



**Jamaica
Customs
Agency**
'Country Above Self'



A-CIP
Anti-Corruption
& Integrity Promotion
Programme for Customs

Customs Integrity Perception Survey 2023

Comprehensive Overview of the 2023 Customs
Integrity Perception Survey (CIPS) Results

Customs Officials

A Comprehensive Overview of the **2023 Customs Integrity Perception Survey** (CIPS) Results

The Jamaica Customs Agency (JCA) is committed to maintaining the highest standards of integrity, transparency, and accountability in all its operations. As part of our ongoing efforts to ensure that these values are upheld, a 2023 Customs Integrity Perception Survey (CIPS) was conducted, in partnership with the World Customs Organization (WCO) under the AntiCorruption and Integrity Promotion Programme (ACIP), to gather feedback from private sector stakeholders. This survey provided valuable insights into the manner in which the JCA is perceived, particularly as it relates to the ten (10) tenets of the Revised Arusha Declaration (RAD) regarding, leadership, regulatory framework, transparency, automation, stakeholder engagement, and ethical practices.

Below is an excerpt overview of the findings from the survey from the Customs Officials, highlighting areas of strength and opportunities for improvement. The survey attracted responses that surpassed the target sample size of 140 respondents, enhancing the reliability of the perceptions provided. There was a strong representation of experienced customs officials, offering feedback grounded in extensive practical knowledge, which further strengthens the value of the data collected.

The survey findings reaffirm the JCA's leadership commitment to integrity, with an overwhelming 97.1% of customs officials recognizing it as a core priority. Direct supervisors were particularly highlighted for their role in promoting ethical practices, with 97.5% of respondents noting their positive influence. These results underscore the strong leadership within the JCA that continues to drive its mission forward. Transparency remains a priority within the JCA, with most officials feeling well-informed about standard operating procedures and confident in applying them consistently. However, a notable percentage reported occasional challenges with interference from other officials, leading to deviations from standard operating procedures. This feedback highlights the need for further efforts to reinforce uniform decision-making processes and minimize any inappropriate interference, thereby strengthening transparency across operations.

The regulatory framework is another area where customs officials expressed confidence, recognizing its role in mitigating corruption and maintaining integrity. While the framework is largely seen as effective, there are occasional challenges, particularly regarding its complexity. The JCA remains committed to providing targeted support and training to ensure that all officers can navigate the regulations confidently. In terms of automation, most customs officials (64%) agree that automation has reduced opportunities to bypass procedures, 35% believe gaps remain, signaling that some areas of automation may need further improvement to fully enforce compliance.

Audit and investigation practices were generally viewed positively, with 74.28% of respondents expressing confidence in the reporting process, and 79.67% believing that reports of corrupt behavior are acted upon appropriately. However, a minority of officers raised concerns about the fairness of investigations, pointing to

areas where further improvement is needed. The insufficient usage of reporting channels also suggests that additional emphasis should be placed on reinforcing internal and external reporting mechanisms to ensure all officers feel safe and supported in reporting integrity violations.

In terms of human resource management, the survey highlighted a significant concern regarding compensation, with 58% of officials feeling that their salaries do not adequately reflect their responsibilities. There is strong support for the idea that improved compensation could reduce corrupt behavior, indicating that salary reviews may be necessary to maintain high ethical standards. As it relates to the recruitment and promotion process, 61% of the respondents feel satisfied with the current procedures. However, to further strengthen confidence in this process, enhancing transparency efforts will help to ensure that all officials feel recognized and rewarded based on their contributions.

Despite some concerns, the majority of customs officials report a high level of job satisfaction, with 89.62% of respondents expressing satisfaction with their roles. This positive feedback reflects well on the JCA's work environment and the support provided to its officers. Additionally, 96.27% of respondents expressed a strong sense of personal responsibility for upholding the agency's ethical standards, further underscoring the robust culture of integrity within the JCA.

Overall, the 2023 CIPS results provide a comprehensive view of the customs officials' perceptions and experiences, offering clear guidance for where the JCA can continue to strengthen its operations while addressing the areas identified for improvement. The JCA, through continued analysis of these results, has been developing an action plan to address the areas noted for improvement. Through the use of focus groups and other tools needed to garner further qualitative data, finalization of the JCA's action plan will be achievable.

CONTENTS

- 05 General Questions
- 06 Leadership & Commitment
- 08 Regulatory Framework
- 10 Transparency
- 12 Automation
- 13 Reform & Modernization
- 14 Audit & Investigation
- 17 Code of Conduct
- 20 Human Resource Management
- 22 Moral & Organizational Culture
- 24 Relationship with the Private Sector

JCA Survey

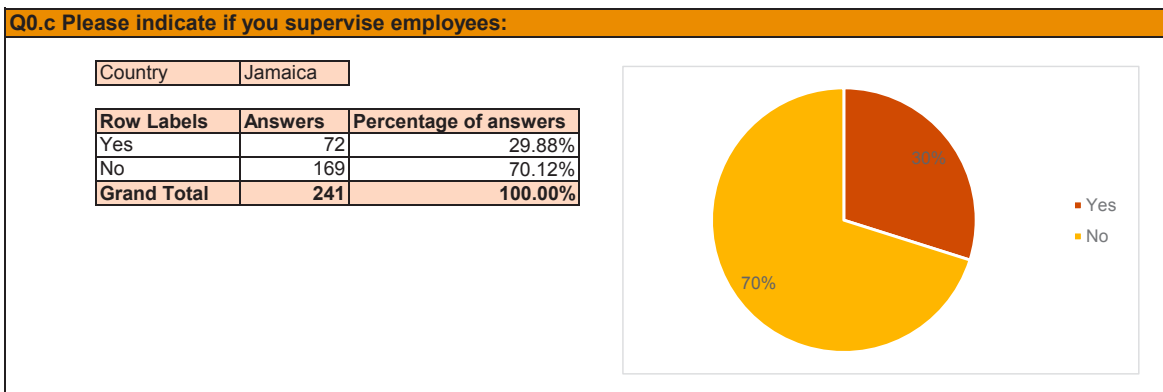
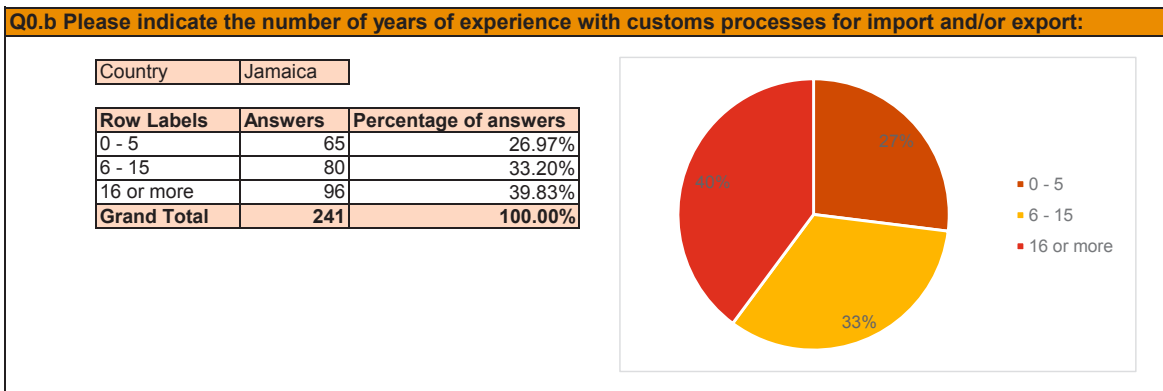
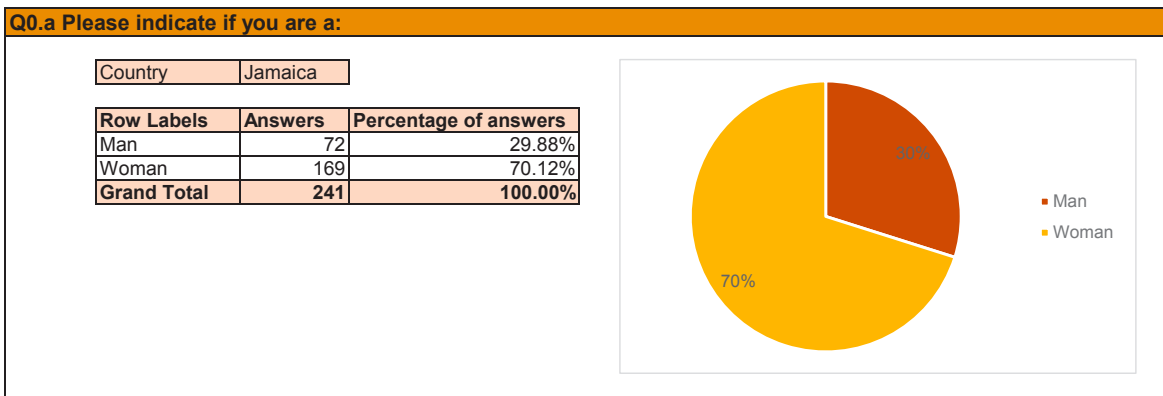
General Questions

10.11.2023

The survey results reveal a gender imbalance, with a higher proportion of female respondents, which should be considered when analyzing feedback. Additionally, the significant representation of experienced officers indicates that the insights provided are grounded in extensive practical knowledge.

