligence Implementation

III. Procurement and installation of alternative energy supply in key offices

SECTION II: PROJECT DESCRIPTION

1. Objectives of the three project support

   I.   To consolidate the wide range of disparate links and networks currently supporting GRA satellite Offices, MOU Commercial Banks and remote access users (Clearing & Forwarding Agents)

   II.   To standardize and simplify the service offering for better alignment with GRA needs, ease of administration and lower operational costs

   III. To take advantage of current Technology to improve functionality and performance that will support development of GRA e-services (e-payment, e-filing-tax)

   IV.   To leverage the skills and knowledge of the current competency of our IT Staff

   V.   To implement robust compliance and enforcement strategies

   VI.   To develop modern infrastructure environment for staff and taxpayers

   VII. To ensure reliable power in support of automation of processes and procedures

   VIII. To automate business processes and procedures through the upgrade of ICT systems

2. Outputs of the Projects

   i.   Reduced recurrent and operational costs and limited long-term capital investments

   ii.   Reduced exposure of classified Taxpayer information through third party connectivity

   iii. Improved efficiency & service Levels through automation

   iv.   Enhanced business agility & effective management of change

   v.   Increased import revenues

   vi.   Faster clearance time

3. Key Activities

- Implementation of GRA core WAN infrastructure
- Upgrade of the Oracle Database Licensing for ASYCUDA World Migration and Oracle Business Intelligence Implementation
- Procurement and installation of alternative energy supply in key offices

4. Justifications

I. Implementation of GRA core WAN infrastructure

GRA Network currently connects 19 Tax Offices and Border Stations across the country. The Network is also shared with 8 Commercial Banks receiving revenues on behalf of the Authority through a signed Memorandum of Understanding (MOU) and over 100 remote connections established for Clearing and Forwarding Agencies. This WAN connectivity is outsourced to a local Internet Service Provider (ISP), at a costly contract sum of GMD5 million per annum (USD111, 000).

That notwithstanding, the current network performance is slow and unreliable for the desired service delivery. One of the key reasons for the slow network traffic was because it takes many routes through the ISP network traversing before final data delivery. Consequently, the slow network is leading to many frustrations on the part of both staff and customers. To further compound the problem the Commercial Banks being used for revenue payments on behalf of the Authority are also being affected by slow networks given that they recognize payments of taxpayers through the GRA system connections provided to them. Furthermore, the Commercial Banks being engaged for payment of government revenues have their own networks and ISPs different from GRA. Often the arrangements require integrating all stakeholders' issues and hence leading to difficult monitoring and administrative overheads. For these reasons, it is essential for the Authority to discontinue its dependence on third party connectivity.

Consequently, the proposed WAN would address both current and future architectural needs that are scalable, reliable and secure. Based on feasibility

studies and fact findings conducted, the proposed WAN is similar to the service rented to GRA by its ISP at GMD5 million (USD111, 000) per annum. However, the proposed WAN for GRA will acquire a more comprehensive solution that meets its vision of product integration and system expansion in order to meet the diverse system requirements.

II.   Upgrade of Oracle Database and Oracle Business Intelligence to support transition to ASYCUDA World

The Gambia Revenue Authority is currently using the ASYCUDA ++ for the administration of international trade. Although significant progress have been registered in improving clearance time of goods, and simplification of customs processes and procedures some shortcomings of the system remained obvious. This included the inability of the Authority to implement online declaration and payment of goods due to the fact that the system is not web-based. The current ASYCUDA++ does not have the facility to electronically submit shipping documents like Bill of landings and invoices as such documents are manually attached to the declaration printout. The other important shortcoming of the current ASYCUDA ++ is its limited possibility of information sharing with our colleagues in the sub-region due to the absence of web-based features.

Consequently, one of the priorities in the new Corporate Strategic Plan 2015 – 2019 is to upgrade to ASYCUDA World by 2018. This intended upgrade to ASYCUDA world will make it possible to connect to the Government single portal e-government project which will also facilitate the submission of other documents needed for restricted imports from the relevant authorities such as fumigation certificates and import certificates for controlled imports by National Environment Agency, National Medical Board etc.

To achieve this, the current ASYCUDA ++ Oracle Database which was licensed for one CPU Core instead of four needs to be upgraded in order to meet the requirements of ASYCUDA World and Oracle Business Intelligence Enterprise Edition. The African Development Bank has committed USD1, 339,000.00 of the total ASYCUDA World Project outlay of USD1, 780,370.00. The commitment of the African Development Bank is expected to cover costs for network

upgrade, network security audit, training of Technical and Functional Team, computer equipment; switches, routers, data centre; and a significant part of the UNCTAD fee. However, funding for the Oracle Database upgrade, some of the UNCTAD fee (USD298, 370.00) and related alternative energy (solar and battery banks) are still outstanding to ensure effective implementation of the project.

