



**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

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 Anti-corruption 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 Revenue Appeals Division (RAD) regarding, leadership, regulatory framework, transparency, automation, stakeholder engagement, and ethical practices.

Below is an excerpt overview of the findings from the survey, highlighting areas of strength and opportunities for improvement.

The survey attracted a response from only sixty-eight private sector stakeholders, falling short of the targeted 309 participants, however the data provided insight into stakeholder perceptions that are critical for ongoing improvements within the JCA. The findings reflect positively on the JCA's leadership, with stakeholders largely recognizing the agency's strong commitment to integrity. However, there is still room for enhancing our anti-corruption efforts. The survey reaffirms that integrity remains a core value within the agency, and we are committed to build on this foundation.

The CIPS results also revealed diverse perspective among stakeholders: some expressed concerns about the complexity of the regulatory framework, while others view this complexity as necessary to ensure thoroughness and compliance. These differing perspectives underscore the need for a balanced approach to addressing stakeholder concerns. The JCA is committed to refining its regulatory framework to better meet the needs of all stakeholders while maintaining the necessary thoroughness in our processes. The introduction of the new Customs Act and the accession of the Revised KYOTO Convention aims to satisfy this issue.

The feedback on our automated systems was encouraging, with stakeholders appreciating the advancements made, though they also identified opportunities for further enhancements to better serve their needs. Stakeholder engagement during the reform and modernization processes was another area of focus, with most respondents feeling included, yet indicating that more inclusive efforts could further strengthen this engagement. Ethical practices were strongly endorsed by respondents, who recognized the effectiveness of the JCA's codes of conduct in guiding their interactions with the agency.

Overall, the CIPS results highlighted the JCA's efforts in upholding integrity and transparency. The agency is committed to building on these strengths, while addressing the areas identified for improvement. This will ensure that our operations continue to meet the highest standards and serve the needs of all stakeholders.

The JCA through continued analysis of these results have 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.

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JCA Survey

General Questions

10.11.2023

A total of sixty-eight private sector stakeholders responded to the 2023 Customs Integrity Perception Survey (CIPS). Although this represents a smaller sample size compared to the target of 309, the results provide insightful perspectives on gender representation and experience with customs processes.

Gender Representation: The survey shows a fairly balanced gender distribution among respondents, with women slightly outnumbering men. This diversity is essential for capturing a range of viewpoints on customs operations.

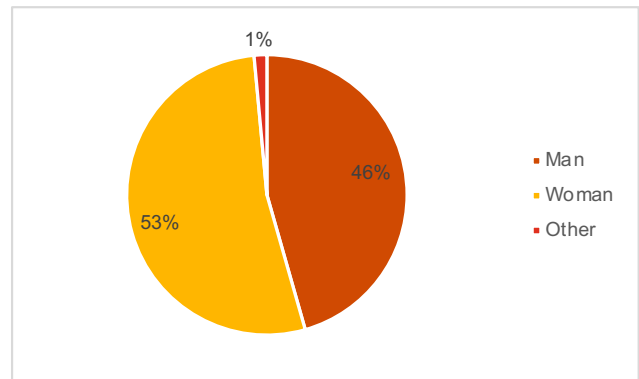
Experience with Customs Processes: The data reveals that a majority of respondents (57.35%) have extensive experience with customs processes, having been engaged for 16 years or more. This indicates a depth of knowledge that can significantly contribute to understanding long-term trends and challenges in customs administration.

While the sample size is smaller than the desired target, the insights gained are crucial for informing our efforts to enhance transparency and efficiency in customs operations. Moving forward, we will consider these findings alongside other feedback and data to continuously improve our processes and better serve the needs of all stakeholders.

Q0.a Please indicate if you are a:

Country	Jamaica
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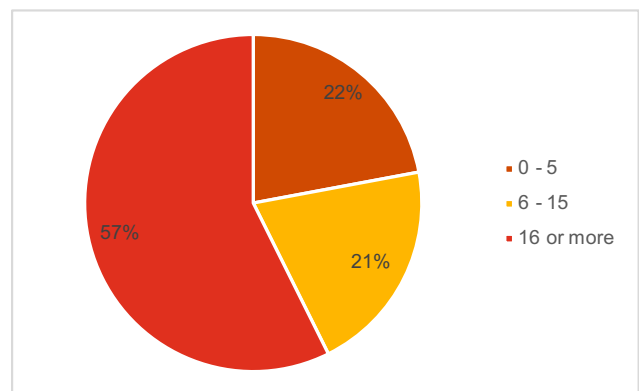
Row Labels	Answers	Percentage of answers
Man	31	45.59%
Woman	36	52.94%
Other	1	1.47%
Grand Total	68	100.00%



Q0.b Please indicate the number of years of experience with customs processes for import and/or export:

Country	Jamaica
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Row Labels	Answers	Percentage of answers
0 - 5	15	22.06%
6 - 15	14	20.59%
16 or more	39	57.35%
Grand Total	68	100.00%



JCA Survey

Leadership & Commitment

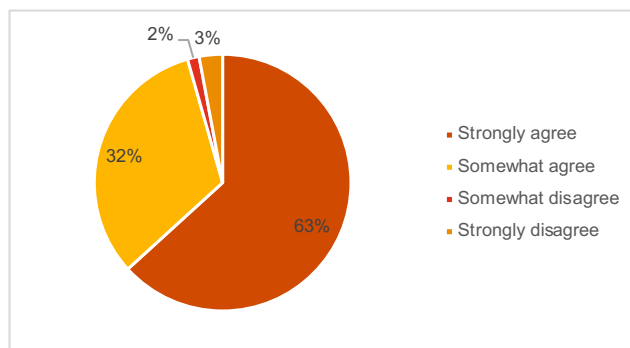
10.11.2023

Analysis - Overall, the private sector's perception of leadership and commitment within the Jamaica Customs Agency is largely positive. The data indicates that integrity is a clear priority, with management perceived as taking significant steps towards exemplifying and enforcing these values. Nonetheless, there are some areas where the perception of management's commitment could be strengthened, particularly in making anti-corruption efforts more visible and consistent. These findings provide valuable insights for enhancing the JCA's leadership strategies and reinforcing its commitment to integrity.