The sample size surpassed the target sample size of 140, this enhances the reliability and representativeness of the survey results.

Overall, the survey data provides valuable insights into the demographic composition of the customs officers, which can inform strategic planning and targeted interventions within the Jamaica Customs Agency. It will also inform ongoing efforts to enhance transparency, efficiency, and integrity within the Jamaica Customs Agency, ultimately contributing to better service and improved practices.



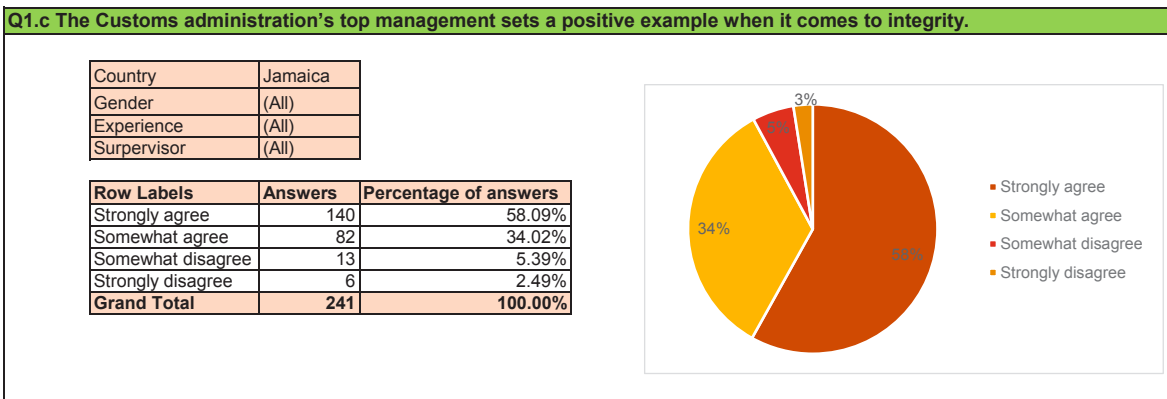
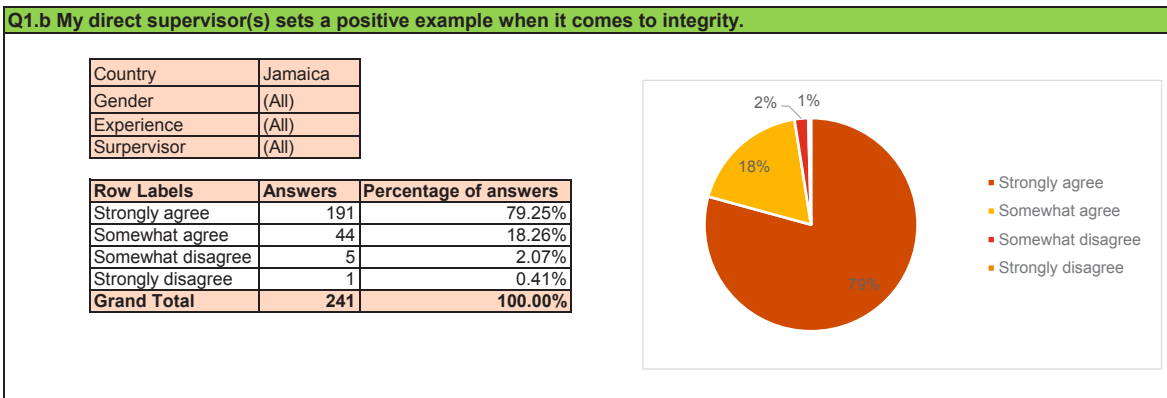
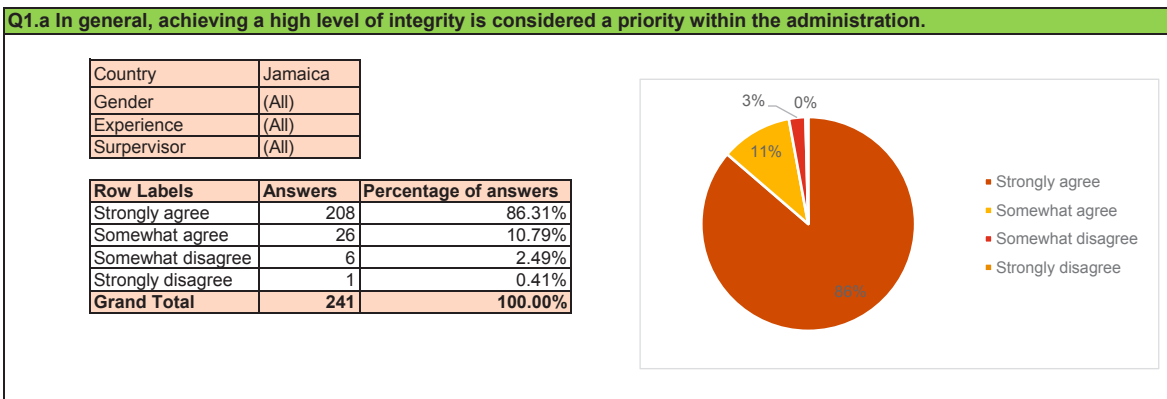
JCA Survey

Leadership & Commitment

10.11.2023

The survey results demonstrate a commendable commitment to integrity within the Jamaica Customs Agency. A resounding 97.1% of respondents recognize integrity as a top priority, reflecting a strong foundation of ethical values across the organization. The high regard for direct supervisors, with 97.5% of employees noting their positive example, underscores effective role modeling at the operational level.

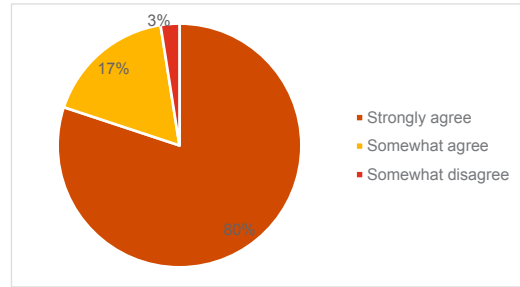
Most employees feel clear about their roles and expected behaviors (97.51%), and a significant majority (85%) are aware of the procedures for reporting integrity violations. However, nearly 15% either lack clarity or are uncertain about these processes. This indicates a need for enhanced communication and training to ensure all staff are fully informed. Moving forward, the Agency will focus on strengthening awareness programs and fostering a more supportive environment for reporting concerns, further reinforcing its commitment to integrity and ethical conduct.



Q1.d My role and expected behaviours within Customs administration are clear.

Country	Jamaica
Gender	(All)
Experience	(All)
Supervisor	(All)

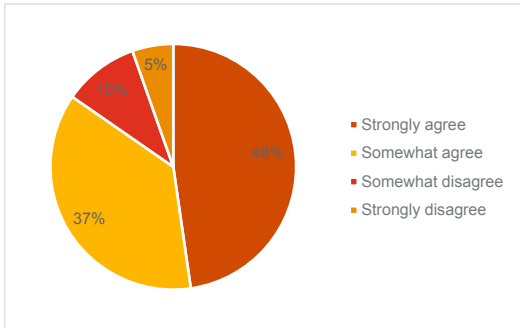
Row Labels	Answers	Percentage of answers
Strongly agree	193	80.08%
Somewhat agree	42	17.43%
Somewhat disagree	6	2.49%
Grand Total	241	100.00%



Q1.e I know the procedure to report integrity violations in my Customs administration.

Country	Jamaica
Gender	(All)
Experience	(All)
Supervisor	(All)

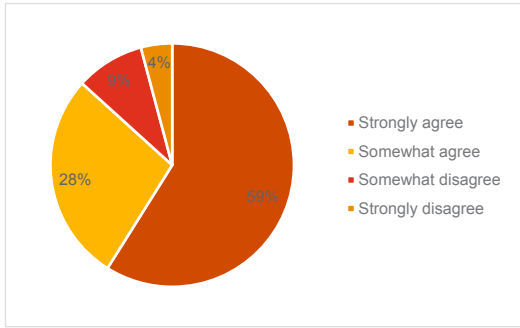
Row Labels	Answers	Percentage of answers
Strongly agree	115	47.72%
Somewhat agree	89	36.93%
Somewhat disagree	24	9.96%
Strongly disagree	13	5.39%
Grand Total	241	100.00%



Q1.f I feel encouraged by my supervisor(s) to report integrity violations.

