



**AUTORIDADE ADUANEIRA**



## **Commissioner's Administrative Instruction**



### **"Stakeholder Engagement and Communications Plan – 2021-2023"**

Number \_\_\_\_ of \_\_\_\_ / \_\_\_\_ / 2021

## **1. DIRECTIVE TITLE**

This directive will be officially known as the **"Stakeholder Engagement and Communications Plan – 2021 to 2023"**.

## **2. SCOPE**

The provisions contained within this directive apply to all employees of the Customs Authority.

## **3. AUTHORIZATION**

This directive is issued by the Commissioner of the Customs Authority, per the following provisions of the Customs Organic Law, Decree-Law 2/2020:

- a) Article 9, Customs Authority Commissioner, paragraph (1c) allows the Commissioner to: "approve the administrative rules and/or instructions necessary for the operation of the Customs Authority, including the application of Customs legislation."

## **4. OBJECTIVES**

The objectives of this directive are to provide clear instructions on how to:

- a) Effectively engage with stakeholders on areas that they can influence, support, or facilitate the cross border movement of goods;
- b) Lead stakeholder engagement by embracing feedback and being recognized as an organization that makes changes based on stakeholder inputs; and
- c) Develop two-way communication into usual processes.

## **5. WHEN THIS DIRECTIVE APPLIES**

This directive and associated annexes apply to all employees acting in any official capacity, or in any other way, as a representative of the Customs Authority.

## **6. DIRECTIVE OWNER**

The owner of this directive is the Commissioner, who is responsible for:

- a) The implementation and application of all the provisions contained within this directive at both a local and national level within the Customs Authority;
- b) Ensuring that all employees have access to a written copy of this directive and associated annexes;
- c) Ensuring that all users receive appropriate training as required;

- d) Taking corrective measures in case the provisions contained within this directive are not strictly followed; and
- e) Proposing any changes or amendments to this directive when necessary circumstances so demand.

## **7. CHANGES**

Any changes to this directive, plan, and associated annexes, must be approved and signed by the Commissioner and then correctly updated and circulated to employees before any changes taking effect.

## **8. ENFORCING THIS DIRECTIVE**

All employees shall apply and enforce this directive, as per the following laws:

- a) Organic Structure of the Customs Authority, Decree Law 2/ 2020;
- b) Customs Code, Decree-Law 14/ 2017;
- c) Public Service Statute, Law No. 8/ 2004, Article 40 (2c); and
- d) Public Service Statute, Law No. 8/ 2004, Article 43.

## 9. COMMISSIONER'S APPROVAL, DIRECTIVES, AND DISSEMINATION

By virtue of Article 9 (1c) of Decree-Law 2/2020 that allows the Commissioner to:  
*"approve the administrative rules and/or instructions necessary for the operation of the Customs Authority, including the application of Customs legislation,"* I hereby:

- a) **Approve** this directive titled, "Stakeholder Engagement and Communications Plan – 2021-2023", and all its Annexes;
- b) **Direct** that this directive be communicated to all relevant CA employees and for all CA employees to implement, apply and enforce all parts of this directive as described; and
- c) **Direct** that this directive shall come into effect the day after the signed date below.

Signed on the.....day of ..... 2021

.....

**Jose Abilio**

Acting Commissioner

Customs Authority

Timor-Leste

*(official Customs seal)*

## 10. AMENDMENTS RECORD

### 10.1 Original Version

Date Approved (by Commissioner)	Version Number	Developer(s) Name
	v.1	

### 10.2 Amendments

Date Approved (by Commissioner)	Version Number	Developer(s) name	Reviewer(s) name

## **ANNEX I: Stakeholder Engagement and Communications Plan**



TIMOR-LESTE  
Customs  
Authority

# Stakeholder Engagement and Communications Plan

2021-2023

2021

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## MESSAGE FROM THE COMMISSIONER

The Customs Authority supports the Government of Timor-Leste to control the movement of goods, vehicles, ships, and aircraft into and out of, our country. Our mission is to ensure adequate state revenue collection, facilitate effective and efficient trade, and protect our communities from illegitimate and harmful goods. Our vision is to ensure Timor-Leste is a trusted global gateway for international trade.



Effective partnership with our stakeholders is critical for us to achieve our mission and vision. At all levels and across all areas of our organization, we acknowledge the great value, essential support, and partnership our stakeholders can provide towards facilitating effective and efficient trade.

