



# EGYPT – NATIONAL TRADE FACILITATION STRATEGY

(2024 –2027)

**July 2024**

 **Funded by  
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## EXECUTIVE SUMMARY

The WTO Trade Facilitation Agreement (TFA) was adopted to ensure a common platform for the implementation and widespread use of trade facilitation measures at the global level. The TFA sets out a series of measures to expedite the passage of goods across borders inspired by best practices worldwide. The Agreement requires governments to review their import, export and transit formalities and documentation requirements to ensure that such requirements are adopted or applied with a view to rapid release and clearance of goods, to reduce the cost and time of compliance and to determine there is no other reasonable alternative that would be less trade restrictive.

For commerce, potential deficits and supply chain interruptions are requiring lawmakers to initiate policy reforms and institutional strengthening that delivers smarter trade controls and tangible trade facilitation benefits to aid economic competitiveness and constrain escalating costs. This Strategy is concentrated on the following core concepts:

1. Reduced time
2. Reduced costs
3. Reduced complexity
4. Increased transparency & integrity
3. Improved coordination between institutions
4. Increased automation and digitization
5. Information sharing
6. Collaboration with the private sector
7. Human resource development
8. Risk management

To support these concepts, and to mitigate current global trade related challenges, we will;

1. Develop new procedures and the capability of our officials and the private sector to maintain Egypt as a trade destination of choice - in an environment of greater competition, digitalization, and trade diversification.
2. Simplify and coordinate communication with border users to improve their experience.
3. Bring together the border sectors submission of data, and the governments use of supply chain information, to provide a comprehensive and inclusive view of threats and risks that have a significant impact on border clearance procedures and how we conduct our business.

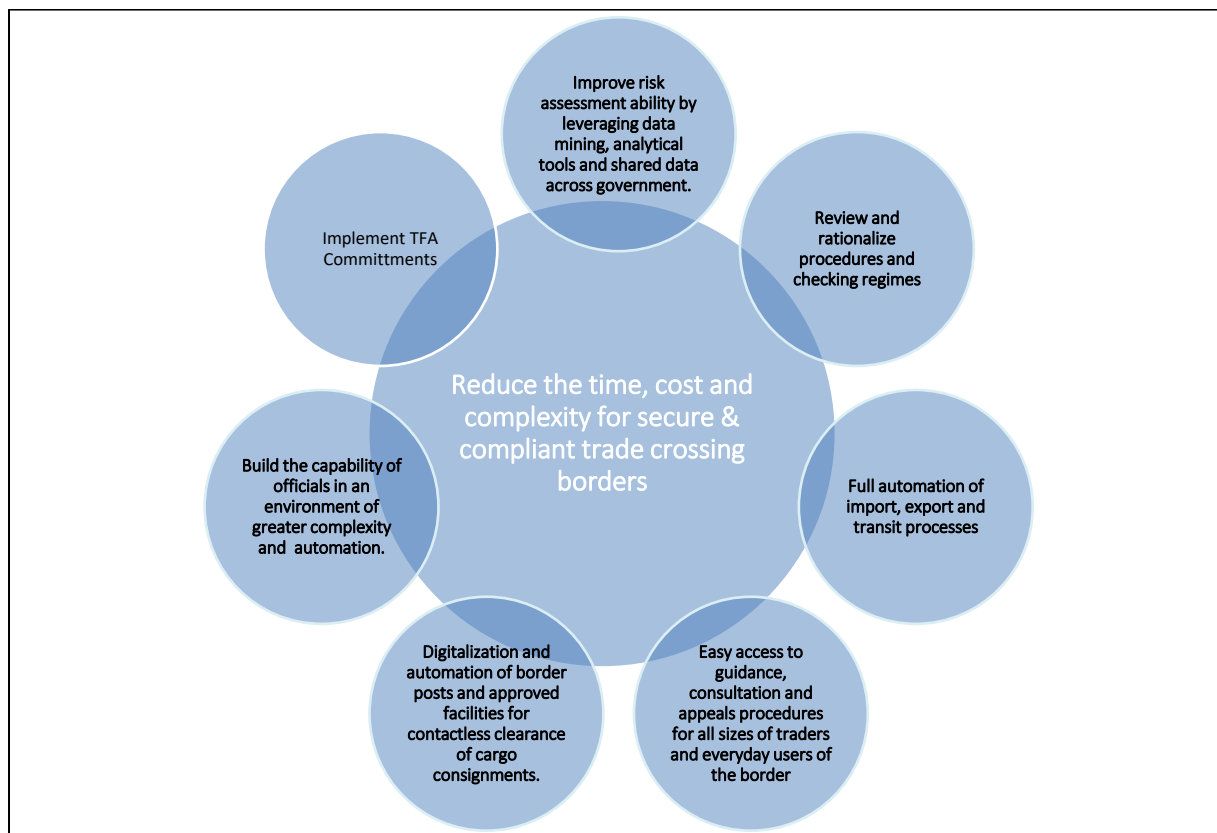
This Strategy defines a set of specific trade facilitation reforms that will support Egypt's economic development goals, aid the security of Egypt's borders, as well as fulfil the country's trade-facilitation related obligations and notifications regarding the WTO Trade Facilitation Agreement which requires a significant number of trade reform measures to be implemented by end 2025.

This Strategy will function as a guideline to *prioritize, coordinate, and monitor* the implementation of trade facilitation reforms. It will guide our approach to working in partnership across the border regulatory authorities and users of the border to design, deliver and innovate around the border to make the experience smoother and more secure for traders, while better protecting the public and the environment.

To deliver our vision, the strategy has one overarching key objective – *'to reduce the time, cost, and complexity of secure & compliant trade crossing borders.'* It defines seven supporting "strategic goals"

and with respect to each goal, defines several “strategic activities” or projects that Egypt’s border regulatory authorities and Ports / Airports operators will implement.

Figure 1: Strategic Vision and Goals



For each strategic goal and related strategic activity performance indicators are defined. These indicators are intended both to guide border authorities in their development of implementing measures by indicating expected outcomes and, to be used by stakeholders to determine whether each goal has been met in the intended manner.

Border regulatory authorities responsible for implementing the strategic activities are designated. The Strategy encourages authorities to develop detailed project plans to implement the strategic activities, to identify requirements for additional external technical assistance support, and to establish the relevant performance measurement baselines, where required.

The NTFC will be responsible for general oversight support to the authorities implementing the activities defined in this Strategy, including assistance with inter-agency coordination and contacts with donors to obtain external technical assistance support, where needed. To assist the NTFC in monitoring progress, this Strategy defines expected implementation milestones for each strategic activities.

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## Acronyms Used

<b>AEO</b>	Authorized Economic Operator
<b>ICT</b>	Information and communication technology
<b>KPI</b>	Key Performance Indicator
<b>MDA</b>	Ministries, Departments and Agencies of government
<b>NTFC</b>	National Trade Facilitation Committee
<b>SPS</b>	Sanitary/phytosanitary
<b>TACB</b>	Technical assistance and capacity building
<b>TBT</b>	Technical Barriers to Trade
<b>TFA</b>	WTO Trade Facilitation Agreement
<b>WTO</b>	World Trade Organization
<b>WCO</b>	World Customs Organisation

## Notes and References

This document refers to “border authorities” which, for purposes of this Strategy, are the following competent authorities -

<b>Customs</b>	<i>refers to</i> Egyptian Customs Authority
<b>GOEIC</b>	The General Organization for Import and Export Control
<b>Ports Authority</b>	<i>refers to</i> all Port Authorities in Egypt
<b>CAPQ</b>	Central Administration of Plant Quarantine
<b>VQ</b>	Veterinary Quarantine
<b>NFSA</b>	National Food Safety Authority
<b>EOS</b>	Egyptian Organisation of Standards & Quality
<b>Regulatory Authorities</b>	Refers to agencies with regulatory mandate over goods processed at the border excluding financial and security
<b>Technical Authorities</b>	Refers to regulatory authorities, excluding Customs, generally related to SPS and TBT measures.

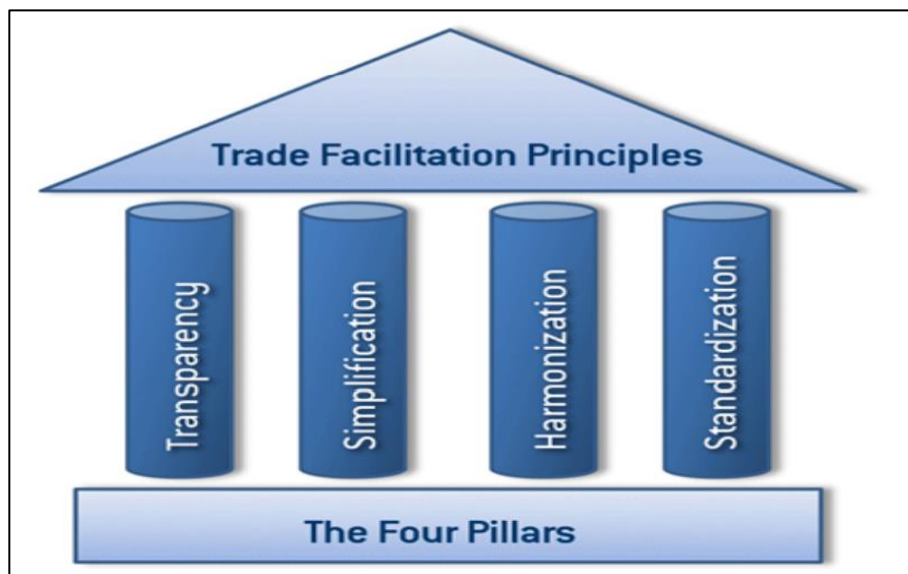
## INTRODUCTION

It is generally recognized that trade facilitation reforms benefit both government and the private sector. For the former, trade facilitation measures increase control of trade compliance, enable more effective and efficient deployment of human and financial resources, can improve the return of investments, improve border security, accelerate economic development and attract more direct foreign investment flows. For traders, trade facilitation reforms reduce costs and delays in cross-border clearance processes, accelerates permit issuance and customs and other regulatory inspection and release, improve the transparency and predictability of trade processes and regulations and simplify the framework for domestic and international trade.

Efficient border processing, risk-based controls, simple transparent reporting requirements, good governance practices, and the coordination of activities of national and regional border authorities lowers the costs of trading across borders. This potentially results in savings for businesses and consumers and easier access for producers and exporters to foreign markets.

For Egypt trade facilitation orientated reforms are essential to achieving greater export diversity, increasing levels of inward foreign investment, and hastening the level of economic development.

*Figure 2: The Four pillars of Trade Facilitation (Source: National Board of Trade, Sweden)<sup>1</sup>*



The purpose of this National Trade Facilitation Strategy is to define the trade facilitation **strategic goals** to be realized over the next five years to support Egypt to achieve its economic development objectives. These strategic goals will be obtained by implementation of **strategic activities**, also defined herein, which will be the responsibility of Egypt's border authorities – such as the Customs, the Agreements and Foreign Trade Sector, GOEIC, Plant, Vet, and health Quarantine Authorities, Egyptian Organisation of Standards & Quality Food Safety Authority, Ministry of Transport, and Cargo Authorities (ports and airports).

<sup>1</sup> Taken from "The Trade Facilitation Guide", UNECE last accessed on 04 March 2023 from <https://tfig.unece.org/details.html#:~:text=The%20fundamental%20principles%20of%20trade,simplification%2C%20harmonization%2C%20and%20standardization.>

These strategic goals and activities take account of Egypt's obligations under the **WTO Trade Facilitation Agreement, World Customs Organisation Conventions** and bilateral and regional trade undertakings. Accordingly, implementation of this Strategy within the specified timeframes is intended to also aid Egypt fulfil its notified obligations in regard to the WTO Trade Facilitation Agreement.

**National Trade Facilitation Committee NTFC:**

The National Trade Facilitation Committee is a subsidiary of the Supreme National Committee on WTO issue, which is under the auspices of the Ministry of investment and foreign trade, and was established by Ministerial Decree No. 478/2002.

The National Trade Facilitation Committee was established according to Ministerial Decree No. 183/2011, chaired by the Egyptian Customs Authority, and vice -chaired by the Central Department of WTO Affairs in Agreement and Foreign Trade Sector- Ministry of investment and foreign trade, which also acts as its Technical Secretariat.

NTFC is responsible for synchronization of the border authorities that will be implementing the strategic activities. To enable the NTFC to fulfil that role, this National Trade Facilitation Strategy defines performance indicators to measure progress in implementation of the strategic goals and the strategic activities.

The remaining section of this document are organized as follows:

- **Vision Statement**

This is a high-level statement of what Egypt will achieve in terms of trade facilitation over the next four years.

- **Current Situation**

This is a summary overview of Egypt's current trade facilitation environment, with comparisons to other economies.

- **Strategic Goals and Activities**

The strategic goals defined in this section are those, if fully achieved, will enable Egypt to realize its trade facilitation vision. Strategic activities required to accomplish the strategic goals are also defined here and assigned to relevant border authorities.

