



# French Customs is changing

Strategy 2022-2025 of the General Directorate of  
Customs and Excise

# Foreword



## Customs is the administration of the border and of goods

Customs controls the borders to protect territory, and controls goods to protect the population, the environment and the economy. As is true for the other departments of the Ministry of Economy and Finance, it supports companies and contributes to the attractiveness of logistics platforms, in order to guarantee France's economic sovereignty.

## A strong Customs Service is necessary in today's world

Several fundamental developments are affecting our borders and the movement of goods (Brexit, trade tensions, growth of e-commerce, more violent criminal organizations, development of crypto-currencies and assets, etc.) and are all challenges to be met. At the same time, citizens are expressing a heightened need for protection and sovereignty, and have strong expectations for the government in terms of border maintenance and compliance monitoring of goods.

## This is why French Customs has adopted an ambitious strategy

To meet these challenges and expectations, Customs has built a strategy to strengthen its business lines and its capacity for action related to borders in all of its forms (physical, digital, maritime) and to goods : A customs service that is strong in its achievements (combating trafficking, supporting businesses) and ambitious in its projects (the reference administration at the border, e-commerce, powerful detection tools, intervention capacities and air and marine resources).

## The implementation of this strategy is secured by a contract of objectives and means

Because the changes and threats are structural, the strategy that responds to them must be long-term, and its implementation must be secure. This is what led me, under the aegis of the Minister, to sign an ambitious contract of objectives and means for the period 2022-2025. Customs will benefit from a stable workforce until 2025 and €148 million in additional funding for the new measures included in its strategy.

## The success of this strategy depends on close collaboration with our partners

Customs is at the heart of the flow of goods, authorizing their crossing of borders. It therefore has a role to play in the life of the economy. It works closely with companies, whose international trade it helps to secure and whose competitiveness it supports, and with port and airport infrastructure managers. It is also in constant interaction with its institutional partners to better combat fraud and trafficking.

With this strategy and this multi-year contract of objectives and resources, Customs is at the forefront of public transformation. More than ever, it will be a powerful and efficient actor in the service of public policies.

**Isabelle Braun-Lemaire,**  
Director general of Customs and Excise

## Who are we ?

With a history of more than two centuries, attached to the Ministry of Economy, Finance and Recovery, the General Directorate of Customs and Excise is the administration responsible for borders and goods.

The customs function is fundamentally governmental. All Governments in the world share the same need for customs regulations: as soon as goods cross borders and circulate, the Government needs to know about them, tax them, control them, intercept them, and reflect them in its statistics. The identity of customs is thus built around two pillars, which sometimes come together, but each one constitutes a strong identity.

The identity of customs is thus based on two pillars: the **border** and the **goods**.

## What are the evolutions of our environment ?

Three major trends are driving the transformation of the customs business :

- > the fundamental changes affecting our borders and the flow of goods, namely :
  - the boom in the flow of goods linked to e-commerce and above all the implementation of the e-commerce VAT package, which is leading customs to build new ways of managing the «digital border » ;
  - the creation of a new physical border as a result of Brexit.
- > the need for increased protection and sovereignty, for the territory with respect to terrorism and organized crime, for French companies with respect to counterfeiting or to help them export, and for the population with respect to trafficking.
- > digital and data technologies, which allow Customs to modernize and become more efficient, to simplify procedures for users, and to strengthen the operational capacities of officers.

## What is our ambition ?

Customs has three objectives, which contribute to France's economic sovereignty :

- > to step up the fight against trafficking and organized crime and to guarantee the conformity of goods throughout the logistics chain ;
- > to optimize and modernize the processing of the flow of goods at the border, and to consolidate support for businesses ;
- > to make French Customs service a modern and innovative administration.

## What are our missions and prospects ?

### Customs, administration of the border

Maintaining physical, digital and maritime borders to protect the territory



#### AT PORT, AIRPORT AND LAND BORDERS

In a context of trade globalization and to contribute to the competitiveness of French ports and airports, Customs is positioning itself as the reference administration for the passage of goods at the border.

