



Ministry of Finance Egyptian Customs Authority



Strategic Plan Document of the Egyptian Customs Authority 2023 - 2026



Table of Contents

Foreword by H.E Minister of Finance	4
Foreword by the Commissioner of the Egyptian Customs Authority ECA	5
Introduction	6
Definitions of Key Concepts	7
Guide to used Shapes & Symbols	9
Historical Overview of the Egyptian Customs ECA	10
Role of the Customs Authority	12
Strategic Plan Development Methodology	13
Stages of preparing the strategic plan	17
First Stage: Defining Vision, Mission and Values	
1- Vision	18
2- Mission	19
3- Values	20

Table of Contents

Second Stage: Results of analyzing the current situation and identifying key focus areas	
1- Results of SWOT Analysis (Internal Environment)	21
2- Results of PESTEL Analysis (External Environment)	24
3- Strategic Focus Points	27
Third Stage: Strategic objectives and performance measurement indicators	
Strategic Map of the Egyptian Customs Authority ECA 2023-2026	28
Strategic Objectives for the Egyptian Customs Authority ECA 2023-2026	29
Strategic Objectives and Performance Measurement Indicators	30
Aligning Strategic Objectives with the State Plan	34
Strategic Approach for the Strategic Plan 2023-2026	36
Fourth stage: Defining operational goals and strategy development axes	
Strategic & Operational Goals	37

Table of Contents

Implementation Steps and Procedures to Achieve the Strategic Goal	39
Axes of Strategy Development	40
Fifth stage: Alignment and Coherence between Strategic, Operational Goals and main programs	
Statement Summarizing the Number of Strategic & Operational Objectives and Main and Sub-Programs	41
References	42

**Foreword by His Excellency
Dr. Mohamed Maait , Minister of Finance**



In light of the path of development and challenge, we affirm that strategic planning is the approach we strive to implement in all departments affiliated with the Ministry of Finance. The strategic plan of the Egyptian Customs Authority ECA for the years 2023-2026 comes as a translation of this approach for continuing with clear visions towards progress and prosperity. Through the vision of the Arab Republic of Egypt 2030, the Egyptian Customs Authority has continued to achieve the requirements of this vision through its ambitious strategic plan.

The aim of this plan is to create a new and distinguished qualitative leap in performance towards leadership and competitiveness, and to empower customs cadres with customs expertise, tools, capabilities, and knowledge. Providing all the possibilities that include complete control over the work steps and procedures in conjunction with full partnerships with the trade community to enhance the degree of trust in customs cadres.

May God grant us success

Dr. Mohamed Maait, Minister of Finance

Foreword by Mr. El Shahat Ghatwary
Commissioner of the Egyptian Customs Authority



The Egyptian Customs Authority (ECA) has given great importance to strategic planning, recognizing its crucial role in achieving goals efficiently and effectively. This planning is based on realistic plans that take into account ECA's institutional, cultural, and social unique characteristics. ECA has also focused on setting ambitious yet achievable development goals that align with current realities, limitations, and future aspirations.

In its three-year plan for 2023-2026, the Egyptian Customs Authority has adopted a realistic approach to identifying and addressing the concerns of all stakeholders, including the trade community. This strategic plan aligns with Egypt's Vision 2030 and the strategic objectives of the Ministry of Finance, and is in accordance with national strategies related to the Customs Authority's role.

It is my pleasure to present to you the new Customs Strategic Document for the years 2023-2026, which includes our vision, mission, and development axes and initiatives that Customs aspires to achieve in the future.

I extend my sincere gratitude and appreciation to the team that accomplished this document in record time. I also express my pride and appreciation for the active role played by customs officers in achieving the success of the customs work process, which requires all of us to stand united in facing challenges, achieving our goals, and making further progress and prosperity for the sake of our beloved Egypt.

May God grant us success.

El Shahat Ghatwary
Commissioner of the Egyptian Customs Authority



Introduction

Strategic planning is the process of anticipating and preparing for the future by analyzing the present situation and future expectations and trends to identify desired goals and develop appropriate methods and means to achieve these goals efficiently and effectively according to priorities, a specific timeframe, and clear definition of responsibilities.

Recognizing that planning is the best way to face current and future challenges, we have prepared this strategic plan for the years 2023-2026, in line with achieving the vision and goals of the Arab Republic of Egypt 2030.

The new strategy is an effective tool for achieving the vision and mission of Egyptian Customs over the next three years. The strategic goals and objectives have been identified, and the gap between the current situation and the desired future situation has been analyzed within the limits of the available opportunities and capabilities in the surrounding environment in order to bridge this gap and achieve strategic compatibility and harmony.

The methodology for preparing the strategic plan is characterized by transparency. This was done through following a participatory approach by holding a number of workshops that included members of the leadership team at the level of ECA and members of the strategic planning team. These brainstorming workshops aimed at collecting data and information about the current situation in ECA by using SWOT analysis to identify strengths & weaknesses and PESTEL analysis to identify, opportunities, and threats, in light of the results of the internal and external environmental analysis, the strategic objectives were formulated.

The Egyptian Customs Authority ECA is committed to continuous progress and innovation, taking steady steps towards achieving its ambitious strategic Objectives. By harnessing all available resources, including material, human, and technological assets, ECA is guided by a vision and mission that are both ambitious and realistic. Through this approach, it aims to achieve its strategic objectives, which are reflected in its work at air, sea, and land ports. ECA is committed to empowering its customs personnel with the knowledge and expertise necessary to adopt the best international practices in service delivery and customs procedures. It is also committed to implementing cutting-edge technologies and systems to enhance efficiency and achieve customs leadership.

May God grant us success.



Definitions of Important Concepts in the Document


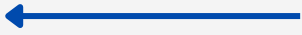







1	Vision	A description of what the Egyptian Customs Authority wants to achieve in the future.
2	Mission	The statement that describes the primary purpose of the Egyptian Customs Authority, its main role, and the value it adds to the beneficiaries of its services
3	Values	A set of principles that define the ethics and attitudes that the Egyptian Customs Authority must follow in its work.
4	Strategic Focus Points	A set of points that were discovered during the analysis of the current situation and that the organization needs to focus on when setting strategic objectives.
5	SWOT Analysis	A strategic analysis used to assess the strengths and weaknesses within the organization, as well as the opportunities and threats facing the organization.
6	PESTEL Analysis	An analysis of the environmental, political, economic, social, technological, and legal factors that affect the organization's work and helps to identify the external circumstances that affect the organization and assess their impact on performance.
7	Ishikawa Diagram	Ishikawa diagram, also known as a fishbone diagram, is a strategic planning tool used to analyze problems by identifying different causes and finding the relationship between the effect and its causes in order to find a set of comprehensive solutions to the problem.
8	Innovation	The ability to innovate, develop, and make improvements to the current situation in order to achieve excellence.
9	Competitiveness	The ability to compete and excel over competitors by providing high-quality services and offering distinguished services to partners.
10	Impact Assessment	The process of identifying the expected impact of implementing programs and projects and how it reflects the achievement of goals



Definitions of Important Concepts in the Document

11	Leadership Team	Composed of senior management individuals, including: <ul style="list-style-type: none">- Advisors to the Commissioner- Head of Sectors- Head of Central Directorates- General Managers
12	Planning Team	The teamwork responsible for preparing the strategic plan document.
13	Axes of Strategy Development	These are the aspects that strategic development focuses on and aims to achieve the vision and goals.
14	Programs	A set of procedures and activities that are implemented in an organized and integrated manner to achieve specific goals.
15	Measurement indicators	Quantitative and qualitative tools used to measure performance.
16	Logistics Performance Index (LPI)	The Logistics Performance Index (LPI) is a measure of a country's ability to transport goods across borders rapidly and in an organized manner. The index provides a qualitative assessment of countries through six key elements: Customs clearance efficiency & border management/ quality of trade and transport infrastructure, Ease of arranging competitively priced shipments / Competence and quality of logistics services/ Ability to track and trace shipments / Timeliness of shipments/ The percentage of shipments that reach consignees within the agreed estimated delivery time.
17	Customs clearance efficiency & border management Indicator	This indicator is used to measure the efficiency of customs clearance and border management and reflects the speed at which goods flow through customs and borders.
18	Balanced Scorecard	A management system used to formulate measurable strategic objectives.