- **Implementation**

This section summarizes the roles and responsibilities of the NTFC, and the border authorities and the set of initial actions recommended to be taken by the designated border authorities.

A high-level Action Plan is included in the Appendix to this document. This Action Plan sets out key tasks to be undertaken to achieve the strategic goals and activities, the border authorities that are responsible for completing these tasks, and the development partner who is supporting the activity, if known.

This Action Plan is intended to assist the NTFC , monitor the implementation of this strategy by border authorities within the required timeframes.

This Plan covers an implementation period of four years. It will be reviewed, and a further two-year plan prepared to reflect the status of implementation and to also include other actions that will be needed to achieve the goals of this Strategy.

- **Resources**

These are the external technical assistance and capacity building support required by border authorities to implement the strategic activities that the NTFC has identified to date.

- **Risks and Assumptions**

These are the general and specific risks or uncertain threats that, if they occur, could have a negative impact in the completion of the strategic goals and activities.

## 1 Vision Statement

By 2027, traders will exchange information with customs and other regulatory agencies electronically to clear consignments, facilitate automated risk-based assessment of all trade transactions to identify non-compliance and limit physical inspections to high-risk shipments, thus reducing the time, cost and complexity for secure & compliant trade crossing borders.

This TF Strategy will support Egypt's desire to become a regional hub by:

- Increasing the efficiency of border clearance for imports, exports, and transit of goods,
- Simplifying procedures,
- Increasing transparency, supply chain visibility and resilience and
- Incorporating new technologies in trade procedures and
- Fully and effectively implementing the WTO TFA

This National Trade Facilitation Strategy undertakes to minimize administrative and border inefficiencies that inhibit Egypt's export potential and desirability as an attractive regional high performing trading hub. It defines key measures that will markedly reduce the time and costs incurred by businesses to comply with border clearance and release procedures for import, export, or goods in transit.

Egypt will have realized its trade facilitation vision if the time, costs and complexity required to move goods across the border compare favourably to neighbouring countries and major trading partners, as evidenced by surveys conducted by international organizations (such as the annual World Bank Logistics Performance Index<sup>2</sup>) and/or results of time release studies published by top tier partner countries

## 2 Current Situation

This section summarizes Egypt's current trade facilitation situation. It is a brief review of relevant recent surveys and technical assessments of Egypt's trading regime, the relevant government policy documents, and Egypt's trade facilitation-related obligations under international agreements.

The main points in this section are –

- Egypt aspires to be a top thirty country in terms of – size of economy as measured by GDP
- Trade facilitation, closer regional integration, and wider adoption of regional and international standards are essential elements of Egypt's strategy to attract the higher levels of foreign investment and growth in import, transit, and export trade necessary to achieve the 2030 vision.
- Key constraints to foreign trade include cumbersome border procedures, trade financing, policy coordination between border authorities, complex customs tariff, fees & charges, stakeholders' lack of understanding of trade procedures and requirements.
- Existing border processes do not collect, risk assess or use data as efficiently as they could.
- The WTO Trade Facilitation Agreement, ratified by Egypt in 2019. sets out measures designed to reduce the time, cost and complexity of border processing and control and provides a mechanism to obtain technical assistance and capacity building support.

### 2.1 Trade Facilitation Assessment and Surveys

#### 2.1.1 Development Partner/Stakeholder Assessments

Qualitative assessments of Egypt's trade facilitation situation have been conducted by development partners, in conjunction with Egypt's stakeholders in recent years. These include assessments by the World Bank and USAID. The trade facilitation barriers commonly identified in these earlier assessments are set out in the following table

*Table 1 Trade Facilitation Assessments: Barriers Inhibiting TF Performance*

<ul style="list-style-type: none"> <li>• Overburdened trade infrastructure (<i>e.g.</i>, road network, congested port area)</li> <li>• Cumbersome border controls leading to avoidable costs and delays</li> <li>• Limited policy coordination among border agencies</li> <li>• Incomplete implementation of risk management in border controls</li> <li>• Limited awareness and understanding, by stakeholders, of trade procedures</li> <li>• Information on trade requirements, including fees and charges, not easily accessible to private sector particularly to persons outside of Egypt</li> <li>• Insufficient capacity/infrastructure (<i>e.g.</i>, testing laboratories) to meet commercial quality requirements and comply with international standards</li> <li>• Absence of effective formal public-private sector consultative mechanism with capacity to initiate and influence trade policy</li> <li>• Levels of informal, cross-border trade between Egypt and neighboring countries</li> <li>• Transparency in publishing information on technical legislations.</li> </ul>
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To overcome these trade facilitation barriers, assessment recommendations have been taken into consideration compiling the priority areas outlined below.

*Table 2 Trade Facilitation Assessments: Recommended Reforms*

<b>Priority Areas</b>	<b>Specific Actions</b>
Trade Facilitation Infrastructure	1. Increase capacity building of Dry Ports or Inland Terminals & Warehouses
	2. Move non security (compliance) related Cargo Inspection off wharves
	3. Increase Laboratory capacity at ports of entry / exit
	4. Expand the National Trade SW to Exports and Transit
	5. Facilitate the move to risk-based inspections to reduce clearance costs and reduce repetitive inspections of low-risk consignments
	6. Conduct time-release studies at regular intervals to measure clearance times and identify clearance barriers
	7. Implement simplified import/export clearance procedures to speed up clearance and complete the digitalization of trade documents
	8. Develop procedures to allow clearance of goods outside of the port ( <i>e.g.</i> , inland warehouse or distribution area)
	9. Deploy Nafeza SW application to inland Customs Offices & Border Posts
	10. Formally require border authorities to regularly review their documentary requirements and formalities with view to reducing compliance burden – and report results to Ministers
Domestic & Regional Coordination	1. Establish and train joint border officials and encourage intelligence sharing between border enforcement authorities for combating, commercial fraud, terrorism, smuggling and drug trade
	2. Harmonize and simplify procedures required for clearing and transiting goods on both sides of the border. Implement Authorized Economic Operator (AEO) and mutual recognition arrangements
	3. Develop standards that will underpin how data could be shared in real-time between systems, aligning this with emerging best practice internationally – adopt WCO data model guidelines
Cross-Border Trade	1. Establish an integrated mechanism for formal and informal trade statistics to improve collection, monitoring and reporting of cross border trade.

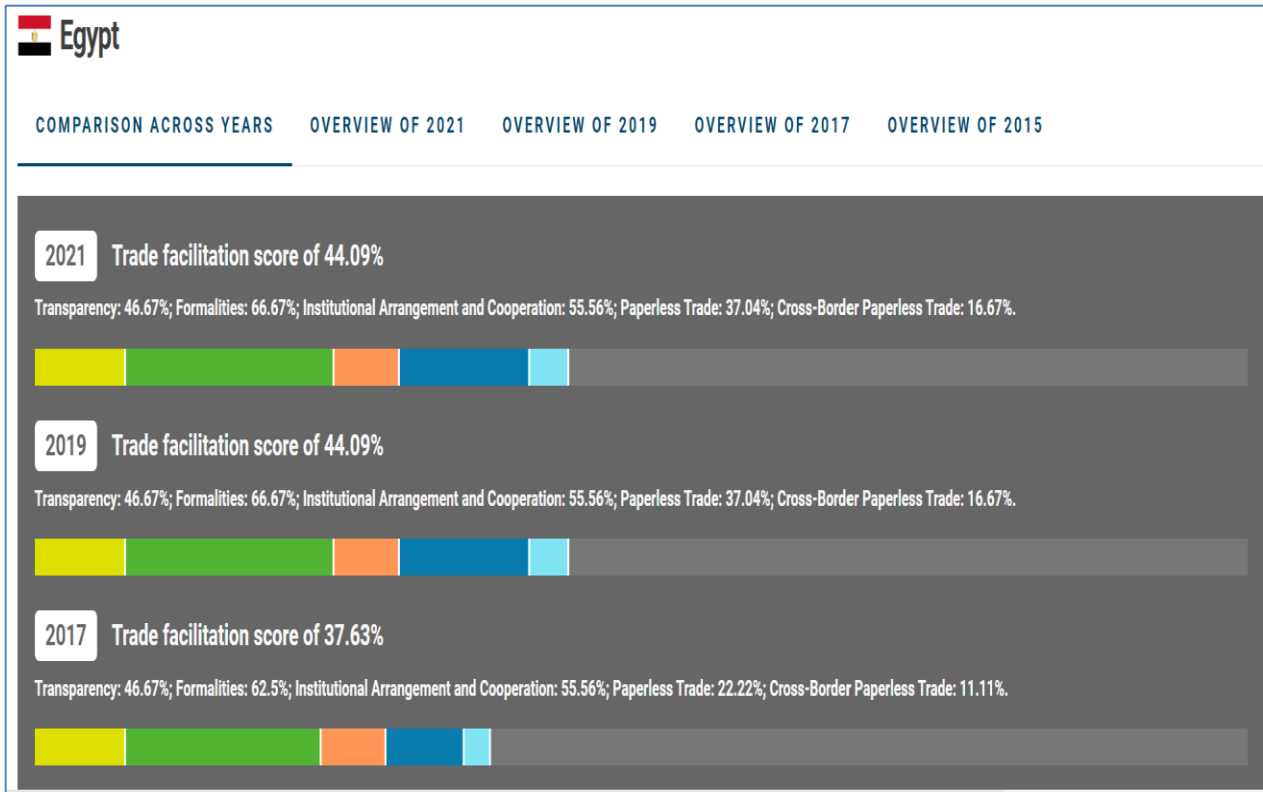
<b>Priority Areas</b>	<b>Specific Actions</b>
	2. Conclude ACI roll-out and introduction of pre-arrival risk assessment, and on-arrival release of approved cargoes
	3. Consider single repository of trade related information – trade portal
Transparency and Stakeholder Engagement	1. Build capacity of border agencies to conduct effective stakeholder consultations; develop supporting legal/administrative measures
	2. Fully operationalize the National Trade Facilitation Committee
	3. Participation of relevant technical agencies in discussing legislations issued for trade.

## 2.2 Trade Facilitation Measurements: International Surveys

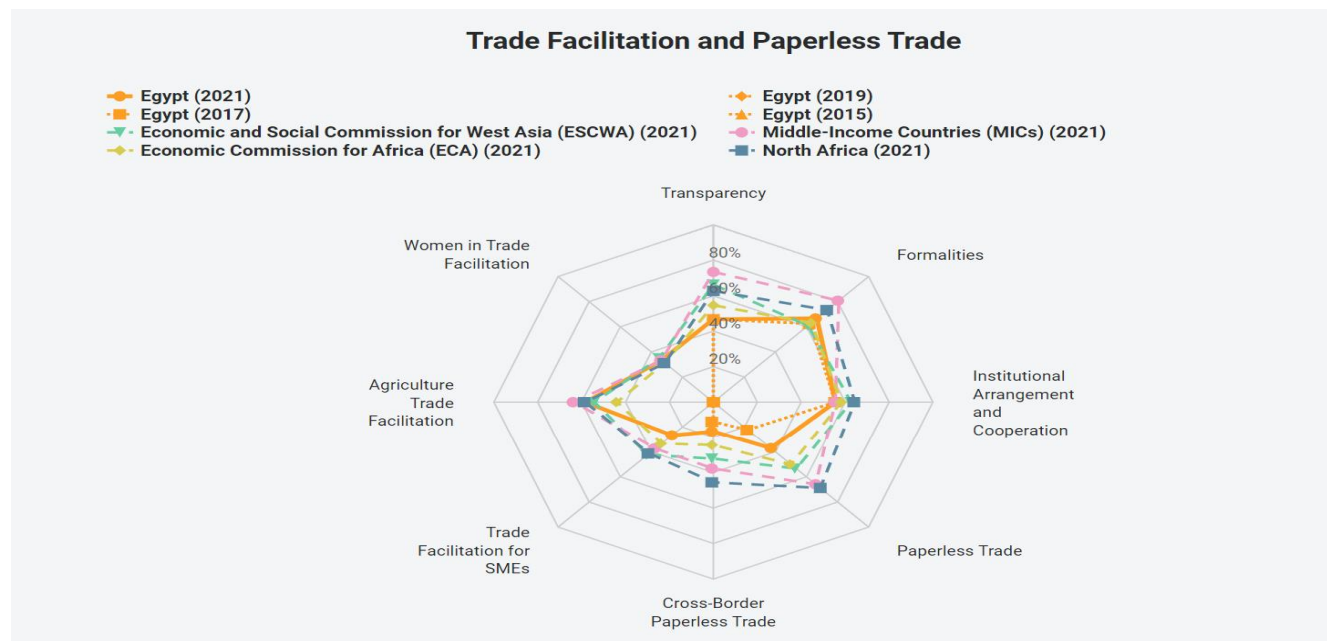
The UN Survey on Digital & Sustainable Trade Facilitation currently covers 143 countries and fifty-eight measures related to the WTO's Trade Facilitation Agreement. The survey is conducted every 2 years by all five UN Regional Commissions.

