Implementation Grant

Article 7.4 – Risk management
Niger

"Developing a risk management strategy"

TFAF/PG/NER/12
July 2025

SUMMARY

Link to the WTO Trade Facilitation Agreement	Article 7.4 - Risk management
Title	Development of a risk management strategy
Objective	The strategic, technical and operational capacity of customs services to implement risk management is strengthened.
Outputs	1. Information on organisational capacity to implement risk management is strengthened 2. The General Directorate of Customs (DGD) has the tools for applying risk management 3. The technical skills of customs officers and key government agencies at the borders are strengthened
Beneficiaries	Customs officials, plant health and veterinary officers and other agencies involved in border control
Applicant(s)/Political Partner(s)	Ministry of Trade and Industry EX. BDRN Building, Rue de la Tapoa BP: 480 Niamey Niger Phone: +227 20730005 Email : commerce.gouv@gouv.ne / commerce&ind@gmail.com Ministry of Economy and Finance Avenue of Ministries BP: 389 Niamey Niger Phone: +227 20724888 Email : contacts@finances.gouv.ne
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Technical Partner(s)	The General Directorate of Customs
Full name and contact details of the member's monitoring manager	Mr. Rabiou AMADOU MOUSSA Chief Customs Inspector Head of Intelligence and Risk Analysis Division General Directorate of Customs Tel: +227 99610707 Email : rabiou9626@gmail.com
Duration	15 months
Amount	The total amount is USD 176,000 and the TFAF grant amount is USD 158,000
Implementing organization	TFAF with the Enhanced Integrated Framework Niger as project manager

TABLE MATERIALS

I. CONTEXT

1) Implementation of the WTO TFA

The WTO Trade Facilitation Agreement (TFA), which entered into force on 22 February 2017, sets out provisions to expedite the movement, release, and clearance of goods, as well as provisions for institutional cooperation between customs administrations and between border authorities. It also contains provisions for technical assistance and capacity building (TACB) to facilitate the implementation of the provisions of the WTO TFA by WTO members.

As the first LDC country to ratify the TFA in August 2015, Niger demonstrated its commitment by notifying in 2022 the implementation dates for 17 Category C measures, ranging from 2026 to 2042. The National Trade Facilitation Committee (NTFC), established by Ministerial Order No. 018/MC/I/DCE of April 6, 2009, of the Minister of Trade, is expected to play a central role in monitoring the TFA by working to simplify procedures, harmonize customs practices, and reduce trade-related costs and delays. However, it should be noted that to date, the NTFC has developed a planning document for the implementation of the measures and a roadmap, but has not yet adopted a TFA implementation strategy.

A landlocked Sahelian country in West Africa, Niger shares borders with seven countries[1] and relies heavily on its neighbors for its foreign trade[2]. Niger develops foreign trade centered on its natural resources, notably uranium, gold, hydrocarbons, and certain agricultural products such as onions. At the regional level, intra-African trade represents a significant share of Nigerien trade. In 2021, 59% of exports were directed to other African countries, notably Nigeria, Burkina Faso, Mali, Ghana, and South Africa, which together accounted for 87% of intra-African exports[3]. African imports came mainly from Nigeria, Côte d'Ivoire, Ghana, Benin, and Togo[3]. However, regional trade is often disrupted by unilateral border closure decisions such as that of Nigeria or sanctions by ECOWAS and UEMOA following the events of July 26, 2023 and the continued closure of the border with Benin for security reasons, thus impacting trade on Niger's main export corridors[4]. The latest example is the temporary blocking of the export of crude oil by pipeline via the port of Sèmè (Benin)[5].

Niger faces multiple structural constraints: landlockedness, dilapidated infrastructure, complex customs procedures and weak border coordination[6]. Despite efforts, the high costs of cross-border operations, poor interoperability between agencies and the lack of awareness of TFA measures by some stakeholders continue to persist, also in the absence of a specific national TFA implementation strategy[7].

To address these constraints, Niger benefits from technical and financial support from partners such as the World Bank, GIZ, UNCTAD and WAEMU. The effective implementation of the TFA is thus seen as a strategic lever to modernize the structures involved in said implementation (customs, NTFC, agriculture, livestock, health, environment, trade, industry, mining, transport services). This is with a view to better participation in the implementation of the African Continental Free Trade Area (AfCFTA) and improving trade competitiveness and strengthening national economic security [8].

