

Government of the People's Republic of Bangladesh
National Board of Revenue
Internal Resources Division
Ministry of Finance

CUSTOMS MODERNIZATION

STRATEGIC ACTION PLAN

2014 - 2017

***(As revised after the Customs Modernization Workshop held on November 1-2, 2014 jointly organized by the NBR and USAID BTFA)**

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Further revised and validated by the Customs Modernization Validation Workshop participants held on 30 July, 2015 (at Hotel Purbani) jointly organized by the NBR, Internal Resources Division, MOF and USAID BTFA

INTRODUCTION

[Foreword statement from the Chairman]

[Global context, Background, Columbus Phase 1 and phase 2, WCO SAFE, RKC, WTO TFA and the role of Customs in the context of the Government and NBR priorities]

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VISION, MISSION, VALUES AND STRATEGIES

VISION

*Make Bangladesh Customs an innovative and professional leading border agency that contributes to the security and economic prosperity of Bangladesh through **cooperation, coordination, coherence, commitment and courage.***

MISSION

We manage the border in order to protect the community and the environment, ensure efficient and effective revenue collection, while facilitating legitimate trade and travel in compliance with Customs and allied legislation, and international standards.

Our missions are as follows:

***Increase revenue,
Improve office management,
Impressive Stakeholder's relations,
Use ICT as an enabler,
Ensure integrity in the management.***

We will do this by

- providing fair, equitable and quality service to clients*
- encouraging and rewarding voluntary compliance*
- serving as the central repository for the collection and management of trade statistics*
- maintaining professional and transparent administration and management environment*
- using a risk based, intelligence-led approach to everything we do*
- ensuring work of quality, quantity, timeliness, transparency and teamwork /team building.***
- focusing on Core-Functions e.g. fund, function, functionary, facilitation and freedom***

VALUES

Transparency

Accountability

Client focus

Integrity

Professionalism

Working in partnership with stakeholders

Innovation, creativity and continuous process improvement

Maintaining safe, equitable and rewarding working conditions (needs a narrative)

Consistency and predictability

Good Governance & Modern Management Framework

Result Oriented Management

KEY PROGRAM AREAS

1. Strategic Planning & Management,
2. Modernization and Reform
3. Human Resource Management & Training,

4. Infrastructure Development
5. Legislation, Policy, and Procedures
6. Information and Communication Technology
7. External Communication and Partnerships
8. Good Governance and Integrity
9. Trade and Travel Facilitation
10. Revenue Collection

OUTCOMES:

1. Economic competitiveness and prosperity
2. High revenue yield to the treasury
3. Enhanced enforcement and compliance levels
4. Organisational development and capacity building
5. Safety, health and wellbeing of the community and Customs staff
6. Strong collaboration with business

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NATIONAL BOARD OF REVENUE BANGLADESH

CUSTOMS MODERNIZATION

STRATEGIC ACTION PLAN

2014 - 2017

KEY PROGRAM AREA 1: Strategic Planning and Management						
Objective	Action/Activities	Responsibilities	Priority	Time frame Milestones	Performance Measure	Resources
1.1. To have a transparent, effective, robust and accountable organisational structure & system that delivers business outcomes in line with international best practices and national socio-economic & cultural environment	1.1.1 Establish a dedicated Customs Reform and Modernisation (CRM) Unit as recommended at appendix 1 with a clear TORs to undertake a review of current structure	Member Board Modernization	High	Establishment of CRM Unit TBD On-going	CRM Unit established ToR provided	GoB/ ADB Accepted
	1.1.2 Conduct a review of current structure & recommend a revised structure(supported by Technical Assistance)	Member Board Modernization	High	Report on Organizational structure review TBD	Report submitted	GoB Accepted
	1.1.3 Implement the revised structure with clearly defined roles, responsibilities and reporting lines, and publish this on the web site and make it available to industry and other relevant agencies	Member Customs and VAT Admin.	High	Allocation of resources TBD Implementation of new structure by December 2015 (proposed)	Resource allocated Strategic Action Plan endorsed & communicated to stakeholders & staff Staff engagement	GoB Accepted

KEY PROGRAM AREA 1: Strategic Planning and Management						
Objective	Action/Activities	Responsibilities	Priority	Time frame Milestones	Performance Measure	Resources
					New organization structure with defined role approved	
1.2 Implement a robust strategic planning process supported by annual work plans for each business area	1.3.1 Establish a planning working group that drives the planning process in accordance with government and NBR priorities and timeframes	Member Board Modernization Planning Working Group	High	Planning working group formed by December 2015 (proposed)	Strategic planning process in place	GoB Agreed

KEY PROGRAM AREA 2: Modernization and Reform						
Objective	Action/Activities	Responsibilities	Priority	Time frame Milestones	Performance Measure	Resources