*Figure 3: UN Global Survey on Digital and Sustainable Trade Facilitation<sup>3</sup>*

<sup>3</sup> Taken from the UN Global Survey on Digital and Sustainable Trade Facilitation last accessed on 04 March 2023 from <https://www.untfsurvey.org/economy?id=EGY>



Egypt is keenly looking to unleash its potential amid a fast-changing global landscape. Its development agenda emphasizes innovation and sustainability and places high priority on continental integration and digitalization.

Figure 4: Comparative Presentation of Trade Facilitation and Paperless Trade for Egypt<sup>4</sup>

Egypt has identified key reforms to overcome constraints, including infrastructure improvements (e.g., roads, ports), digitalization of trade documents, adoption of a trade national Single Window NAFEZA, greater coordination of controls between border authorities, the implementation of risk management as basis for border control, and more regular formalized stakeholder consultations.

## 2.3 International Obligations

Egypt's main international commitments on trade facilitation are contained WTO Trade Facilitation Agreement, WTO Agreement on Technical Barriers to Trade, WTO Sanitary and Phytosanitary Agreement, WCO Revised Kyoto Convention and WCO SAFE Framework of Standards

### 2.3.1 WTO Agreement on Trade Facilitation

Egypt's June 2019 notification to the WTO regarding TFA categories and definitive dates for full implementation is set out in the appendices.<sup>5</sup>

The "Agreement on Technical Barriers to Trade" and "Agreement on the Application of Sanitary and Phytosanitary Measures" entered into force with the establishment of the World Trade Organization on 1 January 1995 and are integral parts of the WTO Agreements

### 2.3.2 WTO Agreement on Technical Barriers to Trade

WTO Agreement on Technical Barriers to Trade (TBT) recognizes that the application of international standards and conformity assessment contribute to improving efficiency of production and facilitating international trade. The Agreement however provides that members shall not prepare, adopt or apply "technical regulations and standards, including packaging, marking and labelling requirements", as well

<sup>4</sup> Taken from the UN Global Survey on Digital and Sustainable Trade Facilitation last accessed on 04 March 2023 from <https://www.untfsurvey.org/economy?id=EGY>

<sup>5</sup> Egypt's notifications to the WTO on trade facilitation can be accessed at <https://tfadatabase.org/en/members/egypt>

as testing and certification procedures that would create barriers to international trade. Neither should technical regulations and standards be used in a discriminatory manner among member states.

The TBT Agreement however recognizes that countries have the right to use standards and regulations to protect their human, animal or plant life or health, or the environment. It therefore does not prevent countries from taking measures necessary to ensure that the levels of protection they require are met, including the application of national standards and technical regulations.

### 2.3.3 WTO Agreement on the Application of Sanitary and Phytosanitary Measures

The Agreement on the Application of Sanitary and Phytosanitary Measures (SPS) sets out measures for the protection of human and animal health (sanitary) and plant health (phytosanitary) that apply to domestically produced food, local animal and plant diseases and products imported from other countries.

Article 2 of the Agreement recognises that all countries must maintain measures to ensure that food is safe for consumers and to prevent the spread of pests or diseases among animals and plants. It therefore allows countries to set their own standards. The Agreement however specifies that the measures should be based on scientific evidence and applied only to the extent necessary to protect human, animal or plant life or health. They should not be applied in a manner that discriminates between countries and not be used to disguise restriction on international trade.

### 2.3.4 WCO Revised Kyoto Convention<sup>6</sup>

The International Convention on the simplification and harmonization of Customs procedures (as amended), known as the Revised Kyoto Convention is the blueprint for modern and efficient Customs procedures in the 21<sup>st</sup> century.

The Convention elaborates several key governing principles- chief among these are the principles of:

- transparency and predictability of Customs actions;
- standardization and simplification of the goods declaration and supporting documents;
- simplified procedures for authorized persons;
- maximum use of information technology;
- minimum necessary Customs control to ensure compliance with regulations;
- use of risk management and audit based controls;
- coordinated interventions with other border agencies;
- partnership with the trade.<sup>7</sup>

The revised Kyoto Convention promotes trade facilitation and effective controls through its legal provisions that detail the application of simple yet efficient procedures.

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<sup>6</sup> Description of the WCO Revised Kyoto Convention taken from WCO [https://www.wcoomd.org/en/topics/facilitation/instrument-and-tools/conventions/pf\\_revised\\_kyoto\\_conv.aspx](https://www.wcoomd.org/en/topics/facilitation/instrument-and-tools/conventions/pf_revised_kyoto_conv.aspx) last accessed March 2023

<sup>7</sup>For example, Standard 1.3 of the RKC states '*The Customs shall institute and maintain formal consultative relationships with the trade to increase co-operation and facilitate participation in establishing the most effective methods of working commensurate with national provisions and international agreements.*'

### 2.3.5 WCO SAFE Framework of Standards<sup>8</sup>

In June 2005 the WCO Council adopted the SAFE Framework of Standards to Secure and Facilitate Global Trade (SAFE Framework) that would act as a deterrent to international terrorism, to secure revenue collections and to promote trade facilitation worldwide. In 2007, the WCO's flagship Customs-Business partnership programme - the Authorized Economic Operators (AEO) Programme - was introduced.

The SAFE Framework has emerged as the global Customs community's concerted response to threats to supply chain security, equally supporting facilitation of legitimate and secure businesses.

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<sup>8</sup> Description of the WCO SAFE Framework of Standards taken from WCO [https://www.wcoomd.org/en/topics/facilitation/instrument-and-tools/frameworks-of-standards/safe\\_package.aspx](https://www.wcoomd.org/en/topics/facilitation/instrument-and-tools/frameworks-of-standards/safe_package.aspx) last accessed March 2023

### 3 STRATEGIC GOALS AND ACTIVITIES

The **strategic goals** defined in this section are the principal areas of focus of this strategy that will contribute to achieving the strategic vision.

One or more **performance indicators** are defined for each strategic goal. They are intended both to guide border authorities in their development of implementing measures by indicating expected outcomes and to determine whether the goals have been met.

Linked to each strategic goal are one or more **strategic activities**. These are specific actions or projects to be conducted by one or more of the border authorities to realize the strategic goal. Each activity is defined with a time for completion that is consistent with Egypt’s commitments under the WTO Trade Facilitation Agreement and other regional and international agreements.

To guide implementing authorities and measure progress one or more **activity key performance indicator (KPI)** is defined for each strategic activity. As with the overall goal performance indicators, these performance indicators measure whether the strategic activity or project has been successfully implemented in terms of quantity, quality, and time.

The description of strategic activities is broad and is intended to describe only what the activity is, and not which methodologies or approaches will be used to implement the activity. As noted in Section 5 Implementation below, the description of how the strategic activity is implemented will be described in the detailed project plans that will be developed as an initial action by the responsible border authority (ies) in the implementation of this Strategy.

#### 3.1 National Trade Facilitation Strategy – Outline

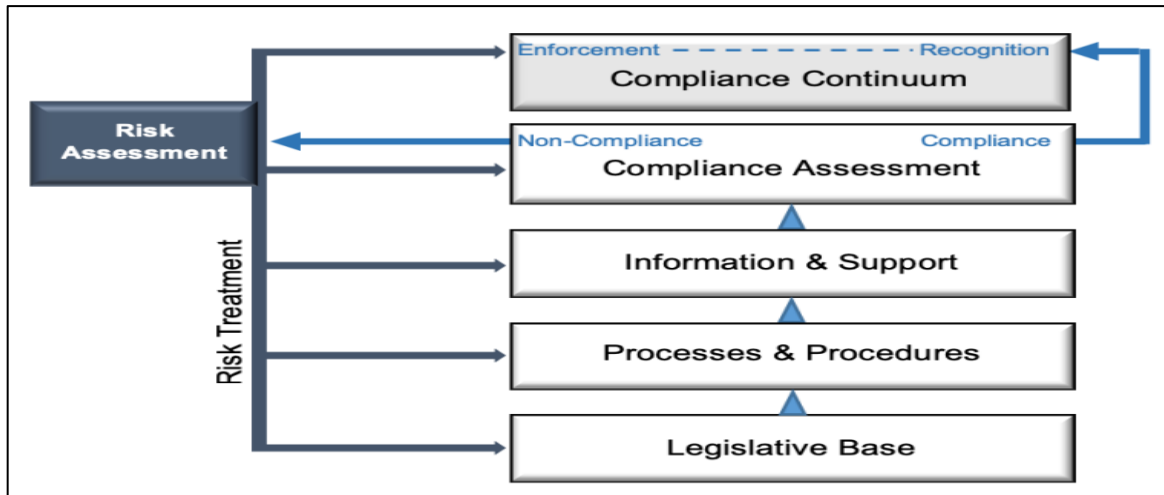
This Trade Facilitation Strategy vision to ‘reduce the time, cost and complexity for secure and compliance trading crossing borders’, contributes to the Egypt’s National Development Strategy.

Figure 5: Contribution of the National Trade Facilitation Strategy to Egypt's National Development Strategy



The integrated model (below) sourced from the World Customs Journal provides practitioners with a logical and systematic methodology for managing compliance.

*Figure 6: Integrated Risk Management Model*



Source: Widdowson – World Customs Journal Volume 14, Number 2

The framework incorporates the key aspects of an effective risk-based compliance management strategy, including:

- The law that is to be enforced
- Processes and procedures that regulate the way in which the law is applied
- Services to support the community's ability to comply with the law
- Methods of assessing compliance with the law
- Processes for assessing risks of non-compliance with the law
- Techniques to mitigate identified risks
- Strategies to address the continuum of compliance behaviour.

The framework is based on the legislation and associated processes and procedures which represent the regulatory requirements and systems for which Customs and partner border regulatory authorities have administrative responsibility. In order to ensure compliance with such requirements, there is firstly a need to make certain that members of the trading community are aware of their rights and responsibilities, by providing them with the necessary information and support to comply. It is then necessary to assess levels of compliance through the use of various techniques such as data screening, documentary checks, non-intrusive inspection, audit and investigation, the result of which will be the identification of either compliance or non-compliance.

Where non-compliance is identified, the reason for non-compliance must be established by assessing the relevant risk, leading to the identification of appropriate risk mitigation strategies, which may involve revisiting the legislative base, processes and procedures, information and support, or compliance assessment techniques, or may require some form of enforcement action. Enforcement strategies for identified non-compliers include warnings, forfeiture, penalties, and other sanctions.

In situations where compliance is identified, the appropriate response is to actively recognize the compliant behaviour. The relevant response will therefore depend on the trader's position on the compliance continuum. Recognition strategies for compliers include increased levels of self-assessment,

reduced regulatory scrutiny, and increased levels of facilitation, including, consent for release at the importers approved premises of choice, and the separation of release from final clearance.

The WCO SAFE Packages provide comprehensive guidance on practical aspects of the SAFE Framework including guidelines on integrated supply chain management, non-intrusive inspection of cargo, advance cargo initiatives, Authorised Economic Operator (AEO). The programs also include validation guides and insights into mutual recognition agreements, together with a collection of best practice examples from member Customs administrations. The general principles contained in the guidelines and the specific TF articles of the WTO TFA Agreement aid the underpinning of the strategic activities detailed below.

3.2 Strategic Goals



**STRATEGIC GOAL 1: IMPROVE RISK ASSESSMENT CAPABILITY BY LEVERAGING DATA MINING, ANALYTICAL TOOLS, AND SHARED DATA ACROSS GOVERNMENT FOR IMPORT, EXPORT AND TRANSIT CLEARANCE PROCEDURES**

Using Risk Management tools and client segmentation techniques segment traders into a compliance matrix – low – medium – high risk.

This activity requires the specified border authorities to adopt or maintain a risk management system for interventions in all stages of clearance of goods (e.g., pre-arrival, at the border, post-border); to use appropriate selectivity criteria; and to concentrate physical inspection on high-risk consignments. It envisages all border authorities will formally adopt and apply a risk management strategy, methodology, implementing guidelines and an annual sampling plan and share ‘white’ & ‘black’ client lists, where used, across border authorities to aid national profiling & targeting.

**GOAL PERFORMANCE INDICATOR**

- A. By February 2024, risk management framework fully adopted by all regulatory authorities with a presence at the border.
- B. By September 2024, the number of import goods declarations selected for physical inspection by border authorities, other than customs, year on year is not more than 85% of total declarations of goods subject to the respective authority’s control.
- C. By June 2027, the number of import declarations released without documentary or physical inspections by customs is increased by 10% year on year using the baseline as TRS imports 2021

ACTIVITY	ACTIVITY KPI	EXPLANATION
1.1 Integrated Risk and Compliance Management Framework for the Border	- By June 2024 the Framework will be in place	Understanding commonalities and differences in each agency’s approach to risk is a key to implementing automated risk targeting and to further harmonize and streamline the release and clearance of imported and exported goods.

