



Republic of Guinea-Bissau
Ministry of Economy and Finance

PROJECT OF TRADE FACILITATION AND SECURING OF BORDERS THROUGH A BETTER RISK MANAGEMENT.

<p>Developed by:</p> <p>General Office of Customs « DGD » With the support of WCO through the Project of Modernization of the Customs Administrations of West Africa « MADA0 »</p>	<p>For :</p> <ul style="list-style-type: none">- World Customs Organization (WCO)- African Development Bank- World Bank- European Union (EDF)- African Capacities Building Foundation (ACBF)- CPLP- ECOWAS- WAEMU

Bissau 15 May 2017

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Acronyms

AfDB	African Development Bank
ECOWAS	Economic Community of West African States
CPLP	Community of Portuguese Language Countries
DENARP	National Strategic Document for Poverty Reduction
DGD	General Office of Customs
CSD	Country Strategic Document
HRM	Human Resources Management
MADAO	Project for Modernization of Customs Administrations in West Africa
WCO	World Customs Organization
TFP	Technical and Financial Partners
WAEMU	West African Economic and Monetary Union

1 General Information

1.1 Recipient

- Country : Guinea-Bissau
- Specific recipient: General Office of Customs (DGD) of Guinea Bissau (under the supervision of the Ministry of Economy and Finance of Guinea-Bissau)

1.2 Situation of recipient country :

With the April 2014 legislative and presidential elections, Guinea Bissau emerged from a long period of political instability with a background of economic slump. The structural transformation of the country's economy and its sustainable anchoring in an inclusive growth path are hampered by a number of vulnerabilities and weaknesses that the country's public policies intend to lift. Thus, in order to consolidate the process of returning to a normal constitutional order and succeeding in the transition from a post-conflict economy to a growth economy, the authorities have embarked on a National Strategic Document on Poverty Reduction (DENARP II) 2011-2015, extended to 2018.

1.3 Situation of the key sector : current situation of customs :

In the context of the country's socio-economic development, Guinea-Bissau customs is a strategic and central administration, since it alone provides more than 60% of the State's revenue.

The challenge for Customs is not only to secure customs revenues but also to improve the business environment and the development of international trade with a view of reducing poverty.

Guinea Bissau is currently ranked 179th (business facility) and 119th (cross-border trade) in the World Bank's Doing Business, and its credit risk (COFACE) is unfavorable (D).

Undertaken since 2010 in a process of modernization, a strategic plan for customs modernization, resulting from the DENARP, has since been developed for the period 2016-2020.

This strategic plan aims at thoroughly modernizing the customs administration, both in its organization and in its mode of operation, with the main objectives of improving the business environment and reducing corruption, which leads to the securing of customs revenues , facilitating procedures and strengthening the fight against fraud. It covers a five-year period and gives a clear and consistent vision in relation to the expected results and the envisaged objectives. It takes into account the principles of managing for results, the needs of companies and users. It covers several areas, including communication, simplification of procedures, trade facilitation, movement and strengthening of customs-customs partnerships and the private sector of customs.

Customs administrations are at the crossroads of many, varied and often contradictory solicitations. Indeed, the multiplication of international and regional agreements adds to the complexity of formalities and border controls. The expectations of governments (in terms of revenue), business (in terms of facilitation) and citizens (in terms of transparency and cheaper controls), which are often difficult to reconcile, are More demanding and pressing. All these developments have increased the workload of customs in Guinea Bissau, while budgetary resources have not followed. For the country, the risks of customs fraud are numerous and the geographical location of the customs territory offers numerous possibilities for the development of smuggling (porous borders with Senegal and Guinea-Conakry, numerous offshore islands of the Atlantic, including the Bijagós Archipelago).

The Office of Fiscal Services, Inspection and Repression of Fraud, although provided for in the Organic Statute of the DGD, is not operational and its staff do not have the

necessary skills to make it operational. Border controls are systematic and do not follow any methodology, in the absence of targeting and risk analysis, which penalizes trade and increases the cost of customs clearance. Litigation management is failing and there is no reliable database on fraud. National capacities to combat fraud remain too limited and Guinea-Bissau customs have therefore identified this issue as a priority in the context of its modernization.

1.4 Donors' activities and international organizations :

Progress has been already noted, with the push of WCO:

- Under the COLOMBUS program (phase I, diagnosis) :

Validation of a five-year strategic plan for modernization (2014-2018) in February 2014; The strategic plan was extended to 2016-2020;

- Reform of surveillance services;
- Training actions for customs staff;

- Restructuring of services.

- Within the framework of the project of Modernization of Customs Administrations in West Africa (WCO MADAO project):

- Organization of 4 regional workshops since 2012 related to Human Resources, stakeholder engagement and resource mobilization;
- Providing national support in the area of resource mobilization since October 2013, which resulted in the formulation of a donor mapping, selection of a 'resource mobilization' contact point, selection and Strengthening of a « resource mobilization » team.

