

Kingdom of Morocco



Ministry of Economy, Finance
and Administration Reform

CUSTOMS AND EXCISE ADMINISTRATION
STRATEGIC PLAN
2020-2023

KINGDOM OF MOROCCO
C U S T O M S
A N D E X C I S E
A D M I N I S T R A T I O N




المملكة المغربية
إدارة الجمارك
والضرائب
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CUSTOMS AND EXCISE ADMINISTRATION

STRATEGIC PLAN 2020-2023


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Message from the Director-General





We have the honor to present to you the new strategic plan of the Customs and excise administration up to 2023, and for which we have chosen as ambition “ **Towards a trust-based relationship** ”.

Launched in June 2020, this strategic plan is the 3rd since the success of the 2017-2021 one, which was implemented two years ahead of schedule.



Our new Strategy, built upon six strategic objectives translated into 31 projects, coincides with a difficult period marked by the economic and social repercussions of the COVID-19 pandemic.

The 2023 Strategy is divided into a set of structuring projects steered to a great extent towards contributing to the national economy recovery and strengthening the climate of trust between economic operators and the Administration. It also aims to mark a qualitative leap in our services.

Thus a major project to overhaul the various legislative and regulatory texts will be undertaken to improve the clarity and readability of the legal framework and to adapt it to better take into account changes in the context.

A complete program of actions will be put in place to encourage national production and give a strong impetus to companies, in particular VSEs and SMEs, with a particular effort directed towards actors in the informal sector with a vision for aligning them to the formal one.

In addition, particular attention will be dedicated to improving the quality of service. The objective is to provide quality services as well as reliable and timely information to client-users. In the same sense, priority will be given to the extension and acceleration of the digitization project which has proven all its virtues, particularly in the current health crisis context.

At the same time, the 2023 Strategy aims to strengthen actions in order to fight both fraud and smuggling by promoting the use of new technologies and intelligent and non-intrusive control.


This Strategy also seeks to improve governance and enhance the human capital in view of their vital role in the modernization and reform programs.

We have successfully achieved the last strategy in record time thanks to the commitment of all customs officers. We have every confidence that the present strategy will be a success.

We invite you, dear readers, to discover through this document the main guidelines of this new 2023 customs strategy “ **Towards a trust-based relationship** ”.

General context





For ten years, the Customs and Excise Administration (CEA) has been adopting an advanced strategic management that is firmly aligned with the implementation of the High Guidelines of His Majesty the King, may God glorify and assist him. These orientations are reflected in the Government's general policy in the sectors of administrative intervention.

Within this framework, the Administration launched the **1st strategic plan for the five-year period 2011-2015**; with as ambition «**Customs, men and women driven by quest for quality**». This plan, which was taken in charge by an external firm of experts, achieved a satisfactory completion rate.

Subsequently, the CEA decided to launch the **2nd strategic plan for 2017-2021**, carried out by the Administration's internal teams from conception to implementation. The ambition of this plan was «**For a modern and efficient Customs**». This Strategy was achieved in record time; approximately two years ahead of schedule. The obtained results have contributed to facilitating foreign trade operations and increasing the efficiency of customs controls.

The Administration capitalized on the aforementioned two experiences and has undertaken the **3rd strategic plan for 2023**. A new roadmap to guide its action was drawn up with the premise «**Towards a trust-based relationship**».


This new strategy coincides with a period marked by the Covid-19 outbreak, which has caused such devastating effects on both the economic and social levels. Moreover, and to tackle this situation, Royal Directives were given to the Government and to the various actors to focus their actions on the issues and priorities dictated by this crisis by initiating, first and foremost, an ambitious economic recovery plan.

This strategy also comes in parallel with the closure of Tarakhal 2 (corridor used by hawkers at Bab Sebta) and of the passages of Barrio Chino and Ferkhana at Bab Melilla; which closure made it possible to considerably reduce the flow of smuggled goods brought into the national territory.

Given the aforesaid context, the CEA, which plays a central economic role, is called upon more than ever before to implement a strategic plan with a view to supporting the evolutions and changes induced, while reconsidering the priorities to face a situation in which a recession seems inevitable now.

Today's Customs





As part of the Ministry of Economy, Finance and Administration Reform, the CEA has four central directorates in addition to an Audit and Inspection division attached to the General Directorate. It is also present throughout the national territory via 10 regional Directorates.

