

Afghan Customs Department's Revenue and Action Plan for the Year 1388

The ACD is undergoing a reform process with a focus on trade facilitation and simplification of rules and procedures. Simultaneously however, the efforts are also being made to garner more revenue through various measures, including effective post clearance audit and enforcement for improved compliance. This strategy manifested in major success of ACD in revenue collection in the last quarter of 1387, where the collections went up by as much as 40%. In order to carry forward this, all out efforts are being made to fulfill the objectives laid down under the Five Year Strategic Plan of ACD.

The Strategic Plan of ACD provides a comprehensive framework for achieving the overall goals of the Department for five years during 2007-2012. These goals broadly include increased revenue collection, implementation of reforms and trade facilitation. The **Action Plan for the year 1388** has been developed using the same roadmap and priorities as earmarked in the Five Year Strategic Plan. The table in the Annexure outlines various activities of the Action Plan envisaged for the year 1388 along with the targets and timelines for each of these activities.

While almost all the measures in this annual Action Plan are eventually geared towards revenue mobilization through improved processes and capacity development etc., a few of these activities are critical to enhancing revenue generation in short duration. They will have quick impact on the Customs revenue collection and hence need to be taken up on overriding priority. These actions are identified below as immediate measures under the **Revenue Plan**. Details of these activities along with the Department responsible to take action, baselines, targets/benchmarks, timelines and resources required for each of these activities have been shown in the table given on the succeeding pages.

The measures outlined in the Revenue Plan though are expected to immediately translate into enhanced revenue collection, it is difficult to specifically quantify their individual revenue implications. The expected impact has however been shown in some of the proposed activities, like operationalization of PCA and galvanization of enforcement set up etc, where it was possible to work out revenue impact on the basis of the past reports.

REVENUE PLAN (IMMEDIATE MEASURES PLANNED FOR REVENUE MOBILIZATION)

Planned Activity	Responsible Department	Base Line / Status	Targets/ Benchmarks	Timelines	Resources required
1. Increased collection of Customs revenue in line with domestic revenue estimates	Afghan Customs Department	19.68 billion Afs collected in 1387	29 billion Afs in 1388 (Individual Custom Houses have been assigned their revenue targets accordingly)	1388	Deputy Minister and DG Customs to be provided administrative and disciplinary powers to take action against corrupt and incompetent officers
2. Operationalising Post Clearance Audit (PCA) Units in all the Custom Houses for 100% scrutiny of the Custom documents. PCA mechanism in Custom Houses and company audit of traders and brokers by the Special Audit team at Head Quarters would translate into higher duty collection owing to detection of misdeclaration and under- valuation cases	Post Clearance Audit (PCA) Directorate in the HQ and PCA Units in the Custom Houses	PCA Units have been set up in 7 Custom Houses, but they are inadequately staffed and hence unable to conduct 100% scrutiny of documents. About 3 million Afs in extra duty realized through audit objections raised by these PCA Units in 1387	PCA would improve over all compliance leading to increase in revenue collection. Audit objections raised by PCA Units as such are expected to yield extra revenue to the extent of 15 million Afs during the year.	PCA Units need be set up in all the Custom Houses within the 1 st Quarter (in case of Jalalabad & Mazaar by May 2009	Revised Tashkeel proposing requisite staff for PCA Units in all the Custom Houses and Special Audit Team in the HQ need be approved quickly. Funds would however be required for their furniture and office equipments
3. Restructuring and galvanization of the ACD Enforcement set up with centralized	Enforcement Directorate with assistance	Proposal for revamping the Enforcement set up already	To collect about 150 million Afs in 1388 with the help of revamped Customs	Regional & centralized MVTs to intensify	Extra staff needs to be engaged and adequate budgetary