We recognize that we share the same objectives as our stakeholders: building a prosperous trade industry built on clear strategies, ideas, innovations, and procedures.

This Stakeholder Engagement and Communications Plan sets out a clear vision for the next three years (2021-2023). This plan, which compliments the Customs Authority Five Year Strategic Plan, demonstrates how we will communicate effectively, be a responsive and accountable organization, and work in partnership with stakeholders to automate, deregulate, and streamline processes. Both plans should be read in conjunction, as together, they articulate our shared objectives and the diverse environment in which we operate.

We cannot make these changes alone. I call upon you as our stakeholders to help implement valuable and lasting improvements so Timor-Leste can realize the full potential of economic growth and social prosperity.

electronic signature image to be added

**José António Fatíma Abílio**

Acting Commissioner of Customs Authority

## **I. INTRODUCTION**

We operate in a unique and challenging environment. Our mission is to help the Government of Timor-Leste control the movement of goods that cross our borders. In doing so, we must balance the need to facilitate legitimate trade against collecting state revenue and protecting our communities from illegal and restricted goods.

We understand that effective communication is essential and a fundamental prerequisite for attaining our organizational goals. Our Stakeholder Engagement and Communications (SEC) Plan (herein referred to as the plan) presents our three-year approach to developing, establishing, and applying effective two-way communication with our stakeholders. Key activities will include face-to-face meetings, online engagement, public forums, workshops, and roundtables to address stakeholder needs, challenges, and opportunities. The trade industry and operating environment are constantly evolving, so effective stakeholder engagement between our stakeholders and us is critical.

Our plan includes multiple activities which we will implement and monitor over the next three years. It will also help guide how we operate our new Customs Trade Portal (CTP) and what steps we will take to ensure our stakeholders can access up-to-date information on various trade-related topics. Access to this type of information is essential and enables stakeholders to understand, respond to and influence the development and implementation of new procedures, regulations, or laws.

The need to provide our stakeholders with access to trade-related information is also recommended or required within several international standards, including:

- Chapter 7 (Application of Information Technology) of the World Customs Organization (WCO) International Convention on the Simplification and Harmonization of Customs Procedures (Revised Kyoto Convention).
- Article 1.1. (Publication), Article 1.2. (Information Available Through Internet), and Article 1.3. (Enquiry Points) of the World Trade Organization (WTO) Trade Facilitation Agreement (TFA).
- Article 7 (Fees and Charges Connected with Importation and Exportation), Article 65 (Transparency), and Article 66 (Enquiry Points) of the Associated South East Asian Nations (ASEAN) Trade in Goods Agreement (ATIGA).
- Part 3 (Transparency) and Part 10 (Relationship with the Private Sector) of the WCO Revised Arusha Declaration.

## 2. STAKEHOLDERS

Stakeholders can be referred to as people, groups or entities who are positively or negatively impacted by the decisions and activities of an organization. Stakeholders may be actively involved in an organization's activities, affected by an outcome, or in a position to influence potential goals. There are two major groups of stakeholders – internal stakeholders and external stakeholders:

- Internal Stakeholders

Internal stakeholders are individuals that are directly involved in the operation and management of the business. In this case, our internal stakeholders are members of the Customs Authority or members of the Ministry of Finance that maintain a level of management or oversight responsibilities for our organization. Our internal stakeholders have a vested interest in our organization and can directly affect or be affected by our successes or failures. Our internal stakeholders directly influence our outcomes, decisions, and performance as an organization.

- External Stakeholders

Our external stakeholders are those outside parties connected to us due to shared interests. In this case, our external stakeholders include members of the trading community, trade organizations or associations, other government agencies, community groups, foreign governments, international organizations, and public traveling in and out of Timor-Leste. Our external stakeholders are not involved in the everyday operations of our organization; however, our organizational activities do have an impact on them. In most cases, external stakeholders will not be aware of our organization's internal issues.

Given the complex trade environment we operate in, our stakeholders are large in numbers with different needs, interests, and influence. To ensure they can support our goals for effective and efficient trade facilitation, we have identified our stakeholders and their roles which can be found in **Annex I**.