The Administration has been firmly engaged for several years in a modernization process aimed at improving the service provided to users and allowing economic operators to thoroughly benefit from the advantages of globalization and openness.

Customs has launched several reform projects and a vast support program for national companies over the past two decades. This was implemented mainly by :

- ▶ Supporting major progress-generating projects initiated across the Kingdom, for better integration into the global value chain ;
- ▶ Supporting national companies to increase their competitive capacities internationally (categorization, Authorized Economic Operator, etc.) ;
- ▶ Developing electronic customs ;
- ▶ Upgrading legal instruments in order to align with international standards (legislative reform, procedural simplification, digitization, etc.).

The Administration relies largely on its human resources in order to carry out its missions and meet the numerous challenges it faces. Women and Men who constitute the major asset of its performance.

The efforts of all staff have resulted in increasingly significant contributions to the general state budget, exceeding 40% since 2018.

Despite the entry into force of free trade agreements, first with the European Union and subsequently with the United States of America, Turkey and some Arab countries, revenues have continued to increase. The symbolic bar of MAD 100 billion was reached in 2018 and a record performance was recorded by the end of 2019 with an amount of more than MAD 103 billion.

OUR VISION

OF TOMORROW'S CUSTOMS

"Towards a trust-based relationship"

Here is the new ambition of our 2023 Strategy, an ambition that stems from a long-term vision that puts the clients-user at the center of our concerns and will mark a qualitative leap in our services and our relation.

Commitment to the **environment** and sustainable development

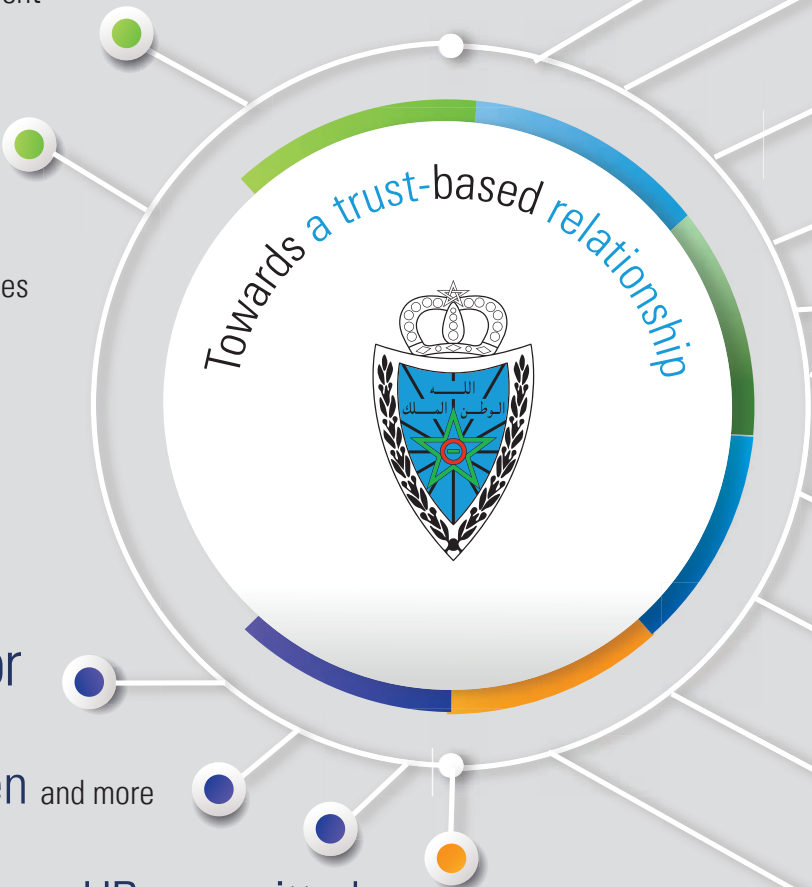
Simplified and **facilitated** formalities

