**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 November1-2, 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]*

# 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

**NATIONAL BOARD OF REVENUE BANGLADESH**

**CUSTOMS MODERNIZATION**

**STRATEGIC ACTION PLAN**

**2014 - 2017**

| **KEY PROGRAM AREA 1: Strategic Planning and Management** | | | | | | |
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| **Objective** | **Action/Activities** | **Responsibilities** | **Priority** | **Time frame Milestones** | **Performance Measure** | **Resources** |
| 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. 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. 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. 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  New organization structure with defined role approved | GoB  Accepted |
| * 1. 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  December2015 (proposed) | Strategic planning process in place | GoB  Agreed |

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| **KEY PROGRAM AREA 2:Modernization and Reform** | | | | | | |
| **Objective** | **Action/Activities** | **Responsibilities** | **Priority** | **Time frame Milestones** | **Performance Measure** | **Resources** |
| 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 | 1. Coordinate activities & report on progress in relation to the modernization & reform action plan. | Member Responsible for Customs: Risk Management  Risk Management Unit | High | Ongoing | Reform progress reported | GoB and WBG |
| 2.1.2 Appoint a Change Manager who is responsible for all aspects of the modernization and reform program  [Comment made by Mr. Akbar-1st Sec. RM) This should not be under RM area. In column 3 RM unit need to be deleted]. | Member Modernization  RM Unit | High | September 2015 | Change Manager appointed | GoB  Development Partner (ADB) |
| 1. Establish a Risk Management Unit | RM Unit  Member Responsible for Customs: Risk Management  DG RM Unit  Intelligence  (6 analysts)  [No. of analysts may be determined later]  Team of Analysts | High | RM Team formation: by March 2015 (team already formed) | RM Team formed | GoB  Development Partner (WBG) |
| 2.1.3 Apply the risk management and cargo intervention strategy in line with SAFE principles, TFA and RKC standards | Member Responsible for Customs: Risk Management  Risk Management Unit | High | Dec 2016 | Clearance time reduced | Development Partner (WBG, ADB, USAID BTFA)  GoB |
| 2.1.4 Utilise ASYCUDA World to facilitate the pre-arrival, risk assessment, profiling, verification clearance of cargo | Member Responsible for Customs: Risk Management  Risk Management Unit ( A permanent team is required- RMU positions/officials post need to be incorporated in the T& OE | High | June 2016 | Clearance time reduced | (WBG, ADB, USAID BTFA)  GoB |
| 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  (This activity was in Program Area 9; it has been placed here as per the suggestion of Ms. Waheeda R. Chy, 1st Sec. Customs Modernization) | Member (Customs Audit and Risk Management)  First Secretary (Customs Risk Management) |  | TBD | Cargo intervention strategy in place | Development Partners  GoB |  | |
| 2.1.15 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:   * IPR * Counter terrorism * Illicit Drugs and Precursors * Illegal weapons * Wildlife trafficking * Illegal movement of Currency * The Environment | Member Responsible for Customs: Intelligence  DG (Customs Intelligence) | High | Ongoing | Compliance & enforcement program in place | Development Partner (TBD)  GoB |

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| **KEY PROGRAM AREA 3:Human Resource Management & Training** | | | | | | |
| **Objective** | **Action/Activities** | **Responsibilities** | **Priority** | **Time frame Milestones** | **Performance Measure** | **Resources** |
| * 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  Addl/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 |
| 1. Implement a staff rotation scheme | Same as 3.1.3 | Medium | HRM Plan implemented by June2016 | HRM Plan implemented | GoB |
| 1. Collaboration with tertiary institute for master’s program (PICARD) | Same as 3.1.3 | Medium | HRM Plan implemented by June2016 | Proposal for tailer made MBA for Customs partnership program submitted | Development Partner TBD  GoB |
| 1. 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 |
| 1. 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 |
| 1. 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 |
| 3.1.20 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 |
| * 1. Performance Management and Appraisal System that is transparent, fair and consistently applied across the organisation | 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) |
| 1. 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 |
| 1. 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 |
| * 1. Have a safe, fair and healthy workplace | 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 |
| 1. Create awareness on occupational health and safety issues | Member Customs and VAT Admin. | Medium | Due on December 2016 | Awareness seminars conducted | Development partner  GoB |
| 1. 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 |
| * 1. Have a national uniform policy | 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 |
| 1. Implement national uniform policy | Member Customs and VAT Admin. | Medium | NUP implemented by June 2016 | NUP implemented | GoB |
| 1. Maintain stores to ensure timely supply of uniforms | Member Customs and VAT Admin. | Medium | Ongoing | National Uniform Policy in place | GoB |