Q1.a Achieving a high level of integrity is considered a priority within the Customs administration.

Country	Jamaica
Gender	(All)
Experience	(All)

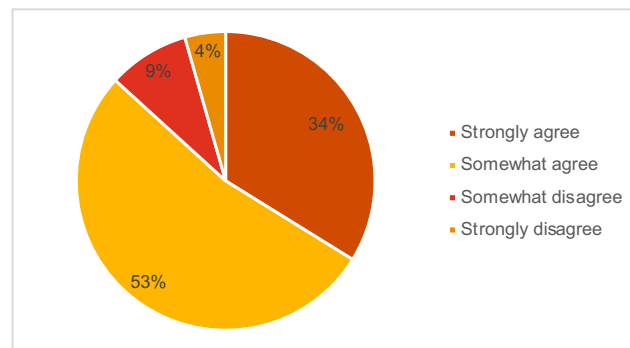
Row Labels	Answers	Percentage of answers
Strongly agree	43	63.24%
Somewhat agree	22	32.35%
Somewhat disagree	1	1.47%
Strongly disagree	2	2.94%
Grand Total	68	100.00%



Q1.b Customs administration management sets a positive example when it comes to integrity.

Country	Jamaica
Gender	(All)
Experience	(All)

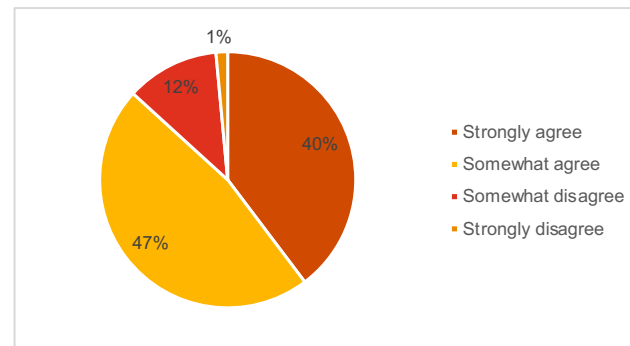
Row Labels	Answers	Percentage of answers
Strongly agree	23	33.82%
Somewhat agree	36	52.94%
Somewhat disagree	6	8.82%
Strongly disagree	3	4.41%
Grand Total	68	100.00%



Q1.c Customs administration management is taking action against corruption.

Country	Jamaica
Gender	(All)
Experience	(All)

Row Labels	Answers	Percentage of answers
Strongly agree	27	39.71%
Somewhat agree	32	47.06%
Somewhat disagree	8	11.76%
Strongly disagree	1	1.47%
Grand Total	68	100.00%



JCA Survey

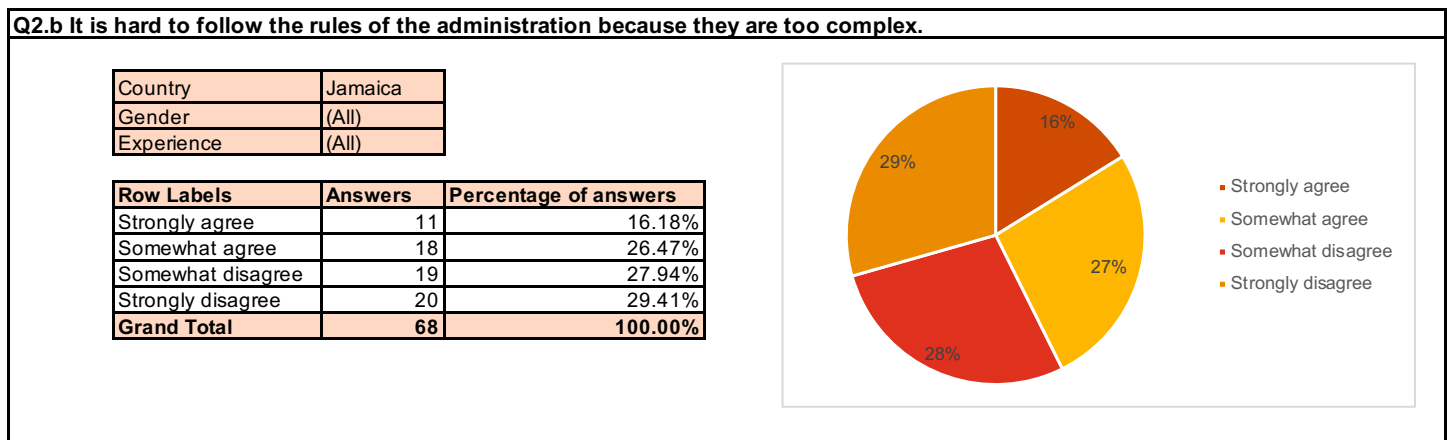
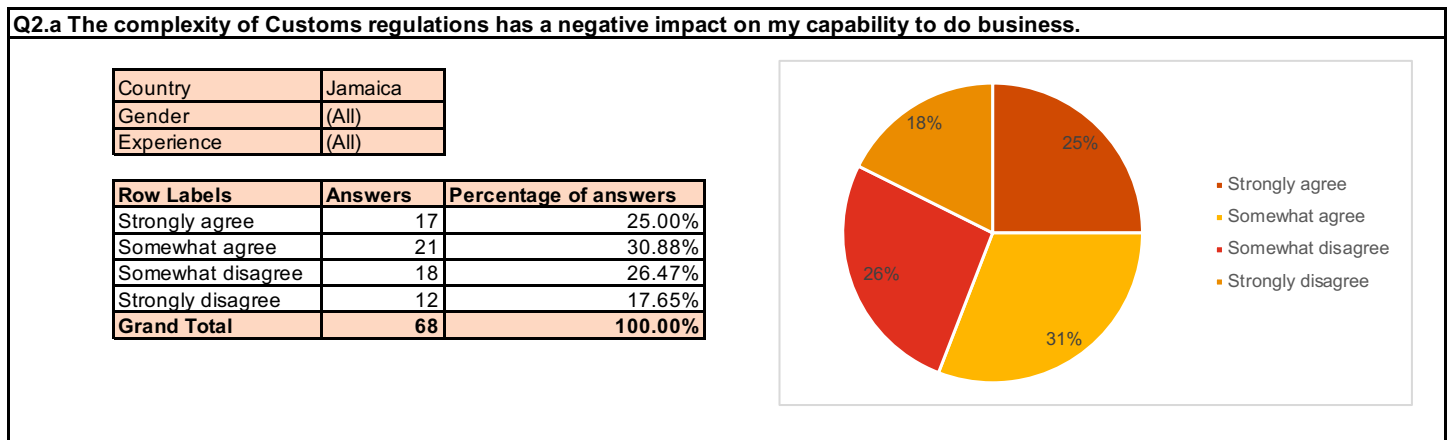
Regulatory Framework