## 3. GOALS AND OBJECTIVES

Our goal is to contribute towards Timor-Leste becoming a trusted global gateway for trade. In doing so, we are working hard to ensure that our processes, policies, and regulations are compatible with international standards. At the national level, we will support economic development by ensuring that we collect the correct duties and taxes. We aim to achieve these goals by delivering a modern and professional client-based service that establishes trust between our stakeholders and us. In partnership with our stakeholders, our activities will

encompass:

- Providing transparent, accurate, and timely information.
- Sharing ideas, feedback, and knowledge on trade-related issues and opportunities;
- Finding ways to reduce costs, deregulate administrative burdens, and automate and streamline procedures;
- Ensuring that operating processes, rules, and regulations are compatible with the needs of our stakeholders;
- Establishing forums that facilitate two-way communication, embrace change, and establish mutual recognition; and
- Making trade fairer by tackling illegitimate trade.

#### **4. KEY COMMUNICATION MESSAGES**

Our key communication messages are the main points of information that we want our stakeholders to hear, understand, and remember. Our key messages convey who we are, our vision and what we will do, and will help us to develop and enhance relationships with our stakeholders:

1. We are a modern and professional organization with the ambition to make trade faster, simpler, and fairer.
2. We will support efforts to join the World Trade Organization and ASEAN by modernizing our activities to become a valuable trading partner to the Indo-Pacific region and beyond.
3. We care for our public reputation and aim to build trust and partnership with our stakeholders.
4. We have incorporated new technology into our services such as ASYCUDA World, and the Customs Trade Portal, to deregulate processed, reduce costs and streamline procedures.
5. We value our staff and recognize the need for appropriate workplace standards.
6. Our procedures will meet the needs of our stakeholders and the requirements of international trading standards.

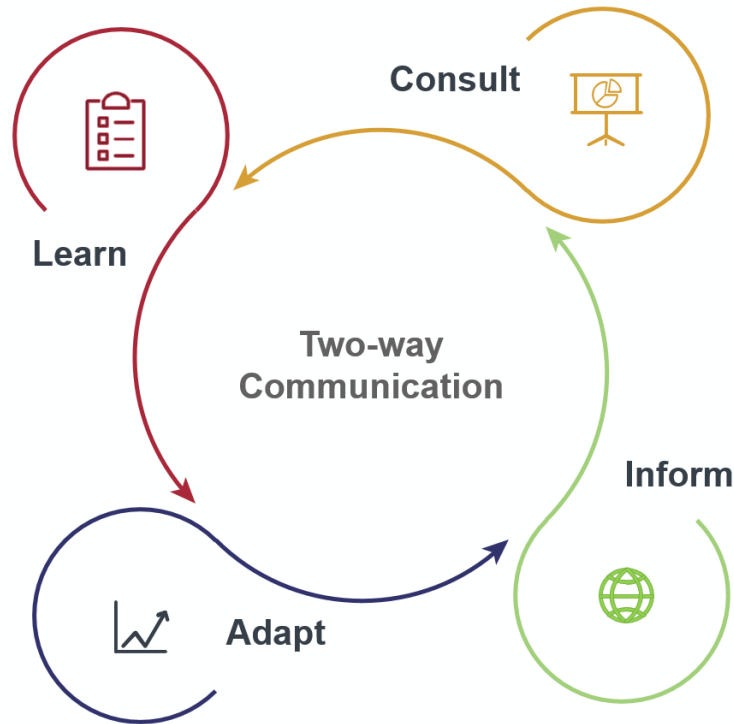
## 5. COMMUNICATION AND ENGAGEMENT METHODS

Communication is a two-way process wherein the message in the form of ideas, thoughts, feelings, and opinions is transmitted between two or more persons to create a shared understanding. For communication to be effective, the intended message must be successfully delivered by the sender and received and understood by the recipient.

We will encourage using two-way communication throughout our organization and apply these principles to all of our activities. Two-way communication, by definition, is the interchange of information and ideas from sender to receiver and vice versa. This may refer to internal communications amongst our workforce or communications between our external stakeholders and us. We will achieve this two-way communication by iteratively applying the following four methods:

1. **Consult:** We will consult and collaborate with our stakeholders and seek input on challenges, opportunities, and ideas.
2. **Learn:** We will regularly review how we do business and learn from our stakeholders' experiences.
3. **Adapt:** We will work directly with stakeholders to ensure that our policies, processes, and regulations are compatible with their requirements.
4. **Inform:** We will provide stakeholders with balanced and objective information to understand trade-related challenges, alternatives, opportunities, and solutions.

