

**JOINT EVALUATION MISSION:  
ASYCUDA PROGRAMME IN JORDAN\***

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*Abstract*

This project has succeeded in enhancing the infrastructure capacity of the Jordanian Customs Department through extensive training on ASYCUDA. This has brought about reduced declaration processing times, and increased accuracy of verifying declarations without increasing manpower. This project has also paved the way to regional cooperation through the provision of assistance to the Palestinian ASYCUDA project.

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## **1. Introduction:**

The evaluation has been conducted jointly by the Government, UNDP and UNCTAD. It has been planned in the Strategic Results Framework (SRF) for 2001 and the substantive project revision document (Phase II.) The project represents a key intervention in the Country Cooperation Framework (CCF) concentration area of governance/public sector management. The evaluation took into account the outcome of the in-depth joint evaluation of Phase I conducted in August 1999, the recommendations of the Terminal Tri-partite review held in November 1999, the Tri-partite review held in March 2001 and the decisions of the Project Steering Committee held on 15 October, 2002.

The project has been largely cost shared by the government of Jordan. The GTZ and USAID AMIR Program provided the Customs Department with equipment and training which supported the implementation of the ASYCUDA project.

### **1.1 Terms of Reference of the Evaluation Mission (See Annex A):**

The principal issues to be addressed by this mandatory evaluation comprise:

- 1) The progress made towards each of the objectives and outputs of the project document;
- 2) Whether results to date and expected end of the project achievements are likely to meet the needs of the government and the private sector in Jordan;
- 3) The impact of the project on other Government agencies and organisations;
- 4) The transfer of skills and therefore the level of sustainability and 'ownership' in Jordanian Customs;
- 5) The level of 'acceptance' by brokers and Customs staff who operate ASYCUDA;
- 6) The efficiency of the operation at the automated offices, including reduction of time required for clearance of cargo, simplified procedures;
- 7) The results of implementations in terms of modernisation, simplification and increased revenue returns;
- 8) Whether the level of training provided meets the needs of the project;
- 9) If the progress of the project was satisfactorily planned for and monitored;
- 10) The relationship between the Government, Customs, UNCTAD and UNDP;
- 11) Measures taken to ensure sustainable operations beyond project termination;
- 12) Any other significant issues.

## **1.2 Methodology of the Evaluation:**

The Evaluation Team has applied the following strategy:

**Firstly:** Obtained briefings from UNDP officers directly involved in the formulation and monitoring of Phases I and II of the project and a comprehensive presentation by the National Project Director.

**Secondly:** Reviewed documents pertaining to the project (See Annex C) and results of surveys and questionnaires completed by users (customs personnel, brokers and business representatives) on the efficiency and impact of ASYCUDA prepared by the project management.

**Thirdly:** Visited various customs locations and headquarters offices and conducted interviews with departmental heads.

**Fourthly:** Held extensive discussions with the President of the Brokers Union and brokers' representatives at their locations.

**Fifthly:** Visited some government institutions and the Customs Training Centre in Amman (See Annex B).

## **1.3 Acknowledgements:**

The Evaluation Team wishes to express its sincere appreciation for the excellent support and assistance extended to the mission by all partners. Special thanks and gratitude are due to the National Project Director for his unfailing support and commitment to the success of the Evaluation Mission.

## **2. The Development Context:**

### **2.1 Context of the project:**

As part of its economic and social development strategy, the Government of Jordan has adopted policies and initiated reforms and programmes aimed at enhancing human development which encompasses, *inter alia*, poverty alleviation and good governance. Institutional reform, human resources capacity enhancement and improvement of financial resource management are key areas of focus given Jordan's meagre economic resource base.

Customs revenue represents nearly 40 % of total revenue. It has remained fairly constant despite reduction in customs tariff rates in recent years. The Government has recognised the need for simplification and automation of customs procedures in order to meet international trade standards, improve customs revenue collection and move towards e-government.

The assistance provided through the project will enable the Customs Department to automate, simplify its procedures and enhance its institutional and human resources capabilities. Its capacity in customs

revenue collection will be strengthened. Furthermore, the project will enable production of faster and more accurate trade statistics for use by policy makers and the business community.

## **2.2 Project design:**

The substantive revision document followed generally the design of Phase I. It added indicators for the new outputs to some of the immediate objectives which were part of Phase I Project document. The immediate objectives of Phase I have been maintained as they remained relevant and concurrent. Of the five immediate objectives retained, four are aimed at institutional and manpower capacity building essential for the facilitation of trade, performance improvement in the public sector and collection of customs revenue. However, no new outputs were indicated for immediate objectives number (2) and (5). Two new immediate Objectives have been added under Phase II. Objective (6) is in respect of sub-regional cooperation on customs modernization and objective (7) covers measures to ensure sustainability of the ASYCUDA project. It is felt, however, that the additional two objectives are an afterthought.

The design of the substantive revision document took into consideration the recommendations of the first mandatory evaluation, the results of Phase I and the manpower and institutional capacities in existence. Also, cooperation with the private sector has been reflected in the form of training and technical activities extended to the business community. National capacities for execution, management and monitoring were assessed. A step by step approach to building capacities was reflected in the project design and the work plans.

It can be confidently stated that with the exception of Immediate Objective (2), carried over from Phase I, which is a long term objective in essence and lacks baseline data and criteria for achieving it, all other objectives have or are likely to be achieved by the end of March 2003. Mechanisms to ensure sustainability have been put into practice. And, since ASYCUDA has become part of the customs system in Jordan and is an internationally approved and used system, its sustainability is practically assured.

The additional outputs planned against the previous and continuing objectives have been met to a large extent. Needless to say not all in a complete manner as of date e.g. full implementation of ASYCUDA in all customs houses.

The design of Phase II is also more results-orientated. It linked outputs to activities and provided indicators. The inputs provided have been adequately planned both quantitatively and qualitatively. The use of mostly short term experts and consultants (only one expert post was of twelve-month's duration) has been appropriate, in view of the calibre and expertise of the national personnel who gained considerable experience during the implementation of Phase I.

Training has been quite relevant and extensive. It raised the proficiency level of the staff in their respective fields. The study tours undertaken to other customs administrations enabled the acquisition of additional knowledge of customs systems and methods. Parallel funding of training by Government and the AMIR Programme has enabled the enlargement of the training programme. The equipment provided through the project was of good quality notwithstanding that some delays occurred in delivery. This, however, did not hinder the overall progress made by the project. Government and

donors supplied the Customs Department with computer equipment which facilitated the implementation of ASYCUDA.

The project incorporated adequate participatory monitoring devices such as Tri-partite reviews, evaluations and Project Steering Committee meetings in which all partners and the business community took part.

### **2.3 Beneficiaries**

The three beneficiaries targeted by the project are the Government, the Customs Department and the trading community. These entities have received enabling assistance consisting of training, technical advice, application of international customs procedures and had undergone extensive automation.

Government institutions, are now equipped with the necessary infrastructure and systems which account for the more reliable trade data being generated and improved means and procedures for revenue collection. The revenue yield may have witnessed a slight increase but it is too early to make an accurate assessment at this juncture.

Technical capabilities in the Customs Department and its outposts have been enhanced resulting, *inter-alia*, in the emergence of a corps of trainers on ASYCUDA and associated procedures. The Customs Department remains the most direct beneficiary of project results.

The third beneficiary, the business community, has benefited from the introduction of ASYCUDA in terms of electronic submission of declarations, reduction of paper work, speed and accuracy of processing declarations and clearance processes in general. The brokers received extensive training and technical advice on ASYCUDA which resulted in improving their capacity to do greater business with the Customs Department. As confirmation of the support of the business community, brokers in most custom houses refurbished their premises and procured computers and supporting equipment. The Customs Department and brokers are using fewer personnel than before ASYCUDA to carry out their automation based work.

## **3. Project Implementation:**

### **3.1 Objectives, Outputs, Indicators, verifiers and comments:**

Phase II of the project builds on the successful implementation of ASYCUDA++ during Phase I, It aims to complete the computerization of Customs procedures through implementation of the system in a further eight Custom offices in Jordan. This section of the report links the new objectives and outputs identified within the Substantive Project Revision document with the achievement of success indicators and relevant comments.

***Objective 1: To secure the collections of Customs revenue, and improve the efficiency and effectiveness of customs operations through the introduction of ASYCUDA++.***

***Output 5: The JARASH system (ASYCUDA++) as developed to local needs during Phase I, implemented at the following Customs sites:***

1. *Aqaba main Customs House and related sub-offices*
2. *Zarka Free Zone*
3. *Sahab Industrial Estate*
4. *Jaber Border Office*
5. *Al Hassan Industrial Zone*
6. *Al Yadoudeh Bonded Warehouse*
7. *Quaismeh Bonded Warehouse*
8. *Al Mahattah Bonded Warehouse*

**Indicators:**

1. *JARASH system operational at the following dates after the effective start of Phase II:*

<i>-Zarka Free Zone</i>	<i>9 months</i>
<i>-Aqaba Customs House and sub-offices</i>	<i>12 months</i>
<i>-Sahab Industrial Estate</i>	<i>15 months</i>
<i>-Jaber Border Office</i>	<i>21 months</i>
<i>-Al Hassan Industrial Zone</i>	<i>21 months</i>
<i>-Al Yadoudeh Bonded Ware- House</i>	<i>24 months</i>
<i>-Quaismeh Bonded Warehouse</i>	<i>24 months</i>
<i>-Al Mahatta Bonded Warehouse</i>	<i>24 months</i>

2. *Increased revenue collection taken into consideration all other elements affecting the collection.*

3. *Shorter clearance time for brokers, importers, and exporters.*

**Verifiers and Comments:**

1. Delays were encountered in the implementation programme for the specified sites, viz.
 

Aqaba Customs House	3 months delay due to late delivery of equipment and preparation of infrastructure.
ASEZA's Customs Office	45 days delay due to late inauguration of the zone.
Zarka Free Zone Customs Office	7 months delay after the decision taken by Customs Department, and approved by UNDP and UNCTAD, in favour of implementing the system at the ASEZA's Customs.
Public Bonded Warehouses Section	3 months delay due to late transfer of officers.
Jaber Border Customs Office	3 months delay in renovating the building.
Sahab and Al Hassan Industrial Estates	Considerable delay in finishing the new buildings. The Project made a shift in the plan.

