

SRI LANKA CUSTOMS STRATEGIC PLAN 2024-2028







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DIRECTOR GENERAL'S MESSAGE

At the dawn of the year 2024, I am happy to introduce the 'Strategic Plan 2024-28,' a high-level policy and strategy document outlining the direction of Sri Lanka Customs (SLC) for the next five years. The policies and strategies embedded in this plan aim to guide the future of SLC, ensuring the fulfillment of national requirements and high expectations. This is particularly crucial as SLC operates as one of the main revenue-generating departments, navigating the unprecedented economic crisis facing the country.

In 2023, commendable efforts by SLC were witnessed, as demonstrated by the collection of the highest-ever revenue in its history, despite restrictions on imports aimed at controlling the trade balance. This strategic plan has been meticulously crafted, taking into consideration the underlying potential behind such achievements and fostering a comprehensive understanding of SLC's limitations and weaknesses.

In lining with the tasks of the SLC, four focus areas have been pinpointed: revenue, trade facilitation, eco-social protection, and organizational development. This strategic plan, therefore, sets goals and provides strategies to fulfill the requirements of the above focus areas. Yet, in outlining the strategic plan, an attempt was made to follow a novel approach, even giving new definitions to the vision and mission statements of the organization.

Being the primary border control agency facilitating international trade, SLC must align its procedures and systems with the standards outlined by international organizations such as the World Customs Organization (WCO) and the World Trade Organization (WTO). In preparing this strategic plan, due consideration has been given to them. Additionally, the adoption of relevant Sustainable Development Goals (SDGs) of the United Nations and recommendations of the International Monetary Fund (IMF) are also taken into account.

I am delighted to announce that this strategic plan is the result of the collective efforts of our officials. It incorporates ideas and suggestions from officers at every level, from top to junior, derived through their knowledge and experiences discussed in several workshops. This has added significant value to the document. While I understand that achieving all the goals outlined in this strategic plan may pose challenges, I remain hopeful that all officers at the SLC, who serve as the driving force behind the department, will exert their fullest efforts to steer the SLC through challenging times and meet the expectations of both the government and the nation. Furthermore, we appreciate the assistance and facilitation provided by the Asian Development Bank and the Australian Border Force in completing this project.

To be realistic with this strategic plan, I encourage open communication and the exchange of ideas among our enthusiastic employees to review the progress periodically. As a result, I am confident that we can further strengthen the SLC through efficient Customs administration, task-oriented commitments, and integrity, which are crucially identified areas in this strategic plan.

P.B.S.C. Nonis
Director General of Sri Lanka Customs



SRI LANKA CUSTOMS STRATEGY 2024-2028

STRATEGY ROAD MAP

Sri Lanka Customs envisions a secure and prosperous nation achieved through robust borders. Our mission is to deliver a world-class Customs service that safeguards revenue, protects society, and facilitates seamless trade and travel with unwavering integrity and professionalism. As we embark on this journey, our commitment is to set unparalleled standards, contributing to economic prosperity and securing a great future for all.