Permanent **rigor**

IS more **open** and more **secure**

HR committed to meeting challenges

Optimized and **modernized** internal processes





A new **relationship**, a new page

Mutual trust and compliance with the rules

Consultation, cooperation and **partnership**

Quality of services, a better business climate

Smarter and **less intrusive control**

Complementarity with public partners

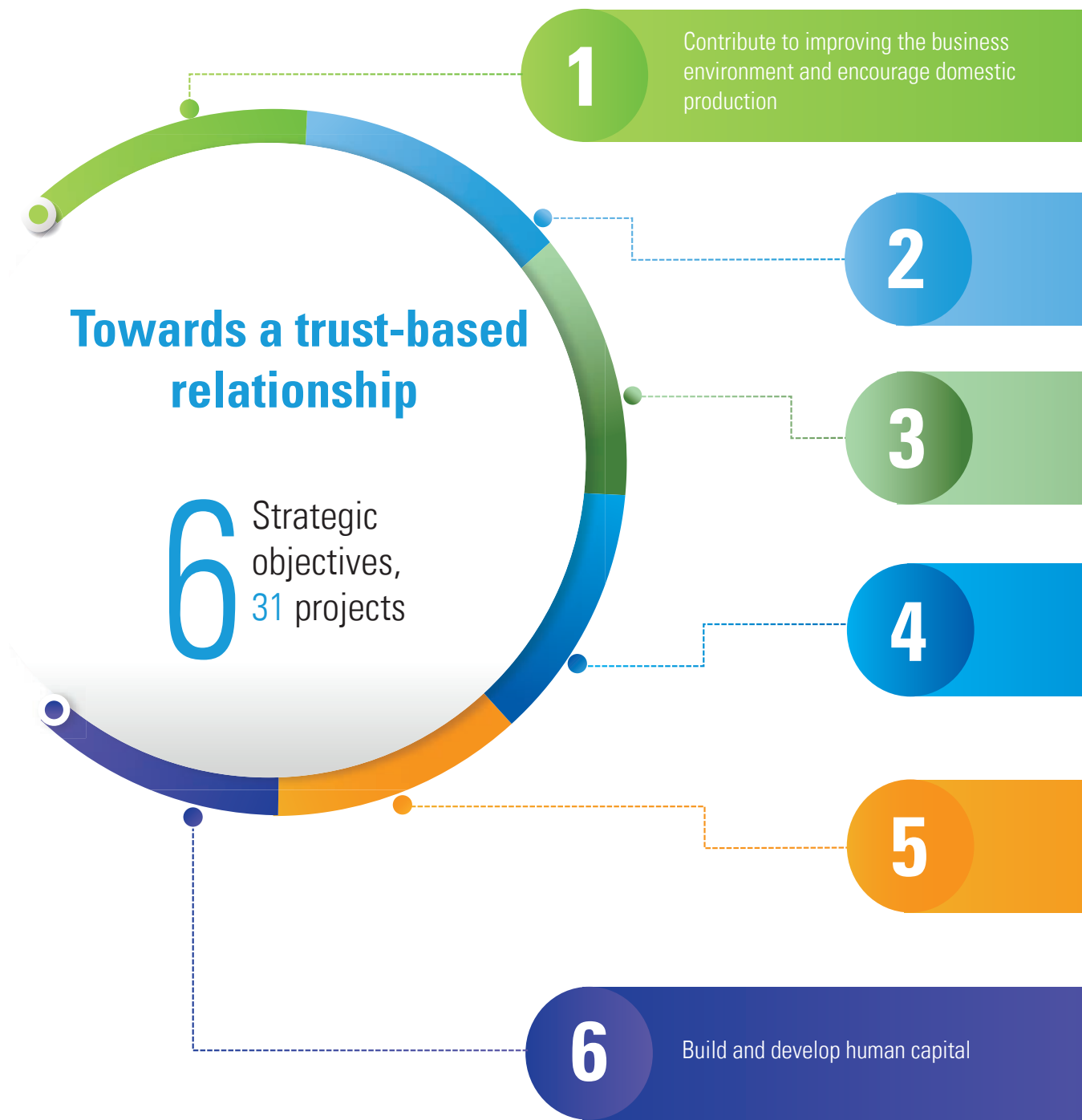
Supporting economic growth

Clarity of regulations, positive reading

Innovative and more accessible services

More **digitalization**, towards **zero paper**

2020-2023 STRATEGIC PLAN





- P 1** : Contribution to economic recovery
- P 2** : Support VSEs / SMEs and downscaling the informal economy
- P 3** : Litigation
- P 4** : Environment and sustainable development

