

NATIONAL BOARD OF REVENUE BANGLADESH

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)

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]

DRAFT

VISION, MISSION, VALUES AND STRATEGIES

VISION

An innovative and professional leading border agency that contributes to the security and economic prosperity of Bangladesh

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.

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*

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

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
1. Strong collaboration with business

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 (Customs Policy)Mr. Md. Farid Uddin	High	Establishment of CRM Unit by January 2015 On-going	CRM Unit established ToR provided	GoB
	1.1.2 Conduct a review of current structure & recommend a revised structure(supported by Technical Assistance)	CRM Unit	High	Report on Organizational review due April 2015	Report submitted	GoB Development Partner
	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 Policy)Mr. Md. Farid Uddin CRM Unit	High	Allocation of resources by June 2015 Implementation of new structure by December 2015	Resource allocated Strategic Action Plan endorsed & communicated to stakeholders & staff Staff engagement	GoB Development Partner

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 Achieve financial autonomy for NBR Note: <i>Inclusion of this KPA requires further discussion/examination. Does it mean budgetary autonomy or a separate pay structure?</i>	1.2.1 Implement a periodic review and reporting system	Member (Customs Policy)Mr. Md. Farid Uddin CRM Unit	High	Financial autonomy proposal for Cabinet Approval by February 2015	Cabinet approval Review Completed Improved compliance & enforcement outcomes	GoB
1.3 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 (Customs Policy)Mr. Md. Farid Uddin Planning Working Group	High	Planning working group formed by June 2015	Strategic planning process in place	GoB

KEY PROGRAM AREA 2: Modernization and Reform

Objective	Action/Activities	Responsibilities	Priority	Time frame Milestones	Performance Measure	Resources
2.1 Develop and implement a whole-of-organization Risk Management (RM) Framework that drives a	2.1.1 Coordinate activities & report on progress in relation to the modernization & reform action plan.	Member (Customs Policy)Mr. Farid Uddin CRM Unit	High	Ongoing	Reform progress reported	GoB

philosophy of a risk-based, intelligence-led approach to everything we do	2.1.2 Appoint a Change Manager who is responsible for all aspects of the modernization and reform program	Member (Customs Policy)Mr. Farid Uddin CRM Unit	High	Due March 2015	Change Manager appointed	GoB Development Partner
	2.1.3 Establish a Risk Management Unit	RM Unit Member (Customs Policy)Mr. Farid Uddin - Advisor DG Intelligence-Team Leader 1 Addl DG Asst./Deputy Directors, Intelligence Team of Analysts	High	RM Team formation: by March 2015	RM Team formed	GoB Development Partner
	2.1.4 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 2015	IRM Framework in place	GoB Development Partner
	2.1.5 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 2015	RM from OGAs incorporated	GoB Development Partner
	2.1.6 Ensure legal instruments support the RM framework	Same as 2.1.3		Legal instruments by June 2015	Legal instruments in place	GoB Development Partner

	2.1.7 Map existing risk management procedures	Same as 2.1.3	High	Completion of mapping by August 2015	Mapping of procedures conducted	GoB Development Partner
	2.1.8 Identify vulnerabilities and assess the risks	Same as 2.1.3	High	Agreement on risk criteria by August 2015	Risk criteria agreed	GoB Development Partner
	2.1.9 Establish a risk management plan to manage the risks	Same as 2.1.3	High	Finalization of RM standard operating procedures (SOPs) by December 2015	RM SOPs finalized	GoB Development Partner
	2.1.10 Create a Strategic risk register	Same as 2.1.3	High	Risk register created by December 2015	Selectivity profiles in place	GoB Development Partner
	2.1.11 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 December 2015	Connectivity established	GoB Development Partner
	2.1.12 Map existing intelligence gathering systems, holdings, and information flow processes as part of a gap analysis	Member (Customs Enforcement) Mr. Sultan Md Iqbal DG (Customs Intelligence)	Medium	Completion of mapping by March 2016	Mapping conducted	GoB Development Partner