This must be fast, transparent, optimized and secure.

> Brexit has led to the rearming of the border with the United Kingdom and the implementation of a dedicated IT, the «smart border» to avoid infrastructure congestion. It has also provided an opportunity to simplify government action, with Customs as a one-stop shop (taking over sanitary checks previously carried out by another agency : DGCCRF).

> The success of this system has led to its gradual extension to all of the country's border control points.

> Customs has built and is implementing France Sésame, a digital portal with better orchestration of administrative formalities at the border applicable to goods subject to sanitary and phytosanitary regulations.



#### France Sésame

operational since end of 2021  
3 ports involved: Le Havre, Dunkirk, Marseille. Customs is the pilot, in partnership with the administrations for food, consumption, and transport.

- Since November 1, 2021, sanitary and phytosanitary import inspections previously carried out by the Consumption administration (DGCCRF) in Le Havre and Marseille have been carried out by Customs. The government wanted this simplification to make the passage of goods across borders more fluid and to improve the recognition of the State's action, particularly for port operators.
- FRANCE SÉSAME, a free public digital platform resulting from a partnership between Customs, the Food administration (DGAL), the Consumption administration (DGCCRF) and the Transports & Infrastructures administration (DGITM), aims to simplify and streamline imports (and transit operations) of sanitary and phytosanitary (SPS) goods at the major seaports of Le Havre, Marseille and Dunkirk.



1<sup>st</sup>

France's place in the cross-border trade category, according to the World Bank's DoingBusiness ranking



80%

of road flows between the EU and the UK pass through France



98,8%

of imported goods are cleared through Customs in less than 12 hours



#### Contributing to the attractiveness of French ports and airports

Customs is committed to and reinforces its efforts to control goods and ensure smooth border crossings.

- EU ports and airports are competing to attract economic activity, which creates wealth and jobs, linked to the import and export of goods.
- An important factor in the competitiveness of a port or airport is that the flow of goods is not delayed, especially for administrative reasons.
- This is particularly important for products subject to sanitary and phytosanitary controls.
- Customs is committed to taking over and organizing controls previously carried out by several administrations, exchanging information with importers and port actors through a new digital portal (France Sésame), and controlling goods more quickly and efficiently with new scanners and tools that use data science.

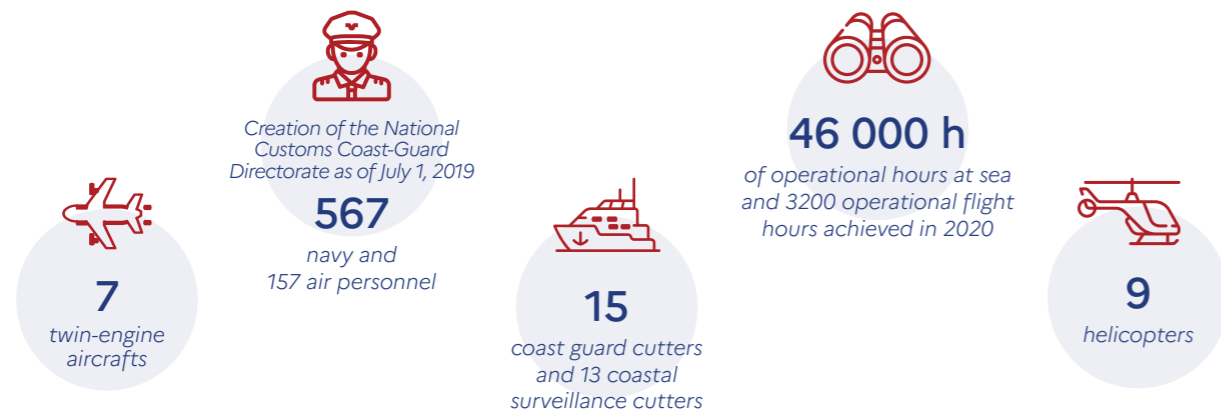


## AT THE MARITIME BORDER

As the leading civil administration at sea, Customs is strengthening its resources to increase its operational capacity and make it more rapidly deployable in theaters of operation. In this way, it is able to respond effectively to the needs of the State's action at sea, whether it involves monitoring maritime borders, intercepting ships carrying drugs on the high seas, detecting pollution, or providing assistance at sea.