<p>Mobile Verification Teams & Investigation Teams etc are expected to shore up Customs revenue</p>	<p>from the HR Department</p>	<p>approved, but extra staff required is not yet sanctioned. Approximately 102 million Afs in Customs revenue realized through action by MVTs in 1387</p>	<p>enforcement set up and increased activity by MVTs and other Enforcement units</p>	<p>checks and inspections immediately and SOPs & TORs for different units under the revised set up to be prepared within the 1st Quarter</p>	<p>provisions be made for them in Enforcement Directorate. In addition, office space etc also needs to be sanctioned away from the Custom Houses for the regional MVTs to function independently</p>
<p>4. Introducing the Reward Scheme offering monetary incentives to officers and informants for detection of smuggling, drug trafficking, mis-declaration and under-valuation cases</p>	<p>Enforcement Directorate in ACD in collaboration with the HR Department of MoF</p>	<p>This scheme already has an approved procedure and a legal framework provided under the Customs Code. An amount of 7.5 million Afs have also been allocated for it in this year's ACD budget</p>	<p>The Reward Scheme to be launched immediately for motivating officers to book offenders and duty evaders and also encouraging the informants to furnish intelligence about such cases</p>	<p>As soon as possible to boost the morale of Customs officers and raise their performance level</p>	<p>Ministry is requested to approve the launch of the Reward Scheme urgently and also delegate powers to the Hon'ble DM or DG Customs to disburse funds allocated for this purpose</p>

<p>5. Updating valuation database for top 100 revenue earning commodities and strictly applying it in all Custom Houses, especially those covered under ASYCUDA Declaration Processing System (DPS)</p>	<p>Valuation Directorate and ASYCUDA team for their respective responsibility</p>	<p>Valuation Directorate has been maintaining database and ASYCUDA has developed a TARIC system for top 50 items in its DPS, but yet to implement it</p>	<p>Valuation database of top 100 revenue earning items to be updated and applied in all the Custom Houses at once. ASYCUDA to incorporate it in its DPS immediately</p>	<p>As soon as possible within the 1st quarter</p>	<p>This can be done with the existing resources</p>
<p>6. Extending Customs control over remaining Fuel & Liquid Gas Enterprise (FLGE) establishments and private sector fuel storage facilities: Customs control at the (FLGE) installation at Hairatan has made a significant impact on duty collection on fuel imports and need be extended to establishments elsewhere.</p>	<p>Legislation team of ACD in collaboration with Ministry of Commerce & Industry</p>	<p>Signed MOU with MoCI regarding transfer of the Customs control of FLGE installation at Hairatan already exists and similar MOUs may be used for other installations</p>	<p>Preparation of draft MOUs, instructions and procedures and getting concurrence of MoCI and taking over Customs control</p>	<p>Within the first quarter, but may be extended to 2nd quarter, if not met immediately</p>	<p>Necessary equipments to be procured and officers to be trained for measuring fuel stored and cleared from the storage tanks at these facilities</p>
<p>6. Streamlining exemption procedure for clearance of exempted goods for preventing misuse of exemption regime</p>	<p>Legislation Team in collaboration with the Senior International Advisor</p>	<p>Exemption procedure under revision in consultation with various stakeholders</p>	<p>Exemption procedure to be revised immediately and approval be obtained</p>	<p>As soon as possible within the 1st quarter</p>	