Country	Jamaica
Gender	(All)
Experience	(All)
Supervisor	(All)

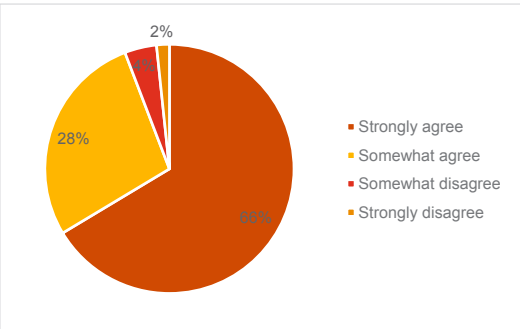
Row Labels	Answers	Percentage of answers
Strongly agree	142	58.92%
Somewhat agree	67	27.80%
Somewhat disagree	22	9.13%
Strongly disagree	10	4.15%
Grand Total	241	100.00%



Q1.g My supervisor is taking action to promote integrity.

Country	Jamaica
Gender	(All)
Experience	(All)
Supervisor	(All)

Row Labels	Answers	Percentage of answers
Strongly agree	160	66.39%
Somewhat agree	67	27.80%
Somewhat disagree	10	4.15%
Strongly disagree	4	1.66%
Grand Total	241	100.00%



JCA Survey

Regulatory Framework

10.11.2023

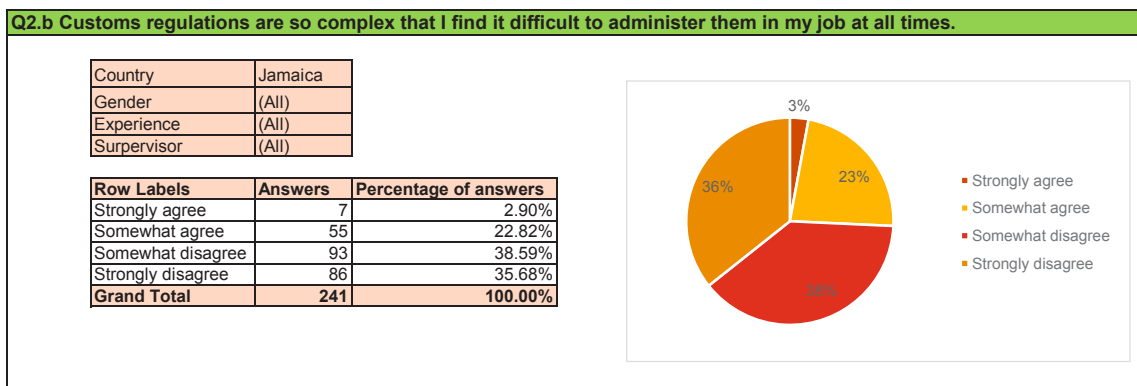
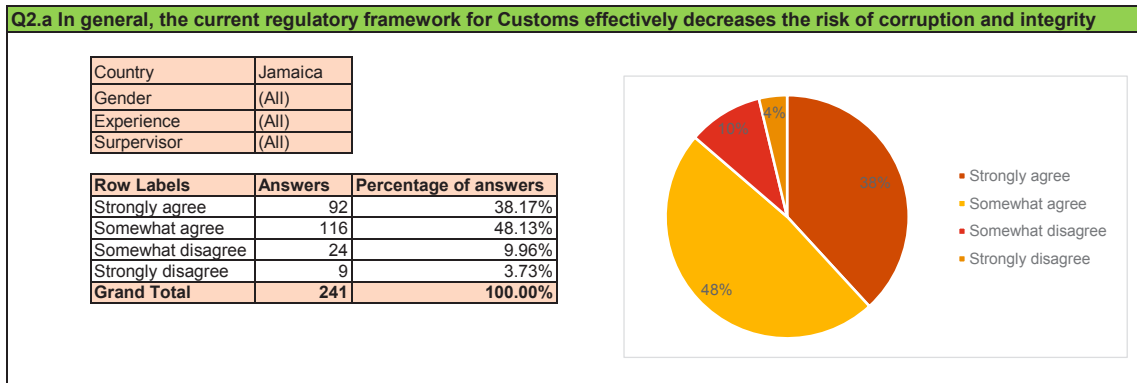
The survey results indicate a positive perception of the regulatory framework among Customs officials, with strong agreement on its role in mitigating corruption and maintaining integrity. While complexity is not a widespread issue, there are occasional challenges. Adherence to regulations is high, and there is a general sense of encouragement and responsiveness regarding feedback mechanisms. However, efforts to further enhance the feedback process and address concerns about regulatory effectiveness can contribute to even greater confidence and compliance within the JCA.

As such the JCA intends to :

Address Complexity: conduct targeted training and provide support for those who face challenges with the regulations.

Enhance Feedback Mechanisms: Ensuring all feedback is acted upon and communicated effectively to strengthen trust and improve regulatory processes.

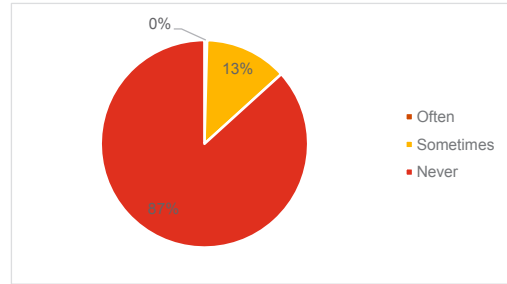
Continuously assess the effectiveness of the regulatory framework and its impact on integrity to address any emerging concerns.



Q2.c I ignore Customs regulations because they are too complex.

Country	Jamaica
Gender	(All)
Experience	(All)
Supervisor	(All)

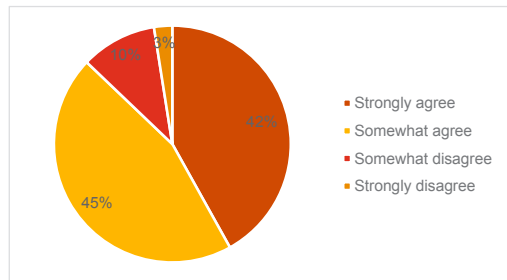
Row Labels	Answers	Percentage of answers
Often	1	0.41%
Sometimes	31	12.86%
Never	209	86.72%
Grand Total	241	100.00%



Q2.d I feel encouraged by my supervisor(s) to provide feedback on the effectiveness of Customs regulations.

Country	Jamaica
Gender	(All)
Experience	(All)
Supervisor	(All)

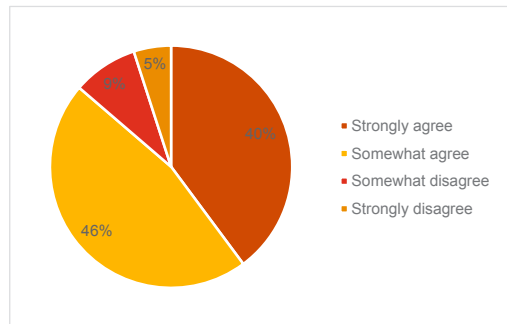
Row Labels	Answers	Percentage of answers
Strongly agree	101	41.91%
Somewhat agree	109	45.23%
Somewhat disagree	25	10.37%
Strongly disagree	6	2.49%
Grand Total	241	100.00%



Q2.e My supervisor(s) will take action on my feedback to improve the effectiveness of Customs regulations.

Country	Jamaica
Gender	(All)
Experience	(All)
Supervisor	(All)

Row Labels	Answers	Percentage of answers
Strongly agree	96	39.83%
Somewhat agree	112	46.47%
Somewhat disagree	21	8.71%
Strongly disagree	12	4.98%
Grand Total	241	100.00%