Incorporating these four elements will provide clear guidance, improved services, and solutions to both our internal and external stakeholders. This collaborative and iterative process will lead to more efficient decision-making and more sustainable actions:



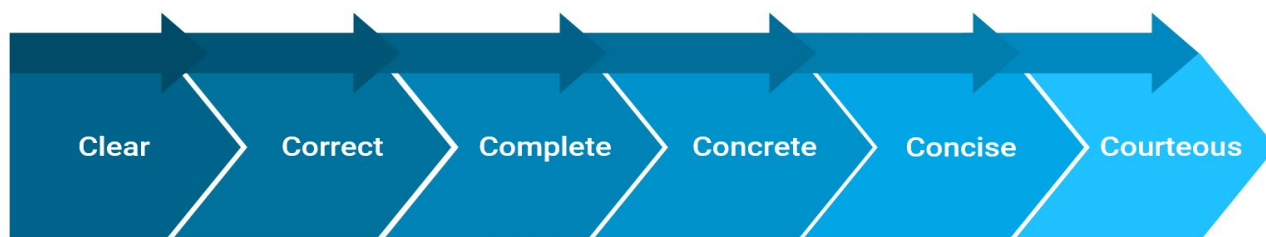
**Figure 1: Communication and engagement methods**

## **6. COMMUNICATION PRINCIPLES**

To help ensure that we can communicate with our stakeholders most efficiently and engagingly, our communications will be:

1. **Clear:** Clear and easily understandable.
2. **Correct:** Correct and well-timed.
3. **Complete:** Complete and include all relevant information.
4. **Concrete:** The message leaves no room for misinterpretation.
5. **Concise:** Precise and to the point.
6. **Courteous:** Respectful and polite.

By incorporating these principles, our daily activities, processes, and decisions will be enhanced, ensuring our service and engagement with stakeholders is of high quality and value. These principles will help improve our relationship with our stakeholders, reinforcing our commitment to a fruitful and beneficial partnership.



**Figure 2: Our communication principles**

## **7. KEY ACTIVITIES**

Over the next three years, we will implement and apply a range of activities that will help us to communicate and engage with our stakeholders effectively. These activities are summarized below. A more comprehensive list, which includes a description of how these planned activities will assist our stakeholders and how we will monitor effectiveness, is available in **Annex 2**.

- Build Organizational Capacity

We will work with our staff in the CA International Relations and Communications Unit (IRCU) to develop their capacity to implement this plan effectively and incorporate key information management systems to streamline processes. Our team will receive appropriate training in a number of areas, including media engagement and use of social media, stakeholder engagement, event management, development of outreach material, and the administration and management of the Customs Trade Portal.

- Stakeholder Database

We will develop a stakeholder database to record, manage and communicate with our stakeholders when needed. This database system will ensure that all staff know who our stakeholders are and can communicate easily with them. The information obtained within this database will be linked to dissemination of our publications, such as our external electronic monthly newsletters. This database will include information shown in **Annex 3**.

- Intranet System

We will develop and implement an intranet system. An intranet can be described as a computer network for sharing information, collaboration tools, operational systems, and other computing services within an organization. This intranet system, which will only be accessible to internal stakeholders, such as members of our workforce, will

include the following:

- Individual access: Each user will have their own username and password, meaning content can be tailored to each user's profile.
- Internal notices: A general area for keeping users updated on relevant changes to laws or rules, promotions, changes in position titles of personnel, etc.
- H.R. database: We will develop an employee database which we will use to record details of all our staff, including current and former positions, dates of service, training received, and other pertinent information. Each user will have access to their own personnel profile, within which, they can apply for training or make other recommendations or comments.
- Feedback and ideas: Facility for internal stakeholders to propose changes to systems or pitch their own ideas of how we may be able to work better.

- Internal Staff Notice

We will develop and publish a monthly staff notice to notify our internal stakeholders on any relevant changes to rules or laws, promotions, changes in personnel, upcoming events, etc. This staff notice will be available via the intranet and disseminated electronically via email to the workforce. This newsletter will be based on the template shown in **Annex 4**.

- External Newsletters

We will develop and publish a monthly external newsletter to inform our stakeholders on the importance of our organization, our progress, key results and inform them on various trade requirements and compliance. This e-newsletter will be uploaded to the CTP and a copy circulated via email to stakeholders using an appropriate automated platform, such as Mail Chimp or similar. This e-newsletter will be based on the template shown in **Annex 5**.

- Communicating with the Media

We recognize the vital role that media organizations play in our society. We will work with media organizations to promote the work we are doing, including the challenges we face and our successes. To ensure a consistent and professional approach to our dealings with the media, we will implement clear guidelines governing how we communicate and engage, and who is responsible. A copy of these media guidelines is available in **Annex 6**.



