

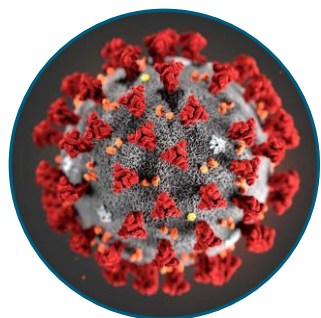


FADINTSERANANA

• 1820 •

# Work organisation design, how to manage teams remotely and in person after recovery

# CONTEXT AND ENVIRONMENT



State of health emergency declared for Madagascar on 21 March 2020 (decree n° 2020-359 of 21 March 2020)  
23 March 2020 : Lockdown of the Capital (**Antananarivo**) and Analamanga region and the city of **Toamasina** to try to contain the pandemic.  
Suspension of all traffic; all transport prohibited, except that of goods

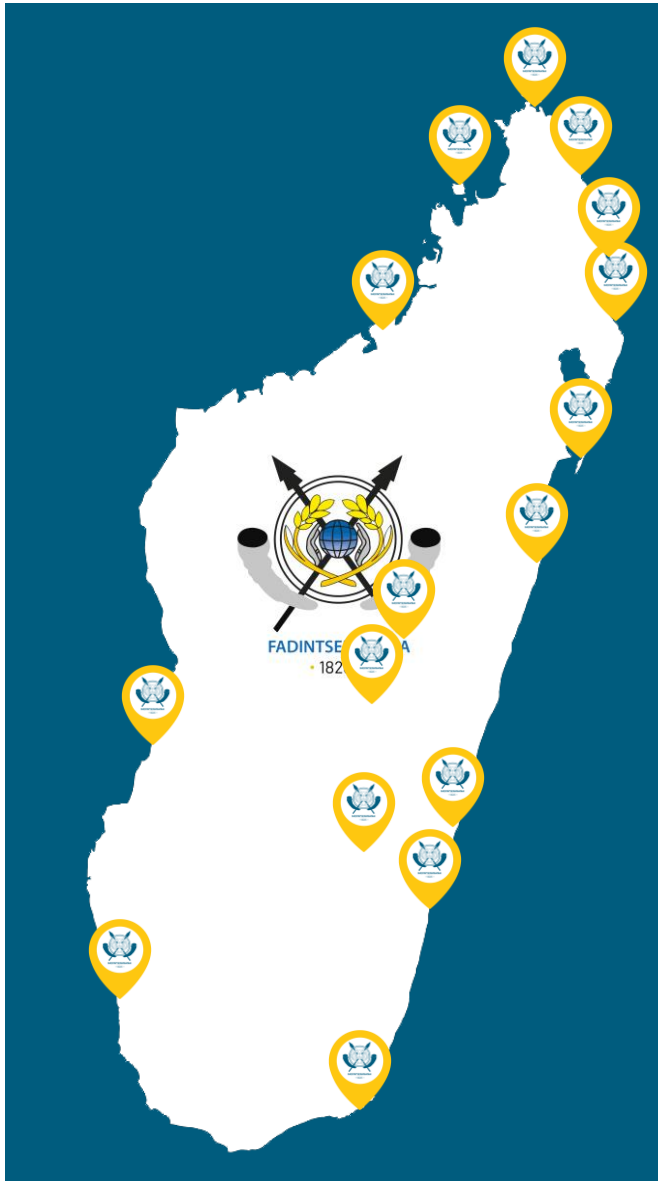


These two regions: constitute the economic engine of the country

For customs in particular :  
**Toamasina : 70% of operations**

# MALAGASY CUSTOMS

- TOAMASINA
- ANTANANARIVO
- ANTSIRABE
- ST MARIE
- ANTALAHA
- SAMBAVA
- VOHEMAR
- ANTSIRANANA
- NOSY-BE
- MAHAJANGA
- TOLIARY
- TAOLAGNARO
- MORONDAVA
- MANAKARA
- FIANARANTSOA
- MANANJARY







20 OFFICES



- consisting of the Central Administration, Antananarivo (03 offices), and 17 Offices spread throughout the island.
  - 1,300 agents spread throughout the island (1,300 agents for a surface area of 587,041 km<sup>2</sup>)
- Customs: officers exposed to a high level of risk: border officers / services in contact with users (legal, regulatory, user support)  
> 100% of secretaries tested positive