Customs is the only administration that can search a ship in its entirety, including the passengers' cabins, without the authorization of a magistrate. It is also the only administration that can intervene in the contiguous zone (between 12 and 24 nautical miles from the coast), which gives it a unique and valuable capacity for interception and a thorough control for the maritime prefect.

- > Customs is continuing to upgrade or extend the capabilities of its maritime and air equipment.
- > Customs will contribute to a sovereign artificial intelligence tool to better target controls.



## AT THE DIGITAL BORDER

Keeping the digital border open means ensuring that products purchased online and shipped from abroad do not escape taxation and compliance with French and European standards, and are therefore treated in the same way as retail trade in town.

It also means preventing these shipments from being used to introduce illegal or dangerous goods, such as drugs, counterfeit items or fake medicines.

- > Customs has opened a new information system to meet the challenges of taxation and control of e-commerce shipments (European "e-commerce VAT" package).
- > Customs is deploying new detection and targeting tools and will use the data collected to control more effectively.



## AS BORDER GUARD

Customs, as the "border guard authority" of the Schengen area, will fully participate in migration controls at the border crossing points (PPF) it holds, while effectively combating illicit trafficking at these entry points and in the surrounding areas.

- > Customs will implement the registration in the Entry Exit System (EES) of third country nationals staying less than 90 days in the Schengen area.



## ABROAD

> French Customs has long established an international Customs network thanks to its Customs attachés, who are our watchdogs across borders: they watch over the French border from other European countries or over French and European borders from abroad. In this context, French Customs service is constantly adapting its network to meet this mission.

- > Like its European counterparts, Customs will contribute to the EU-led surveillance of external borders, the fight against trafficking, and the analysis of import security risks. This means that French Customs officers will be made available to the European agency FRONTEX.



## Customs, administration of goods

Controlling goods to protect the population, the environment and the economy



### CUSTOMS PROTECTS CITIZENS AND THE ENVIRONMENT BY VERIFYING THE CONFORMITY OF GOODS TO THE STANDARDS

Logistics channels and distribution strategies are changing very rapidly, particularly with the explosion of e-commerce, which is characterized by the absence of a physical point of sale for consumers.

Customs is responding to this situation by expanding its coverage beyond the borders: it will invest in the large logistics warehouses on the outskirts of our cities to carry out checks on compliance with sanitary, phytosanitary, technical and environmental standards.

The objective is to guarantee a level of standards for consumers, regardless of the distribution channel, in a coordinated framework with various partners (Entreprises, Consumption, Prevention of risks administrations, etc.) and with the support of the Laboratory service (SCL).





## CUSTOMS PROTECTS THE TERRITORY BY FIGHTING AGAINST ALL TYPES OF TRAFFICKING

To continue to make the vast majority of seizures of drugs, counterfeit goods, contraband cigarettes and protected species, Customs must equip itself with non-intrusive detection tools and analyze even more data to better target its interventions.

It must develop and secure its capabilities to investigate crypto-currencies and crypto-assets, and to act on the *dark web* (Cyber Customs).

To be complete, the fight against illicit trafficking must be combined with the fight against the laundering of the illicit profits they generate. With its anchorage in the Ministry of Economy and Finance, Customs is the natural strike force to do this. It controls high-risk professions, intensifies cash controls, and strengthens its investigative capacities.

- > To better protect the territory and the population, Customs will invest in cutting-edge technologies for its intelligence service, the National Directorate of Customs Intelligence and Investigations (DNRED).
- > Customs will strengthen the financial judicial investigation service to support the creation of the European Public Prosecutor's Office and cross-border investigations.



