



P3A



Programme of Support to the implementation of the Association Agreement

Twinning Project Fiche

Project Title: Support to the Directorate General of Customs for the Implementation of a Centre for Risk Management

Beneficiary administration: Directorate General of Customs, Ministry of Finance

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TWINNING INSTRUMENT

This fiche is a translation of the official version written in French with the goal of having a wider dissemination among Member States. In case of discrepancy between the French and the English versions, the French one shall prevail.

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Acronyms

AA	Association Agreement
AEO	Authorised Economic Operator
AR	Advance Ruling
CRM	Centre for Risk Management
CTM	Common Twinning Manual
DGD	(Directorate General of Customs)
DGI	(Directorate General of Taxes)
END	(National School of Customs)
ENPI	European Neighbourhood Partnership Instrument
EU	European Union
GUN	(National One Stop Shop)
HR	Human Resources
ICT	Information and Communication Technologies
MARA	(Modernisation and Assistance programme to Administrative Reforms)
MS	EU Member State
MoF	Ministry of Finance
PAG	(Action Plan of the Government)
P3A	Programme of Support to the implementation of the Association Agreement
PL	Project Leader
RTA	Resident Twinning Adviser
SPMPF	Strategic Plan for Modernisation of Public Finance
RM	Risk Management
SC	Steering Committee
STE	Short Term Expert
SIGAD	(Information System of the Directorate General of Customs)
ToR	Terms of Reference
UGP	(Programme Management Unit)
WCO	World Customs Organization

NB: words between brackets mean that the French acronym

1- Basic Information

1.1- Programme

Programme of support to the implementation of the Algeria-EU Association Agreement: P3A-IV ENI/2016/039-593. Indirect management.

For British applicants: Please be aware that eligibility criteria must be complied with for the entire duration of the grant. If the United Kingdom withdraws from the EU during the grant period without concluding an agreement with the EU ensuring in particular that British applicants continue to be eligible, you will cease to receive EU funding (while continuing, where possible, to participate) or be required to leave the project on the basis of Article 12.2 of the General Conditions to the grant agreement.

1.2- Sector

Public Finance (FI)

1.3- EU funded Budget

Maximum amount of the grant: EUR 1 200 000.

2- Objectives

2.1- Overall Objective

Facilitation of international trade through harmonisation of customs and tax controls in line with international best practice.

2.2- Specific Objective

Modernisation of the Directorate General of Customs (DGD) through the implementation of a Risk Management Centre and improvement of quality of services.

2.3- Related Strategic documents

The objective of sustaining the DGD in its daily performances is part of the chapter of the Association Agreement Algeria-UE “economic, statistical and financial cooperation”.

The present Twinning Project is in particular a concrete implementation of Article 63 of the AA. This one concerns customs cooperation and aims to guarantee the respect to free trade. It mentions in priority simplification of customs controls and procedures.

The Action Plan of the Government (PAG) 2015-2020 targets directly and indirectly DGD modernisation, i.e.:

- ✓ *Finalisation of the Customs Codex*
- ✓ *Implementation of the National School of Customs (END), created 2012 ;*
- ✓ *Generalisation of economic customs regimes;*
- ✓ *Simplification of procedures for the handling of customs disputes*
- ✓ *Consolidation of the status of the Authorised Economic Operator (AEO) and possibly its enlargement to other activity sectors;*
- ✓ *Use of harbour one stop shops;*
- ✓ *Participation to the creation of a legal frame for fight against forgery;*
- ✓ *Creation and refurbishment of customs infrastructures, equipment of services with modern supply (scanners, money counting machines, vehicles, motorcycles...)*

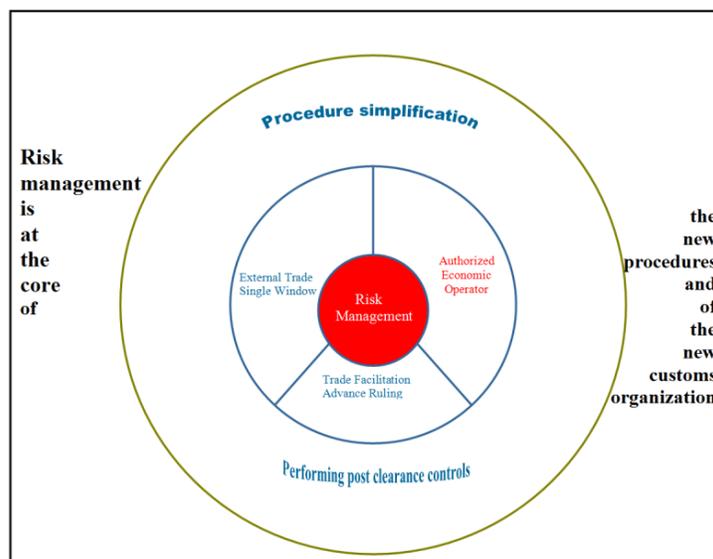
The development and the implementation of a risk management frame associated with risk management culture integrated in the Algerian customs organisation are coherent with above Government programme, the AA and the Customs strategic plan.

