



REPUBLIKAN'I MADAGASIKARA
Fivaviana - Tanindrazana - Fandrosoana



FADINTSERANANA

1820

STRATEGIC PLAN

2020-2023



The Customs, an innovative, accountable administration,
partner for the emergence of the country

Republic of Madagascar

Repoblikan'i Madagasikara (MG)



- Continent :
Africa
- Subcontinent :
Eastern Africa



- Population :
25 680 342 nhabitants
- Population growth :
2,87% per year (RGPH 3)



- Surface area :
587 041km²
- Density :
43,67 habitants per km²



- GDP :
USD 11.5 billion (2017)
- GDP per capita :
USD 450 (2017)



- Import (CAF) in 2019 :
USD 3,916.9 million
- Export (FOB) in 2019 :
USD 2,578.2 million



- Customs revenues in 2019 :
2748,3 milliards Ariary

Customs

OUR REASONS TO BE

We finance the Madagascar's Emergence Plan

We facilitate legal trade while maintaining a balance of customs and excise controls.

We protect Madagascar and its residents, we guarantee the protection of the environment and cultural heritage in close cooperation with other authorities.

We secure the international supply chain.

OUR WORKFORCE

Total : **1243**



Men :
892



Women :
351



Ratio :
2,212 billion Ariary per Workforce / Year

A word from the President



At a time when all our efforts are focused on the country's economic take-off, aiming at economic emergence, each branch of the Administration has its own role to play. In the light of the performance of the private sector, the public sector must also be stimulated by the same enthusiasm and arm themselves a shared political will.

As far as Customs in particular is concerned, an enormous mission rests on its shoulders, a threefold mission, which is crucial and has a direct impact on the daily lives of the population. Indeed, customs is, among other things, in charge of the implementation of many public policies of an economic nature, to mention only our objectives of promoting local production and processing/industrialization.

In the emergence goals we have set ourselves, which I know are ambitious enough, we are aiming for rapid but cautious economic growth, ambitious but realistic. The ideal situation would be to improve the daily life of every Malagasy through the provision of stable economic and social structures.

We have the potential; an economic potential and a potential for growth that many countries envy us and that we must, at last, know to make good use of.

It has now become unacceptable for our country to live at the expense of third parties, let's take the example of basic necessities; we must exploit our potential, which is excellent on several levels: resources, manpower...

Furthermore, our emergence objectives are fully in line with the sustainable development goals (SDGs) which aim to eradicate poverty and improve the daily lives of human beings; we need to work together to achieve these objectives, as far as Customs is concerned, it would be to guarantee trade facilitation and cross-border trade, to eradicate the cumbersome procedure.

This strategy of the Malagasy Customs for the period 2020-2023, which is ambitious and innovative in the image of our national policy, perfectly corresponds to its expected outcomes. With a mind filled with hope and conviction, I wish the Malagasy customs authorities all the best for the period 2020-2023 and much more

Andry RAJOELINA
President of the Republic of Madagascar



A word from the Minister

Over the last ten years, the Malagasy customs has spared no effort to ensure its fiscal, economic and protection missions in Madagascar. The efforts it provided have made this administration an innovative and effective partner in the country's development, perfectly in line with the economic and fiscal policies initiated by the Ministry.

Customs has always responded to the expectations and wishes of the business community through the facilitation of customs clearance, the easy access to the information and intelligence required by the import and export sectors, allowing them to reduce as much as possible the time, costs and formalities involved in the clearance of goods.

These measures, combined with the economic regimes and actions already underway, will certainly increase the competitiveness of export products and have a positive impact on local businesses.