Each year, Customs is responsible for 60 to 75% of drugs seized in France



**88,72 t**  
drugs seized in France and on the high seas in 2020



**44,8 M€**  
Criminal assets seized or identified in 2020



## CUSTOMS PROTECTS THE ECONOMY BY SECURING IMPORT-EXPORT OPERATIONS, AS WELL AS THE INDIRECT TAXATION AND VITICULTURE SECTORS

The Customs service assists French companies, particularly small and medium-sized businesses, with their operations by advising them and providing them with binding customs information.

Currently, Customs is developing a portal for wine growers, «Viti 360°», providing the 80,000 wine companies with dashboards of their operations and a map of the land. This synthetic and dynamic view of wine-growing operations puts into perspective the data from eight customs teleservices and provides significant added value to wine growers: it will be a complementary tool for monitoring their activity and the possibility of analyzing their cultivation and commercial practices.

- > Customs is developing a relationship of trust with operators. The company will thus have a privileged interlocutor within a customs office, who will supervise the clearance of its goods, regardless of the customs office in France where it arrives.
- > Customs is continuing the dematerialization and gradual integration at the European level of all operations peripheral to customs clearance itself: approvals, decisions, transit operations, management of guarantees, notifications of temporary storage, transit, proof of status, special procedures, etc.
- > Customs is adapting the methods and tools in force for customs clearance in the field of indirect taxation and viticulture.



**89,5%**  
of satisfaction of international trade operators with customs in 2020



**1,804**  
authorized Economic Operators (AEO) valid in 2020, placing France second in Europe behind Germany and ahead of the Netherlands



**1,743**  
companies advised by the customs' economic action centers

## French Customs, a modern and innovative administration

This ambition in terms of business is accompanied by an unprecedented ambition in terms of modernization and improvement of the conditions in which these missions are carried out

Customs will improve the individual equipment of its staff so that they work in the best conditions of safety and comfort: equipment kit for outdoor controls, clothing adapted to climatic conditions, new bulletproof vests and plate holders, renovation of workspaces.

Customs will deploy a digital work environment so that every officer in the field can perform a maximum number of tasks on the move.

The millions of data contained in the 200 or so Customs applications will be used, thanks to data science, to irrigate all Customs activities (analysis, investigation, targeting (web-scraping), support for international trade companies and the wine sector, deployment of roadside brigades, etc.).

Customs will acquire new detection tools: scanners installed in ports and airports, mobile scanners that can be deployed throughout the country, an increase in the number of automated license plate readers, the development of drones capability, and new technical resources for the National Directorate of Customs Intelligence and Investigation and the National Coast Guard Directorate.



**5,700**  
surveillance officers equipped with the AGnet radio communication system to secure their interventions



**7**  
cases of data science use deployed in 2021



**1**  
innovation laboratory opening in 2022



**550**  
brigade premises and offices equipped with wifi



### The valorisation of customs data

Customs has a wealth of data remarks via its applications, mainly supplied by economic operators (companies, carriers or logisticians who carry out import-export operations, companies in the indirect taxation or wine-growing sectors) and by its officers during their controls. Enhancing this heritage while enriching it with external data makes it possible to propose new tools, likely to modify profoundly the way missions are carried out.

Several tools have already been deployed to meet different challenges: efficiency of controls (detection of abnormalities to help targeting) quality of service to users (synthetic vision of the local economic fabric, global mapping of a company's merchandise flows) and improved efficiency (chat-bots, automation of repetitive tasks), and projects follow one another at a steady pace.

To consolidate this approach, Customs is building its "data factory" to collect, store and use data in a reliable and industrialized way, and aims to internalize the skills needed to use them.



### A culture of innovation and digital transformation

As the environment in which Customs operates is constantly evolving, innovation must be at the heart of Customs' transformation project. This means creating new tools and processes, and adopting new working methods able to encourage the emergence of ideas and accelerate the implementation of projects. Local initiatives will also be catalysed to develop a true culture of innovation.

The central element of its strategy in this area is the creation of an innovation laboratory. Placed as close as possible to the field and at the service of all Customs officers, it is intended to accelerate structuring projects in progress through innovative methods of project management, collaborative design and collective intelligence. It will also act as an incubator for internal projects selected through internal calls for projects.