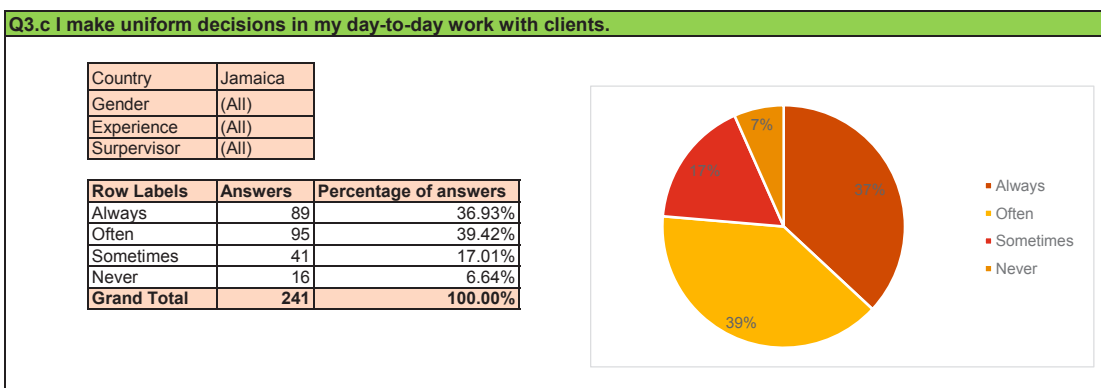
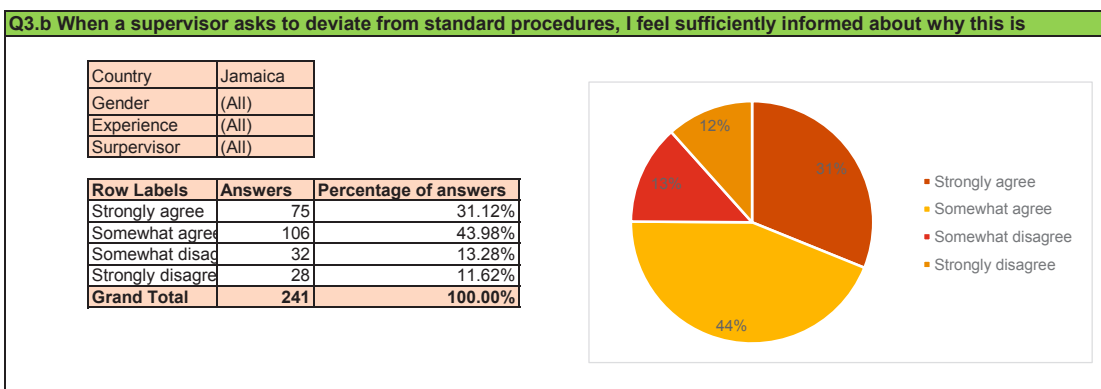
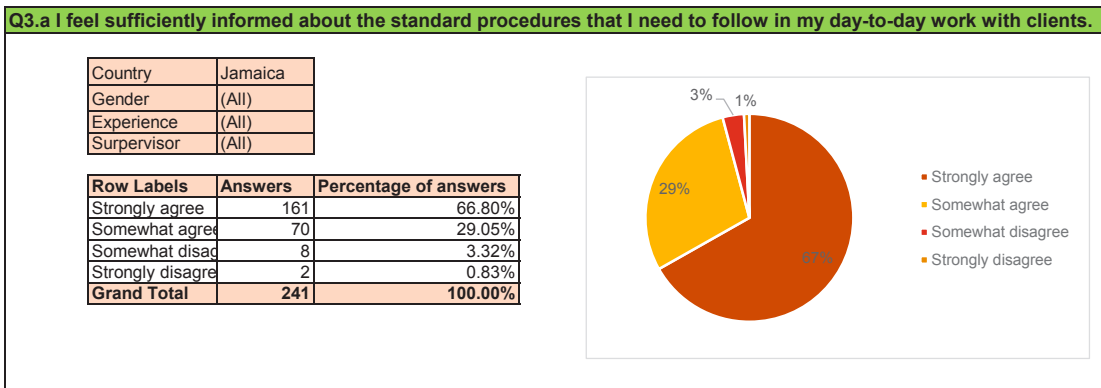
JCA Survey Transparency 10.11.2023

Overall, Customs officials generally view transparency positively. They feel well-informed about standard procedures and largely perceive that they can apply these procedures consistently and with minimal interference. However, there is a notable percentage of officials who report challenges with understanding deviations from standard procedures and experience some level of interference. Addressing these issues could further strengthen the transparency and consistency of Customs operations.

The JCA will :

Continue to support and train officials to ensure uniform decision-making and address any identified inconsistencies.

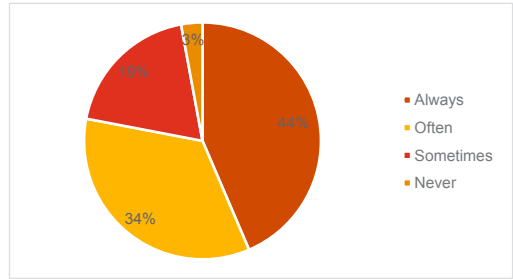
Review and address sources of inappropriate interference to support officials in applying procedures effectively and independently.



Q3.d I can apply the standard procedures without inappropriate interference from other officials.

Country	Jamaica
Gender	(All)
Experience	(All)
Supervisor	(All)

Row Labels	Answers	Percentage of answers
Always	105	43.57%
Often	83	34.44%
Sometimes	46	19.09%
Never	7	2.90%
Grand Total	241	100.00%



JCA Survey Automation 10.11.2023

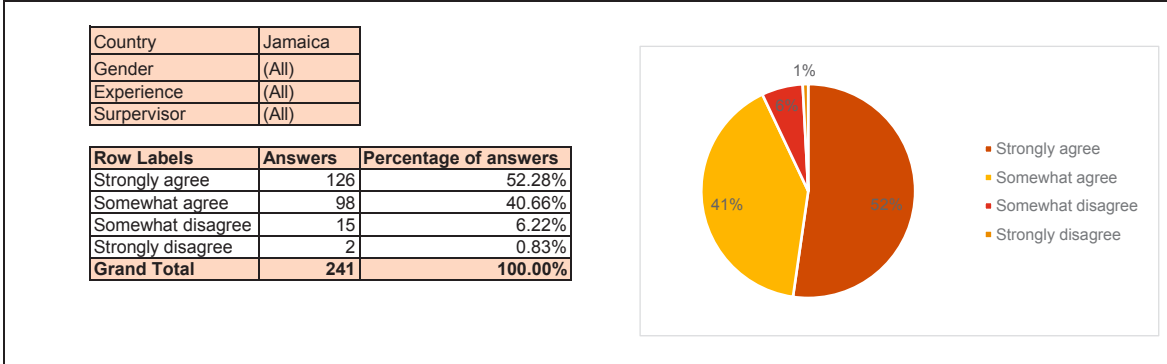
The survey results suggests that the training programs for computerized systems are generally effective, with a high percentage of Customs officials feeling confident in their abilities. However, it is important to address the concerns of the minority who may require further support.

The introduction of automated systems has been seen positively by most respondents in terms of improving compliance with procedures. Nonetheless, the noticeable minority who disagree suggests that there may be specific areas or issues that need addressing to ensure full effectiveness.

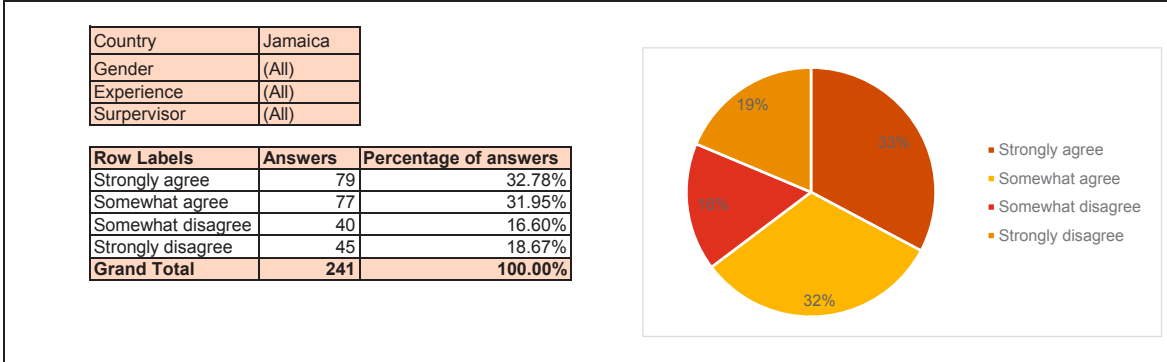
Although the majority of respondents feel sufficiently trained, continued investment in training and support is essential to maintain and improve the high levels of confidence in system usage. Special attention should be given to addressing the concerns of those who feel inadequately trained.

Given the mixed responses on the impact of automation, a review of the automated systems and their implementation may be beneficial. The JCA intends to engage with the officials wto obtain further insights into potential improvements or adjustments needed.

Q4.a I feel sufficiently trained to use the computerized systems in the administration.



Q4.b The introduction of automated Customs systems has restricted opportunities to ignore procedures.