<p>7. Setting up Custom office at Bagram Airbase for better accounting of dutiable goods imported by international couriers and the exempted goods by ISAF</p>	<p>Admin Section of ACD in collaboration with Bagram Airbase authorities and courier companies</p>	<p>Presently, these imports are being cleared from the Kabul Custom House and often reconciliation is a problem</p>	<p>Setting up a Customs office at Bagram Airbase with an ASYCUDA terminal</p>	<p>By 2nd quarter</p>	<p>ISAF authorities at the Bagram Airbase to be impressed upon to allow setting up a Custom office there for better account of goods imported by ISAF & couriers through Bagram</p>
<p>7. An intensive media campaign need be launched for creating awareness among the traders for submitting genuine documents, viz. Invoices and Packing List etc for Customs clearance</p>	<p>Admin Department of MoF along with ACD Legislation team</p>	<p>Widespread use of fake documents by traders/brokers for Custom clearance is suppressing the real value of goods leading to loss of duty</p>	<p>Media campaign to be launched on a sustained basis</p>	<p>To begin as soon as possible</p>	<p>Funds to be allocated to the tune of 150 million Afs for carrying out a sustained media campaign to educate traders and other tax payers</p>
<p>8. Evaluation, selection and posting of competent officers as Directors in provincial Custom Houses and other important positions in ACD Head Quarter</p>	<p>HR Department of MoF in consultation with the Hon'ble Deputy Minister & DG Customs</p>	<p>Tainted and incompetent officials posted in many posts</p>	<p>Evaluation exercise of all these officials to start forthwith to identify corrupt and incompetent officers and replace them with honest and competent ones</p>	<p>Immediate</p>	<p>The HR Department to be shifted to the Customs Revenue building from the Ministry of Finance and make it directly accountable to DM (Customs & Revenue) and DG Customs for efficiently fulfilling ACD ds</p>

9. Inspection of Custom Houses by DG and DDGs along with the Head Quarter Audit teams to verify proper clearance procedures and implementation of rules and instructions in provinces	Coordination Directorate in consultation with the DG and DDGs	Sporadic visits undertaken by senior officers with no comprehensive inspection of operation and procedures being followed in field formations	Periodic inspection plans to be prepared with standardized questionnaire for meaningful inspection of Custom Houses with the help of HQ PCA teams. Inspection Reports to be sent to DM with action taken notes	Quarterly Inspection plans of DG and DDGs to be prepared forthwith	No additional resources required for this purpose
10. Providing Warehouses at Jalalabad, Khost, Nimroz and Andkhoi for proper examination of import cargo	Admin Deptt of MoF in collaboration with ACD Admin	Inadequate space for carrying out detailed examination of cargo at these Custom Houses	Preparation of draft procedure and approval for building these warehouses	Within the 1 st quarter	Requisite funds to be made available for constructing these warehouses

It may be mentioned here that while all out efforts are being made to achieve the revenue targets, the overall efficacy of our efforts would be largely dependent on a number of factors that impinge upon the volume of imports in the country, viz. trade facilitation, removal of non-tariff barriers, honest and highly motivated officers, non-interference by Police & local authorities and overall security conditions. Further, while the specific resources required have been indicated against every planned activity under the Revenue Plan, in the given conditions, the most critical administrative requirements of the ACD in implementing them are as follows:

- **Empowering Deputy Minister and DG** with administrative and disciplinary powers to post, transfer and penalize officers in the Department for inculcating better accountability and discipline, particularly against the non-performing and corrupt officials. A **Vigilance & Anti-corruption Cell** also needs to be constituted

in the ACD for this purpose. This must be done immediately to improve compliance in field formations.

- **Bringing the Administration and HR Departments in to the Customs Revenue building** from the Ministry of Finance and creating their direct interface with DM (Customs & Revenue) and DG Customs to efficiently cater to the needs of the ACD. These departments need to be made more responsive and service oriented or else separate Administration & HR Departments be created in the ACD to handle day-to-day operations, maintenance of equipments, infrastructure, budget, training, staffing and other needs of ACD for better border management and revenue collection.

The Hon'ble Finance Minister may kindly consider these proposals to enable ACD to achieve its revenue targets under the Annual Plan as well as the long term objectives of the five year Strategic Action Plan. **The revenue target set by the Ministry for ACD is really ambitious and almost 50% higher than the last year's collection. In order to meet this target therefore, we need full support of the Hon'ble Minister and the Deputy Minister, especially in delegating the needed authority to the DG (Customs).**

Proposed by

Recommended by

(Bismillah Kammawie)

(Gul Maqsood Sabit)

Director General (Customs)

Deputy Minister (Customs & Revenue)

Submitted for the kind approval of Hon'ble Finance minister.