3- Project Description

3.1- Background and twinning justification

The Application Decree n°08-63 of 24 February 2008, amended and completed by the Inter-ministerial Decision of 7 March 2010, describing the *organisation of central customs administration (Directorate General of Customs) into offices*, has created and defined the role and the competencies of the Directorate of Post-clearance Controls (see Article 7 for namely post-clearance audits, risk management and inspections). Article 8 of the Decree defines the role and the competencies of the Directorate of Customs Intelligence (especially for information research and collection, mutual assistance and collaboration with different national and international services, advice and coordination of non-customs services in the Fight against Fraud).

This organisation was chosen in order to be more in line with best customs practices that place risk management at the heart of methods and instruments to implement, as shown hereunder.



This twinning project aims to modernise public finance by implementing a risk management policy. This objective set to ensure a better and more secure customs control and a more sustainable collection of duties and taxes while efficiently fighting against fraud, is highly relevant and entirely consistent with all the other modernisation and simplification measures that Algerian customs administration has already taken or scheduled in the short or medium term.

Generally, along with other justifications of the Twinning Project, it should be noted that:

- ✓ Different risk elements must be linked by a strategy and integrated into a management structure (Centre for Risk Management)
- ✓ Customs risk management is a modern, efficient and profitable technique, which helps customs administration by the implementation of efficient operational functions such as people and goods control and of non-operational functions such as IT services. The aim is to allocate an adequate volume of resource to more risky sectors while obtaining best results with lower or equal amounts.
- ✓ Enterprise Architecture is primarily an act of communication between the Directorate General, the specific directorates with specific missions and the IT Directorate; thus, it is necessary to use a common language, a consensus regarding the concepts used and their meaning. The Enterprise Architecture does not only concern the experts (i.e. the IT engineers), but it is a common subject to be dealt with by all DGD members;
- ✓ Internal communication must be enhanced and new support services necessary for efficient risk management programmes must be implemented;
- ✓ Customs officers' response to these new initiatives is not always a positive one;
- ✓ Such an extensive reorganisation cannot be achieved without the active participation of commercial business; it will therefore be necessary to develop and implement external communication channels to ensure the transmission of information to key stakeholders regarding systems, rules and procedures;
- ✓ DGD must move from a static approach that describes a target by means of a master plan to be followed without fault to a more dynamic approach focused on continuous development of DGD's potential;

- ✓ Algerian Customs will have to take into consideration and apply certain measures that were stipulated by WCO in 2001 in order to strengthen border security and that highlight the need to develop efficient strategies related to risk management;
- ✓ Algerian Customs is also at the forefront in the application of the trade part of the Association Agreement with the EU: a knowledge of the rules is a prerequisite in order to avoid violating the Agreement Association;
- ✓ It is necessary to implement a Coordinated Border Management system for movement of goods across borders (coordination with other ministries and/or government bodies such as Trade, Agriculture, Health, Industry, Telecommunications);

Risk management can be implemented in every organisation and it can be manual or automated within the framework of a strategic or tactical approach. Algerian Customs will have to develop and improve its own risk management system in order to achieve the fixed targets at national level and at the administration level.

3.2- On-going Reforms

In the framework of DGD's National Programme for Investments for 2016-2019, it is foreseen:

- Design and development of a new IT system that is more suitable to present and future needs: new language, geographical coverage, connexion to other IT systems, connexion to economic operators, development of electronic customs clearance, etc.
- Merging of the National Centre for Information and Customs Statistics (CNIS) and the National Centre of Customs Transmissions (CNTD) in order to "avoid compartmentalisation of structures in charge of information and communication technologies (ICT)".