III. Procurement and installation of alternative energy supply in key offices

The Gambia has eight administrative regions; of these six are area councils, one city council and a municipal council. The Gambia revenue Authority has a presence in all these councils. In the Authority's drive to automate processes and procedures most of these regional offices are connected to the servers located at the Head office in Banjul. However one of the most important challenges derailing the automation drive is the lack of reliable power supply from the national grid. Many a time power outages have resulted in unwelcome delays especially at the outpost stations. To address this perennial problem, the Authority felt it necessary to gradually provide alternative energy supply backup for these outpost stations using solar and battery banks.

5. Summary Budget by Activity

SUMMARY BUDGET BY ACTIVITY					
Goal	**Objective**	**Description of Activity**	**Time frame**	**Amount in GMD**	**Amount in USD**
GOAL 4: Implement simplified modern business procedures & processes and ICT systems	4.2.4.2: Automate business processes and upgrade IT systems	1. Implement core Gambia Revenue Authority Wide Area Network (WAN) infrastructure	2017 - 2019	18,515,000.00	411,444.44
		2. Upgrade of the Oracle Database Licensing for ASYCUDA World Migration and Oracle Business Intelligence Implementation		30,221,145.00	671,581.00
GOAL 3: Enhance the availability of competent human resources and modern infrastructure	4.2.3.3: Develop a modern infrastructures environment	3. Procurement and installation of alternative energy supply in key offices		21,400,000.00	475,555.56
GRAND TOTAL				70,136,145.00	1,558,581.00

SECTION III: SUSTAINABILITY STRATEGY

To ensure that the investments in the implementation of core GRA WAN Infrastructure and the ASYCUDA upgrade are sustainable, the capacity building of IT staff will be built into the contracts of consultants as a requirement to deliver these assignments. Similarly, a maintenance service contract will be signed with a local firm that will take care of the solar and battery banks to be installed at the outpost stations to ensure proper maintenance at all times.

SECTION IV: WORKPLAN & BUDGET

SUMMARY BUDGET BY ACTIVITY

Goal	Objective	Description of Activity	Time frame	Amount in GMD	Amount in USD
GOAL 4: Implement simplified modern business procedures & processes and ICT systems	**4.2.4.2: Automate business processes and upgrade IT systems**	**1. Implement core Gambia Revenue Authority Wide Area Network (WAN) infrastructure**	2017 - 2019	**18,515,000.00**	**411,444.44**
		I. Purchase of towers, poles construction	2017 - 2019	750,000.00	16,666.67
		II. Purchase of rousters and switches	2017 - 2019	1,920,000.00	42,666.67
		III. Repeaters, base station, CPE , Frequency licensing	2017 - 2019	11,520,000.00	256,000.00
		IV. Hire of Technical Experts to work with IT Team to develop sepcifications and drawings	2017 - 2019	1,350,000.00	30,000.00
		V. Implementation support and supervision	2017 - 2019	675,000.00	15,000.00
		VI. Operational Vehicle	2017 - 2019	1,400,000.00	31,111.11
		VII. Pre-implementation and post implementation trainings	2017 - 2019	900,000.00	20,000.00
		2. Upgrade of the Oracle Database Licensing for ASYCUDA World Migration and Oracle Business Intelligence Implementation		**30,221,145.00**	**671,581.00**
		1. Oracle data integrator Enterprise Edition license, software upgrade and product support fee	2017 - 2018	3,886,920.00	86,376.00
		2. Oracle Database Enterprise Edition license,	2017 - 2018	15,385,725.00	341,905.00
		3. Oracle Real Application Clusters License, Software	2017 - 2018	4,469,940.00	99,332.00
		4. Oracle Partitioning License, spftware upgrade and product support fees	2017 - 2018	2,234,970.00	49,666.00
		5. Oracle Business Intelligence Suite Enterprise Edition license, software upgrade and product support fees	2017 - 2018	3,239,100.00	71,980.00
		6. Orcacle Tuning Pac License, software upgrade and product support fees	2017 - 2018	971,730.00	21,594.00
		7. CD_pack + shipping fees	2017 - 2018	32,760.00	728.00
GOAL 3: Enhance the availability of competent human resources and modern infrastructure	**4.2.3.3: Develop a modern infrastructures environment**	**3. Procurement and installation of alternative energy supply in key offices**		**21,400,000.00**	**475,555.56**
			2017 - 2019	100,000.00	2,222.22
			2017 - 2019	4,000,000.00	88,888.89
			2017 - 2019	14,800,000.00	328,888.89
			2017 - 2019	2,500,000.00	55,555.56
				21,400,000.00	475,555.56
GRAND TOTAL				**70,136,145.00**	**1,558,581.00**