Implementation in the remaining offices will follow on the dates shown below:

- Jaber Border Custom House in Dec. 2002 (85% ready now)
- King Abdullah II Bin Al Hussein Industrial Estate Custom House (previously known as Sahab Industrial Estate) in Mar. 2003 (20% ready now)
- Al Hassan Industrial Zone Custom House in Mar. 2003 (20% ready now)

2. As for the measurement of increase or decrease in revenue, there was no noticeable increase in revenue collection, nor was there any sharp decrease. This situation was maintained despite drastic

tariff reductions and a decrease in the General Sales Taxes collected on imports following a decision by GST Department to suspend the collection of GST from major importers.

3. The factor that has the biggest effect on the clearance time is the procedures of other Government institutions. Except for Aqaba, Government Institutions involved in goods inspection duties such as the Ministry of Agriculture, the Ministry of Health, the Ministry of Industry and Trade and Jordan Standards and Metrology Institute do not use ASYCUDA or any adoptable system. This causes delays in carrying out timely clearances and analyses. Aqaba Custom House is the only location where these institutions have adopted ASYCUDA which has led to a noticeable improvement in clearance time compared to other Custom Houses.

***Output 6:*** *Enhanced JARASH communication functions to automatically transfer data and files between offices so as to assure full availability of statistical and accounting data produced by the system.*

**Indicators:**

- 1. Communication system between HQ and each ASYCUDA site operational one month after the effective go live of the respective office.*
- 2. Enhanced communication protocols integrated into the entire national network three months before the end of the project.*

**Verifiers and Comments:**

1. Utilizing the V-SAT Satellite Telecommunications System, declaration data from all ASYCUDA locations is automatically copied at five minute intervals to a national archive system at Customs Headquarters. This archive system is currently used by many organizations both inside and outside the Customs Department. All system files at ASYCUDA Customs sites are maintained in a harmonized format.

2. All the required extraction tools and communication protocols were developed, tested, installed, and operated at each new site from the start of implementation. The user-defined reports were modified so as to work with the integrated database.

***Output 7:*** *Installation of the ASYCUDA++ transit module in all computerized Customs Houses with a view to implementing new transit procedures, taking into consideration international transit standards, such as the TIR Convention and the Arab League Transit Agreement.*

**Indicators:**

- 1. ASYCUDA Transit Module tested, demonstrated and adopted by Customs Department within (12) months after start of Phase II.*
- 2. New functional requirements for the ASYCUDA transit module defined (6) months before planned testing and demonstrations.*
- 3. New transit procedures based on international standards, designed (15) months after start of Phase II.*

4. *ASYCUDA transit module installed, including training, in all computerized offices, as far as necessary equipment are installed by Customs Department, within (30) months of the start of Phase II.*

**Verifiers and Comments:**

1. The Transit Module (MODTRS) was demonstrated and adopted by the Customs Department in July 2001, i.e. (16) months after the start of Phase II. A delay of two months by AMIR Program in equipment delivery, and a further delay to fix the server occurred.

2 and 3. The new functional requirements of the ASYCUDA Transit Module (MODTRS) were defined by the UNCTAD Senior Customs Adviser in October 2000, i.e. (6) months after the start of Phase II. Transit goods are frequently inspected by the security authorities at the border offices. This activity inhibits the efforts of the Customs Department to apply rapid clearance facilities (green-lane selection) to goods moving in transit. The recommendations made by the adviser were subject to thorough analysis by the Customs Department, but has not been implemented to date.

4. The Transit Module has been implemented in June 2002 at (25) sites throughout the Kingdom, including (8) sites inside Aqaba Special Economic Zone. Appropriate training has been delivered to all parties involved in transit procedures, i.e. Customs staff and brokers. For example at Jaber Custom House during the past four months 15 ASYCUDA courses were delivered to over 100 staff.

***Output 8:** Enhanced payment procedures, including pre-payment, credit-payment, and facilities to make payments via banks.*

**Indicators:**

1. *New payment procedures developed and included in JARASH within (18) months of the start of Phase II*
2. *Links to main banks established before end of the project.*

**Verifiers and Comments:**

1 and 2. The Department of Customs is planning to adopt pre-payment methods or any other appropriate form of financial securities. The Evaluation Team identified absence of electronic linkage between fiscal policy makers in the Ministry of Finance (MoF) and customs HQ staff. Paper reporting is still in practice. This issue needs to be regularized in light of the ongoing plan of MoF to establish a central 'Data House' linking all ministries in stages.

There are several external factors that affect the attainment of this output e.g. the MoF is still in the process of making amendments to the Financial By-laws and relevant regulations, and the commercial banks are yet to install the necessary mechanisms as required by the Customs Department.

***Objective 3: To strengthen the institutional capacity of JCD and the professional competence of its staff in a variety of fields through a variety of skill-upgrading activities.***

***Output 2: Post-clearance audit operations implemented at all computerized offices as a procedure to strengthen Customs control based on intelligence criteria and risk analysis, including post audit control of warehouses, temporary imports, exemptions and end-use reliefs.***

**Indicators:**

1. *New post audit procedures defined and approved (24) months after start of Phase II.*
2. *New post audit procedures implemented at computerized offices by end of the project.*

**Verifiers and Comments:**

1. The Auditing and Control Directorate and the Risk Management Directorate have primary interest in this output. The lists of the user-defined reports, as well as the various requests which the Project receives regularly from post-clearance-related entities indicate a mounting interest in the ASYCUDA System's auditing capacities. There is an increasing demand by the related directorates within the Customs Department and by the concerned Government Institutions to utilize the capabilities of ASYCUDA post-clearance audit functions. The Auditing and Control Directorate has been able to make more effective use of their resources. Information retrieval is much simpler. No performance figures were available but the number of requests for additional duty payments originating from the Directorate have doubled.

2. The Project has installed suitable equipment for the Customs Department Directorates to enable access to the Archive System. User-defined reports have been developed to meet specific auditing requirements for the relevant directorates and also the local management of the Customs offices. Furthermore, the Seizure and Auditing Section in the Risk Management Directorate places greater reliance upon the system for targeting importers to whom control visits are made.

***Output 3: Training programme implemented to strengthen the institutional capacity of Customs Department, thus maximizing the benefits of the ASYCUDA system.***

**Indicators:**

1. *Local implementation team able to operate and maintain the ASYCUDA system at local level.*
2. *Local team members capable of undertaking training at each site.*

**Verifiers and Comments:**

1. The total number of courses which the Project Team and Local Implementation Teams have delivered during Phases I and II exceeded 330. The total number of participants has exceeded 2600 and the total training hours is greater than 4400. In addition to Customs staff, the targeted groups included representatives of the clearance companies, governmental institutions and private sector organizations. Training rooms established at Amman, Zarka, Aqaba, and Jaber Custom Houses, have been equipped

by GTZ, and are used by project trainers, and the local implementation teams for the above purposes. The scope of the training covered a wide range of ASYCUDA related topics. Many public awareness seminars and workshops have been held for Customs staff as well as for representatives of broker companies and shipping agencies.

ASYCUDA has been fully integrated into the Customs Department's annual training plans. This is reflected in the training courses conducted at the Customs Training Centre in Amman. The content and quality of training is relevant to customs work. Brokers, customs, and business community personnel participate in the training courses. Formal training courses, administered and managed by the Centre, are delivered mainly by Project Team personnel. Local Implementation Teams (LIT's) provide additional training courses for staff in more distant locations, e.g. Aqaba. Once trained in ASYCUDA techniques and appointed to their work stations, newly recruited staff are given further 'on-the-job' training by more experienced officers.

***Objective 4: To enhance JCD's capabilities in disseminating trade-related information to other relevant users such as the Central Bank of Jordan, Ministry of Industry and Trade, Ministry of Planning, Department of Statistics and others to effectively monitor and control trade and trade financing, as well as formulating appropriate international trade policies and protocols.***

***Output 2: Provision of accurate trade and revenue data from all Customs offices including electronic transmission of data from computerized offices and manual input of data from small border offices not yet computerized.***

***Indicators:***

*Statistical data and revenue data aggregated in one statistical module so as to provide data for Customs Department and other interested departments and organizations.*

**Verifiers and Comments:**

Production of declaration statistics is more accurate and timely. However it remains the case that ASYCUDA statistics do not provide a comprehensive picture of all international trade in Jordan. This situation arises due to ASYCUDA not being fully implemented at all customs locations where declarations are processed. Present arrangements provide for approximately 85% of declaration data to be captured by ASYCUDA. The remaining 15% is accounted for by manually processed declarations received at low trade volume locations. Options to capture data from declarations processed at these offices do exist.

Using the Archive System, the Department of Statistics (DOS) has been provided with extraction tools which enable undertaking analyses of declaration data for the purpose of compiling the external trade statistics of the country. Overall, the Department of Statistics is satisfied with the content and quality of ASYCUDA data. However, two further issues highlighted by the Department of Statistics. Firstly, the origin identification of goods imported from the European Union does not give the name of the EU member state. Secondly, there are instances of incorrect and unchallenged declarations indicating high value importations. These concerns should be addressed by the Project Team to allay fears as to the comprehensiveness of the system and the validity of trade statistics in general, particularly those relating to goods from the European Union.