3.3-Linked activities

The Ministry of Finance was the beneficiary of several Twinning Projects:

- ✓ for the Directorate General of Taxes (DGI);
- ✓ for the Inspectorate General of Finance;
- ✓ for the National Agency for Cadastre (ANC) (publication on 17 July 2016).

In order to comply with the best international standards and rules, DGD has also received international expertise (from EU, IMF, PEFA, WCO, etc.), such as the EU Support Programme to Modernisation and Assistance in respect of Administrative Reforms (MARA) that accompanied and supported Algerian customs in its modernization efforts for three years (2005-2008); the recommendations of the abovementioned Programme, which ended in 2010, lead to DGD Modernization Plan implemented as from 2007.

Since 2010, Algerian customs sector have not received any other direct assistance and all initiatives were addressed to other Algerian institutions.

3.4-List of applicable EU acquis, standards, norms

For a public administration such as customs, the norm of the International Organization for Standardization (ISO 31000) defines risk as “**possibility that an action or event occurs, having an impact on the objectives of the custom organisation**”. ISO explains that risk management is “**the systematic application of management policies, procedures and practices allowing identifying, analysing, evaluating, handling and monitoring risks arisen by each activity or process**”.

In EU legislation, provisions related to risk management are in Article 46 of EU Customs Code¹.

On 21 August 2014, the Commission has adopted a strategy and an action plan in view of strengthening customs risk management (COM(2014) 527)².

3.5-Result per component

At the end of the Twinning Project, the three following results must be achieved:

Result 1: The Centre for Risk Management is set-up and includes the results of preliminary, immediate and post-clearance controls, as well as the ensuing legal effects

Result 2: The customs clearance is simplified by implementing distinct control channels according to the identified risks

Result 3: Training in risk management is provided.

Result 1: The Centre for Risk Management is set-up and includes the results of preliminary, immediate and post-clearance controls, as well as the ensuing legal effects

DGD moves from a role of "**control of imported and exported goods**" which means verification of all movements, to a role of "**control of selected transactions with a high level of risk**".

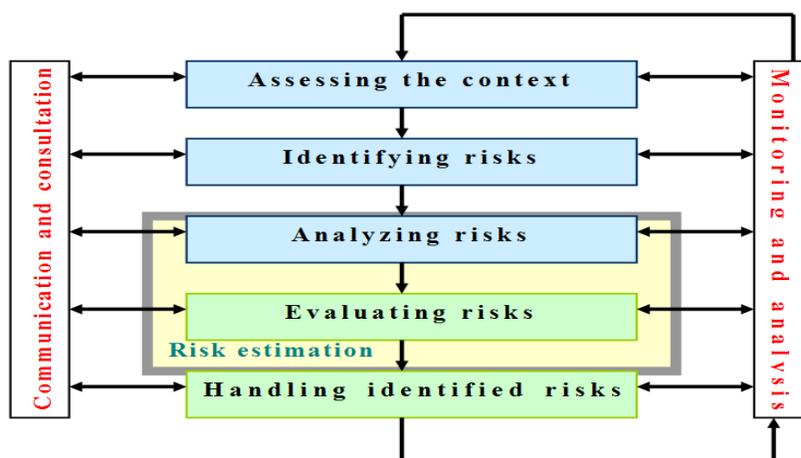
DGD methods and organisation will be aligned with WCO standards summarised as follows:

¹Regulation (EU) No 952/2013 of the European Parliament and of the Council of 9 October 2013 laying down the Union Customs Code (JO L 269 of 10.10.2013, page 1).