2) Alignment with TFAF's strategic objectives

[1]Algeria, Benin, Burkina Faso, Cameroon, Libya, Mali, Nigeria, and Chad.
[2] ODIs. (2023). Niger: Macroeconomic and Trade Profile
[3]ODIs. (2023). Niger: Macroeconomic and Trade Profile. ttps://odi.org/documents/8486/Niger_macroeconomic_and_trade_profile_2023_final.pdf
[4]Niamey-Lomé Corridor; Niamey-Cotonou Corridor;
[5]Financial Times. (2024). Niger blocks oil exports via Benin amid security row. https://www.ft.com/content/13ecd2c4-
[6]Trading Economics. (2023). Niger Exports and Imports. https://tradingeconomics.com/niger/exports
[7]International Trade Centre. (2022). Niger: Business Perspective – Invisible Barriers to Trade.
[8]National Strategy for the Implementation of the AfCFTA, 2025

The WTO Trade Facilitation Agreement Facility (TFAF) aims to assist developing and least-developed WTO Members in meeting their TACB needs for Category C measures with the support of donors and development partners. Through the grant program, the TFAF can finance implementation and readiness projects in situations where no other development partner is able to provide assistance and capacity building.

Niger has had access to technical assistance in trade facilitation mainly through regional programs. Niger is one of the three beneficiaries, alongside Benin and Burkina Faso, of the regional program in West Africa entitled "Facilitation of transit, transport and trade in West Africa for better participation in value chains". This project, approved in June 2021 by the Enhanced Integrated Framework and implemented by UNCTAD, has the overall objective of developing a sub-regional strategy for the updating and implementation of regional conventions on transit issues (in particular the TRIE), including specific transit-related issues that fall under transport and the TFA. Most of the activities planned in this project have not yet been implemented except for the completion of an evaluation survey of the Cotonou-Niamey corridor published in February 2025. Concretely, the project has not yet produced the expected effects to be able to specifically address the measures in category C of Niger.

Niger also benefited from the West Africa Regional Trade Facilitation Program (WAFTP), co-financed by the European Union, Germany, the Netherlands, and USAID. Through this program, Niger received specific support from UNCTAD in 2022 through training aimed at developing the institutional capacities of the NTFC as a national trade facilitation coordination body. Also within the framework of this program, the World Bank notified the Trade Facilitation Committee in 2021 of support for the implementation of Article 7.4. However, this support has not yet materialized.

In this context, the project proposed by the NTFC is all the more necessary to fill the capacity gaps of the General Directorate of Customs (DGD) to implement an efficient risk management system adapted to the needs of Niger.

3) Analysis of the problem and potential

Niger has notified Article 7.4 on risk management in Category C with a final implementation date of December 31, 2027.

The use of risk management for customs control and other related services by relevant organizations is not yet a reality. First, from a legal perspective, Niger has not yet adopted a legal and regulatory framework dedicated to risk management. For example, the National Customs Code of April 27, 2018[9], provides only a brief definition of risk management without providing an operational framework for Customs. Furthermore, the DGD has not yet developed a risk management strategy. As a result, the Directorate of Customs Investigations, Intelligence, and Risk Analysis lacks the capacity to adopt a coherent approach to risk management, especially with a very limited staff (only nineteen officers) and the lack of qualified human resources or functional analysis tools. No structured system for collecting, processing, or exploiting data has been put in place, and the risk profiles configured in the customs ICT system (SYDONIA World) do not take into account essential criteria or customs risks, such as certain customs, security, health and phytosanitary, or environmental risks. Customs intelligence, for its part, is not sufficiently organized and integrated into the targeting process, severely limiting the administration's ability to anticipate, prioritize, and effectively address risks. Similarly, the other structures concerned do not have a risk management strategy.

As a result, the risk management system remains embryonic, poorly structured, and ineffective in practice.

[9] Law No. 2018_19 of April 27, 2018 relating to the National Customs Code

All goods entering Niger are almost systematically subject to physical checks. This widespread approach excessively ties up human resources and leads to significant delays in processing declarations, impacting the achievement of trade facilitation objectives.

