

CAPACITY BUILDING IN CBEC

An organisation with growing capacity is like the deepening root system of a tree that aspires to touch the sky....

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Scheme of Presentation

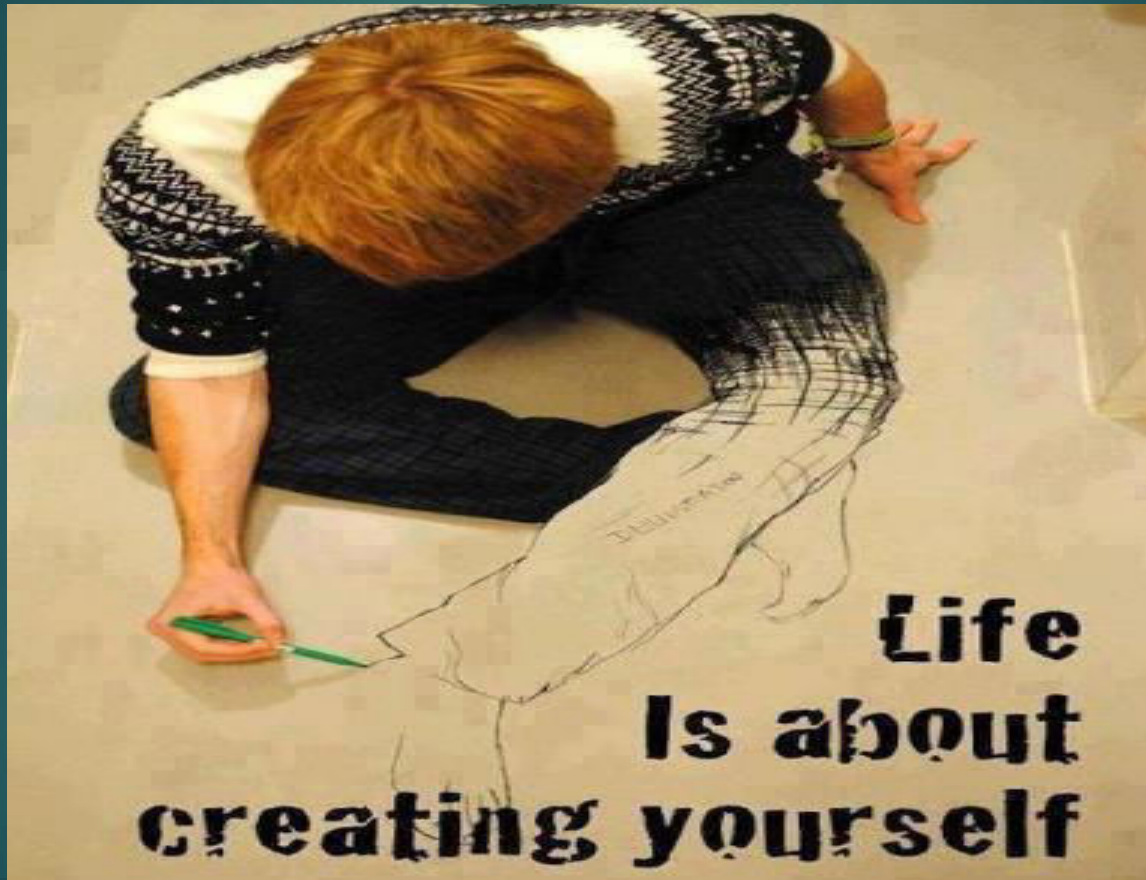
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- ▶ Concept of Capacity Building
- ▶ Efforts taken by CBEC in Capacity building
- ▶ The vision ahead.

Capacity building

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Capacity Building⁴

Meaning -

a process designed to allow an organization to attain its vision, mission and goals, and sustain itself.