Full electronic transmission of trade and revenue data from all ASYCUDA offices to the Studies and Research Section in the Directorate of Planning and Organization at Customs Department was ensured. The data is aggregated in one statistical database with that received from offices that are computerized using non-ASYCUDA systems. This database is available to Customs Department and other interested organizations. The Project has proposed the use of the ASYCUDA statistical input module (MODSDI) to the Studies and Research Section for the inputting of declarations from non-computerized offices.

***Objective 6: To strengthen sub-regional co-operation on Customs Modernization through training activities related to computerization and discussions of other subjects of regional interest.***

***Output 1:*** A sub-regional seminar on Customs modernization to discuss and define co-operation on computerization and other relevant Customs matters in the sub-region; the seminar will be launched in cooperation with UNCTAD and UNDP and will include a demonstration of the Jordanian JARASH computerization project.

**Indicators:**

*A sub-regional seminar held within (15) months after start of Phase II.*

**Verifiers and Comments:**

This objective is too wide, especially as it does not specify what are “the other subjects of regional interest.” It does not indicate how the objective would be met. It would appear that the objective was added on without linkage to the development objective which is country specific. It merely amounts to a one time activity which could have been incorporated into the work plan as a training activity.

The Sub-regional seminar on “The Use of IT in Facilitating Trade Procedures and Improving the Efficiency of Customs Operations” was held during the period from 5 – 7 March 2002, i.e. 23 months after the start of Phase II due to logistical difficulties in the participating countries. The seminar was attended by (50) delegates representing United Arab Emirates (Dubai and Abu Dhabi), Bahrain, Tunisia, Saudi Arabia, Syria, Iraq, Palestine, Lebanon, Libya, Yemen, League of Arab States, UNDP, UNCTAD, and Jordan. A full presentation of ASYCUDA was made during the seminar.

The feedback has been positive and more contacts between the Jordan ASYCUDA and other ASYCUDA projects in the region resulted. As far as the establishment of a Sub-regional Centre which was one of the recommendations of the Amman Declaration is concerned, no concrete progress has been made in securing UNDP / RBAS and Arab countries commitment for establishing the Centre. In fact only one country supported the establishment of the Centre in writing. The Mission supports the establishment of this centre in view of the considerable success of Jordan ASYCUDA which is considered as a flagship in the region.

***Output 2:*** Training courses on computerization and other subjects as agreed by the seminar mentioned under Output 1.

**Indicators:**

*Plans for regional training courses to be held in Jordan are discussed in the seminar.*

### **Verifiers and Comments:**

In December 2000, Jordan Customs Department was elected to host the Regional Office of WCO for North Africa, Middle and Near East, since then many rounds of training have been conducted for delegates from most Arab countries.

The Project has provided technical support to the Yemeni as well as to the Palestinian ASYCUDA Projects on several occasions by sharing its expertise, and making available to them its resources e.g. the training room facilities which were made available for the Palestinian ASYCUDA team.

***Objective 7: Ensure sustainability of the ASYCUDA project through institutionalizing the system in day to day procedures of Customs Department.***

***Output:*** Integrating the ASYCUDA system within the Customs Department to efficiently support and maintain the various systems and new procedures.

#### **Indicators:**

*Customs Department implementing new procedures developed by the project, including integration of ASYCUDA operations in the Computer Division.*

### **Verifiers and Comments:**

The objective in effect relates to measures and steps to be taken by the Customs Department rather than being an immediate objective of the project. The process of handing over the technical and administrative activities of the Project to the appropriate directorates of the Customs Department commenced in January 2002. The ASYCUDA project team will be assimilated within the Directorate of Information Technology (IT). Agreement has been reached to establish an "ASYCUDA Section" within the IT Directorate. This recommendation was adopted by the Project Steering Committee in the meeting held in 15 October 2002, and will soon be presented to the Higher Planning and Coordination Committee to make a final decision in this regard.

Sustainability of the ASYCUDA would appear very likely given the gradual and systematic approach followed by the NPD in integrating the system within the Customs Department dating back to 1998 during phase I.

The steps taken are:

- The mandates by Customs Department to establish the Risk Assessment Section, and the Integrated Tariff Section. The risk management operations through the ASYCUDA Selectivity Module (MODSEL) were handed over to the Risk Assessment Section / Risk Management Directorate in October 1998.
- The maintenance of the integrated tariff tables through the ASYCUDA Customs Headquarters Module (MODCHQ) was handed over to the Integrated Tariff Section / Tariff and Agreements Directorate in March 2000.

- The maintenance of the declarants file through the ASYCUDA Customs Headquarters Module (MODCHQ) was handed over to the Clearance Section / Transit and Clearance Directorate in September 2002.
- The Supply Section / Directorate of Administrative Affairs has taken over the task of printing all ASYCUDA related forms, stamps, and documents.

The major risk which could disrupt sustainability of the system is arbitrary transfers and rotations of staff trained on ASYCUDA.

### **3.2 MONITORING AND EVALUATIONS.**

The substantive project revision document called for three Tri-partite reviews taking place at 12 and 24 months after the start of activities and a terminal tri-partite review one month before the end of the project. A mandatory evaluation was also scheduled during the first half of 2002. The first Tri-partite review report was of high quality and comprehensive. The second Tri-partite review became optional as per UNDP's newly published Programme guidelines. The project has been adequately monitored by UNDP and UNCTAD through electronic contacts and participation in the APSC. Contacts between the National Project Director (NPD) and UNDP have been continuous throughout.

The APSC held three meetings during Phase II and took a number of decisions pertaining to the project. The level of representation and the infrequency of the meetings need to be addressed by Government and UNDP in order to ensure constant monitoring of the project and facilitate taking timely corrective measures and decisions.

Project progress reporting by the NPD and UNCTAD's mission reports have been useful monitoring tools which enabled revisions of work plans and making them more realistic on a timely basis.

### **3.3 Efficiency and Effectiveness**

Phase II continues to be efficiently managed and implemented largely due to the diligence and systematic approach adopted by the National Project Director. Adequacy of capacity for national execution is evidenced from the timely delivery of inputs, financial reporting and project progress reporting. The majority of outputs have been realized in a timely fashion. Nearly all inputs have been delivered on or close to target dates and within the budgetary allocations. In fact, under expenditure of nearly \$200,000 has been reported which should enable the project to continue until the end of March, 2003.

The effectiveness of project results is demonstrated by the simplification of procedures which in turn brought about speed and accuracy in declarations' processing and cargo clearance. The increased volume of electronic declarations made by the business community and the production of more reliable customs data point to a greater degree of efficiency.

The Project Team has been used as resource persons for local and sub-regional training courses and as trouble shooters when technical problems arose with the ASYCUDA modules.

### **3.4 Sustainability**

Phase II commenced its activities following the materialization of three requirements normally essential for the success of projects of this type, namely;

- (a) a clear policy and financial commitment, an EDI strategy and modernised customs laws and regulations necessary for facilitation of trade;
- (b) supporting infrastructure consisting of a reliable telecommunications network, automation equipment, premises and training facilities;
- (c) existing capacities in the form of a well structured organization with defined responsibilities, trained manpower, technical and managerial capacities for implementation of the project.

Most of the results of the project are likely to be sustained given Government priority on reform and modernization of the public sector, development of human resources, the move towards electronic Government and commerce and increasing revenue from customs. ASYCUDA has been widely used and is bearing results in terms of speedy provision of customs data, increased coverage of collection of revenue, increased accuracy, shorter time for processing of declarations and electronic inputting of declarations by brokers. The use of SAD, Codes, trade documentations and Selectivity criteria are universally used as tools for facilitation of trade. Therefore, the system and procedures under ASYCUDA appear to be highly sustainable and adaptable to future introduction of advanced systems such as ASYCUDA WORLD .

The technical team of the project and in particular those qualified as trainers along with the IT professionals are likely to remain in their positions if integrated into the IT Directorate and given salary scales commensurate with their technical status. The possibility of establishing a regional or sub-regional ASYCUDA Centre in Amman and the planned three year programme of assistance by USAID/AMIR Programme add to the prospects for sustainability of project results.

### **4. Lessons Learned**

The Evaluation Mission considers the following to be the main lessons learned from the implementation of the Project:

- Experience gained and lessons learned from the implementation of Phase I were effectively utilized in the implementation of Phase II.
- Re-affirmation of policy and financial commitments and existence of EDI strategy were essential to the success of Phase II.
- Infrastructure such as equipment, telecommunications network, office accommodation, support services and the customs Training Centre continued to be adequate and available for the implementation of Phase II.

- National capacity to implement the project has been adequate and was assessed before the start of Phase II.
- Monitoring and evaluations have been an integral part of project activities which enabled effective implementation and taking corrective measures when and where warranted. This lesson was learned in Phase I and effectively applied in phase II.

## **5. Recommendations:**

The Mission recommends the following:

- a) The project should be extended through 31 March, 2003 utilizing savings estimated at US \$ 200,000. This recommendation is an endorsement of the decision taken by the project Steering Committee at its meeting of 15 October, 2002. The extension will enable the full implementation of ASYCUDA at the remaining Custom houses and the transfer of ASYCUDA to the appropriate Departments within the JCD.
- b) Future GTZ and AMIR programmes should support, to the extent possible, the expansion of ASYCUDA into all customs sites in which it has not been introduced. It should also be utilized for the introduction of ASYCUDA WORLD.
- c) A technical committee consisting of IT managers should be established to review and advise on technical matters. It should meet regularly and report to the Project Steering Committee. This should enhance communications among all customs houses and provide a forum for exchange of ideas and solutions to any technical problems which may arise.
- d) ASYCUDA Users' Committee should be established as a means of improving communication between Customs Headquarters, customs houses and other Government institutions having access to ASYCUDA.
- e) Standard training modules should be developed to clearly establish 'best practice' techniques in relation to declaration document checks and physical examination of goods, i.e. yellow and red lane processes. Annex (D) provides further details of the type, target recipient and frequency of ASYCUDA related training courses
- f) In consultation with senior managers, the Human Resources Directorate should embark on a Staff Career Development Plan in order to facilitate training, improve staff motivation and regulate placements of staff according to departmental needs and the Customs Department operational objectives.
- g) The Risk Management Directorate should review its policy of centralised control with a view to providing Directors of customs houses with powers to establish a limited number of locally determined selection criteria.