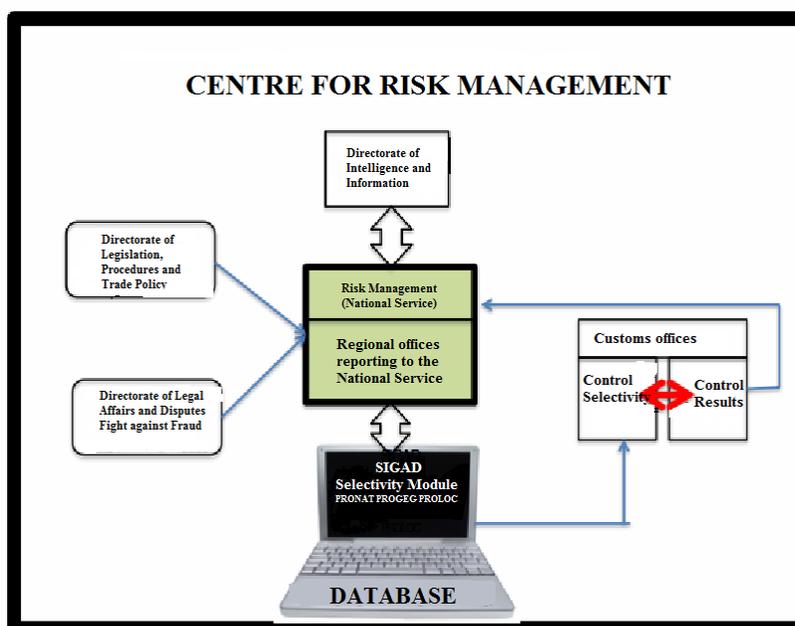
²COMMUNICATION FROM THE COMMISSION TO THE EUROPEAN PARLIAMENT, THE COUNCIL, THE EUROPEAN ECONOMIC AND SOCIAL COMMITTEE related to the EU strategy and action plan on risk management in customs : face risks, strengthen the supply chain and facilitate trade(COM (2014) 527 final of 21.8.2014)

<http://eur-lex.europa.eu/legal-content/FR/TXT/?qid=1521625234325&uri=CELEX:52014DC0527>

METHOD



MODEL OF ORGANISATION



This result will allow DGD to:

- ✓ To efficiently manage operational customs functions, including the control of goods and people;
- ✓ To efficiently manage the non-operational customs functions such as IT support;
- ✓ To allocate appropriate resources to high risk areas;
- ✓ To achieve better results with equal or fewer resources.

Result 2: Accelerating the customs clearance procedure by setting up distinct control channels for each identified risk

The result will allow Algerian Customs accelerating clearance process through modernisation and simplification of current procedures: such as the AEO status, the implementation of a national one-stop shop in order to facilitate exchanges and benefit from multilateral trade systems.

Result 3: Providing training on risk management

The result will allow DGD to set-up a detailed training plan and define existing human resources and competences. The objective is to manage change, adapt to new technologies and ensure adequacy between jobs and profiles.

3.6- Means/input from Member State partner administration (s)

Result 1: the Risk Management Centre is established and integrates prior, immediate and post controls results and legal ensuing is effective

Following sub-results (among other) will be achieved:

- To analyse current situation of Risk Management policy and customs controls
- To implement the structure of the Risk Management Centre
- To assist in the establishment of the cartography of current procedures used for risk management
- To assist in the creation and implementation of new procedures
- To analyse current situation of the national and international information flows in order to better select operations to be controlled; to speed up customs clearance (control policy, investigation strategy, coordination mechanisms, etc.)
- To feed SIGAD data-base with information obtained from customs declarations, technical data, value amounts (at national, regional, international level), reference value (average price for easily identifiable goods through tariff classification, data-base for fraudsters and offenders, controls results data-base etc.
- Study visit for exchange of experience

Result 2: the customs clearance is simplified through implementation of separated control channels according to the identified risks

Following sub-results (among other) will be achieved:

- To establish the cartography of customs clearance on pilot sites of Algiers airport and harbour
- To amend the status of OEA to adapt the number of operators according to identified risks

- To propose a coordinated border management to better coordinate the activities of those who play a role in certification, accreditation, inspection of imported/exported goods, the delivery of specific documents/authorisations; the Customs being the central body
- To amend the management of express freight in order to reduce goods immobilisation times
- To upgrade advance ruling principle
- To enhance partnership with private enterprise
- Study visit for exchange of experience

Result 3: Training in Risk management is ensured

Following sub-results (among other) will be achieved:

- Training needs analysis conducted
- Training Plan established
- Training delivered to trainers and trainees

3.6.1- Profile and Tasks of the Project Leader (PL)

Basic Skills

The Project Leader of the Member State must be a high civil servant within the twin administration, able to lead an operational dialogue at political level and to provide the necessary solutions to the problems and difficulties encountered during the implementation of the twinning project. Her/his level of responsibility must allow her/him to mobilise short-term experts to support the effective implementation of planned activities.

Education

The Project Leader must have a university or post-graduate diploma or equivalent experience

Professional experience

The Project Leader must:

- ✓ have lead a custom administration and demonstrate therefore a solid experience in conducting reforms
- ✓ have experience in project management;
- ✓ have coordinated and implemented at least one project;
- ✓ have at least one steering function in the field of customs.