ACTIVITY	ACTIVITY KPI	EXPLANATION
<p>1.2 Implement automated screening for risk (phased)</p>	<ul style="list-style-type: none"> <li>- By September 2024, RM Module for ACI Implemented &amp; operational.</li> <li>- By December 2024 RM Module for Import Declarations.</li> <li>- By December 2024 RM Module for Export Declarations.</li> <li>- By December 2024 full implementation of a risk management module &amp; processes based on advance electronic submission of cargo information and electronic declarations in Nafeza SW System</li> </ul>	<p>Introduce channel selectivity for imported consignments based on automated screening for risk – Green (Release) – Red (Inspect)- Yellow (Document check)- Blue ( Audit)</p> <p>Use risk-based selection criteria to inspect and seal export containers at the point of pack prior to transport for export.</p>
<p>1.3 Introduce risk analysis to improve targeting for inspections (Customs)</p>	<ul style="list-style-type: none"> <li>- By April 2024 documentary checks &amp; physical inspection by Customs reduced by 20% for Imports.</li> <li>- By December 2024 documentary checks &amp; physical inspections by Customs reduced by 20 % for Exports.</li> </ul>	<p>Using Risk Management tools and client segmentation techniques to stream traders into a compliance matrix – low – medium – high risk.</p> <p>This activity requires the Customs Authority to adopt or maintain a risk management system for inspections in all stages of clearance of goods (e.g., pre-arrival, at the border, post-clearance); to use appropriate selectivity criteria; and to concentrate inspections on high-risk consignments.</p> <p>Use risk-based selection criteria to inspect and seal export containers at the point of pack prior to transport for export.</p>

ACTIVITY	ACTIVITY KPI	EXPLANATION
1.4 Introduce integrated profiling and targeting	<ul style="list-style-type: none"> <li>- By September 2024 documentary checks &amp; physical inspections by Customs reduced by 5% based on TRS 2021</li> </ul>	<p>Using Risk Management tools and client segmentation techniques to stream traders into a compliance matrix – low – medium – high risk.</p> <p>This activity requires the specified border authorities to adopt or maintain a risk management system for inspections in all stages of clearance of goods (e.g., pre-arrival, at the border, post-clearance); to use appropriate selectivity criteria; and to concentrate inspections on high-risk consignments.</p>
1.5 National Integrated Targeting Centre	<ul style="list-style-type: none"> <li>- By June 2025 Infrastructure, policy, SOP's &amp; other resources [including agency human resources] agreed &amp; established.</li> <li>- By June 2027 NTC in pilot phase</li> <li>- By December 2027 create a collocated jointly resourced national targeting center for risk assessment &amp; joint controls</li> </ul>	<p>Through the establishment of a multi-agency staffed NTC, with trained analysts from key border authorities, a 'whole of government' approach to use of automated risk management and selectivity becomes the basis for control decisions consistent with international best practices. It also can provide support to the coordination of security and compliance checking as a single activity where it is sensible to do so. Creation of an NTC allows all authorities to equally exploit the full potential of trade data, intelligence and compliance information and government investments in automation, risk screening, CCTV, digital readers, laboratory, and inspection technology.</p>

## STRATEGIC GOAL 2

### STRATEGIC GOAL 2: REVIEW AND RATIONALIZE PROCEDURES AND CHECKING REGIMES

Rationalizing procedures and checking regimes, from a whole of border perspective, with a view to simplify, harmonize and eliminate unnecessary redundancy and duplication of documents, data and operational activities assists with the efficiency and effectiveness of both the border agencies, logistics service providers and the private sector

#### GOAL PERFORMANCE INDICATORS

- A. By December 2024 expanded use of transit & post clearance controls such as customs post-clearance audit and market surveillance by partner border authorities.
- B. By December 2024 the time required for release of import or export goods will be reduced by 15% percent from the TRS baselines.
- C. By March 2025 15% reduction in all agency document requirements is implemented using the baseline of the review import, export, and transit documentation.
- D. By June 2025 implement a fully-fledged AO programme and/or simplified procedures for highly compliant Traders, regards of the commodities or products traded, based on self-assessment, verification audit and previous compliance record with all border authorities.

ACTIVITY	ACTIVITY KPI	EXPLANATION
<p><b>2.1 Simplification of clearance processes and documents</b></p> <ul style="list-style-type: none"> <li>- Review of current documentation and data requirements required by border agencies and implementation of agreed recommendations.</li> <li>- Implement TRS Import (2021) and TRS Export (2022) recommendations relevant to reducing process time</li> </ul>	<ul style="list-style-type: none"> <li>- By June 2024 conduct a review of current import and export clearance documentation and data requirements to identify redundancy and duplication.</li> <li>- By March 2025 15% reduction in all agency document requirements implemented</li> </ul>	<p>Border authorities automatically and necessarily play a significant role in this process. Trading parties often must adapt not only to different types of information being requested but, more critically, to the same information being requested in different formats or at different times at export, again at import and when in transit. This activity envisages that each border authority will consider the document and data requirements of other border authorities and implement measures in</p>

ACTIVITY	ACTIVITY KPI	EXPLANATION
		coordination to harmonize and streamline requirements.
<p><b>2.2 Simplified Procedures for Authorized Operators</b></p> <ul style="list-style-type: none"> <li>- Implement simplified procedures for authorized operators under the Authorised Operator Scheme</li> </ul>	<ul style="list-style-type: none"> <li>- By June 2024 implement an Authorised Operator Scheme in full conformance with WTO &amp; WCO guidelines for all complying cross-border trade related businesses regardless of the commodities or products traded, based on self-assessment, verification audit and previous compliance record by all border authorities.</li> <li>- By December 2024 adopt Simplified import &amp; export procedures for AO and other inter-agency approved traders</li> <li>- By June 2025 implement a fully- fledged AEO programme and simplified procedures for highly compliant Traders, regardless of the commodities or products traded, based on self-assessment, verification audit and previous compliance record with all border authorities.</li> </ul>	<p>The simplified customs declaration is a two-step procedure as follows: The simplified declaration, containing the minimum required data elements is lodged by the declarant before the arrival of the goods. The supplementary declaration, containing the remaining required data is lodged after the goods have been released.</p>
<p><b>2.3 Enhance Authorized Economic Operator (AEO) for Exports</b></p>	<ul style="list-style-type: none"> <li>- By March 2024 (AEO) for exports 'pilot' launched based on international standards &amp; guidelines, &amp; MRA Guidelines of the WCO</li> <li>- By September 2024, the number of beneficiaries of the AEO will increase by 10%</li> <li>- By June 2025 AEO policy, implementing guidelines, [including documented benefits], simplified documentation and self-assessment checklist, are published &amp; fully operational for exports.</li> </ul>	<p>AEO Exports within a negotiated Customs to Customs Mutual Recognition Arrangement enables those identified goods to be facilitated by Customs on departure from Egypt and on arrival at the destination country.</p>

ACTIVITY	ACTIVITY KPI	EXPLANATION
<p><b>2.4 Modernize methods of payment</b></p> <ul style="list-style-type: none"> <li>- Separating release from payment</li> <li>- Post-Paid Fees</li> </ul>	<ul style="list-style-type: none"> <li>- By March 2025, 85% of all duties, taxes, fees, &amp; charges associated with all competent authority’s import, export and transit clearance procedures are collected electronically.</li> <li>- By June 2025 all duties, import taxes, fees, and charges paid electronically.</li> <li>- By June 2025, 30% of imported goods will be released immediately upon arrival.</li> <li>- By December 2027 a minimum of 250 approved clients that meet credit criteria have access to a deferred payment or guarantee or letter of credit that allows the immediate release of goods on arrival</li> </ul>	
<p><b>2.5 Establish revenue and other audit, verification, and assurance programmes</b></p>	<ul style="list-style-type: none"> <li>- By December 2024 full implementation of post clearance audit based on WCO Guidelines by Customs.</li> </ul>	<p>In-line with modern practice PCA reduces transaction-by-transaction treatment with risk analysis and account-based, post-entry procedures. By using resources to conduct reviews, verifications and audits after goods have been released , border administrations can direct resources to areas of highest risk rather than (unnecessarily) attempting to intervene with every shipment at the border. Rather than resolving all issues before release (which often generates costly delays), authorities conduct controls or post audits on the trader or broker’s premises after releasing goods to the importer – often with pre-agreed conditions</p>

ACTIVITY	ACTIVITY KPI	EXPLANATION
<p><b>2.6 Undertake Regular Time Release Studies</b></p>	<ul style="list-style-type: none"> <li>- By May 2024 conduct (2nd) Import TRS Study</li> <li>- By September 2024 conduct (2nd) Export TRS Study</li> <li>- By May 2024 the time required for release of import goods will be reduced by 15% based on the TRS Import 2021</li> <li>- By September 2024 the time required for release of export goods will be reduced by 15% based on the TRS Export 2022</li> </ul>	<p>The Customs in coordination with other border regulatory authorities, will measure and publish average release times for import, export, and transit goods. Time release studies are essential to enable the NTFC and stakeholders to monitor whether Egypt's Trade Facilitation Strategy is meeting its goals, and to identify adjustments in the implementation of the strategy that may be required. Import &amp; export TRS baseline studies have been undertaken by Customs and will be repeated on a regular, periodic basis.</p> <p>Measurement and publication of average release times fulfils Egypt's obligations under the WTO Trade Facilitation Agreement</p>

## STRATEGIC GOAL 3

### STRATEGIC GOAL 3: FULL AUTOMATION OF IMPORT, EXPORT AND TRANSIT PROCESSES

Make it easy for people to voluntarily comply with required border authority regulations and procedures by digitalization and simplification of trade documents in conjunction with the fully automated processing and assessment of import, export & transit declarations

Facilitate the pre-arrival processing and risk management of urgent goods consignments based on advance electronic information.

#### GOAL PERFORMANCE INDICATORS

- A. BY JUNE 2024 REVIEW AND ADOPT FORMALIZED PROCEDURES FOR THE AUTOMATED EXPEDITED CLEARANCE FOR URGENT GOODS VIA THE NATIONAL SW & ACI.
- B. By December 2027 NAFEZA single window fully implemented for imports, exports, and transit.

ACTIVITY	ACTIVITY KPI	EXPLANATION
<b>3.1 NAFEZA SW Fully Implemented</b>	<ul style="list-style-type: none"> <li>- By December 2027 Nafeza Single Window fully implemented for imports, exports, and transit (including where applicable direct trader input of data)</li> <li>- By December 2027 Nafeza National SW system is fully implemented at all major border crossings – land, sea &amp; air</li> <li>- Report the percentage of all Customs declarations lodged electronically by the declarant (direct trader input) into the Nafeza system by border crossing by quarter</li> </ul>	<p>Facilitate the pre-arrival processing and risk management of urgent goods consignments based on advance electronic information.</p> <p>Streamline (inter-agency) clearance procedures and expedite the handling of urgent consignments upon arrival regardless of weight, value, or transport mode.</p> <p>Specify the minimum list of data elements required to provide for immediate release of consignments</p>

ACTIVITY	ACTIVITY KPI	EXPLANATION
<p><b>3.2 Interface agency systems with NAFEZA</b></p>	<ul style="list-style-type: none"> <li>- By December 2024 existing competent authority systems (as at 30 June 2023) are interfaced with Nafeza to streamline import, export and transit release &amp; clearance</li> <li>- By December 2024 connectivity between existing (as at September 2023) port community systems with Nafeza to streamline import, export and transit cargo release and clearance</li> </ul>	<p>To streamline release and clearance and eliminate unnecessary duplication the systems of border authorities (including relevant logistics operators) are interfaced with Nafeza.</p>
<p><b>3.3 Automated expedited clearance for urgent goods</b></p>	<ul style="list-style-type: none"> <li>- By June 2024 review and adopt formalized procedures for the automated Expedited Clearance for urgent goods via Nafeza &amp; ACI</li> <li>- By December 2025 specify the minimum list of data elements required to provide for immediate release of consignments</li> </ul>	<p>Facilitate the pre-arrival processing and risk management of urgent goods consignments based on advance electronic information.</p> <p>Streamline (inter-agency) clearance procedures and expedite the handling of urgent consignments upon arrival regardless of weight, value, or transport mode.</p>



**STRATEGIC GOAL 4**

**STRATEGIC GOAL 4: EASY ACCESS TO TRUSTED GUIDANCE, CONSULTATION, AND APPEAL PROCEDURES FOR ALL SIZES OF TRADERS AND EVERYDAY USERS OF THE BORDER**

Through centralizing core trade data into one point, traders and intermediaries no longer have to duplicate enquiries between multiple border authority internet sites to gain insights into border clearance procedures and costs. A single repository would see reduced administrative burdens and also allow for better data sharing amongst government agencies. In the interim border authorities will regularly consult and will make all information required to comply with import, export or transit rules and formalities easily accessible to their stakeholders through print publications, through electronic media, and through “help desks” or similar types of enquiry points.

FACT sheets should be available for all commonly conducted clearance procedures including importation, transit, and exportation.

**GOAL PERFORMANCE INDICATORS**

- A. By December 2024, customs to launch a binding advance rulings service
- B. By December 2025 full establishment of inquiry points in main the border agencies agreed on
- C. By December 2025 establish a single repository of cross border trade information
- D. By December 2025, conduct and publish a customer satisfaction survey with the aim of reaching 80% satisfaction regarding the ease of clearing imported and exported goods.