- h) The longstanding issue of brokers' intrusion into Customs offices should be addressed urgently. Redesigning of offices using the Aqaba model should be considered.
- i) All managers with responsibility for ASYCUDA locations should prepare and/or refine existing schemes of control to ensure the regular application and monitoring of necessary checks to safeguard against system failure deriving from external equipment or other circumstances.
- j) IT Directorate should seek to co-ordinate, monitor and provide necessary authorisation for all software development in customs houses and other offices in order to avoid duplication of effort and adopt common standards and techniques.
- k) Exploratory discussions should be commenced with the Ministry of Finance and other interested parties to determine the feasibility and viability of establishing a Revenue Authority.
- l) Efforts should be made to create a Regional ASYCUDA Centre in Amman in view of the excellent infrastructure and institutional capacity.

## **6 Related Issues:**

The overall purpose of the project evaluation has been to assess the progress and achievement of the various objectives and outputs detailed in the Project Document. However, given the extent to which ASYCUDA has now been integrated within the overall customs business, some comment is appropriate in relation to concerns voiced by some users during visits undertaken by the Evaluation Team. The following paragraphs summarise these comments and concerns. They are aimed at increasing both the efficiency and effectiveness of the system whilst simultaneously exploiting its full potential to maximum effect.

### **6.1.1 Communications**

Some users consider that Customs Procedure Additional Codes have increased both in number and complexity whereas the Project Team have worked towards reducing the number of codes in use. The Project Team has provided all necessary information to users, and uses bulletin boards in Custom Houses to disseminate new information. Taking into account the complexity of the tax regime in Jordan, The Mission recommends that a high priority is afforded towards streamlining and simplifying the multiplicity of existing tax regimes by the Integrated Tariff Section within the Directorate of Tariff and Agreements.

### **6.1.2 Declaration selection**

The majority of customs staff has accepted the rationale underlying selection of declarations for specified checks. The Risk Management Directorate within Customs HQ is responsible for the centrally controlled establishment of selection criteria. In part this has contributed to wide variations between Custom Houses in the numbers of declarations allocated to the various selection routes.

Additionally, a number of offices commented upon their inability to set selection criteria relevant to their own local situation. Customs at QAIA described a number of scenarios where the ability to set local criteria would have greatly assisted them in the detection of suspect consignment. The Mission advises that the Risk Management Directorate review their policy of centralised control with a view to providing Directors of Custom Houses with powers to establish a limited number of locally determined selection criteria if circumstances permit and risks of abuse of the system are eliminated.

### **6.1.3 Intrusion of Brokers into Customs Offices**

This topic has been raised in several previous reports. In general, senior managers are fully aware of the risks involved and supportive of the principle of preventing access to brokers. However, little progress has been made towards achievement of this goal. The ASEZA Customs Office at Aqaba, and to a slightly lesser degree the National Customs Office also in Aqaba, demonstrates clearly that a solution is not beyond the reach of other offices. A continuing need for brokers to consult with customs officers over matters of valuation uplifts was cited as a reason for continued access but this runs counter to the adoption of GATT Valuation Rules to which Jordanian Customs have acceded. Firm and determined management, proper office design and consultation with broker company representatives are essential pre-requisites to resolution of this problem. Additionally, customs managers must be assured of support for their actions from the highest levels within customs HQ. It is **recommended** that an early initiative be launched to establish a consultation process with broker's representatives and a timetable prepared for the eventual resolution of this long standing problem. It is also recommended that the design of Aqaba Custom House be used as a model for designing new custom houses and in the redesigning of existing custom houses if a decision is taken in this regard.

### **6.1.4 Staff movements**

Many customs managers in HQ Directorates and Custom Houses made reference to frequent relocations of staff over which they had little if any control. Of particular concern was the redeployment of staff that had received training in a particular discipline, e.g. ASYCUDA, to other areas where their training would be unused or inappropriate to their new position. This situation is clearly wasteful of resources and can significantly diminish the ability of managers to plan ahead. Such matters fall within the remit of a Human Resources Management Unit. Consideration should be given to the creation of personal career development plans (PCDP's) for every member of staff. This would assure a professional approach to human resources matters, benefit each and every member of the Department, enable managers to plan staff movements within the context of the PCDP, provide targeted training as and when required, contribute towards improved efficiency and achieve more effective utilisation of staff resources..

### **6.1.5 Software development**

IT personnel at many ASYCUDA offices are heavily involved in the development of software to address issues external to the primary functions of ASYCUDA. In some cases necessary interfaces to connect these programs to ASYCUDA are also under development. Ad-hoc and piecemeal development of supplementary software must be controlled and ought not to proceed without prior

submission and approval of a business case/user requirement. Such activities need to be co-ordinated and properly planned to avoid unnecessary duplication of effort repetition and ensure adoption of common standards and methods. It is **recommended** that IT Directorate should seek to co-ordinate, monitor and provide necessary authorisation for all software development in Custom Houses and other offices.

#### **6.1.6 Revenue Authority**

No direct comment or reference to the creation of a Revenue Authority has been made during this evaluation mission. However, many of the issues raised during discussions could be more readily resolved had the department the power to address them as internal issues. Under the present Civil Service code such matters may take many years to resolve. Many Customs Administrations have found benefit in the creation of a Revenue Authority. Issues such as pay, conditions of service, promotion, recruitment, disciplinary procedures and staff morale have been found easier to address and resolve within a semi-autonomous organisation. It is **recommended** that exploratory discussions be commenced with the Ministry of Finance and other interested parties to determine the feasibility and viability of establishing a Revenue Authority.

## Annex (A)

### JOR/96/004 – Computerisation of Customs Procedures and Data for Improved Revenue Collection – Phase II

#### MANDATORY EVALUATION

##### Terms of Reference

##### 1. Introduction

The overall aim of JOR/96/004 is to improve the Jordanian economy by strengthening the Government's capacity to generate customs revenue through improved management of the Ministry of Finance's Customs Department. This includes:

Securing efficient collection of customs revenue, and improving the efficiency and effectiveness of customs operations through the introduction of ASYCUDA++.  
Strengthening the Government's capacity in the formulation and implementation of effective economic and fiscal policy through the provision of accurate and timely trade and revenue data.

Upgrading the institutional capacity of the department and the professional competence of its staff in different customs-related fields through a variety of skill-upgrading activities.

Enhancing the Department's capabilities in disseminating trade-related information to relevant users.

Establishing a management information system on trade and individual traders.

The ASYCUDA project in Jordan commenced in 1997, when the Government started Phase I of the project, which included installation of the system in Customs Headquarters and in two pilot sites, Amman Customs House and the International Airport. Phase I lasted for 30 months and was completed in February 2000. Funding was provided through cost-sharing between the Government and UNDP.

A project evaluation was undertaken in August 1999 by three consultants representing the Government, UNDP and UNCTAD, respectively. Findings and recommendations were taken into account for the drafting of the project revision document for Phase II.

Phase II started March 2000 and is planned to be fully implemented by end of the 2002. The main objectives are to install the system in 8 additional offices and to upgrade the system by implementing new modules and procedures.

Currently ASYCUDA is operational at the following sites:

Customs Headquarters,  
Amman Customs House,  
The International Airport,  
Aqaba Main Customs House,

Zarka Free Zone / Cargo  
Zarka Free Zone / Vehicles  
Aqaba Passengers Ferryboats Terminal

Furthermore, the ASYCUDA software has been used as the core system for implementation by the Aqaba Special Economic Zone Authority (ASEZA).

Finally, it should be mentioned that the ASYCUDA Transit Module is operational at 23 sites throughout the Kingdom.

## **2. Objectives and Scope of the Evaluation**

The project document requires a mandatory evaluation to be performed towards the end of the project.

The evaluation will help to determine the impact of the project outputs for beneficiaries, the validity, effectiveness and efficiency of the introduction of the ASYCUDA<sup>++</sup> system, taking stock of both positive and negative experience and draw lessons from it. In this context, the evaluation will assess the success on the basis of indicators relating to each output as specified in the project document. The contribution of the project to the development and quality of Customs and related sectors in Jordan will be appraised.

The team will present its findings, lessons learned and recommendations, which will serve as guidance for the remaining activities under the project.

## **3. Stakeholders of the Evaluation**

The Government of Jordan / Customs Department, UNDP and UNCTAD are the main stakeholders in the evaluation.

## **4. Specific Issues to be addressed**

Bearing in mind that the implementation of the project has not reached its final stage and thus the objectives cannot be fully achieved at this time, the evaluation team will evaluate the progress and impact made so far. Further, the team will forecast the likely full result by end of the project.