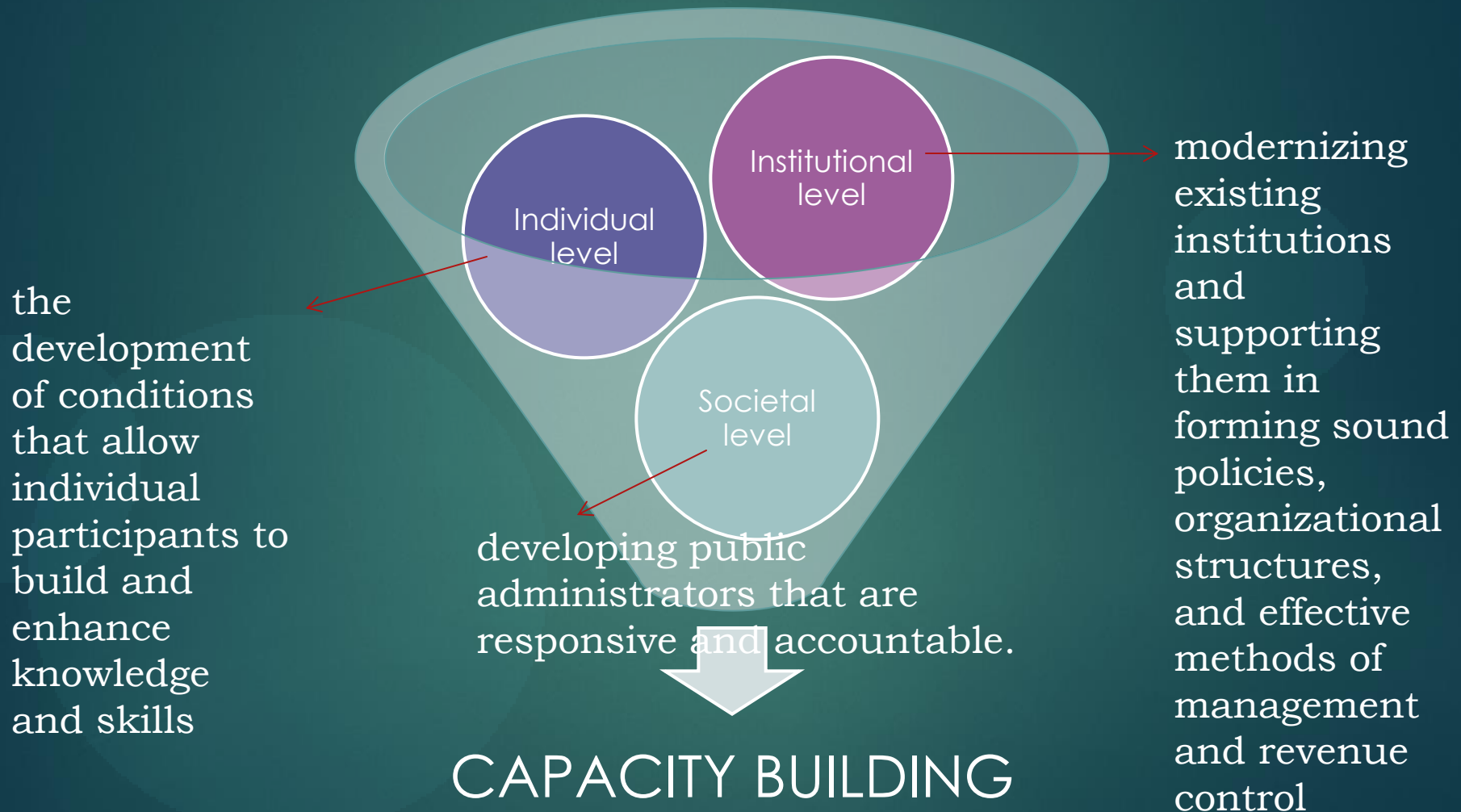
**Focus on being
productive instead of
being busy.**

- Tim Ferriss

World Customs Organization

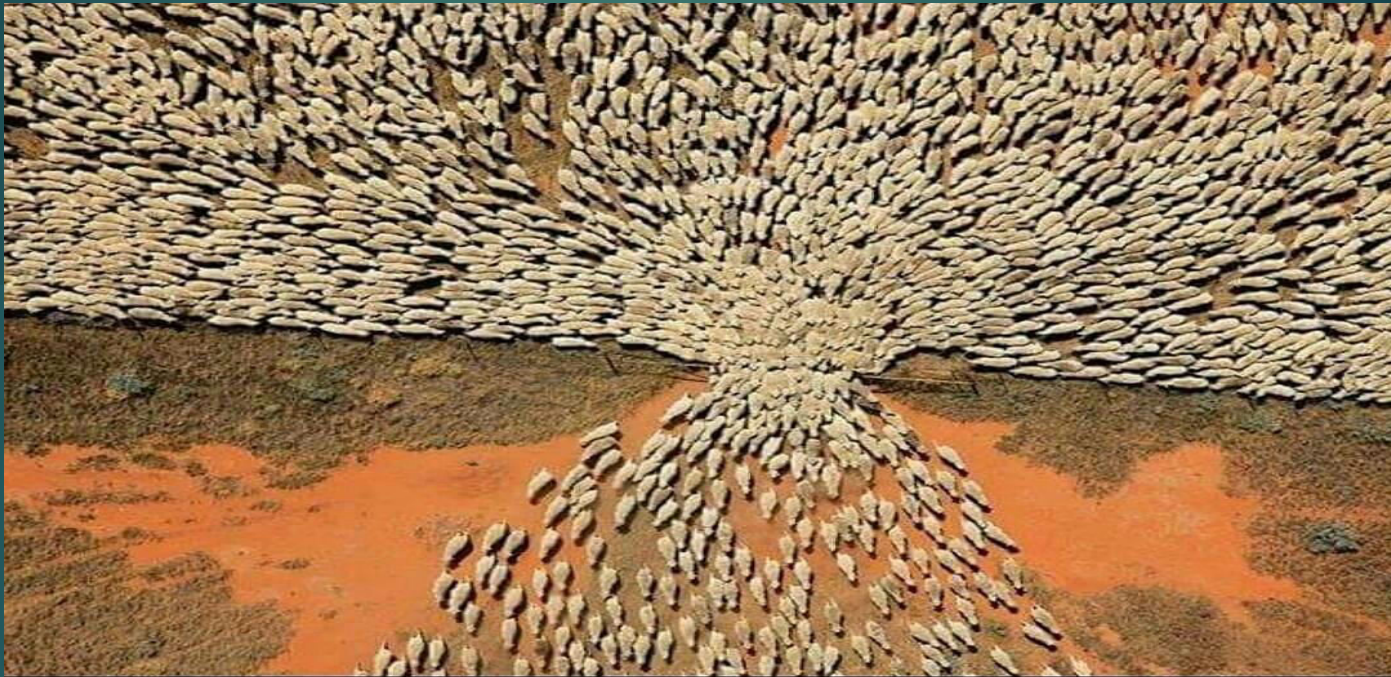
defines capacity building as "activities which strengthen the knowledge, abilities, skills and behaviour of individuals and improve institutional structures and processes such that the organization can efficiently meet its mission and goals in a sustainable way."