<p>2.1 Develop and implement a whole-of-organization Risk Management (RM) Framework that drives a philosophy of a risk-based, intelligence-led approach to everything we do</p>	<p>2.1.1 Coordinate activities & report on progress in relation to the modernization & reform action plan.</p>	<p>Member Responsible for Customs: Risk Management Risk Management Unit</p>	<p>High</p>	<p>Ongoing</p>	<p>Reform progress reported</p>	<p>GoB and WBG</p>
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	<p>2.1.2 Appoint a Change Manager who is responsible for all aspects of the modernization and reform program</p> <p>[Comment made by Mr. Akbar-1st Sec. RM) This should not be under RM area. In column 3 RM unit need to be deleted].</p>	<p>Member Modernization</p> <p>RM Unit</p>	High	September 2015	Change Manager appointed	<p>GoB</p> <p>Development Partner (ADB)</p>
	<p>2.1.2 Establish a Risk Management Unit</p>	<p>RM Unit</p> <p>Member Responsible for Customs: Risk Management DG RM Unit</p> <p>Intelligence (6 analysts) [No. of analysts may be determined later]</p> <p>Team of Analysts</p>	High	RM Team formation: by March 2015 (team already formed)	RM Team formed	<p>GoB</p> <p>Development Partner (WBG)</p>
	<p>2.1.3 Apply the risk management and cargo intervention strategy in line with SAFE principles, TFA and RKC standards</p>	<p>Member Responsible for Customs: Risk Management Risk Management Unit</p>	High	Dec 2016	Clearance time reduced	<p>Development Partner (WBG, ADB, USAID BTFA)</p> <p>GoB</p>
	<p>2.1.4 Utilise ASYCUDA World to facilitate the pre-arrival, risk assessment, profiling, verification clearance of cargo</p>	<p>Member Responsible for Customs: Risk Management</p>	High	June 2016	Clearance time reduced	<p>(WBG, ADB, USAID BTFA)</p> <p>GoB</p>

		Risk Management Unit (A permanent team is required- RMU positions/officials post need to be incorporated in the T& OE				
	2.1.5 Develop a framework for Integrated Risk Management (IRM) including use of Customs intelligence holdings and the establishment of domestic and international networks for tactical intelligence liaison	Same as 2.1.3	High	IRM Framework in place by June 2016 2015	IRM Framework in place	GoB Development Partner (WBG)
	2.1.6 Develop a Joint Risk Management Committee to incorporate RM needs of OGAs into the Integrated Risk Management Framework	Same as 2.1.3	High	Incorporation of RM from OGAs into the IRM Framework by June 2017 2015	RM from OGAs incorporated	GoB Development Partner (WBG)
	2.1.7 Ensure legal instruments support the RM framework	Same as 2.1.3		Legal instruments by June 2016	Legal instruments in place	GoB Development Partner (WBG)
	2.1.8 Map existing risk management procedures	Same as 2.1.3	High	Completion of mapping by June 2016	Mapping of procedures conducted	GoB Development Partner (WBG)
	2.1.9 Identify vulnerabilities and assess the risks	Same as 2.1.3	High	Agreement on risk criteria by June 2016	Risk criteria agreed	GoB Development Partner (WBG)

	2.1.10 Establish a risk management plan to manage the risks	Same as 2.1.3	High	Finalization of RM standard operating procedures (SOPs) by June 2016	RM SOPs finalized	GoB Development Partner (WBG)
	2.1.11 Create a Strategic risk register	Same as 2.1.3	High	Risk register created by June 2016	Selectivity profiles in place	GoB Development Partner (WBG)
	2.1.12 Establish a Risk Profile creation and management system that meets the requirements of the automated Customs system	Same as 2.1.3	High	Connectivity established by June 2016	Connectivity established	GoB Development Partner (WBG)
	2.1.13 Develop and implement a Cargo intervention strategy based on risk profiling	Member (Customs Audit and Risk Management) First Secretary (Customs Risk Management)		TBD	Cargo intervention strategy in place	Development Partners GoB

	2.1.14 Review current arrangements to ensure that cargo and baggage unpack and repack arrangements include relevant safety equipment, clothing and tools that minimise health and safety risks to staff and maximizes detection outcomes [it was in Program Area 9; 9.4.2]	Member (Customs Audit and Risk Management) First Secretary (Customs ICT)	High	TBD	Review conducted	Development Partners TBD GoB
2.2 Development of NBR Customs Intelligence Capacity	2.2.1 Review current intelligence structure, legal framework, staffing levels and capability to ensure effective collection, assessment and analysis of information from all sources	Member Responsible for Customs: Intelligence DG (Customs Intelligence)		June 2016	Review conducted	GoB Development Partner (USAID BTFA Proposed)
	2.2.2. Review current investigation arrangements to respond and appropriately deal with offences	Member Responsible for Customs: Intelligence DG (Customs Intelligence)	Medium	Intel. structure review by June 2016	Review conducted	GoB Development Partner (USAID BTFA Proposed)
	2.2.3 Develop SOP/ guidance for Bangladesh Customs Intelligence	Member Responsible for Customs: Intelligence DG (Customs Intelligence)	Medium	Intel. structure review by June 2016	Review conducted	GoB Development Partner (USAID BTFA Proposed)
	2.2.4 Review of use and access of Customs Enforcement Network (CEN) applications (nCEN) in Customs Intelligence	Member Responsible for Customs: Intelligence DG (Customs Intelligence)	Medium	Completion of review by June 2016	Training in use of CEN delivered	GoB Development Partner (USAID BTFA Proposed)