The coordination of the support of the main international donors, including the AfDB, the IMF, the World Bank and the European Union, as part of a partnership involving all the PTFs, remains to be defined to date (see box 1).

Box N°1

The Regional Office for Capacity Building for West and Central Africa (ROCB-WCA) is one of the three regions of the WCO, which places a great deal of importance on the issue of human resources. It brings together all Western and Central African Customs administrations that are members of WCO. This office prepared for the 18th Conference of Director Generals in Accra/GHANA a draft regional strategic plan 2013-2017 with five axes

Leadership;

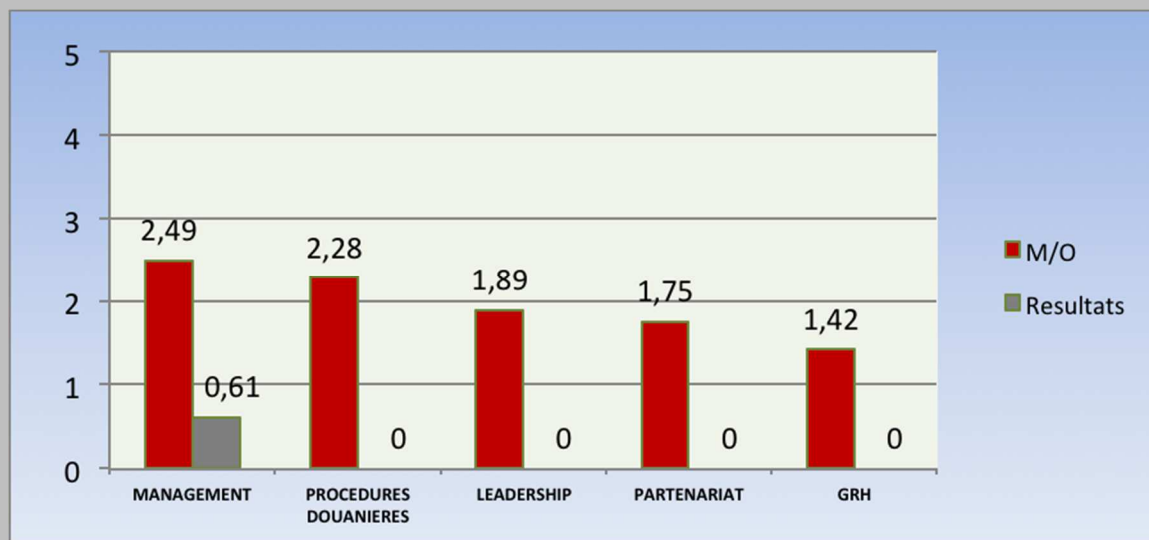
- Strategic management ;
- Human Resource Management ;
- Partnerships;
- Customs procedures (facilitation and security of trade).

This plan was adopted by the 18th Conference of WCA Region Customs Director Generals held on 21 and 22 March 2013 in Accra/Ghana.

Guinea Bissau participated for the first time in the exercise of self-evaluation for the implementation and the results of the plan in 2013. The analysis of the information provided by the customs administration of Guinea Bissau places this country at the 21st Position out of the 23 member countries.

Per strategic axis, the level of implementation and the results obtained are as follows (Table n°1):

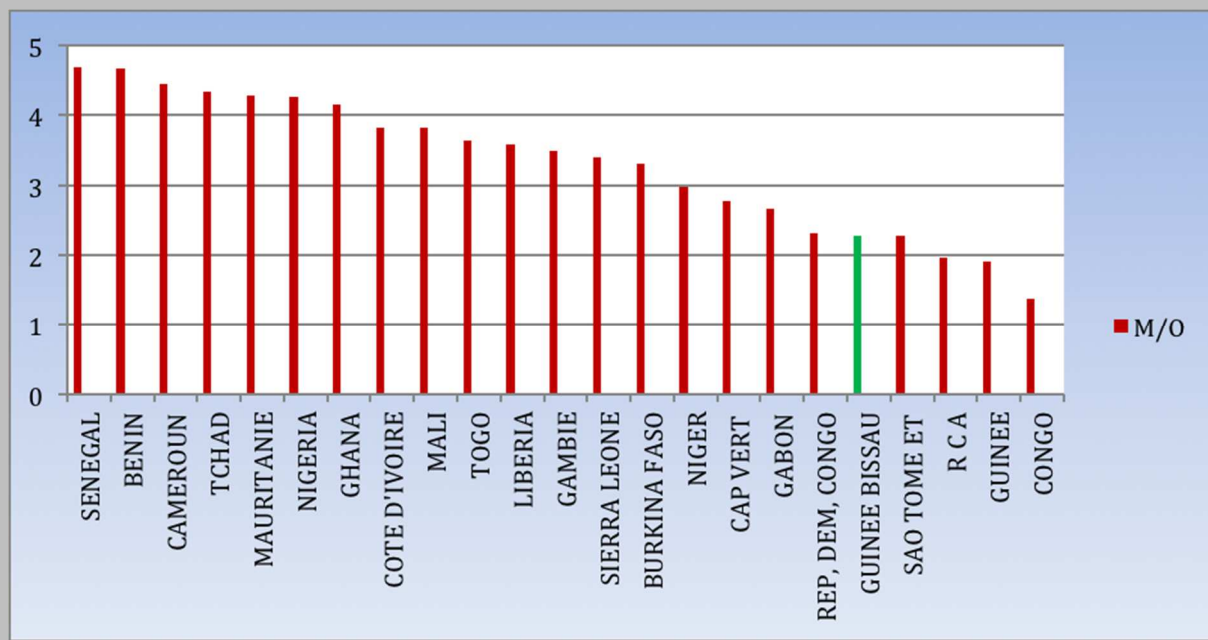
Table n°1 HISTOGRAM OF THE LEVEL OF IMPLEMENTATION AND RESULTS OF GUINEA BISSAU FOR THE FIVE STRATEGIC AXES BY DECREASING ORDER