Guide to used Shapes & Symbols

Meaning	Shape / Symbol
Continuous subprogram	
A subprogram during a specific period	
A subprogram with specific Start & End	
The First quarter of each year	
The Second quarter of each year	
The Third quarter of each year	
The Fourth quarter of each year	
A subprogram continued from previous plan	
New subprogram	

Historical Overview of the Egyptian Customs Authority



- The Stele of Naucratis is the first Egyptian customs decree made of black granite, dating back to the reign of King Nectanebo, who ruled Egypt from 378-362 BC. The stele represents a royal decree deducting the tenth of the goods and products arriving at the port.
- In ancient times, customs taxes were known as "al-ushur" or "al-makoos" and were imposed on goods passing through the country. They were equivalent to ten percent of the value of goods entering the country.
- In the Roman era, Roman law recognized customs offenses, with smuggling being closely linked to trade between states. The customs duty on goods was reduced to no more than 5% of the value of the goods.
- During the middle Ages, customs duties in England took on a standardized form, consisting of a fixed percentage of the value of goods paid by merchants, which granted them the right to enter and exit the country.
- In the Islamic era, Caliph Umar ibn al-Khattab established a taxation system outside the Arabian Peninsula. The system imposed three types of taxes: Al-Kharaj: a tax imposed on land owners, Al- Jizya: a tax levied on non-Muslims, Al- Ushr: A customs tax as previously mentioned, there were some exemptions from the Ushr tax.
- In the modern era, this era begins with the issuance of the Penal Code in Egypt in 1883. Prior to this date, there was no independent customs legislation in Egypt or provisions for combating customs smuggling. This was followed by the Penal Code of 1904, which included provisions for customs smuggling and non-tax smuggling.
- Subsequently, Law No. 9 of 1905 was issued regarding the prevention of smuggling, and a judicial apprehension/arrest capacity was granted to customs officers.

Historical Overview of the Egyptian Customs Authority



- The Penal Code No. 58 of 1937 was issued after the abolition of foreign privileges where British protection was imposed on Egypt. Then, independence was declared, the 1923 Constitution was issued, political parties multiplied, the country entered a state of partisan competition, and many efforts were made to abolish foreign privileges, which resulted in the Montreux Agreement on May 8, 1937, which decided to abolish foreign privileges as of 15/10/1937 . Egypt regained its full legislative authority, as Law No. 58 of 1937 was applied to both citizens and foreigners, instead of the Penal Code issued in 1904. This law included customs smuggling crimes, and the jurisdiction remained with the customs regulations regarding customs smuggling claims.
- Several laws were then issued to address the provisions of customs smuggling, the most important of which are:
 1. Law No. 42 /1944 on Combating Narcotic Drugs.
 2. Law No. 80/1947 on Regulating Supervision of Cash Transactions and Military Order.
 3. Law No. 24/1948 on Gold Smuggling Crimes.
- Several miscellaneous laws were also issued to address the shortcomings that appeared in the aforementioned laws and the shortcomings in the customs regulations until the issuance of the Customs Law No. 63/1966 and its amendments and implementing regulations issued by decision of the Minister of Finance No. 10/2006.
- Issuance of Law No. 207 of 2020 and its implementing regulations issued by decision of the Minister of Finance No. 430 of 2020.

Role of the Customs Authority



Collecting Taxes & duties



Protection of the society



Implementation of the state's policy on foreign trade



Tightening the Control on imported/exported goods



Protection of environment



Facilitate International Trade movement.



Protection of Intellectual Property Rights



Coping with the latest developments in international trade.



Implementation of trade agreements



Working on acquiring skills and developing the abilities of employees



Combating commercial fraud



Development and Operation of Egypt's International Trade Statistics Databases

Strategic Plan Development Methodology 2023 – 2026



Strategic Plan Development Methodology 2023 – 2026

The strategic plan relied on the following steps in defining its methodology:

1- Formation of a Teamwork by Decision of the Commissioner no. 20 for the year 2023 to prepare the strategic plan document.

2-Conduct a series of workshops following a collaborative approach between the leadership team at the ECA level and the planning team, according to a set of sequential stages. Each stage will encompass several operational steps, with each stage having a start date, estimated completion time, and end date, as illustrated in Figure (1).