H.E. Finance Minister

ACD's Action Plan for the year 1388

Planned Activity	Responsible Department	Base Line / Status	Targets/ Benchmarks	Timelines	Resources needed
A. <u>Revenue Collection</u>					
1. Increased collection of Customs revenue as per overall revenue targets	Afghan Customs Department	19.68 billion Afs collected in 1387	29 billion Afs in 1388 (Individual Custom Houses have been assigned their revenue targets accordingly)	1388	Deputy Minister and DG Customs to be provided administrative and disciplinary powers to take action against corrupt and incompetent officers
2. Increased activity of MVTs and other Enforcement units	Enforcement Directorate	102 million Afs revenue realized through action by MVTs in 1387	To collect about 150 million Afs in 1388 with the help of revamped Customs enforcement set up and increased activity by MVTs and other Enforcement units	1388	Extra staff needs to be engaged and adequate budgetary provisions be made for them in Enforcement Directorate. In addition, office space also need be sanctioned for the regional MVTs outside Custom Houses

3. Operationalization of Post Clearane Audit (PCA) Units in all Custom Houses with 100% scrutiny and special audit of companies by the HQ Audit	PCA Units in Custom Houses & HQ	3 million Afs extra duty realized through PCA objections in 1387	PCA would improve overall compliance leading to increase in revenue collection. Audit objections raised by PCA Units as such are expected to yield extra revenue of about 15 million Afs in 1388	1388	Revised Tashkeel proposing requisite staff for PCA Units in all the Custom Houses and Special Audit Team in the HQ need be approved quickly. Funds would however be required for their furniture and office equipments
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B. Reforms & Rationalization of Customs Laws & Procedures

i. Automation:					
1. Setting up ASYCUDA DPS (Declaration Processing System) at Inland Customs Stations	ASYCUDA team	DPS functioning at Kabul, Kabul Airport, Jalalabad and Herat	Implementation at Mazar Customs Implementation at Kandahar Implementation at Sher Khan Bandar	2 nd quarter. 4 th quarter. 3 rd quarter	This would be covered under ECMTF Project of WB where funds would be made available
2. Setting up ASYCUDA Transit Module at Border Customs Stations	ASYCUDA team	Transit module already functional at Hairatan, Torkham, Torghundi and Islam Qala	Implementation at Zaranj and Spin Boldak Border Customs Stations	3 rd & 4 th quarters	Project at Spin Boldak subject to security condition. Funds available under WB project
3. Implementation	ASYCUDA team in collaboration	The TARIC module for valuation	Operationalization of Valuation Module for	2 nd quarter.	Overall valuation

of ASYCUDA Valuation Modules	with Valuation Unit in the ACD HQ	database of top twenty items developed under ASYCUDA. The needed adjustment has been made in the System, but not yet operational in Custom Houses	top 20 revenue earning items		database of a total of 200 top revenue earning commodities will be updated and applied during the year. No extra funds required
			Developing and operationalization of valuation module for Top 100 revenue earning items	3 rd quarter.	
			Developing and operationalization of valuation module for Top 200 revenue earning items	4 th quarter	
4. Implementation of International Transit Module	ASYCUDA team in collaboration with Provincial Operations Directorate	The International Transit Procedure has been approved and ASYCUDA system has been adopted for its commencement	Torkham-Hairatan	2 nd quarter	No additional funds needed as funds available under WB project for this purpose
			Islam Qala & Torghundi	4 th quarter	
ii. Development of Procedures and Legislative amendments					
1. Procedure for Warehousing imported goods without payment of duty	Legislation Team in collaboration with the Administration department	The Customs Act provides the legal support for warehousing	Preparation of draft procedure and approval	3 rd quarter	Warehousing facility is proposed to be done under public private partnership and hence no funds needed now
			Implementation	4 th quarter	
2. Streamlining Exemption Procedure for	Legislation Team in collaboration	Approved procedure	Preparation of draft procedure and	1 st quarter	No additional funds needed