	2.1.13 Review current intelligence structure and capability to ensure effective collection, assessment and analysis of information from all sources	Member (Customs Enforcement)Mr. Sultan Md Iqbal DG (Customs Intelligence)	Medium	Intel. structure review by March 2016	Review conducted	GoB Development Partner
	2.1.14 Review current investigation arrangements to respond to and appropriately deal with offences	Member (Customs Enforcement)Mr. Sultan Md Iqbal DG (Customs Intelligence)	Medium	Investigation arrangements review by March 2016	Review conducted	GoB Development Partner
	2.1.15 Take actions on the basis of reviews on intelligence structure & investigation arrangements	Member (Customs Enforcement)Mr. Sultan Md Iqbal DG (Customs Intelligence)	Medium	Reforms on intelligence & investigation by June 2016	New intelligence & investigation system in place	GoB Development Partner

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	3.1.1. Conduct skills and training needs analyses, including training needs analysis for all enforcement activities	Member (Customs Admin)Mr. Hussein Ahmed DG Academy	High	Skills & training needs assessment due by June 2015	Report on skills&training assessment submitted	Development Partner GoB
	3.1.2 Review existing national training curriculum	Same as 3.1.1	High	Completion of review by June 2015	Review conducted	Development Partner GoB

merit based and ensures the right people are in the right place at the right time	3.1.3 Develop and deliver a competencybased training program in customs core areas	Member (Customs Admin)Mr. Hussein Ahmed DG Academy Addl/Joint. DG 4/5 Asst/Deputy Commissioners [Team members to be selected by Member. Team members shall be fully dedicated for the project with appropriate benefits package commensurate with market rates]	High	Project plan completed by August2015 HRM Plan completed by December 2015	HRM Plan in place	Development Partner GoB
	3.1.4 Develop an operating budget plan to enhance capacity and infrastructure at the training academy	Same as 3.1.3	High	HRM Plan completed by December 2015	HRM Plan in place	Development Partner GoB
	3.1.5 Implement a staff rotation scheme	Same as 3.1.3	Medium	HRM Plan implemented by June2016	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 June2016	Proposal for tailor made MBA for Customs partnership program submitted	Development Partner 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 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 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 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 Admin)Mr. Hussein Ahmed	Medium	Review conducted by December 2015	Review completed	GoB
	3.2.2 Develop a performance measurement/ reporting system (including Devise strategy to deal with the non- and under-performers)	Member (Customs Admin)Mr. Hussein Ahmed	Medium	New system development due June 2016	Report on new system submitted	GoB
	3.2.3 Develop and implement a Reward and Recognition program including an incentive scheme based on performance	Member (Customs Admin)Mr. Hussein Ahmed	Medium	New Reward & Recognition program implemented by June 2016	New Reward & Recognition Program implemented	GoB
3.3 Have a safe, fair and	3.3.1 Develop a strategy for occupational health and safety	Member (Customs	Medium	Strategy in place	OHS strategy	Development

healthy workplace		Admin)Mr. Hussein Ahmed		by June 2016	formulated	partner GoB
	3.3.2 Create awareness on occupational health and safety issues	Member (Customs Policy)Mr. Md. Farid Uddin	Medium	Due on December 2016	Awareness seminars conducted	Development partner GoB
	3.3.3 Implement the a occupational health and safety program	Member (Customs Policy)Mr. Md. Farid Uddin	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 policy (NUP) that ensures officer safety and promotes a nationally consistent and professional image	Member (Customs Policy)Mr. Md. Farid Uddin	Medium	NUP developed by December 2015	NUP in place	GoB
	3.4.2 Implement national uniform policy	Member (Customs Policy)Mr. Md. Farid Uddin	Medium	NUP implemented by June 2016	NUP implemented	GoB
	3.4.3 Maintain stores to ensure timely supply of uniforms	Member (Customs Policy)Mr. Md. Farid Uddin	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, trace detection etc.) – Drug and chemical analysis equipment – Detailed electronic TO&E (database), including Asset Register 	Member (Customs Admin)Mr. Hussein Ahmed	Medium	Infrastructure plan completed by December 2015	Infrastructure plan in place	Development Partner GoB
	4.1.2 Provide secure areas to conduct examinations	Member (Customs Admin)Mr. Hussein Ahmed	Medium	Provision of secure areas by June 2016	Number of safety incidents	Development Partner GoB
	4.1.3 Conduct a feasibility study for the establishment of a WCO Regional Training Centre)	Member (Customs Admin)Mr. Hussein Ahmed	Medium	Feasibility study by June 2016	Feasibility study conducted	Development Partner 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 	Member (Customs Export, Bond and ICT)Mr. Kh. M. Aminur Rahman First Secretary (Customs	High	Due June 2015	Technology review and acquisition program in place Transitional arrangement is	Development Partners GoB

