Resource Mobilization and Performance Measurement: The URA Balance Scorecard

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Presentation Layout

• Why URA adopted use of the Balanced Score Card (BSC)
• How it works and how we are implementing (cascading performance indicators and reporting systems)
• Achievements made under the BSC
• The Customs Perspective
• Conclusion
What is Balanced Score Card (BSC)?

It’s a system that strikes a balance between all aspects of an organization - financial and non-financial.
Why BSC in URA?

- URA’s measure of success was only based on Revenue Performance
- Lack of an integrated approach to doing URA business
- Lack of a shared “vision”
- Failure to align expenditure to priority areas
- Not being able to adequately measure individual performance and contribution to org success
The Balanced Scorecard process allows an organization to align and focus all its resources on its strategy.
How are we implementing the BSC?

1. A corporate strategy was developed consisting of:
   - ✔ Mission, vision, 4 Core values & Customer value proposition
   - ✔ 03 strategic themes
   - ✔ 04 Strategic perspectives
   - ✔ 13 strategic Objectives
   - ✔ 22 strategic measures with targets
   - ✔ 18 strategic initiatives (4 projects inclusive)

2. The Corporate Strategy Map was then derived.

3. The Objectives, measures, targets and initiatives were consolidated into a Corporate Scorecard.

4. From the Corporate Scorecard, Departmental divisional scorecards were subsequently developed.
Our New **Mission:**

“To provide excellent revenue services with Purpose and Passion”

**Revenue Services:**
we facilitate the payment of Government Revenue
Provide revenue information to eligible stakeholders

**Excellent Revenue Services:**
Exceeding client expectations at all times.
Top of the range in all aspects of Service Delivery.

**Service with Purpose** means:
Putting a sense of reason in ones actions
Staff Commitment to question and change what may not be going on well

**Service with Passion** means:
Readiness to ride against any contrary tide in pursuit of excellence.
Being enthusiastic about ones work assignment
Our New Vision:

“To be a model for best practices and Innovation in Revenue Services”

A paragon of excellence, seeking out best practices in and beyond the industry and fostering a culture of Innovation.

A strong commitment to promote individual novelty

Readiness to share best practices
Mission: To provide Excellent Revenue Service with Purpose and Passion

Vision: To be a model of best practices and innovation in Revenue Services

CORE VALUES

EXCELLENCE
INTEGRITY
TEAMWORK
RESPECT

URAL Strategic Perspectives

Financial
Clients
Business Processes
Learning & Innovation

URA Strategic Themes

Engaged Leadership
Interactive Communication
### The 13 Corporate Objectives

**Vision:** To be a model of best practice and innovation in revenue services

<table>
<thead>
<tr>
<th>Financial</th>
<th>Client</th>
<th>Processes</th>
<th>Learning &amp; Innovation</th>
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</thead>
<tbody>
<tr>
<td><a href="#">Optimise resource utilization</a></td>
<td><a href="#">Increase revenue yield</a></td>
<td><a href="#">Increase client base</a></td>
<td><a href="#">Increase staff motivation</a></td>
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<tr>
<td><a href="#">Increase compliance</a></td>
<td><a href="#">Improve Quality of Service</a></td>
<td><a href="#">Improve Business Process Mgt</a></td>
<td><a href="#">Enhance Staff Competence</a></td>
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<td><a href="#">Enhance Relations</a></td>
<td></td>
<td><a href="#">Increase Knowledge Mgt</a></td>
<td><a href="#">Promote corporate culture</a></td>
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<td><a href="#">Improve Communication</a></td>
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<td><a href="#">Increase Productivity</a></td>
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Achievements from using the BSC

- URA won the prestigious 2013 Balanced Scorecard Institute Award for Excellence; having developed and deployed a comprehensive strategic planning and management tool for donor support for capacity building, process improvements etc;
- Marketing tool for donor support for capacity building, process improvements etc;
- Organizational coherence – “one team one dream”
BSC: Performance Measurement

CUSTOMS PERSPECTIVE
• 2 Parameters and the WCO Tools

• 1. Reduce Clearance Time

• 2. Increase Revenue

- Time Release Study Guide
- Risk Management Compendium
- Safe framework of Standards
- Post Clearance Audit Guidelines
TIME TARGET INDICATORS

• Increase
  • Percentage of declarations assessed within a day.
• Increase
  • Percentage of AEO transactions cleared within set time
• Increase
  • Percentage of pre-arrival declarations submitted each day
• Decrease
  • Percentage of assessed not paid declarations per week
• Decrease
  • Percentage of re-channeled declarations per week
• Increase
  • Number of transactions examined by officer per day
**Revenue Target Indicators**

- **Increase**
  - HIT Rate”, Percentage of RED transactions with additional taxes = 90%

- **Increase**
  - Quantum of additional revenue per transaction greater than X million

- **Increase**
  - Top-up (additional revenue) assessed by each station per day / month

- **Increase**
  - Total revenue assessed by each station / officer per day

- **Decrease**
  - Number of Valuation violations per week / month.
### Key Achievements

<table>
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<td>Exposure of staff and customs broker competence gaps</td>
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<td>Increased in average revenue yield per transaction</td>
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<td><strong>Reduction of AEO queries from 4% to 2.6%</strong></td>
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<tr>
<td>Reduced staff Valuation violations by 25%</td>
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<td>Improved risk profiles and lane performance</td>
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<td>Improved stakeholder involvement and support (donors, brokers, banks, warehouse operators)</td>
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<td>Management decision making (staff deployment, reform, budget) based on objective data.</td>
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Other achievements...

- Constant performance monitoring by management through regular meetings
- Ability to evaluate staff work output
- Ability to measure contribution of individual customs stations to the corporation target;
- Realization of Key reforms aimed at reducing clearance time (single window, AEO, use of NII, pre arrival clearance, PCA, tax payment platforms like mobile money, pay way
BSC in summary

• The BSC with performance measures has proved to be an effective performance management tool
• Performance measures have been cascaded down to ALL employees
• Every employee relates his/her role with the basic objectives of the department and owns the measures thus facilitating the organization towards fulfillment of strategic objectives
Thank You