ACTIVITY	ACTIVITY KPI	EXPLANATION
4.1 Establish a single repository for all import, export, and transit information	- By December 2025, establish a National Trade Information Portal, or other single repository of cross border trade information	Single source of authoritative trade information available at online, at any time and by anyone.  Status: Gap Analysis completed 2022

ACTIVITY	ACTIVITY KPI	EXPLANATION
<p>4.2 Assess, simplify, and publish procedures for appeals of administrative decisions</p> <ul style="list-style-type: none"> <li>- Review procedures for appeals of administrative decisions</li> <li>- Publish the procedures</li> </ul>	<ul style="list-style-type: none"> <li>- By May 2024 review procedures for appeals regarding administrative decision making to ensure transparency, consistency and integrity within the process for all sizes of traders.</li> <li>- By June 2024 Publish information sheet of all relevant border agencies procedures for appeals of administrative decisions for import, export and transit.</li> </ul>	<p>The WTO TFA requires Members to provide that any person to whom Customs issues an administrative decision has the right to administrative appeal or review, and/or judicial appeal or review. The administrative and judicial review should be conducted in a non-discriminatory manner.</p> <p>Chapter 10 of the General Annex to the Revised Kyoto Convention concerns appeals in Customs matters. The standards provide for a transparent and multi-stage appeal process, the intention being to prevent the perception of victimization by those affected by Customs decisions. Furthermore, the availability of an independent judicial review as a final avenue of appeal should instil confidence, by the public and the trade, in government institutions and in particular in the Customs authority</p>
<p>4.3 Establish enquiry points</p>	<ul style="list-style-type: none"> <li>- By September 2024 establish an enquiry point in the main border agencies for example ( Customs, Agreements and Foreign Trade Sector / Central Department of WTO, GOIEC, Plant Quarantine, Vet Quarantine &amp; NFSA).</li> </ul>	<p>The WTO TFA Agreement states ‘a government shall establish one or more “enquiry points” to respond to “reasonable” questions from other governments, traders and other interested persons about the matters listed in Article 1.1, and to requests for required forms and documents’</p>
<p>4.4 Activate the binding advance rulings service</p>	<ul style="list-style-type: none"> <li>- By September 2025 traders can apply to Egyptian Customs Authority for an advance ruling that is binding.</li> </ul>	<p>Make it easy for people to voluntarily comply with required border authority regulations and procedures by easy access to bindings rulings from Customs.</p>

ACTIVITY	ACTIVITY KPI	EXPLANATION
<p>4.5 Activate the border sector consultation group for regular engagement between the border authorities and the trading (private sector) on implementation of the National Trade Facilitation Strategy with relevant trade policy</p>	<p>- By May 2024 hold a meeting with the border sector consultation group with representatives from the private sector.</p>	<p>Recognises the role of consulting as a two-way process to of information sharing to highlight both opportunities and challenges and help inform priorities.</p>
<p>4.6 Enhanced Notifications of Controls</p> <ul style="list-style-type: none"> <li>- Implement an agreed protocol between Customs and relevant Technical Authorities for communication of enhanced notification of controls by the Technical Authorities and the termination of such controls by utilizing the NAFEZA SW (communication channel for border officials)</li> <li>- Review, and revise where necessary the trade policy, legislation, and protocols for communicating, raising, and ending enhanced controls</li> </ul>	<p>- By September 2024 a procedure for enhanced notification is implemented</p>	<p>Rapid response to risks to human health and safety, plant and animal health must simultaneously inform industry and officials and the public (where required).</p> <p>To enhance identification of associated 'risk trade' the use of the NAFEZA risk management module to screen for risk enables screening for such risk to be immediate.</p>

**STRATEGIC GOAL 5**

**STRATEGIC GOAL 5: DIGITALIZATION AND AUTOMATION OF BORDER POSTS AND APPROVED FACILITIES FOR CONTACTLESS CLEARANCE OF CARGO CONSIGNMENTS**

Deploy digitalization and risk management tools to all national Customs offices to ensure Customs and other border officials have access to the most up to date automation technologies so they can use their specialized skills on protecting our border from those who seek to do harm and expedite the clearance of legitimate cross border trade.

**GOAL PERFORMANCE INDICATORS**

- A. By September 2027 contactless clearance utilizing the NAFEZA SW is deployed at all border points and at approved inland sites to reduce the time to release and/or clear import, exit of transit goods

ACTIVITY	ACTIVITY KPI	EXPLANATION
5.1 Expand Nafeza to inland Customs Offices, partner border agencies and border posts.	- By September 2027 'roll-out' Nafeza SW to all customs offices, border posts and to agreed partner border agencies at inland locations	Moving goods across land borders (such as under transit schemes) has obviously been affected by pandemic and transport disruption including availability of front-line officials. Deployed computerization, automated risk assessment, and remote processing all have significant potential to both identify risky shipments and to facilitate trusted (AEO's) low risk consignments aiding resilience and reducing delays and costs in all modes of transport, while keeping officials and logistics providers safe

## STRATEGIC GOAL 6

### STRATEGIC GOAL 6: BUILD THE CAPABILITY OF OFFICIALS IN AN ENVIRONMENT OF GREATER COMPLEXITY AND AUTOMATION

People are fundamental to what we do. We are committed to maintaining a strong public service culture, to keep true to our values, and where every voice is valued and respected. We aim to support staff to be agile and solutions focused, working in different teams where continuous improvement is the norm. Customs & partner border authorities must create the right conditions, policies, and program to perform the various duties within their organizations. Ideally each should adopt common, internationally recognized standards for the professional development of managers, leaders, and front-line officials.

#### GOAL PERFORMANCE INDICATORS

- A. All activities implemented under this TF Strategy include an assessment on the impact on people including the training and development component for reporting to the NTFC

ACTIVITY	ACTIVITY KPI	EXPLANATION
6.1 Implementation projects include a people impact and training and development component.	- From June 2024 all projects under the National TFA Strategy will present an outline of the impact on people (roles, awareness and preparedness) and the training and development component to the NTFC.	The NTFC will monitor that implementation projects include an assessment on the impact on people and training and development component and the training and development is delivered.
6.2 Easy to access help screens and training materials for all users when new technology is deployed	- From June 2024 all projects under the National TFA Strategy will present an outline of the training and development component to the NTFC	The NTFC will monitor that implementation projects include a training and development component, and the training and development is delivered.

ACTIVITY	ACTIVITY KPI	EXPLANATION
6.3 Develop people to lead through change	<ul style="list-style-type: none"> <li>- By June 2024 develop an implementation plan for delivery of a modern, consistent, and sustainable leadership and management development program common across all border authorities to improve joint problem solving, skill building and retention, and career advancement opportunities.</li> </ul>	<p>Ideally each border agency should adopt common, internationally recognized standards for the professional development of managers, leaders, and front-line officials.</p> <p>Automation represents an opportunity to accelerate business strategy and maximize organizational performance.</p>



**STRATEGIC GOAL 7**

**STRATEGIC GOAL 7: WTO TFA COMMITMENTS**

Meet WTO TFA commitments

**GOAL PERFORMANCE INDICATORS**

1 By December 2027 WTO TFA commitments have been met

Activity	Activity KPI	Explanation
7.1 Meet WTO TFA commitments.	- By December 2027 WTO TFA commitments have been met	
7.2 Fully functioning NTFC that coordinates, prioritizes, supports, updates, monitors and reports on implementation of the TF Strategy Action Plan	- By December 2027 WTO TFA commitments have been met	The NTFC will monitor the implementation projects include a training and development component and the training and development is delivered

## 4 IMPLEMENTATION

### 4.1 Roles and Responsibilities

The implementation of the activities defined in this strategy within the specified time is the responsibility of the border authority or authorities set out below.

Note: “L” = lead authority; “y” = participating authority

Table 3: Authorities Responsible for Implementation of Strategic Activities

Activity	ECA	GOEIC	NFSA	Plant Quarantine	Vet Quarantine	Central Quarantine	Ministry of Transport	Other entities NTFC	Agreements and Foreign Trade Sector / Central Department of WTO (the NTFC Technical Secretariat)	MTS	NTFC
Integrated Risk & Compliance Management Framework for the Border	L	Y	Y	Y	Y	Y	Y	Y	Y		RMWG L
Implement automated risk screening (phased)	L	Y	Y	Y	Y	Y	Y	Y		Y	RMWG L
Introduce risk analysis to improve targeting for inspections (Customs)	L									Y	RMWG L
Introduce integrated profiling & targeting	Y	L	L	L	L	L	L	L	L	Y	RMWG L
Establish a National Integrated Targeting Centre	L	Y	Y	Y	Y	Y	Y	Y	y	Y	L

National Trade Facilitation Strategy 2024-2027

Activity	ECA	GOEIC	NFSA	Plant Quarantine	Vet Quarantine	Central Quarantine	Ministry of Transport	Other entities NTFC	Agreements and Foreign Trade Sector / Central Department of WTO (the NTFC Technical Secretariat)	MTS	NTFC
Simplification of clearance processes and documents	L	L	L	L	L	L	L	L	L	Y	L
Simplified procedures for authorized operators	L	Y	Y	Y	Y	Y	Y	Y	Y		L
Establish Authorized Economic Operator (AEO) for Exports	L	L	Y	Y	Y	Y	Y	Y			L
<b>Modernize methods of payment – electronic &amp; post paid fees</b>	L	Y	Y	Y	Y	Y	Y	Y		Y	L
Establish revenue and other audit, verification, and assurance programs	PCA L	Market Surveillance L	Y	Y	Y	Y	Y	Y			L
Undertake regular Time Release Studies	L	Y	Y	Y	Y	Y	Y	Y	Y		L
NAFEZA single window fully implemented	L	Y	Y	Y	Y	Y	Y	Y	Y	Y	L
Interface agency systems with Nafeza	L	Y	Y	Y	Y	Y	Y	Y	Y	Y	L

National Trade Facilitation Strategy 2024-2027

Activity	ECA	GOEIC	NFSA	Plant Quarantine	Vet Quarantine	Central Quarantine	Ministry of Transport	Other entities NTFC	Agreements and Foreign Trade Sector / Central Department of WTO (the NTFC Technical Secretariat)	MTS	NTFC
Automated expedited clearance for urgent goods	L	Y	Y	Y	Y	Y	Y	Y	Y	Y	L
Establish single repository for all import, export, and transit information	L	Y	Y	Y	Y	Y	Y	L	L	Y	L
Assess, simplify, and publish procedures for appeals of administrative decisions	Y	Y	Y	Y	Y	Y	Y	Y	Y		L
Establish an easy to access binding advance rulings service	L	Y	Y	Y	Y	Y	Y	Y	Y		L
Establish a border sector consultation group for regular engagement on implementation of TFA Strategy	L	Y	Y	Y	Y	Y	Y	Y	L	Y	L
Ensure integrity and conduct expectations align with the WCO Arusha Guidelines	L	Y	Y	Y	Y	Y	Y	Y		Y	L
Enhanced Notifications of Controls	Y	L	Y	Y	Y	Y	Y	Y		y	L

National Trade Facilitation Strategy 2024-2027

Activity	ECA	GOEIC	NFSA	Plant Quarantine	Vet Quarantine	Central Quarantine	Ministry of Transport	Other entities NTFC	Agreements and Foreign Trade Sector / Central Department of WTO (the NTFC Technical Secretariat)	MTS	NTFC
Establish an Enquiry Point	Y	Y	Y	Y	Y	Y	Y	Y	L	Y	L
Expand Nafeza to inland Customs Offices, partner border agencies and border posts	L	Y	Y	Y	Y	Y	Y	Y		Y	L
Develop people to lead through change	L	Y	Y	Y	Y	Y	Y	Y	L	Y	L
Implementation projects include a training and development component	Y	Y	Y	Y	Y	Y	Y	Y	L		L
Easy to access help screens and training materials for all users when new technology is deployed	Y	Y	Y	Y	Y	Y	Y	Y	Y	L	L
Meet WTO TFA Commitments – notifications & timelines	Y	Y	Y	Y	Y	Y	Y	Y	L		L
Fully functioning NTFC & Secretariat	L	Y	Y	Y	Y	Y	Y	Y	L		L

## Role of the National Trade Facilitation Committee (NTFC)

- In accordance with its mandate, the National Trade Facilitation Committee is responsible for general oversight support to the authorities implementing the activities defined in this Strategy, including assistance with inter-agency coordination and contacts with donors to obtain external technical assistance support where needed.
- The NTFC shall also be responsible for determining whether goal performance indicator for the strategic goals have been met, through regular evaluation within a specific timeframe.
- The NTFC evaluate the entities fulfilment of their obligations and consults with the concerned entity to amend the time frames for implementation if necessary and based on the request of the concerned entity.
- The NTFC is empowered to establish working groups and that it should do so to oversee implementation of measures.

The NTFC Technical Secretariat shall continue its technical support of the NTFC including monitoring the implementation of the WTO Trade Facilitation Agreement and the National Trade Facilitation Strategy through inter alia:

- The use of Reform Tracker.
- Organizing stakeholder briefings as determined by the NTFC.
- Compile and disseminate, periodically, among NTFC members' relevant data and information pertaining to Trade Facilitation and other relevant WTO, regional or national information.
- Developing and administering the performance-reporting systems for the various Reforms / initiatives undertaken, including key performance indicators, and reporting procedures.