Added to this structural weakness is a particularly difficult logistical context, aggravated by the deterioration of the security situation in the region and by the border closures decided by ECOWAS and UEMOA following the events of July 26, 2023. Indeed, before the crisis with Benin, a significant portion of Nigerien goods passed through the Cotonou-Niamey corridor via the Gaya border post. Since the closure of this border, most of the flows have been redirected to alternative corridors via Burkina Faso, from the port of Lomé to Ouagadougou-Niamey and from the port of Tema to Ouagadougou-Niamey. Goods are transported along these corridors under periodic customs escorts, the frequency of which is between 30 and 45 days. Other supply routes exist, such as those from Nigeria, Algeria, Libya, Chad and Mali, but these are little used and remain marginal.

In this context, the absence of an effective risk management system increases the country's vulnerability to fraud, illicit trade, and revenue loss. It also deprives the customs administration and other relevant administrations of an essential lever for optimizing resource allocation, securing flows, and strengthening economic governance in an environment under severe security and budgetary pressure.

Problem statement: Despite customs' recognition of the strategic importance of risk management (RM) for modernizing customs procedures and facilitating trade, Niger's customs administration does not yet have the necessary capacity to ensure its effective implementation. It currently does not have a structured framework, adapted to national realities, allowing inspections to be targeted appropriately based on all risks.

Project objective: The strategic, technical and operational capacity of customs services[10] to implement risk management is strengthened.

4) Synergies with other projects of other development partners

Currently, there are no other projects in this area of intervention underway or planned.

II. DESCRIPTION OF THE PROJECT INTERVENTION

The project contributes to the implementation of the TFA in accordance with the notifications submitted by Niger. It will also contribute to strengthening the capacities of the structures implementing Article 7.4.

1) Objectives and Outputs

<u>Impact :</u>

The successful implementation of the project will contribute to the sustainable introduction of a risk management environment within the Niger Customs Administration, enabling the systematic identification, analysis, and treatment of risks associated with cross-border trade operations. Risk management is a key element of trade facilitation, as it facilitates the flow of customs transactions while ensuring secure controls. Customs procedures are currently dominated by 100% physical controls, resulting in average release times estimated at 78 hours.

Through better organization of controls, reduced processing times, and greater predictability of formalities, the project will contribute to improving Niger's business environment, directly benefiting economic

[10] DGD and other structures responsible for risk management

operators while strengthening border governance. Drawing inspiration from practices observed in other West African countries, the introduction of risk management could reduce these delays by 20 to 35%, thereby contributing to strengthening the competitiveness of the private sector and improving the business environment.

Specific objective

The strategic and technical capacity of the DGD for the application of risk management is strengthened

The indicators are:

- Risk management policy validated [11]by the DGD (Baseline: 0, Target 1 in Q4)
- A risk management committee within the DGD is created (Baseline: 0, Target 1 in Q4)

Execution Outputs (Outputs)

The project Outputs are:

1) Awareness of risk management among senior management of the DGD and other government agencies is increased

The indicators are:

- Organizational assessment of risk management approved by DGD management (Baseline: 0, Target 1 in Q1)
- Number of senior executives participating in the Awareness Workshop (Baseline: 0, Target 15 from at least 3 government agencies in Q1)

2) The DGD has the tools for applying risk management.

The indicators are:

- plan[12] formulated (Baseline 0, Target 2 in Q2)
- Profiles and risk register[13] formulated (Baseline 1, Target 2 in Q4). At least one other agency present at the borders and intervening on goods must be associated with this Output, with the aim of strengthening collaboration between agencies)

3) The technical skills of customs officers and key government agencies at the borders are strengthened

- Number of risk management methodology awareness workshops carried out (Baseline: 1, Target 3 in Q4)
- Number of customs officials confirmed to be able to apply practical tools for targeting transactions (Baseline: 0 Target: 50% of officials involved in customs clearance operations.)

2) Target beneficiaries

The project will benefit on two levels. In terms of Outputs, the direct beneficiaries are Niger Customs Administration officials – particularly those from central services and the main border offices (Téra, Gaya, Maradi, etc.) – as well as officials from phytosanitary and veterinary services and other agencies involved in border controls.