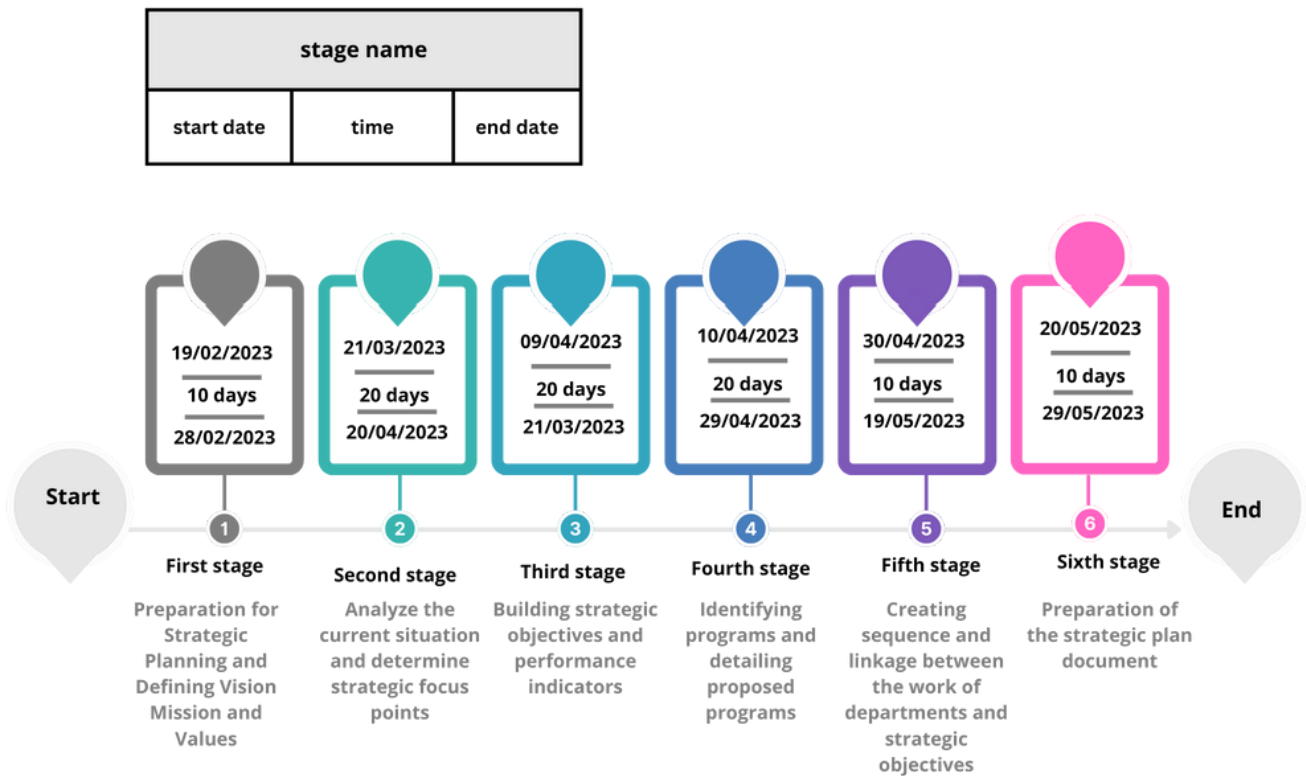


Figure NO 1: BIRT TIME LINE

3-Formulating the vision through what the Egyptian Customs aspire to achieve in the coming period, considering the inclusion of mechanisms to achieve this ambition, in a concise and summarized phrase to express What by How.

4-Drafting the message in light of customs tasks that are in line with contributing to achieving the strategic goals of Egypt's Vision 2030

5-The values express the principles and ethics that ECA follows in performing its work.

6-Assessing the Current Situation of the Egyptian Customs Authority:

- Internal and external environment analysis by conducting SWOT analysis to identify (the strengths, weaknesses).
- External environment analysis by conducting PESTEL analysis to identify opportunities and threats.
- Diagnostic frameworks in different contexts) Human resources support- support the application of environmental agreements and contribution to a sustainable circular economy- Support the digital transformation - Legal Support - Support effective risk management and bilateral and multilateral agreements- support integrity and combating corruption) For the purpose of evaluating the status quo.
- Cause and effect diagram / Ishikawa fishbone analysis to analyze some problems by identifying possible causes and finding the relationship between the effect and the cause. In order to find a set of complementary solutions to the problem, as shown in Figure No.(2)

Example for clarification: Problem: "The lack of complete electronic linkage between departments within ECA and other relevant entities involved in customs work."

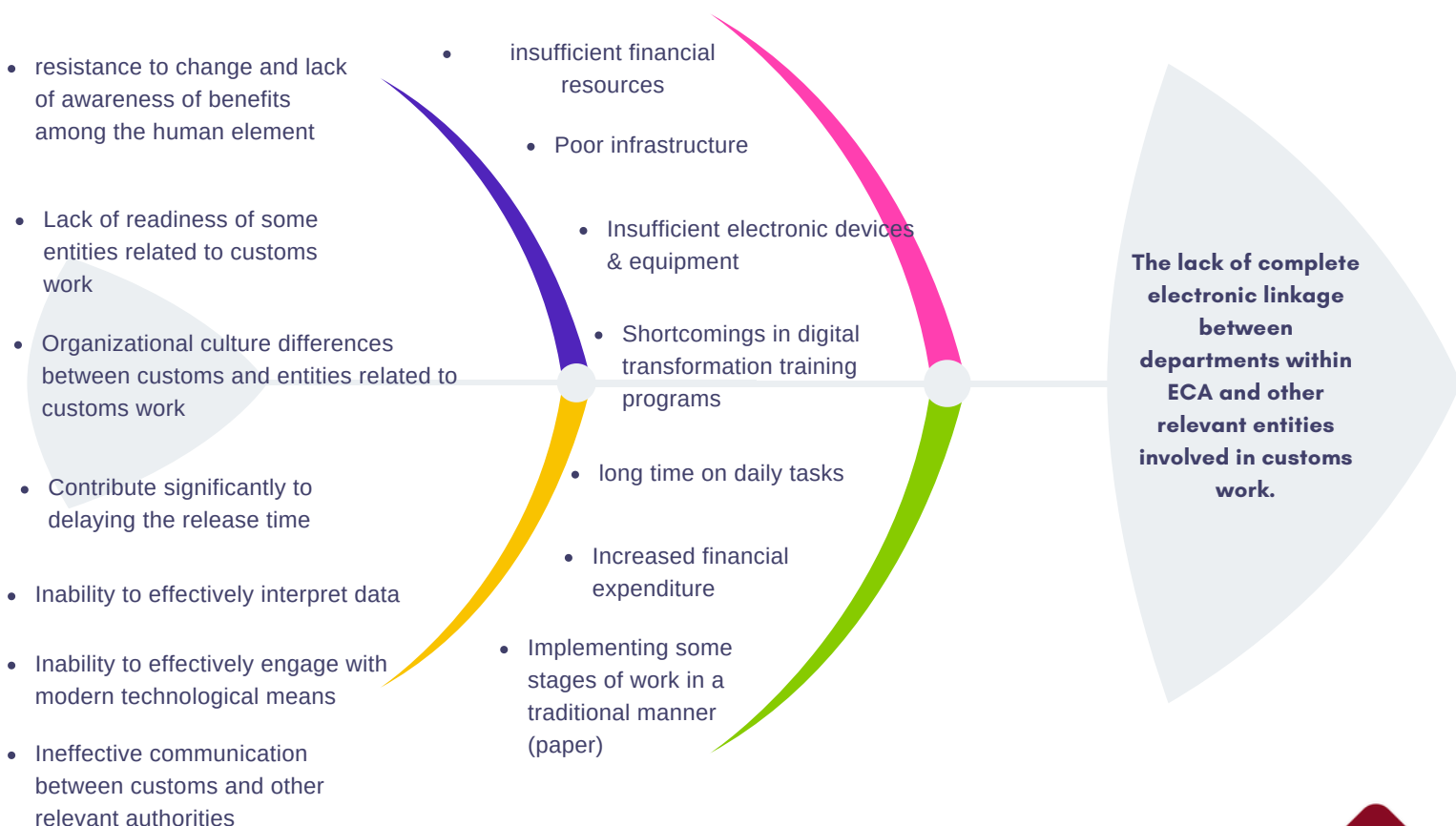


Figure NO 2 : Ishikawa diagram

Strategic Plan Development Methodology 2023 – 2026

7-Based on the findings of various analysis tools, the strategic focus areas for the next stage have been identified as (digital transformation, green customs, and governance)

8-Formulation of strategic objectives using the balanced scorecard through four pillars (strategic objectives, internal operations & customers, competencies and capabilities, resource efficiency as shown in Figure No.(3)

Determining strategic objectives

Where the goals related to formulating strategic objectives represent the true value from the reality of the vision and mission that ECA adds to the targeted categories of its services and what are the main commitments upon it, and the required impact to be achieved through the upcoming strategic plan.

Competencies and capabilities
Human and institutional capacity development requirements, information technology required to achieve development in .internal operations



Internal operations & customers

The necessary procedures to be carried out to develop it in a way that is consistent with the objectives of the upcoming period and the achievement of strategic objectives.