preventing its misuse	with Senior International Advisor		approval		
			Implementation	End of Asad	
3. Setting up a Custom office at Bagram Airbase for better accounting of goods imported by international couriers and ISAF	Admin Section of ACD in collaboration with Bagram Airbase authorities and courier companies	NIL	Revising the mechanism in coordination with Bagram Airbase authorities	1 st quarter (Subject to concurrence of the Bagram Airbase authorities)	Funds needed for extra staff, however, the office space can be provided by Bagram Airbase authorities
			Implementation	2 nd quarter	
3. Simplification of the Auction Procedure for disposing off confiscated goods quickly	Legislation Team	Approved procedure for auction of confiscated goods already exists	Revision of the auction procedure and its approval	2 nd quarter	No additional funds needed
			Implementation	3 rd quarter	
4. Procedure for exemption of depositing 110% security at the border Customs for local and international transit of cargo	Legislation Team	The Customs Act provides the legal support for allowing this exemption under Article 79	Preparation of draft procedure and approval	1 st quarter	No additional funds needed
			Implementation	3 rd quarter	
5. Implementation of Bonded Carrier System	CURE in collaboration with Coordn	Scheme of Bonded Carrier System already launched	Need to be revised to make it attractive for trade & transporters	2 nd quarter	No additional funds needed

6. Review of the Customs Act for amendments and getting the revised proposal approved	Legislation Team	The draft has been sent to the Ministry of Justice and copy endorsed to the Parliament for approval	Fresh amendment proposal need be developed after review and pursued with concerned authorities for approval	2 nd quarter	Customs Law needs further amendment for Special Audit, Enforcement, auction & penal provisions
C. <u>Enforcement and Voluntary Compliance</u>					
1. Revamping the Enforcement setup at the ACD headquarter and in provinces	Enforcement Directorate in collaboration with the International Advisor	Restructuring proposal approved, which includes centralizing regional MVTs and constituting new units at the HQ	Drafting of TORs and SOPs for the revised Enforcement setup	1 st quarter	Funds required for recruiting extra staff and for equipment, vehicles and office space
			Setting up of Intelligence Unit, Investigation Units and Central MVTs	2 nd quarter	
2. Allocation of adequate resources for the revised setup, including all Mobile Verification Teams (MVTs)	Administration in collaboration with the Enforcement department.	Regional MVTs already centralized functionally, however budgetary resources are still with Provincial Customs Houses	Development of proposal for allocating adequate budgetary resources for these units	2 nd quarter	Additional fund requirement to be quantified
			Approval and implementation	3 rd & 4 th quarter	
4. Development of Risk Management System (RMS)	PCA Unit in collaboration with the HR Department of MOF	Provision for setting up Risk Management Unit (RMU) in Headquarter already made in revised Tashkeel and TOR prepared	Setting up of Risk Management Unit in ACD headquarter	2 nd quarter	Additional staff need to be sanctioned in Tashkeel for setting up RMU that is already proposed. However, no additional funds required
			Development of guidelines and instructions for RMS	3 rd quarter	
			Implementation	4 th quarter	

5. Establishment of Post Clearance Audit (PCA) units in all the Customs Houses	Post Clearance Audit Directorate in collaboration with the provincial Directors	PCA unit already setup in major Customs houses	Operationalization of Jalalabad & Mazar PCA units	Sawar	IMF structural Benchmark. Additional staff need to be sanctioned in Tashkeel for setting up PCAs
			Setting up new units in the remaining Customs Houses	2 nd quarter	
6. Initiating Special Company Audit	Post Clearance Audit Directorate with the help of International Advisor	TOR for special audit team at Headquarter prepared and officers trained	Instructions and guidelines to be issued for conducting special company audit	2 nd quarter	Requisite amendment of Customs Code may be required for this purpose, but additional funds not required
			Implementation	3 rd quarter	
7. Necessary legislative changes for Post Clearance Audit, Company Audit and Enforcement Department	PCA and Enforcement Directorates with the help of the International Advisor	NIL	Detailed proposal for amendments to be made	2 nd quarter	Additional funds needed for TA for this purpose, if Advisor under UNDP Project is withdrawn or Project winds up
<u>D. Customs Organization and Capacity Development</u>					
1. Filling up of all vacant position in revised Tashkeel of ACD	Human Resource Department of Ministry of Finance	200 new posts proposed under revised Tashkeel awaiting approval	Recruitment of 50% vacancies	2 nd quarter	Additional staff need to be sanctioned under revised Tashkeel
			Recruitment of 100% vacancies	4 th Quarter	
2. Completing the PRR	Human Resource	Large number of PRR positions (over	Recruitment of 50% vacancies	2 nd quarter	Additional staff need to be