❑ Maximize revenue

Collection of due revenue,
Prevention of leakages, and
Finding new avenues

❑ Protection of people and environment through efficient border control

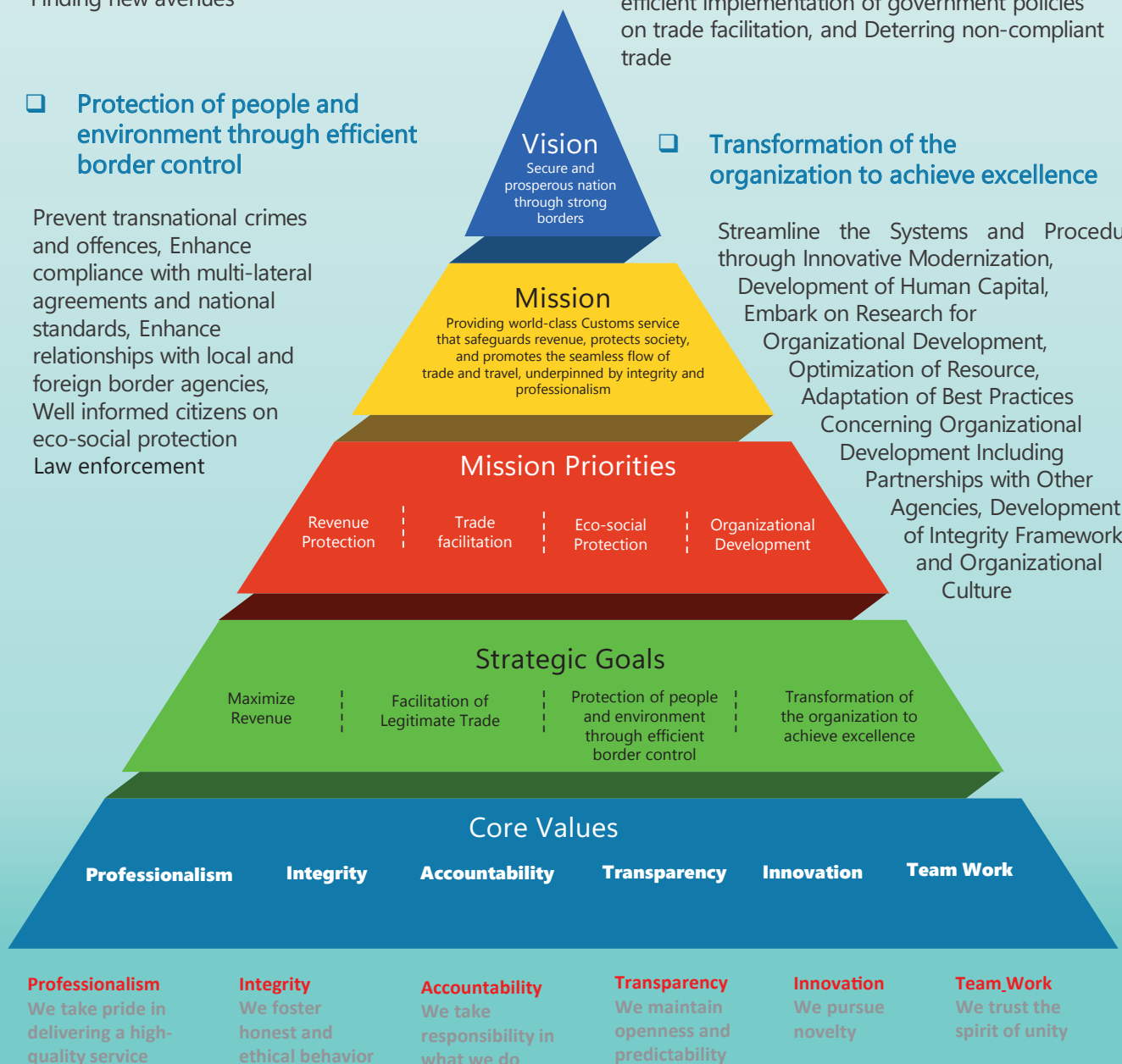
Prevent transnational crimes and offences, Enhance compliance with multi-lateral agreements and national standards, Enhance relationships with local and foreign border agencies, Well informed citizens on eco-social protection
Law enforcement

❑ Facilitation of legitimate trade

Implementation and compliance with International obligations on Trade facilitation, Effective and efficient implementation of government policies on trade facilitation, and Deterring non-compliant trade

❑ Transformation of the organization to achieve excellence

Streamline the Systems and Procedures through Innovative Modernization, Development of Human Capital, Embark on Research for Organizational Development, Optimization of Resource, Adaptation of Best Practices Concerning Organizational Development Including Partnerships with Other Agencies, Development of Integrity Framework and Organizational Culture



EXECUTIVE SUMMARY

Sri Lanka Customs (SLC), with a rich history, stands as a crucial player in steering the current economic crisis facing Sri Lanka, as it contributes a significant portion of government revenue. In the year 2023, the SLC achieved its highest-ever revenue collection under restrictions on imports, and this accomplishment is attributed to competent human resources and innovative approaches by Customs management.