JCA Survey

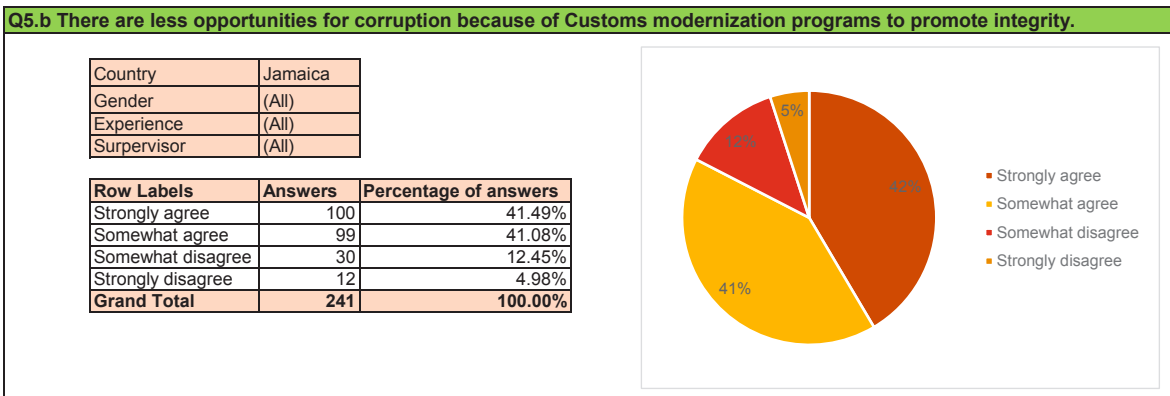
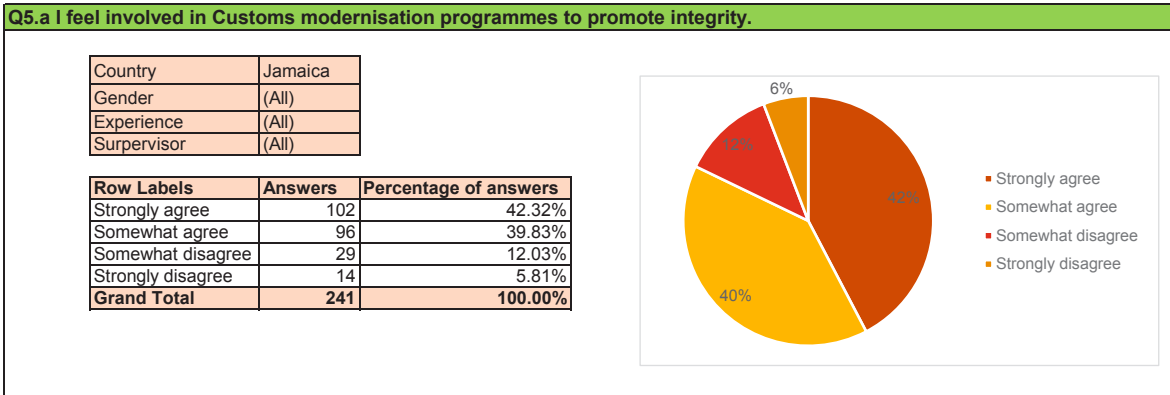
Reform & Modernization

10.11.2023

A majority of respondents (82%) feel engaged in Customs modernization programs aimed at promoting integrity, suggesting a substantial level of engagement and participation. However, a combined 17.84% disagreed highlighting a need to address the concerns of those who may not feel adequately involved or informed about the modernization efforts.

The overwhelming majority who believe that modernization programs have reduced corruption opportunities indicates that these initiatives are perceived as effective in enhancing integrity. However, the notable minority who disagree suggests that there may be specific issues or gaps that need further attention.

While most officials feel involved, it is essential to address the concerns of those who do not feel fully included. The JCA will improve communication about the goals and progress of modernization programs to enhance overall engagement.



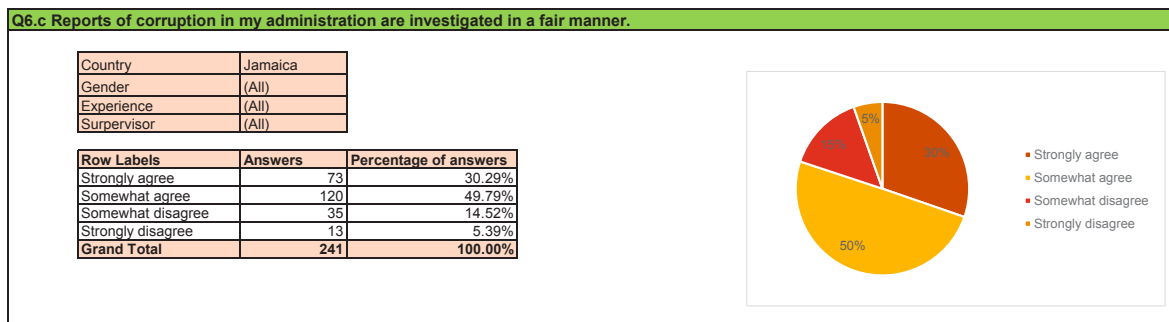
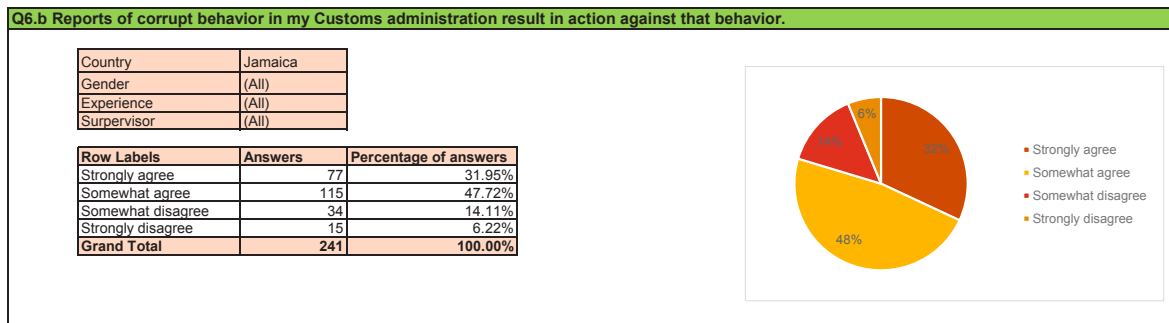
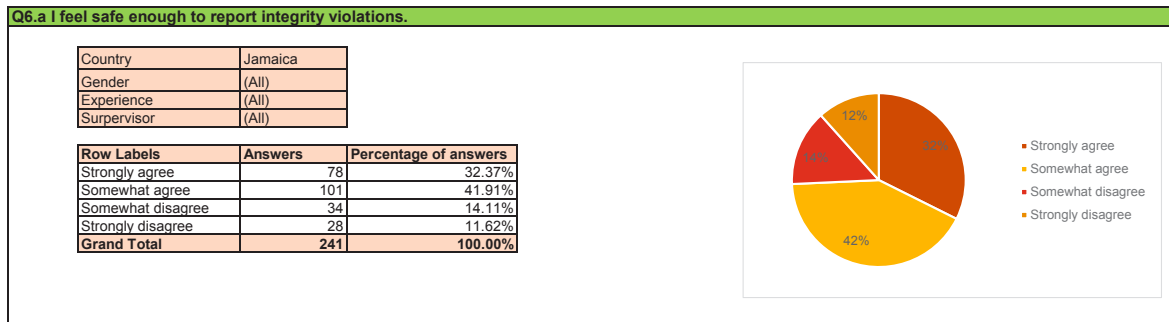
JCA Survey

Audit & Investigation

10.11.2023

The results provide a comprehensive view of Customs officials' attitudes and experiences regarding audit and investigation practices. Overall, the data suggests that most officials feel relatively safe reporting integrity violations, with 74.28% expressing confidence in the reporting process. A significant majority also believe that reports of corrupt behavior are acted upon (79.67%) and that investigations are conducted fairly (80.08%). This indicates a generally positive perception of the audit mechanisms and their effectiveness. Additionally, a strong majority would refuse and report bribes, reflecting adherence to ethical standards.

However, the survey also highlights several areas needing improvement. Approximately 25.73% of officials do not feel safe reporting violations, pointing to a need for enhanced support and protection. Despite high confidence in reporting mechanisms, there is a notable concern about the perceived fairness and effectiveness of investigations, as evidenced by the 19.92% with reservations. Furthermore, the low percentages of officials using internal (19.00%) or external (2.26%) reporting bodies, and the significant portion who would ignore bribery offers without reporting (34.85%), suggest that greater emphasis is needed on reinforcing reporting channels and anti-corruption training. Addressing these concerns will be crucial in strengthening overall integrity and effectiveness within the JCA..



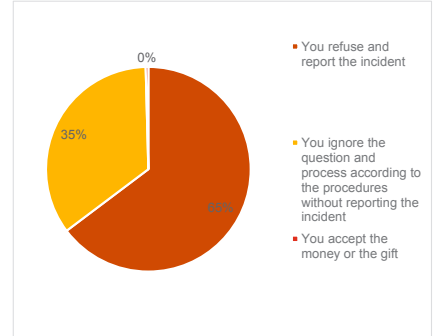
Q6.d Imagine the following scenario: You suspect that a colleague accepts money from the private sector to ignore procedures. How would you react? Multiple answers are possible.