The « strategic management » axis obtained the best score (2.49), although this score was below the average (2.5) in terms of implementation. On the other hand, the results obtained for this axis remain low (0.61).

Strategic axis n ° 5 « Customs procedures (facilitation and security of trade) » holds the second position for implementation with 2.28. From the point of view of regional trends, this axis remains a challenge for both the Guinean Bissau customs office and its sister administrations, as shown in table n°2 below:

Table n°2 Comparative histogram of the level of implementation of the axis CUSTOMS PROCEDURES by country and in



Guinea Bissau is ranked 19th out of twenty-three countries. This conclusion highlights the importance of Guinea-Bissau's project to improve trade facilitation and border security.

2 Goals and expected outcomes

2.1 Overall Goal

Sustainable reform to give shape to the vision of customs of the 21st century in Guinea Bissau has given rise to urgent and massive needs for facilitation and security. Indeed, the environment in which the Bissau Guinean customs exercises its powers is in perpetual change. This change is not an episodic phenomenon but a permanent one in the management of the customs administration. Thus, the proliferation of international and regional agreements, in a context of strong growth in international trade, adds to the complexity of formalities and border controls, relegating trade facilitation efforts to the background. However, compliance with formalities entails additional costs that are a burden on commodity prices. In addition, expectations of government (revenue), business (in terms of facilitation) and citizens (in terms of transparency and streamlining controls), which are often difficult to reconcile, are increasingly demanding and pressing.

This project contributes to the improvement of the business environment and the conditions for the reception of domestic and foreign investments and to better secure the borders of Guinea-Bissau, which must remain rooted in its sub-regional environment (ECOWAS and WAEMU) and open to the rest of the world.

2.2 Specific goals

The general goal is defined in specific goals as follows:

- strengthening capacities to combat fraud through the connection to the CEN network of WCO and establishment of an nCEN database;
- developing a risk management policy;
- defining of a procedure for the control of movements of goods, means of transport and persons, based on selection criteria and training seminars on the WCO SAFE module;
- implementing the ASYCUDA ++ « Selectivity » function;
- restore customs intelligence and investigations;
- reducing customs clearance costs by eliminating non-tariff barriers;
- reducing customs clearance times for goods;
- computerization of the whole chain of customs clearance.

2.3 Expected outcomes

The new international and national context led customs to reorganize themselves to ensure the protection of the territory, citizens and revenues of the State, while preserving the fluidity of business traffic.

At Guinea Bissau's customs level, effective change management leads to a profound change in the organization and methods of work.

The expected results must contribute to the sustainable anchoring of the culture of change in the management of the customs and be formulated as follow:

Outcome n°1 : The anti-fraud scheme is renovated :

- a) Bissau Guinean customs are connected to WCO CEN network;
- b) a nCEN database is established in Guinea Bissau and accessible;
- c) a risk management policy is established and this policy ensures compliance with laws and regulations while facilitating the processing and clearance of goods;
- d) selection criteria are applied for the control of goods, means of transport and persons;
- e) training seminars on the SAFE module are organized;
- f) the ASYCUDA ++ « selectivity » function is established;
- g) the « intelligence » and « surveys » functions are revitalized and takeover of services created for this purpose and operational.