The Evaluation Team will focus on the following points and any other issues considered important for the successful completion of the project:

- 13) The progress made towards each of the objectives and outputs of the project document;
- 14) Whether results to date and expected end of the project achievements are likely to meet the needs of the government and the private sector in Jordan
- 15) The impact of the project on other Government agencies and organisations;

- 16) The transfer of skills and therefore the level of sustainability and ‘ownership’ in Jordanian Customs;
- 17) The level of ‘acceptance’ by brokers and Customs staff who operate ASYCUDA;
- 18) The efficiency of the operation at the automated offices, including reduction of time required for clearance of cargo, simplified procedures;
- 19) The results of implementations in terms of modernisation, simplification and increased revenue returns;
- 20) Whether the level of training provided meets the needs of the project;
- 21) If the progress of the project was satisfactorily planned for and monitored;
- 22) The relationship between the Government, Customs, UNCTAD and UNDP;
- 23) Measures taken to ensure sustainable operations beyond project termination;
- 24) Any other significant issues.

## **5. Findings, Lessons Learned and Recommendations**

*Findings.* The Evaluation Team will produce objective findings highlighting performance, success, failure, strengths and weaknesses of the project to date. Major problems and shortcomings should be prioritised in order of importance and viability to resolve. It is important to indicate the impact of the project on the national economic reform programme.

*Lessons Learned* should indicate main lessons that can be drawn from the project experience.

*Recommendations* should outline corrective actions required. They must also be objective, realistic, practical, understandable and forward looking.

## **6. Evaluation Methodology**

The evaluation process will be carried out in accordance with the following methodology:

- Review the project documents, progress reports, reports of review meetings, workplans etc; .
- Interview with all concerned parties, including brokers and other users;
- Discussions with the Customs managers, staff, and project officials;
- Consideration and reporting.

## **7. Evaluation Team and Timing:**

The Evaluation Team will comprise of three consultants representing the Government, UNDP (team-leader), and UNCTAD. The consultants must have proven expertise in the conduct of evaluations, preferably in the field of Customs modernisation and economic reform.

The timing proposed for the evaluation is October 2002. The duration of the field work is estimated at maximum 10 full working days.

The conduct of this terminal evaluation might require field visits outside Amman

A tentative evaluation plan is found in the annex.

## **8. Evaluation Report**

The first draft will be presented to and discussed with the Government, Customs management and UNDP prior to the end of the mission. The final Evaluation Report is to be produced and submitted to the Government, UNCTAD and UNDP in English at the latest, two weeks after the end of the mission.

The Team Leader will liaise closely with the other team members by e-mail, fax or phone when finalising the Evaluation Report.

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**Annex (B)**

**LIST OF PERSONS  
MET BY THE EVALUATION TEAM  
DURING THE MISSION  
OF THE ASYCUDA PROJECT EVALUATION  
( 16 – 29 October 2002)**

<b>No.</b>	<b>Name</b>	<b>Title</b>
1	H.E. Mr. Mahmoud Qtaishat	Director General of Customs
2	Mr. Bashshar Al-Khasawneh	Assistant Director General of Customs for Administrative, Financial, and Computer Affairs/ National ASYCUDA Project Coordinator
3	Dr. Montaser Oklah	Assistant Resident Representative/ UNDP
4	Mr. Firas Gharaibeh	Programme Officer/ UNDP
5	Mr. Hazem Gharaibeh	Director of Jaber Border Customs Office
6	Mr. Abdul Wahab Al-Saraireh	Director of Audit and Control/ CD HQ's
7	Mr. Omar Al-Harasees	Director of Tariff and Agreements/ CD HQ's
8	Mr. Sahil Al-Ghazawi	Director of Risk Management/CD HQ's
9	Dr. Muneer Al-Kayed	Director of the Customs Training Center
10	Mr. Ahmad Al-Faouri	Director of Amman Customs House
11	Mr. Ghaleb Qassem	Director of Aqaba Customs House
12	Mr. Mahmoud Wafa	National ASYCUDA Project Director
13	Mr. Akram Al-Madadheh	Director of QAI Airport Customs Office – Cargo Division
14	Mr. Mohammad Abu Hammour	Director of Zarka Free Zone Customs Office
15	Mr. Mohammad Thabbah-Al-Jamal	Director of ASEZA's Customs Office
16	Mr. Abdel Ilah Al-Khateeb	Assistant Director of ASEZA's Customs
17	Mrs. Siham Qammoh	Director of Economic Statistics Directorate/ Department of Statistics
18	Mr. Saleem Jadoun	President of the Clearance Companies Owners and Forwarders Syndicate
19	Mr. Zakariya Al-Hammouri	National Computer Specialist/ Deputy NPD/ ASYCUDA Project
20	Mr. Loai Sabri	Computer and Communications Engineer/ Deputy NCS/ ASYCUDA Project
21	Mr. Nimer Bader	Customs Procedures Specialist/ ASYCUDA Project
22	Mr. Hussein Al-Mansi	Customs Procedures Specialist/ ASYCUDA Project
23	Mr. Ali Al-Omari	Programmer and Systems Analyst/ ASYCUDA Project
24	Mr. Hisham Zuhdi	Programmer and Systems Analyst/ ASYCUDA Project
25	Mr. Mahmoud Al-Hazaimeh	Senior Programmer/ IT Directorate/ CD
26	Mr. Ibrahim Khashshan	Senior Technician/ IT Directorate/ CD
27	Miss Nisreen Abu Al-Haija'	Programmer/ ASYCUDA Project
28	Mr. Haitham Al-Sayyed	Admin./ Finance Assistant/ ASYCUDA Project
29	Mr. Ihab Malkawi	Admi. Assistant/ Clerk – ASYCUDA Project
30	Mr. Abdallah Al-Daa'jah	Chief of the Foreign Trade Statistics Division/ Department

		of Statistics
31	Mr. Glenn Wood	Long Term Expert - AMIR Program
32	Mr. Jamal Olaimat	Customs Expert - AMIR Program
33	Mr. Lubomir Dvorski	IT Short Term Consultant - AMIR Program
34	Mr. Andrew Ford	IT Short Term Consultant - AMIR Program
35	Mr. Hani Al-Shanteer	Director of Computer/ Ministry of Finance
36	Mr. Damen Al-Fawaz	Assistant Director of QAIA Customs Office – Cargo Division
37	Mr. Jamal Al-Jamal	Examination Officer at QAIA – Cargo Custom House
38	Mr. Omar Mrayat	Officer in the Clearance Section in Aqaba Special Economic Zone Customs Unit
39	Mr. Idrees Al-Ta’ani	Head of Computer Division/ Amman Customs House
40	Mr. Majed Qubajah	Head of the Public Bonded Warehouses Section/ Amman Customs House
41	Mr. Thamer Al-Shurman	Assistant Director of Zarka Free Zone Customs Office
42	Mr. Monaizil Al-Zoghool	Representative of Standards and Metrology Institute in QAIA – Cargo Division
43	Mr. Sameer Atteyyeh	Head of Branch of “National Establishment for Brokering” in Amman Custom House
44	Mr. Ahmad Mrayyan	Assistant Director of Zarka Free Zone Custom House
45	Mr. Morad Al-Radaideh	Head of Computer Section – Jaber Custom House
50	Mr. Jawdat Al-Qassem	Assistant Director of Risk Management Directorate/ Head of Risk Assessment Division
51	Mr. Isma’eel Shadermeh	Head of Computer Division/ Aqaba Customs House
52	Mr. Hamzeh Al-Zo’bi	Director of Branch/ Maltrans Clearance Company
53	Mr. Omar Al-Qura’an	Director of the Ferries Terminal/ ASEZA’s Customs

**Annex (C)**

**LIST OF DOCUMENTS REFERED TO  
BY THE EVALUATION TEAM**

1. The Project Document/ Phase II.
2. Letter of Agreement between the Government of Jordan and UNCTAD/ Phase II.
3. The Project Document/ Phase I.
4. Letter of Agreement between the Government of Jordan and UNCTAD/ Phase I.
5. Minutes of Meeting between GTZ and UNDP/ Phase I.
6. Letter of Agreement by AMIR Program Concerning the Procurement of Equipment for Aqaba Customs House.
7. Letter by AMIR Program Concerning the Exchange of Equipment of Aqaba Customs with ASEZA`s Equipment.
8. Memorandum of Understanding with AMIR Program Concerning the Provision of Equipment for the Implementation of the Transit Module.
9. The Project Workplan for Phase II.
10. The Workplan for Implementation of the ASYCUDA System at Aqaba Customs House (The same workplan was followed at all other Customs offices).
11. The Workplan for Implementation of the Transit Module.
12. Letter by UNDP of approval on Change in the Project Workplan to Postpone Implementation at Zarka Free Zone Customs in favor of ASEZA`s Customs.
13. The Evaluation Mission Report / Phase I.
14. The Terminal Report of Phase I/ by the Senior Customs Adviser – Mr. David Wright.
15. The Terminal Report of Phase I/ by the National Project Director.
16. The Report of the TPR Meeting which was Held in 15 Nov. 1999.
17. The Annual Report (15 Nov. 1999 – 1 Feb. 2001)/ by the National Project Director.
18. The Report of the TPR Meeting which was Held in 13 Mar. 2001.
19. Mission Report by the Regional ASYCUDA Coordinator (Mar. 2001).
20. Mission Report by the Senior Customs Advisor/ Mr. Anthony Purdy (Nov. 2000).
21. The Project Booklet
22. Summary of the ASYCUDA Project Activities (July 2000 – October 2002).
23. The Organizational Chart of the ASYCUDA Project.
24. Project Personnel Report.
25. Inventory of Equipment (Purchases by the Project and GTZ 1997-2002)
26. Chart of ASYCUDA Sites and Users.
27. 1999 Questionnaire Results.
28. 2002 Questionnaire Results.
29. Charts of Performance at all JARASH Implementing Customs Offices.
30. List of Training Courses in 2001.