	2.2.5 Develop a training package for Intelligence officers	Member Responsible for Customs: Intelligence DG (Customs Intelligence)	High	Training package submitted by Sept 2016	Training package delivered to Customs Academy as official training package for Intelligence officers	GoB Development Partner (USAID BTFA Proposed)
	2.2.6 Develop an INTEL database	Member Responsible for Customs: Intelligence DG (Customs Intelligence)	Medium	Implemented by Dec 2016	Database developed and in use	GoB Development Partner (USAID BTFA Proposed)
	2.2.7 Develop a mechanism for Trade and Public to provide information to the Customs Intelligence	Member Responsible for Customs: Intelligence DG (Customs Intelligence)	Medium	Implemented by Dec 2016	Mechanism in place	GoB Development Partner (USAID BTFA Proposed)
	2.2.8 Utilise Advance Passenger Information System (APIS) to facilitate pre-screening of manifests to identify high risk travellers	Member (Audit & Intelligence) and Member Responsible for Customs: Modernization	Medium	APIS Dec 2016	APIS is in place	GoB Development Partner (USAID BTFA Proposed)
2.3 Detect, disrupt and deter the movement of prohibited and restricted goods including illicit drugs and precursors that pose a threat to the health safety and wellbeing of the community and environment	2.3.1 Develop and implement compliance and enforcement programs that specifically Target the following threats and risk areas: <ul style="list-style-type: none"> • IPR • Counter terrorism • Illicit Drugs and Precursors • Illegal weapons • Wildlife trafficking 	Member Responsible for Customs: Intelligence DG (Customs Intelligence)	High	Ongoing	Compliance & enforcement program in place	Development Partner (TBD) GoB

	<ul style="list-style-type: none"> • Illegal movement of Currency • The Environment 					
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KEY PROGRAM AREA 3: Human Resource Management & Training						
Objective	Action/Activities	Responsibilities	Priority	Time frame Milestones	Performance Measure	Resources
3.1 Develop and implement a comprehensive human resource management plan that delivers an appropriately trained, motivated and flexible workforce where recruitment, retention and promotion processes are transparent, equitable and merit based and ensures the right people are in the right place at the right time	3.1.1 Develop an operating budget plan to enhance capacity and infrastructure at the training academy	Member (Customs and VAT Admn.)	High	HRM Plan completed by December 2015	HRM Plan in place	Development Partner TBD GoB
	3.1.2 Conduct skills and training needs analyses, including training needs analysis for all enforcement activities	Member customs and VAT Administration and DG Academy	High	Skills & training needs assessment TBD	Report on skills & training assessment submitted	Development Partner TBD GoB
	3.1.3 Review existing national training curriculum	Member customs and VAT Administration and DG Academy	High	Completion of review TBD	Review conducted	Development Partner TBD GoB

	3.1.4 Develop and deliver a competency based training program in customs core areas	Member (Customs and VAT Admin) DG Academy Add/Joint. DG 4/5 Asst./Deputy Commissioners	High	Project plan completed by TBD HRM Plan completed by December 2015	HRM Plan in place	Development Partner TBD GoB
	3.1.5 Implement a staff rotation scheme	Same as 3.1.3	Medium	HRM Plan implemented by June 2016	HRM Plan implemented	GoB
	3.1.6 Collaboration with tertiary institute for master's program (PICARD)	Same as 3.1.3	Medium	HRM Plan implemented by June 2016	Proposal for tailor made MBA for Customs partnership program submitted	Development Partner TBD GoB
	3.1.7 Implement a program to develop internal expertise, and deliver training to address gaps identified in needs analyses	Same as 3.1.3	Medium	HRM Plan implemented by June 2016	HRM Plan implemented	Development Partner TBD GoB

	3.1.8 Develop & maintain a training database to ensure capacity development of all	Same as 3.1.3	Medium	HRM Plan implemented by June 2016	HRM Plan implemented	GoB
	3.1.9 Develop and implement a merit-based recruitment, selection and promotion program	Same as 3.1.3	Medium	HRM Plan implemented by June 2016	HRM Plan implemented	Development Partner TBD GoB
	3.1.10 Develop a training policy and annual training plan	Same as 3.1.3	Medium	Training plan developed by June 2016	Annual Training Plan in place	Development Partner TBD GoB
3.2 Performance Management and Appraisal System that is transparent, fair and consistently applied across the organisation	3.2.1 Review the current system of “confidential” reporting, including review of current right of appeal	Member Customs and VAT Admin.	Medium	Review conducted by December 2015	Review completed	GoB (It is the jurisdiction of MOPA, It can be considered for deletion)
	3.2.2 Develop a performance measurement/ reporting system (including Devise strategy to deal with the non- and under-performers)	Member Customs and VAT Admin.	Medium	New system development due June 2016	Report on new system submitted Develop and issue an SRO aligning this report	GoB
	3.2.3 Develop and implement a Reward and Recognition program including an incentive scheme based on performance	Member Customs and VAT Admin.	Medium	New Reward & Recognition program implemented by June 2016	New Reward & Recognition Program implemented	GoB