10.11.2023

Analysis - The private sector’s perception of the regulatory framework within Jamaica’s Customs Agency reveals a balanced view with areas needing attention. The complexity of customs regulations is a significant concern for approximately half of the respondents, indicating a potential barrier to business operations. Additionally, many respondents are aware of feedback channels and believe their input has some impact.

However, based on insights gathered from a focus group session conducted in March 2024, to delve deeper into these survey results, a different perspective emerged. Stakeholders in the focus group expressed confidence in their expertise and emphasized that understanding and navigating the regulations is an essential part of their roles. Contrary to the survey data, they do not perceive the complexity of regulations as an hindrance but rather as a necessary aspect of their work. It should again be noted that only 68 stakeholders respondent to the survey.

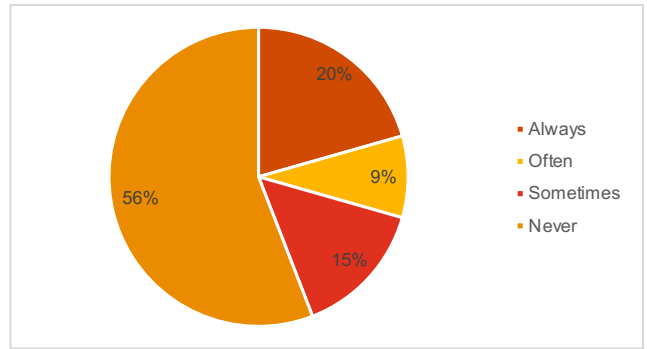
These differing insights underscore the importance of a comprehensive approach to addressing stakeholder concerns. The JCA recognizes the need to delve deeper into these issues and is committed to exploring strategies that align with the needs and perspectives of our stakeholders. Moving forward, the JCA aims to refine its approach based on these findings to enhance the effectiveness of our regulatory framework and improve engagement with our stakeholders.



Q2.c I do not comply with the rules of the administration because they are too complex.

Country	Jamaica
Gender	(All)
Experience	(All)

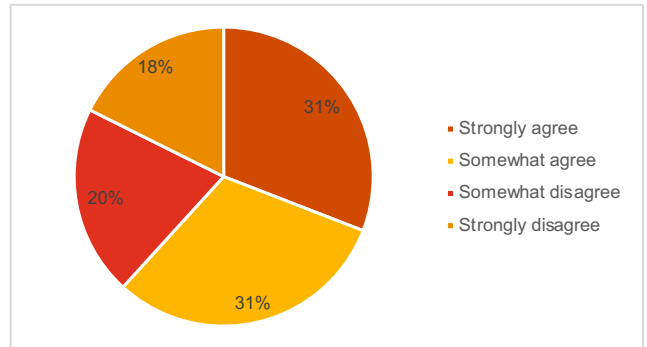
Row Labels	Answers	Percentage of answers
Always	14	20.59%
Often	6	8.82%
Sometimes	10	14.71%
Never	38	55.88%
Grand Total	68	100.00%



Q2.d I know where to turn to if I want to give feedback on Customs regulations.