This remarkable achievement was made possible by harnessing the power within; the SLC relied on competent staff, adaptive procedures during crises, and robust ICT systems. The risk-based selectivity mechanism and cooperation with international organizations showcase the SLC's commitment to achieving excellence. A well-established legislative framework, the Customs Ordinance, empowers the SLC and its officials, providing financial incentives through a reward scheme.

Innovation transformation is a hallmark of the SLC's success, with the introduction of automation of systems leading the way since 1992. Noteworthy achievements during the COVID-19 period include paperless document processing and integrating Other Government Agencies into the ASYCUDA system. Facilitations to traders, through a shift to a risk-based approach and partnership programs, emphasize the SLC's commitment to efficient trade processes.

The SLC faces challenges, including high revenue targets amid economic crises, the need for professional development, a deficit of officials, and a negative public image. Navigating forward, the SLC's strategic blueprint focuses on addressing those challenges while securing due revenue, streamlining procedures, and meeting international standards. Recommendations from the IMF, SDGs, and understanding global trade dynamics will guide future measures. The launch of the ASYHUB system in 2024 signals a commitment to technological advancements in future. The SLC's strategic plan for the next five years revolves around four key areas: revenue, eco-social protection, trade facilitation, and organizational development. By aligning with international standards, embracing innovation, and addressing challenges, the SLC aims to emerge as a resilient and efficient customs administration in the face of economic uncertainties.



STRATEGIC GOALS

Traditionally Customs concentrates on four key areas: revenue collection, law enforcement, trade facilitation, and social protection. However, in envisioning the future of the SLC and acknowledging shifts in the international trade landscape and developments in domestic trade patterns, this strategic plan identifies crucial areas that the SLC will address in the next five years. These include revenue, facilitation of legitimate trade, eco-social protection, and organizational development. The following strategic goals derived from these key areas are set to be accomplished during the period from 2024 to 2028.



GOAL 1: MAXIMIZE REVENUE

To achieve the government's revenue targets and contribute to the national economy amidst the crisis.



GOAL 2: FACILITATION OF LEGITIMATE TRADE

To facilitate legitimate traders in identifying and specifically treating non-compliant traders, aiming to expand the trade volume, which is crucial for the economic development of the country



GOAL 3: PROTECTION OF PEOPLE AND ENVIRONMENT THROUGH EFFICIENT BORDER CONTROL

To protect the society, biodiversity, culture, and national heritage of the country controlling the borders.



GOAL 4: TRANSFORMATION OF THE ORGANIZATION TO ACHIEVE EXCELLENCE

To ensure dynamic organizational development to increase the efficiency and effectiveness of the Customs service in achieving the goals of the Sri Lanka Customs





CUSTOMS CUSTOMS



"Secure and prosperous nation through strong borders"



"Providing world-class Customs service to secure revenue, protect the environment and society, and promote the seamless flow of trade and travel, with integrity and professionalism"



Professionalism We take pride in delivering a high-quality service

Integrity We foster honest and ethical behavior

Accountability We take responsibility for what we do

Transparency We maintain openness & predictability

Innovation We pursue novelty

Teamwork We trust the spirit of unity



CURRENT INITIATIVES AND CHALLENGES

The SLC has roots dating back to 1806, and additional clear archaeological evidence reveals the history of collecting Customs duty from foreign vessels in the 2nd century BC. In the face of the existing economic crisis in Sri Lanka, the SLC plays a pivotal role as one of the most vital departments in collecting tax revenue for the government. In 2022, the SLC contributed significantly by collecting nearly 40% of tax revenue, representing 35% of the total government revenue under the heavy import restrictions.