Tasks of the Project Leader:

The Project Leader is responsible for the assigned activities to his/her administration in the project working plan, and must be available at least 3 days/month for the project, with a field visit at least every three months.

The Project Leader must design, supervise, coordinate, guide and implement the twinning project. He/she must organise, with the Algerian Project Leader, Steering Committee

meetings that they will jointly chair. The Steering Committee, held every quarter, will provide an update on the evolution of the project in relation with expected results.

He/she will be in charge, in coordination with the Algerian Project Leader, of submitting the project Quarterly Reports and Final Report to the UGP (and to submit a copy of these reports to the Delegation of the European Union in Algeria).

3.6.2- Profile and Tasks of the Resident Twinning Adviser (RTA)

Basic Skills

The RTA is a civil servant expert or an expert of a Member State mandated body assigned to work full time in Algeria over the whole duration of the twinning and as such s/he is the interface of the Twinning Project. S/he is in charge of ensuring the implementation of the Twinning Project. S/he is also responsible for providing technical assistance if needed and for assisting on a daily basis the DGD and any other beneficiary institutions or bodies on the agreed working plan.

Education

The RTA must have a higher education degree (university or engineering school) or an equivalent experience. S/he has to have a good command of French language.

Professional Experience (3 years minimum)

The RTA must demonstrate an extensive experience in the field of customs.

S/he must:

- ✓ have participated to the design and the implementation of reforms in a customs administration;
- ✓ have specific knowledge in customs controls and in Risk Management process.
- ✓ Have a solid experience in team work in the field of project management (design, implementation, monitoring and evaluation);
- ✓ have managed projects within her/his home administration.

Tasks of the RTA:

The RTA must support the implementation of project components. S/he supports the different beneficiary structures in the management and the implementation of the project.

Her/his tasks consist in:

- ✓ daily work with different DGD officers for the implementation of the project and the coordination of various expert interventions;
- ✓ ensuring the continuity of the implementation of the project with his/her main counterpart, partners in various beneficiary structures, short and medium-term experts, the two project leaders, respectively the Algerian Project Leader and the Member State Project Leader; and with the Programme Management Unit for the Support to the Association Agreement (UGP3A).

Latest six weeks after her/his arrival in the beneficiary country, the RTA will set-up the initial workplan in close collaboration with all stakeholders and on the basis of the guaranteed results. After formal approval of the initial workplan by the two project leaders, the RTA ensures the implementation of activities within deadlines set-up in initial and following work plans.

The RTA provides advises and technical assistance to the beneficiary administration. S/he informs the PL of the beneficiary administration of progress and reports to the MS PL. IF necessary, s/he must also contributes to monitor the sector in which s/he works.

During project implementation, the RTA regularly updates the workplan which must be disseminated to the Steering Committee members under MS PL authority.

The RTA will assist the counterparts in defining the detailed contents of the Twinning project activities (in particular those requiring a preliminary expertise) and will provide information on the profiles of the Member State experts who will be responsible for their implementation.

S/he will be responsible for the logistics of the project in relation with the UGP and will ensure, in particular, the good preparation and organisation of study visits that will be carried out by DGD beneficiaries in the European Union.

S/he should ensure the management of the project and in particular of the pool of short-term experts and will inform DGD and the MS Project Leader about the Twinning implementation progress. S/he will monitor budget implementation and the schedule of operations. S/he will have a crucial role in the development, implementation, planning and monitoring of the activities.

S/he shall organise the quarterly meetings of the Steering Committee that will be jointly chaired by both project leaders. This Steering Committee will allow reviewing of the project progress towards the expected results.

The RTA will participate and coordinate the activities carried out by short-term experts relating to:

- ✓ the setting-up of committees, commissions and working groups necessary to the progress of the project;
- ✓ the achievement of inventory, technical aid and the implementation of the plans and directives necessary to the good progress of the twinning;
- ✓ the organisation and conducting of awareness, working and training workshops.

S/he will assist the Project Leader in submitting Quarterly and Final Project Reports to the UGP and in submitting a copy of these reports to the Delegation of the European Union in Algeria.

3.6.3- Profile and Tasks of the Component Leaders

For each of the three results, a Key Expert will be nominated as well as her/his homologue in the beneficiary administration.

Each Component Leader will be a civil servant or assimilated from mandated bodies from Member State of the EU. S/he should provide professional advice, coordinate and ensure achievement of activities foreseen in each component.