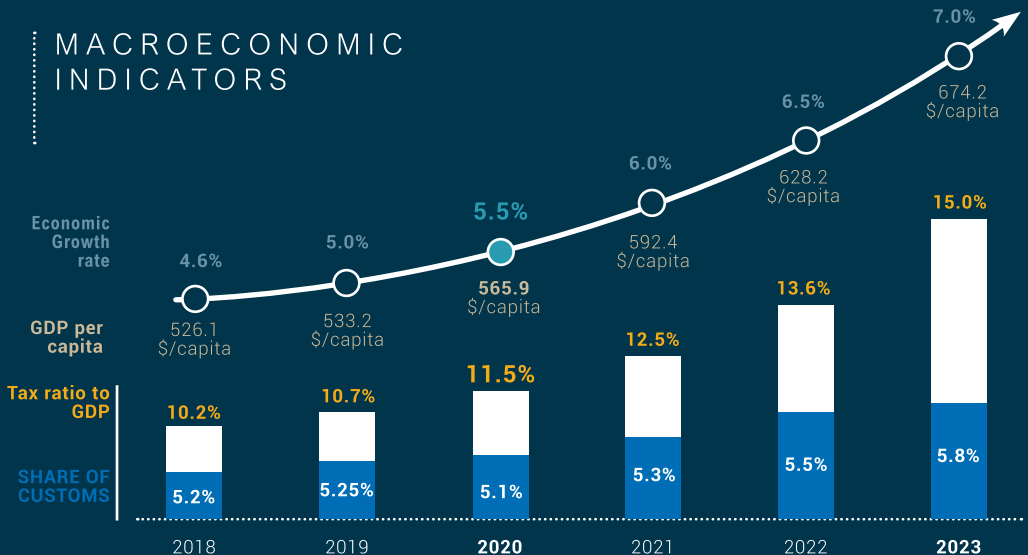
Even today, the Customs still has the means to support Madagascar's economic take-off and offers the State the tools to act accordingly for its people by ensuring a tangible increase in customs revenue. It thus gives the State the resources to work for its people and supports the economic take-off of Madagascar. To this end, it is strengthening control and anti-fraud mechanisms, actions which are part of its main mission, as long as the relevant technical provisions are included in the code to enable staff to carry out their mission.

In this respect, internal policy (efficient resource management, optimisation of the available tools, introduction of performance contracts for each manager) must be promoted with a view to constantly increasing customs revenue.

Through this four-year strategic plan, the Malagasy Customs Administration proves to us its will to continue the work already started and undertake new projects corresponding to its vision as "...prosperous, accountable, and for the emergence..." ».

Richard RANDRIAMANDRATO
Minister of the Economy and Finance

MACROECONOMIC INDICATORS





Foreword from the Director General

Keeping in our guidelines the spirit of openness and dialogue, which has been the basis of our policy for the last ten years, we are currently implementing reform projects intended to optimize customs performance for the common good.

Through this strategy, adopted for the period 2020-2023, we are continuing our journey by focusing our efforts on trade facilitation, aiming at the modernization of our various systems.

We want to raise awareness and opinion of the ruling sphere on the role of the customs, or rather the role it should play. The present strategy is the realization of this and as best we can, our actions are thoughtful with aim of eradicating any action

that is considered to be anti-economic. Through the lines you will understand our new vision “**Customs, an innovative, accountable administration, partner for the emergence of the country**” translated into actions.

Other reforms have focused on improving human resource management by developing a “**Culture of performance**”; consistent with current government policies;

Although I would like to share all the details of our brand new strategy, unfortunately I could not go into detail in the few lines of this foreword. You will discover them in these pages, but I can affirm that our new vision unites us in our efforts to stimulate the economic sector by keeping a watchful eye on customs ethics and the fight against corruption while respecting our commitments. All the reforms are designed to encourage investment and entrepreneurship in Madagascar, and it is worth hereby emphasizing that the various stakeholders in the supply chain have been consulted, from the business community to the staff of the CBM (Coordinated Border Management), including customs staff. The Malagasy customs wants to be the ally of the economic take-off of the country, the partner of the business community and, by keeping a watchful eye, today we try to inculcate accountability and as far as our Department is concerned, the state playing the policeman is now making way for the welfare state.

Zafivanona Ernest LAINKANA
Director-General of Customs

OUR AMBITIONS



▪ Economic gain:

each dollar invested → **USD 136,2**
of customs revenues*

▪ Customs clearance time:

→ **YELLOW channel: 3h**

→ **RED channel: 8h**

▪ Length of stay at border: **07 calendar days**

instead of 15 calendar days

▪ Effectiveness of controls: **75%**

* Assuming investments amount to USD 29 million spread over 04 years

Our strategy in brief

Vision:

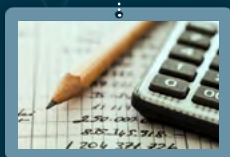
Customs, an innovative, accountable administration, partner for the emergence of the country

Values:

Honor, accountability, professionalism, partnership

Missions:

- Sécurisation des recettes douanières.
- Promoting economic growth by facilitating legal trade.
- Protecting citizens and environment by fighting against illegal smuggling.
- Sécurisation de la chaîne logistique internationale.