Resource utilization efficiency

From the identification of the available and required resources to achieve the required development and improvement through the four levels.

Figure 3: Balanced Scorecard

9-In drafting the strategic objectives, it was taken into consideration that the objectives reflect the transformation goals that ECA seeks to achieve to keep pace with the emerging changes in the external environment, which require transformation to face and adapt to these developments.

10- Since the strategic plans for the administrative entities of the state are not built in isolation from the other outputs of the planning process at the national and international levels, but rather emanate from them and complement each other, the following were considered:

- Sustainable Development Goals (SDGs)
- National Sustainable Development Agenda and Vision of Egypt 2030
- Government Work Program
- Ministry of Finance Plan
- World Customs Organization Plan 2022-2025
- National Anti-Corruption Strategy 2023-2030
- Egypt and Africa Agenda 2063

11-“Theory of Change” was followed, it is one of the effective planning tools that focuses on understanding and defining the impact. It is a tool that helps describe and identify the desired impact, the outcomes, and the activities that lead to it, which leads to building linked and effective goals and strategies through a sequence of steps, as shown in Figure No. (4).

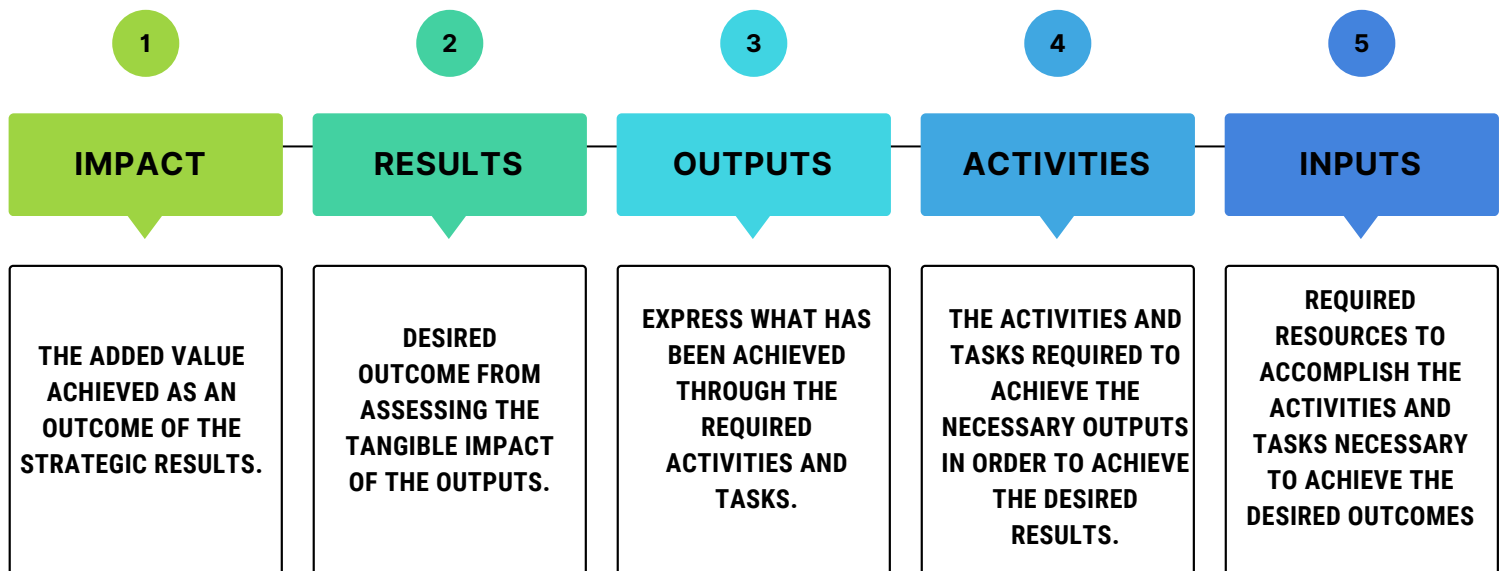


Figure no. (4) Steps for Building a Sequence of Results

Source: Procedural Guide for the Strategic Planning Process Issued by the Ministry of Planning and Economic Development

12- Main programs and sub-programs have been incorporated into the strategic development axes according to the desired final impact, which brings together all activities and programs to achieve this impact.

Stages of preparing the strategic plan

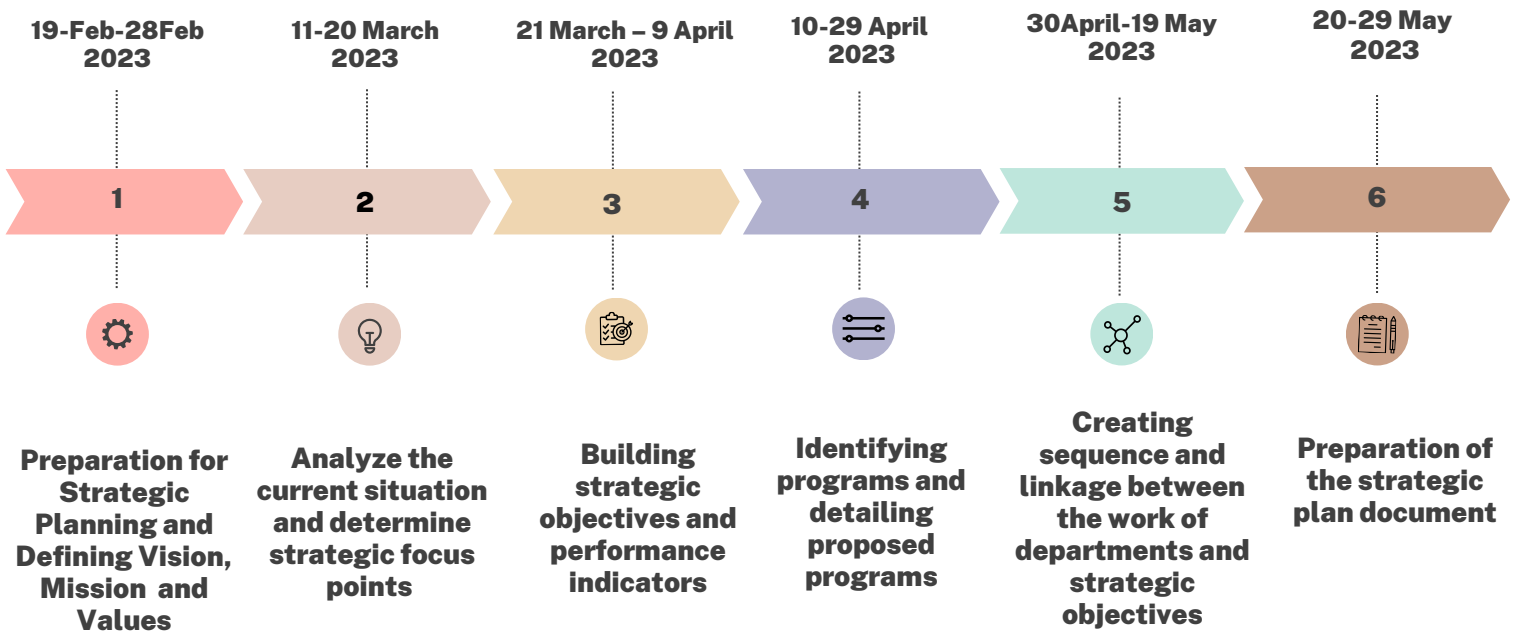


Figure No. (5)
Stages of preparing the strategic plan

Defining Vision, Mission and Values



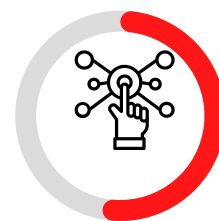
First Stage

Vision

A world-leading and competitive digital customs

Our Vision for the Future of Egyptian Customs is driven by three key concepts: Digitalization, Global Leadership, and Competitiveness. Through the translation of these concepts into mechanisms and means of implementation, the strategic plan forms the appropriate tool to achieve this vision.