	<ul style="list-style-type: none"> seaports and border crossing points Capacity enhancement of officials for effective use of NID/Scanners/and other sophisticated electronic equipment devices 	ICT)/Project Manager (Commissioner or Additional Commissioner)			agreed and ongoing	
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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)Mr. Md. Farid Uddin First Secretary (Customs Modernization)	High	March 2015	Process gap analysis conducted	Development Partner 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	June 2015	SOPs, instructions, SROs & guidelines formulated	Development Partner 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 	Member (Customs Policy)Mr. Md. Farid Uddin First Secretary (Customs Policy) First Secretary (Customs Int'l Trade)	High	June 2015	Review completed Relevant changes enacted Conventions acceded	Development Partners GoB

	<ul style="list-style-type: none"> • AEO Program • RoO • WTO Trade Facilitation Agreement • Nairobi Convention • Revised Arusha Declaration 					
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)Mr. Md. Farid Uddin First Secretary (Customs Modernization)	High	Draft of legislation amendment by April 2015	Draft amendment prepared (Done)	Development Partners 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. To adopt a needs based, modern and secure information and communication technology system	6.1.1. Implement the current ICT action plan	Member (Customs Export, Bond and IT)Mr. Kh M Aminur Rahman First Secretary (Customs ICT)	High	Due March 2015	Current ICT Plan implemented	Development Partner GoB

KEY PROGRAM AREA 6:Information and Communication Technology						
Objective	Action/Activities	Responsibilities	Priority	Time frame Milestones	Performance Measure	Resources
	6.1.2 Develop/Enhance the ICT infrastructure according to current plan	Same as 6.1.1	High	Due June 2015	ICT infrastructure developed	Development Partner GoB
	6.1.3 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 	Same as 6.1.1	Medium	Due December 2015	ICT strategic plan endorsed	Development Partner GoB
6.2. Initiate Single Window	6.2.1 Seek government endorsement for Customs as the Lead Agency	Member (Customs Export, Bond and IT)Mr. Kh. M Aminur Rahman First Secretary (Customs ICT)	High	Due Jan 2015	Customs accepted as Lead Agency	Development Partner GoB

KEY PROGRAM AREA 6: Information and Communication Technology

Objective	Action/Activities	Responsibilities	Priority	Time frame Milestones	Performance Measure	Resources
	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	Due March 2015	Analysis submitted to NBR	Development Partner GoB
	6.2.3 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	Due June 2016	Procedures established	Development Partner GoB
	6.2.4 Establish facility/interface for OGAs and routing from banks, port authorities and other agencies	Same as 6.2.1	Medium	Due September 2016	Facility/ interface in place	Development Partner GoB
	6.2.5 Initiate NSW on a pilot basis	Same as 6.2.1	Medium	Due September 2016	Pilot NSW initiated	Development Partner GoB

KEY PROGRAM AREA 7: External Communication and Partnerships

Objective	Action/Activities	Responsibilities	Priority	Time frame Milestones	Performance Measure	Resources
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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 (Customs Export, Bond and IT); 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 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 Senior System Analyst	Medium	NEP: June 2016 Help Desk On going	Number of hits answered to the satisfaction of the enquirer	Development Partners GoB (ultimately NEP will be covered in GoB budget)
	7.1.3. Enhance capacity of Customs website by synchronization of existing customs websites	Same as 7.1.2	High	Enhanced Customs Portal By October 2015	Number of visitors to the website	Development Partners GoB