- Press Release and Press Conference Guidelines

We will develop key media engagement material, including press releases, media advisories and guidelines on developing a press conference to ensure the work of our organization is effectively communicated to national media and wider public audience. Press conferences will also provide us with the opportunity to disseminate critical information to the public pertaining to various laws, procedures and decisions which impact all our stakeholders. A copy of these media and event guidelines is available in **Annex 7**.

- Customs Trade Portal

One of the hallmarks of the global trading system, as codified by the World Trade Organization (WTO) and the World Customs Organization (WCO), is transparency of trade rules, processes, and policies. Transparency enhances the effectiveness and accountability of governments, and when the trading environment and business conditions are reliable, companies have confidence to invest and buy, helping to drive sustainable revenue collection. A key factor in achieving this goal is making all necessary regulatory requirements surrounding trade, freely and easily available to the public. The Customs Trade Portal (CTP) will provide users with free, online access to trade-related information, explaining the requirements needed to import or export goods. As well as explaining customs-related controls, the CTP guides what requirements may be necessary by Other Government Agencies (OGAs). The CTP provides a single integrated point of access to all trade-related information, including laws, procedures, regulations, licensing, taxation, and general business guidance for importers and exporters. The primary objective of the CTP is to provide transparent and relevant trade-related information, and in doing so, increase the compliance level and reduce the cost of doing business for traders. Further information relating to the CTP is available in **Annex 8**.

- Branding

Branding is important as it enables an organization to present a consistent visual identity. Consistent branding is essential for stakeholders to gain familiarity with the organization and to be assured that they can expect to receive a consistent service. To ensure that our branding is consistent and easily recognizable, we will combine our logo with the organization name, and apply it all of our outreach and promotional materials. This revised logo as available in both Tetum and English in **Annex 9**.

- National Customs Hotline

We will develop and launch the National Customs Hotline, enabling stakeholders to

report information to us on a 24/7 basis via a free phone number or by completing an online report form. To ensure it can be remembered easily, we will utilize the number “12200” for all voice calls. Alternatively, stakeholders can also provide information by completing an online report form which can be accessed via the CTP.

- Customs Trade Consultative Committee

We will develop and implement the Customs Trade Consultative Committee (CTCC). The CTCC will act as a consultative forum between our stakeholders and us. The committee, which the Customs Authority Commissioner AC will chair, will enable, and encourage two-way communication between regulatory agencies (such as us and other government agencies) and the private sector. It will allow all parties to discuss any impending changes to laws or regulations, existing or anticipated issues, delays to the movement of goods, or suggestions for improvements. This document will be developed separately and uploaded to the CTP and a copy circulated via email using contact details contained within the stakeholder database.

- Customs Client Services Charter

We will develop and publish the Customs Client Services Charter (CCSC). This charter will outline our commitment to providing transparent, predictable, and quality service to our stakeholders. It sets out how we will perform our activities and commits to publishing measurable standards of performance. The charter will also detail stakeholder responsibilities. This document will be developed separately and uploaded to the CTP and a copy circulated via email using contact details contained within the stakeholder database.

- Trade Seminars

We will deliver trade seminars to our stakeholders on a broad range of trade-related subjects. The seminars will enable us and our stakeholders to share feedback and ideas on ways in which processes and policies can improve. Trade seminars will also enable stakeholders to gain further information on international trading requirements and ensure their compliance for effective and efficient trade sector in Timor-Leste.

- Information Booklets

We will develop and publish short information booklets in English, Tetum, and Portuguese languages. To ensure that a broad audience can easily understand these booklets, we will use simple and straightforward language and include appropriate diagrams, process maps, and tables. As well as printing a limited number of copies, we will make these booklets available electronically on the CTP and circulate via email

using contact details contained within the stakeholder database.

- Outreach Materials

We will develop and publish outreach materials in English, Tetum, and Portuguese languages that help to promote and publicize our work. Where appropriate, these materials will include short video clips, posters, banners, leaflets, and other materials. As well as printing a limited number of copies, we will make these booklets available electronically on the CTP and circulate via email using contact details contained within the stakeholder database.

- Social Media

We will develop and maintain a social media presence by creating a Customs Authority Facebook page, Twitter, and LinkedIn account to promote the importance of our work, inform national and international traders on our trading requirements and stay connected to regional and global trends. Information will be provided in English and Tetum, and material will include, written posts, videos, blogs, question polls, re-shares and live streaming.