In terms of impact, the final beneficiaries are economic operators – importers, exporters, freight forwarders

[11] *"Risk Management Policy: A statement of an administration's overall intentions and direction regarding risk management . "* WCO Glossary definition. WCO Customs Risk Management Compendium common_part.pdf

[12] *"Plan within the risk management structure specifying the approach, management components and resources to be applied to risk management"* : WCO Customs Risk Management Compendium

[13] *"Description of any set of risks, including a predetermined combination of risk indicators, based on information that has been gathered, analyzed and categorized"* : WCO Customs Risk Management Compendium

– as well as small business units involved in cross-border trade. Around 3,000 to 4,000 active importers are registered in Niger, and 287,626 import declarations were processed in 2024 through 34 customs offices. The economic fabric is mainly made up of VSEs and SMEs (around 90% of registered businesses), concentrated in Niamey, Maradi, Zinder, and Dosso. These businesses, often with weak logistical capacities, suffer from cumbersome, unpredictable, and entirely physical procedures.

The NTFC of Niger acts as coordinator and multiplier and benefits from the project with a view to progressing towards compliance with the articles of the WTO TFA.

3) Impact hypothesis

The formulation of the Outputs is based on the following theory of change. **Output 1** contributes to the objective by strengthening the decision-making capacity of the DGD and other agencies. Through an organizational diagnosis of the current situation and raising awareness among managers of risk management objectives, the project will enable the DGD and other government agencies to formulate and adopt general guidelines regarding risk management for foreign trade. The impact assumptions are that senior managers accept the analysis results and have the political will to adopt the risk management approach.

The project also supports the strategic capacity of the DGD with the development of risk management tools, such as a policy and the risk register and profiles **(Output 2**). These are technical tools that enable the operational application and resource allocation of risk management in practice. The impact hypothesis is that these tools are used and continuously updated by the DGD.

Output 3 aims to strengthen the skills and competencies of technical officials who will be involved in the implementation of risk management within the DGD and other government agencies. Through technical training, the project contributes to a favorable framework for the operational implementation of risk management and addresses resistance to change linked to poor mastery of technical aspects. The impact hypothesis is that the trained officials have functional and/or hierarchical responsibility for risk management and, for the DDG, are assigned to the risk management committee.

The project will not address the regulatory framework aspect. The Customs Code and other regulatory documents must be comprehensively revised to adapt them to trade facilitation practices. The diagnosis will identify regulatory challenges and the DGD will have to take immediate measures to address the challenges, if necessary, or plan for them in the context of the overall revision of the regulatory framework for Customs.

4) Project strategy, activities and instruments

Duration: The duration of the project is 15 months

The methodological approach: The methodological approach of this project combines interventions to support the strengthening of technical skills, support for the organizational capacities of the DGD specifically, and support for the capacity for consultation between government agencies.

At the level of the DGD's organizational capacity, the project provides practical information and tools that enable the DGD to formulate both policy and the practical approach to be followed. In addition, it supports the development of an enabling environment for coordinated risk management with awareness-raising among senior management at the DGD and other government agencies. At the level of technical skills, the project addresses the abilities of civil servants and managers involved in the various units also invested in risk management through specific training. By involving technical managers from other agencies in the training, the project also encourages inter-agency collaboration in the application of risk management, which can serve as a basis for a formalized collaboration mechanism in the future.

Activities to be carried out: Output 1 aims to raise awareness among senior management of the DGD and other government agencies, such as the sanitary, phytosanitary, and flora and fauna protection services. The project provides technical expertise to conduct an assessment of current organizational capacity, taking into account three areas: i) organizational strategy, ii) information systems and technologies, and iii) technical skills. The assessment will cover the DGD plus a maximum of two other agencies. In addition, the project will provide technical expertise to develop the DGD risk management policy and support the development process through to validation through facilitated dialogues. An awareness-raising workshop for senior management of the DGD and other government agencies will be organized to enable an exchange on the goals and objectives of risk management, and the opportunities and challenges of collaboration between agencies. Output 1 is delivered when the DGD has adopted the policy by administrative decision. The CNFF contributes to this result by organizing an information meeting for all members on the results.