Outcome n°2: trade facilitation is placed at the heart of customs daily action:

- a) non-tariff barriers, duplicate controls are exhaustively identified during clearance operations at ports, at the airport and at land borders and removed;
- a) customs clearance costs are kept to the strict minimum;
- c) customs clearance times for goods are limited to a maximum of three days and an ASYCUDA ++ application makes it possible to follow the route of the declaration in the customs clearance circuit;
- d) the customs clearance procedure, from the filing of the manifest to the removal of goods, through the management of suspensive schemes and transit operations, is computerized.

3 Assumptions and Risks

3.1 Assumptions

Assumptions that could positively influence the implementation of the project are:

- Maintaining DENARP;
- maintaining and updating the five-year strategic plan for the modernization of customs (2016-2020).

The authorities reiterated their political will to pursue both the implementation of the DENARP and the Customs Strategic Plan. The TFPs also reaffirmed their willingness to support the Government in this direction. They decided to place their actions in a perspective of seeking greater synergy between donors' interventions (see Box 2

BOX N°2

The DSP is in line with the aim of seeking greater synergy between Technical and Financial Partners (TFPs). This is why it is built on a base made up of four strategic frameworks:

- National Poverty Reduction Strategy « PENARP II 2011-2015 », extended to 2018;
- « New Deal » Goals for Fragile States;
- AfDB Ten-Year Strategy;
- AfDB's new Strategy on fragility and building resilience in Africa;
- series of studies carried out by the AfDB's Regional Office and financed to a large extent by the Portuguese Trust Fund and various other strategies initiated by the CPLP.

3.2 Risks

Risk is anything that could compromise the achievement of the project's goals. The management of the project must therefore analyze the risks and ensure the monitoring of their management. Each identified risk must be analyzed to quantify its degree of occurrence. Risk analysis generally follows the following approach: assessing the magnitude of the risk (impact) and assessing the likelihood of its occurrence (occurrence). The following table provides an inventory of risks, with the likelihood of its occurrence, its impact on the project and the comments it calls for.

Risks	Likelihood	Impacts on the project	Comments
Deterioration of the democratic normalization process	Average thanks to ECOWAS assistance	Key	Political stability is necessary for the implementation of reforms
Political will to implement the required reforms.	High	Key	The will of conducting reforms from decision maker is strong
Non involvement of technical services concerned in the execution of the reform plan	Low	Key	For example the Strategic Plan has been reassessed with the involvement of all the staff of the customs during three workshops in Bissau, Sao Domingos and Gabù.
Poor coordination of the various actions funded by donors	Low	Low	We We must involve the General Management of Coordination of financial actions by donors
Poor level of involvement from other stakeholders for the change (economic operators)	average	average	Economic operators should be associated to the process of capacity building regarding the fight against fraud, since exchange of information does not hinder the effectiveness of the customs control device

4 Scope of intervention

4.1 Generalities

- Geographical area to be covered: The entire customs territory of Guinea Bissau, primarily the port and airport of Bissau.
- Target groups:
 - General Office of Customs of Guinea-Bissau:
 - Fraud Control / Risk Management Services
 - Human Resources and Training Service
 - Modernization Committee
 - Other border agencies and port and airport agencies: police, health and tax services, port and airport managers in Bissau
 - Economic operators: main operators of the place

4.2 Specific activities

Specific activities related to the achievement of Outcome 1: The anti-fraud system is renovated

1.1 Reorganization of services: creation of national strategic services (CFL design) and local operational services (CFL implementation). In particular, the « intelligence » and « surveys » functions are revitalized and taken over by the services created for this purpose and operational.
1.2 Definition of the DGD's risk management policy in a framework document, setting control priorities (narcotics, counterfeiting, cigarettes, medicines, etc.) and annual control plans (objectives, monitoring of results). This policy ensures compliance with laws and regulations while facilitating the processing and clearance of goods;
1.3 Securing the legal framework for intervention by the control services (customs code and other national laws to be provided)
1.4 Guinea Bissau customs office is connected to WCO CEN network;
1.5 A nCEN database is established in Guinea Bissau and accessible
1.6 Selection criteria are applied for the control of goods, means of transport and people
1.7 Training seminars on the SAFE module are organized
1.8 ASYCUDA ++ « selectivity » function is established
1.9 Monitoring of activities and results, strengthening of internal control

Specific activities related to the achievement of Outcome 2: Trade facilitation is placed at the heart of customs's daily action:

2.1 Development and implementation of risk analysis at the main commercial customs offices and for travelers
2.2 Creation of databases dedicated to the fight against fraud (CEN, nCEN)
2.3 Reorganization of the management of customs litigation
2.4 Definition of the segmentation of economic operators according to their reliability
2.5 2.5 Reinforcement of deferred and a posteriori control and adapted training of investigators
2.6 Creation at national level of a specialized unit on major transnational frauds
2.7 Consolidation of the surveillance service throughout the country (mapping of surveillance, revision of settlements, definition of means of intervention)
2.8 Strengthening of national and international customs intelligence and investigation services
2.9 Non-tariff barriers, redundant controls are exhaustively identified during clearance operations at the port, airport and land borders and removed
2.10 Customs clearance costs are reduced to a strict minimum
2.11 Customs clearance times for goods are limited to a maximum of three days and an application of ASYCUDA ++ makes it possible to follow the route of the declaration in the customs clearance circuit;
2.12 Customs clearance procedure, from the filing of the manifest to the removal of goods, through the management of suspensive schemes and transit operations, is computerized.