- Indonesian Bahasa

We will update the CTP and the Customs Hotline systems to include content and options in the Indonesian Bahasa language.

- National Enquiry Point

The World Trade Organization defines an “enquiry point” as an official, or office, in a member government designated to deal with enquiries from other WTO members and the public on trade facilitation issues. The establishment of an enquiry point has been made a requirement under Article I (Publication and availability of information) of the WTO Trade Facilitation Agreement (TFA). Currently, most requests for information or general enquiries are made in writing and routed directly to the Commissioner. This causes unnecessary delays and costs in time and money for both us and our stakeholders, as the written request has to be processed, delegated to a relevant section, and then responded to in writing. As a first step, we will include a rudimentary enquiry point within the CTP that will include over 150 pre-developed Q&A. In the longer-term, we will create a fully automated and web-based National Enquiry Point (NEP) system that will build upon the information already contained within the CTP. In addition, the NEP will provide stakeholders with the facility to securely submit a written enquiry to us. This enquiry will be initially assessed by us, and then routed to one of our team best suited to address the request. Our written

response will then be sent through the NEP directly to the stakeholder. As the system is web-based, it will significantly speed up the process, and allow for auditing of the accuracy and timeliness of our responses.

## **8. IMPLEMENTATION TIMELINE**

The activities detailed in this plan will be developed and implemented over a three-year period. In doing so, we expect to overcome several existing challenges that we and our stakeholders face today, including limited access to trade-related information, redundant services, underdeveloped partnerships and lack of collaboration, and limited visibility and branding of the organization. Where appropriate, we will work with other government agencies and members of the international community to identify and secure relevant assistance in achieving this plan.

By implementing and applying the activities contained within this plan, we expect to build effective and sustainable relations with our stakeholders thru two-way communication, idea-sharing, collaboration and the mutual development of key policies and procedures. Moreover, ensuring access to trade-related material via several platforms will help our stakeholders to better understand what is expected of them, and conversely, the adoption of the Customs Client Services Charter will help stakeholders to better understand what they can expect from us as an organization. We have included a timeline for implementation of the activities described within this plan in **Annex 10**.

## ANNEX I: STAKEHOLDERS

As each stakeholder has different needs, and not all stakeholders will require the same level of communication or engagement. We will review this list periodically to ensure that we understand the roles that our stakeholders play, and to ensure that new stakeholders are also included:

Group	Stakeholder Description	Role
<b>Internal Stakeholders</b>		
<b>Customs Authority</b>	<ul style="list-style-type: none"> <li>• All members of the CA workforce.</li> <li>• Contractors employed by the CA</li> </ul>	<p>Our staff are at the forefront of service delivery and execute their daily duties through their engagement with stakeholders. If our employees' interests, needs and influence are not effectively managed through regular communication and engagement, they can negatively impact our service delivery and hinder major outcomes and processes.</p> <p>Customs staff regular engagement on weekly basis as they are critical for the implementation and operation of day-to-day activities and ensuring stakeholders comply with necessary procedures, policies, and laws.</p>
<b>External Stakeholders</b>		
<b>Government Agencies directly involved in the Cross-border Movement of Goods</b>	<ul style="list-style-type: none"> <li>• Ministry of Finance</li> <li>• Ministry of Agriculture and Fisheries</li> <li>• Ministry of Health</li> <li>• Ministry of Transport and Communications</li> <li>• Ministry of Tourism, Commerce, and Industry</li> <li>• Ministry of Petroleum and Mineral Resources</li> <li>• Police National Timor-Leste</li> <li>• Air Navigation National</li> </ul>	<p>A number of government agencies play a direct role in the cross-border movement of goods. For example, some agencies maintain their own regulatory controls on the import or export of certain goods – i.e., the Ministry of Agriculture and Fisheries applies controls to the movement of certain foodstuffs. Other agencies – such as the Port Administration of Timor-Leste play a direct role in the management of Dili Seaport.</p> <p>These types of stakeholders require regular</p>