S/he will monitor all activities listed in the assigned component from month 1 to 24 of the Twinning Project. S/he will intervene as short-term expert in a series of short missions. In close collaboration with the RTA, s/he will ensure most of the planning, organisation, monitoring, team management and reporting of her/his component. It is highly recommended that s/he takes part in the Steering Committee meetings.

Those experts should fulfil following requirements:

- at least 3 years of professional experience in the related specific area of each component as civil servant or officer/agent from a mandated body,
- knowledge of EU best practices in the specific field of the activity.

3.6.4- Profile and Tasks of the Short-Term Experts (STE)

The Member State will mobilise short-term experts team (STE) to implement with the RTA the activities foreseen in the Twinning Contract.

The RTA will be assisted by STE so that the whole panel of expertise is ensured. The STEs are fully qualified and have all necessary skills to perform the project activities.

Profile of STE:

- ✓ Higher education degree in a field compatible with her/his role in the project or a professional experience in this field of at least 7 years
- ✓ Perfect command of French language is an asset

Tasks of STE:

- ✓ Providing technical input on specific topics during the project implementation, including organizing training workshops, coaching, drawing up training material and documentation according to the terms of reference drafted by the RTA before each mission
- ✓ Ensuring liaison with the RTA, the RTA counterpart and the component leaders of the beneficiary administration
- ✓ Reporting to the RTA (activity report compulsory at the end of each mission)

The twinning language is French and as such interpretation and translation fees are eligible and included in the indicative budget of the twinning project.

4- Budget

The maximum budget available for this Twinning Project is EUR 1 200 000.

5- Implementation Arrangements

5.1- Implementing Agency

The Programme Management Unit (UGP) ensures the administrative management of all P3A activities, including twinning projects, in respect of EU procedures and in close relation with the Delegation of the European Union in Algeria. As such, it manages the funds available for the whole programme.

Unité de Gestion du Programme P3A (UGP3A)
 Palais des expositions, Pins Maritimes, Mohammadia – Alger
 Tel. +213 21.21.94.02 / +213 21.21.94.01
 Fax +213 21.21.04.12

Website: www.p3a-algerie.org
 Contact person for Twinning projects, TAIEX and SIGMA in Algeria
Mr. Djilali LEBIBAT
 National Director of the Programme (DNP)

E-mail : djilali.lebibet@p3a-algerie.org

Any request for clarification on these terms of reference should be sent exclusively to UGP-P3A and by mail only.

5.2- Institutional Framework

The Ministry of Finance and in particular the Directorate General for Customs (DGD) is the direct beneficiary of this twinning project.

DGD overview:

DGD employs 18,096 officers in all distributed as follows:

- ✓ Central level: 1,267
- ✓ Decentralised services: 16,829

The interministerial Decision of 7 March 2010 stipulates the new structure of the central customs administration as follows:

Central level:

- ✓ a Director General seconded by 5 planning directors and 7 planning officers;
- ✓ General Inspection
- ✓ Central directorates, which are 11:
 - Directorate of Legislation and Regulations and Trade Exchanges
 - Directorate of Taxation and Tax and Duties Collection
 - Directorate of Customs Procedures
 - Directorate of Post-clearance Controls
 - Directorate of Customs Intelligence

- Directorate of Legal Disputes
- Directorate of Public Relations and Information
- Directorate of General Administration
- Directorate of Training
- Directorate of Financial Means
- Directorate of Infrastructures and Equipment

The missions of each directorate are laid out in the Application Decree n° 08-63 of 24 February 2008 describing the organisation of the central administration (Directorate General of Customs) into offices and the Interministerial Decision of 7 March 2010 stipulating the reorganisation of central customs administration into offices.

Decentralised services:

- ✓ 15 regional directorates;
- ✓ 53 divisionary inspections;
- ✓ 15 regional departments of ex-post /post-clearance control;
- ✓ 86 customs offices;
- ✓ 400 brigades;
- ✓ 26 terrestrial border posts.

Other public institutions associated to some Twinning Project activities

- Ministry of Finance Modernisation Cell, with regard to its competencies in reform monitoring and coordination
- Ministry of Trade
- Ministry of Health
- Ministry of Agriculture
- Ministry of Interior
- Ministry of Industry
- Ministry of Telecommunications
- Ministry of Transport
- Banks or any other institutions likely to be a stakeholder in customs procedures.