The UNDP outlines that capacity building takes place at three levels:-



Importance of individual and independent thinking

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A herd of sheep is leaving the stall. There is no fence, only the gate ...

"The Trap of thinking"

CONSTRUCTIVE NONCONFORMITY

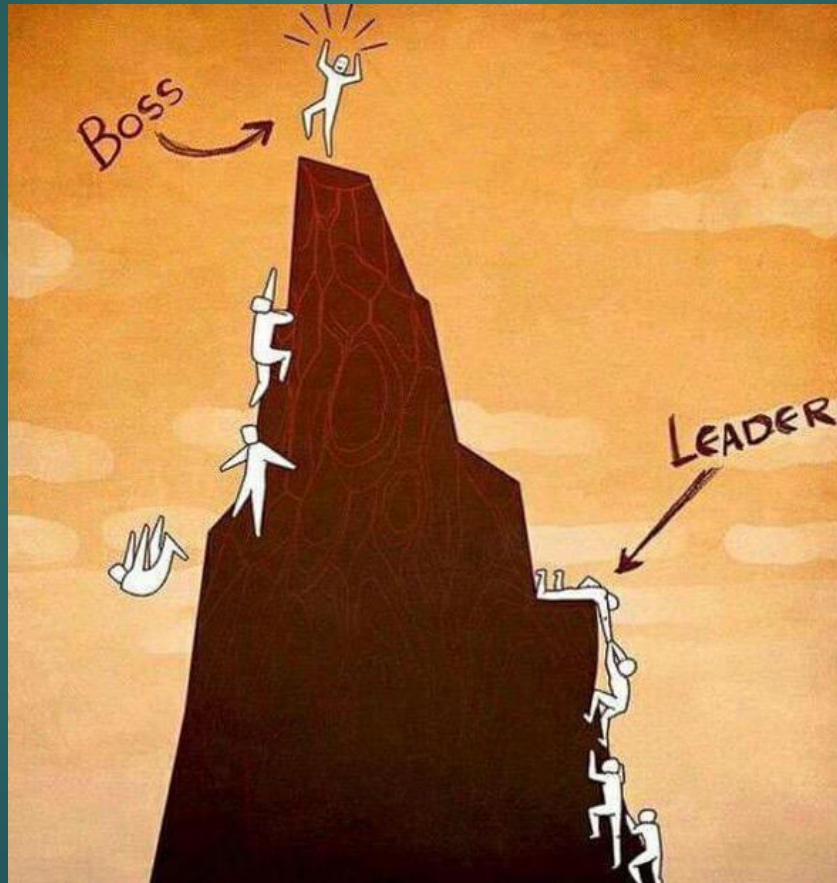
/kən'stræktiv ,nänkən'fôrmədē/

Behavior that deviates from organizational norms, others' actions, or common expectations, to the benefit of the organization.

FROM "LET YOUR WORKERS REBEL"

Leading from the back: Taking everyone along

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Leading by example

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Nothing is so potent
as the silent influence
of a good example.

James Kent / @InspiringThinkn

Four step – Capacity Building Process

Capacity Building Process



It's a continuously creative process

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Organizational capacity building involves

1. development in the right direction (the vision, mission and goals) and
2. align the right people (board, management, employees and volunteers) with the right skills sets and
3. Optimum utilisation of resources.

Efforts taken by CBEC

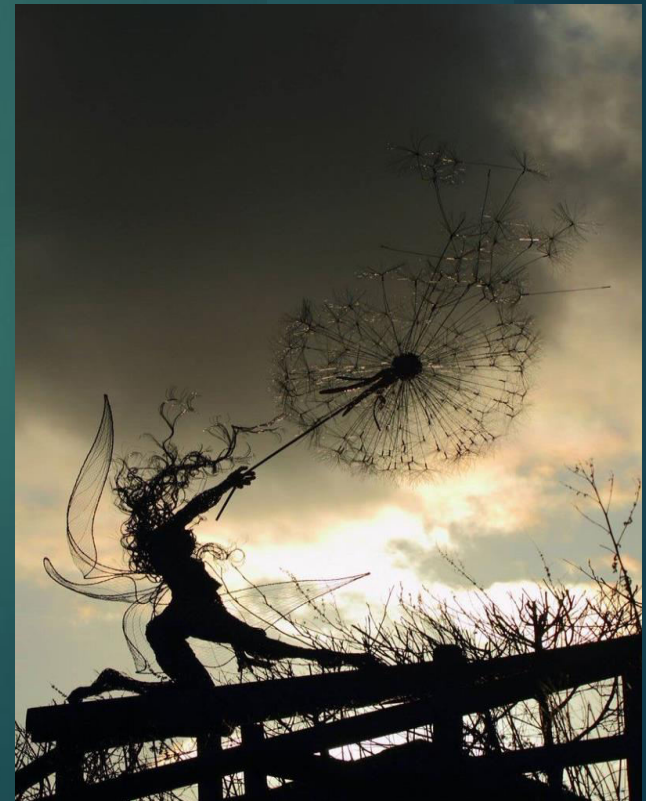
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Steps in Bussiness Process Re-engineering

a) Simplification / Streamlining of procedure of law

- (1) Removal of physical control
- (2) Introduction of self-assessment
- (3) Introduction of Negative list in Service Tax
- (4) Introduction of GST in the offing

As it can be noticed, it is an evolving process of unshackling, disentangling and Trusting the taxpayer.