KEY PROGRAM AREA 7: External Communication and Partnerships

Objective	Action/Activities	Responsibilities	Priority	Time frame Milestones	Performance Measure	Resources
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 Policy)Mr. Md. Farid Uddin Respective 1st and 2nd Secretary	High	Agreements in place by Jun 2015	SLAs and MOUs in place	GoB
	7.2.2. Participate actively in regional and international customs fora (e.g. WTO, WCO, SAFTA, BIMSTEC)	Respective Members	High	Ongoing	Customs fora attended	GoB
	7.2.3. Conduct Quarterly meetings between Customs,business communityand 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	Due December 2015	Client satisfaction as measured by survey	Development Partner GoB
	7.3.2. Prepare and distribute information brochures, leaflets, newsletters etc	Respective Members	Medium	Due December 2015	Same as 7.3.1	GoB
	7.3.3. Interfaces as outlined in objective 7.1	Respective Members	Medium	Due December 2015	Same as 7.3.1	Development Partner 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	Member (Customs Admin)Mr. Hussein Ahmed	High	Governance Model in place By June 2015	Governance Model in place	GoB
	8.1.2. Establish an Integrity and Professional Standards Unit (IPSU)	Same as 8.1.1	High	IPSU in place by June 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	Code of conduct in place by September 2015	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	Same as 8.1.1	High	Integrity and anti-corruption program in place by December 2015	Integrity and anti-corruption program in place	GoB
	8.1.5. Publicise outcomes of Integrity disciplinary investigations	Same as 8.1.1	Medium	Ongoing		GoB
	8.1.6. Review existing pay structure, incentives, training and other provisions in line with the Revised Arusha Declaration	Same as 8.1.1	Medium	Review by June 2016	Review conducted	GoB

KEY PROGRAM AREA 8: Governance and Integrity

Objective	Action/Activities	Responsibilities	Priority	Time frame Milestones	Performance Measure	Resources
8.2. Maintain an effective Internal Audit Program	8.2.1. Develop an effective Internal Audit Program for Customs functions	Member (Customs Admin)Mr. Hussein Ahmed	Medium	Internal Audit program developed by Feb 2016	Internal Audit program developed	Development Partner 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 GoB

KEY PROGRAM AREA 9: Trade and Travel Facilitation

Objective	Action/Activities	Responsibilities	Priority	Time frame Milestones	Performance Measure	Resources
9.1. Facilitate legitimate trade	9.1.1. Apply the risk management and cargo intervention strategy in line with SAFE principles, TFA and RKC standards	Member (Customs Export, Bond and ICT)Mr. Kh. Md Aminur Rahman Risk Management Unit	High	Due June 2015	Clearance time reduced	Development Partner GoB
	9.1.2. Utilise ASYCUDA World to facilitate the pre-arrival, risk assessment, profiling, verification and clearance of cargo	Same as 9.1.1	High	Due June 2015	Clearance time reduced	Development Partner GoB
9.2. Facilitate Legitimate travel	9.2.1. Apply coordinated border management at International Airports	Member (Customs Export, Bond and IT)Mr. Kh. Md Aminur Rahman	Medium	Coordinated border management (Ongoing)	MoU signed between all stakeholders	Development Partner GoB

KEY PROGRAM AREA 9: Trade and Travel Facilitation

Objective	Action/Activities	Responsibilities	Priority	Time frame Milestones	Performance Measure	Resources
	9.2.2. Utilise Advance Passenger Information System (APIS) to facilitate pre-screening of manifests to identify high risk travellers	First Secretary (Customs Modernization)	Medium	APIS Due June 2016	APIS is in place	Development Partner GoB
9.3. 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	9.3.1. 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 • Illegal movement of Currency • The Environment 	Member (Customs Enforcement) Mr. Sultan Md. Iqbal DG (Customs Intelligence) Dr. Moinul Khan	High	Due June 2015 Ongoing	Compliance & enforcement program in place	Development Partner GoB
	9.3.2. Establish a mobile patrol capability	Same as 9.3.1	High	Due June 2015 Ongoing	Mobile patrol capability established	Development Partner GoB
	9.3.3. Undertake a feasibility study for K9 deployment	Same as 9.3.1	High	Due June 2015 Ongoing	Feasibility study conducted	Development Partner GoB
9.4. Ensure Compliance with relevant legislation by developing and	9.4.1. Develop and implement a Cargo intervention strategy based on risk profiling	Member (Customs Export, Bond and ICT) Mr. Kh. Md. Aminur Rahman	High	Cargo intervention strategy prepared by June 2015	Cargo intervention strategy in place	Development Partners GoB