Country	Jamaica
Gender	(All)
Experience	(All)

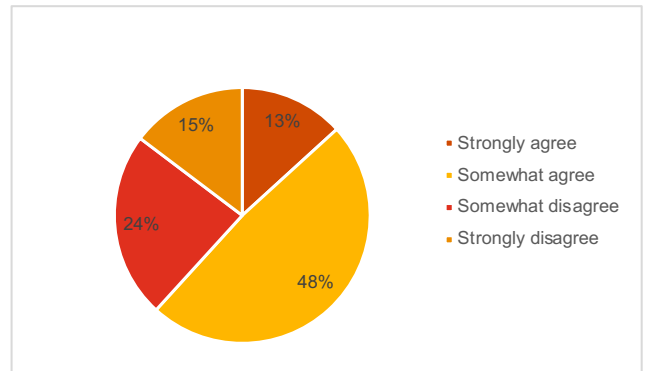
Row Labels	Answers	Percentage of answers
Strongly agree	21	30.88%
Somewhat agree	21	30.88%
Somewhat disagree	14	20.59%
Strongly disagree	12	17.65%
Grand Total	68	100.00%



Q2.e Feedback from clients on Customs regulations is reflected in Customs decisions and/or new policies.

Country	Jamaica
Gender	(All)
Experience	(All)

Row Labels	Answers	Percentage of answers
Strongly agree	9	13.24%
Somewhat agree	33	48.53%
Somewhat disagree	16	23.53%
Strongly disagree	10	14.71%
Grand Total	68	100.00%



Analysis: The private sector’s perception of transparency within Jamaica’s Customs Agency highlights both strengths and areas requiring improvement. The survey data indicates that a majority of respondents feel adequately informed about customs regulations and potential sanctions, with 75% and 79% respectively expressing agreement on these aspects. This reflects a positive view of the regulatory communication and the understanding of potential consequences.

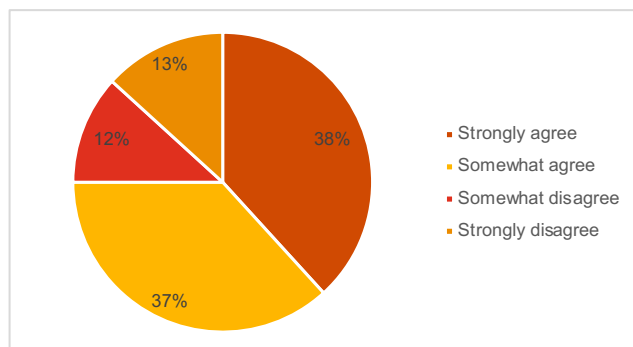
However, when it comes to understanding the rationale behind specific Customs decisions and accessing information about these decisions, the feedback is more varied. Only 55.88% of respondents feel they understand the reasons for Customs decisions, and 54.41% find it easy to obtain information about these decisions. This suggests that while there is a general sense of being informed about regulations and sanctions, there is a notable gap in the clarity and accessibility of information related to individual decisions.

The Jamaica Customs Agency will consider these insights to refine its approach, ensuring that communication and transparency efforts align with the varying experiences and expectations of its stakeholders.

Q3.a In general, I feel sufficiently informed about Customs regulations and charges to comply with them.

Country	Jamaica
Gender	(All)
Experience	(All)

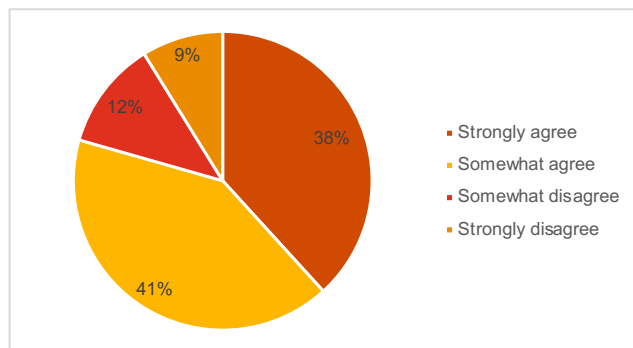
Row Labels	Answers	Percentage of answers
Strongly agree	26	38.24%
Somewhat agree	25	36.76%
Somewhat disagree	8	11.76%
Strongly disagree	9	13.24%
Grand Total	68	100.00%



Q3.b I feel sufficiently informed about possible sanctions when breaching Customs rules.

Country	Jamaica
Gender	(All)
Experience	(All)

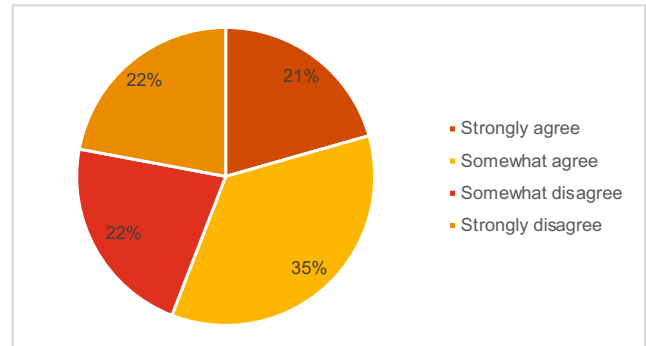
Row Labels	Answers	Percentage of answers
Strongly agree	26	38.24%
Somewhat agree	28	41.18%
Somewhat disagree	8	11.76%
Strongly disagree	6	8.82%
Grand Total	68	100.00%



Q3.c I always understand why Customs makes a specific decision about my case.

Country	Jamaica
Gender	(All)
Experience	(All)

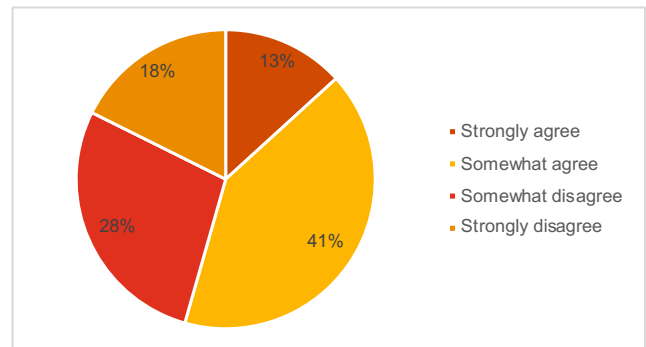
Row Labels	Answers	Percentage of answers
Strongly agree	14	20.59%
Somewhat agree	24	35.29%
Somewhat disagree	15	22.06%
Strongly disagree	15	22.06%
Grand Total	68	100.00%



Q3.e I find it easy to get information about why a specific decision about my case was made.