5.3- Beneficiary institutions counterparts

The Directorate General of Customs (DGD) is the beneficiary, in charge of the implementation of the project. As such it ensures preparation, implementation and monitoring of project activities. For this purpose, DGD will provide necessary human and material resources required for the implementation and success of the twinning project.

5.3.1- Contact person

M. Farouk BAHAMID

Director General

Directorate General of Customs (DGD)

19, rue Docteur Saadane – Algiers, Algeria

Tel. +213 21 72 59 59

Website: www.douanes.gov.dz

Under the terms of § 3 Article 3.5 of the Common Twinning Manual (CTM), the beneficiary institution is not allowed to be contacted, in no way, by MS candidates in the phase of competition – except as indicated in the 'guiding lines relating to information missions', Annex C16 of CTM

5.3.2- Project Leader Counterpart

Mr. Farouk BAHAMID, Director General will be the Twinning Project Leader for the Algerian part. He will work in close cooperation with the Member State Project Leader and the RTA as well as his/her counterpart. He will regularly monitor the progress of the Twinning activities and will provide the necessary support to ensure the good conducting of the project. He will co-chair the quarterly Steering Committees of the twinning.

5.3.3- RTA Counterpart

M. Ammar MELIANI, Director of the National Centre for Customs Training will be the main RTA counterpart and, as such, his main referent throughout the twinning. He will be in particular responsible with the RTA for daily coordination of twinning activities on the Algerian side and will ensure the link between the Algerian officers, working groups and the key- experts of the Member State. He may be consulted on all planned twinning activities.

6- Duration of the Project

The project duration is 24 months.

7- Sustainability

The project sustainability is ensured by the very nature of its activities intended to strengthen the administrative capacity of the DGD through introduction of new tools and working methods aimed at facilitating trade and prevent from customs and trade offenses.

The Project sustainability is guaranteed, on the one hand, by the DGD's will to become a true professional customs administration, and, on the other hand, by the contribution of the twinning activities themselves that will have sustainable results and impact.

DGD's political will

DGD's political will is clearly confirmed by its efforts to acquire means and tools that will strengthen its capacities and facilitate a professional approach. It is described in 2016-2019 action plan based on following ten strategic guidelines:

1. Strengthening the legislative and regulatory framework;
2. Adapting services organisation;
3. Modernising human resources management;

4. Professional strengthening and training;
5. Restructuring the information system and using ICT;
6. Encouraging customs facilitation, simplified and customised procedures
7. Strengthening capacities of customs control department;
8. Enhancing communication and promotion of customs relations with the public;
9. Rationalising use of logistic means;
10. Strengthening the preventive internal control.

Twinning project contribution

The Twinning Project will support and reinforce several guidelines of the Customs Action Plan in order to ensure that the proposed mechanism is efficient. Several actions may be pointed out:

- ✓ activities meant to reinforce customs control and allowing a sustainable strategy for risk management focusing on the implementation of new instruments mainly based on risk analysis and more efficient inspection and control;
- ✓ activities meant to highlight the importance of customs facilitations, of simplified and customised procedures in order to develop a risk management policy and a new approach to customs control.
- ✓ activities meant to strengthen the legislative and the regulatory framework, and to amend the texts according to the new procedures;
- ✓ activities meant to professionalise the customs and provide training, guaranteeing more professional customs officers, but also sustainable results of the project;

EU best practices transferred to the beneficiary will provide a methodology and know-how that will allow the beneficiaries and the stakeholders disseminating these competencies and updating methods and procedures that will be used beyond the duration of the Twinning Project.

The project will help beneficiary institutions to conduct adequate public and interinstitutional consultations, in conformity with national regulations and to estimate the costs of implementation of new policies and legislation. The project will ensure that guidelines and procedures, that will be elaborated with its support, will not be in contradiction with other horizontal relevant regulations. In addition, internal guidelines and procedures should be simple enough to allow regular and easy revision and updating by the beneficiary without any external assistance. Training activities will be coordinated with institutions in charge of civil servants training, so that training contents may be, where appropriate, included in Civil Service regular training programmes .

8- Cross-cutting issues

Equal opportunities principle will be integrated in all phases of the project.

In its implementation phase the twinning project will ensure that environmental standards are at all times respected, when amending or drafting laws, during training delivery and when selecting equipment which have to comply with these environmental standards.

9- Conditionality and sequencing

At the level of the DGD, the Twinning Project is not conditioned by specific prerequisites.