Harnessing the power within

Competent & qualified human resources are crucial factors in the success of the SLC in navigating through challenging times. For instance, during the period of the COVID-19 outbreak, the functions of the SLC were carried out seamlessly due to the dedication of staff members who adapted to flexible procedures for traders. The ICT department of the SLC is managed by Customs officials who not only maintain it but also enhance and introduce new technologies to the automated systems. They have developed a risk-based selectivity system for the cargo clearance process, and some officers are actively involved in further enhancing the Risk Management System. Officials of the SLC contribute their knowledge and experience to international organizations such as the World Customs Organization (WCO) and the World Trade Organization (WTO), participating in committees and conferences to establish standards for customs administrations. Furthermore, certain officials, accredited by the WCO as experts in various Customs areas, participate in international missions to train officers from other countries. A well-established legislative framework provides the necessary powers to the SLC, not only in combating illegal practices but also in safeguarding the officers enforcing the law. Although the Customs Ordinance was initially established in 1869, it has undergone 51 amendments to address timely requirements, eventually becoming a time-tested document. The Ordinance itself allows for the maintenance of funds for the benefit of the department and its officials, contributing to the development of logistical facilities and the capacity of officials. The reward scheme introduced under the Customs Ordinance is the sole means of financially acknowledging and motivating officials.

Innovation transformation

As one of the pioneering government institutions in Sri Lanka to automate its functions, the SLC implemented the ASYCUDA system in 1992, which has since been upgraded to the ASYCUDA World system. During the COVID-19 period, the automation process was expedited to cope with the crisis, particularly by introducing paperless document processing. The ICT Directorate of the SLC achieved significant milestones during this period, including the implementation of electronic submission of manifests, the use of digital signatures, an SMS alerting system to notify traders about the status of their CusDecs, a remittance management system, and the utilization of digital signatures.

Notably, the ICT Directorate successfully integrated Other Government Agencies (OGAs) into the SLC ASYCUDA system, formalizing and streamlining the approval process, ultimately saving time and costs for stakeholders. Presently, 18 OGAs are linked to the ASYCUDA system. Additionally, an automated system has been introduced to monitor the tax relief of duty-free shops at the airport. All IT-related projects and processes within the Customs are streamlined in the ICT blueprint of the SLC.

Nurturing society, biodiversity, cultural, and national heritage

Sri Lanka is a biodiversity hotspot, rich in biodiversity both on land and in the ocean. Realizing the importance of protecting biodiversity at the border, the SLC established the Biodiversity Protection Unit in 1993, becoming the first customs administration in the world to establish such a special unit dedicated to protecting biodiversity. Now, it has expanded as the Biodiversity, Cultural, and National Heritage Protection Branch (BCNP), adding the protection of cultural values and national heritage.

The SLC ensures environmental regulatory compliance across international trade, involving the enforcement of regulations and standards during the import, export, transshipment, and transit of goods, verifying adherence to both national laws and international environmental agreements. To mitigate environmental risks associated with the movement of goods, risk management techniques are adopted, focusing on preventing the illegal trade of environmentally sensitive items. The SLC also contributes to wildlife protection by combating illegal wildlife trafficking and collaborating with protection agencies and international organizations. Additionally, the SLC actively promotes and incentivizes the use of green technologies and practices in international trade, implementing modern technologies such as electronic documentation and risk assessment systems. Through collaboration with other customs administrations, international organizations, and environmental agencies, the SLC shares information and best practices.

The Consumer Protection Unit (CPU) of the SLC monitors whether goods crossing the borders are safe for consumers and the environment, particularly as per the criteria of the Sri Lanka Standards Institute. It also fights against counterfeiting and piracy, being the dedicated office for Intellectual Property Rights (IPR), and monitors transboundary movements of Hazardous Waste. The CPU is the contact point for environmental crimes. The Narcotic Control Unit (NCU) filters the walls around the Sri Lankan borders, fighting against the deadly war of smuggling illegal drugs into the country. The committed staff of the NCU monitors inward cargo and passengers 24/7, fulfilling their expected tasks at a commendable level. The Port Control Unit is the dedicated unit to act against transnational crimes, controlling cargo and passenger movements at seaports and airports, and functioning under the objectives of the Passenger Cargo Border Team (PCBT) program of the UNODC and the WCO.