Country	Jamaica
Gender	(All)
Experience	(All)

Row Labels	Answers	Percentage of answers
Strongly agree	9	13.24%
Somewhat agree	28	41.18%
Somewhat disagree	19	27.94%
Strongly disagree	12	17.65%
Grand Total	68	100.00%



“Analysis: The data indicates a generally favorable perception of automated customs systems among the private sector, with a strong sense that these systems help to restrict procedural bypassing. However, there is a noticeable divide regarding whether the systems fully meet enterprises’ needs to some extent, a significant portion of respondents still feel that these systems do not entirely satisfy their requirements.

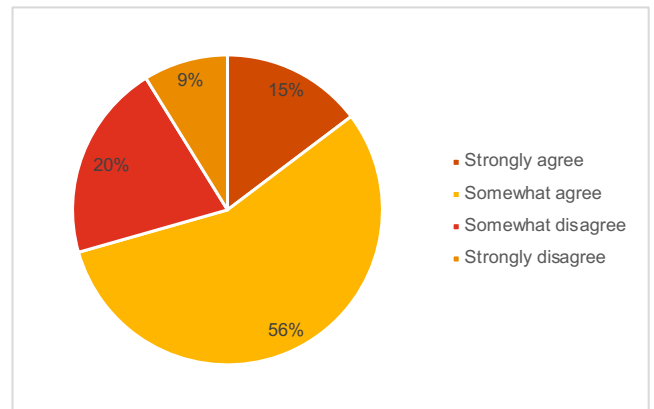
To maximize the benefits of automation and address the concerns raised by respondents, the Jamaica Customs Agency (JCA) will :

- Continuously assess and improve automated systems to better meet the diverse needs of enterprises, incorporating feedback to address specific gaps.
- Further refine automation features to strengthen controls and reduce any remaining opportunities for procedural bypassing. and;
- Maintain open channels of communication with stakeholders to gather insights and adjust systems based on real-world experiences and needs.”

Q4.a Automated Customs systems meet enterprises' needs.

Country	Jamaica
Gender	(All)
Experience	(All)

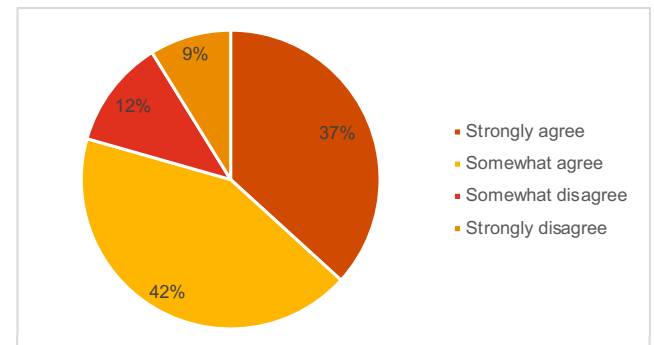
Row Labels	Answers	Percentage of answers
Strongly agree	10	14.71%
Somewhat agree	38	55.88%
Somewhat disagree	14	20.59%
Strongly disagree	6	8.82%
Grand Total	68	100.00%



Q4.b The introduction of automated customs systems has restricted opportunities to sidestep procedures.

Country	Jamaica
Gender	(All)
Experience	(All)

Row Labels	Answers	Percentage of answers
Strongly agree	25	36.76%
Somewhat agree	29	42.65%
Somewhat disagree	8	11.76%
Strongly disagree	6	8.82%
Grand Total	68	100.00%



JCA Survey

Reform & Modernization

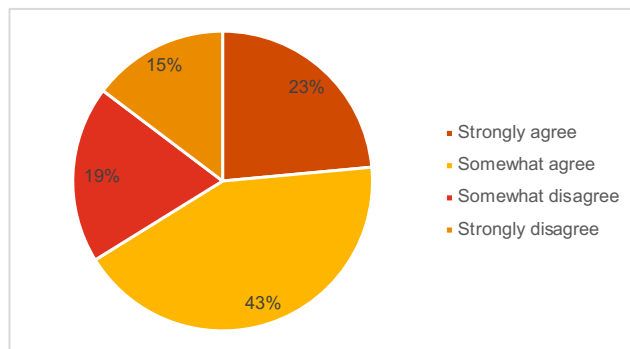
10.11.2023

Analysis : A majority (66%) of respondents believe they are consulted during the reform and modernization processes, though a significant minority (33%) feel otherwise. This suggests room for improvement in ensuring all enterprises feel included in the consultation process. On the other hand there is a strong consensus that feedback from enterprises is reflected in policy decisions, indicating that JCA is seen as responsive to stakeholder input.

Q5.a Enterprises are consulted in advance of Customs reform and modernisation programmes.