Through this approach, we aim to monitor the following key indicators of border efficiency:

- decreasing the average time & cost to import and export legitimate goods, including obtaining all necessary permits and documentation
- reducing the number of times that government collects the same data from traders during the import, export, and transit processes
- lowering the percentage of documentary and physical checks to be conducted on legitimate goods
- increasing the proportion of positive interventions at the border as a result of intelligence and risk-based targeting
- minimizing the duration that critical border systems are unavailable

### a. High Level Action Plan

Appendix **Error! Reference source not found.** sets out actions towards the achievement of each of the strategic activities. The NTFC will use these milestones to monitor progress towards implementation and to adjust in cooperation with the implementing competent authority, where needed.

### b. Sequencing and Priorities

As an initial action under this Strategy, the National Trade Facilitation Committee, in coordination with the responsible competent authorities, will establish time periods for the implementation of the strategic activities.

In setting priorities, the NTFC is encouraged to schedule the early implementation, where possible, of those strategic activities that require low effort to implement but which will have important impact for economic operators.

Timing of the implementation of the strategic activities will also be determined in part by dependencies among the activities; that is, implementation of certain of these activities logically depends upon the prior implementation of others.

'Roll-out' Nafeza SW – including direct trader submission to all customs offices, border posts and too agreed partner border agencies at inland locations Apart from these dependencies, there may be other factors that bear on the timing and sequence of the implementation of these strategic activities such as availability of technical, financial and/or human resources; availability of external technical assistance support; or other priorities unrelated to trade facilitation, etc.

### **c. Initial Actions**

The designated implementing authorities are encouraged to take the following immediate actions to ensure that activities are implemented in a manner consistent with the goals set out in this strategy and within the time prescribed -

1. incorporate the assigned activities into the authority's performance tracking tool and business strategy, if any;
2. identify any barriers or risks to implementation of the activity, if not noted in Section 7 below;
3. identify any external technical assistance and capacity building or other resources that may be required;
4. establish the prescribed baseline KPI for the activity, where required; and
5. develop a detailed project plan for the implementation of each assigned activity.

To assist the NTFC fulfil its mandate, the implementing authorities are further encouraged to provide the NTFC their activity project plans, any needs for external resources, any additional barriers or risks that may affect implementation, and the activity baseline KPI results. They are encouraged to provide NTFC with regular progress reports.

## **5 RESOURCES**

Refer Appendices the TFA Strategy Action Plan that includes external technical assistance and capacity building support that the government has identified as necessary for implementation of the activities. As noted above, an immediate action recommended to be done by the implementing competent authorities is to identify any additional resources that they may require to implement the activities under this Strategy, and to communicate those needs to the NTFC.

## 6 RISKS AND ASSUMPTIONS

Successful implementation of this strategy is subject to the following general risks and assumptions (affecting all strategic activities) and specific risks and assumptions (affecting certain strategic activities):

### *General Risks and Assumptions*

- **Lack of Necessary Financial Resources**

Although applicable to all strategic activities, this risk is particularly significant in relation to those strategic activities involving changes or upgrades of ICT or infrastructure.

- **Lack of Necessary Human Resources**

A limited number of qualified staff are available within the competent authorities to implement this strategy.

- **Lack of Political Commitment/Support**

Strong and sustained commitment by the government and the competent authorities to achieving the goals set out in this strategy is critical to its success.

A related risk is that the National Trade Facilitation Committee will not have the necessary political support and legal authority to supervise and enforce implementation of the strategy.

### *Specific Risks and Assumptions*

- **Limited Private Sector Participation/Adaptation**

Many performance measurements defined in this strategy cannot be achieved without the active participation of the private sector (e.g., strategic activities 1.2 (Implement Pre-Arrival Declaration Procedures); 1.3 (Implement Simplified Declaration Procedure and; 1.6 (Fully Implement Customs “Gold Card” Program for Authorized Operators)).

These and other strategic activities may require business, who may be financially constrained, to make investments to change their internal procedures, processes, and IT systems.

Success will require that businesses be convinced of the benefits of the strategic activity and that they have the resources and the capacity to adapt their operations to the new requirements.

- **Different Levels of ICT Development Among Border Authorities**
















The use of ICT by border authorities in import and export processing is widely varied: Customs is highly automated while others are mainly or entirely paper-based and manual. These different levels of development may impact successful implementation of those strategic activities involving coordination of controls and exchange of information.

- **Lack of Technical Assistance and Capacity Building (TACB) Support**


















Donors have not been identified to support certain activities in this strategy. The NTFC is expected to actively engage with development partners to secure technical assistance, capacity building or other resources necessary to implement these activities in order to achieve the goals of this strategy. The degree of success by the NTFC will impact on the achievement of the goals of this strategy.



## 7 Appendices

### 7.1 WTO Measures and Corresponding Strategic Activities






TFA No.	TFA Measure	TFA Category	Assessed <sup>9</sup> Alignment	TFA Strategy Strategic Goal
Article 1.1	Publication	C		4
Article 1.2	Information Available through Internet	C		4
Article 1.3	Enquiry Points	C		4
Article 1.4	Notification	C		7
Article 2.1	Opportunity to Comment and Information Before Entry into Force	B		To be determined
Article 2.2	Consultations	B		4
Article 3	Advance Rulings	C		4
Article 4	Procedures for Appeal or Review	A		4
Article 5.1	Notification for Enhanced Controls or Inspections	C		4
Article 5.2	Detention	A		
Article 5.3	Test Procedures	A		To be determined
Article 6.1	General Disciplines on Fees and Charges Imposed on or in Connection with Importation and Exportation	C		3
Article 6.2	Specific Disciplines on Fees and Charges for Customs Processing Imposed on or in Connection with Importation and Exportation	A		
Article 6.3	Penalty Disciplines	A		
Article 7.1	Pre-Arrival Processing	A		Review reimplementation of ACI
Article 7.2	Electronic Payment	A		2

<sup>9</sup> Assessment alignment based on 2019 TFA Gap Assessment Update

TFA No.	TFA Measure	TFA Category	Assessed <sup>9</sup> Alignment	TFA Strategy Strategic Goal
Article 7.3	Separation of Release from Final Determination of Customs Duties, Taxes, Fees and Charges	A		
Article 7.4	Risk Management	C		1
Article 7.5	Post-clearance Audit	C		2
Article 7.6	Establishment and Publication of Average Release Times	A		2 Review
Article 7.7	Trade Facilitation Measures for Authorized Operators	A		2
Article 7.8	Expedited Shipments	C		3
Article 7.9	Perishable Goods	A		To be determined
Article 8	Border Agency Cooperation	C		To be determined
Article 9	Movement of Goods Intended for Import under Customs Controls	A		
Article 10.1	Formalities and Documentation Requirements	C		2
Article 10.2	Acceptance of Copies	C		2
Article 10.3	Use of International Standards	C		1,2,3
Article 10.4	Single Window	C 2030		3
Article 10.5	Pre-shipment Inspection	A		
Article 10.6	Use of Customs Brokers	A		
Article 10.7	Common Border Procedures and Uniform Documentation Requirements	A		
Article 10.8	Rejected Goods	A		

TFA No.	TFA Measure	TFA Category	Assessed <sup>9</sup> Alignment	TFA Strategy Strategic Goal
Article 10.9	Temporary Admission of Goods and Inward and Outward Processing	A		
Article 11.1	Freedom of Transit	B		To be determined
<b>Article 11.4-11.10</b>	Freedom of Transit	C		To be determined
<b>Article 11.17 Transit</b>	Freedom of Transit	C		To be determined
Article 12	Customs Cooperation	C		To be determined
Article 23.2	National Committee on Trade Facilitation	Yes		7

Key to Assessed Alignment

				
Not yet started	Low	Medium	High	Fully

## 7.2 High Level Action Plan

### 7.2.1 Strategic Goal 1 – Risk Management

<b>STRATEGIC GOAL 1:</b> Improve risk assessment capability by leveraging data mining, analytical tools and shared data across government for import, export and transit clearance procedures						
<b>1.1 Integrated Risk and Compliance Management Framework for the Border</b>						
Output	Action	Lead Institution	Supporting Institution	Timeframe	Assistance / Funding	Resources Required (TA/CB)
<b>TFA Gap Assessment</b>	Implement progressive adoption of risk management as the strategic enabler of a whole government risk-based border management strategy.					
<b>Legal / Policy</b>	Adopt Risk Management Framework for the Border	Risk Management Working Group	Customs Technical Authorities	February 2024	IFC	Technical Assistance to the RMWG
<b>Operational Procedures</b>						
<b>ICT Infrastructure</b>						
<b>Capacity Building</b>						
<b>1.2 Implement automated screening for risk (phased)</b>						
Output	Action	Lead Institution	Supporting Institution	Timeframe	Assistance / Funding	Resources Required (TA/CB)
<b>TFA Gap Assessment</b>	Ensure all trade transactions are subjected to [automated] risk-based controls by Customs, Quarantine (Plant and Veterinary), NFSA and other regulatory authorities that strike a proper balance between facilitating legitimate trade, and the need to ensure public health & safety and combat smuggling, crime and commercial fraud					
<b>Legal / Policy</b>						

<b>Operational Procedures</b>	<ul style="list-style-type: none"> <li>Document the operational procedures for managing targeting and profiling criteria including delegated authorities/responsibilities</li> </ul>					
<b>ICT Infrastructure</b>	<ul style="list-style-type: none"> <li>Develop and install risk management module on the Nafeza SW for automated risk screening Develop and install help screens as required</li> </ul>	Customs	MTS Risk Management Working Group	June 2025		
<b>Capacity Building</b>	<ul style="list-style-type: none"> <li>Identify training/information needs and the target group within Customs to create, review and manage targeting criteria for border agencies within the system.</li> <li>Design and implement training programs</li> </ul>					
<b>1.3 Introduce risk analysis to improve targeting for inspections (Customs)</b>						
<b>Output</b>	<b>Action</b>	<b>Lead Institution</b>	<b>Supporting Institution</b>	<b>Timeframe</b>	<b>Assistance / Funding</b>	<b>Resources Required (TA/CB)</b>
<b>TFA Gap Assessment</b>	Strengthen the risk management resource as an HR priority. Introduce pre-arrival reporting and risk assessment as far down the supply-chain as feasible.					
<b>Legal / Policy</b>						
<b>Operational Procedures</b>						
<b>ICT Infrastructure</b>						
<b>Capacity Building</b>	<ul style="list-style-type: none"> <li>Identify training/information needs and the target group within Customs</li> <li>Design and implement training programs</li> <li>Develop briefings and awareness sessions for Customs personnel regarding risk targeting and profiling and outlining how this will support working at the border</li> </ul>	Customs	MTS Risk Management Working Group	June 2024		
<b>1.4 Introduce integrated profiling and targeting</b>						

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	Action	Lead Institution	Supporting Institution	Timeframe	Assistance / Funding	Resources Required (TA/CB)
<b>TFA Gap Assessment</b>	Introduce pre-arrival reporting and risk assessment as far down the supply-chain as feasible.					
<b>Legal / Policy</b>						
<b>Operational Procedures</b>						
<b>ICT Infrastructure</b>						
<b>Capacity Building</b>	<ul style="list-style-type: none"> <li>Identify training/information needs and the target group within participating agencies</li> <li>Design and implement training programs</li> <li>Develop briefings and awareness sessions for Customs personnel regarding risk targeting and profiling and outlining how this will support working at the border</li> </ul>	Technical Authorities	MTS Risk Management Working Group	December 2024		
<b>1.5 National Integrated Targeting Centre (NTC)</b>						
Output	Action	Lead Institution	Supporting Institution	Timeframe	Assistance / Funding	Resources Required (TA/CB)
<b>TFA Gap Assessment</b>	<ul style="list-style-type: none"> <li>Undertake a scoping study to establish a multi-agency integrated National Targeting Centre identifying the estimated costs, location, functions, and responsibilities.</li> <li>Pilot NTC for Customs</li> </ul>	Customs	Technical Authorities	June 2024		
<b>Legal / Policy</b>	<ul style="list-style-type: none"> <li>Identify any legal impediments and resolve</li> </ul>	Customs	Technical Authorities	December 2025		
<b>Operational Procedures</b>	<ul style="list-style-type: none"> <li>Develop policies, operating procedures for Customs personnel in the NTC</li> <li>Develop arrangements, policies, operating procedures for technical and control agencies personnel in the NTC</li> </ul>	Customs Technical Authorities		June 2025		
<b>ICT Infrastructure</b>	<ul style="list-style-type: none"> <li>Identify suitable ICT, premises and outfit as per identified requirements</li> </ul>	Customs	MTS	June 2025		

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			Technical Authorities			
<b>Capacity Building</b>	<ul style="list-style-type: none"> <li>• Design and implement training programs.</li> <li>• Develop briefings and awareness sessions for border personnel regarding NTC functions and responsibilities and outlining how this will support working at the border</li> </ul>	<p>Customs</p> <p>Technical Authorities</p>	NTFC	September 2025		