3.3 Have a safe, fair and healthy workplace	3.3.1 Develop a strategy for occupational health and safety	Member Customs and VAT Admin.	Medium	Strategy in place by June 2016	OHS strategy formulated	Development partner TBD GoB
	3.3.2 Create awareness on occupational health and safety issues	Member Customs and VAT Admin.	Medium	Due on December 2016	Awareness seminars conducted	Development partner GoB
	3.3.3 Implement the a occupational health and safety program	Member Customs and VAT Admin.	Medium	OHS Program implemented by December 2017	Number of workplace incidents reported	Development partner GoB
3.4 Have a national uniform policy	3.4.1 Develop a national uniform ID policy (NUP) that ensures officer safety and promotes a nationally consistent and professional image	Member Customs and VAT Admin.	Medium	NUP developed by December 2015	NUP in place	GoB
	3.4.2 Implement national uniform policy	Member Customs and VAT Admin.	Medium	NUP implemented by June 2016	NUP implemented	GoB
	3.4.3 Maintain stores to ensure timely supply of uniforms	Member Customs and VAT Admin.	Medium	Ongoing	National Uniform Policy in place	GoB

KEY PROGRAM AREA 4:Infrastructure Development						
Objective	Action/Activities	Responsibilities	Priority	Time frame Milestones	Performance Measure	Resources
4.1 Prepare a Customs Department infrastructure plan	4.1.1 Develop an infrastructure management and improvement plan that includes: <ul style="list-style-type: none"> - Customs office facilities, - Office furniture and equipment, - Inspection areas, - Enforcement equipment and tools - Checkpoint security (centrally monitored CCTV cameras etc.) - Customs vehicles - Non-intrusive inspection technology (scanner, X rays, weigh bridge and weighing scale, trace detection etc.) - Drug and chemical analysis equipment - Detailed electronic TO&E (database), including Asset Register - Accommodation for officers 	Member (Customs and VAT Admin)	Medium	Infrastructure plan completed by June 2016 Project formulation for Procurement of all scanners and equipment June 16 Need assessment for accommodation and office facilities June 16 Formulation of project June 16 Implementation of project – June 2021	Infrastructure plan in place	Development Partner TBD GoB GoB+ Development partners GoB

	4.1.2 Provide secure areas to conduct examinations	Member (Customs and VAT Admin)	Medium	Provision of secure areas by June 2016	Number of safety incidents	Development Partner TBD GoB
	4.1.3 Conduct a feasibility study for the establishment of a WCO Regional Training Centre)	Member (Customs and VAT Admin)	Medium	Feasibility study including capacity assessment by June 2016 Communicate with WCO for consent December 2016	Feasibility study conducted	Development Partner TBD GoB
4.2 Efficient and effective use of non-intrusive inspection technology	4.2.1 Develop and implement a technology review and acquisition program in particular <ul style="list-style-type: none"> Maintain and/or upgrade non-intrusive inspection (NII) technology at airports, major seaports and border crossing points Capacity enhancement of officials for effective use of NID/Scanners/and other sophisticated electronic equipment devices 	Member (Customs and VAT Administration) First Secretary (Customs ICT)/Project Manager (Commissioner or Additional Commissioner)	High	June 2016	Technology review and acquisition program in place Transitional arrangement is agreed and ongoing	Development Partners TBD GoB

KEY PROGRAM AREA 5: Legislation, Policy and Procedures						
Objective	Action/Activities	Responsibilities	Priority	Time frame Milestones	Performance Measure	Resources
5.1 All core Customs business processes are supported by Standard Operating Procedures, Instructions and Guidelines to ensure consistent, safe and effective operations	5.1.1 Conduct a process gap analysis to identify vulnerabilities and opportunities for improvement	Member (Customs Policy) First Secretary (Customs Modernization)	High	June 2016	Process gap analysis conducted	Development Partner (ADB, WBG and USAID BTFA) GoB
	5.1.2 Review and update existing SOPs, Instructions, Statutory Regulatory Orders, Guidelines and Manuals for all key processes	Same as 5.1.1	High	December 2016	SOPs, instructions, SROs & guidelines formulated	Development Partner (ADB, WBG and USAID BTFA) GoB
5.2 Harmonization and simplification of procedures, rules and regulations	5.2.1 Review and ensure compliance with obligations under international conventions including but not limited to: <ul style="list-style-type: none"> • HS 2012 • WTO Valuation Agreement • Revised Kyoto Convention • SAFE Framework of Standards • CITES • AEO Program • RoO • WTO Trade Facilitation Agreement • • Revised Arusha Declaration 	Member (Customs Policy) First Secretary (Customs Policy) First Secretary (Customs Int'l Trade)	High	Dec 2016	Review completed Relevant changes enacted Conventions acceded	Development Partners GoB

5.3 Ensure that Customs in conjunction with the stakeholders, has a legal framework to meet its obligations	5.3.1 Engage an advisor to conduct review and make recommendations for amendment(Done)	Member (Customs Policy) First Secretary (Customs Modernization)	High	Draft of legislation amendment by April 2015 (done)	Draft amendment prepared (Done)	Development Partners (ADB and WBG) GoB
	5.3.2 Ensure alignment of Customs legal framework with business processes and international best practices	Same as 5.3.1	High	Draft of Customs Act placed at Parliament by December 2015	Draft of New Customs Act placed at Parliament	GoB
	5.3.3 Ensure enactment of New Customs Act with necessary amendments (On-going)	Same as 5.3.1	Medium	Legislation enactment by June 2016	New Customs Act enacted	GoB