Improve governance and service quality



- P 1** : Diw@nati
- P 2** : Internet portal
- P 3** : Digital adaptation of internal control
- P 4** : Indicators / Dashboards and data quality
- P 5** : Streamlining, recovery and accounting
- P 6** : Information governance

Combat fraud and contribute to the protection, safety and health of persons



- P 1** : Intelligent control
- P 2** : Rationalization of control
- P 3** : Adaptation of the fight against smuggling

Entrenching digitization in the customs ecosystem



- P 1** : Portnet
- P 2** : Tangier Med
- P 3** : Customs declaration
- P 4** : New digital solutions
- P 5** : Streamlining of customs formalities
- P 6** : Vehicles
- P 7** : Infrastructure and IS heritage

Improve the legal and regulatory framework and strengthen partnership



- P 1** : Customs regulation update
- P 2** : Establishing a framework for tobacco sector
- P 3** : Establishing a framework for certain products
- P 4** : Customs attachés
- P 5** : Legalization and standardization
- P 6** : Monitoring, innovation and benchmarking



- P 1** : Gender
- P 2** : Training and skills
- P 3** : Organisation
- P 4** : Social benefits
- P 5** : Working conditions

Objectives and expected results



1

Contribute to improving the business environment and encourage domestic production



In order to support the Government's efforts to mitigate the socio-economic impacts of the COVID-19 health crisis, the CEA has prioritized in this Strategy projects and measures aimed at improving the business environment and encouraging domestic production.

To this end, it commits to contribute towards boosting the economy by ensuring a better protection of the national industrial fabric.

In this regard, an action program will be initiated to encourage national production and give a strong impetus to companies; namely, VSEs and SMEs, with a sustained effort targeting actors in the informal sector in order to align them with the formal one.

Improving the business environment also requires efficient management of litigation by promoting transactional settlement and relying on computerization and electronic data exchange with courts (trade register, requests, briefs in response, etc.). The objective is to consolidate the automation of litigation cases management and reduce the number of prosecuted cases.

Particular attention will also be paid to improving regulations in favor of environmental protection and sustainable development by consolidating and clarifying related customs instructions.

2

Improve governance and service quality



The CEA has set for itself the imperative to offering better quality services and meeting the expectations of operators and citizens, by adopting an approach that favors attentiveness and consultation.

It is committed to achieving a new qualitative leap in its management methods in order to provide its clients-users with quality services as well as reliable and timely customs information, while reducing to the minimum the number of trips to customs offices.

To this end, the Administration relies on digitalization and new communication means, as well as on internal control.

Governance is enhanced also by making the Customs database more reliable and relevant. In this context, emphasis will be laid on improving the quality of data in the BADR system by suggesting automatic controls for the entered data into the system and developing new outputs of the decision-making system. Likewise, relevant dashboards and KPIs will be established for decision-makers.

3

Combat fraud and contribute to the protection, safety and health of persons



As the volume of commercial transactions between Morocco and its partners is increasing, and in order to prevent and combat the various forms of fraud, Customs continued to develop its smart control mechanisms, by acquiring technological instruments and intervention techniques commensurate with the volume and pace of trade, and by strengthening its data analysis and processing capacities.

Thus, it intends to take advantage of new technologies such as Blockchain, predictive analysis and machine learning to improve the efficiency of initial control and the targeting of foreign trade operations, especially e-commerce ones.

Regarding the rationalization of control, the triple circuit (green, orange, red) will be set up, along with the extension of the scope of automatic selectivity to other types of controls (scanners, post-clearance audit, etc.). Other actions are also planned in this context; namely the establishment of controls at the request of operators.

Particular attention will also be paid to the readjustment of the fight against the smuggling system in view of the changes that affected certain fraud sensitive border posts, while taking into account the new guidelines aimed at modernizing intervention methods and reorganizing structures in charge of the fight against smuggling.

4

Entrenching digitization in the customs ecosystem



The CEA continues to digitize its activities. The aim is to facilitate customs procedures and formalities and therefore to streamline customs passage and strengthen the competitiveness of the company.

Thus, the administration will extend the dematerialization of customs declarations to other declarative media in concert with the concerned actors as well as extend EDI to other operators.