4.3 Project management (initial proposal) :

The project steering framework will be provided at two levels :

- 1) **A steering committee**, in charge of the reform.
This committee shall meet regularly and ensure that the orientations and decisions made are widely disseminated within the organization.

The steering committee shall necessarily include:

- O
- O Project Manager and Project Manager;

○ The two main experts;

○ A WCO expert on Capacity Building and / or Fraud Control.

- A representative of the development partner;
- A representative of the Ministry of Finance;
- A representative of the Ministry of the Interior;
- The DG of the Customs of Guinea-Bissau;
- The Director of Customs Reforms;
- The Head of Fraud Control and Risk Management;
- The Project Director and Project Manager;
- The two senior experts;
- A WCO expert in Capacity Building and/or Fraud control.

2) **A project team**, responsible for the implementation of the reform projects according to the selected deadlines.

The project team will include:

- A project director;
- A project manager;
- The two senior experts;
- and at least 3 focal points of Guinea-Bissau customs.

The creation of the steering committee and the project team will be formalized by a decree of the Minister of Finance, from the start of the project.

5. Logistics and timeframe

5.1 Date of start and duration of the mission:

- Starting from 1st July 2017; end of the project 30 June 2019
- Duration: 24 months.

5.2 Locations:

- The project will be based in Bissau. In the performance of its services, both long-term and short-term technical assistance will be required to move in the different areas of the country concerned by the project

5.3 Timeframe of the activities:

		2017		2018				2019					
Component 1 Device for the fight against fraud is renovated													
				T1	T2	T1	T2	T3	T4	T1	T2		

	R 1.1												
	R 1.2												
	R 1.3												
	R 1.4												
	R 1.5												
	R 1.6												
	R 1.7												
	R 1.8												
Component 2: Trade facilitation is placed back at the heart of customs daily action:													
	R 2.1												
	R 2.2												
	R 2.3												
	R 2.4												
	R 2.5												
	R 2.6												
	R 2.7												
	R 2.8												
	R 2.9												
	R 2.10												
	R 2.11												
	R 2.12												

6 Profile of experts

Two long term experts will facilitate the project:

- Team Leader:

- Bac + 5 or equivalent in a field related to the project;
- At least 5 years of proven experience in project management and change management;
- At least 10 years of proven experience in capacity building in a context of customs modernization;
- At least 5 years of proven experience in the field of Fraud Control and Risk Management in a Customs context;
- At least 5 years of proven experience in customs modernization in West and/or Central Africa;

- Accreditation of the World Customs Organization for Customs Modernization and/or Risk Management will be considered an important asset;
- Excellent team management skills;
- Excellent analytical, negotiating, diplomatic and editorial skills;
- Perfect mastery of French.
- Mastery of Portuguese will be considered an important asset.
- Good practice of English desired
- Mastery of common computer tools (word, excel, powerpoint ...)

- Expert - Specialist in fraud control and risk management:

- Bac + 5 or equivalent in a field related to the project;
- At least 5 years of proven experience in project management and change management;
- At least 5 years of proven experience in capacity building and organizational development in a context of customs modernization;
- At least 10 years of proven experience in the field of Fraud Control and Risk Management in a Customs context;
- At least 5 years of proven experience in customs modernization in West and/or Central Africa;
- Accreditation of the World Customs Organization for Customs Modernization and/or Risk Management will be considered an important asset;
- Excellent team management skills;
- Excellent analytical, negotiating, diplomatic and editorial skills;
- Perfect mastery of French.
- Mastery of Portuguese will be considered an important asset.
- Good practice of English desired
- Knowledge of common computer tools (word, excel, powerpoint ...) and SYDONIA.

Short term experts:

The resumés of the experts other than the senior experts will not be examined before the signature of the contract. These other experts will be constituted in a pool and chosen according to the profiles corresponding to the requirements of the project. Part of the short term expertise will be mainly focused on:

- Management of databases
- Capacity Building/Organizational Development
- Coordinated border management;

- Intelligence and intelligence services;
- Stakeholder engagement, negotiation and conflict resolution.

7 Development of reports

Long-term and short-term missions will result in the following reports:

For long-term expertise:

- Quarterly Reports
- Annual reports with financial report
- Mid-term reports
- Final report

For short term expertise:

Mission reports within 20 days of completion of mission.