KEY PROGRAM AREA 6:Information and Communication Technology						
Objective	Action/Activities	Responsibilities	Priority	Time frame Milestones	Performance Measure	Resources
	6.1.1 Develop an ICT strategic plan for 2015-18 including: <ul style="list-style-type: none"> • ICT infrastructure • Data security • Data storage • Web-based interface with industry leading to single window • Dedicated WAN for all Customs locations (Done) • ICT sustainability plan • Regular systems audit for ensuring systems integrity • WCO Data Model 	Member ICT	High/Medium	December 2015	ICT strategic plan submitted/endorsed	Development Partner TBD GoB
	6.1.2 Identify existing capacity deficiency i.e. gap analysis and Develop/Enhance the ICT infrastructure accordingly	Member ICT	High	June 2016	ICT infrastructure developed	Development Partner TBD GoB
6.1. To adopt a needs based, modern and secure information and communication technology system	6.1.3 Implement the current ICT action plan	Member Modernization First Secretary (Customs ICT) System Manager NBR (Proposed)	High	TBD December 2016	Current ICT Plan implemented	Development Partner TBD GoB

KEY PROGRAM AREA 6:Information and Communication Technology						
Objective	Action/Activities	Responsibilities	Priority	Time frame Milestones	Performance Measure	Resources
6.2. Initiate Single Window (has to be recast in line with World Bank project/plan)	6.2.1 Seek government endorsement for Customs as the Lead Agency	Member Modernization First Secretary (Customs ICT and NSW)	High	December 2015	Customs accepted as Lead Agency TBD by Cabinet	Development Partner (WBG) GoB
	6.2.2 Conduct an “As-is” and “To be” analysis as a first step to establishing a national single window	Same as 6.2.1	High	December 2016	Analysis submitted to NBR	Development Partner (WBG) GoB
	6.2.3 Seek formal agreement with OGAs on time scales for issuing necessary certificates required before goods can be released as a prerequisite for the development of national single window and SAFE Framework of Standards	Same as 9.6.1	High	June 2016	Formal agreement on time scale reached	GoB NSW Working Group (WBG)
	6.2.4 Establish procedures for stakeholders/clients (e.g. the importer or his agent) for submission and receipt of data and/or documents for entry into the Single Window System (e.g. procedure for submission of OGA certificates/permits into the system)	Same as 6.2.1	Medium	December 2018	Procedures established	Development Partner (WBG) GoB
	6.2.5 Establish facility/interface for OGAs and routing from banks, port authorities and other agencies	Same as 6.2.1	Medium	March 2019	Facility/ interface in place	Development Partner (WBG)

KEY PROGRAM AREA 6:Information and Communication Technology						
Objective	Action/Activities	Responsibilities	Priority	Time frame Milestones	Performance Measure	Resources
						GoB
	6.2.6 Initiate NSW on a pilot basis	Same as 6.2.1	Medium	June 2019	Pilot NSW initiated	Development Partner (WBG) GoB
	6.2.7 Full functional NSW in place			December 2019		WBG GoB
6.3 Initiate arrangements for a Coordinated approach to border management (CBM) that provides seamless and secure movement of goods throughout the international supply chain in a way that protects revenue and facilitates international trade while providing certainty and predictability	6.3.1. Feasibility study for a coordinated approach to border management through formal discussions with other border agencies and trade counterparts including: <ul style="list-style-type: none"> • Integrated Risk Management approach with OGAs • Coordinated inspection regimes for border clearance • Juxtaposed offices at border control points • Exchange of information and intelligence 	Member Modernization	Medium	December 2016	Feasibility study conducted	WBG GoB
	6.3.2 Formation of a Master Plan for implementation of CBM	Member Modernization	Medium	June 2017	Master plan completed	WBG GoB
					Integrated exchange of	

KEY PROGRAM AREA 6:Information and Communication Technology						
Objective	Action/Activities	Responsibilities	Priority	Time frame Milestones	Performance Measure	Resources
					Electronic information	
	6.3.3 Implementation of CBM	Member Modernization	Medium	December 2019	CBM in place	WBG GoB
	6.3.4 Apply coordinated border management at International Airports	Member Customs Modernization	Medium	Ongoing	MoU signed between all stakeholders	Development Partner (WBG) GoB

KEY PROGRAM AREA 7: External Communication and Partnerships						
Objective	Action/Activities	Responsibilities	Priority	Time frame Milestones	Performance Measure	Resources
7.1. Engage business community and traders to ensure understanding and alignment with Customs systems and procedures	7.1.1. Organize Education and Awareness program (Outreach Program: e.g. a) organizing a Customs Week while commemorating International Customs Day, b) organizing seminars in joint collaboration with MCCI, ICCI, FBCCI, c) engaging with local community by organizing rallies, exhibitions to share with common people/ business community what services Customs provides) to ensure understanding of Customs requirements and business community obligations and rights	Centrally: a) Member (Customs: Policy) in collaboration with Member Board Modernization b) First and Second Secretaries (Customs: Policy and Customs Modernization); Locally: Individual Commissioners in charge of respective Customs House/ Office	High	Customs Day/ Week and other outreach programs: January 2015 (every year)	Stakeholders satisfaction, as measured by survey	GoB NBR Customs and field customs MCCI/ ICCI
	7.1.2. Establish and run day to day operation of <i>National Enquiry Point</i> (centrally) and "Help Desk" (locally) at each of the custom houses to provide a point of contact for business community to make enquiries	Member (Customs: Policy), First and second secretary (Customs: Policy), supported by Systems Manager NBR	Medium	NEP: June 2016 Help Desk On going	Number of hits answered to the satisfaction of the enquirer	Development Partners (USAID BTFA) GoB(ultimately NEP will be covered in GoB budget)