31. Audit Report for Fiscal Year 2001.
32. Audit Report for Fiscal Year 2000.
33. Audit Report for Fiscal Year 1999.
34. Audit Report for Fiscal Year 1998.
35. Audit Report for Fiscal Year 1997.
36. Project Budget Revisions (K+L+M+N+O+P).
37. Financial Reports of 2002 (1<sup>st</sup> + 2<sup>nd</sup> + 3<sup>rd</sup> Qtrs.).
38. Financial Reports of 2001 (1<sup>st</sup> + 2<sup>nd</sup> + 3<sup>rd</sup> + 4<sup>th</sup> Qtrs.).
39. Financial Reports of 2000 (2<sup>nd</sup> + 3<sup>rd</sup> + 4<sup>th</sup> Qtrs.)
40. Country Status Report Presented to the Regional ASYCUDA Meeting in Kuala Lumpur /Malaysia (Nov. 2000).
41. Summary of Discussions in the Regional ASYCUDA Meeting by the ASYCUDA Programme
42. The Program of the Regional Seminar on “The Use of IT in Facilitating Trade Procedures and Improving the Efficiency of Customs Operations ” (5-7 March 2002).
43. List of Participants in the Regional Seminar.
44. Amman Declaration.
45. The Presentations Made by the Project during the Regional Seminar.
46. Outline Proposal for the Establishment of the Regional ASYCUDA Support Center in the Middle East – by Mr. Poul Laugesen (March 2002).
47. Letter by Customs Department of Approval of the Outline Proposal in (46) above.
48. Letter by Customs Department to UNCTAD to Renew Approval of Establishing a Regional ASYCUDA Support Center in Amman.
49. Follow-up Letter by UNCTAD Concerning the Establishment of a Regional ASYCUDA Support Center in the Middle East.
50. Matrix of Project Outputs, Implementers/ Partners, Indicators, Verifiers, External Factors, and Sustainability.
51. List of Training Courses in Phase II.
52. Number of Customs Staff at the JARASH System Implementing Offices.
53. Summary of Discussions of the Third Meeting of the ASYCUDA Project Steering Committee / Phase II.

**Annex (D)**

**ASYCUDA Project Training Courses in Phase II  
March 2000 - October 2002**

No.	Subject	Place	Date	Period	No. of Hours	No. of Participants	Target Group	Trainers
1	Auditing Declarations in JARASH (1)	Amman	21 - 23/3/2000	Morning	15	9	Customs Staff	Asycuda Project
2	Auditing Declarations in JARASH (2)	Amman	27 - 29/3/2000	Morning	15	10	Customs Staff	Asycuda Project
3	Auditing Declarations in JARASH (3)	Amman	10 - 12/4/2000	Morning	15	7	Customs Staff	Asycuda Project
4	Use of the JARASH System (1)	Amman	8 - 10/5/2000	Morning	15	10	Customs Staff	Asycuda Project
5	Demonstration of JARASH System (1)	Amman	11/5/2000	Morning	5	9	Customs Staff	Asycuda Project
6	Use of the JARASH System (2)	Amman	14 - 16/5/2000	Morning	15	5	Private Sector	Asycuda Project
7	Use of the JARASH System (3)	Amman	14 - 18/5/2000	Evening	15	7	Clearance Companies	Asycuda Project
8	Use of the JARASH System (4)	Amman	22 - 24/5/2000	Morning	15	10	Customs Staff	Asycuda Project
9	Use of the JARASH System (5)	Amman	21 - 24/5/2000	Evening	15	5	Clearance Companies	Asycuda Project
10	Use of the JARASH System (6)	Amman	6 - 8/6/2000	Morning	15	9	Customs Staff	Asycuda Project
11	Use of the JARASH System (7)	Amman	11 - 13/6/2000	Morning	15	9	Governmental Depts.	Asycuda Project
12	Use of the JARASH System (8)	Amman	18 - 20/6/2000	Morning	15	10	Customs Staff	Asycuda Project
13	Use of the JARASH System (9)	Amman	25 - 28/6/2000	Evening	15	9	Private Sector	Asycuda Project
14	Use of the JARASH System (10)	Amman	4 - 6/7/2000	Morning	15	9	Customs Staff	Asycuda Project

15	EDP in ASYCUDA (1)	Amman	9 - 13/7/2000	Morning	30	10	Customs Staff	Asycuda Project
16	Use of the JARASH System (11)	Amman	16 - 19/7/2000	Evening	15	7	Private Sector	Asycuda Project
17	Use of the JARASH System (12)	Amman	25 - 27/7/2000	Morning	15	8	Customs Staff	Asycuda Project
18	Use of the JARASH System (13)	Amman	1 - 3/8/2000	Morning	15	7	Customs Staff	Asycuda Project
19	Use of the JARASH System (14)	Aqaba	13 - 17/8/2000	Morning (1)	10	9	Clearance Companies	Asycuda Project
20	Use of the JARASH System (15)	Aqaba	13 - 17/8/2000	Morning (2)	10	8	Clearance Companies	Asycuda Project
21	Use of the JARASH System (16)	Aqaba	13 - 16/8/2000	Evening	10	10	Customs Staff	Asycuda Project
22	Use of the JARASH System (17)	Zarqa	13 - 17/8/2000	Morning	10	8	Clearance Companies	Asycuda Project
23	Use of the JARASH System (18)	Aqaba	20 - 24/8/2000	Morning (1)	10	8	Clearance Companies	Asycuda Project
24	Use of the JARASH System (19)	Aqaba	20 - 24/8/2000	Morning (2)	10	8	Clearance Companies	Asycuda Project
25	Use of the JARASH System (20)	Aqaba	20 - 23/8/2000	Evening	10	8	Customs Staff	Asycuda Project
26	Use of the JARASH System (21)	Zarqa	20 - 24/8/2000	Morning (1)	10	8	Clearance Companies	Asycuda Project
27	Use of the JARASH System (22)	Zarqa	20 - 24/8/2000	Morning (2)	10	4	Clearance Companies	Asycuda Project
28	Use of the JARASH System (23)	Zarqa	20 - 24/8/2000	Afternoon	10	5	Clearance Companies	Asycuda Project
29	Use of the JARASH System (24)	Aqaba	27 - 31/8/2000	Morning (1)	10	11	Clearance Companies	Asycuda Project
30	Use of the JARASH System (25)	Aqaba	27 - 31/8/2000	Morning (2)	10	8	Clearance Companies	Asycuda Project
31	Use of the JARASH System (26)	Aqaba	27 - 30/8/2000	Evening	10	9	Customs Staff	Asycuda Project
32	Use of the JARASH System (27)	Zarqa	27 - 31/8/2000	Morning (1)	10	6	Clearance Companies	Asycuda Project
33	Use of the JARASH	Zarqa	27 - 31/8/2000	Morning (2)	10	5	Clearance Companies	Asycuda Project

	System (28)							
34	Use of the JARASH System (29)	Aqaba	10 - 14/9/2000	Morning (1)	10	9	Clearance Companies	Asycuda Project
35	Use of the JARASH System (30)	Aqaba	10 - 14/9/2000	Morning (2)	10	7	Clearance Companies	Asycuda Project
36	Use of the JARASH System (31)	Aqaba	10 - 13/9/2000	Evening	10	9	Customs Staff	Asycuda Project
37	Use of the JARASH System (32)	Zarqa	10 - 14/9/2000	Morning (1)	10	8	Clearance Companies	Asycuda Project
38	Use of the JARASH System (33)	Zarqa	10 - 14/9/2000	Morning (2)	10	4	Clearance Companies	Asycuda Project
39	Use of the JARASH System (34)	Zarqa	10 - 14/9/2000	Afternoon	10	6	Clearance Companies	Asycuda Project
40	Use of the JARASH System (35)	Aqaba	17 - 21/9/2000	Morning (1)	10	10	Clearance Companies	Asycuda Project
41	Use of the JARASH System (36)	Aqaba	17 - 21/9/2000	Morning (2)	10	6	Clearance Companies	Asycuda Project
42	Use of the JARASH System (37)	Aqaba	1 - 5/10/2000	Morning (1)	10	10	Clearance Companies	Asycuda Project
43	Use of the JARASH System (38)	Aqaba	1 - 5/10/2000	Morning (2)	10	7	Clearance Companies	Asycuda Project
44	Use of the JARASH System (39)	Aqaba	8 - 12/10/2000	Morning (1)	10	9	Declarants	Asycuda Project
45	Use of the JARASH System (40)	Aqaba	8 - 12/10/2000	Morning (2)	10	8	Declarants	Asycuda Project
46	Use of the JARASH System (41)	Aqaba	8 - 11/10/2000	Afternoon	10	8	Customs Staff	Asycuda Project
47	Training of Trainers (1)	Aqaba	1 - 12/10/2000	Evening	30	8	Local Implementation Team	Asycuda Project
48	Maintenance of Integrated Tariff Tables	Amman	1 - 5/10/2000	Morning	12	3	Tariff Section Staff	Asycuda Project
49	Use of the JARASH System (42)	Aqaba	15 - 19/10/2000	Morning (1)	10	8	Declarants	L I T
50	Use of the JARASH System (43)	Aqaba	15 - 19/10/2000	Morning (2)	10	4	Clearance Companies	L I T
51	Use of the JARASH	Aqaba	15 - 19/10/2000	Afternoon	10	5	Clearance Companies	L I T