Facilitating compliant traders

The transformation from rule-based management to a risk-based approach facilitates identified compliance traders. For instance, the risk-based selectivity process could reduce the rate of cargo examinations from 73% to 42%. The SLC has introduced a Customs-business partnership program for trusted economic operators, providing hassle-free Customs processes. At the preliminary stage, trusted economic operators are offered the Compliant Economic Operator (CEO) status, and they will be upgraded to the Authorized Economic Operator (AEO) status when they maintain a high level of supply chain security standards. Under these two schemes, traders enjoy several facilities, including exemption from physical cargo examinations.

In 2021, the National Import Valuation Database Unit was established to develop an import valuation database for assessing the value-related risks of imports. This database helps identify importers who mis-invoice their imports for special Customs treatments while facilitating true traders



The Revised Kyoto Convention of the WCO, to which Sri Lanka is a contracting party, promotes trade facilitation and effective controls through its legal provisions that detail the application of simple yet efficient procedures. In 2016, Sri Lanka ratified the WTO Trade Facilitation Agreement (WTO-TFA), committing to implementing all specified obligations related to trade facilitation. Presently, the SLC has completed almost all the measures of categories A and B of the WTO-TFA. Efforts to accomplish category C measures of this agreement ensure more facilities for the trading community, improving trade efficiency.

Collaboration with global entities

The WCO provides its members with an appropriate set of instruments to confront the realities of the modern world. In this regard, the WCO develops and introduces new tools while also updating existing ones to respond to new opportunities and challenges. It promotes cooperation and coordination between member Customs administrations by supporting the exchange of information and intelligence, facilitated by the organization and conduct of joint operations. Another important function of the WCO is to deliver capacity-building support and technical assistance to support members in implementing the WCO standards, strengthening Customs cooperation, and modernizing customs. Therefore, having been a member of the WCO since 1967 and closely working with it, the SLC enables the delivery of effective and efficient services to stakeholders by adopting international standards and good practices. The WTO is another important international agency of which Sri Lanka is a member. As mentioned above, it primarily introduces trade-related measures such as the WTO-TFA.

The automation system of the SLC, ASYCUDA World, is an integrated Customs management system developed by the United Nations Conference on Trade and Development (UNCTAD). Maintenance and development of the system have been performed with the assistance of UNCTAD. Other international entities, including the World Bank (WB), Asian Development Bank (ADB), and the United Nations Office for Drugs and Crime (UNODC), regularly organize and provide training and workshops to enhance the quality of the SLC's human capital. Furthermore, collaboration between the SLC and other customs administrations has been strengthened through the signing of mutual agreements and memoranda of understanding (MOUs).

Challenges

As one of the main revenue-collecting government departments in Sri Lanka, there is obvious pressure on the SLC to achieve the challenging revenue targets set by the government amid the unprecedented economic crisis of the country.

Although the competent and skilled human resources at the SLC can be identified as important factors driving the organization, there is still a need to train and change officials' attitudes to create a more professional and flexible workforce. In this regard, the establishment of a training academy, which is currently lacking, is paramount for setting up a proper mechanism for human resource development.

Presently, the SLC is functioning with a significant shortage of officials, lacking nearly one-third of the required staff, due to the government policy restricting recruitment in response to the economic crisis, which affects the quality of the service. Furthermore, improper allocation of the limited staff and the existing transfer procedure exacerbate the problem. To motivate and strengthen the workforce further, it needs an attractive salary and incentive scheme for officials, along with a merit-based promotion system.

Despite playing a vital role in the country and society, the public image of the SLC has not been positive, as reflected in the media, particularly on social media. Therefore, creating a positive image while addressing potential weaknesses poses a significant challenge for the SLC.