7.2.2 Strategic Goal 2 – Rationalize Procedures

<b>STRATEGIC GOAL 2: Review and rationalize procedures and checking regimes</b>						
<b>2.1 Simplification of clearance processes and documents</b>						
<b>Output</b>	<b>Action</b>	<b>Lead Institution</b>	<b>Supporting Institution</b>	<b>Timeframe</b>	<b>Assistance / Funding</b>	<b>Resources Required (TA/CB)</b>
<b>TFA Gap Assessment</b>	Conduct a review of current import and export clearance documentation and data requirements to identify redundancy and duplication and report to NTFC	Customs	Technical Authorities	June 2024		
<b>Legal / Policy</b>						
<b>Operational Procedures</b>						
<b>ICT Infrastructure</b>						
<b>Capacity Building</b>						
<b>2.2 Simplified procedures for Authorised Operators</b>						
<b>Output</b>	<b>Action</b>	<b>Lead Institution</b>	<b>Supporting Institution</b>	<b>Timeframe</b>	<b>Assistance / Funding</b>	<b>Resources Required (TA/CB)</b>
<b>TFA Gap Assessment</b>	Review current AEO programme for full conformance with WTO and WCO guidelines	Customs				
<b>Legal / Policy</b>	Update guideline for Authorised Operator Scheme in full conformance with WTO and WCO Guidelines	Customs	Technical Authorities	June 2024		
<b>Operational Procedures</b>	Pilot simplified procedures for Whitelist –start February 2024 by Customs & GOEIC for 2 months and by NFSA April 2024, and put conditional release.	Customs		June 2024	IFC	
	Adopt simplified import and export procedures for AO and other interagency approved traders.	Customs	Technical Authorities	December 2024		
	Implement simplified procedures for highly compliant traders			June 2025		

<b>ICT Infrastructure</b>						
<b>Capacity Building</b>						
<b>2.3 Enhanced Authorised Economic Operator (AEO) for Exports</b>						
<b>Output</b>	<b>Action</b>	<b>Lead Institution</b>	<b>Supporting Institution</b>	<b>Timeframe</b>	<b>Assistance / Funding</b>	<b>Resources Required (TA/CB)</b>
<b>TFA Gap Assessment</b>	Launch Pilot A(E)O for exports based on international standards & guidelines, and Mutual Recognition Guidelines of the WCO	Customs	Technical Authorities	June 2025		
<b>Legal / Policy</b>						
<b>Operational Procedures</b>	AEO policy, implementing guidelines, [including documented benefits], simplified documentation and self-assessment checklist, are completed	Customs	Technical Authorities	September 2024		
<b>ICT Infrastructure</b>						
<b>Capacity Building</b>						
<b>2.4 Modernise methods of payment</b>						
<b>Output</b>	<b>Action</b>	<b>Lead Institution</b>	<b>Supporting Institution</b>	<b>Timeframe</b>	<b>Assistance / Funding</b>	<b>Resources Required (TA/CB)</b>
<b>TFA Gap Assessment</b>	Review existing border agency legislation to confirm the legal basis for operating a deferred payment scheme that allows the immediate release of goods on arrival			December 2024		
<b>Legal / Policy</b>	As required, update the legal basis for post-paid fees					
<b>Operational Procedures</b>	<ul style="list-style-type: none"> <li>Promote and monitor uptake of electronic payment of duties, taxes, fees, and charges.</li> <li>Establish and publish criteria for / postpaid fees.</li> <li>Updates operational procedures and guidelines for post-paid fees</li> </ul>	Customs	Technical Authorities	June 2025		
<b>ICT Infrastructure</b>						
<b>Capacity Building</b>	<ul style="list-style-type: none"> <li>Develop briefings and awareness sessions for border personnel</li> </ul>					

2.5 Establish revenue and other audit, verification and assurance programmes						
Output	Action	Lead Institution	Supporting Institution	Timeframe	Assistance / Funding	Resources Required (TA/CB)
<b>TFA Gap Assessment</b>	<ul style="list-style-type: none"> <li>Review existing border agency legislation to confirm the legal basis for post-border audit, verification, and assurance programmes</li> </ul>					
<b>Legal / Policy</b>	<ul style="list-style-type: none"> <li>As required, update the policy and legal basis for post-border audit, verification, and assurance programmes</li> </ul>	Technical Authorities	Customs	December 2024		
<b>Operational Procedures</b>	<ul style="list-style-type: none"> <li>Develop or update operational procedures and guidelines for Post Clearance Audit</li> <li>Develop or update operational procedures and guidelines for other agreed post-border audit, verification, and assurance programmes</li> </ul>	Customs Technical Authorities	Customs	December 2024 To be determined		
<b>ICT Infrastructure</b>	<ul style="list-style-type: none"> <li>Implement Nafeza release criteria for 'blue'<sup>10</sup> channel</li> </ul>	Customs MTS		June 2025		
<b>Capacity Building</b>	<ul style="list-style-type: none"> <li>Undertake capacity building for Post Clearance Audit for identified Customs staff</li> <li>Undertake technical training for other agreed post-border audit, verification, and assurance programmes</li> <li>Develop briefings and awareness sessions for border personnel</li> </ul>	Customs Technical Authorities		December 2024 To be determined	EU	Technical assistance & capacity building
2.6 Undertake Regular Time Release Studies						
Output	Action	Lead Institution	Supporting Institution	Timeframe	Assistance / Funding	Resources Required (TA/CB)
<b>Assessment Report</b>	Provide the program for the release time measurement which is adopted by the WCO and Training of the staff					

<sup>10</sup> 'Blue' channel is a selectivity release option where the consignment is released from the point of arrival for customs purposes and the audit is carried out after release of the goods.

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Legal / Policy						
<b>Operational Procedures</b>	<ul style="list-style-type: none"> <li>Undertake regular time release studies and publish the average release times – import and export utilizing the WCO methodology</li> </ul>	Customs TRS Working Group		May 2024 Import TRS#2 September 2024 Export TRS#2 December 2025 TRS Air Cargo		Technical Assistance
<b>ICT Infrastructure</b>						
<b>Capacity Building</b>						

7.2.3 Strategic Goal 3 – Full Automation

<b>STRATEGIC GOAL 3: Full Automation of Import, Export and Transit Processes</b>						
<b>3.1 NAFEZA Single Window fully implemented</b>						
<b>Output</b>	<b>Action</b>	<b>Lead Institution</b>	<b>Supporting Institution</b>	<b>Timeframe</b>	<b>Assistance / Funding</b>	<b>Resources Required (TA/CB)</b>
<b>TF Gap Assessment</b>	MTS to present timetable of enhancements and connections to NTFC NTFC members to present plans for new ICT infrastructure and/or adoption of new systems e.g. E-phyto to NTFC	MTS	NTFC members	Ongoing  Ongoing standing agenda item		
<b>Legal / Policy</b>	<ul style="list-style-type: none"> <li>Mandates for all commercial trade to be entered directly into Nafeza by the trader and/or their brokers issued</li> <li>Publish the mandate, the timeframe and information at regular intervals</li> <li>Review government fees and charges associated with the operation and maintenance of Nafeza SW and interconnectivity and update fees and charges, if required.</li> </ul>	Customs	Technical Authorities  MTS	June 2024		
<b>Operational Procedures</b>	<ul style="list-style-type: none"> <li>Nafeza Single Window fully implemented for imports, exports, and transit</li> <li>Nafeza single window operational at all major border crossings in Egypt, (including where applicable the movement into and from any special economic zones)</li> </ul>	Customs	Technical Authorities MTS	December 2027		
<b>ICT Infrastructure</b>	<ul style="list-style-type: none"> <li>Direct Trader Input (direct input) into Nafeza is enabled</li> <li>Help screens and easy access to information that supports accurate direct input</li> </ul>	MTS	Technical Authorities  Customs	December 2025		
<b>Capacity Building</b>	<ul style="list-style-type: none"> <li>Develop briefings, information material and awareness sessions for customs brokers, trade organizations and traders</li> </ul>	Customs	MTS	December 2025		

	<ul style="list-style-type: none"> <li>Develop briefings, information material and awareness sessions for government authorities that undertake own clearance of imports or exports.</li> </ul>		Technical Authorities			
<b>3.2 Interface agency systems with NAFEZA</b>						
<b>Output</b>	<b>Action</b>	<b>Lead Institution</b>	<b>Supporting Institution</b>	<b>Timeframe</b>	<b>Assistance / Funding</b>	<b>Resources Required (TA/CB)</b>
<b>TF Gap Assessment</b>	MTS to present recommendations of program of work to enable agency interface systems to NTFC	MTS Customs  Relevant technical agency	NTFC Secretariat Technical Authorities  Customs	September 2023  November 2023		
<b>Legal / Policy</b>	<ul style="list-style-type: none"> <li>Identify any legal impediments to interconnectivity to Nafeza</li> </ul>	Relevant Technical Agency		June 2024		
<b>Operational Procedures</b>						
<b>ICT Infrastructure</b>	<ul style="list-style-type: none"> <li>Competent authority systems (existing as of 30 June 2023) are interfaced with Nafeza to streamline import, export, and transit release &amp; clearance</li> <li>Port Authority, Airport Authorities and agreed cargo terminal operator systems interface with Nafeza</li> </ul>	MTS  Relevant authority	Customs Relevant Technical Authorities Port Authority Air cargo handler	March 2024  December 2025		
<b>Capacity Building</b>	<ul style="list-style-type: none"> <li>Develop briefings, information material and awareness sessions for customs brokers, trade organisations and traders</li> <li>Develop briefings, information material and awareness sessions for government authorities that undertake own clearance of imports or exports</li> </ul>	MTS Relevant Technical Authorities	Customs	December 2025		

<b>3.3 Automated expedited clearance for urgent goods</b>						
<b>Output</b>	<b>Action</b>	<b>Lead Institution</b>	<b>Supporting Institution</b>	<b>Timeframe</b>	<b>Assistance / Funding</b>	<b>Resources Required (TA/CB)</b>
<b>TFA Gap Assessment</b>	<ul style="list-style-type: none"> <li>Review existing legal requirements and procedures for expedited clearance of urgent good to identify the gaps to operating in an automated release and clearance procedure</li> </ul>	Customs Technical Authorities	MTS	October 2024		
<b>Legal / Policy</b>	<ul style="list-style-type: none"> <li>Publish the minimum list of data elements required to provide for immediate release of consignments</li> </ul>					
<b>Operational Procedures</b>	<ul style="list-style-type: none"> <li>Develop and implement operational procedures and guidelines for expedited clearance of urgent goods for officials</li> </ul>					
<b>ICT Infrastructure</b>	<ul style="list-style-type: none"> <li>Develop and rollout any required system upgrades to automate expedited clearance of urgent goods</li> </ul>					
<b>Capacity Building</b>	<ul style="list-style-type: none"> <li>Develop and publish operational procedures and guidelines for expedited clearance of urgent goods for importers</li> </ul>					

## 7.2.4 Strategic Goal 4 - Transparency

<b>STRATEGIC GOAL 4: EASY ACCESS TO TRUSTED GUIDANCE, CONSULATION AND APPEALS PROCEDURES FOR ALL SIZES OF TRADERS AND EVERYDAY USERS OF THE BORDER</b>						
<b>4.1 Establish a single repository for all import, export and transit information</b>						
<b>Output</b>	<b>Action</b>	<b>Lead Institution</b>	<b>Supporting Institution</b>	<b>Timeframe</b>	<b>Assistance / Funding</b>	<b>Resources Required (TA/CB)</b>
<b>TFA Gap Assessment</b>	<ul style="list-style-type: none"> <li>Undertake Gap Assessment</li> </ul>	<ul style="list-style-type: none"> <li>NTFC</li> <li>Agreements and Foreign Trade Sector/ Central Department for WTO Affairs Technical Secretariat of NTFC</li> </ul>	NTFC members	Completed	IFC	
<b>Legal / Policy</b>						
<b>Operational Procedures</b>	<ul style="list-style-type: none"> <li>Confirm the governance, operating and finance model for the ongoing sustainability of the trade information portal</li> <li>Develop the operational procedures for the trade information portal</li> </ul>	<ul style="list-style-type: none"> <li>NTFC</li> <li>Operating Entity</li> </ul>	NTFC members Customs Technical Authorities	December 2025		
<b>ICT Infrastructure</b>	<ul style="list-style-type: none"> <li>Develop and deploy Trade Information Portal</li> </ul>	NTFC Trade	Customs Technical Authorities	December 2025		
<b>Capacity Building</b>	<ul style="list-style-type: none"> <li>Develop briefings, information material and awareness sessions for customs brokers, trade organisations and traders</li> </ul>	Operating entity	NTFC members Customs Technical Authorities	December 2025		