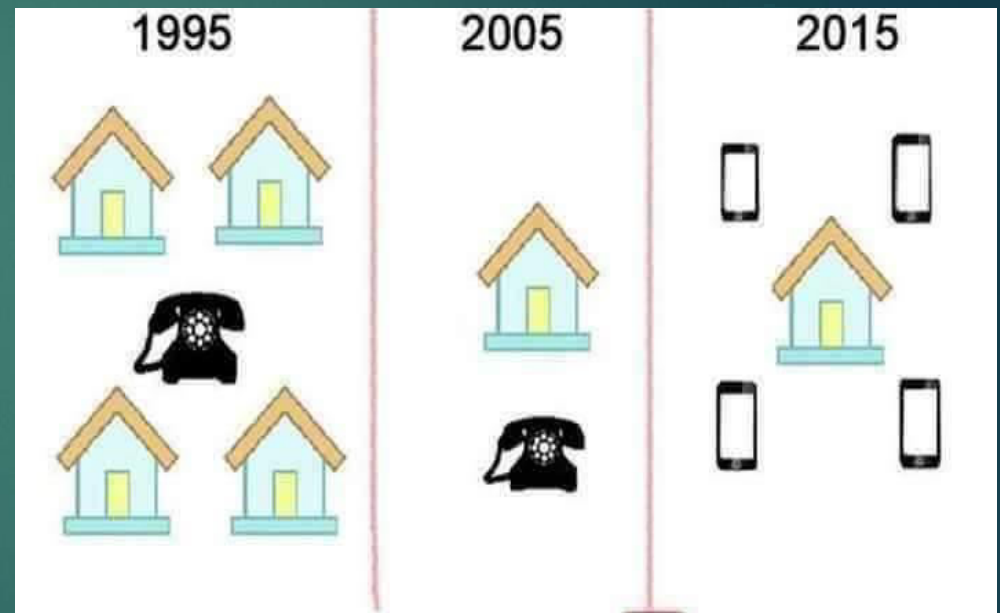
Efforts taken by CBEC

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b)Automation of Processes

DG System established in 1997 is responsible for Design Development, programming, testing, implementation of customs and Excise automation system. It has helped in achieving:

- ▶ Transparency
- ▶ Paperless business environment leading to improved tax payers service delivery.



Efforts taken by CBEC

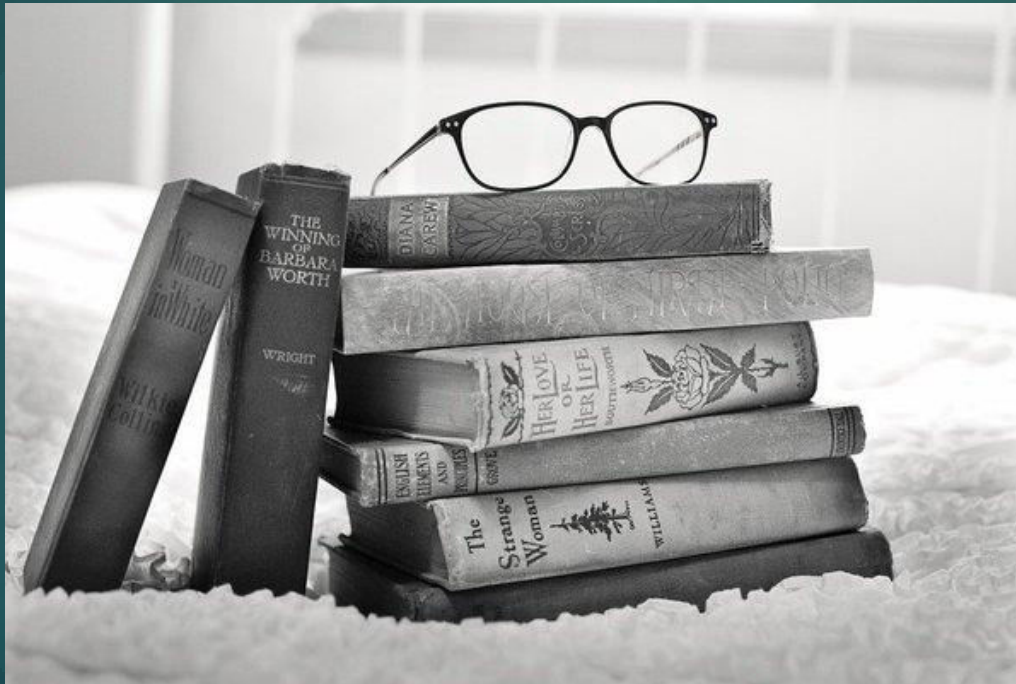
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- ▶ ACES_ –Automation of Central Excise and Service Tax: E-Governance initiative by CBEC
- ▶ ICES – Indian Customs electronic Data Interchange Systems : for Customs clearance.
- ▶ ICEGATE – Interface of ICES for Customs clearance
- ▶ RMS – Risk Management System : helps in identifying risk parameters for detailed scrutiny of certain consignment and facilitates compliant trade.

Efforts taken by CBEC

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- ▶ GSTN –Goods and Service Tax Network





SWIFT, CCFC, DGTS, SEVOTTAM

Facilitation windows of T.B.E.T

Efforts taken by CBEC

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c) Tax Payer centric approach

- ▶ SWIFT – Single window interface for facilitating trade :
- ▶ CCFC – Customs clearance facilitation committee
- ▶ DGTS – Directorate General of Tax payers services: monitoring monthly and quarterly meetings such as RAC, PCG etc, e-helpline, twitter handle and face book account
- ▶ Sevottam

Efforts taken by CBEC

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- ▶ CCFC – Customs clearance facilitation committee : established to simplify and streamline the inter- agency procedures and documentary requirement.
- ▶ DGTS –Directorate General of Tax payers services: monitoring monthly and quarterly meetings such as RAC, PCG etc, e-helpline, twitter handle and face book account.
- ▶ Sevottam – Seva + Uttam. Attitudinal change from administration to service orientation.