By the year 2026, we aim to fully digitize ECA and strengthen its position as a key player in promoting economic growth and achieving leadership in providing high-quality customs services that meet international standards and practices; as well as the tools established by the World Customs Organization. These tools aims to improve performance and provide a climate that supports and promotes integrity, contributes to combating corruption, and achieves the pillars of competitiveness. From the comprehensiveness of the developed customs system and an attractive business environment for trade and investment at the regional and global levels, a supportive infrastructure and technology, a professional human resource, sustainability and what it includes from environmental initiatives and other initiatives that achieve the care of future generations, and in accordance with Egypt's Vision 2030



Performance Measurement Indicators :

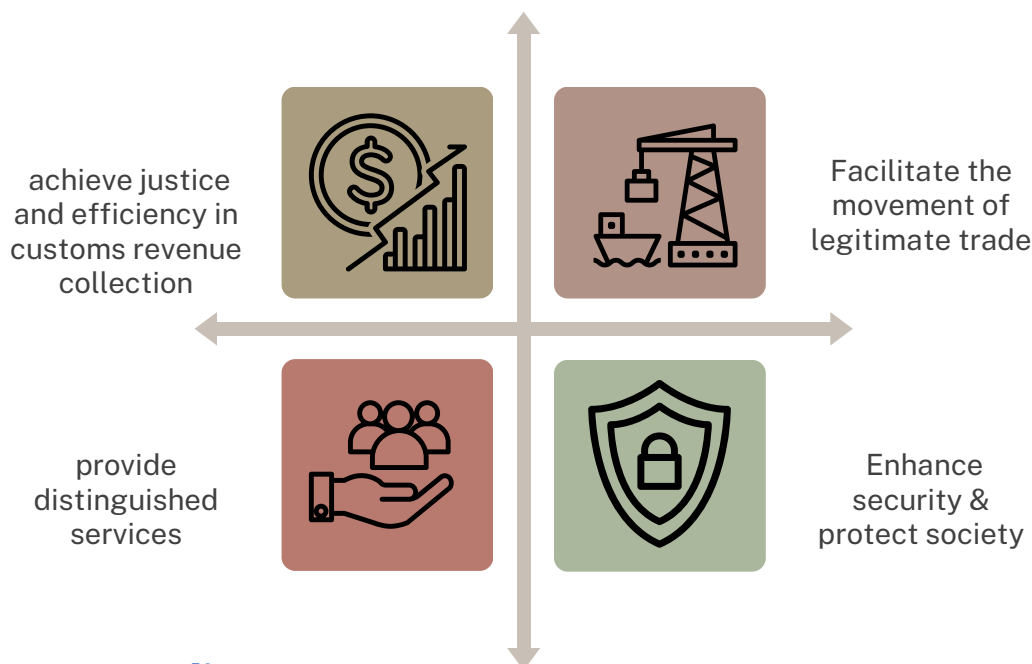
- 1- Percentage of reduction in release time.
- 2- Percentage of availability of digital services 24/7.

Mission

“Providing distinguished Customs services that facilitate the movement of legitimate trade, enhance security and protect society, while achieving justice and efficiency in collecting customs revenues “

The message reflected the mission of the Egyptian Customs Authority ECA, which is in line with contributing to achieving the strategic goals outlined in Egypt Vision 2030 and other relevant strategies.

The mission of ECA focuses on a number of key axes, namely: **Facilitate the movement of legitimate trade, Enhance security & protect society, provide distinguished services, achieve justice and efficiency in customs revenue collection**



Performance Indicators:

- 1-Percentage of increase and diversity of customs control mechanisms
- 2-The rate of Customer satisfaction regarding the efficiency and fairness of customs revenue collection.
- 3-Customs Ranking in the Logistics Performance Index (LPI) (Clearance Efficiency)

Egypt's Ranking 2023 : 59/138
Customs Score : 2.8/5

Values

Empowerment and participation



Empowering employees with authority and responsibility and encouraging them to participate and take initiative in making appropriate decisions."

Governance



Good governance that ensures the achievement of justice, oversight and accountability, discipline, responsibility and commitment

Knowledge



Encourage employees to enhance their knowledge and invest in intellectual capital to boost competitiveness for the benefit of customs

Motivation & innovation



Creating an environment that encourages innovative ideas to contribute to growth and meet challenges

Team Spirit



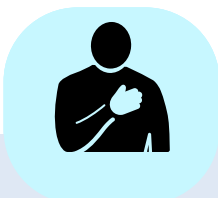
Promote the principle of cooperation between employees within ECA and between customs and its partners and service recipients on the other hand, in a way that achieves public interest.

Human Resource



Egyptian Customs' top priority and a corner stone of true development.

Loyalty



Dedication and loyalty in work to achieve the goals of ECA

Integrity



Refraining from any behavior that violates the regulations of public office for the purpose of personal gain.

Transparency



Publishing and announcing decisions and information that are of interest to the business and the service recipient.

Results of analyzing the current situation and identify key focus areas



The second stage

SWOT Results Analysis Internal Environment Analysis (Strengths and Weaknesses)

1-Human resources

Strength points



- 1-The presence of qualified human staff and highly efficient accumulated technical and customs experience.
- 2-Contracting with new employees with the necessary skills and competencies.
- 3-Increase in the number of employees holding advanced degrees (master degrees and PhDs)
- 4-Adopting a system of seconding employees from other entities to support the ranks of customs officers.
- 5-Hiring new employees with the appropriate qualifications to work in the field of X-ray inspection.

Weakness points



- 1-Incomplete digital transformation in the field of human resources.
- 2-The absence of clear mechanisms to plan and activate the human resources policies (Poor distribution of personnel, shortage in some specializations...)
- 3-The career path is not aligned with the training.
- 4-Absence of a periodic recruitment system to replace retiring employees
- 5- Lack of cultural and awareness workshops for non-customs officers
- 6-Absence of data-driven departments aligned with the mechanisms and policies of the World Customs Organization and modern technological developments.

2-Financial resources

Strength points



- 1- The presence of an electronic payment mechanism in the customs work system (electronic collection and advance payment system)
- 2-Benefiting from the sale of unclaimed/abandoned cargo in increasing customs revenues.
- 3- The presence of certified studies to rationalize financial spending.

Weakness points



- 1-Budgetary constraints for training within ECA's budget.
- 2-Failure to allocate financial resources to support social responsibility programs.