Coordination between different activities of each component is necessary for appropriate and coherent results of the Twinning Project. This is particularly true for a number of activities which have to be implemented in a chronological order, while there other activities can be carried out simultaneously. This coordination needs to be ensured by a close collaboration between the two partner administrations

10- Performance indicators

Indicator 1: the Risk Management Centre is operational

Indicator 2: Customs clearance time is reduced

Indicator 3: the number of Authorised Economic Operators (OEA) has increased

Indicator 4: four to six relevant conferences are organised

Indicator 5: legal texts are available and justification is available

Indicator 6: the training plan is set-up, approved and a pool of trainers is trained

Indicator 7: at least 20 people trained in risk management and 100 trained on the new professions.

NB: it is reminded that equipment is not eligible in a twinning project

11- Facilities available

The beneficiary will make available at own costs room renting, printing and dissemination of documentation, communication supports and layouts, training equipment and materials, which are necessary for the activities and not explicitly mentioned in the twinning budget. The beneficiary will host the RTA and assistants in a fully equipped (hard and software) office and will make available offices and meeting rooms for short-term experts.

Annex to the Twinning Fiche

Logical framework.

<p>Twinning Project Title:</p> <p>Support of the Directorate General of Customs for the Establishment of a Risk Management Centre</p>	<p>Reference:</p> <p>DZ 13 ENPI FI 01 18 (R3)</p>	<p>Project Duration: 24 months</p>	<p>Total budget : 1 200 000 €</p>
<p>Overall Objective</p>	<p>Objectively verifiable indicators</p>	<p>Means of verification</p>	<p>Assumptions</p>
<p>International trade facilitation through harmonisation of customs and tax controls in line with best international standards</p>	<p>The number of customs declarations selected for control is significantly reduced.</p> <p>Collection of customs duties and taxes is increasing.</p> <p>The number of litigious case files and penalties is increasing.</p>	<p>Report on Public Finance Modernisation</p> <p>Annual activity report of the National Council for Information and Statistics (CNIS/ Statistics Department)</p>	
<p>Specific Objective</p>	<p>Objectively verifiable indicators</p>	<p>Means of verification</p>	<p>Assumptions</p>
<p>Modernisation of the Directorate General of Customs (DGD) by the setting up of a Centre for Risk Management and by improving quality of services</p>	<p>The average time of custom clearance for imported and/or exported goods is reduced and close to DGD new standards.</p>	<p>"Doing Business" reports issued by the World Bank</p> <p>Studies from the WCO</p>	

Mandatory Results (Outputs)	Measurable indicators (Benchmarks)	Sources of information	Assumptions
<p>R1: the Centre for Risk Management is set up and integrates results of preliminary, immediate and post-clearance controls, together with ensuing of legal effects</p>	<p>Centre for Risk Management is operational.</p> <p>The percentage of integrated data in the SIGAD database is increasing.</p> <p>The number of customs declarations selected in control channel has been significantly reduced.</p> <p>The number of customs declarations selected for control and submitted to further customs duties and penalties is increasing.</p> <p>Drafts of legislative texts and their justification are available.</p>	<p>Organisational chart of DG including the Centre for Risk Management (CRM)</p> <p>Database</p> <p>CNIS/ Statistics Department</p> <p>CNIS/Statistics Department</p> <p>Draft of legislative texts</p>	<p>Home institution is willing for implementing change</p>
<p>R2: Customs clearance is simplified through implementation of distinct control channels according to identified risk</p>	<p>Customs clearance time is reduced.</p> <p>Conference on Authorised Economic Operator (OEE) status</p> <p>The number of OEAs has</p>	<p>Final report of the Twinning Project</p> <p>Media coverage</p>	<p>Partner institutions are collaborating.</p>

	<p>increased.</p> <p>Conference on coordinated border management</p> <p>Conference on advance ruling – DA</p> <p>Conference on National One-Stop Shop – GUN</p> <p>Meetings between Customs and enterprises</p> <p>Drafts of legislative texts and their justification are available.</p>	<p>Press review</p>	
R3: Training on risk management is delivered	<p>The training centre and the trainers' pool are operational.</p> <p>The training plan is set up.</p> <p>20 trainees trained on risk management</p> <p>100 trainees trained on different subjects specific to the "new professions"</p>	<p>15 trainers trained</p> <p>Training plan</p> <p>Evaluation forms</p> <p>Training modules</p> <p>Quarterly Reports</p>	<p>Identified trainers and trainees</p>