exercise/ process in ACD without further delay	Department of Ministry of Finance	500) out of total of almost 1436 PRR positions lying vacant	Recruitment of 100% vacancies	4 th Quarter	sanctioned under revised Tashkeel
3. Updating the Valuation Database and its country-wide application	Valuation Unit in the ACD Headquarter	Valuation database maintained and being used in all the Customs Houses	Valuation database of top 200 revenue earning items to be updated	Every quarter	No additional funds required for this purpose
4. Improvement of the revenue reporting system	CDU in collaboration with Revenue & Treasury Departments	Distribution of revised reporting format and training conducted	Monthly reconciliation of revenue reports with AFMIS system	By 10 th of the succeeding month	No additional funds required for this purpose
5. Conducting training for officers in PCA, Enforcement, Tariff, Customs Law, Valuation, Rules of origin, Code of Conduct & ASYCUDA etc.	Training Unit in collaboration with HR & Administration department	In year 1387 total of 600 Customs officers were trained in different areas of Customs	At least 150 officers to be trained in a quarter	Every quarter	Additional funds required for TA and conducting these training programmes
7. Development of Training Modules	Training unit in collaboration with CURE & Coordination Unit	Training module for valuation is already developed and basic training modules on PCA, Customs Law, Tariff and Enforcement are also present	Development of Modules on all major areas	2 nd quarter	Additional funds may be required for TA to produce these training Modules and getting them printed
			Translation in local languages (if required), printing and distribution	3 rd quarter	
8. Upgrading the Customs library	CURE & Training unit in collaboration	ACD library has barely about 50 tittles	Proposal for purchase of additional books and	2 nd quarter	Required funds need to be quantified

	with Administration department		journals to be made		
9. Establishment of Customs Training Academy at Kabul	Administration Department in collaboration with CURE and training unit	Temporary training facility existing in Kabul Customs house for customs staff training	Development of detailed proposal for the Academy and exploring financial support from donors for this purpose	2 nd quarter	Required funds need to be quantified
10. To build Training Database and tracking of trained officers for utilizing their skills in the appropriate department	Training Unit in collaboration with HR.	No such database available	Development of training database	1 st quarter	No additional funds needed
			Tracking trained officers for better utilization of capacity development	Continuous activity once database is built	
11. Scheme for Rewards & Incentives to be launched immediately for motivating officers to book offenders and duty evaders and also for encouraging the informants to furnish intelligence about such cases	Enforcement Directorate in collaboration with HR/ Administration	This scheme already has an approved procedure and a legal framework provided under the Customs Code. An amount of 7.5 million Afs have also been allocated for it in this year's ACD budget	Development of detailed guidelines and instructions	1 st quarter	Funds already sanctioned. Ministry is requested to approve the launch of the Reward Scheme urgently and also delegate powers to the Hon'ble DM or DG Customs to disburse funds allocated for this purpose
			Approval and its implementation	2 nd quarter.	
12. Establishment of	CURE & Administration	Revised Tashkeel provides for setting	Development of proposal for setting	1 st quarter	Additional technical staff