SWOT Results Analysis Internal Environment Analysis (Strengths and Weaknesses)

3. Relationship with partners (of our stakeholders)

Strength points



- 1.The presence of a high-level media center.
- 2.Implementing a mechanism for managing complaints and suggestions through an interactive environment for communication between the stakeholders and Customs.
- 3.The presence of an Egyptian Customs website.
- 4.Cooperation and participation with exporters through the Working Mechanisms of the Exporters' Support Unit.

Weakness points



- 1-Lack of providing the call center with the necessary technical competencies to respond to customer inquiries.
- 2-Publishing and conveying the achievements of ECA is done for employees only and not for customers or at the public level.
- 3-Presence only on social media platforms and not on other levels such as television and radio. The absence of awareness campaigns on the importance of data quality for employees and stakeholders when entering

4-The Relationship with partners.

Strength points



- 1.Implementation of the Twinning Project with the Italian Customs to enhance administrative and operational capabilities.
- 2.Working through approved financial partnerships such as Central Bank e-finance.
- 3.Concluding some cooperation protocols and partnerships with Egyptian universities and scientific academies.
- 4.Linkage with the Egyptian Tax Authority to benefit from their data on importers.
- 5.Concluding some protocols with the export councils

Weakness points



- 1-Failure to benefit from international reports (Egmont Financial Intelligence, Demeter Operations Outcomes)
- 2-Failure to follow up on the implementation of certain international conventions to which Egypt has acceded (environmental agreements)
- 3-Lack of connection between postal operators with Postal parcels departments and not connecting with Traffic Department

SWOT Results Analysis Internal Environment Analysis (Strengths and Weaknesses)

5-Institutional environment

Strength points



- 1-The presence of an approved strategic plan in progress at ECA that has a scientific nature in implementation and following up.
- 2-Activating the electronic archiving system.
- 3-The presence of rewards and incentives mechanisms.
- 4-Holding research competitions within the framework of customs work and environmental variables.
- 5-Establishing a unit for international relations within the Commissioner's office.
- 6-A national training institute accredited as a regional center of the World Customs Organization for the North Africa, near and Middle East region, with its training branches in the governorates of Egypt.
- 7-Establishing a Unit to support exporters & contribute in strengthening the initiative of "Our future is in our exports".

Weakness points



- 1-There are some deficiencies in the organizational structure (Overlapping Competencies - Inactivated Role of Certain Departments)
- 2-There are some provisions in the executive regulations of the Customs Law that require amendment.
- 3-Deficiencies in the regular maintenance of X-ray inspection devices.
- 4-Lack of a vision for transit trade and its importance in attracting investment.
- 5-Lack of an updated e-commerce system that keep pace with international changes.
- 6-Incomplete linkage between departments within ECA and other relevant entities.

PESTEL Analysis: External Environment Analysis (Opportunities and threats)

1-Political variables

Opportunities



- 1-Political and security stability in the Arab Republic of Egypt.
- 2-Egypt maintains distinguished political relations with most countries.
- 3-Political support from all levels of the state for the role of Customs.
- 4-The existence of coordination relations between Egyptian customs and the customs administrations of other countries to facilitate trade exchange operations.
- 5-Representation of Egyptian Customs in international organizations concerned with customs affairs and international trade.

Threats



- 1-The Instability of the political and security situation on the International level (Russia, Ukraine, Syria, Sudan, Libya,...)
- 2-China's involvement as a Developer of the Greek Port of Piraeus and Its Competition with Egyptian Ports: The Withdrawal of Several Shipping Agencies from Egypt.

2-Economic variables

Opportunities



- 1-The competitive advantage gained from the large size of the Egyptian market to attract investments.
- 2-Signing a number of "mutual assistance" agreements in customs matters
- 3-Benefiting from the technical support available from international organizations.
- 4-The state's orientation to implement the sustainable development plan in accordance with Egypt 2030 Vision.
- 5-The facilities granted in all fields to establish new projects and attract investments

Threats



1. Impact of applying international agreements, customs exemptions, and tax exemptions on revenues.
2. Diversity of commercial fraud methods and the development of customs smuggling methods.
3. The intensity of competition between major powers and the impact of this competition on the global economy.
4. Instability of the global economic climate, along with the instability of currency rates.
5. Withdrawal of local and foreign investments from local markets.

PESTEL Analysis: External Environment Analysis (Opportunities and threats)

3-Technological variables

Opportunities



- 1-Political support for the government electronic and digital applications and the state's adoption of a Digital transformation system.
- 2-A national partnership to implement the single window system.
- 3-Activating the World Customs Organization's training services "click" platform.

Threats



- 1-Rapid technological change and its impact on the customs technology infrastructure in terms of keeping pace with developments.
- 2-Lack of appropriate security measures for internationally traded information through the digital cloud.
- 3-The rapid development of e-commerce.

4- Social variables

Opportunities



- 1-Customs support for small and medium enterprises.
- 2-Spreading awareness of Customs role.

Threats



- 1-Stereotypical societal image of customs
- 2-Confusion between the role of customs and other agencies Participating in the release process (control authorities, storage authorities, ...)

PESTEL Analysis: External Environment Analysis (Opportunities and threats)

5- Environmental variables

Opportunities



- 1-State adoption of organizing the global climate conference COP27 to address climate change.
- 2-Contribution of the Egyptian Customs to international activities related to the environment and climate.
- 3-Working on the activation of international environmental agreements.
- 4-Promoting the concept of the circular economy.

Threats



- 1-Lack of awareness, public culture, and education among all segments of society about green customs.
- 2-Failure to exploit technological developments and apply advanced technological solutions and transition to more environmentally friendly practices.

6- Legislative variables

Opportunities



- 1-legislative and legal support required to achieve governance best practices.
- 2-The existence of a legislative environment that allows the establishment of special nature economic zones and dry ports.

Threats



- 1-The length of the Customs legislation amendment procedures.
- 2-Slow litigation procedures.

Strategic focus points

Based on the environmental scan and the analysis results of both the internal and external environment and the Diagnostic frameworks Three points were reached as the strategic focus points for 2026-2023 plan



Digitization



Green customs



Governance

Strategic objectives and performance measurement indicators



Objective
Objective

Third Stage





Strategic Map of ECA 2023–2026

Strategic objectives

Protecting society security from the threats of illegal trade

Strengthening Customs' position as a major player in promoting economic growth and sustainable development

An attractive work environment for trade movement and investment at the regional and global levels

Pioneering in customs work and providing worldclass services according to the best international standards.

From internal operations perspective

- Streamline customs procedures to ensure the smooth flow of goods and facilitate legitimate trade.
- Support digital transformation in accordance with modern technological developments to increase the efficiency and speed of Customs operations.
- Develop mechanisms to counter all threats and harmful trade practices to curb illicit trade.
- Support the implementation of the pillars and mechanisms of good governance to combat corruption.
- Develop workplaces to provide a safe and stimulating work environment that contributes to improving performance and effectively achieving ECA's objectives.

From competencies and capabilities perspective

Establishing a modern human resources system to achieve professionalism in performance.

From resources perspective

Strengthening and expanding the scope of cooperation at the national and international levels to contribute to achieving sustainable development goals

Strategic objectives of ECA for 2023–2026 plan



Strategic Objectives and Performance Measurement Indicators

1

Streamline customs procedures to ensure the smooth flow of goods and facilitate legitimate trade



Performance measurement indicators

1. Release time reduction rate (export and import) / targeted rate.
2. Transit trade increase rate/ targeted rate.

2

Develop comprehensive mechanisms to combat all threats and harmful trade practices to curb illicit trade.