## Staff and resources reinforced

### The Contract of objectives and resources

This overall ambition of Customs for the coming years is secured in a Contract of objectives and resources signed by the Director General, the Director of the Budget and the Secretary General of the Ministry of Economy, Finance and Recovery. This Contract guarantees that French Customs will have the human and financial resources necessary to implement this strategy through 2025. It also allows for financing the support of the officers concerned by the transformation of Customs.

From the point of view of **staffing**, the French Customs Service has a guarantee of job stability (with a constant scope of missions) until 2025.



#### GUARANTEEING THE STABILITY OF THE CUSTOMS WORKFORCE

Customs will benefit from an unprecedented increase in its operating and investment funds. In total, over the period 2022-2025, it will benefit from **more than €148 million in additional funding** for the new measures provided for in the strategic axes.

**+ 68,7 M€**  
OPERATING FUNDS

**+ 79,3 M€**  
INVESTMENT FUNDS

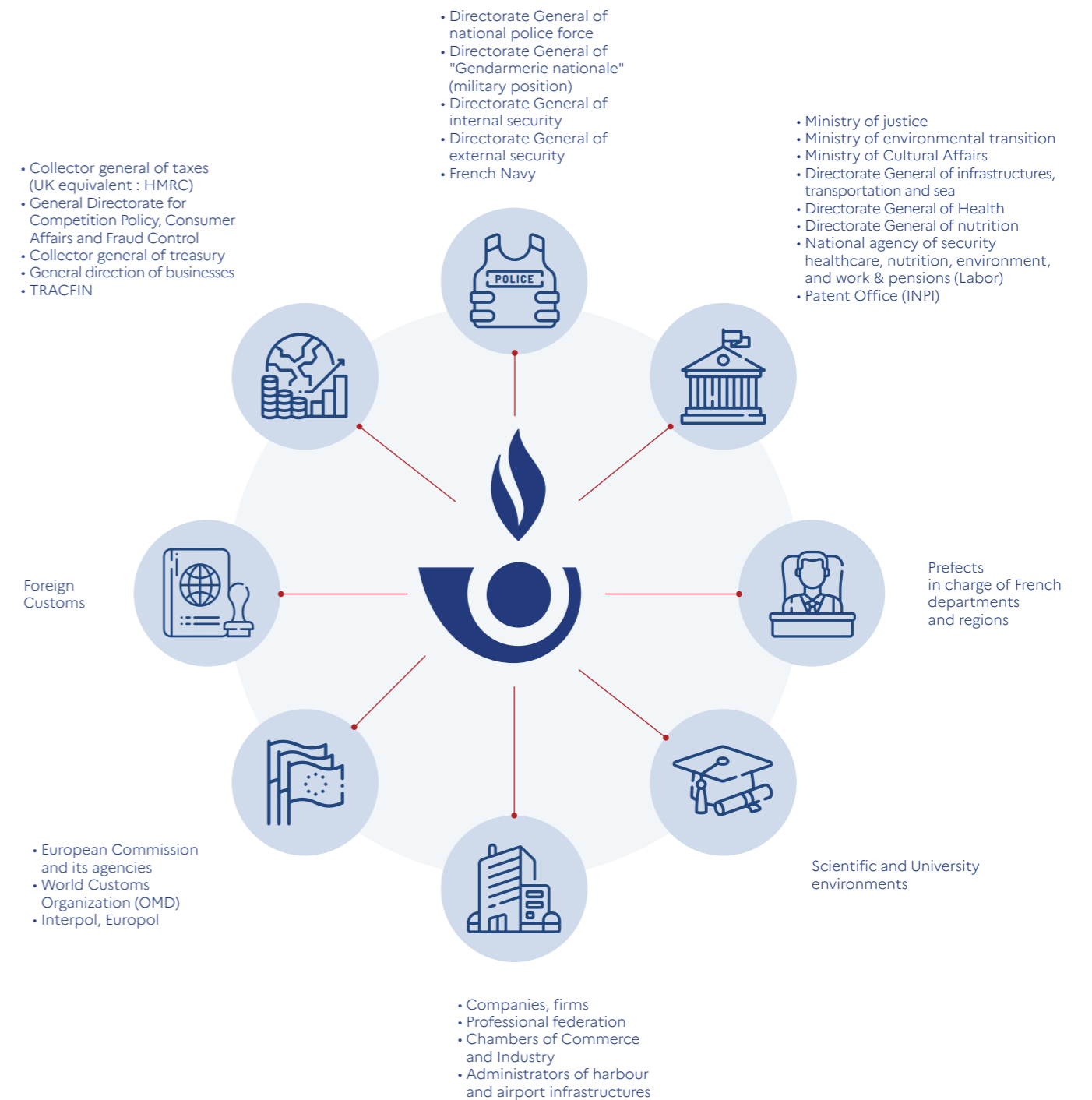


## Who are our partners ?

### > Cooperating to success

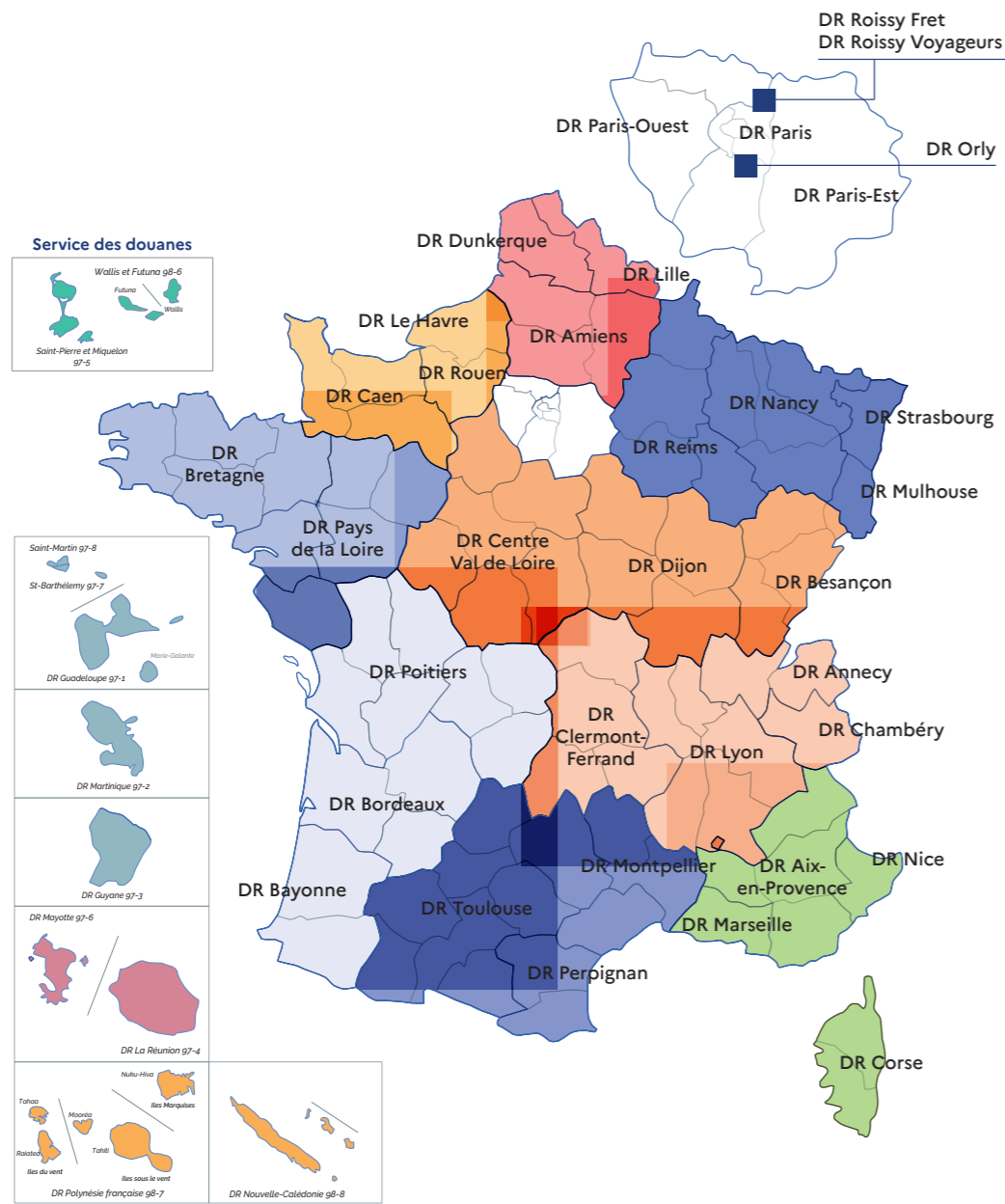
As an operational administration par excellence, Customs implements numerous public policies related to borders and goods: economic (fluidity and security of goods flows at border crossings), financial (protection of the European Union's financial interests, fight against fraud and money laundering), public order (migratory control at borders, fight against drug trafficking, tobacco and cigarettes, counterfeiting), national defence (control of dual-use goods), environmental (protected species, marine pollution), public health, and State action at sea.