	<p>Timor-Leste</p> <ul style="list-style-type: none"> <li>• Port Administration of Timor-Leste</li> </ul>	<p>engagement as they play a day-to-day role in the development, implementation and application of procedures, regulations, and laws that directly impact the movement of goods.</p>
<b>Customs Brokers</b>	<ul style="list-style-type: none"> <li>• Licensed Customs Brokers</li> </ul>	<p>Brokers arrange clearance of goods on behalf of importers and exporters and are responsible for clearing goods quickly and easily through Customs and quarantine before they reach the desired market.</p> <p>Brokers require weekly communication and engagement as they are responsible for spur trade through the fast release of goods and applying correct taxes and duties to goods.</p>
<b>Importers and exporters</b>	<ul style="list-style-type: none"> <li>• Individuals</li> <li>• Companies</li> </ul>	<p>Importers (including direct consumers) source products from overseas, initiating the import process. Exporters source Timorese products and commence the export process to allow for their sale in overseas markets.</p> <p>Importers and exporters are vital to the economic growth of the country. They require regular communication and engagement to ensure they comply with regulations, taxes and policies to ensure goods are quickly released into the local market.</p>
<b>Government Agencies indirectly involved in the Cross-border Movement of Goods</b>	<ul style="list-style-type: none"> <li>• Ministry for the Coordination of Economic Affairs</li> <li>• Police Scientific Investigation for Criminals</li> <li>• Anti-corruption Commission</li> </ul>	<p>Government Agencies indirectly involved in the cross-border movement of goods support procedural integration to further enhance streamline process and decision making.</p> <p>Government Agencies indirectly involved in cross-border movement of goods, require periodic communication and engagement,</p>

		as they are not directly responsible for the movement of goods. Even still, we will ensure that we update these stakeholders on changes to rules and regulations as they occur.
<b>Chamber of Commerce</b>	<ul style="list-style-type: none"> <li>• Timor-Leste Chamber of Commerce</li> </ul>	<p>The Chamber of Commerce spurs private sector business within Timor-Leste and through cooperative agreements with foreign Chambers of Commerce.</p> <p>The Chamber of Commerce requires regular communication and engagement as they are responsible for assisting traders with trade facilitation and ensuring Government-to-Government agreements are in alignment with the country's economic needs and laws.</p>
<b>Trade Organizations or Associations</b>	<ul style="list-style-type: none"> <li>• Timor-Leste Women's Business Association</li> <li>• TradeInvest</li> <li>• SERVE</li> </ul>	<p>Trade organizations and associations spur dialogue, ideas, procedures and decision to facilitate effective and efficient trade. They are responsible for encouraging creating investment in the country and supporting local traders.</p> <p>Trade organizations require regular communication and engagement to ensure compliance with regulations and agreed decision making to spur investment and economic development.</p>
<b>Authorized Banks</b>	<ul style="list-style-type: none"> <li>• BNU</li> <li>• BNCTL</li> </ul>	<p>Authorized banks collect tax revenue and liaise with brokers for the payment of duties and import taxes.</p> <p>Banks require some communication and engagement, to ensure taxes are correctly collected and fairly applied.</p>
<b>Civil society groups</b>	<ul style="list-style-type: none"> <li>• Redy Feto</li> </ul>	Civil Society Groups aim to address cross-cutting issues relating to trade and support the CA in promoting key problems and

		<p>challenges.</p> <p>Civil Society Groups require periodical communication and engagement as they often represent members that are involved in activities connected to the movement of goods, such as the illegal movement of people, involvement of women in trade, and environmental issues.</p>
<b>Development Partners</b>	<ul style="list-style-type: none"> <li>• UN related agencies: <ul style="list-style-type: none"> <li>– International Organization for Migration</li> <li>– United Nations Development Program</li> <li>– World Food Program</li> <li>– World Health Organization</li> <li>– United Nations Women</li> </ul> </li> <li>• Japan International Cooperation Agency</li> <li>• Korea International Cooperation Agency C</li> <li>• United States Agency for International Development</li> <li>• German Agency for International Development</li> <li>• Asian Development Bank</li> <li>• Portuguese Cooperation Agency</li> <li>• European Union delegation</li> </ul>	<p>Development Partners contribute to the economic and social progression of the country. They provide technical assistance and resources to assist the CA mandate. Development Partners import and export multiple products required for projects and programs to function.</p> <p>Development Partners require regular communication and engagement as they are responsible for supporting the economic development of the country. They require ongoing consultation to ensure they are informed on challenges and opportunities and can effectively contribute to solutions.</p>
<b>Foreign Governments and Delegations</b>	<ul style="list-style-type: none"> <li>• Australia</li> <li>• Portugal</li> <li>• Japan</li> <li>• Korea</li> <li>• Indonesia</li> <li>• China</li> <li>• United States of America</li> <li>• European Union delegation</li> </ul>	<p>Foreign Governments advise Timor-Leste on the economic and social progression of the country. Together with the Timorese Government they established bi-lateral and multi-lateral agreements to enhance cooperation, economic benefit, and social wellbeing.</p> <p>Foreign Governments require regular communication and engagement as they are</p>