Likewise, other physical documents will be deleted or replaced by their electronic equivalents through electronic exchanges with partners (BAD, export notice, etc.). In this context, the achievement of the «Zero paper» objective at the port of Tangier-Med is also planned in partnership with TMPA.

In the same framework, the administration aims to implement new digital solutions, particularly for procedures relating to the issuance of certificates of origin and tax reduction as well as the integration of images relating to control operations into the BADR system.

5

Improve the legal and regulatory framework and strengthen partnership



Given the importance of the clarity of the legal framework and its adaptation to changes in the context, projects to overhaul the various legislative and regulatory texts are planned as part of this new strategy.

In this context, the Administration will simplify and harmonize the various legislative and regulatory texts while taking into account the digitalization of customs activities. An adaptation of the legislative framework and the governance of certain products, including sugar and cereals, is also planned in cooperation with the relevant departments.

Furthermore, to adapt to the new conjuncture resulting from the emergence of a new geography of international trade and the intensification of interdependencies among the different regions of the world, Customs is keen to strengthen its international cooperation actions through the creation of a network of customs attachés for the purpose of monitoring and lobbying. The assigned objective is to consolidate technical cooperation relations with the customs authorities of partner countries and to strengthen Morocco's position in the various negotiating bodies (WCO / EU / African Union / Arab League ...).

In this regard, the CEA will continue its efforts to align with international standards in close collaboration with international organizations and concerned departments.

6

Build and develop human capital



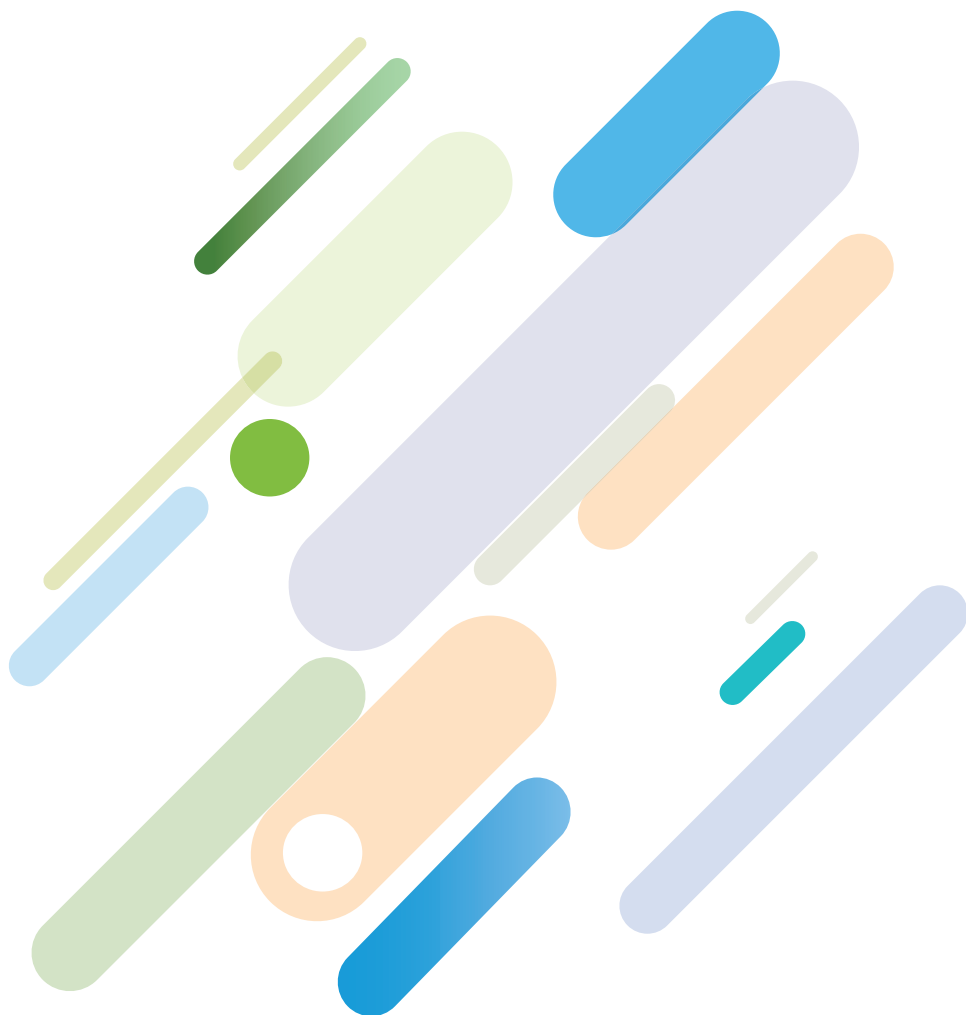
Human resources represent CEA's most important capital. Building HR capacities and developing their skills are a permanent priority given the growing challenges they face.