Efforts taken by CBEC

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- ▶ AEO – Authorised Economic Operator scheme : provides additional facilities to genuine trade adopting SAFE Framework Of Standard of WCO.
- ▶ Adoption of digital signatures
- ▶ 22/7 customs clearances at 19 seaports and 17 air cargo complexes.
- ▶ Email notification service to importers for all important stages related to import clearances has been initiated.
- ▶ Launch of mobile app for simplified baggage rules: Indian Customs Traveller's Guide.
- ▶ Online registration of new Central Excise and service tax assessee in 2 days.

Efforts taken by CBEC

- ▶ Records can be maintained electronically and digitally signed invoices accepted.
- ▶ E-payment of refunds and rebates through RTEGS/NEFT introduced.
- ▶ Revision of returns introduced in Central Excise.
- ▶ Documents required for Import/Export - reduced to three, namely, electronic declaration, Invoice cum packing list & Bill of Lading

Efforts taken by CBEC

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Steps taken in Knowledge Management

CBEC website

NACEN

**No CEO ever
turned a company around.
Workers turn companies around
when their CEO leads the way.**

Kevin Crenshaw, turnaround.ceo

Knowledge Management and repository

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- ▶ CBEC maintains a very dynamic and updated website <http://www.cbec.gov.in> which hosts information regarding Acts, tariff, rules, regulations, circulars, instructions, notifications etc.



The main wings that is concerned with the capacity building and knowledge management under CBEC are National Academy of Customs Excise & Narcotics (N.A.C.E.N.) and Centre of Excellence ,Regional Training Institutes(RTIs) and DGHRD



“If everyone is thinking alike, then
somebody isn't thinking.”

- General George Patton

NACEN (National Academy of Customs Excise & Narcotics), Centre of Excellence and Regional Training Centers :

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- ▶ It is the apex training institute of Government of India for capacity building and knowledge management in the field of indirect taxation.
- ▶ It also plays a vital role in international capacity building by imparting training to officers of various countries in the field of customs, drug laws and environment protection.
- ▶ United Nations Environment Program (UNEP) has designated NACEN as a collaboration centre for capacity building in the field of environment protection.
- ▶ In collaboration with United Nations Office on Drugs & Crime (UNODC), NACEN is imparting training on drug law enforcement to various Asian nations.

Knowledge Management and repository

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.NACEN hosts around 69 compilations of E-books and E-exercises on various topics .

.An e-learning portal in the form of LMS

.A NACEN Wiki

.Schedule of various impending training courses

. The Centre of Excellence undertakes research in areas relating to indirect taxes.

. There are 9 Regional Training Centers at Delhi, Mumbai, Kolkata, Chennai, Bangalore, Hyderabad, Vadodara, Hazaribagh and Kanpur that cater to the training of the Group B and Group C officers

- ▶ ANTARANG- secured knowledge sharing platform among Departmental Officers.



The Road Ahead.....

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The aim of CBEC as apex body is to provide

- ▶ Efficient
- ▶ Transparent
- ▶ Responsive
- ▶ Accountable

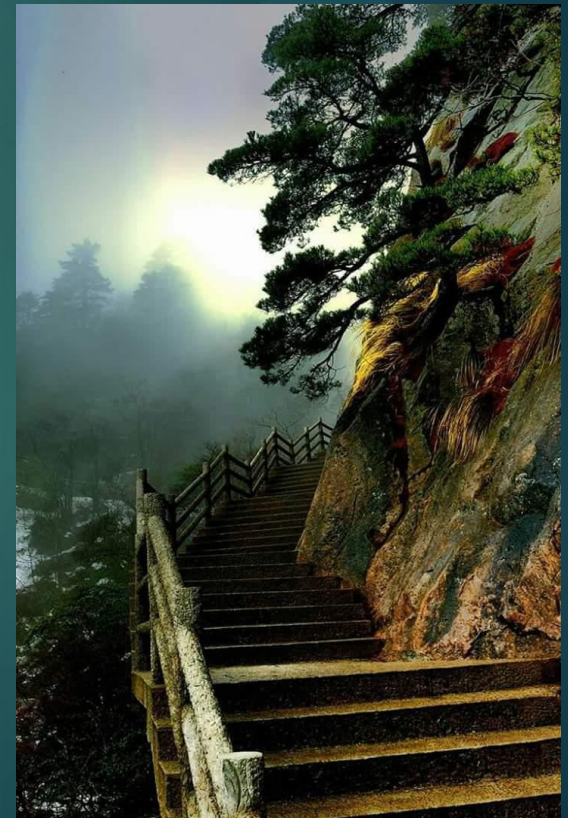
Tax administration.