Performance measurement indicators

- 1- Increase and variation rate of control mechanisms / targeted rate.
- 2 - Percentage of seizures made based on intelligence data analysis system/
Total number of seizures
- 3- Percentage of cases denied the issuance of ACID number based on initial risk assessment / total number of cases without an ACID number
- 4- Percentage of shared criteria with partner agencies in the comprehensive risk system / total number of targeted criteria.

Strategic Objectives and Performance Measurement Indicators

3

Support digital transformation in accordance with modern technological developments to increase the efficiency and speed of Customs operations



Performance measurement indicators

- 1- Number of customs electronic services / total number of customs services.
- 2- Percentage of customs applications deployed on smart devices / total targeted applications
- 3- 24/7 Customs service availability rate
- 4- Increase rate in the number of users of electronic customs services
- 5- User satisfaction rate on the easiness of using the electronic website.

4

Strengthen and expanding the scope of cooperation at the national and international levels to contribute to achieving sustainable development goals.



Performance measurement indicators

- 1- Number of Mutual Recognition Agreements for AEO program /total targeted number
- 2- Number of new cooperation protocols concluded with government agencies (post office, traffic...) / targeted number.
- 3- Attendance and participation rate in international events.

Strategic Objectives and Performance Measurement Indicators

5

Establish a modern human resources system to achieve professionalism in performance



Performance measurement indicators

- 1- Number of trained employees / total targeted.
- 2- Employees' satisfaction rate with services provided by human resources sector.
- 3- Percentage of newly recruited employees / total targeted number.
- 4- Percentage of employees quitting their jobs in ECA / total number of employees.
- 5- Percentage of employees obtained work leaves to work abroad / Total number of employees.
- 6- Percentage of employees who hold academic degrees / total number of employees.

6

Support the implementation of the pillars and mechanisms of good governance to combat corruption



Performance measurement indicators

1. Percentage of trained customs officers on anti-corruption measures / total target percentage for anti-corruption training.
2. Percentage of cases referred to the prosecution / total number of cases under investigation.
3. Percentage of cases that received final sentences/ total number of cases under investigation.

Strategic Objectives and Performance Measurement Indicators

7

Improve workplaces to provide a safe and stimulating work environment that contributes to improving performance and effectively achieving the Egyptian Customs' objectives



Performance measurement indicators

1. Percentage of employees Satisfied with workplace suitability.
2. Percentage of workplaces that have been renovated /total number of targeted buildings for renovations:
3. Percentage of workplaces that have been maintained/total number of targeted workplaces for maintenance.
4. Percentage of workplaces that have been constructed/total number of targeted buildings for construction.

Aligning strategic goals with the State plan

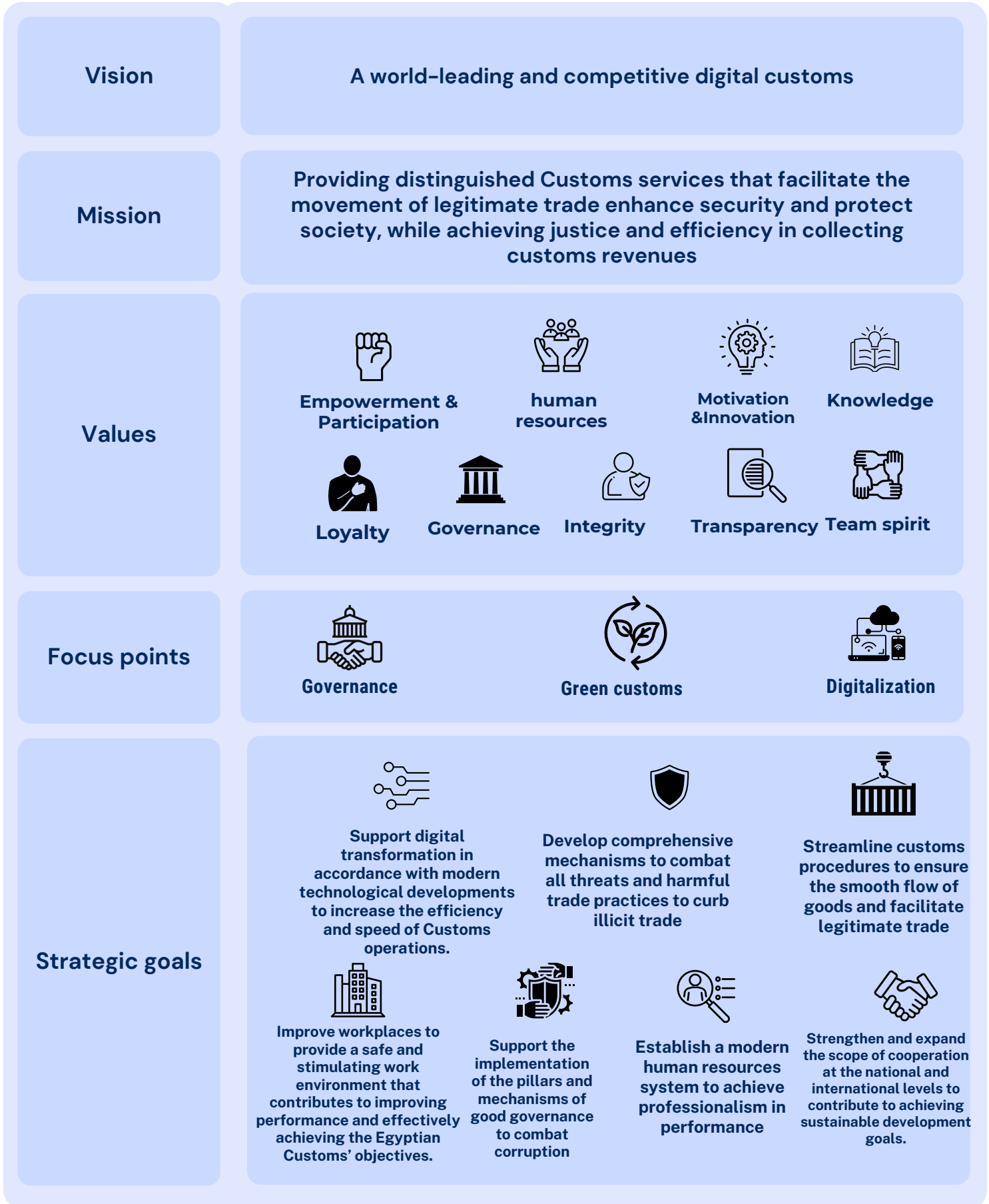
Strategic goals	Plans and goals to be addressed						
	Global sustainable development goals	EGYPT VISION 2030	Government work program objectives (structural reforms 2022)	Ministry of Finance goals	National anti-corruption strategy goals 2023-2030	WCO goals and missions 2022-2025	Egypt-Africa Agenda 2063
Develop comprehensive mechanisms to combat all threats and harmful trade practices to curb illicit trade	Climate action Life below water Life on land	Egyptian Peace and Security A comprehensive and sustainable echo system	Support green transition The sustainable use of natural resources			Society protection	Environmental sustainability and a resilient environment for economies and societies
Streamline customs procedures to ensure the smooth flow of goods and facilitate legitimate trade.	Economic growth	A competitive and diverse economy Promote Egyptian leadership	Facilitate and streamline trade movement and remove all obstacles. Elevate the global competitiveness of manufacturing sectors and foster a surge in industrial exports.			Trade facilitation	
Supporting digital transformation in accordance with modern technological developments to increase the efficiency and speed of Customs operations	Economic growth	A competitive and diverse economy Promote Egyptian leadership	Creating a competitive environment and facilitating and improving trade movement and removing all obstacles	Applying complete automation and using AI technology & risk management		Organizational development	An international infrastructure all across the African continent
Strengthening and expanding the scope of cooperation at the national and international levels to contribute to achieving sustainable development goals	Conclude partnerships to achieve the goals	Justice, social inclusion and participation	A leading role on both Arabic and African levels and enhancing that role internationally	Maximizing the benefits of development partners Maximizing the utilization of the Ministry's assets (material and human)	Effective regional and international cooperation in combating corruption	Promoting customs cooperation	



