CAPACITY BUILDING IN CBEC

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

PRESENTATION BY-
Ms. Parul Garg
Ms. Pranjal Singh
Ms. Ujjwala Bhagwat
Ms. Rajeshwari Nair
Ms. Chongneithem Changsan
Ms. Hemlata Rai
Scheme of Presentation

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

Life is about creating yourself
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:

- **Individual level**: Developing public administrators that are responsive and accountable.
- **Societal level**: Modernizing existing institutions and supporting them in forming sound policies, organizational structures, and effective methods of management and revenue control.
- **Institutional level**: Enhancing the development of conditions that allow individual participants to build and enhance knowledge and skills.
Importance of individual and independent thinking

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

"The Trap of thinking"
CONSTRUCTIVE NONCONFORMITY

/kənˈstrɔktɪv ,nænkənˈfɔrmədē/

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
Leading by example

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

James Kent / @InspiringThinkn
Four step – Capacity Building Process

1. Assessment & Benchmarking
2. Action Planning
3. Capacity Building Activity Implementation
4. Reassessment, Evaluation & Learning
It’s a continuously creative process
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

**Steps in Business 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.
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

- **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

- GSTN – Goods and Service Tax Network
SWIFT, CCFC, DGTS, SEVOTTAM

Facilitation windows of CBEC
Efforts taken by CBEC

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

- CCFC – Customs clearance facilitation committee: established to simplify and streamline the inter-agency procedures and documentary requirement.
- DGTS – Directorate General of Taxpayers 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

- 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

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

- 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

- 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 aim of CBEC as apex body is to provide
- Efficient
- Transparent
- Responsive
- Accountable
Tax administration.
A different Approach

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
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

IF SOMETHING DOESN’T WORK CHANGE THE PLAN, DON’T CHANGE YOUR GOAL
…..Business Process Re-engineering

- National Call Centre to satisfy the queries of taxpayers
- International data exchange system
- Creation of a separate Directorate of International Customs
- Automation of Reporting
Curb corruption

“The world will not be destroyed by those who do evil, but by those who watch them without doing anything”

~Albert Einstein
Knowledge Management
Knowledge management

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

At a large organisation, Tommy had to study a boring online course...

Yet, Tommy’s personal online life was everything but boring!

one day, a learning designer at Tommy’s workplace had an idea...

Now Tommy is fully engaged with his course and shares ideas with his colleagues. Learning online suddenly makes sense!

...That changed everything.

What if... we capitalize the benefits of everyday technologies and use them for learning purposes?
Inviting Innovations

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.
Talent wins games, but teamwork and intelligence wins championships.

Michael Jordan
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
There is no downside to encouraging employees.
“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

Only those who risk going too far can possibly find out how far one can go.

T.S. Eliot

@DanVForbes
LeadWithGiantsCoaching.com
THE EMOTIONAL JOURNEY OF CREATING ANYTHING GREAT

This is one of the things I am most proud of

Family + Humour

This is the best idea ever!!

Wow

This will be fun

Hey!

This is harder than I thought

Hmm...

This is going to be a lot of work

Quick, let's call it a day and say we learned something

This sucks I have no idea what I'm doing

Ok but it still sucks

Dark swamp of despair

#%@$!12345!

THE EMOTIONAL JOURNEY IS INEVITABLE AND PERHAPS NECESSARY
Continuous Transformation = Capacity Building

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

The time is always right to do what is right.

~ Martin Luther King Jr.