All reports will be produced in Portuguese and French, to the following recipients:

- Ministry of Finance
- General Office of Customs
- WCO
- Donors

Reports will be issued in paper format and duplicated by the sending of an electronic version (PDF).

8. Logical Framework

Intervention logic	Indicators	Means of verification	Current state (baseline data)	Target state (situation expected at the end of the project)	Assumptions
<p>Overall goal:</p> <p>Improvement of the business environment and the conditions of reception of domestic and foreign investments and better security of Guinea-Bissau's borders, which must remain rooted in its sub-regional environment (ECOWAS and WAEMU) and open to the rest of the world.</p>	<p>Ranking in Doing Business</p> <p>Appreciations of partners and economic operators</p>	<p>Annual WB ranking</p> <p>Specific surveys</p>	<p>179th (business facility) and 119th (cross-border trade)</p>	<p>Gain from 5 to 8 positions in two years</p>	<p>Stability of the political situation in the country</p>
<p>Specific Goals:</p> <p>Facilitation of trade is placed at the heart of Customs's daily action:</p>	<p>Customs Revenue</p> <p>Cost and Time Limits for Customs Clearance and Seizure Volumes</p>	<p>Public treasury</p> <p>Port and airport SI data</p>	<p>See Finance Laws</p> <p>Number of formalities, costs and delays that are too high given the constraints of international trade</p>	<p>30 to 40% increase in revenues in 24 months with constant taxation</p> <p>Number of customs documents reduced to 8 maximum, import time 48H and export 24H, cost formalities container 20 P from</p>	<p>Stability of the political situation in the country</p> <p>Improvement of port and airport</p>

Intervention logic	Indicators	Means of verification	Current state (baseline data)	Target state (situation expected at the end of the project)	Assumptions
				5000 USD Maximum	
The anti-fraud device is renovated	Number of normative laws CFL staffing rate	Finance laws, regulations, memoranda HR Management lois de finance, règlements, notes de service Gestion RH	Lack of general policy Few operational CFL staff	Standards are published and followed A significant staffing rate is allocated to the CFL Little diversion of traffic, strengthening of the formal customs	

Intervention logic	Indicators	Means of verification	Current state (baseline data)	Target state (situation expected at the end of the project)	Assumptions
	<p>Evolution of commercial traffic</p> <p>Volume of customs litigation</p>	<p>Foreign Trade Statistics</p> <p>Litigation file</p>	<p>No characteristic evolution</p> <p>No litigation file</p>	<p>sector</p> <p>Litigation fed and monitored regularly</p>	
Activities – Outcomes 1					
<p>1.1 Reorganization of services: creation of national strategic services (CFL design) and local operational services (CFL implementation). In particular, the "intelligence" functions "surveys" are revitalized and taken over by the services created for this purpose and operational</p>	<ul style="list-style-type: none"> • Services in place and operational, staff resources and equipment affected • Number of customs personnel trained 	<ul style="list-style-type: none"> • On-site visits • Monitoring of activities and results • Training reports and attendance lists 	<p>Non-existent specialized services</p>	<p>Services effectively implemented, with trained personnel and the provision of appropriate means</p>	
<p>1.2 Definition of the DGD's risk management policy</p>	<ul style="list-style-type: none"> • Definition of the risk management policy in a framework 	<ul style="list-style-type: none"> • Existence of CFL policy framework 	<p>Lack of risk management policy</p>	<p>The authorities and customs staff have an</p>	<p>Depending on the results achieved,</p>

Intervention logic	Indicators	Means of verification	Current state (baseline data)	Target state (situation expected at the end of the project)	Assumptions
<p>in a framework document, setting control priorities (narcotics, counterfeiting, cigarettes, medicines, etc.) and annual control plans (objectives, monitoring of results). This policy ensures compliance with laws and regulations while facilitating the processing and clearance of goods;</p>	<p>document</p> <ul style="list-style-type: none"> • Creation of an annual control plan with priority sectors • Setting performance 	<p>document</p> <ul style="list-style-type: none"> • Existence of the annual control plan • Monitoring of 	<p>No officially established control priorities</p>	<p>official CFL</p> <p>The indicators and results are used to monitor the evolution of the CFL</p>	<p>priorities may evolve</p>
<p>1.3 Securing the legal framework for intervention by the control services (customs code and other national texts to be provided)</p>	<ul style="list-style-type: none"> • Customs Code and other national legislative and regulatory texts available and functional 	<ul style="list-style-type: none"> • Internal / external dissemination of the main texts • References to the legal framework in the minutes 	<p>Few normative laws, or are obsolete</p>	<p>The Customs has a reliable legal basis for the CFL to fully implement the CFL</p>	<p>Possible legislative and regulatory developments in progress of the project, depending on the needs of the field (eg. strengthening sanctions)</p>