	Country	Jamaica		
	Gender	(All)		
	Experience	(All)		
	Supervisor	(All)		
Q6.d1 Do nothing				
	Row Labels	Answers	Percentage of answers	
	No	221	91.70%	
	Yes	20	8.30%	
	Grand Total	241	100.00%	
	Country	Jamaica		
	Gender	(All)		
	Experience	(All)		
	Supervisor	(All)		
Q6.d2 Talk to the colleague about his/her behavior				
	Row Labels	Answers	Percentage of answers	
	Yes	164	74.21%	
	No	57	25.79%	
	Grand Total	221	100.00%	
	Country	Jamaica		
	Gender	(All)		
	Experience	(All)		
	Supervisor	(All)		
Q6.d3 Report immediately to direct supervisor				
	Row Labels	Answers	Percentage of answers	
	Yes	165	74.66%	
	No	56	25.34%	
	Grand Total	221	100.00%	
	Country	Jamaica		
	Gender	(All)		
	Experience	(All)		
	Supervisor	(All)		
Q6.d4 Report immediately to internal investigation body				
	Row Labels	Answers	Percentage of answers	
	Yes	42	19.00%	
	No	179	81.00%	
	Grand Total	221	100.00%	
	Country	Jamaica		
	Gender	(All)		
	Experience	(All)		
	Supervisor	(All)		
Q6.d5 Report immediately to external investigation body				
	Row Labels	Answers	Percentage of answers	
	Yes	5	2.26%	
	No	216	97.74%	
	Grand Total	221	100.00%	

Q6.e Imagine the following scenario. A client offers you money or a gift to speed up the Customs process or to release goods without the proper documents. How would you react?

Country	Jamaica
Gender	(All)
Experience	(All)
Supervisor	(All)

Row Labels	Answers	Percentage of answers
You refuse and report the incident	156	64.73%
You ignore the question and process according to the procedures without reporting the incident	84	34.85%
You accept the money or the gift	1	0.41%
Grand Total	241	100.00%



JCA Survey

Code of Conduct

10.11.2023

The survey results collectively indicate that the Code of Conduct is a well-recognized and generally well-understood framework within the JCA. Most officials feel that the Code is clear, fairly applied, and beneficial in guiding ethical decision-making. The strong perception of the effectiveness of the sanction system in deterring misconduct further reinforces the credibility of the Code.

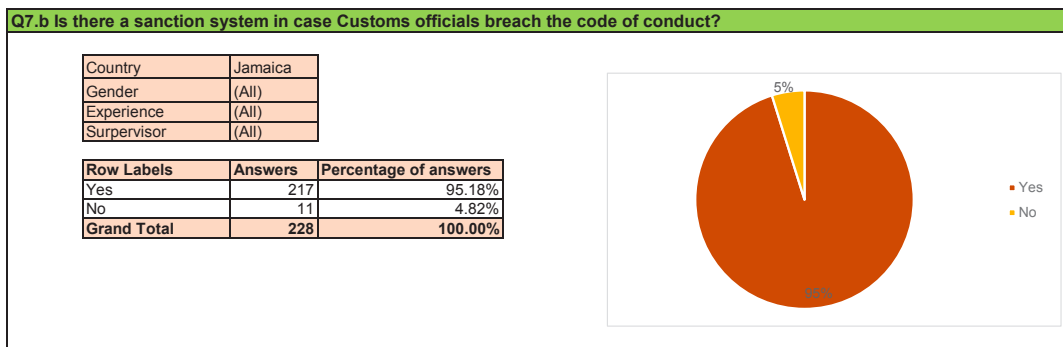
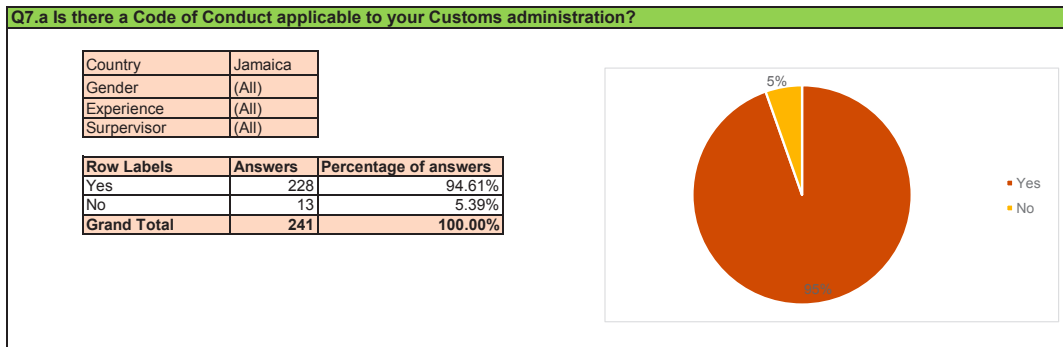
However, the presence of some dissenting opinions regarding the clarity of the Code and fairness in its application suggests that there are areas needing attention. Addressing these concerns through enhanced communication, targeted training, and a review of enforcement practices could further strengthen the overall effectiveness and perception of the Code of Conduct.

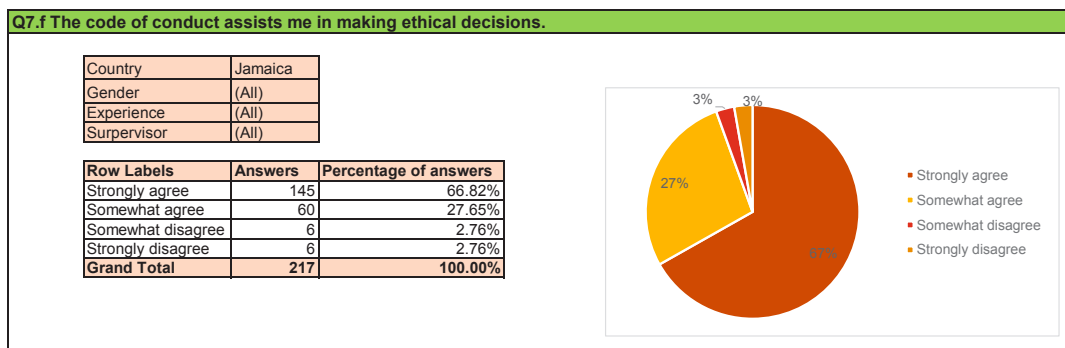
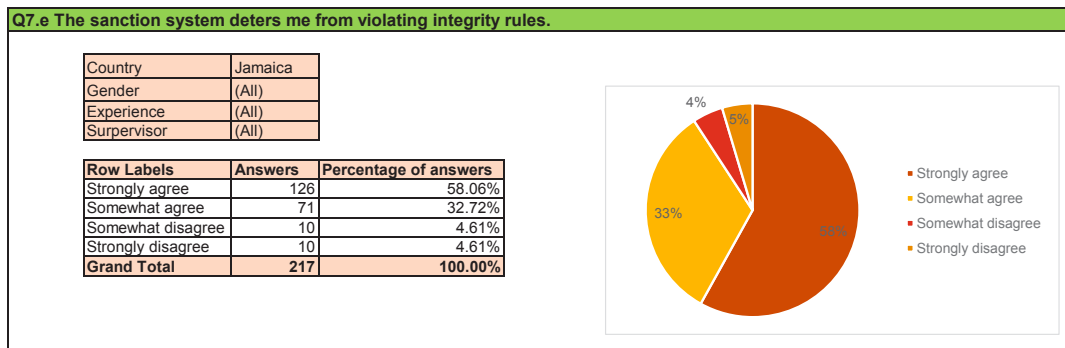
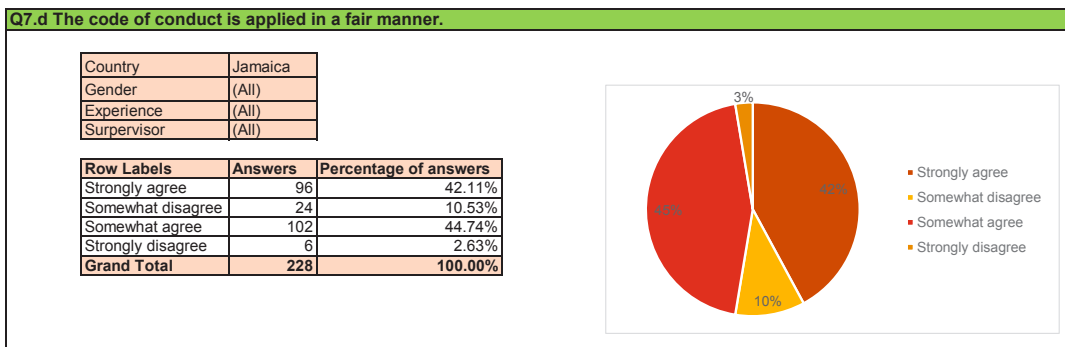
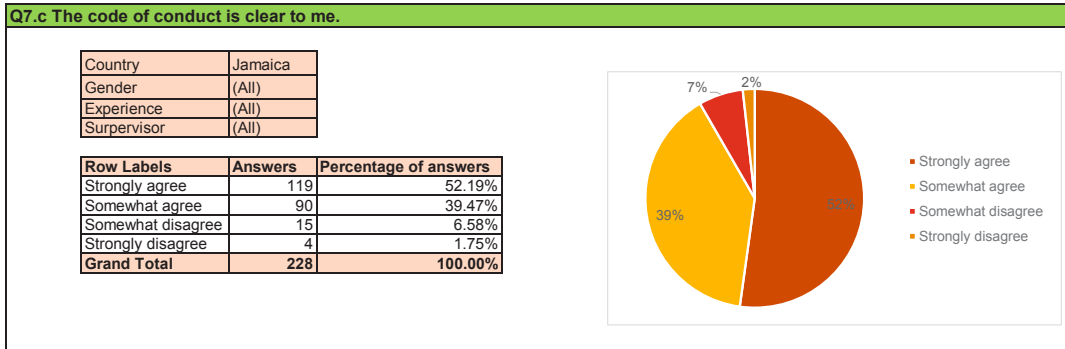
The JCA will continue to

Improve Communication and Training: Ensure that all Customs officials receive comprehensive and clear training on the Code of Conduct to address any remaining ambiguities and enhance understanding.