Output 2 aims to develop risk management application tools for the DGD, including the organizational risk plan and risk profiles. The project will provide technical expertise to guide the development of these tools together with DGD technical officials trained by the project, taking into account best practices in risk management. Although Output 2 will be primarily aimed at the DGD, other agencies can be involved in the work if they wish and if they have the necessary resources to monitor the work. Output 2 is achieved when the DGD has developed and validated the risk plan and register.

Output 3 focuses on strengthening the technical skills of DGD and government agency agents to carry out the work necessary for risk assessment and the development of risk profiles. The project will provide technical expertise for the development of training courses and the delivery of training courses following a pedagogical concept adopted for technical adult training courses. These training courses will focus on the statistical and practical skills of risk methodology, on the one hand, and on theoretical knowledge of risk management, on the other. Result 3 is delivered when the technical training courses have been carried out and evaluated.

<u>Means / inputs:</u>

To carry out the project activities, the following resources are required: An international expert to carry out the diagnosis and consultancy services during the drafting of the policy. This expert will have to travel to Niamey and work directly with the technical services of the DGD. A national expert will assist the international expert in these tasks. An international expert to provide consultancy services to the DGD for data analysis for the drafting of the profile and risk register. This expert will have to travel to Niamey and work directly with the technical services of the DGD. If necessary, the project finances the development or adaptation of a basic statistical analysis tool such as Excel. An international expert for the training of customs officials (general on the risk management process and more specific on risk assessment [14]and statistical analysis. This expert will have to travel to Niamey. In addition, the project will provide resources for the financing of the awareness workshop (Output 1) and training workshops (Output 3). The expenses covered are domestic transport of participants, room rental, catering, equipment). Finally, the project supports a long-term expert for part-time project management for the duration of the project. A long-term expert for part-time project management for the duration of the project. This expert will be housed at the DGD.

[14]Definition: Risk Assessment and Prioritization: The process of comparing risk analysis Outputs against risk criteria to determine whether the risk. MDG

Table 1: List of activities

	Activity	Means / Inputs
Output 1	1.1 Carry out an assessment of organizational capacities covering the strategic dimension, IT system and technical capacity. 1.2 Organization of a workshop to validate the assessment	An international expert (40 Days) A national expert (30 days) 2 international missions (1 expert, 30 days) Awareness workshop fees
Output 2	2.1 Development of a risk management plan 2.2 Collect and analyze available information to establish a register and a risk register 2.3 Creation of a working group for the development of documents.	An international expert (50 Days) 2 international missions (1 expert, 30 days) Development of an ITC tool for data analysis (optional)
Output 3	3.1 Design and implementation of suitable training modules. 3.2 Organization of training sessions and practical exercises. 3.3 Organization of training workshops for stakeholders other than the DGD	International Expert (20 Days) 1 international mission (1 expert 10 days) Training workshop fees

5) Sustainability

The project adopts a phased, participatory, and nationally owned approach to ensure the sustainability of its Outputs. It is based on the principles of co-construction, institutional strengthening, skills transfer, and inter-institutional coordination, in line with good practices in trade facilitation and border management. Customs technical staff and officials from other border agencies will be closely involved at all stages: participatory diagnosis of the current situation regarding organizational capacities, definition of the national risk management policy, operational planning, and concrete implementation.

The project is being implemented in three complementary stages. The first consists of an inventory of organizational capacities for implementing risk management at the DGD level, enabling a diagnosis to be made and weaknesses in the control system to be identified. This technical and institutional basis serves as a foundation for building a national policy adapted to the Nigerien context. Then, an organizational plan is developed to integrate risk management into existing structures, in particular by designating focal points, establishing coordination mechanisms, and adopting harmonized procedures. Finally, a targeted skills-building program is implemented through practical and reproducible training, supported by simple, adapted, and updatable tools (dashboards, protocols, guides).

To ensure the structural anchoring of the approach, the regulatory formalization of the risk management system will be initiated in customs regulations. The NTFC will play a key role in monitoring, inter-institutional coordination, and adjustments to the system. These measures aim to make risk management a sustainable, effective, and trade-facilitating component within the Nigerien customs administration and partner agencies present at the borders.