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	<ul style="list-style-type: none"><li>• Train staff responsible for maintaining the ICT system</li><li>• Train staff responsible for maintaining up to date information on the Trade Information Portal</li></ul>					
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<b>4.2 Assess, simplify and publish procedures for appeals of administrative decisions</b>						
<b>Output</b>	<b>Action</b>	<b>Lead Institution</b>	<b>Supporting Institution</b>	<b>Timeframe</b>	<b>Assistance / Funding</b>	<b>Resources Required (TA/CB)</b>
<b>Assessment Report</b>	<ul style="list-style-type: none"> <li>Review the publication and transparency of procedures for appeals regarding administrative decision making</li> </ul>	NTFC		April 2024		
<b>Legal / Policy</b>	<ul style="list-style-type: none"> <li>As required, update the policy and legal basis for transparency for appeals regarding administrative decision making</li> </ul>					
<b>Operational Procedures</b>	Establishing the legal basis for binding provisions.					
<b>ICT Infrastructure</b>						
<b>Capacity Building</b>	<ul style="list-style-type: none"> <li>Publish a combined information sheet of all relevant border agencies procedures for appeals of administrative decisions for import, export, and transit.</li> </ul>			June 2024		
<b>4.3 Establish an Enquiry Point</b>						
<b>Output</b>	<b>Action</b>	<b>Lead Institution</b>	<b>Supporting Institution</b>	<b>Timeframe</b>	<b>Assistance / Funding</b>	<b>Resources Required (TA/CB)</b>
<b>Assessment Report</b>	Legal or policy measures and implementing measures to establish a trade facilitation enquiry point have not yet been developed, and a formal enquiry point(s) does not yet exist in practice					
<b>Operating procedures</b>	<ul style="list-style-type: none"> <li>Development of legal/policy framework (e.g., designation of enquiry point and its authority and responsibilities)</li> </ul>	Agreement and Foreign Trade Sector /Central Department of WTO Affairs (Technical	<ul style="list-style-type: none"> <li>Customs</li> <li>Technical Authorities</li> </ul>	December 2024		

		Secretariat of the NTFC)				
<b>ICT Infrastructure</b>	<ul style="list-style-type: none"> <li>Assess requirements and establish ICT infrastructure (incl. acquisition of Equipment)</li> </ul>					
<b>Capacity Building</b>	<ul style="list-style-type: none"> <li>Train staff assigned to the Enquiry Point</li> <li>Develop briefings, information material and awareness sessions for staff</li> <li>A continuous development plan to obtain the required expertise.</li> <li>Capacity Building of employees responsible for high-level decisions.</li> <li>Publishing of information regarding advance ruling service, filing and appeal procedures, fees and costs apply</li> </ul>	<ul style="list-style-type: none"> <li>Customs</li> </ul>	<ul style="list-style-type: none"> <li>Technical Authorities</li> </ul>	December 2024		
<b>4.4 Activate the binding advance rulings service</b>						
<b>Output</b>	<b>Action</b>	<b>Lead Institution</b>	<b>Supporting Institution</b>	<b>Timeframe</b>	<b>Assistance / Funding</b>	<b>Resources Required (TA/CB)</b>
<b>TFA Gap Assessment</b>	Current customs legislation does not provide for a binding advance ruling procedure consistent with TFA requirements, and binding rulings are not yet issued in practice	Customs				
<b>Legal / Policy</b>	Create the legal basis for a binding rulings	Customs		September 2024		
<b>Operational Procedures</b>	<ul style="list-style-type: none"> <li>ESTABLISH A PROTOCOL FOR MEETINGS</li> <li>Holding meetings</li> </ul>	NTFC	NTFC	JUNE 2024		
<b>ICT Infrastructure</b>						
<b>Capacity Building</b>	<ul style="list-style-type: none"> <li>Create an ongoing development plan for sustaining the required expertise.</li> <li>Capacity building for staff undertaking advance rulings.</li> </ul>	Customs		September 2024		

	<ul style="list-style-type: none"> <li>Publish information on the advance rulings service, application procedures, appeal procedures and any applicable fees and charges</li> </ul>					
<b>4.5 Activate the border sector consultation group for regular engagement between the border authorities and the trading (private sector) on implementation of the National Trade Facilitation Strategy with relevant trade policy</b>						
<b>Output</b>	<b>Action</b>	<b>Lead Institution</b>	<b>Supporting Institution</b>	<b>Timeframe</b>	<b>Assistance / Funding</b>	<b>Resources Required (TA/CB)</b>
<b>TF Gap Assessment</b>	Border agencies appear to consult frequently with their stakeholders on an <i>ad hoc</i> basis					
<b>Legal / Policy</b>						
<b>Operational Procedures</b>	<ul style="list-style-type: none"> <li>Establish the protocols / terms of reference for the meetings</li> <li>Undertake regular scheduled meetings</li> </ul>	NTFC	NTFC members	Jun 2024		
<b>ICT Infrastructure</b>						
<b>Capacity Building</b>						
<b>4.6 Enhanced Notification of Controls</b>						
<b>Output</b>	<b>Action</b>	<b>Lead Institution</b>	<b>Supporting Institution</b>	<b>Timeframe</b>	<b>Assistance / Funding</b>	<b>Resources Required (TA/CB)</b>
<b>TF Gap Assessment</b>	<ul style="list-style-type: none"> <li>Review, and revise where necessary the trade policy, legislation, and protocols for communicating, raising, and ending enhanced controls</li> </ul>	GOEIC	Customs Technical Authorities	September 2024		
<b>Legal / Policy</b>		Customs				
<b>Operational Procedures</b>						
<b>ICT Infrastructure</b>	<ul style="list-style-type: none"> <li>Implement a protocol for communication of enhanced notification of controls and the termination of such controls through NAFEZA SW (communication channel for border officials)</li> </ul>	GOEIC	Customs Technical Authorities NTFC	September 2024		
<b>Capacity Building</b>	<ul style="list-style-type: none"> <li>Develop briefings, information material and awareness sessions for staff</li> </ul>	GOEIC	Customs	September 2024		

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			Technical Authorities NTFC			
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7.2.5 Strategic Goal 5 – Digitizing and Automating all Border Posts

<b>STRATEGIC GOAL 5: DIGITALIZATION AND AUTOMATION OF BORDER POSTS AND APPROVED FACILITIES FOR CONTACTLESS CLEARANCE OF CARGO CONSIGNMENTS</b>						
<b>5.1 Expand Nafeza to inland Customs offices, partner border agencies and border posts</b>						
<b>Output</b>	<b>Action</b>	<b>Lead Institution</b>	<b>Supporting Institution</b>	<b>Timeframe</b>	<b>Assistance / Funding</b>	<b>Resources Required (TA/CB)</b>
<b>TF Gap Assessment</b>	<ul style="list-style-type: none"> <li>Develop the minimum criteria for deploying Nafeza into locations to enable self-assessment and identification of gaps in infrastructure, funding, procedures, and technical capability</li> </ul>	MTS	NTFC members	September 2025		
<b>Legal / Policy</b>						
<b>Operational Procedures</b>						
<b>ICT Infrastructure</b>	<ul style="list-style-type: none"> <li>Deploy Nafeza to inland Customs Offices, partner border agencies and border posts as agreed</li> </ul>	MTS Customs	Technical Authorities Border Authorities	September 2027		
<b>Capacity Building</b>						

7.2.6 Strategic Goal 6 – Develop People

<b>STRATEGIC GOAL 6: BUILD THE CAPABILITY OF OFFICIALS IN AN ENVIRONMENT OF GREATER COMPEXITY AND AUTOMATION</b>						
<b>6.1 Implementation projects include a people impact and training and development component</b>						
<b>Output</b>	<b>Action</b>	<b>Lead Institution</b>	<b>Supporting Institution</b>	<b>Timeframe</b>	<b>Assistance / Funding</b>	<b>Resources Required (TA/CB)</b>
<b>TF Gap Assessment</b>	<ul style="list-style-type: none"> <li>Monitor all TFA strategy implementation proposals to ensure there is an assessment on the impact of the work on people and a training and development component</li> </ul>	NTFC	NTFC members			
<b>6.2 Easy to access help screens and training materials for all users when new technology is deployed</b>						
<b>Output</b>	<b>Action</b>	<b>Lead Institution</b>	<b>Supporting Institution</b>	<b>Timeframe</b>	<b>Assistance / Funding</b>	<b>Resources Required (TA/CB)</b>
<b>Assessment Report</b>	Monitor all TFA strategy implementation proposals to ensure there is an assessment on the impact of the work on people and a training and development component	NTFC	NTFC members			
<b>6.3 Develop people to lead through change</b>						
<b>Output</b>	<b>Action</b>	<b>Lead Institution</b>	<b>Supporting Institution</b>	<b>Timeframe</b>	<b>Assistance / Funding</b>	<b>Resources Required (TA/CB)</b>
<b>Capacity Building</b>	<ul style="list-style-type: none"> <li>Selected personnel participate 'leading through change' program / course</li> </ul>		NTFC	June 2024		

7.2.7

7.2.8 Strategic Goal 7 – Meet WTO Commitments

<b>STRATEGIC GOAL 7: MEET WTO TFA COMMITMENTS</b>						
<b>7.1 Meet WTO TFA Commitments</b>						
<b>Output</b>	<b>Action</b>	<b>Lead Institution</b>	<b>Supporting Institution</b>	<b>Timeframe</b>	<b>Assistance / Funding</b>	<b>Resources Required (TA/CB)</b>
<b>TF Gap Assessment</b>	Meet WTO TFA reporting commitments	- NTFC - Agreement and Foreign Trade Sector /Central Department of WTO Affairs (Technical Secretariat of the NTFC)	NTFC members	December 2027		
<b>Action</b>	Establish a calendar for WTO reporting requirements	Agreement and Foreign Trade Sector /Central Department of WTO Affairs (Technical Secretariat of the NTFC)		March 2024		
	Develop individual agency implementation action plan to align with the TF Strategy Action Plan	NTFC Members		September 2024		
<b>7.2 Fully functioning NTFC &amp; Secretariat</b>						

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Output	Action	Lead Institution	Supporting Institution	Timeframe	Assistance / Funding	Resources Required (TA/CB)
<b>TF Gap Assessment</b>	<ul style="list-style-type: none"> <li>• Regularly review articles for alignment with WTO commitments against progress of TFA activities.                             <ul style="list-style-type: none"> <li>○ Art. 5.3 Test Procedures</li> <li>○ Art 7.1 Pre- Arrival Processing</li> <li>○ Art. 7.6 Establishment &amp; Publication of Average Release Times</li> </ul> </li> </ul>	NTFC	NTFC members	As required		
<b>TF Gap Assessment</b>	<ul style="list-style-type: none"> <li>• TFA Articles for review to identify implementation activities                             <ul style="list-style-type: none"> <li>○ Art. 2.1 Opportunity to Comment</li> <li>○ Art 7.9 Perishables</li> <li>○ Art 8 Border Agency Cooperation</li> <li>○ Art 11 Transit Procedures</li> <li>○ Art 12 Customs Cooperation</li> </ul> </li> </ul>	NTFC	NTFC members	June 2024		

## Implementation Timeline Summary

Table 4: TFA Strategy Implementation Timeline Summary

Strategic Goal 1: Improve Risk Assessment			• 1.1 RM Framework		• 1.4 Integrated Targeting & Profiling				• 1.2 Automated Risk Screening (phased)		• 1.5 National Targeting Centre						
Strategic Goal 2: Review and rationalize procedures & checking					• 2.1 Simplification of processes & documents				• 2.2 Simplified Procedures for AO								
					• 2.1 <i>Whitelist Pilot</i>				• 2.4 Modernise methods of payment								
					• 2.3 AEO Exports Pilot												
					• 2.6 TRS Export #2												
					• 2.6 TRS Import #2				• 2.5 Revenue and other audit, verification & assurance programmes								
Strategic Goal 3: Full Automation of Import, Export & Transit Procedures									• 3.2 Interface agency systems with Nafeza								• 3.1 Nafeza SW
									• 3.3 Automated expedited clearance for urgent goods								
Strategic Goal 4: Easy access to trusted guidance, consultation & appeal procedures																	
					• 4.2 Publish procedures for appeals												
					• 4.5 Activate the Border Consultation Group				• 4.1 Trade Information Portal								
									• 4.4 Easy access to binding Advance Rulings								
					• 4.3 Establish Enquiry Point												
					• 4.6 Enhanced Notifications of Controls												
Strategic Goal 5: Digitalization & automation of border posts & approved facilities																	• 5.1. Nafeza accessible at inland customs offices, partner border agencies & border posts
Strategic Goal 6: Build the capability of officials in an environment of greater complexity & automation																	
									• 6.1 Develop people to lead through change								
									• 6.2 NTFC monitor projects from people perspective (ongoing)								
									• 6.3 NTFC monitor ICT projects for easy to access help screens & training materials (ongoing)								
Strategic Goal 7: WTO TFA Commitments																	
									• 7.1 Meet WTO TFA commitments (ongoing to 2030)								
									• 7.2 Fully functioning NTFC & Secretariat (ongoing to 2030)								
	Q2 2023	Q3 2023	Q4 2023	Q1 2024	Q2 2024	Q3 2024	Q4 2024	Q1 2025	Q2 2025	Q3 2025	Q4 2025	Q1 2026	Q2 2026	Q3 2026	Q4 2027	2027+	