Intervention logic	Indicators	Means of verification	Current state (baseline data)	Target state (situation expected at the end of the project)	Assumptions
<p>1.4 Bissau Guinean Customs is connected to the WCO CEN network;</p> <p>1.5 An nCEN database is established in Guinea Bissau and accessible</p>	<ul style="list-style-type: none"> • Number of checks carried out • Number and amount of litigation • Amount of rights compromised <p>An accessible</p>	<ul style="list-style-type: none"> • Data base • Payments to the Public Treasury <p>The database is operational</p>	<p>No reliable data currently available</p> <p>No database available</p>	<p>Monitoring of activities and results is an effective way to guide the CFL and establish a list of the most reliable operators</p> <p>Internal customs control is reinforced and highlights risk activities</p> <p>The database is an essential tool in the fight against fraud</p>	<p>Provide profit-sharing for Customs officers and their auxiliaries</p> <p>A cooperation program is established with the WCO</p>

Intervention logic	Indicators	Means of verification	Current state (baseline data)	Target state (situation expected at the end of the project)	Assumptions
	database is in place				
1.6 Selection criteria are applied for the control of goods, means of transport and persons	The criteria are defined and re-evaluated periodically according to the configuration of the fraud	A confidential memo from the DGD	Absence of a control method with a negative impact on the fluidity of movements of goods, means of transport and persons	Greater fluidity of movements of goods, means of transport and people and the reduction of fraud	Ensure the confidentiality of the criteria
1.7 Training seminars on the SAFE module are organized	Seminars are organized with the support of the WCO/ROCB WCA	The seminars are held	Absences of security checks	The logistics chain is better secured	Establish a program of cooperation with WCO
1.8 ASYCUDA ++ « selectivity » function is established	The « selectivity » function is operational	The function is integrated in SYDONIA	Lack of a gender function	SYDONIA ++ is helping to strengthen control.	Securing SYDONIA ++
1.9 Monitoring of	Periodic audit of the	Report of the Internal	Lack of audit	Periodic and at least	Establishment of an

Intervention logic	Indicators	Means of verification	Current state (baseline data)	Target state (situation expected at the end of the project)	Assumptions
activities and results, strengthening of internal control	project	Audit Department	assignments	yearly audit of the project	annual audit program
Activities - Outcomes 2					
2.1 Development and implementation of risk analysis at the main commercial customs offices and for travelers	<ul style="list-style-type: none"> • Customs clearance time • Rate of immediate controls • Number of selection criteria introduced in the IS • Number and amount of litigation 	<ul style="list-style-type: none"> • SYDONIA selectivity module • Other SYDONIA data • litigation database 	No active selectivity, immediate control levels too high	<p>Selection criteria are developed by methodology and regularly renewed</p> <p>The rate of immediate controls fell to a maximum of 25% with a 10%</p>	Regular meeting of analysis teams at all levels
2.2 Creation of databases dedicated to the fight against fraud (GEN, nCEN)	<ul style="list-style-type: none"> • Number of databases • Number of offenders and customs offenses introduced into the IS 	<ul style="list-style-type: none"> • Existence of databases • Monitoring the use of databases 	Lack of reliable CFL databases	<p>The DGD has reliable databases for risk mapping</p> <p>Operators, economic regimes, circuits and goods at risk are</p>	Sécuriser l'accès aux SI

Intervention logic	Indicators	Means of verification	Current state (baseline data)	Target state (situation expected at the end of the project)	Assumptions
				identified	
<p>2.3 Reorganization of the management of customs litigation Réorganisation de la gestion du contentieux douanier</p>	<ul style="list-style-type: none"> • Number and amount of litigation; • Amount of revenue collected and paid into the Consolidated Revenue Fund <p>N</p>	<ul style="list-style-type: none"> • Litigation file data tracking • Payments to the Public Treasury 	<p>Litigation is managed and followed on a piecemeal basis, without methodology</p>	<p>Litigation management is simplified and standardized</p>	<p>Provide a practical guide to litigation for customs personnel</p>
<p>2.4 Definition of the segmentation of economic operators according to their reliability</p>	<ul style="list-style-type: none"> • Number of approvals as reliable economic operators • Number of facilitation procedures (reduction of documents required, time limits for customs clearance, etc.) 	<ul style="list-style-type: none"> • Existence of normative laws • accreditation committee reports • publication of lists of approved operators 	<p>Lack of a « green list » of reliable operators</p> <p>Unfair treatment of formal/informal</p>	<p>Reliable formal operators benefit from simplified and accelerated procedures, which facilitate the facilitation and reduction of informal customs sector, and</p>	<p>Mettre en place une grille d'accréditation des opérateurs économiques agréés (voir normes OMD)</p>