Country	Jamaica
Gender	(All)
Experience	(All)

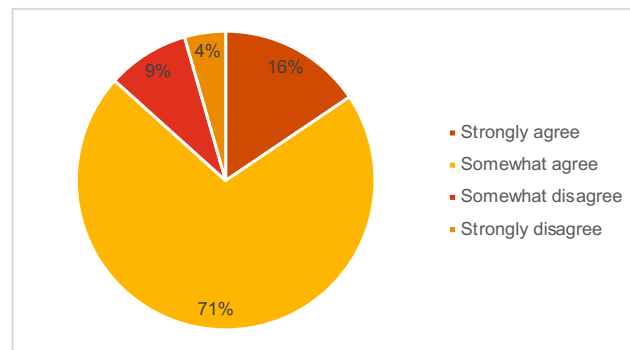
Row Labels	Answers	Percentage of answers
Strongly agree	16	23.53%
Somewhat agree	29	42.65%
Somewhat disagree	13	19.12%
Strongly disagree	10	14.71%
Grand Total	68	100.00%



Q5.b Feedback from the enterprises on Customs reform and modernisation programmes is reflected in the decisions and/or new policies.

Country	Jamaica
Gender	(All)
Experience	(All)

Row Labels	Answers	Percentage of answers
Strongly agree	7	15.56%
Somewhat agree	32	71.11%
Somewhat disagree	4	8.89%
Strongly disagree	2	4.44%
Grand Total	45	100.00%

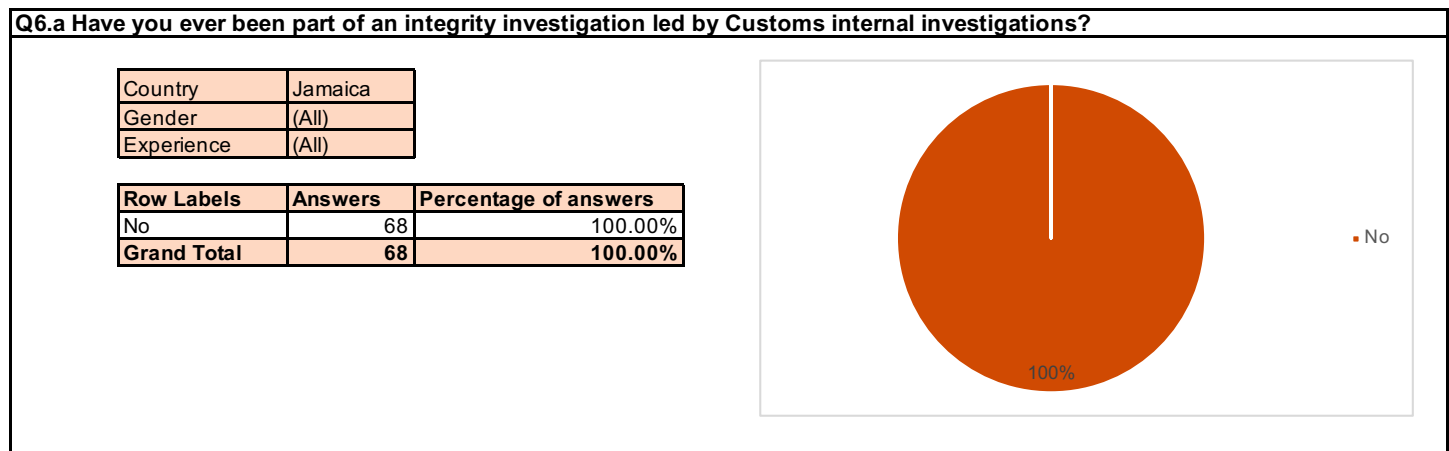


“Analysis: 100% of respondents reported that they have never been part of an integrity investigation led by Customs internal investigations. This result reflects favorably on the current state of operations and suggests that stakeholders are adhering to the regulations and ethical standards set forth by the Customs authority.

To maintain and build upon this positive outcome, the Jamaica Customs Agency (JCA) will enhance current practices to ensure continued compliance and ethical behavior among stakeholders.

The JCA will provide regular training and awareness programs to stakeholders about the importance of compliance and the implications of non-compliance. Additionally, the JCA will continuously monitor stakeholder behavior and the effectiveness of integrity measures to preemptively address any issues before they escalate.

By focusing on these areas, the agency can ensure that the high standard of integrity is maintained and improved. “



JCA Survey

Code of Conduct

10.11.2023

Analysis: The data indicates a strong commitment to ethical practices among private sector in their dealings with the JCA. The high level of agreement across all three questions suggests that codes of conduct are widely recognized and positively influence the way stakeholders engage with the JCA.

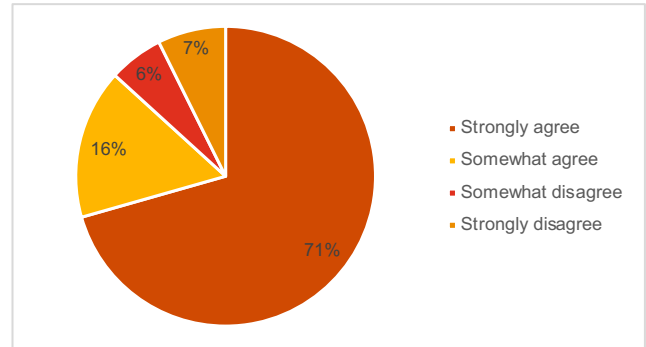
The positive perception of how these codes affect interactions with the JCA suggests that they play a crucial role in ensuring ethical practices and compliance. These findings highlight the effectiveness of existing codes of conduct in shaping behavior and interactions with Customs, reinforcing their importance as a tool for maintaining integrity and transparency in the JCA.

The JCA will continue to promote awareness and adherence to codes of conduct among private sector to further enhance compliance and positive interactions with Customs.

Q7.a My business has a code of conduct applicable when I deal with Customs administration.