Procurement, Budget and Infrastructure Units	in collaboration with HR Directorate	up of budget and procurement unit	up these units		to be recruited for this purpose under revised Tashkeel
			Setting up of these units at ACD HQ	3 rd quarter	
13. Analysis of revenue impact due to changes in tariff rates	Tariff Research & Statistical Unit (TRSU) in collaboration with CDU	Centralized commodity wise data available with Customs Data Unit (CDU)	Quarterly commodity wise analysis	Within first fortnight of the succeeding month	No additional funds needed for this purpose

E. Coordination & Trade Facilitation

1. Setting up of Help Desks and Helpline for trade facilitation	Coordination Unit in collaboration with CURE	The revised TORs, guide line and specific instructions have been issued for setting up of helpdesk in all the Custom Houses	Operationalization of Help Desk in all the Custom Houses	1 st quarter	Funds required for setting up these help desks & hotline are available
			Regular reporting	Every quarter	
			Setting up of hotline in ACD headquarter	2 nd quarter	
2. Organizing Directors' Conferences for monitoring the performance and future planning	Coordination Unit in collaboration with CURE	Last Directors' Conference held in April, 2009	Holding Directors' Conference	Every quarter	Funds available for this purpose
3. Upgrading Afghan Customs website	Coordination Unit in collaboration with ASYCUDA & IT Section	Official Customs Website already exists	Improvement in the Customs website	2 nd quarter	Funds available for this purpose
			Updating the Customs website	quarterly	

4. Arranging Donors' Coordination Conference	CURE with Coordination Unit	Last Donors' Conference held in January, 2009	Holding the Donors' Conference	Every six months	Funds available for this purpose
5. Setting up of Customs Trade Consultative Committee having representatives from trade, industry & other stakeholders	Coordination Unit	NIL	Setting up Customs Trade Consultative Committee (CTCC) and holding their meetings	Every six month	Funds available for this purpose
<u>F. Infrastructure & Equipments</u>					
1. Initiation of construction work at Khost Custom House	CURE in coordination with UNOPS and Khost Custom House	The budget has been approved and the design and location selected	Completion of 50% of Building	4 th quarter	Additional funds of about 5 million USD have been committed by WB for it
2. Building new Custom House at Weish	Admin Department in collaboration with donors (Canada & US)	Feasibility study completed	Award of contract and Initiation of the construction work	1388	Fund committed by US (BMTF) & Canadian embassies
3. Construction of Custom House at Takhar	Admin Department in collaboration with UNOPS & Japanese emb	UNOPS chosen as implementing agency and design finalization under way	Design to be finalized and construction to start quickly	1388	Funding being done by Japanese Government

4. Construction of Hairatan Customs Facility	Administration in coordination with Bearing Point team	The Phase-1 has been completed	Completion of Phase-2	4 th quarter	Funding being done by EC
5. Construction work at Jalalabad Custom House (2nd Phase)	CURE in coordination with UNOPS and Jalalabad Customs Station	The budget has been approved and bidding is in progress	Construction of truck parking facility and warehouse etc	4 th quarter	Funds provided by WB
				4 th quarter	
6. Completion of construction work at Nimroz Customs House	MOF Administration department in collaboration with CURE and Nimroz Custom House	The budget has been approved and the Contract is ready after the bidding process	Construction of ASYCUDA office and brokers area	3 rd quarter	Funds needed are already committed by Government under the development budget
			Construction of part of boundary wall and warehouse	4 th quarter	
7. Renovation at Aqina, Kabul and Kandahar Customs Houses	MOF Administration department in collaboration with CURE and concerned Custom Houses	The budget has been approved and bidding is in progress	Completion of 75% of renovation work	4 th quarter	Funds needed are already committed by Government under the development budget
8. Providing Warehouses at Khost, Nimroz and Andkhoi for proper examination of import cargo	Admin Deptt of MoF in collaboration with ACD Admin	Inadequate space for carrying out detailed examination of cargo at these Custom Houses	Preparation of draft procedure and approval for building these warehouses	Within the 1 st quarter	Additional funds needed for constructing these warehouses