In order to enhance the value of its action and mobilize competencies, the CEA is committed, as part of its new strategy, to deploying a set of measures in support of the professional development of its staff.

In this context, the CEA will improve the training offer by enriching it and adapting it to changes in customs professions and digitalization, while taking advantage of the new facilities and logistics of the Customs Training Institute. The development and institutionalization of partnerships in the field of training are among the priorities of the Administration.


Particular attention will be paid to the development of the gender aspect by strengthening the presence of female customs officers in operational professions and by promoting their access to responsibility, through the implementation of appropriate measures (training, support, etc.).

The development of human capital also involves providing better working conditions, as well as improving the quality of social benefits granted to customs officers and their families in partnership with the Moroccan customs association and the Customs mutual.



Approach followed in the new Strategy





The CEA adheres to a proven strategic management approach adapted to the public sector. It is structured on three main phases, namely, diagnosis and strategy design, project qualification and elaboration, and finally project implementation and deployment. Two other phases are carried out in parallel. They consist of project monitoring and evaluation as well as communication and review.

The development process of the new Strategy effectively started during the steering committee meeting held in March 2020 and during which the Director-General set the vision for 2023, accompanied by the first draft of strategic objectives.

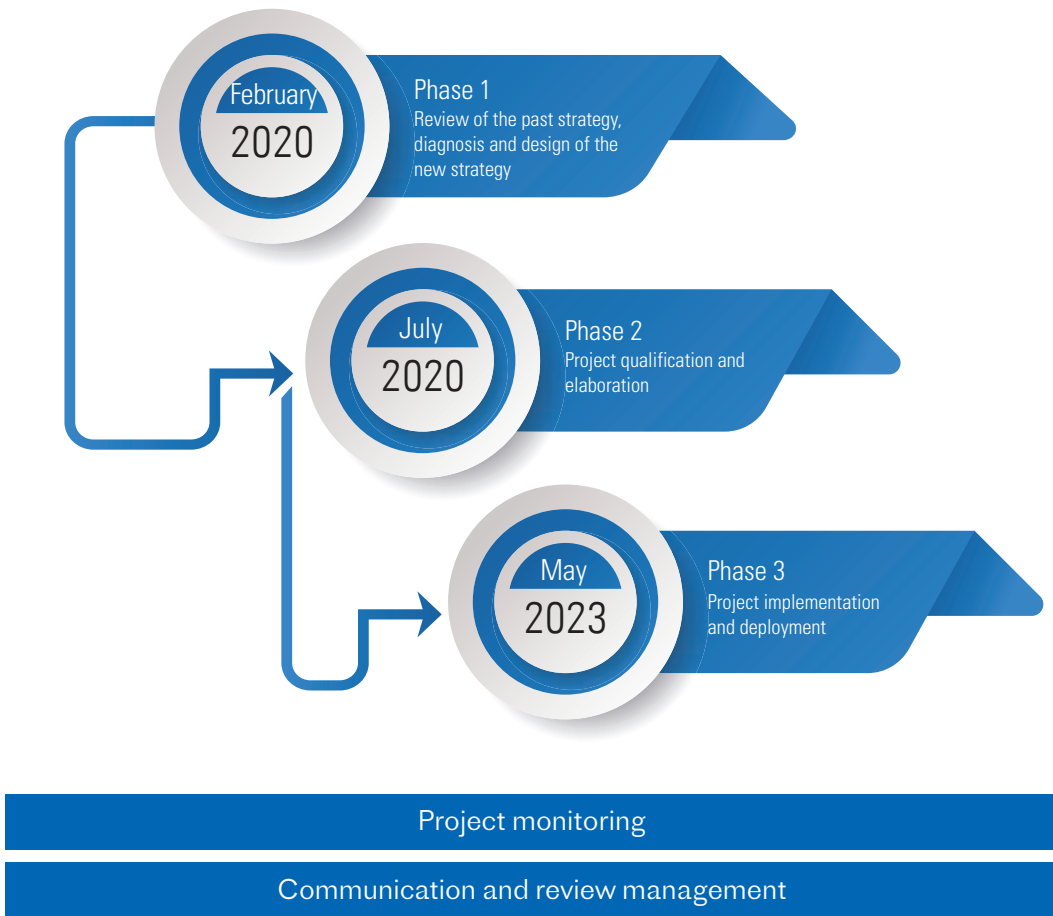
Diagnosis and strategy design

Considering the constraints induced by the COVID-19 pandemic, imposing the need for fewer face-to-face meetings, the first phase was limited in terms of internal and external meetings and was based on the previous strategy's results.

Based on the diagnosis and vision adopted by the Director-General, brainstorming sessions were organized with the CEA managers in order to establish a first version of the strategic map, completed by the portfolio of strategic projects and result indicators.

The 2023 Strategic map was finalized by the end of June 2020.

Main phases of the 2020-2023 Strategy



Project qualification and elaboration


This phase started immediately after the strategy map validation. Top and middle managers were involved while ensuring a good representation of external and operational services.

First of all, on the basis of the strategic map, projects were proposed using detailed sheets, stating each project content, objectives and expected results, as well as the degrees of complexity and impact.

Then, a project qualification was carried out using complexity / impact matrices and checking the alignment of the projects with strategic objectives. The Administration also made sure to eliminate operational activities in order to focus on improvement and reform actions.

This phase resulted in a portfolio of projects with macro planning (prioritization).

At this stage, each project is assigned for implementation to the most suitable Directorate. The manager of this structure, generally a Central or Regional Director, becomes the project Sponsor.



Subsequently, project managers (PM) are appointed by means of an engagement letter signed by the Director-General. Similar to the sponsors, PMs are also selected among the Regional Directorates managers and executives.