For this purpose, Customs collaborates with many institutional, public and private actors.



# How are we organized ?

## > Our territorial organization

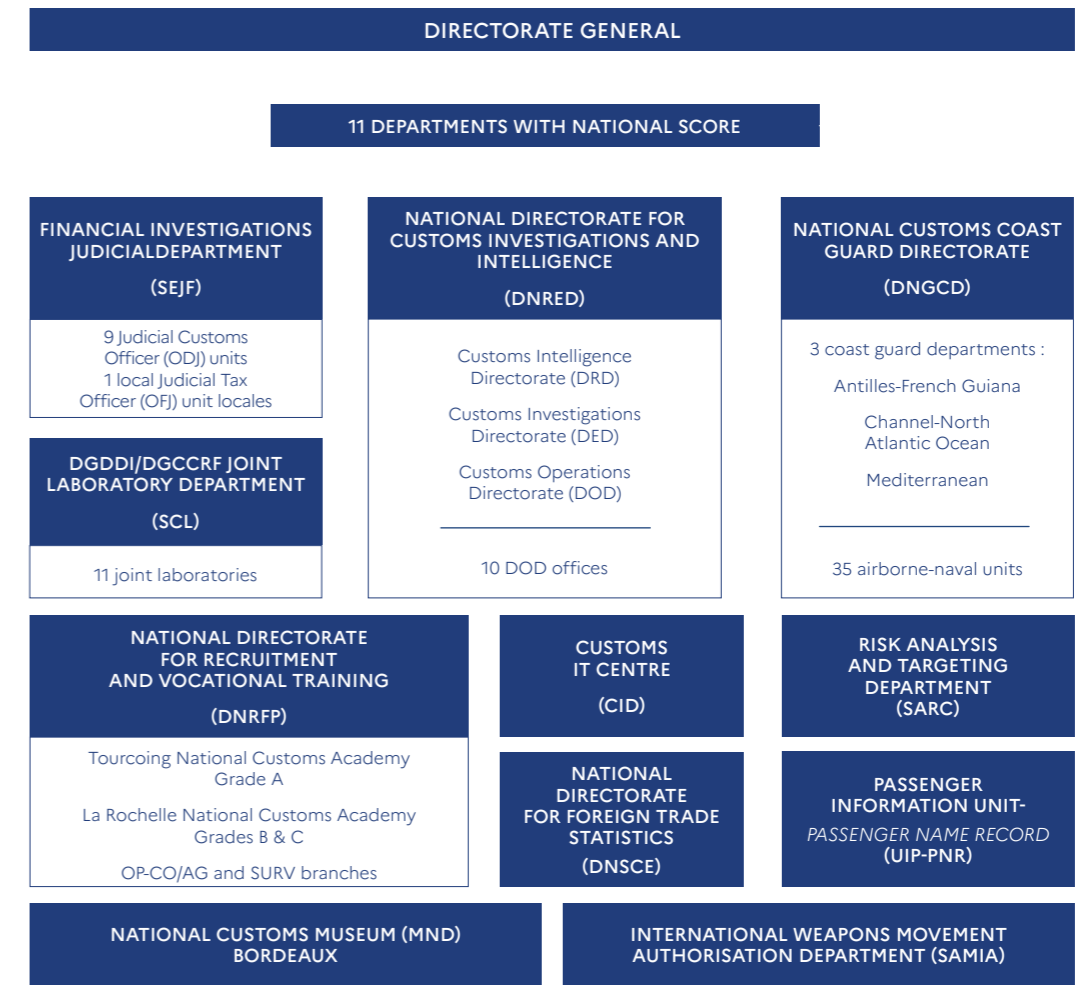


### Légende

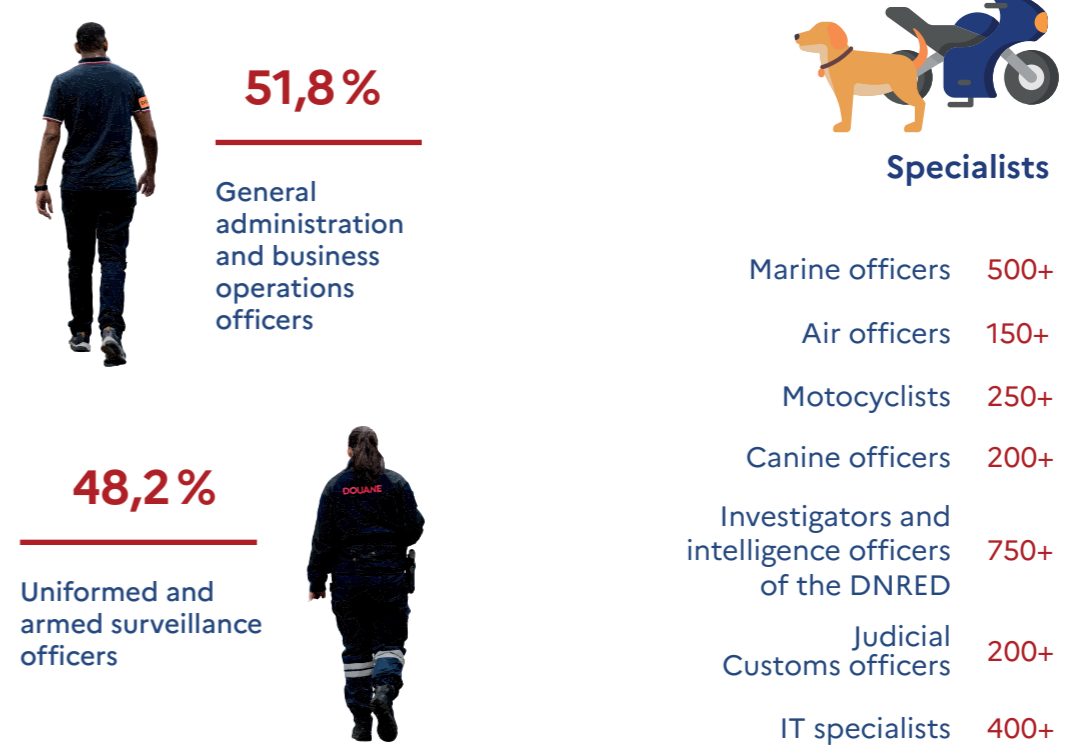
- DI Hauts-de-France
- DI Normandie
- DI Auvergne-Rhône-Alpes
- DI Grand-Est
- DI Bretagne-Pays de la Loire
- DI Occitanie
- DI Bourgogne-Franche-Comté-Centre-Val De Loire
- DI Nouvelle-Aquitaine
- DI Provence-Alpes-Côte d'Azur-Corse
- DI Antilles-Guyane
- DI Île-de-France
- DI Paris-Aéroport

\*DI : direction interrégionale  
\*\*DR : direction régionale

## > Our functional organization



## > Our teams







**INFOS DOUANE SERVICE**

**0 800 94 40 40**



Directorate general of  
Customs and Excise

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