9. Transfer of Kunduz Custom House to Sher Khan Bandar	Administration in collaboration with Kunduz Custom House	The Building of Sher Khan Bandar has been completed	Transfer and operationalization	1 st quarter	No funds required
10. Procurement of Cargo handling equipments	CURE in collaboration with Administration department	The procurement plan and final list with specifications have been approved	Delivery of equipments	3 rd quarter	Funds needed are already committed by Government under the development budget
11. Operation, utilization and maintenance of cargo handling equipments acquired	Administration Department in collaboration with Legislation Team	NIL	Preparation of draft procedure and modality for this purpose and their approval	2 nd quarter	Additional fund requirement to be worked out
			Implementation	3 rd quarter	
Additional Activities					
1. Implementing the business model of border controls clarifying the role of each Ministry at the borders for better customs controls at the border	Legislation team in collaboration with senior Customs advisor, MOC & MOI	The MOU has been signed with MOI regarding the Customs police	Preparation of draft MOU	2 nd quarter	No funds required
			MOU finalized and signed by the concerned authorities (MoCI, Mol)	4 th quarter	

2. Creation of preferential tariff rates for SAFTA & ECOTA	Tariff Directorate	SAFTA guide line available and sensitive list under revision	Development of preferential tariff rates	2 nd quarter (Dependent on declaration of effective dates by MOCI)	No funds required
3. Authorizing major border stations for clearance of open cargo and miscellaneous items	Legislation team in coordination with concerned border Customs stations	Border Customs stations permitted to clear perishable goods and consignments of small value	Revising procedures and instructions	2 nd quarter	No funds required
			Assessment of availability of requisite resources	3 rd quarter	
4. Translation and dissemination of Strategic Five Year Plan and Annual plan in Pashto and Dari	CURE in coordination with coordination unit and Bearing point team	English versions of these documents already exist	Translation, printing and circulation	1 st quarter	No funds required as donors are extending requisite support
5. Extend Custom controls at other FLGE establishments and private sector fuel storage facilities	Legislation team and Administration department	Signed MOU with MoCI regarding the Customs control of FLGE installation at Hairatan already exists	Preparation of draft procedure	1 st quarter	Additional fund requirement to be worked out
			Approval & implementation	2 nd quarter	
6. An intensive media campaign for creating awareness among the traders to submit genuine documents for	Admin Department of MoF along with ACD Legislation team	Widespread use of fake documents by traders/brokers for Custom clearance is suppressing the real value of goods leading to loss of	Media campaign to be launched on a sustained basis	To begin as soon as possible	Funds to be allocated to the tune of 150 million Afs for carrying out a sustained media campaign to educate traders

Customs clearance		duty			and other tax payers
7. Evaluation, selection and posting of competent officers as Directors in provincial Custom Houses and other important positions in ACD Head Quarter	HR Department of MoF in consultation with the Hon'ble Deputy Minister & DG Customs	Tainted and incompetent officials posted in many posts	Evaluation exercise of all these officials to start forthwith to identify corrupt and incompetent officers and replace them with honest and competent ones	Immediate	The HR Department to be shifted to the Customs Revenue building from the Ministry of Finance and to smake it directly accountable to DM (Customs & Revenue) and DG Customs
8. Inspection of Custom Houses by DG and DDGs along with the Head Quarter Audit teams to verify clearance procedures and implementation of instructions in the field	Coordination Directorate in consultation with the DG and DDGs	Sporadic visits undertaken by senior officers with no comprehensive inspection of operation and procedues being followed in field formations	Periodic inspection plans to be prepared with standardized questionnaire for meaningful inspection of Custom Houses with the help of HQ PCA teams. Inspection Reports to be sent to DM with action taken notes	Quarterly Inspection plans of DG and DDGs to be prepared forthwith	No additional funds required
9. Creating a Reform Implementation Team in ACD	HR Department in MoF	While CURE is monitoring reform activities in ACD, the proposed implementation team would visit field formations and supervise these reforms	Requisite staff to be posted and Reform Implementation Team be set up	2 nd quarter	Local TA needed for this purpose