KEY PROGRAM AREA 7: External Communication and Partnerships						
Objective	Action/Activities	Responsibilities	Priority	Time frame Milestones	Performance Measure	Resources
	7.1.3. Enhance capacity of Customs website by synchronization of existing customs websites	Same as 7.1.2	High	Enhanced Customs Portal By December 2015	Number of visitors/hits to the website	Development Partners (USAID BTFA) GoB
7.2. Collaboration among government agencies and with private sectors	7.2.1. Establish Service Level Agreements (SLA) (and MOUs) between Customs and OGAs (including training institutes, research organizations) – both locally and internationally	Member (Customs Modernization)	High	Ongoing	SLAs and MOUs in place	GoB
	7.2.2. Participate actively in regional and international Customs fora (e.g. WTO, WCO, SAFTA, BIMSTEC etc.)	Respective Members	High	Ongoing	Customs fora attended	GoB
	7.2.3. Conduct Quarterly meetings between Customs, business community and OGAs	Respective Members	High	Ongoing	Quarterly meetings conducted	GoB
7.3. To have effective communication with domestic and international business, public and external organizations	7.3.1. Establish a media management and communication capability	Respective Members	Medium	Ongoing	Client satisfaction as measured by survey	Development Partner TBD GoB
	7.3.2. Prepare and distribute information brochures, leaflets, newsletters etc	Respective Members	Medium	Ongoing	Same as 7.3.1	GoB

KEY PROGRAM AREA 7: External Communication and Partnerships						
Objective	Action/Activities	Responsibilities	Priority	Time frame Milestones	Performance Measure	Resources
	7.3.3. Interfaces as outlined in objective 7.1	Respective Members	Medium	Ongoing	Same as 7.3.1	Development Partner TBD GoB

KEY PROGRAM AREA 8: Governance and Integrity						
Objective	Action/Activities	Responsibilities	Priority	Time frame Milestones	Performance Measure	Resources
8.1. To have a highly professional and ethical workforce	8.1.1. Adopt a governance model in line with GoB approved National Integrity Strategy (NIS), which best suits the local context (i.e. customize in customs context)	Member (Customs & VAT Admin)	High	Dec 2015	Governance Model in place	GoB
	8.1.2. Establish an Integrity and Professional Standards Unit (IPSU)	Same as 8.1.1	High	Dec 2015	IPSU in place	GoB
	8.1.3. Develop and communicate a Code of Conduct for all staff in line with government policy, standards and expectations	Same as 8.1.1	High	June 2016	Code of conduct in place	GoB
	8.1.4. Develop and implement an integrity and anticorruption program that includes a reporting process and protects whistle-blowers in line with the Revised Arusha Declaration+ CEN code of conduct (if any)	Same as 8.1.1	High	December 2016	Integrity and anti-corruption program in place	GoB

KEY PROGRAM AREA 8: Governance and Integrity						
Objective	Action/Activities	Responsibilities	Priority	Time frame Milestones	Performance Measure	Resources
	8.1.5. Publicise outcomes of Integrity disciplinary investigations	Same as 8.1.1	Medium	Ongoing		GoB
	8.1.6. Review existing performance incentives, training and other provisions in line with the Revised Arusha Declaration	Same as 8.1.1	Medium	June 2016	Review conducted	GoB
8.2. Maintain an effective Internal Audit Program 8.3. (Internal control system/performance audit)	8.2.1. Develop an effective Internal Audit Program for Customs functions	Member (Customs and VAT Admin)	Medium	Internal Audit program developed by Feb 2016	Internal Audit program developed	Development Partner TBD GoB
	8.2.2. Implement audit program according to the schedule	Same as 8.2.1	Medium	Internal Audit program in place by June 2016	Internal Audit program in place	Development Partner TBD GoB

KEY PROGRAM AREA 9: Trade Facilitation						
Objective	Action/Activities	Responsibilities	Priority	Time frame Milestones	Performance Measure	Resources
9.1. Ensure Compliance with relevant legislation by developing and implementing an enhanced intelligence capacity	9.1.1. Establish a mobile patrol capability	Same as 9.3.1 Commissioner (in respective areas),	High	Dec 15 Ongoing	Mobile patrol capability established	Development Partner GoB