Country	Jamaica
Gender	(All)
Experience	(All)

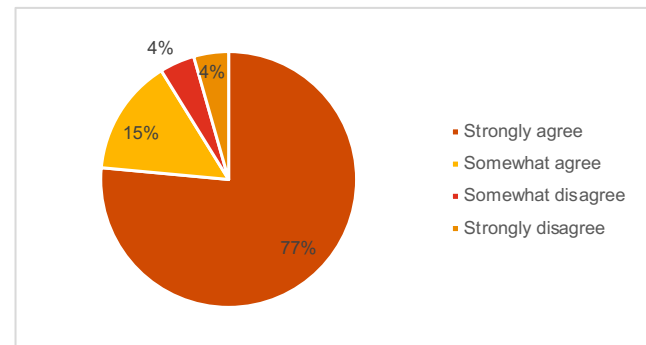
Row Labels	Answers	Percentage of answers
Strongly agree	48	70.59%
Somewhat agree	11	16.18%
Somewhat disagree	4	5.88%
Strongly disagree	5	7.35%
Grand Total	68	100.00%



Q7.b My profession has a code of conduct applicable when I deal with Customs administration.

Country	Jamaica
Gender	(All)
Experience	(All)

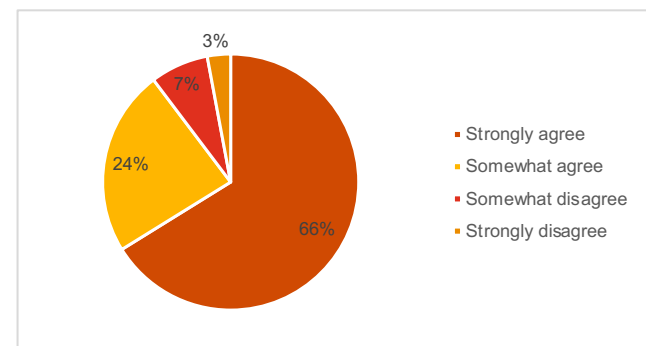
Row Labels	Answers	Percentage of answers
Strongly agree	52	76.47%
Somewhat agree	10	14.71%
Somewhat disagree	3	4.41%
Strongly disagree	3	4.41%
Grand Total	68	100.00%



Q7.c A code of conduct affects positively how I deal with Customs administration.

Country	Jamaica
Gender	(All)
Experience	(All)

Row Labels	Answers	Percentage of answers
Strongly agree	45	66.18%
Somewhat agree	16	23.53%
Somewhat disagree	5	7.35%
Strongly disagree	2	2.94%
Grand Total	68	100.00%



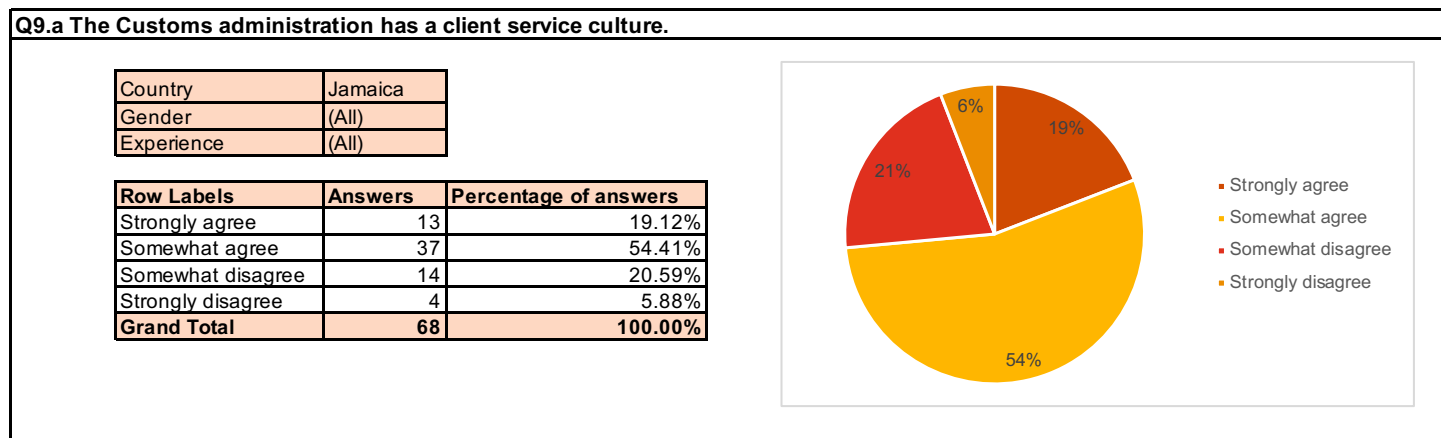
JCA Survey

Moral and Organizational Culture

10.11.2023

“Analysis: The majority of respondents (73.53%) agreed that the JCA has a client service culture, which is a positive indication of the administration’s efforts in client service. However, the substantial portion of somewhat disagree responses (20.59%) highlights that there are concerns about the effectiveness or consistency of this culture.

Based on these results, the JCA will continue to engage with stakeholders through focus groups and additional surveys to identify specific areas where the client service culture may be falling short and develop targeted improvement strategies. Continued focus will also be placed on improving training programs for Customs staff to reinforce the importance of client service and address areas where respondents have expressed dissatisfaction.”



JCA Survey

Relationship with the Private Sector

10.11.2023

Analysis: Overall, the data indicates a high level of commitment to integrity and ethical conduct among private sector stakeholders when interacting with the Jamaica Customs Agency. However, the results suggest that there is room for improvement in raising awareness about reporting procedures and ensuring that stakeholders feel safe when doing so.