A different Approach

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So here we are not aiming at exclusively on tax revenue but the focus is on raising the efficiency of tax collection including reducing the tax induced distortions and improving the business climate through rationalising the tax regime and simplifying the administrative procedures



Suggestions

- BUSINESS PROCESS REENGINEERING
- HUMAN RESOURCES
- KNOWLEDGE MANAGEMENT

**DO SOMETHING
TODAY THAT
YOUR FUTURE
SELF WILL
THANK YOU FOR.**

Business process re-engineering

- ▶ Taxing the informal sector: Dedicated Survey Cells
- ▶ Information Exchange and sharing with other departments/agencies
- ▶ Least number of discretionary powers to curb corruption
- ▶ Paperless office



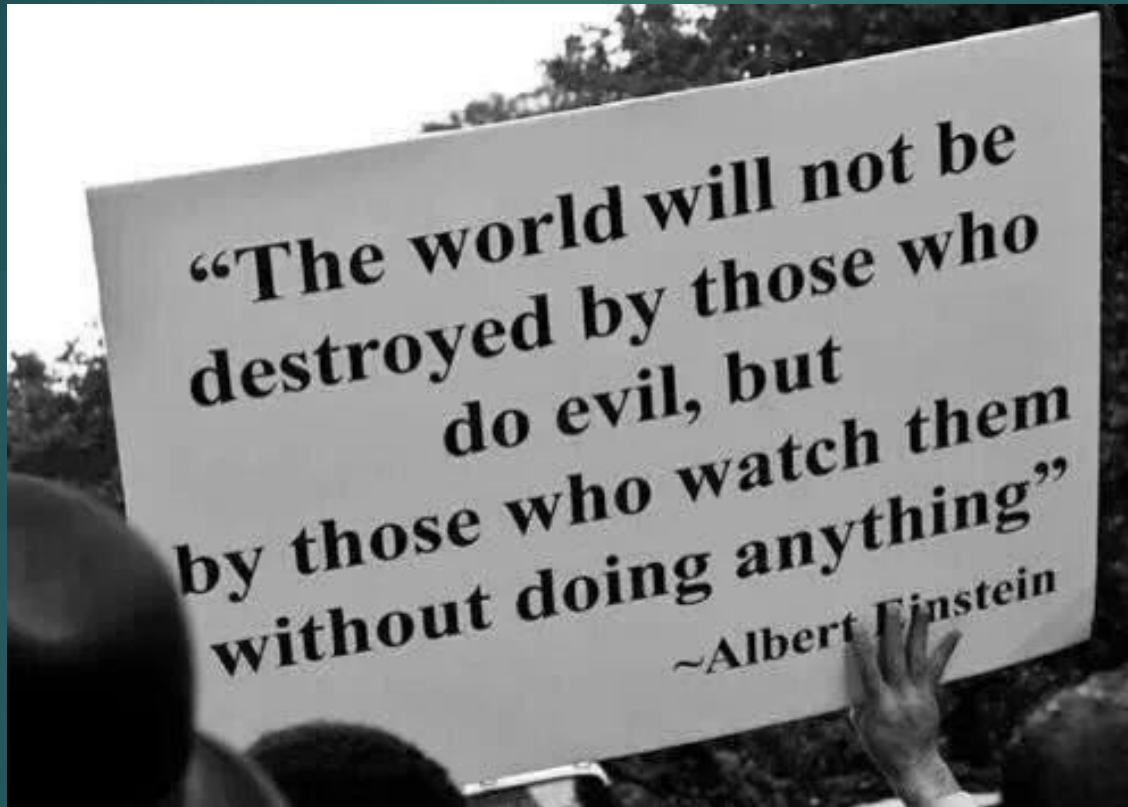
.....Business Process Re-engineering

- ▶ **National Call Centre to satisfy the queries of tax payers**
- ▶ **International data exchange system**
- ▶ **Creation of a separate Directorate of International Customs**
- ▶ **Automation of Reporting**



Curb corruption

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Knowledge Management

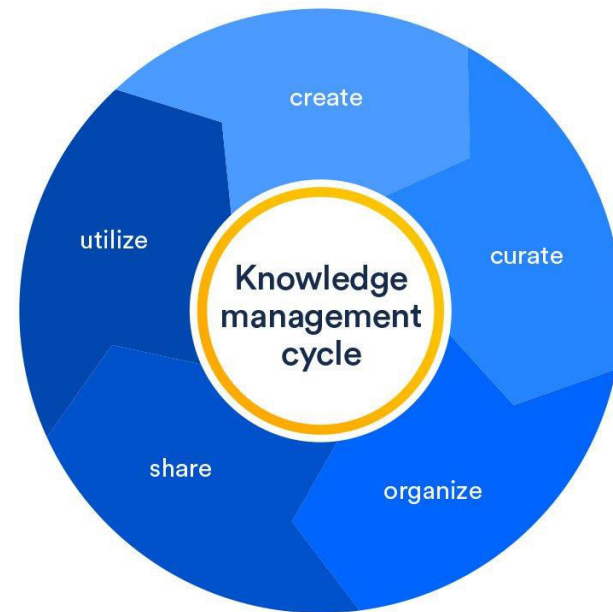
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Knowledge management