KEY PROGRAM AREA 9: Trade and Travel Facilitation

Objective	Action/Activities	Responsibilities	Priority	Time frame Milestones	Performance Measure	Resources
implementing a program for the risk assessment, selection and examination of all high risk import and export cargo		First Secretary (Customs ICT)				
	9.4.2. 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 Export, Bond & ICT) Mr. Kh. Md. Aminur Rahman First Secretary (Customs ICT)	High	Review done by February 2015	Review conducted	Development Partners GoB
9.5. 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	9.5.1. Initiate formal discussions with other border agencies for a coordinated approach to border management 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 (Customs Export, Bond and IT) Mr. Kh. Md. Aminur Rahman DG (Customs Intelligence) Dr. Moinul Khan	Medium	Formal discussions begin by March 2015	Formal discussions held	Development Partner GoB
	9.5.2. Feasibility study and prepare a master plan	Same as 9.5.1	Medium	Feasibility study due June 2015	Feasibility study conducted	Development Partner GoB

KEY PROGRAM AREA 9: Trade and Travel Facilitation						
Objective	Action/Activities	Responsibilities	Priority	Time frame Milestones	Performance Measure	Resources
	9.5.3. Initiate arrangements in accordance with the master plan	Same as 9.5.1	Medium	Master plan due January 2016	CBM in place	Development Partner GoB
9.6. Reduce documentation and duplication and streamline processes to reduce costs and minimise delays	9.6.1. Review documents, fees and certificates with a view to integrate or abolish certain fees and charges and unnecessary documentation	Member (Customs Policy)Mr. Md. Farid Uddin First Secretary (Customs Policy & Customs Modernization)	High	Review conducted by January 2015	Document fees and charges rationalised	Development partner GoB
	9.6.2. 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	Due December 2015	Formal agreement on time scale reached	GoB NSW Working Group
	9.6.3. Implement recommendations of Time Release Studies to improve efficiency of border management procedures	Same as 9.6.1	High	TRS recommend. Implemented by June 2015	TRS recommend. Implemented	GoB Development partner
9.7. Establish an AEO/Trusted Traders Program	9.7.1. Review current scheme for accredited clients with a view to formalising the arrangements under the AEO/Trusted Traders program	Member (Customs Policy)Mr. Md. Farid Uddin AEO Unit led by Commissioner, Pangaon, Mr. Md Masudul Kabir	High	Scheme review by June 2015	Report on current scheme submitted	Development partner GoB

KEY PROGRAM AREA 9: Trade and Travel Facilitation						
Objective	Action/Activities	Responsibilities	Priority	Time frame Milestones	Performance Measure	Resources
	9.7.2. Review relevant legislation to ensure compliance with AEO/Trusted Traders program (Refer objective 5.3)	Same as 9.7.1	High	Legislation review by March 2015	Legislation reviewed	Development partner GoB
	9.7.3. Develop rules, procedures and policies to facilitate implementation of the AEO/Trusted Traders program	Same as 9.7.1	High	Due June 2015	Procedures & policies in place	Development partner GoB
	9.7.4. Develop an outreach program for stakeholders, including customs officials	Same as 9.7.1	High	Due June 2015	Outreach programme developed	Development partner GoB
	9.7.5. 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 9.7.1	High	Due September 2015	Compliant traders identified	Development partner GoB
	9.7.6. Conduct AEO pilot scheme	Same as 9.7.1	High	Pilot scheme in place by November 2015	Pilot scheme conducted	Development partner GoB
	9.7.7. Review pilot and implement full AEO/Trusted Traders program	Same as 9.7.1	Medium	Review of pilot by March 2016	AEO/Trusted Traders program in place	Development partner GoB

KEY PROGRAM AREA 9: Trade and Travel Facilitation

Objective	Action/Activities	Responsibilities	Priority	Time frame Milestones	Performance Measure	Resources
	9.7.8. Extend AEO/Trusted Traders program to include OGAs	Same as 9.7.1	Medium	AEO implemented by Sept. 2016	No. of companies in AEO	Development partner GoB
9.8. Establish an Advance Ruling Program	9.8.1. Develop rules, procedures and policies to facilitate implementation of the AR program	Member (Customs Policy)Mr. Md. Farid Uddin First Secretary (Customs Policy)	High	Rules, procedures, policies by June 2015	Legal provisions in place	Development partner GoB
	9.8.2. Establish an AR unit	Same as 9.8.1	Medium	Due June 2016	AR unit established	Development partner GoB
	9.8.3. Implement the AR program	Same as 9.8.1	Medium	AR program by September 2016	AR program in place	Development partner GoB
9.9. Effective processing and clearance of transit goods	9.9.1. Review current arrangements for transit cargo	Member (Customs Policy)Mr. Md. Farid Uddin	Medium	NBR to decide (commensurate with MoC decision to commence transit trade)	Current system reviewed	GoB
	9.9.2. Review the existing ICT to support the transit system	Same as 9.9.1	Medium	Same as 9.9.1	Current ICT reviewed	GoB