The SLC still faces shortages in logistics and infrastructure, which are crucial for delivering quality services. Some identified requirements, among others, include a cargo examination facility with SMART technology, an accredited Customs lab, and a suitable internal communication system among the directorates of the SLC.

The SLC is also lacking in conducting research activities that could be useful in making fact-based decisions and policies, even though there is a dedicated Directorate for research.

NAVIGATING FORWARD: CRAFTING A STRATEGIC BLUEPRINT FOR SUCCESS

Currently, Sri Lanka is undergoing its most severe economic crisis since gaining independence. As one of the primary revenue generators for the government, the SLC is eagerly anticipated to make a substantial contribution. Consequently, the focus of strategic planning for the SLC is primarily centered on meeting the government's expectations to help the country emerge from the economic crisis in the near future.

Focusing on this path, it is important to secure due revenue to the state efficiently and effectively sealing revenue leakages. Ensuring frictionless trade flow to expand the trade volume in both imports and exports is significant. In this regard, it is necessary to streamline the procedures and introduce new measures and best practices. The adoption of changes and the addition of new measures to the SLC should adhere to the standards and obligations described in the RKC of WCO and the TFA of WTO.

Finding strategies to plan the future of the SLC requires considering recommendations made by the IMF group, which plays a prominent role in restructuring the Sri Lankan economy. For example, their main recommendation is to establish an internal affairs unit within the SLC to deal with integrity issues among the staff. The SLC also considers the SDGs when implementing new measures.

Another crucial factor in navigating the future of Customs is understanding the dynamics of international trade. For instance, the proliferation of e-commerce in Sri Lankan trade and similar trends must be considered. Additionally, trade-based money laundering is emerging as a threat to international trade, requiring the attention of customs.

It is important to mention that in 2024, the SLC will be launching another significant ASYHUB system under the Digitalizing Global Maritime trade, funded by the GIZ of German government with technical assistance from UNCTAD. Through the implementation of this project, the SLC is expected to reap the benefits of risk-based pre-arrival processing of maritime cargo, speedier cargo clearance, and lower trade costs. The proposed Customs inspection facility at Kerawalapitiya, funded by the ADB, will be another landmark achievement for the SLC in examining containers with SMART technology to reduce clearance time and improve user services.

Based on the SLC's main functions and objectives, three key areas have been identified in planning strategies for the next five years; revenue, eco-social protection, and trade facilitation. Recognizing the importance of rebuilding the SLC as an organization, organizational development has been included as the fourth key area. This five-year strategic plan will revolve around these four key areas, outlining goals and strategies for their achievements.



FOCUS AREA 1: REVENUE

The collection of revenue serves as a common objective for any Customs administration. Yet, amid the country's economic crisis, the SLC has assumed unprecedented importance as a substantial contributor to government revenue. It is clear that, especially in times of financial crisis, the government places high expectations on revenue-generating departments such as Customs. To meet the ambitious revenue targets established by the government, the SLC must intensify its efforts to ensure the collection of due revenue while also actively seeking new avenues for revenue generation.

GOAL 1: MAXIMIZE REVENUE

OBJECTIVES:

- 1.1 Collection of due revenue
- 1.2 Prevention of leakages
- 1.3 Finding new avenues

1.1 Collection of due revenue

Strategy	Expected outcome
Implementing an advanced risk management system	Improved compliance levels
Capacity building of officers	Competent workforce
Implementation of advance ruling for Classification, Valuation and Origin	Increased informed compliance level of traders
Enhancing automation	Minimum human intervention
Application of modern technologies for cargo examination	Efficient and effective cargo examination
Ensuring the validity of Customs clearance documents	Increased accuracy of clearance documents
Ensure the existence of an updated ASYCUDA database	Timely collection of due tax revenue
Strengthening stakeholder collaboration	Strengthened collaboration

1.2 Prevention of leakages

Strategy	Expected outcome
Making recommendations for policy formulation	Initiation of new policies
Strengthening Customs control mechanisms	Increased compliance levels
Strengthening Post-clearance Audit controls	Enhanced compliance levels
Enhancing Inspection and Examination Procedure	Reduction of violations/irregularities
Preventing potential corrupt practices	Increased integrity levels
Strengthening inter-agency corporation	Successful accomplishment of operations