6) Budget

The project budget is covered by the TFAF grant and Niger's *in -kind contribution* . The total project budget is USD 176,000 and the TFAF grant amount is USD 158,000. Details of the budget and Niger's in-kind contribution are in the following two tables.

Table 2: Total project budget

Type of expenditure	Description	Amount (USD)
Staff and travel		
Staff	International Experts (working days and amount per day) Output 1 (40 days at USD 750) Output 2 (50 days at USD 750) Output 3 (20 days at 750 USD)	 30,000 37,500 15,000
	National Expert (3 months, 1,500 USD)	4,500
	Project Manager (15 months, part-time, 1,000 USD)	15,000
Travels	International (if necessary) 5 missions Output 1 (30 days at 300 per diem) Output 2 (30 days at 300 per diem) Output 3 (10 days at 300 per diem)	15,000 21,000
Subtotal		138'00
Others		
	Organization of workshops (logistics, room, catering), printing, communication	10,000
	Development of statistical ICT tools (optional)	10,000
Subtotal		20,000
Total TFAF grant		**158,000**
	Contribution from Niger	18,000
TOTAL		**176,000**

TFAF grant rules specify that for projects involving an LDC or a low- or middle-income country, the in-kind contribution must be equivalent to at least 10% of the TFAF contribution to the project. The grant amount is USD 158,000. Niger's in-kind contribution must be at least USD 15,800. The estimated in-kind contribution is USD 18,000.

Table 3: Financial contribution per beneficiary

Institution	Description	Estimated Value (USD)
NTFC	Communication of the activity	2,500
DGD	Office rental (15 months, USD 500) and office and computer supplies A technical expert for the equivalent of 6 months of work	7,500 9,000
TOTAL		18,000

III. PROJECT ORGANIZATION

1) Political partner

Niger's NTFC has been designated as the political partner to oversee the implementation of this project. Created in 2009, the NTFC's responsibilities and composition have been expanded since 2020 by joint decree No. 069/MC/PSP/MF of the Ministry of Commerce and the Ministry of Finance. It now includes around fifty structures from the public and private sectors. The NTFC is placed under the joint supervision of the Ministries of Commerce and Finance.

The NTFC will be represented by the Technical Committee (TC), the main operational body of the NTFC chaired by the Secretary General of the Ministry in charge of Trade or his representative and the first Vice-President: the Director General of Customs, who is the main beneficiary of this project.

2) Implementation Partner

The project will be implemented directly by the TFAF. The latter will be responsible for researching and recruiting the expertise required for the activities to be carried out, as well as project management and coordination between all stakeholders. The EIF Implementation Unit (UNMOCIR) in Niger will be subcontracted as project manager given its local presence and its capacity to conclude contracts and implement EIF project activities in Niger.

3) Risk analysis

The project faces medium-scale risks that may have a "low" to "high" impact on its completion.

Table 3: Risks, impact and mitigation measures

Risk identified	Risk level	Potential impact	Mitigation measures proposed
Low mobilization and ownership by DGD executives Delays in validation of risk management policy and low commitment to activities	Medium	Medium to high	Involve the DGD from the diagnostic phase; organize information/validation sessions at each key stage of the project
Lack of commitment or coordination between the DGD and other border agencies Risk of duplication of efforts, lack of harmonization, weakening of the inter-agency approach	Medium	Medium	Include other agencies in activities for senior and technical staff
High staff turnover or frequent redeployments at the DGD Risk of loss of trained skills and need to repeat training	Medium	Medium	Integrate an internal knowledge transfer mechanism (manuals, guides, cascading training)
Resistance to change in traditional control practices Maintaining systematic physical controls, low adoption of risk management tools	Medium to high	Low to medium	Internal awareness campaign, promotion of the operational benefits of targeting, political support by the NTFC
Political instability or national security context Temporary disruptions to travel, training or institutional engagement	Low to medium	Medium	Plan remote activities (virtual training, hybrid meetings), flexible planning according to the evolving context