Aligning strategic goals with the State plan

Strategic goals	Plans and goals to be addressed						
	Global sustainable development goals	EGYPT VISION 2030	Government work program objectives (structural reforms 2022)	Ministry of Finance goals	National anti-corruption strategy goals 2023-2030	WCO goals and missions 2022-2025	Egypt-Africa Agenda 2063
Establishing a modern human resources system to achieve professionalism in performance		Knowledge and innovation and scientific research		Enhance employee efficiency in line with development processes and prepare a second line of leadership. Develop performance management and monitoring systems and encourage a culture of development and innovation Improve administrative process efficiency		Create and Update and implement customs tools	Empowered institutions and changing leadership on all levels
Supporting the implementation of the pillars and mechanisms of good governance to combat corruption		Governance of state institutions and society	Administrative reform and the implementation of enhanced transparency and integrity mechanisms		An efficient and effective administrative body that provides excellent services to citizens and investors Entities capable of combating corruption	Organizational development Create and update and implement customs tools	
Improving workplaces to provide a safe and stimulating work environment that contributes to improving performance and effectively achieving the Egyptian Customs' objectives.			Infrastructure and sectoral development	Improve administrative process efficiency		Update work strategies	

Strategic methodology for strategic plan 2023–2026



Setting operational goals and strategy development axes



The Fourth Stage



Strategic and operational goals.

5

5-Establish a modern human resources system to achieve professionalism in performance.

Operational goal

- Develop human resources policies, capabilities, and skills to achieve sustainability and excellence in performance.

6

6-Support the implementation of the pillars and mechanisms of good governance to combat corruption.

Operational goal

- Achieve justice, promote integrity and transparency, and ensure the right to accountability.

7

7-Improve workplaces to provide a safe and stimulating work environment that contributes to improving performance and effectively achieving the Egyptian Customs' objectives.

Operational goal

- Construct new buildings and enhance administrative efficiency in workplaces to achieve employees' satisfaction in a motivating and performance-enhancing work environment.



Implementation steps and procedures to achieve the strategic objectives



Figure No. (6)
Implementation steps and procedures to achieve the strategic objectives

Strategy development axes:



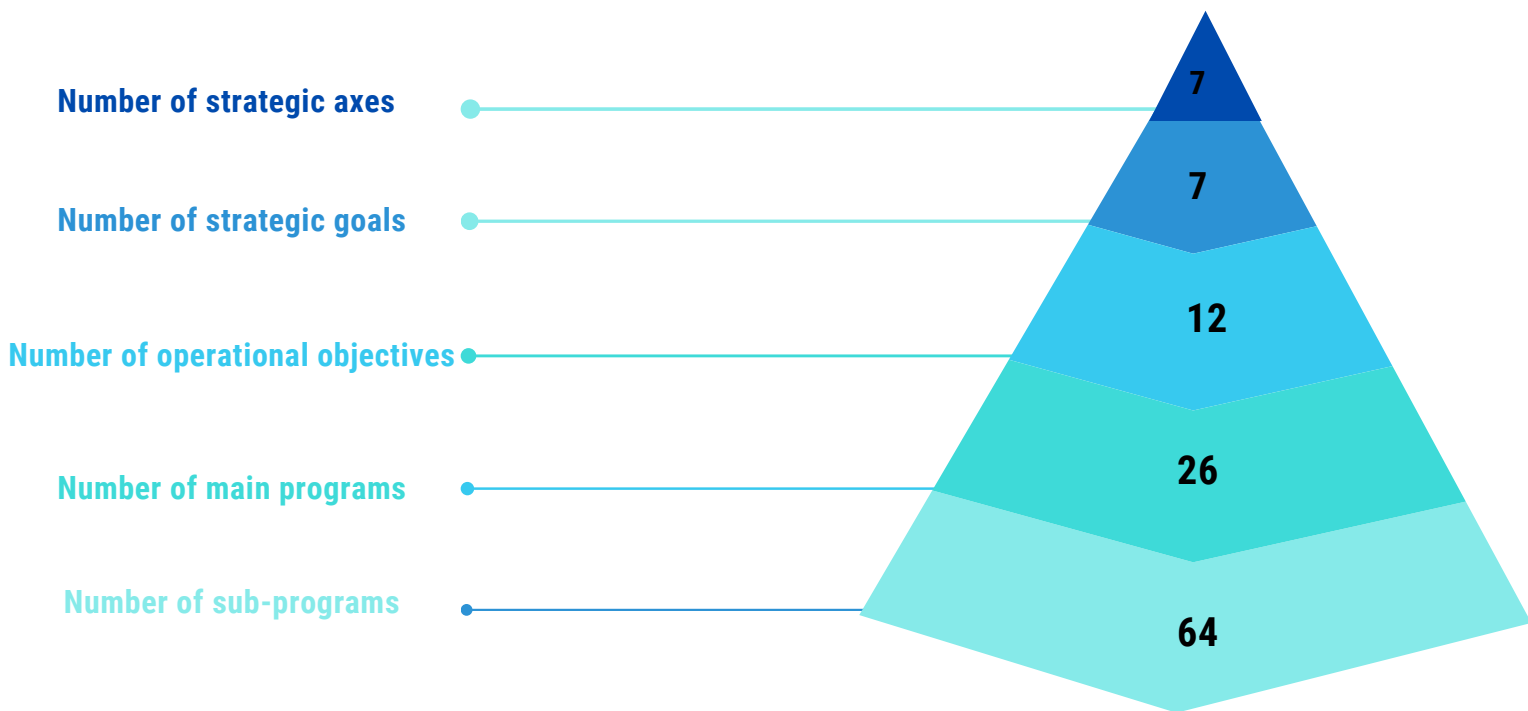
Alignment and coherence between strategic, operational goals and main programs



Fifth stage



Statement Summarizing the Number of Strategic and Operational Objectives and Main and Sub-Programs in the strategic plan 2023-2026





References

- 1. The procedural guide to strategic planning process (issued by the Ministry of Planning and Economic Development, March 2021)**
- 2. Egypt vision 2030**
- 3. National anti-corruption strategy 2023-2030**
- 4. Government work program**
- 5. Ministry of Finance plan**
- 6. Egypt and Africa Agenda 2063**
- 7. WCO plan 2022-2025**