Enhance Fairness and Transparency: Review and potentially adjust the application of the Code to address perceived inconsistencies and ensure a fair enforcement process.

Strengthen the Sanction System: Regularly evaluate the sanction system to maintain its deterrent effect and make necessary improvements based on feedback.

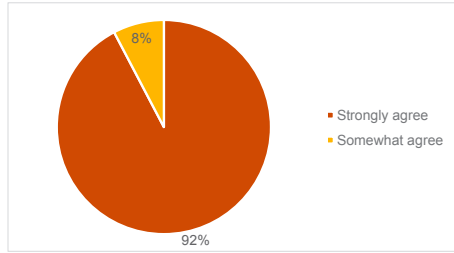




Q7.g We need a Code of Conduct in our Customs administration.

Country	Jamaica
Gender	(All)
Experience	(All)
Supervisor	(All)

Row Labels	Answers	Percentage of answers
Strongly agree	12	92.31%
Somewhat agree	1	7.69%
Grand Total	13	100.00%



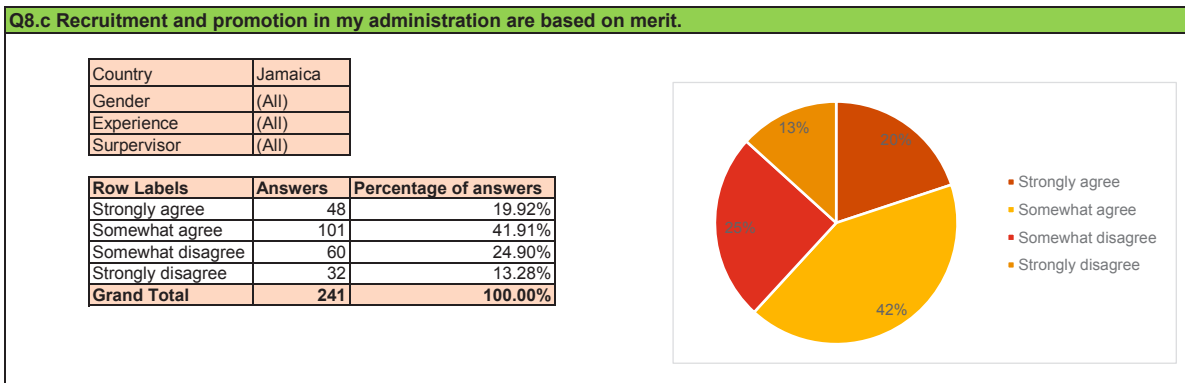
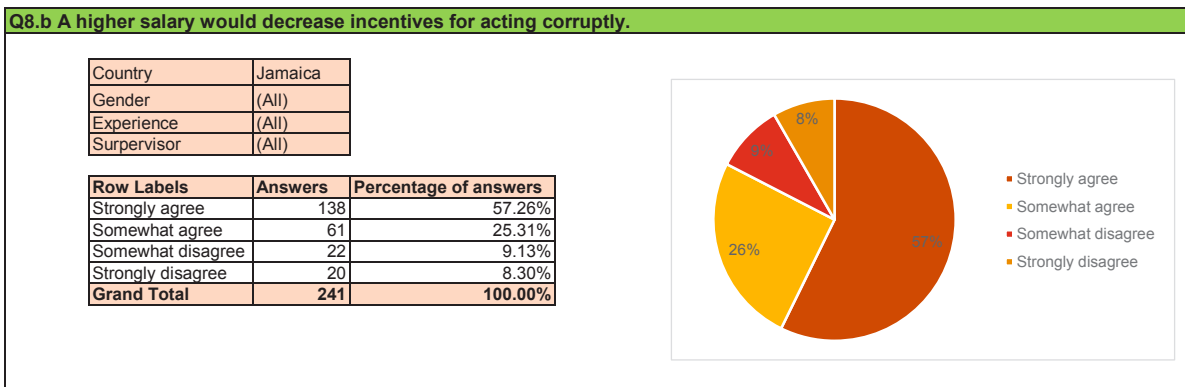
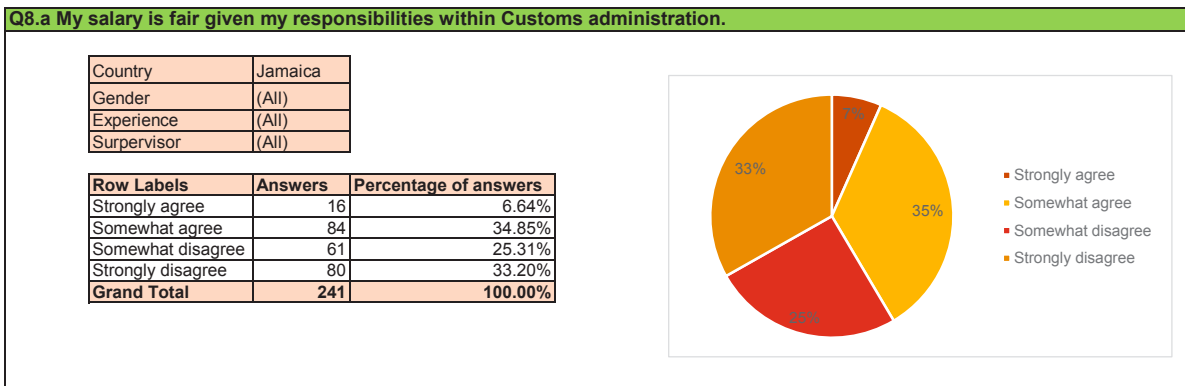
JCA Survey

Human Resource Management

10.11.2023

A significant portion of Customs Officials, approximately 58%, feel that their salary does not adequately reflect their responsibilities, suggesting a need for potential salary reviews or adjustments. There is strong support among officials for the idea that increasing salaries could reduce corrupt behavior, indicating that improved compensation might enhance ethical conduct.

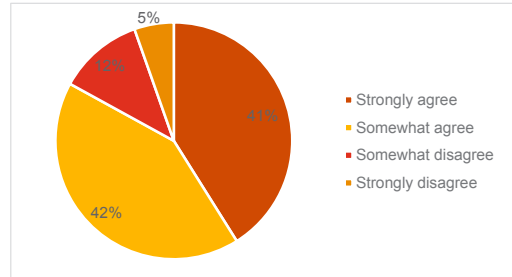
While most officials view recruitment and promotion as merit-based, there remains a notable concern about the fairness of these processes. This highlights an area where transparency and meritocracy could be improved. Additionally, while the majority find integrity training beneficial in preventing corruption, there is a minority that feels the training could be enhanced to be more impactful.



Q8.d Integrity training in my administration helps to prevent corruption.

Country	Jamaica
Gender	(All)
Experience	(All)
Supervisor	(All)

Row Labels	Answers	Percentage of answers
Strongly agree	99	41.08%
Somewhat agree	101	41.91%
Somewhat disagree	28	11.62%
Strongly disagree	13	5.39%
Grand Total	241	100.00%