Intervention logic	Indicators	Means of verification	Current state (baseline data)	Target state (situation expected at the end of the project)	Assumptions
				broadening of the tax base	
2.5 Strengthening of deferred and a posteriori control and adapted training of investigators	<ul style="list-style-type: none"> • Deferred and post-clearance rate; • Customs clearance time • Number of officers trained in customs investigations 	<ul style="list-style-type: none"> • SYDONIA database • Training reports and attendance lists 	Customs focusing on immediate control, to the detriment of efficiency and facilitation at crossing borders	Deferred and post-clearance audits carried out based on document and on-the-spot reviews (business) in a coordinated and effective manner, Investigation procedures are controlled	Prévoir un guide des enquêteurs
2.6 Creation at national level of a specialized unit on major transnational frauds	<ul style="list-style-type: none"> • Number of surveys in portfolio • Number and amount of litigation 	<ul style="list-style-type: none"> • Litigation file data tracking 	Lack of methodology on anti-fraud action at international level	The fight against the great international organized fraud is reinforced and gives results recognizable by external partners	Consider secure settlements and enhanced legal protection for current staff
2.7 Consolidation of the surveillance service throughout the country	<ul style="list-style-type: none"> • Number of brigades created or abolished 	<ul style="list-style-type: none"> • Dissemination of a new customs card for the establishment of 	Lack of a policy to set up and organize surveillance services,	Surveillance is reinforced by facilities at the strategic points	Revoir la tenue d'uniforme

Intervention logic	Indicators	Means of verification	Current state (baseline data)	Target state (situation expected at the end of the project)	Assumptions
(mapping of surveillance, revision of settlements, definition of means of intervention)	<ul style="list-style-type: none"> • Number of officers trained in surveillance • Number and amount of litigation of supervisory units 	surveillance services <ul style="list-style-type: none"> • Monitoring of activities and results • Training reports and attendance lists 	lack of supervision and follow-up of staff, little training and resources	of the country, has effective means of control, trained staff and quality supervision	
2.8 Creation at national level of a specialized unit on major transnational frauds	<ul style="list-style-type: none"> • Number of fact sheets produced, requests for investigations and fraud notices • Number of advisors recruited 	<ul style="list-style-type: none"> • Quantitative and qualitative tracking of product intelligence 	Little operational information, many losses due to lack of methodology	Customs intelligence is organized and operationally functional network of advisers is recruited	Consider Customs Intranet Provide conditions for remuneration of advisers
2.9 Non-tariff barriers, redundant controls are exhaustively identified during clearance operations at the port, airport and land borders and removed	-Number of documents required - Number of formalities when entering and leaving goods	Memorandum Reducing Formalities	Lack of fluidity in movements of goods	Perfect flow of goods movements	Laws and regulations are known to agents and users
2.10 Costs related to customs clearance are reduced to strict	Payments Outside Duties Paid Customs	Memorandum reducing costs	Incidentals are important	Incidental expenses are reduced to a minimum Les faux frais	A code of ethics is applied

Intervention logic	Indicators	Means of verification	Current state (baseline data)	Target state (situation expected at the end of the project)	Assumptions
				sont réduits au minimum	
2.11 The customs clearance times for goods are limited to a maximum of three days and an application of SYDONIA ++ makes it possible to follow the route of the declaration in the customs clearance circuit	Setting of a three-day period	Traveling time of customs declaration	Customs declarations are blocked in the customs clearance circuit that is congested	The journey time in the circuit is limited to 3 days	SYDONIA ++ is secure
2.12 The customs clearance procedure, from the filing of the manifest to the removal of goods, through the management of suspensive schemes and transit operations, is computerized	Number of formalities to be automated	Number of automated formalities	Low use of ICT	All formalities are automated	Technological environment is secure

9. Budget estimate

Expertise Line	Type	Purpose	basis	quantity	Total
	Long term expertise	Fees/per diem	1100	880	968000
	Short term senior expertise	Fees	900	600	540000
	Short term senior expertise	per diem	250	950	237500
	TOTAL				1745500
Related expenses line					
	Internal Project Organization	All general fees	2000	24	48000
	Domestic Flights	LT and ST Experts	300	110	33000
	Project team per diem	Domestic trips	250	576	144000
	Seminars		15000	9	135000
	Overseas study trips	3 destinations- 3 pax	18000	6	108000
	Visiblity costs	Written press and TV	15000	5	75000

	TOTAL				48000
					33000
General costs					144000
	Salary administration support	Salary	762	24	135000
	Computer/Office automation Purchase		6000	2	108000
	Various office furniture	Paper, pens, files...	400	24	75000
	Office cleaning cost	Offices lended by customs	250	24	
					543000
					18288
					12000
					9600
					6000
	TOTAL				45888

	GRAND TOTAL				2334388