Annex 1: Logical framework

	Indicators	Targets	Sources of verification	Hypotheses
Specific objective The strategic and technical capacity of the DGD for the application of risk management is strengthened	1. Risk management policy validated by the DGD	Baseline: 0 Target: 1 in Q6	DGD Annual Report DGD website	
	2. A risk management committee within the DGD is created	Baseline: 0 Target: 1 in Q6	Project report	
Output 1 Awareness of risk management among senior management of the DGD and other government agencies is increased	1.1 Number of senior executives participating in the Awareness Workshop	Baseline: 0 Target: 15 from at least 3 government agencies by Q2)	Project report	Senior managers accept the analysis results and have the political will to adopt the approach. At least one other agency present at the borders and intervening on goods is associated with the projects with the aim of strengthening collaboration between risk management agencies. The trained agents have functional and/or hierarchical responsibility for risk management and, for the DDG, are assigned to the risk management committee.
	1.2. Organizational assessment of risk management approved by DGD management.	Baseline: 0 Target: 1 in Q2	Project report	
Output 2 The DGD has the tools for applying risk management	2.1. Risk management plan formulated	Reference base: 0 Target: 1 Q6	Project report	
	2.2. Profile and risk registers	Baseline: 0 Target: 2 Q4	Project report	
Output 3 The technical skills of customs officers and key government agencies at the borders are strengthened	3.1 Number of awareness workshops on risk management methodology carried out	Baseline: 1 Target: 3 Q4	Project report	
	3.2. A number of customs officials confirm that they are able to apply practical tools for targeting transactions	Baseline: 0 Target: 50% of civil servants participating in Q4 training	Survey of civil servants' skills (carried out at the start of the project and Q4)	

Appendix 2: Work plan

	Activities	Responsibility	Q1	Q2	Q3	Q4	Q5	Q6
Output 1: Awareness of risk management among senior management of the DGD and other government agencies is increased								
1.1	Carry out an assessment of organizational capacities	Consultant						
1.2	Organize an awareness workshop for risk management	NTFC						
Output 2: The DGD has the tools for applying risk management								
2.1	Developing a risk management plan							
2.2	Collect and analyze available information to establish a risk plan and register							
2.3	Creation of a working group for the development of documents.							
Output 3: The technical skills of customs officials and specific officials of other government agencies are strengthened								
3.1	Design and implementation of adapted training modules.							
3.2	Organization of training sessions and practical exercises.							
3.3	Organization of training workshops for stakeholders other than the DGD.							

Appendix 3: Budget per Output

Activities	Description of costs	Costs / USD - TFAF	Costs/USD In kind	Total
		158,000	**18,000**	**176,000**
Output 1: Information on the organizational capacity to implement risk management at the DGD level is available				
Total Amount Output 1		*54,500*	*4,500*	*59,000*
1.1 Carry out an assessment of organizational capacities	International expertise 40 H/D at 750 USD	30,000	0	30,000
	National expertise (3 months) 1,500 USD/month)	4,500	4,500	9,000
	Travel expenses 1 x International expert x 2 missions (Airfare 2800, local transport costs, 200; per diem 30*300)	15,000	0	15,000
1.2 Organize an awareness workshop for senior managers	Includes logistics, catering, communication, printing, etc.	5,000		5,000
Output 2: The DGD has the risk management tools and the capacity to operationalize the risk management policy				
Total Amount Output 2		*62,500*	*4,500*	*67,000*
2.2-2.4 Develop an operational risk management system	International expertise 50H/D at 750 USD	37,500		37,500
	National expertise (3 months 1,500 USD/month)		4,500	4,500
	Travel expenses 1 x International expert x 2 missions (1 plane ticket, 2800, local transport costs, 200; per diem 30*300)	15,000		15,000
Others	ICT tool development	10,000		10,000
Output 3: The technical skills of customs officials and officials specific to other government agencies are strengthened				
Total Amount Output 3		*26,000*		*26,000*
3.1 Design of training modules	International Expert (20 days at USD 750)	15,000		15,000
	Travel expenses 1 x International expert x 1 mission (1 plane ticket, 2800, local transport costs, 200, per diem 300*10 days)	6,000		6,0000
3.3 Organization of workshops and training	Includes logistics, catering, communication, printing, etc.	5,000		5,000
Project operation and coordination				
Total amount		*15,000*	*9,000*	*24,000*
Project management	Technical expert 15 months	15,000		15,000
Office and equipment	Office rental (15 months, USD 500) and office and computer supplies	0	7,500	7,500
	Communication support	0	2,500	2,500