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| **KEY PROGRAM AREA 4:Infrastructure Development** | | | | | | |
| **Objective** | **Action/Activities** | **Responsibilities** | **Priority** | **Time frame Milestones** | **Performance Measure** | **Resources** |
| 1. Prepare a Customs Department infrastructure plan | 1. Develop an infrastructure management and improvement plan that includes:  * 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 –June2021 | Infrastructure plan in place | Development Partner TBD  GoB  GoB+ Development partners  GoB |
| * + 1. 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 |
| * + 1. 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 |
| * 1. Efficient and effective use of non-intrusive inspection technology | * + 1. Develop and implement a technology review and acquisition program in particular * 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** | | | | | | |
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| **Objective** | **Action/Activities** | **Responsibilities** | **Priority** | **Time frame Milestones** | **Performance Measure** | **Resources** |
| 1. All core Customs business processes are supported by Standard Operating Procedures, Instructions and Guidelines to ensure consistent, safe and effective operations | 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 |
| 1. 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 |
| 1. Harmonization and simplification of procedures, rules and regulations | 1. Review and ensure compliance with obligations under international conventions including but not limited to:  * 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 |
| 1. Ensure that Customs in conjunction with the stakeholders, has a legal framework to meet its obligations | 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 |
| 1. 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 |
| 1. 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** | | | | | | |
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| **Objective** | **Action/Activities** | **Responsibilities** | **Priority** | **Time frame Milestones** | **Performance Measure** | **Resources** |
|  | 6.1.1 Develop an ICT strategic plan for 2015-18 including:   * 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 |
|  | 1. IIdentify 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 |
| 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 |
| 1. Initiate Single Window (has to be recast in line with World Bank project/plan) | * + 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 |
| * + 1. 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)  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:  • 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 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** | | | | | | |
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| **Objective** | **Action/Activities** | **Responsibilities** | **Priority** | **Time frame Milestones** | **Performance Measure** | **Resources** |
| 1. Engage business community and traders to ensure understanding and alignment with Customs systems and procedures | * + 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 |
| * + 1. Establish and run day to day operation of *National Enquiry Point* (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) |
| * + 1. 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 |
| 1. Collaboration among government agencies and with private sectors | 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 |
| 1. Participate actively in regional and international Customs fora (e.g. WTO, WCO, SAFTA, BIMSTEC etc.) | Respective Members | High | Ongoing | Customs fora attended | GoB |
| 1. Conduct Quarterly meetings between Customs, business community and OGAs | Respective Members | High | Ongoing | Quarterly meetings conducted | GoB |
| 1. To have effective communication with domestic and international business, public and external organizations | 1. Establish a media management and communication capability | Respective Members | Medium | Ongoing | Client satisfaction as measured by survey | Development  Partner TBD  GoB |
| 1. Prepare and distribute information brochures, leaflets, newsletters etc | Respective Members | Medium | Ongoing | Same as 7.3.1 | GoB |
| 1. 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** | | | | | | |
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| **Objective** | **Action/Activities** | **Responsibilities** | **Priority** | **Time frame Milestones** | **Performance Measure** | **Resources** |
| 1. To have a highly professional and ethical workforce | 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 |
| 1. Establish an Integrity and Professional Standards Unit (IPSU) | Same as 8.1.1 | High | Dec 2015 | IPSU in place | GoB |
| 1. 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 |
| 1. Develop and implement an integrity and anticorruption program that includes a reporting process and protects whistle-blowersin 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 |
| 1. Publicise outcomes of Integrity disciplinary investigations | Same as 8.1.1 | Medium | Ongoing |  | GoB |
| 1. 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 |
| 1. Maintain an effective Internal Audit Program 2. (Internal control system/performance audit) | 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 |
| 1. 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 (may be renamed)** | | | | | | |
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| **Objective** | **Action/Activities** | **Responsibilities** | **Priority** | **Time frame Milestones** | **Performance Measure** | **Resources** |
|  | 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 |
| 9.1.2. Undertake a feasibility study for K9 deployment | Same as 9.3.1 | High | December 2015 | Feasibility study conducted | Development Partner  GoB |
| 1. ~~Ensure Compliance with relevant legislation by developing and implementing a program for the risk assessment, selection and examination of all high risk import and export cargo~~ | 1. ~~Develop and implement a Cargo intervention strategy based on risk profiling~~ | ~~Member (Customs Audit and Risk Management)~~  ~~First Secretary (Customs Risk Management)~~ | ~~High~~ | ~~TBD~~ | ~~Cargo intervention strategy in place~~ | ~~Development Partners~~  ~~GoB~~ |
| 1. ~~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~~ | ~~Member (Customs Audit and Risk Management)~~  ~~First Secretary (Customs ICT)~~ | ~~High~~ | ~~TBD~~ | ~~Review conducted~~ | ~~Development Partners TBD~~  ~~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 submitted for vetting | Development partner (ADB, USAID BTFA)  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 |
| 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 |
| 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** |
| 1. Ensure the collection of the correct amount of revenue payable | 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  Revenue growth | GoB |
| 1. Review current valuation practices to ensure compliance with Article VII of GATT | 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 |
| 1. 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 |
| 1. Augment revenue collection through implementation of Post Clearance Audit (PCA) | 1. Review current scheme of PCA | Member (Customs Audit and Intelligence) | High | TBD | Report on review submitted | Development partner (ADB and USAID BTFA)  GoB |
| 1. 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 |
| 1. 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 |
| 1. 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 |
| 1. Conduct outreach activities for all stakeholders | Same as 10.3.1 | High | June 2016 | Outreach program developed | Do  GoB |
| 1. 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 |
| 1. Review current arrangements for the Customs application and clearance of warehoused goods | 1. Establish an automated bonded warehouse management system utilizing the ASYCUDA World module | Member (Customs Export and Bond) | High | December 2016 | System in place | Development partner (WBG)  GoB |