	System (44)		0					
52	Use of the JARASH System (45)	Aqaba	15 - 18/10/2000	Evening	10	10	Customs Staff	LIT
53	Oracle Training / Developer	Aqaba	21/10 - 11/11/2000	Evening	70	5	Customs Staff	ITCC
54	Oracle Training / DBA	Amman	21 - 28/10/2000	Afternoon	24	13	Customs Staff	ITCC
55	Use of the JARASH System (46)	Aqaba	22 - 26/10/2000	Morning (1)	10	10	Declarants	LIT
56	Use of the JARASH System (47)	Aqaba	22 - 26/10/2000	Morning (2)	10	10	Declarants	LIT
57	Use of the JARASH System (48)	Aqaba	29/10 - 2/11/2000	Morning (1)	10	6	Clearance Companies	LIT
58	Use of the JARASH System (49)	Aqaba	29/10 - 2/11/2000	Morning (2)	10	8	Declarants	LIT
59	Oracle Training / Tuning	Amman	11 - 18/11/2000	Afternoon	24	16	Customs Staff	ITCC
60	Use of the JARASH System (50)	Aqaba	12 - 16/11/2000	Morning (1)	10	6	Clearance Companies	LIT
61	Use of the JARASH System (51)	Aqaba	12 - 16/11/2000	Morning (2)	10	9	Clearance Companies	LIT
62	Use of the JARASH System (52)	Aqaba	21 - 27/11/2000	Morning (1)	10	8	Clr. Comp. + Gov. Depts.	LIT
63	Use of the JARASH System (53)	Aqaba	21 - 27/11/2000	Morning (2)	10	8	Clr. Comp. + Gov. Depts.	LIT
64	Use of the JARASH System (54)	Aqaba	22 - 27/11/2000	Afternoon	10	8	Customs Staff + Gov. Depts.	LIT
65	Use of the JARASH System (55)	Aqaba	22 - 26/11/2000	Evening	10	5	Customs Staff	LIT
66	Use of JARASH in ASEZA (1)	Aqaba	6 - 13/12/2000	Morning	24	9	ASEZA Customs Staff	Asycuda Project
67	Refresher Training (1)	Aqaba	10 - 12/12/2000	Morning (1)	6	6	Clearance Companies	LIT
68	Use of the JARASH System (56)	Aqaba	10 - 14/12/2000	Morning (2)	10	7	Clearance Companies	LIT
69	Use of the JARASH	Aqaba	17 - 21/12/2000	Evening	10	14	Clearance Companies	LIT

	System (57)		0					
70	Refresher Training (2)	Aqaba	7 - 9/1/2001	Morning (1)	6	5	Clearance Companies	L I T
71	Use of the JARASH System (58)	Aqaba	7 - 11/1/2001	Morning (2)	10	6	Clearance Companies	L I T
72	Use of the JARASH System (59)	Aqaba	7 - 11/1/2001	Afternoon	10	5	Clearance Companies	L I T
73	Use of the JARASH System (60)	Aqaba	7 - 10/1/2001	Evening	10	6	Customs Staff	L I T
74	Specialized Training ( Reception)	Aqaba	16 - 17/1/2001	Evening	6	9	Manifest & Reception Section	Asycuda Project
75	Management in JARASH	Aqaba	20 - 23/1/2001	Evening	14	9	Senior Management of Aqaba Customs House	Asycuda Project
76	Use of JARASH in ASEZA (2)	Aqaba	21 - 23/1/2001	Morning	15	10	ASEZA Customs Staff	Asycuda Project
77	Specialized Training (Clearance Units)	Aqaba	24 - 27/1/2001	Evening	8	7	Chiefs of Clearance Units	Asycuda Project
78	Specialized Training (Query)	Aqaba	24 - 29/1/2001	Evening	14	4	Query Section	Asycuda Project
79	Specialized Training (Accounting)	Aqaba	4 - 5/2/2001	Evening	6	7	Accounting Section	Asycuda Project
80	Use of the JARASH System (61)	Aqaba	25 - 28/2/2001	Evening	10	9	Clearance Companies	L I T
81	Use of the JARASH System (62)	Amman	1 - 4/4/2001	Evening	12	10	Governmental Depts..	Asycuda Project
82	Use of the JARASH System (63)	Zarqa	1 - 5/4/2001	Morning	10	11	Clearance Companies	Asycuda Project
83	Use of the JARASH System (64)	Amman	8 - 11/4/2001	Evening	12	7	Governmental Depts.	Asycuda Project
84	Use of the JARASH System (65)	Zarqa	8 - 12/4/2001	Morning	10	6	Clearance Companies	Asycuda Project
85	Training of Trainers (2)	Zarqa	8 - 19/4/2001	Morning	30	5	L I T	Asycuda Project
86	Use of the JARASH System (66)	Zarqa	15 - 19/4/2001	Morning	10	8	L I T	Asycuda Project

87	Use of the JARASH System (67)	Zarqa	13 - 17/5/2001	Morning(1 )	10	9	Clearance Companies	L I T
88	Use of the JARASH System (68)	Zarqa	13 - 17/5/2001	Morning(2 )	10	10	Customs Staff	L I T
89	Use of the JARASH System (69)	Zarqa	13 - 17/5/2001	Morning(3 )	10	11	Clearance Companies	L I T
90	Use of the JARASH System (70)	Zarqa	20 - 24/5/2001	Morning(1 )	10	9	Clearance Companies	L I T
91	Use of the JARASH System (71)	Zarqa	20 - 24/5/2001	Morning(2 )	10	8	Customs Staff	L I T
92	Use of the JARASH System (72)	Zarqa	20 - 24/5/2001	Morning(3 )	10	11	Clearance Companies	L I T
93	Use of the JARASH System (73)	Zarqa	27 - 31/5/2001	Morning(1 )	10	6	Clearance Companies	L I T
94	Use of the JARASH System (74)	Zarqa	27 - 31/5/2001	Morning(2 )	10	8	Customs Staff	L I T
95	Use of the JARASH System (75)	Zarqa	27 - 31/5/2001	Morning(3 )	10	9	Clearance Companies	L I T
96	Oracle 8i DBA	Aqaba	2 - 9/6/2001	Evening	25	4	Customs Staff	I T C C
97	Use of the JARASH System (76)	Zarqa	3 - 7/6/2001	Morning(1 )	10	5	Clearance Companies	L I T
98	Use of the JARASH System (77)	Zarqa	3 - 7/6/2001	Morning(2 )	10	8	Customs Staff	L I T
99	Use of the JARASH System (78)	Zarqa	3 - 7/6/2001	Morning(3 )	10	8	Clearance Companies	L I T
100	Use of the JARASH System (79)	Aqaba	10 - 13/6/2001	Evening	12	10	Governmental Depts.	L I T
101	Use of the JARASH System (80)	Zarqa	10 - 14/6/2001	Morning(1 )	10	10	Clearance Companies	L I T
102	Use of the JARASH System (81)	Zarqa	10 - 14/6/2001	Morning(2 )	10	10	Customs Staff	L I T
103	Use of the JARASH System (82)	Zarqa	10 - 14/6/2001	Morning(3 )	10	10	Clearance Companies	L I T
104	Use of the JARASH System (83)	Amman	12 - 14/6/2001	Morning	12	8	Governmental Depts.	Asycuda Project
105	Non-Stop Cluster for	Zarqa	6 /2001	Morning	15	4	Customs Staff	G C E

	SCO UnixWare 7							
106	Use of the JARASH System (84)	Zarqa	17 - 21/6/2001	Morning(1)	10	7	Clearance Companies	L I T
107	Use of the JARASH System (85)	Zarqa	17 - 21/6/2001	Morning(2)	10	10	Clearance Companies	L I T
108	Specialized Training (Accounting)	Zarqa	2 - 4/7/2001	Evening	9	5	Accounting Section	Asycuda Project
109	Specialized Training (Clearance Units)	Zarqa	2 - 5/7/2001	Morning(1)	8	3	Clearance Units	Asycuda Project
110	Specialized Training (Query)	Zarqa	2 - 12/7/2001	Morning(2)	13	3	Query Section	Asycuda Project
111	Specialized Training (Reception)	Zarqa	7/7/2001	Morning	5	5	Reception Section	Asycuda Project
112	Specialized Training (Clearance Units)	Zarqa	8 - 11/7/2001	Morning(1)	8	2	Clearance Units	Asycuda Project
113	Specialized Training (Query)	Zarqa	8 - 12/7/2001	Morning(2)	13	4	Query Section	Asycuda Project
114	Use of the JARASH System (86)	Zarqa	8 - 12/7/2001	Morning(3)	10	12	Clearance Companies	L I T
115	Use of the JARASH System (87)	Amman	24 - 26/7/2001	Morning	15	15	Customs Staff	Asycuda Project
116	Use of the JARASH System (88)	Amman	5 - 7/8/2001	Morning	15	10	Customs Staff	Asycuda Project
117	Use of JARASH in Zarka Free Zone(Vehicles)	Zarqa	18 + 25/8/2001	Morning	10	9	Customs Staff	Asycuda Project
118	Risk Management	Amman	9 - 13/9/2001	Morning	25	19	Customs Staff	Customs+UNCTAD
119	Oracle 8i DBA	Amman	22 - 29/9/2001	Evening	25	9	Customs Staff	Palestine Co.
120	Use of Transit Module in ASYCUDA at ASEZ(1)	Aqaba	15 - 16/10/2001	Morning	10	10	ASEZA Customs Staff	Asycuda Project
121	Use of Transit Module in ASYCUDA at ASEZ(2)	Aqaba	17 - 18/10/2001	Morning	10	10	ASEZA Customs Staff	Asycuda Project
122	Use of the JARASH System (89)	Amman	22 - 24/10/2001	Morning	15	6	Customs Staff	Asycuda Project