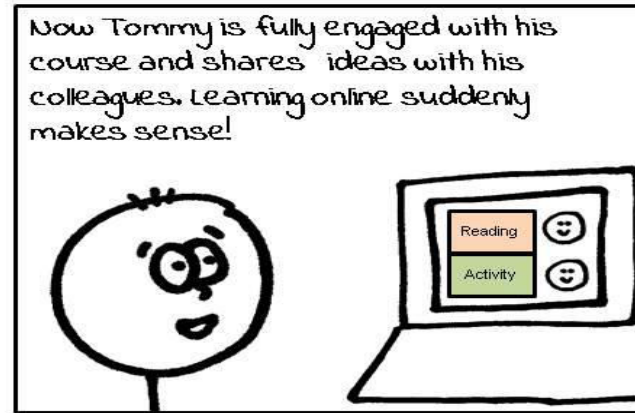
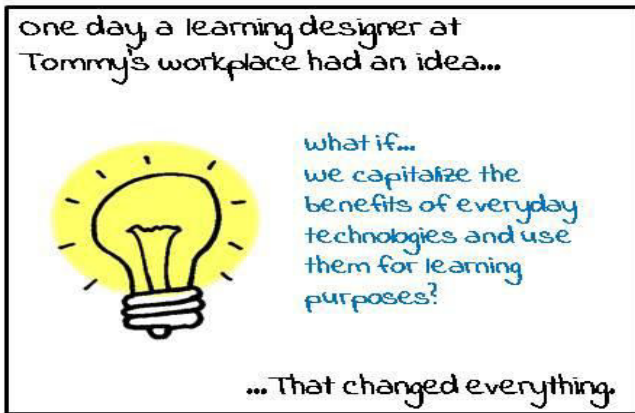
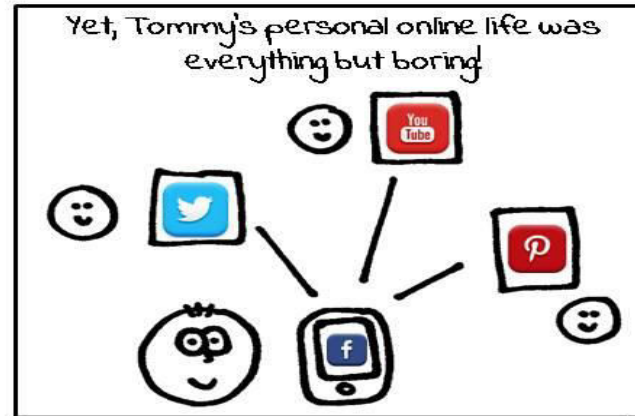
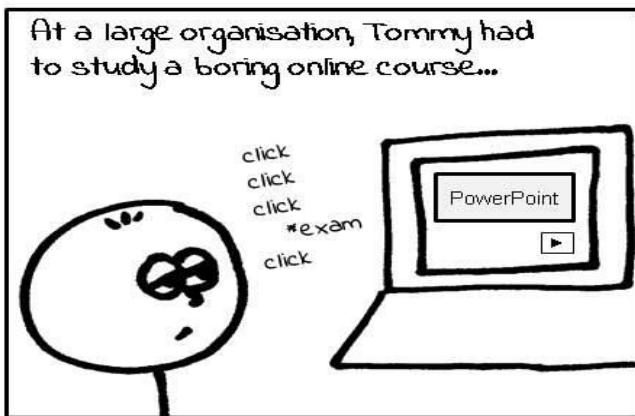
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- ▶ **Software/web based trainings and tests/self learning modules**
- ▶ **Inviting innovations in the organization**
- ▶ **Soft skills**



Web based trainings and tests/self learning modules

Comic by: Brenda Padilla.com | 2013 | CC BY-NC-SA 2.0



Inviting Innovations

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Logic will get you
from A to B.
Imagination will
take you everywhere

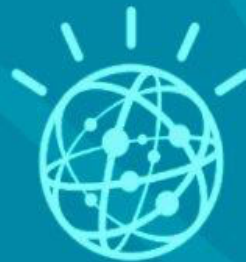
- Albert Einstein

Nurturing the talent: Digital reinvention and growth

The solution: digital reinvention.



Let inventive and restless talent spawn new business models.



Innovate via advanced analytics, cognitive computing and Internet of Things solutions.



Employ predictive analytics to enhance the customer experience and thrive in the cognitive era.

Human Resource Management

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Talent wins games, but
teamwork and intelligence
wins championships.

Michael Jordan

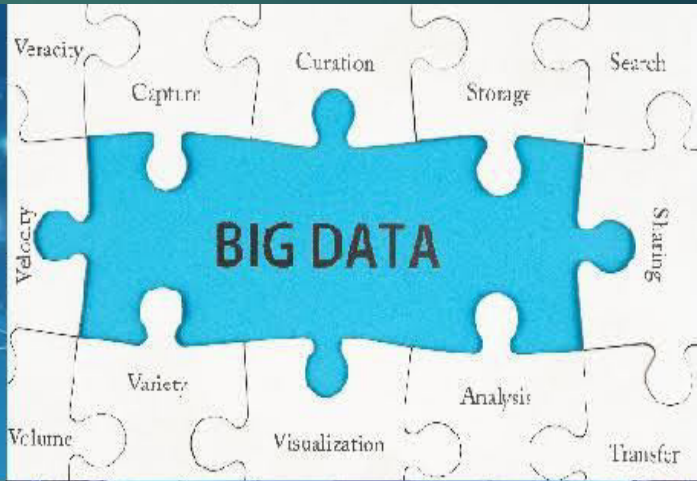
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HUMAN RESOURCE MANAGEMENT : Our organization is a team of teams:

- ▶ Profiling of Human Resource in CBEC : A central database of the human resource in CBEC
- ▶ Specialization of staff at each level
- ▶ Recruitment of Data Entry Operators

Central database

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There is no downside to encouraging employees

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Specialisation

“One of the huge mistakes people make is that they try to force an interest on themselves. You don’t choose your passions; your passions choose you.”