1.3 Finding new avenues

Strategy	Expected outcome
Implement a system for efficient and effective e-commerce clearance	Established vendor collection model
Address transfer pricing issues through data sharing with IRD	Reduction of transfer pricing frauds
Improve research and development	New research-based knowledge
Automate the disposal process	Established e-bidding system



FOCUS AREA 2: TRADE FACILITATION

Removing trade barriers is crucial for expanding trade volumes, a mandatory factor for economic development. To break free from the current economic turmoil and move towards positive growth, it is imperative to facilitate trade by implementing measures aligned with benchmark standards found in international conventions such as the WCO-RKC and the WTO-TFA. The application of risk management principles plays a pivotal role in distinguishing between compliant and non-compliant traders, enabling the facilitation of compliant traders while addressing non-compliance with special consideration. This strategic approach not only streamlines trade processes but also fosters a conducive environment for sustainable economic growth.

GOAL 2: FACILITATION OF LEGITIMATE TRADE

OBJECTIVES:

- 2.1 Implementation of trade facilitation measures and compliance with International obligations
- 2.2 Effective and efficient implementation of government policies on trade facilitation
- 2.3 Deterring non-compliant trade

2.1 Implementation and compliance with International obligations on trade facilitation

Strategy	Expected outcome
Propose relevant amendments to the existing laws	Strong legal framework
Assist National Single Window	Established National Single Window
Introduce Pre-arrival processing	Completed ASYHUB project
Collaborate with traders, other Customs Admins, and OGAs	Established information sharing platforms
PCA controls	Increased efficiency of clearance
Establish mechanism to monitor and review of international obligations	Aligned with international obligations
Expansion of AEO/CEO base	Expanded AEO/CEO base
Implementation of the remaining WTO-TFA recommendations relevant to Customs	Fully implemented WTO-TFA
Implementation of WCO Instruments relevant to trade facilitation	Implemented WCO instruments

2.2 Effective and efficient implementation of government policies on trade facilitation

Strategy	Expected outcome
Simplify and standardize processes	Improved transparency and uniformity
Introduce enhanced technologies and automation	Reduced human intervention and paperwork
Establish Customs-business partnership programs	Enhanced facilitation to the trade

2.3 Deterring non-compliant trade

Strategy	Expected outcome
Strengthening enforcement and controls	Increased compliance levels
Conduct awareness programs for stakeholders	Increased informed compliance
Implementation of sufficient and consistent deterrent actions coupled with thorough reporting and reviews	Enhanced economic fairness



FOCUS AREA 3: ECO-SOCIAL PROTECTION

“Eco-social protection” is an integrated approach that combines elements of both environmental sustainability (eco) and social protection. It recognizes the interdependence of environmental and social factors and seeks to develop policies and programs that address both environmental challenges and social well-being simultaneously. The concept acknowledges that environmental degradation and social issues are often interconnected and that solutions need to consider both aspects together for long-term sustainability.

GOAL 3: PROTECTION OF PEOPLE AND ENVIRONMENT THROUGH EFFICIENT BORDER CONTROL

OBJECTIVES:

- 3.1 Prevent transnational crimes and offenses
- 3.2 Enhance compliance with international agreements and national standards
- 3.3 Enhance relationships with local and foreign border agencies
- 3.4 Promote awareness and understanding of eco-social protection

3.1 Prevent transnational crimes and offenses

Strategy	Expected outcome
Investing in officer training and development on transnational crimes	Competent border control officials
Detect, deter, disrupt, and report border risks and threats	Minimized fraud and crimes
Implementation of FATF (Financial Action Task Force) standards related to trade-based money laundering and terrorist financing	Established a system to report suspicious transactions to the Criminal Investigation Department and to share offense data with the Financial Intelligence Unit
Application of state-of-the-art technologies and best practices	Enhanced detections and efficiency
Modernizing all existing processes including the RMS to incorporate social and environmental aspects	Enhanced detections and efficiency
Developing a platform for real-time information sharing among the OGAs	Increased efficient joined operations