KEY PROGRAM AREA 9: Trade and Travel Facilitation

Objective	Action/Activities	Responsibilities	Priority	Time frame Milestones	Performance Measure	Resources
	9.9.3. Participate in the development of Transit Agreements	Same as 9.9.1	Medium	Same as 9.9.1	Transit agreements in place	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)Mr. Md. Farid Uddin	High	On-going (Continuous improvement)	Percentage reduction in non-compliance Revenue growth	GoB
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)Mr. Md. Farid Uddin Commissioner, (Customs Valuation and Internal Audit) Director General, Customs Training Academy	High	On-going (Continuous improvement)	No. of valuation disputes resolved satisfactorily	Development partner GoB

KEY PROGRAM AREA 10: Revenue Collection

Objective	Action/Activities	Responsibilities	Priority	Time frame Milestones	Performance Measure	Resources
	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 GoB
10.3. Augment revenue collection through implementation of Post Clearance Audit (PCA)	10.3.1. Review current scheme of PCA	Member (Customs ICT & Bond)Mr.Kh. Md Aminur Rahman	High	Due January 2015	Report on review submitted	Development partner GoB
	10.3.2. Review relevant legislation to ensure compliance with international best practice	Same as 10.3.1	High	January 2015	Legislation review completed	Development partner GoB
	10.3.3. Develop rules, procedures and policies to facilitate implementation of PCA program	Same as 10.3.1	High	March 2015	Procedures, policies in place	Development partner GoB
	10.3.4. Develop an organizational structure for the PCA unit, including ToRs for all positions	Same as 10.3.1	High	March2015	Organizational structure developed	Development partner GoB
	10.3.5. Conduct a needs assessment in terms of logistics, resourcing and capacity building for the PCA unit	Same as 10.3.1	High	March 2015	Report on needs assessment submitted	Development partner GoB

KEY PROGRAM AREA 10: Revenue Collection

Objective	Action/Activities	Responsibilities	Priority	Time frame Milestones	Performance Measure	Resources
	10.3.6. Conduct outreach activities for all stakeholders	Same as 10.3.1	High	June - December 2015	Outreach program developed	Development partner GoB
	10.3.7. Implement a modern PCA program based on risk management principles, which will augment revenue collection	Same as 10.3.1	Medium	December 2015	PCA manual prepared	Development partner 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, Bond and IT) Mr. Kh. Md. Aminur Rahman	High	Due June 2015	System in place	Development partner GoB

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	January 2015/Ongoing	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 - August 2015/Ongoing	High

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	High& Medium
3.3	Workplace Health and Safety Program	3.3.1 – 3.3.3	June 2016 - December 2017	Medium

Ref	Project	Tasks	Time Frame	Priority Project Manager
3.4	National Uniform Policy	3.4.1 - 3.4.3	December 2015 – June 2016/Ongoing	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	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	High
5.3	Legislative Amendment	5.3.2 – 5.3.3	December 2015–June 2016	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	High& Medium

Ref	Project	Tasks	Time Frame	Priority Project Manager
6.2	Initiate Single Window (Pilot)	6.2.1 – 6.2.5	January 2015 - September 2016	High & 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	High
7.3	Establish a Media Management & Communication Capability	7.3.1	December 2015	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	Advance Passenger Information System	9.2.2	June 2016	Medium
9.3	Compliance and Enforcement Program	9.3.1 – 9.3.3	June 2015- Ongoing	High
9.4	Cargo Intervention Strategy	9.4.1	June 2015	High
9.5	Coordinated Border Management Initiative	9.5.1 – 9.5.3	June 2015 – January 2016	Medium
9.7	Authorized Economic Operator/Trusted Traders Program	9.7.1 – 9.7.6	June 2015–September 2016	High &Medium
9.8	Advance Ruling Program	9.8.1 – 9.8.3	June 2015 – September 2016	Medium
9.9	Review of Transit Cargo Arrangements	9.9.1 – 9.9.2	NBR to Decide	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 – 10.3.7	January 2015 - December 2015	High& Medium
10.4	Bonded Warehouse Management System	10.4.1	June 2015	High

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 Fakhru 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.