JCA Survey

Moral and Organizational Culture

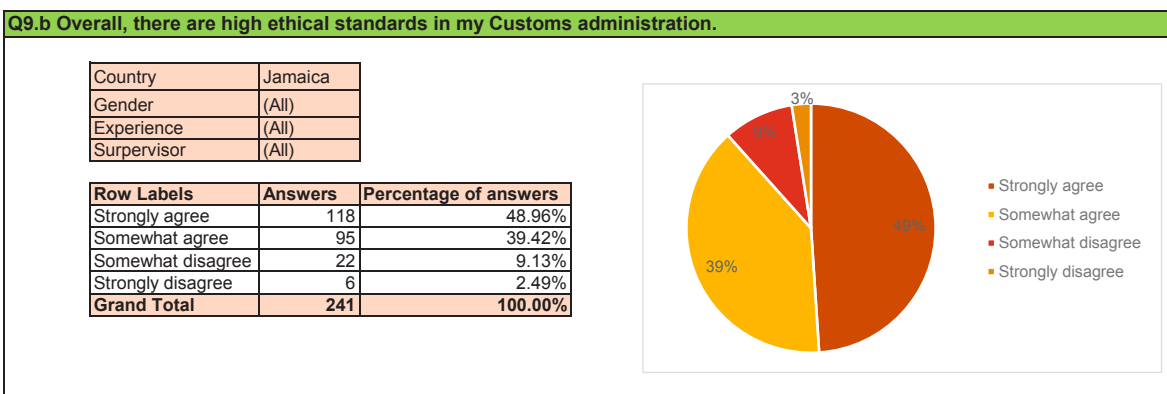
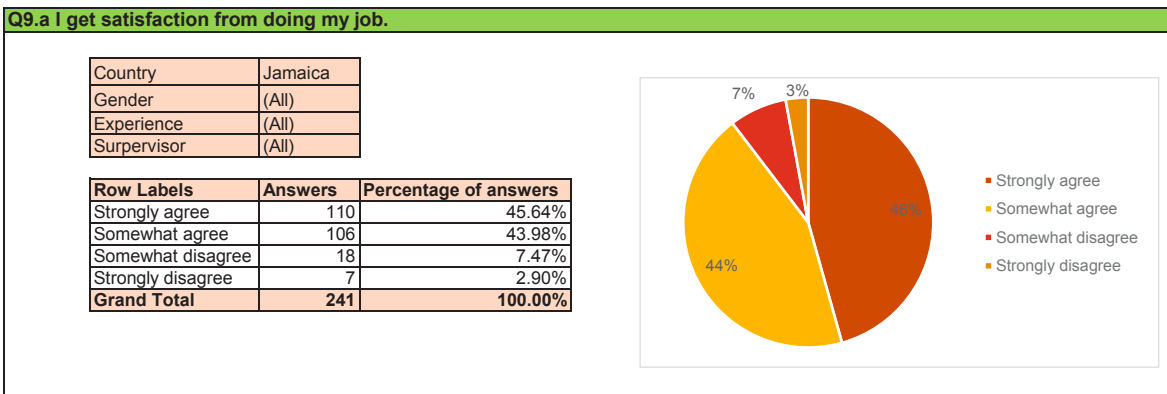
10.11.2023

The majority of Customs officials express a high level of satisfaction with their jobs, reflecting positively on the work environment and the support provided by the agency. Specifically, 89.62% of respondents report satisfaction with their roles, indicating a favorable work atmosphere.

Moreover, there is a strong perception of high ethical standards within the Customs administration. 88.38% of officials view the ethical environment positively, though a small percentage of respondents have raised concerns that need to be addressed to further enhance the agency's reputation for integrity.

In addition, a significant proportion of Customs officials feel personally responsible for maintaining high standards of integrity, with 96.27% expressing a strong or somewhat strong sense of accountability. This high level of personal commitment underscores a robust culture of ethical responsibility within the organization.

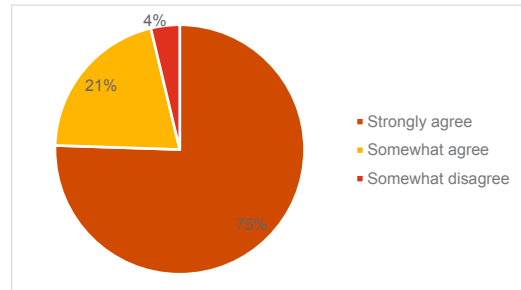
To further improve job satisfaction, JCA will continue implementing initiatives such as enhanced recognition programs, targeted professional development opportunities, and increased support mechanisms. Additionally, the agency will engage with employees who have expressed dissatisfaction to obtain valuable insights into specific areas for improvement. Providing these ongoing support and resources can help sustain and strengthen the strong culture of ethical responsibility that currently exists within the agency.



Q9.c I feel responsible for maintaining high integrity standards within my Customs administration.

Country	Jamaica
Gender	(All)
Experience	(All)
Supervisor	(All)

Row Labels	Answers	Percentage of answers
Strongly agree	182	75.52%
Somewhat agree	50	20.75%
Somewhat disagree	9	3.73%
Grand Total	241	100.00%



JCA Survey

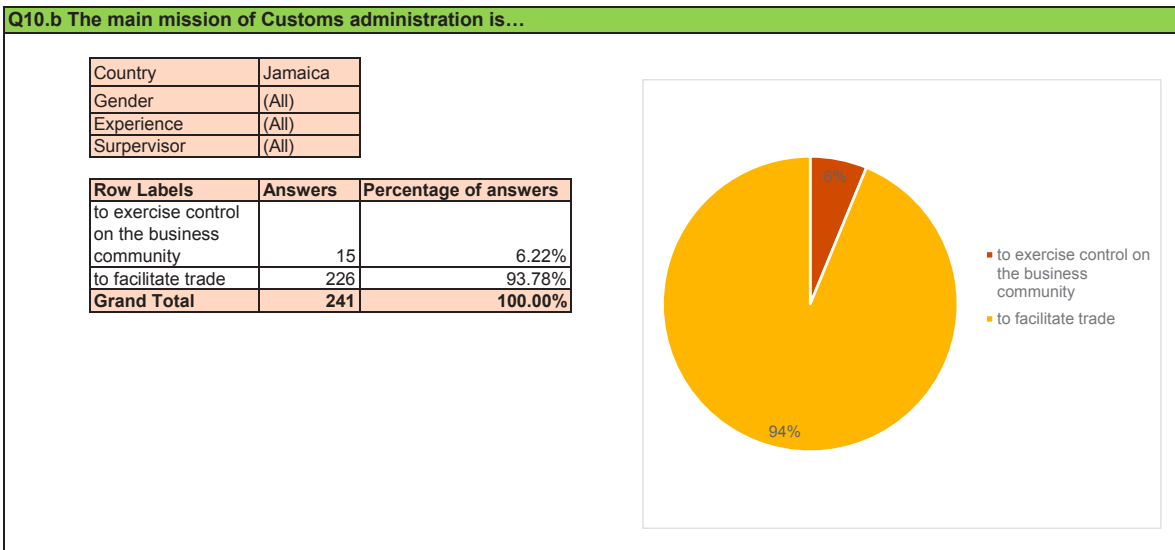
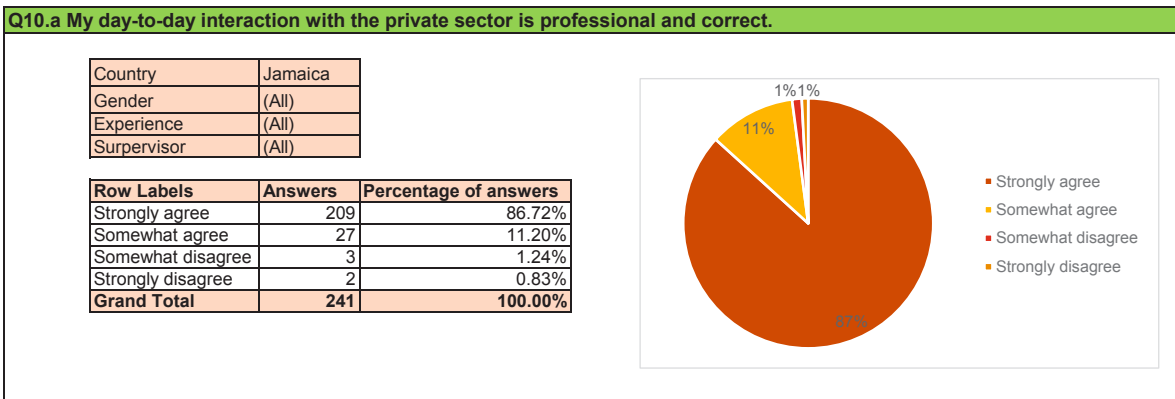
Relationship with the Private Sector

10.11.2023

The data reveals that the vast majority of Customs officials perceive their interactions with the private sector as professional and correct. This reflects positively on the agency's commitment to maintaining high standards in its dealings with external stakeholders. There is also a strong consensus among respondents regarding the primary mission of Customs, demonstrating a clear understanding of the agency's role in facilitating trade rather than focusing solely on control.

The JCA will identify and address the minor concerns raised by the small percentage of respondents regarding unprofessional and incorrect interaction with stakeholders. This involves additional training or review of procedures to ensure that all officials meet the same standards of professionalism.

While most officials understand the mission of Customs, reinforcing this understanding through regular communication and training can help ensure continued alignment with the agency's goals and enhance overall effectiveness.



Summary: Based on the results of the CIPs, the Jamaica Customs Agency recognizes the importance of conducting a deeper analysis to pinpoint specific areas of concern among stakeholders. This will enable us to address the issues effectively and ensure that the necessary resolutions are implemented.



**Jamaica
Customs
Agency**
'Country Above Self'



WCO

A-CIP

Anti-Corruption
& Integrity Promotion
Programme for Customs

Customs Officials 2nd Iteration Latin America and Caribbean 2023