KEY PROGRAM AREA 9: Trade Facilitation						
Objective	Action/Activities	Responsibilities	Priority	Time frame Milestones	Performance Measure	Resources
	9.1.2. Undertake a feasibility study for K9 deployment	Same as 9.3.1	High	December 2015	Feasibility study conducted	Development Partner GoB
9.2 Reduce documentation and duplication and streamline processes to reduce costs and minimise delays	9.2.1 Review documents, fees and certificates with a view to integrate or abolish certain fees and charges and unnecessary documentation	Member (Customs Policy) First Secretary (Customs Policy & Customs Modernization)	High	Review conducted June 2016	Document fees and charges rationalised	Development partner TBD GoB
	9.2.2 Implement recommendations of Time Release Studies to improve efficiency of border management procedures	Same as 9.2.1	High	Ongoing	TRS recommend. Implemented	GoB Development partner (WBG)
9.3 Establish an AEO/Trusted Traders Program	9.3.1 Review current scheme for accredited clients with a view to formalising the arrangements under the AEO/Trusted Traders program	Member (Audit and Risk Management)	High	Scheme review TBD	Report on current scheme submitted	Development partner (ADB and USAID BTFA) GoB
	9.3.2 Review relevant legislation to ensure compliance with AEO/Trusted Traders program (Refer objective 5.3)	Same as 9.3.1	High	Done (draft Customs bill awaits final approval by the Cabinet)	Legislation reviewed and draft legislation	Development partner (ADB, USAID BTFA)

KEY PROGRAM AREA 9: Trade Facilitation						
Objective	Action/Activities	Responsibilities	Priority	Time frame Milestones	Performance Measure	Resources
					submitted for vetting	GoB
	9.3.3 Develop rules, procedures and policies to facilitate implementation of the AEO/Trusted Traders program	Same as 9.2.3	High	June 2016	Procedures & policies in place	Development partner (ADB, USAID BTFA) GoB
	9.3.4 Develop an outreach program for stakeholders, including customs officials	Same as 9.2.3	High	June 2016	Outreach programme developed	Development partner (ADB, USAID BTFA) GoB
	9.3.5 Identify compliant traders to participate in a pilot scheme ensuring compliance with standard 3.32 of the RKC and WCO AEO Implementation Guidance	Same as 9.2.3	High	June 2016	Compliant traders identified	Development partner (ADB, USAID BTFA) GoB
	9.3.6 Conduct AEO pilot scheme	Same as 9.2.3	High	December 2016	Pilot scheme conducted	Development partner (ADB, USAID BTFA) GoB

KEY PROGRAM AREA 9: Trade Facilitation						
Objective	Action/Activities	Responsibilities	Priority	Time frame Milestones	Performance Measure	Resources
	9.3.7 Review pilot and implement full AEO/Trusted Traders program	Same as 9.2.3	Medium	June 2017	AEO/Trusted Traders program in place	Development partner (ADB, USAID BTFA) GoB
	9.3.8 Extend AEO/Trusted Traders program to include OGAs	Same as 9.2.3	Medium	June 2017	No. of companies in AEO	Development partner (ADB, USAID BTFA) GoB
9.4 Establish an Advance Ruling Program	9.4.1 Develop rules, procedures and policies to facilitate implementation of the AR program	Member (Customs Policy) First Secretary (Customs Policy)	High	Rules, procedures, policies TBD	Legal provisions in place	Development partner (USAID BTFA) GoB
	9.4.2 Establish an AR unit	Same as 9.4.1	Medium	June 2016	AR unit established	Development partner (USAID BTFA) GoB

KEY PROGRAM AREA 9: Trade Facilitation						
Objective	Action/Activities	Responsibilities	Priority	Time frame Milestones	Performance Measure	Resources
	9.4.3 Implement the AR program	Same as 9.4.1	Medium	AR program by September 2016	AR program in place	Development partner (USAID BTFA) GoB
9.5 Effective processing and clearance of transit goods	9.5.1 Review current arrangements for transit cargo	Member (Customs Policy) and Member Modernization	High	Dec 2015 NBR to decide	Current system reviewed	ADB, USAID BTFA GoB
	9.5.2 Review the existing ICT to support the transit system	Same as 9.5.1	High	Dec 2015	Current ICT reviewed	Do GoB
	9.5.3 Participate in the development of Transit Agreements	Same as 9.5.1	High	June 2016	Transit agreements in place	Do GoB

KEY PROGRAM AREA 10: Revenue Collection						
Objective	Action/Activities	Responsibilities	Priority	Time frame Milestones	Performance Measure	Resources
10.1. Ensure the collection of the correct amount of revenue payable	10.1.1. Develop and implement a compliance improvement program which includes measures to identify leakage and enhance revenue collection	Member (Customs Policy)	High	On-going (Continuous improvement)	Percentage reduction in non-compliance	GoB

KEY PROGRAM AREA 10: Revenue Collection						
Objective	Action/Activities	Responsibilities	Priority	Time frame Milestones	Performance Measure	Resources
					Revenue growth	
10.2. Review current valuation practices to ensure compliance with Article VII of GATT	10.2.1. Strengthen the capacity of the Valuation department in line with WTO requirements	Member (Customs policy Commissioner, (Customs Valuation and Internal Audit) Director General, Customs Training Academy	High	On-going (Continuous improvement)	No. of valuation disputes resolved satisfactorily	WBG GoB
	10.2.2. Review the current valuation database to ensure staff have access to all relevant open and closed sources of information	Same as 10.2.1	High	On-going (Continuous improvement)	Valuation database in place Increase in revenue	Development partner (WBG) GoB
10.3. Augment revenue collection through implementation of Post Clearance Audit (PCA)	10.3.1. Review current scheme of PCA	Member (Customs Audit and Intelligence)	High	TBD	Report on review submitted	Development partner (ADB and USAID BTFA) GoB
	10.3.2. Review relevant legislation to ensure compliance with international best practice	Same as 10.3.1	High	April 2015 (Done)	Legislation review completed	Development partner (ADB and USAID BTFA) GoB