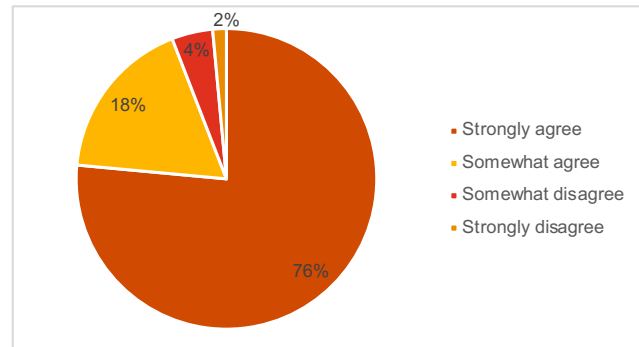
To address these concerns, the following actions will be taken by the JCA:

- Strengthen measures to protect individuals who report unethical behavior to build greater confidence in the reporting process.
- Continue to promote a culture of transparency and integrity, reinforcing the importance of following established procedures and reporting unethical requests.
- Enhance communication and training about the procedures for reporting corruption to ensure that all stakeholders are well-informed.

10.a I feel responsible to achieve high integrity standards when dealing with the Customs administration.

Country	Jamaica
Gender	(All)
Experience	(All)

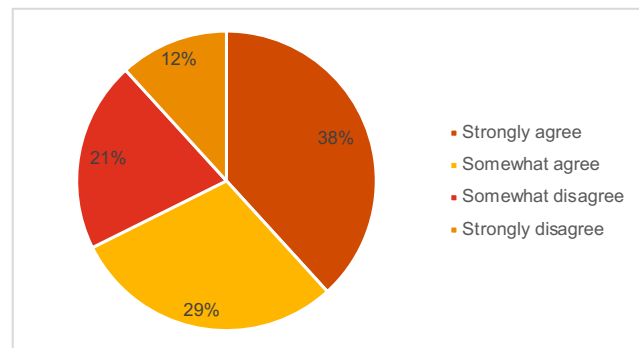
Row Labels	Answers	Percentage of answers
Strongly agree	52	76.47%
Somewhat agree	12	17.65%
Somewhat disag	3	4.41%
Strongly disagree	1	1.47%
Grand Total	68	100.00%



10.b I know the procedures to report instances of corruption when dealing with Customs administration.

Country	Jamaica
Gender	(All)
Experience	(All)

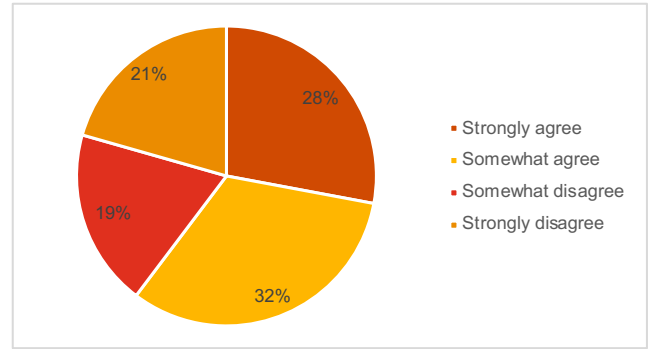
Row Labels	Answers	Percentage of answers
Strongly agree	26	38.24%
Somewhat agree	20	29.41%
Somewhat disag	14	20.59%
Strongly disagree	8	11.76%
Grand Total	68	100.00%



10.c I feel safe enough to report instances of corruption.

Country	Jamaica
Gender	(All)
Experience	(All)

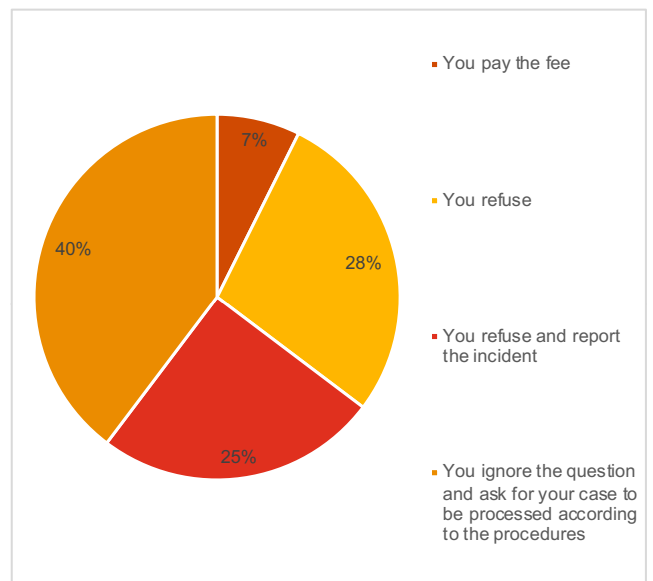
Row Labels	Answers	Percentage of answers
Strongly agree	19	27.94%
Somewhat agree	22	32.35%
Somewhat disag	13	19.12%
Strongly disagree	14	20.59%
Grand Total	68	100.00%



10.d Imagine the following scenario: You are asked by a Customs official to pay a fee to speed up the customs process. How would you react?

Country	Jamaica
Gender	(All)
Experience	(All)

Row Labels	Answers	Percentage of answers
You pay the fee	5	7.35%
You refuse	19	27.94%
You refuse and report the incident	17	25.00%
You ignore the question and ask for your case to be processed according to the procedures	27	39.71%
Grand Total	68	100.00%



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.



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Private Sector Stakeholders 2nd Iteration Latin America and Caribbean 2023