3.2 Enhance compliance with multi-lateral agreements and national standards

Strategy	Expected outcome
Aligning the existing legal and regulatory framework	Aligned legal and regulatory framework
Improving awareness of existing multilateral agreements & standards among officers	Improved awareness
Effective enforcement of SPS (Sanitary and phytosanitary) measures	Increased biosafety

3.3 Enhance relationships with local and foreign border agencies

Strategy	Expected outcome
Formulate Customs Mutual Assistance Agreements (CMAAs)	Enhanced cooperation and knowledge sharing
Enhancing relationships through national and international capacity-building programs	Strengthened national and international cooperation

3.4 Promote awareness and understanding of eco-social protection

Strategy	Expected outcome
Conducting periodic public awareness programs and community engagement initiatives	Increased public awareness
Implementing Public-Private Partnerships	Well-informed citizenry
Introducing a citizen reporting mechanism	Expanded information network
Increasing public awards and recognition	Increased public participation



FOCUS AREA 4: ORGANIZATIONAL DEVELOPMENT

In line with optimizing operational processes, enhancing efficiency, and ensuring the effective management of resources, the organizational development of the SLC stands as a critical imperative. By focusing on organizational development, the SLC aims to build the capacity of the organization to achieve the goals outlined in this strategic plan. This involves developing, improving, and reinforcing strategies, structures, and processes. Among other things, it is important to further strengthen the capacity of human resources, particularly by changing the attitudes of officials and promoting their integrity, as human resources with high competency and ethical behavior are decisive for the success of the SLC.

GOAL 4: TRANSFORMATION OF THE ORGANIZATION TO ACHIEVE EXCELLENCE

OBJECTIVES:

- 4.1 Streamline the systems and procedures through research and innovative modernization
- 4.2 Develop the human capital
- 4.3 Ensure dynamic organizational development and optimization of resources
- 4.4 Promote integrity-oriented organizational behavior

4.1 Streamline the systems and procedures through research and innovative modernization

Strategy	Expected outcome
Conducting comprehensive reviews of existing systems and procedures to identify inefficiencies and bottlenecks in customs operations	Identified inefficiencies and bottlenecks to rectify
Researching and implementing modernization solutions such as digital platforms, automation tools, and data analytics to rectify identified inefficiencies and bottlenecks	Streamlined systems and procedures
Introducing an R&D framework	Facts based decision making

4.2 Develop the human capital

Strategy	Expected outcome
Developing an organizational framework for training and mentorship	Availability of a standard framework for training and mentorship

4.3 Ensure dynamic organizational development and optimization of resources

Strategy	Expected outcome
Optimize resource allocation by implementing a scientific resource management strategy	Efficient resource management
Research and identify best practices in organizational development.	Aligned with international best practices
Establish partnerships and collaborations with relevant organizations or agencies.	Well-established partnerships and collaborations
Share knowledge, expertise, and best practices with partners.	Improved customs performance based on adopted practices
Implement best practices within the customs organization.	Positive feedback and recognition from partner organizations
Continuously assess and adapt practices based on results and feedback.	Increased efficiency and effectiveness in customs operations

4.4 Promote integrity-oriented organizational behavior

Strategy	Expected outcome
Preparing an integrity action plan	Established formal integrity development framework
Develop a code of ethics and integrity framework	Trained workforce with ethical behavior
Make all employees and stakeholders aware of the integrity framework	Informed employees and stakeholders on the integrity framework
Create an ethical culture by promoting transparency and accountability	Responsible and accountable workforce
Establish channels for reporting and addressing integrity issues	Discouraged unethical practices
Recognize and reward ethical behavior	Encouraged ethical behaviour
Conduct public awareness programs on the benefits of voluntary compliance	Increased level of integrity of stakeholders





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