KEY PROGRAM AREA 10: Revenue Collection						
Objective	Action/Activities	Responsibilities	Priority	Time frame Milestones	Performance Measure	Resources
	10.3.3. Develop rules, procedures and policies to facilitate implementation of PCA program	Same as 10.3.1	High	December 2016	Procedures, policies in place	Development partner (ADB, USAID BTFA) GoB
	10.3.4. Develop an organizational structure for the PCA training team including ToRs for all positions	Same as 10.3.1	High	June 2016	Organizational structure developed	Do GoB
	10.3.5. Conduct outreach activities for all stakeholders	Same as 10.3.1	High	June 2016	Outreach program developed	Do GoB
	10.3.6. Implement a modern PCA program based on risk management principles, which will augment revenue collection	Same as 10.3.1	Medium	December 2016	PCA manual prepared	Do GoB
	10.4. Review current arrangements for the Customs application and clearance of warehoused goods	10.4.1. Establish an automated bonded warehouse management system utilizing the ASYCUDA World module	Member (Customs Export and Bond)	High	December 2016	System in place



IMPLEMENTATION STRATEGIES AND PROJECT MANAGEMENT

TABLE 1: Projects Summary

Key Program Area 1: Strategic Planning & Management

Ref	Project	Tasks	Time Frame	Priority Project Manager
1.1	Customs Reform and Modernization Unit	1.1.1	Ongoing (TBD)	High

Key Program Area 2: Modernization and Reform

Ref	Project	Tasks	Time Frame	Priority Project Manager
2.1	Risk Management Framework	2.1.1– 2.1.8	March 2015 - August2015/Ongoing (TBD)	High
	Cargo Intervention Strategy	2.1.3	June 2015 (TBD)	High
2.2	Development of NBR Customs Intelligence Capacity Advance Passenger Information System	2.2.1-2.2.7 2.2.8	June 2016	Medium

Key Program Area 3: Human Resource Management & Training

Ref	Project	Tasks	Time Frame	Priority Project Manager
3.1	Human Resource Management, Training and Development Plan	3.1.1-3.1.10	June 2015– June 2016 (TBD)	High& Medium
3.3	Workplace Health and Safety Program	3.3.1 – 3.3.3		Medium

Ref	Project	Tasks	Time Frame	Priority Project Manager
			June 2016 - December 2017 (TBD)	
3.4	National Uniform Policy	3.4.1 - 3.4.3	December 2015 – June 2016/Ongoing (TBD)	Medium

Key Program Area 4: Infrastructural Development

Ref	Project	Tasks	Time Frame	Priority Project Manager
4.1	Infrastructure Development Plan	4.1.1	Dec 2015 (TBD)	Medium

Key Program Area5: Legislation, Policy and Procedures

Ref	Project	Tasks	Time Frame	Priority Project Manager
5.2	Harmonization and Simplification of processes and procedures	5.2.1	June 2015 (TBD)	High
5.3	Legislative Amendment	5.3.2 – 5.3.3	December 2015–June 2016 (TBD)	High& Medium

Key Program Area6: Information &Communication Technology

Ref	Project	Tasks	Time Frame	Priority Project Manager
6.1	IT Strategic Plan	6.1.1 – 6.1.3	March 2015- December 2015 (TBD)	High& Medium
6.2	Initiate Single Window (Pilot)	6.2.1 – 6.2.5	June 2019	High& Medium

Ref	Project	Tasks	Time Frame	Priority Project Manager
6.3	Coordinated Border Management (CBM) Initiative	6.3.1-6.3.4	December 2016 – Dec 2019	Medium

Key Program Area 7: External Communication and Partnerships

Ref	Project	Tasks	Time Frame	Priority Project Manager
7.1	Business Community Engagement and Outreach Program	7.1.1 – 7.1.3	January 2015–June 2016/Ongoing (TBD)	High
7.3	Establish a Media Management & Communication Capability	7.3.1	Ongoing	High

Key Program Area 8: Governance and Integrity

Ref	Project	Tasks	Time Frame	Priority Project Manager
8.1	Integrity and Anti-Corruption Program	8.1.1 – 8.1.6	June 2015–June 2016	High& Medium

Key Program Area9: Trade and Travel Facilitation

Ref	Project	Tasks	Time Frame	Priority Project Manager
9.2				
9.4	Cargo Intervention Strategy	9.4.1	June 2015 (TBD)	High

Ref	Project	Tasks	Time Frame	Priority Project Manager
9.3	Authorized Economic Operator/Trusted Traders Program	9.3.1 – 9.3.8	June 2015 June 2017	High & Medium
9.4	Advance Ruling Program	9.4.1 – 9.4.3	June 2015 – September 2016	Medium
9.5	Review of Transit Cargo Arrangements	9.5.1 – 9.5.3	June 2016	Medium

Key Program Area 10: Revenue Collection

Ref	Project	Tasks	Time Frame	Priority Project Manager
10.1	Compliance Improvement Program	10.1.1	Ongoing (Continuous improvement)	High
10.3	Post Clearance Audit Program	10.3.1 – 10.3.6	January 2015 - December 2016	High & Medium
10.4	Bonded Warehouse Management System	10.4.1	December 2016	High