## Sanitary context in Madagascar



-  ➤ Very limited access to treatment: 18%
-  ➤ 3 214 CSB (Basic Health Centres) per 27 million inhabitants
-  ➤ Context covid-19: 2 artificial respirators for 27 million inhabitants (\* at the beginning of the pandemic)

# Customs

economic  
lever and  
main  
source of  
revenue



- At the request of the Presidency of the Republic, it is obliged to continue to carry out his duties despite the pandemic.
- Obligation to put in place an effective and efficient contingency plan [Minimum resources and maximum services] / prioritised teleworking, limited face-to-face contact, rotation system in place
- Operational customs clearance and control functions are fully implemented

## operational side



Masque  
obligatoire



Respect des  
distances

### Offer the usual services while reducing contact with users

- Reorganisation and limitation of access to Customs buildings
- Application of barrier gestures (wearing a mask is compulsory, temperature measurement and disinfectant gels at the entrances to buildings, keeping a safety distance of at least 1 metre, quarantine of physical elements coming from outside (mail, samples, etc.).

## STRATEGIC SIDE



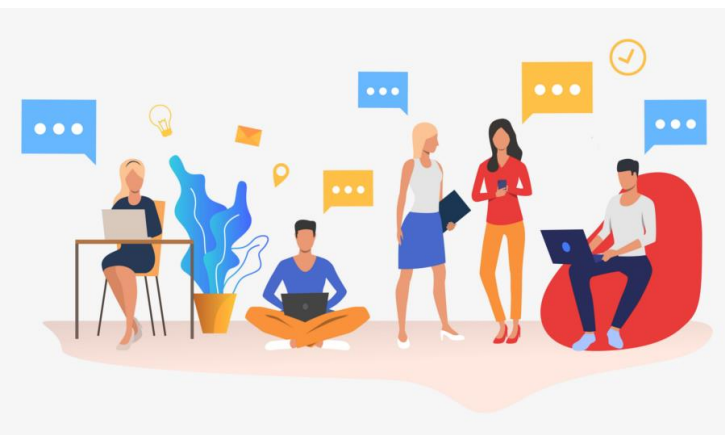
### No interruption of work, despite the health crisis

- Continuity of work in progress
- Recruitment
- Implementation of the strategic plan 2020-2023
- Suspension of all meetings and physical gatherings
- Dematerialisation and digitalisation of procedures as far as possible

*\*\*\* At national level: facilitated procedures for imports in relation to the management of the pandemic (medical devices, medicines, etc.).*

*\*\*\* Despite a disabling health crisis for the entire global economy, the Malagasy customs administration has been able to keep its head above water and maintain tolerable results.*

## MANAGEMENT SIDE



### Psychological support

- reassure
- accompany
- motivate
- inform
- raise awareness and encourage vigilance

Reinforcement of the DG's interpersonal communications with agents: telephone calls, interviews, publication of messages (written and video) on social networks (private groups reserved for DGD agents)

Reinforcement of internal communication to keep staff informed and aware of the evolution of the pandemic, the measures and decisions taken by the Directorate General.



## MANAGEMENT SIDE



### Material support

- Supported covid test for symptomatic agents and border agents
- Distribution of individual prevention materials (masks/mouthwashes, gloves, disinfectant gels, etc.).
- Distribution of drugs to strengthen the immunity of agents
- Acquisition of respirators, pulse oximeters, medicines for the provision of agents
- Recruitment of emergency doctors at the full disposal of customs officers (interventions, telephone follow-up, etc.).
- Provision of staff transport with organisation of collection by axis

## MANAGEMENT SIDE



### Financial support

- For customs officers: financial assistance equivalent to one month's salary
- \*\*\* Social actions: "Vatsy tsinjo sy tosika fameno" from the DGD to primary school teachers in each of the cities where the Customs is present.

## From a personal point of view



- Uninterrupted presence despite high risk level
- Acting as the Ministry's SG for more than 3 weeks, greatly increasing the level of risk (70 more initials to be processed daily)
- Risks: physical and moral fatigue / high exposure (physical documents)

No obligation but motivated by commitment

Anticipate and manage the behaviour of agents seized by fear and prone to psychosis as a result of the pandemic.

**Thank you for your kind attention**



HONNEUR  
REDEVABILITÉ  
PROFESSIONNALISME  
PARTENARIAT