123	Use of the JARASH System (90)	Amman	29 - 31/10/2001	Morning	15	4	Customs Staff	Asycuda Project
124	Use of Transit Module in ASYCUDA (1)	Amman	11 - 14/11/2001	Morning	20	8	Customs Staff	Asycuda Project
125	Use of Transit Module in ASYCUDA (2)	Aqaba	24 - 27/11/2001	Morning	20	8	Customs Staff	Asycuda Project
126	Use of Transit Module in ASYCUDA (3)	Aqaba	28/11- 2/12/2001	Morning	20	8	Customs Staff	Asycuda Project
127	Use of Manifest Module in ASYCUDA	Airport	29/12/01- 3/1/2002	Morning	10	7	Customs Staff	Asycuda Project
128	Use of Transit Module in ASYCUDA (4)	Aqaba	20 - 23/1/2002	Morning	20	8	Customs Staff	Asycuda Project
129	Use of the JARASH System (91)	Aqaba	27 - 31/1/2002	Evening	15	9	Clearance Companies	L I T
130	Use of the JARASH System (92)	Aqaba	2 - 9/2/2002	Morning	25	6	Customs Staff	L I T
131	Use of the JARASH System (93)	Amman	4 - 7/2/2002	Afternoon	10	10	Customs Staff	Asycuda Project
132	EDP in ASYCUDA (2)	Amman	9 - 18/2/2002	Afternoon	30	11	Customs Staff	Asycuda Project
133	Use of Transit Module in ASYCUDA (5)	Amman	17 - 20/2/2002	Morning	20	9	Customs Staff	Asycuda Project
134	Use of the JARASH System (94)	Amman	3 - 6/3/2002	Evening	12	10	Clearance Companies	Asycuda Project
135	Use of the JARASH System (95)	Amman	10 - 13/3/2002	Evening	12	12	Clearance Companies	Asycuda Project
136	Use of the JARASH System (96)	Amman	17 - 20/3/2002	Evening	12	8	Clearance Companies	Asycuda Project
137	Use of the JARASH System (97)	Amman	24 - 27/3/2002	Evening	12	9	Clearance Companies	Asycuda Project
138	Use of the JARASH System (98)	Amman	1 - 3/4/2002	Evening	10	5	Clearance Companies	Asycuda Project
139	Use of the JARASH System (99)	Amman	7 - 10/4/2002	Evening	12	10	Clearance Companies	Asycuda Project
140	Training of Trainers (3)	Jaber	7 - 18/4/2002	Evening	25	7	Customs Staff	Asycuda Project
141	Introduction to SCO Unix	Amman	14 - 20/4/2002	Evening	12	5	IT Customs Staff	GCE

14 2	UnixWare 7 Administration I	Amma n	28/4 - 5/5/2002	Evening	15	5	IT Customs Staff	GCE
14 3	Use of the JARASH System (100)	Jaber	5 - 9/5/2002	Afternoon	10	12	Clearance Companies	L I T
14 4	UnixWare 7 Administration II	Amma n	12 - 23/5/2002	Evening	20	5	IT Customs Staff	GCE
14 5	Use of the JARASH System (101)	Jaber	12 - 16/5/2002	Afternoon	10	8	Clearance Companies	L I T
14 6	Use of the JARASH System (102)	Aqaba	19 - 23/5/2002	Evening	10	4	Clearance Companies	L I T
14 7	Use of the JARASH System (103)	Jaber	19 - 23/5/2002	Afternoon	10	8	Clearance Companies	L I T
14 8	Use of the JARASH System (104)	Jaber	26 - 30/5/2002	Afternoon	10	9	Clearance Companies	L I T
14 9	Use of the JARASH System (105)	Jaber	2 - 6/6/2002	Afternoon	10	8	Clearance Companies	L I T
15 0	UnixWare 7 Network Administration	Amma n	2 - 13/6/2002	Evening	20	5	IT Customs Staff	GCE
15 1	Use of the JARASH System (106)	Jaber	9 - 13/6/2002	Afternoon	10	9	Clearance Companies	L I T
15 2	Use of the JARASH System (107)	Jaber	14 - 18/7/2002	Morning	10	10	Customs Staff	L I T
15 3	Use of the JARASH System (108)	Amma n	20 - 27/7/2002	Morning(1 )	20	4	Customs Staff	Asycuda Project
15 4	Use of the JARASH System (109)	Amma n	20 - 27/7/2002	Morning(2 )	20	4	Customs Staff	Asycuda Project
15 5	Use of the JARASH System (110)	Jaber	21 - 25/7/2002	Morning	10	9	Customs Staff	L I T
15 6	Specialized Training (Accounting)	Amma n	22 - 24/7/2002	Afternoon	9	3	Customs Staff	Asycuda Project
15 7	Use of the JARASH System (111)	Jaber	28/7- 1/8/2002	Morning	10	9	Customs Staff	L I T
15 8	Use of the JARASH System (112)	Jaber	4 - 8/8/2002	Morning	10	8	Customs Staff	L I T
15 9	Use of the JARASH System (113)	Jaber	11 - 15/8/2002	Morning	10	10	Customs Staff	L I T

160	Oracle Backup & Recovery	Amman	24 - 31/8/2002	Afternoon	22	12	Customs Staff	I T C C
161	Use of the JARASH System (114)	Amman	25 - 27/8/2002	Morning(1)	9	10	Customs Staff	Asycuda Project
162	Use of the JARASH System (115)	Amman	25 - 27/8/2002	Morning(2)	9	10	Customs Staff	Asycuda Project
163	Use of the JARASH System (116) *	Jaber	1 - 5/9/2002	Morning	10	9	Clearance Companies	L I T
164	Use of the JARASH System (117) *	Jaber	8 - 12/9/2002	Morning	10	10	Clearance Companies	L I T
165	Training of Trainers on the use of MODCAR	Aqaba	14 - 18/9/2002	Evening	15	6	Customs Staff(National& ASEZA)	Asycuda Project
166	Use of the JARASH System (118) *	Jaber	15 - 19/9/2002	Morning	10	9	Clearance Companies	L I T
167	Use of the JARASH System (119) *	Jaber	22 - 26/9/2002	Morning	10	10	Clearance Companies	L I T
168	Use of the Manifest Module (1) *	Aqaba	29/9- 2/10/2002	Evening	10	9	Shipping Agents	L I T
169	Use of the JARASH System (120) *	Jaber	29/9- 3/10/2002	Morning	10	10	Clearance Companies	L I T
170	Use of the JARASH System (121) *	Jaber	6 - 10/10/2002	Morning	10	10	Clearance Companies	L I T
171	Use of the Manifest Module (2) *	Aqaba	6 - 9/10/2002	Evening	10	10	Shipping Agents	L I T
172	Use of the Manifest Module (3) *	Aqaba	13 - 16/10/2002	Evening	10	9	Shipping Agents	L I T
173	Use of the Manifest Module (4) *	Aqaba	20 - 23/10/2002	Evening	10	9	Shipping Agents	L I T
174	Use of the Manifest Module (5) *	Aqaba	27 - 30/10/2002	Evening	10	9	Shipping Agents	L I T

2224 1399

\* The numbers shown are not final, because the trainers have not yet submitted their reports.

Annex (E)

**Number of Customs Staff  
at the JARASH System Implementing Offices**

<b>Customs Office</b>	<b>Date of Implementation</b>	<b>Number of Staff THEN</b>	<b>Number of Staff NOW</b>
QAIA Customs Office	5 June 1999	89	63
Amman Customs House	2 October 1999	149	121
Aqaba Customs House	11 February 2001	190	259 *
Zarka Free Zone Customs Office	15 July 2001	112	92
Public Bonded Warehouses Section	18 August 2002	44	27

\* The above figure includes the staff of the Wadi Al-Yutom and Wadi Araba Checkpoints.

**Annex (F):**

**Project Budget Revision (P) dated 1 May, 2002 .**

**Annex (G)****List of Abbreviations**

<b>HQ</b>	<b>Headquarters</b>
<b>GTZ</b>	<b>Gesellschaft für Technische Zusammenarbeit i.e. The German Agency for International Cooperation</b>
<b>USAID</b>	<b>United States Agency for International Development</b>
<b>AMIR</b>	<b>Achievement of Market-friendly Initiatives and Results program</b>
<b>UNDP</b>	<b>United Nations Development Programme</b>
<b>ASYCUDA</b>	<b>Automated System for Customs Data</b>
<b>QAIA</b>	<b>Queen Alia International Airport</b>
<b>SAD</b>	<b>Single Administrative Document</b>
<b>EDP</b>	<b>Electronic Data Processing</b>
<b>RBAS</b>	<b>Regional Bureau for Arab States</b>
<b>UNCTAD</b>	<b>United Nations Conference on Trade and Development</b>
<b>EDI</b>	<b>Electronic Data Interchange</b>
<b>CCF</b>	<b>Country Cooperation Framework</b>
<b>SRF</b>	<b>Strategic Results Framework</b>
<b>NPD</b>	<b>National Project Director</b>
<b>NPC</b>	<b>National Project Coordinator</b>
<b>JARASH</b>	<b>Jordan's ASYCUDA for Reform, Automation, Simplification and Harmonization</b>
<b>ASEZA</b>	<b>Aqaba Special Economic Zone Authority</b>
<b>V-SAT</b>	<b>V-Satellite Communication Network</b>
<b>MODTRS</b>	<b>Transit Module</b>
<b>LIT</b>	<b>Local Implementation Team</b>
<b>MODSDI</b>	<b>Statistics Module</b>
<b>IT</b>	<b>Information Technology</b>
<b>WCO</b>	<b>World Customs Organization</b>
<b>MODSEL</b>	<b>Selectivity Module</b>
<b>GATT</b>	<b>General Agreement on Tariffs and Trade</b>
<b>DOS</b>	<b>Desk Operating System, Department Of Statistics</b>
<b>PCDP</b>	<b>Personal Career Development Plan</b>
<b>TOR</b>	<b>Terms Of Reference</b>
<b>DBA</b>	<b>Data Base Administrator</b>
<b>EU</b>	<b>European Union</b>
<b>ASPSC</b>	<b>ASYCUDA Project Steering Committee</b>