GRA Strategic Dashboard
Implementation Experience

Presented at 10th Meeting of Capacity Building Contact Points of Customs Administrations of the West and Central Africa Region

by Mrs. Mary P. Mendy - Manager Policy, Planning & Research

Other Team Members:
Mr. Alieu Bittaye- Director Enterprise Risk Management, Reforms and Modernization & IT
Mr. Ernest A. Mendy – Director HR & Admin
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Presentation outline

1. Introduction
2. Importance of having a Strategic Dashboard for GRA
3. GRA Strategic Dashboard – action plan
4. GRA Strategic Dashboard – progress
5. GRA Strategic Dashboard – challenges encountered
6. GRA Strategic Dashboard – steps to finalize
7. Q & A
INTRODUCTION

- The Gambia Revenue Authority build experience in the development and Implementation of Strategic Plans from 2007 to date
- However, the development of a Strategic Dashboard is a new concept introduced to the Authority by the WCO-WACAM project
- This came as part of WACAM Support on Strategic Management after expression of Interest by GRA Management
- The experience is still early
Importance of having a Strategic Dashboard for GRA

- Inform management’s strategic decisions
- Present a snapshot of the GRA state of operations
- Project a graphical representation of summary performance of different areas of operations
- A single display that tracks Key Performance Indicators (KPIs)
GRA Strategic Dashboard – action plan

The Dashboard as a leverage to decision making; Three key things needed

- Power to decide
- Ability to analyze
- Access to reliable data
- Understand causes of performance

GRA - Collecting Revenue for National Development
The Dashboard Development segment

To Develop Dashboard:

- Connect to Data sources
  - GAMTAXNET
  - ASYCUDA
  - HRIS
- Develop other Graphical User Interfaces (GUI), e.g. PCA, Reforms, etc.
- Connect the GUIs to the Dashboard
GRA Strategic Dashboard – progress

- Project Management Team Created
- Project Director and Manager appointed
- Work plan developed
- Key Performance Indicators for the Dashboard discussed and agreed by Management
GRA Strategic Dashboard – KPIs

- **Revenue Collection**
  - Revenue collection by Customs
  - Revenue Collection by Domestic Taxes
  - Revenue collection by Border Stations
  - Revenue Collection by Tax Offices
  - GRA Revenue Collection
GRA Strategic Dashboard – KPIs

- **Trade Facilitation KPIs**
  - TFA Articles - Categorization
  - Categorization - %
  - % of implementation of TFA
  - Number of meetings of National TFA Committee
  - Number of National TFA Committee decisions implemented
  - Average clearance time
GRA Strategic Dashboard – KPIs

- **Human Resource Information System KPIs**
  - Age distribution of employees
  - Sex Ratios of Revenue Administration Employees
  - Ratio of male senior Management to female management
  - Proportion of Employees with Bachelor and Above
  - Average years of experience in GRA
  - Ratio of core revenue collection staff to other staff
GRA Strategic Dashboard – KPIs

- **Enforcement KPIs**
  - Nr. of seizures
  - Nr. Of Post Clearance Auditors
  - Nr. Of Successful Post Clearance Audits
  - % of successful PCAs
  - Value of Revenue Generated by PCA
  - Ratio - PCA Revenue to Overall Revenue
GRA Strategic Dashboard – ASYCUDA++ progress

OFFICE DECLARATION COUNTS

<table>
<thead>
<tr>
<th>BRANCH NAME</th>
<th>TOTAL COUNT</th>
</tr>
</thead>
<tbody>
<tr>
<td>FARAFENNI CUSTOMS POST</td>
<td>2269</td>
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<tr>
<td>AMDALLAI CUSTOMS POST</td>
<td>2753</td>
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<tr>
<td>BANJUL INTERNATIONAL AIRPORT</td>
<td>10345</td>
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<td>SOMA CUSTOMS POST</td>
<td>273</td>
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<td>BANJUL WHARF</td>
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<td>BASSE CUSTOMS POST</td>
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<td>BANSANG CUSTOMS POST</td>
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<tr>
<td>JIBOROH CUSTOMS POST</td>
<td>733</td>
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</tbody>
</table>

OFFICE DECLARATION COUNT GRAPH

GRA - Collecting Revenue for National Development
GRA Strategic Dashboard – HRIS progress

**Age Distribution**

<table>
<thead>
<tr>
<th>AGE RANGE</th>
<th>FEMALE</th>
<th>MALE</th>
</tr>
</thead>
<tbody>
<tr>
<td>18 TO 29</td>
<td>65</td>
<td>63</td>
</tr>
<tr>
<td>30 TO 49</td>
<td>148</td>
<td>334</td>
</tr>
<tr>
<td>50 TO 60</td>
<td>11</td>
<td>141</td>
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</table>

**Gender Distribution**

- **Female**: 538 (70.60%)
- **Male**: 224 (29.40%)

**Distribution OF Staff Per Department**

- [Windows activation link](https://www.example.com)
GRA Strategic Dashboard – HRIS progress

**Education Background Distribution In Percentage**

<table>
<thead>
<tr>
<th>QUALIFICATION</th>
<th>EMPLOYEE COUNT</th>
<th>PERCENTAGE</th>
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</thead>
<tbody>
<tr>
<td>Bachelors</td>
<td>101</td>
<td>13.25</td>
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<tr>
<td>Certificate</td>
<td>60</td>
<td>7.87</td>
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<tr>
<td>Diploma</td>
<td>276</td>
<td>36.22</td>
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<tr>
<td>Doctorate (Ph.D)</td>
<td>1</td>
<td>0.13</td>
</tr>
<tr>
<td>Masters</td>
<td>41</td>
<td>5.38</td>
</tr>
</tbody>
</table>

**Education Background Distribution In % (GRAPH)**

- Bachelors: 36.22%
- Certificate: 7.87%
- Diploma: 13.25%
- Doctorate (Ph.D): 0.13%
- Masters: 5.38%

**Employee Age Average Across GRA**

<table>
<thead>
<tr>
<th>EMPLOYEE TOTAL</th>
<th>AGE TOTAL</th>
<th>AVERAGE AGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>762</td>
<td>30185</td>
<td>39.00</td>
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</table>
GRA Strategic Dashboard – HRIS progress

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Ratio OF Core Revenue Collection To Other Staffs

- Core Revenue Ratio: 57:43
- Other Employee Ratio: 43:57

Percentage OF Staff Benefitting From Training

- Benefitting From Training: 98.35%
- Not Benefitting From Training: 1.65%
GRA Strategic Dashboard – Challenges Encountered

- Completion of data entry into the HRIS database (updating of the data into the system is ongoing);

- Inadequate data for Post Clearance Audit and Reforms Processes and part of Trade Facilitation data. Started building a system for the PCA (currently at the design stage);
GRA Strategic Dashboard – Challenges Encountered Cont.

- Platform incompatibility: Linking linux environment to windows back-end proves to be difficult and was affecting GAMTAXNT and HRIS both of which run on Windows platform. This has been resolved.

- Development of the API(Application Program Interface) for GAMTAXNET platform is on hold as upgrade of the system is ongoing and data cleansing is also ongoing.
GRA Strategic Dashboard – Challenges Encountered Cont.

- Inadequate capacity by staff on the development and management of a Strategic Dashboard
GRA Strategic Dashboard – steps to finalize

- Completion of the design and building of Graphical User Interface for:
  - PCA
  - Reforms
  - Practice

- Develop API (Application Program Interface) for GAMTAXNET platform when the system upgrade is completed
Q & A
Thank You
For your kind attention