**Annex 2**

**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 | June 2016 - December 2017 (TBD) | Medium |
| 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 |
| 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 |
| 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 |

**Annex 3**

**Participants of the 2-day Customs Modernization Workshop (Not according to Seniority)**

1. Mr. Md Farid Uddin, Member (Customs Policy), National Board of Revenue
2. Mr. Sultan Md. Iqbal, Member (Customs Intelligence and Audit ), National Board of Revenue
3. Mr. Md Nasir Uddin, Member (on PRL), NBR, Dhaka
4. Mr. Khondaker Muhammad Aminur Rahman, NBR Member (Customs: Export, Bond and ICT), National Board of Revenue
5. Ms. Shahnaj Parvin, Commissioner, Customs, Excise & VAT, Dhaka South Commissionerate
6. Mr. Md Masudul Kabir, Commissioner, Pangaon Custom House
7. Mr. AFM Abdullah Khan, Commissioner, Customs, Excise & VAT, Rajshahi
8. Mr. Md. Moazzem Hossain, Additional Director General, Customs Intelligence & Investigation Division, Chittagong
9. Ms. Waheeda Rahman Chowdhury, First Secretary (Customs Modernization), National Board of Revenue
10. Mr. Syed Mushfequr Rahman, Project Director, ASYUCUDA World Project, National Board of Revenue
11. Mr. Md Fakhrul Alam, Additional Commissioner, Rajshahi Customs, Excise & VAT Commissionerate
12. Ms. Mobara Khanam, Additional Commissioner, Dhaka North Customs, Excise & VAT Commissionerate
13. Mr. Md. Jahirul Quayum, Joint Commissioner, Bond Commissionerate, Dhaka
14. Mr. Mohammad Fyzur Rahman, First Secretary (Customs), National Board of Revenue
15. Mr. Khaled Mohammad Abu Hossain, Joint Commissioner, ICD Kamalapur Custom House, Dhaka (attended the 1st day of the workshop)
16. Mr. Md Abdul Hakim, Dhaka South Customs, Excise & VAT Commissionerate
17. Ms. Q. Tawhida Ahkter, Joint Commissioner, Customs Valuation & Internal Audit Commissionerate
18. Mr. Kazi Muhammad Ziauddin, Joint Commissioner, Dhaka Customs House
19. Mr. Mohammad Ehteshamul Hoque, First Secretary (Customs Modernization), National Board of Revenue
20. Mr. Md Mosiur Rahman, Second Secretary, National Board of Revenue
21. Mr. M Raich Uddin Khan, Second Secretary (Customs Policy), National Board of Revenue
22. Mr. Md Safiur Rahman, Second Secretary (Customs Modernization), National Board of Revenue
23. Ms. Novera Moazzem Chowdhury, Second Secretary (Customs Diplomatic Privileges), National Board of Revenue
24. Mr. m
25. Glenn.F.J. Mackenzie-Frazer , COP, USAID BTFA
26. Dr. Khairuzzaman Mozumder, DCOP, USAID BTFA
27. Mr. Stephen Cox, TL, SCS, USAID BTFA
28. Mr. Sergio Riveros, TL, NSW, USAID BTFA
29. Dr. Mohammad Abu Yusuf, Customs Specialist, USAID BTFA
30. Mr. John Musgrave, PCA Consultant, USAID BTFA.