Axis 1 : We contribute to the funding of Madagascar's Emergence Plan

- SO 1.1: Optimization of revenue collection
- SO 1.2: Improvement of the customs revenue collection capacity
- SO 1.3: Significant decrease in fraud and irregularities committed under suspension and exemption regimes; customs operations rigorously monitored.
- SO 1.4: Strengthened collaboration between the Malagasy Customs and the General Tax Directorate with a view to revenue mobilization

Axis 2 : We act as a trade facilitation partner



SO 2.1: Trade facilitation through increased transparency and partnership

SO 2.2: Fostering, facilitating and promoting tax compliance

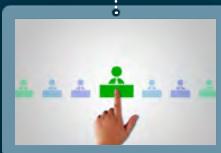
Axis 3 : We contribute to the security and safety of the country, its environment and its people



SO 3.1: Contribution to the security and safety of the country through coordinated border management

SO 3.2: Improve capacity of the Malagasy Customs to target and suppress organized fraud and smuggling

Axis 4 : We invest in our human capital and in our organization



OSO 4.1: Installation of the infrastructure and equipment necessary to provide quality services

OS 4.2: Improved image and transparency of the Malagasy customs administration

SO 4.3: Promotion of ethics and effective fight against corruption in order to reduce breaches of professional ethics

SO 4.4: Significant concrete improvement observed in the organization and deployment of resources by the Malagasy Customs to carry out its missions

SO 4.5: Capacity building in strategic management and change management

SO 4.6: Establishment of the customs administration as a center of excellence for research and innovation in customs matters at national and regional levels

SO : OStrategic Objective



Strategic alignment and terms of implementation

The world is changing, our customs are continuously and dynamically adapting to the new environment

A Strategic Plan to contribute to the development of the country at international, regional and national level

Internationally, the 2020-2023 strategic plan of the Malagasy Customs aligns with the Sustainable Development Goals, as seen through its objectives of promoting sustainable economic growth, preserving terrestrial biodiversity, promoting the advent of a peaceful society and access to a responsible institution. Furthermore, it contributes to the implementation of the African Union Commission's Agenda 2063 by focusing on inclusive growth, sustainable development, regional integration and the establishment of good governance.





Une stratégie qui sera exécutée selon les meilleures pratiques.

In a logic of change management, the new strategy was developed in partnership with internal and external customs stakeholders and in consultation with our technical and financial partners, especially the International Monetary Fund (Afrifac South). Moreover, change management actions have been integrated into the strategic plan to facilitate the adherence of the employees and users to the transformations induced by the new organizational strategy.

At national level, this new plan is part of Madagascar's Emergence Plan with its perspectives on the protection of citizens and natural resources, the fight against corruption, and the promotion of investment in the manufacturing sector.

Besides, in its new strategic plan, the Customs of Madagascar has internalized the adherence to, and application of the standards of the Revised Kyoto Convention and the SAFE Framework of the World Customs Organization, as well as measures of the World Trade Organization's Trade Facilitation Agreement aimed at securing and facilitating world trade.

In the interest of accountability and professionalism, Customs will implement its strategic plan according to the principles of results-based management and a program-based approach. Customs has introduced a modern and rigorous monitoring-evaluation mechanism that will enable it to determine the level of achievement of the objectives, the level of completion of the planned activities, and thus take the necessary measures throughout the implementation of the strategy to ensure its success. Efforts to evaluate the strategic plan will include the impact, effectiveness and efficiency of its implementation.



Our Modernization Program

In order to implement our Strategic Plan and respond to the challenges and opportunities of a changing world, we have developed an ambitious but realistic modernization program which will allow us to achieve our strategic objectives, and which includes numerous projects, ten (10) of which are considered as a priority:

It is expected that each dollar efficiently invested in the modernization programme will yield an average return of USD 136.2 in customs revenue over the four years of implementation of the Strategic Plan. We count on our national, regional and international technical and financial partners to support us in our modernization efforts.

Axis 1

- 1. Capacity building in customs valuation control ;
- 2. Improvement of post clearance audit capacity ;

Axis 2

- 3. Establishment of the Customs Portal in order to contribute to the transparency of customs procedures ;
- 4. Contribution to the implementation of the priority measures of the Trade Facilitation Agreement of the World Trade Organization ;

Axis 3

- 5. Development of non-intrusive inspection capacities ;
- 6. Modernization of the risk analysis and management system ;

Axis 4

- 7. Optimization of the culture of performance within customs ;
- 8. Construction of a "Customs House" (the new customs premises) ;
- 9. Establishment of a « Data warehouse » ;
- 10. Establishment of a modern Customs Academy.

DIRECTORATE GENERAL OF CUSTOMS
Ministry of Economy and Finance Building, Rue Général Rabehevitra Antananarenina
BP 262 Antananarivo - Madagascar

USD 3 Million

USD 2.250 Million

MODERNIZATION PROGRAM

USD 2 Million

USD 7 Million

USD 5 Million

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