The first mission of the PMs is to draw up the project charter, an essential tool in project planning. It includes the project stages and actions, time planning, the main deliverables, the structures contributing to project implementation as well as the composition of the project team.

Therefore, once the PMs were appointed, they started with drafting their projects' charter which was later validated by the sponsor.

The validation of project charters systematically announces the start of projects' implementation.

Project implementation and deployment

The projects' implementation phase consists of the effective completion of all actions and validation of the initially planned deliverables. At this stage, the PM, being responsible for work execution, ensures the project team involvement and monitors achievement of actions by its members while ensuring compliance with deadlines as well as technical and financial requirements.

Once the deliverables are validated, they are ready for deployment. At this point, communication and change management are required for the success of the project implementation and ensuring the involvement of all the stakeholders.

Project monitoring and evaluation

This component is crucial in the achievement of the strategic plan. To ensure a rigorous monitoring and an accurate assessment of the project implementation, a dedicated Project Management Office (PMO) team has been set up.

Monitoring and evaluation take place throughout the projects' life cycle. The PMs should mainly ensure deadlines are respected and identify any possible risk that could hinder the work execution, in order to initiate timely preventive and corrective actions.

To this end, the PMO holds quarterly individual meetings with each PM. These meetings are organized to review projects progress according to their charters. The summary of the quarterly review is submitted to the Director-General as well as to the steering committee, making it possible to monitor the strategy as a whole and to make the necessary interventions in a timely manner.

Progress reports on the implementation of the strategic plan are carried out periodically to assess progress, analyze the impacts of actions already taken, identify possible risks and, if necessary, propose corrective measures.

Moreover, the PMO provides the necessary support to the PMs through individual and collective support actions organized in their favor throughout this phase.

Communication and review management

Communication and review management are an essential axis that begins as early as the devising of the strategy in order to strengthen the stakeholders' contribution.

Communication around the strategy takes place at two levels. In fact, the Strategy monitoring team and the PMO ensure a general level of communication through the development and dissemination of various information media, on the one hand. On the other hand, meetings are organized at the regional level and with partners to popularize the strategy and seek support from interested stakeholders.

Additionally, communication actions specific to each project may also be planned by the PM for the benefit of potential users, internal and external ones.

In addition to communication, review management actions are necessary to facilitate the deployment of projects. Depending on the specificity and progress of the projects, these actions may consist of seminars, meetings, training or pilot experiments before generalization.



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