- Jeff Bezos

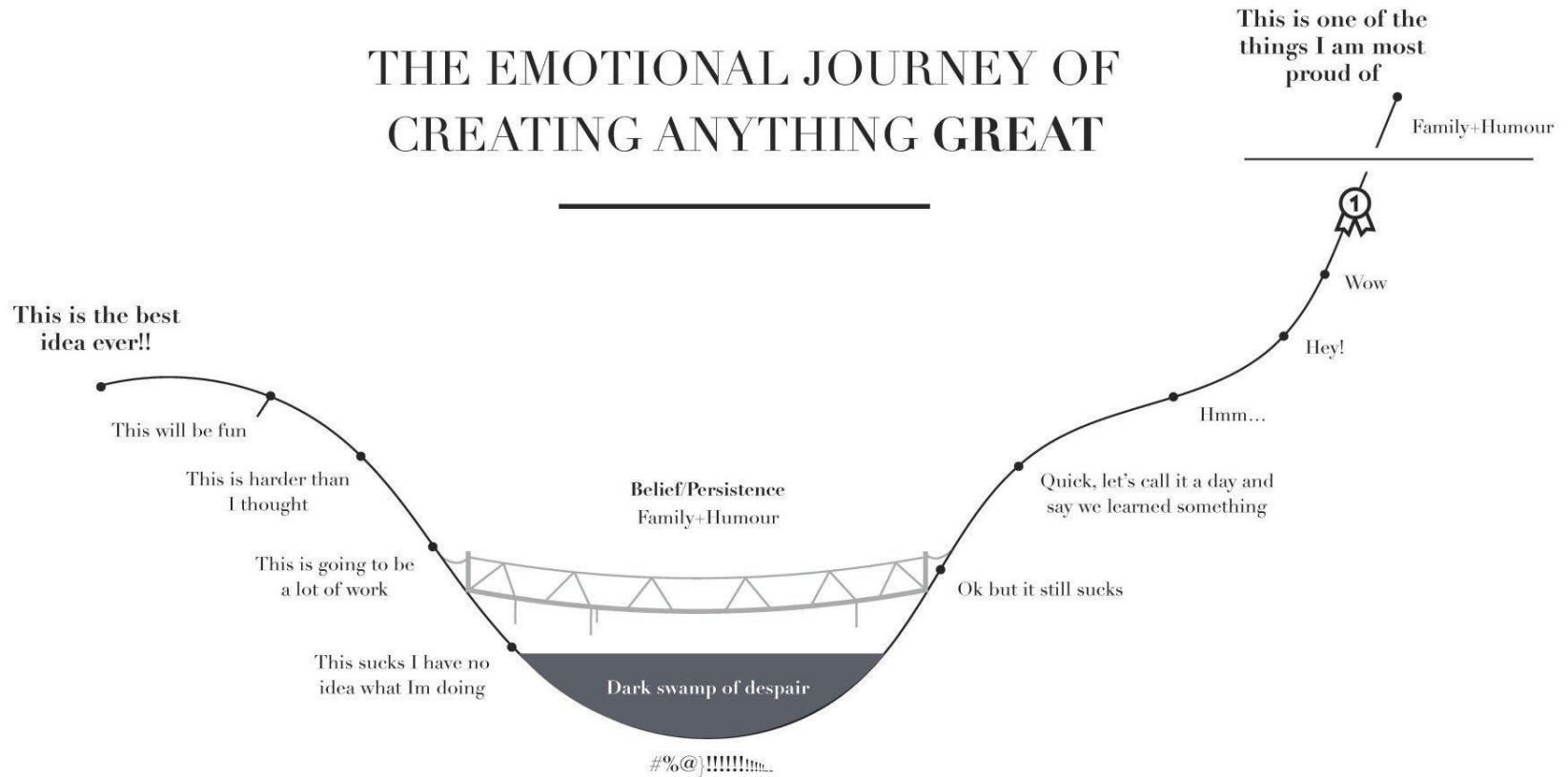


A “no excuses” work environment

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THE EMOTIONAL JOURNEY OF CREATING ANYTHING GREAT



THE EMOTIONAL JOURNEY IS INEVITABLE AND PERHAPS NECESSARY

Continuous Transformation = Capacity Building

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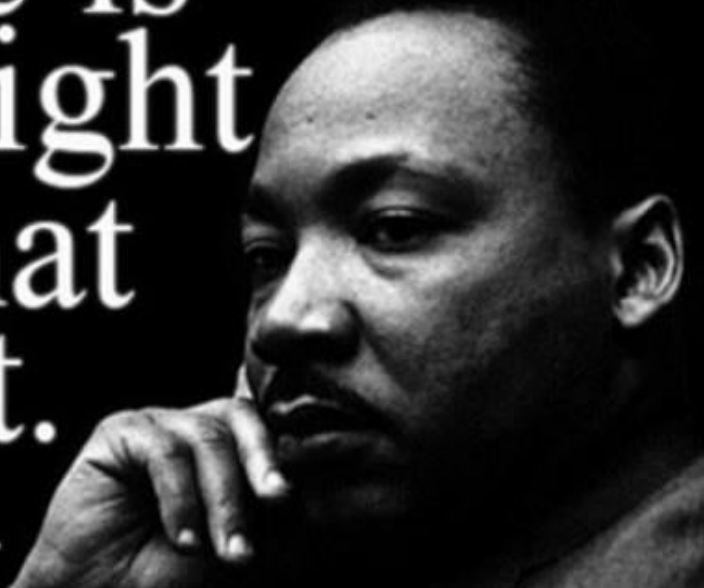


To exist is to change..
creating oneself endlessly
When you're finished changing,
you're finished

MELISSA
NADI
VIVIAN

The time is
always right
to do what
is right.

~ Martin Luther King Jr.



Thank you.