		responsible for ensuring they comply with Timorese trade laws and can contribute where possible to the facilitation of trade.
<b>International Organizations</b>	<ul style="list-style-type: none"> <li>• Association of South East Asian Nations</li> <li>• World Trade Organization</li> <li>• World Customs Organization</li> <li>• Oceania Customs Organization</li> <li>• World Bank</li> <li>• Asian Development Bank</li> </ul>	<p>International organizations regulate trade by providing technical knowledge and procedures on reducing costs, streamlining procedures, enhancing trade opportunities.</p> <p>International Organizations are an important stakeholder given Timor-Leste accession efforts to ASEAN and WTO. These stakeholders require regular communication and engagement, to understand the local challenges and opportunities of trade in Timor-Leste, and to provide relevant training, procedures, technical inputs and assistance to support Timor-Leste.</p>

## ANNEX 2: KEY ACITIVITIES

The table below describes how we aim to implement and monitor our key communication and engagement activities to ensure our activities directly support the achievement of our goals and mission. The key activities below, serve to demonstrate how each activity will assist our stakeholder's needs and how we aim to monitor the effectiveness of each of these activities.

Activity	How will this activity assist our stakeholders?	To monitor impact and effectiveness, we will:
Build Organizational Capacity	The CA International Relations and Communications Unit (IRCU) will be the lead communications and engagement unit within our organization, who will also be the first responder to developing strong partnerships with our stakeholders. The IRCU will ensure all communications and engagement activities are implemented effectively and contribute to our organizations mission. The IRCU will undergo training and capacity development to ensure activities are effectively implement and contribute to the facilitation of trade and compliance.	<ul style="list-style-type: none"> <li>• Ensure the team is appropriately staffed.</li> <li>• Ensure the team has copies of relevant guidelines, procedures, and templates.</li> <li>• Provide technical skills and capacity to develop outreach material.</li> <li>• Incorporate modern systems to streamline activities, and management daily work.</li> <li>• Deliver training to staff on management of the Customs Trade Portal</li> <li>• Improve staff written and oral communication skills.</li> <li>• Provide training on media engagement and crisis management.</li> <li>• Ensure staff adopt and embed the Customs Client Services Charter into</li> </ul>

		daily activities.
Develop Stakeholder Database	<p>We target the appropriate stakeholders and ensure their needs are understood as well as met. The stakeholder list will be used by the CA to assess their plans and activities and decided which appropriate methods can be taken to target stakeholders, spurring stakeholder support and influence.</p> <p>The stakeholder list will be stored on a database system connected to the E-Newsletter software to ensure stakeholders are regularly informed on recent updates, changes and advances made by our organization. . This will reduce time and confusion by the IRCU to email individual stakeholders and it will improve CA efforts for modernized communication platforms.</p>	<ul style="list-style-type: none"> <li>• Periodic Assessment to identify current stakeholder needs and incorporate new stakeholders into the list.</li> <li>• Monthly management of the stakeholder database system to ensure contacts, names and positions are correct and amended if needed.</li> </ul>
Develop the Customs Monthly E-Newsletter (internal and external)	Stakeholders will be informed on the work of the CA. Stakeholders will be kept up to date with relevant developments in trade across the region and how they align to the work of the CA in Timor-Leste, this will also highlight the importance of the CA as a regional player to the Indo-pacific and beyond and the need to comply with international trade requirements.	<p>Ongoing monitoring of:</p> <ul style="list-style-type: none"> <li>• Number of subscribers.</li> <li>• Number of enquiries.</li> </ul>
Communicating with the Media	CA employees will be equipped with relevant guidelines and training on how to communicate with the media to ensure local media accurately captures the role of the CA and that the organizations reputation is well protected when engaging with media outlets.	<ul style="list-style-type: none"> <li>• Number of staff trained on how to engage with the media.</li> <li>• Number of guidelines and templates used by staff to guide their engagement with the media.</li> </ul>
Press Releases and Event Guidelines	Press releases, media advisories and event guidelines will be disseminated to IRCU staff. IRCU staff will also undergo training on how to develop an effective press conference. Both press releases and press conference will inform stakeholders on the work of the CA, including major decisions,	<ul style="list-style-type: none"> <li>• Number of press releases published.</li> <li>• Number of press release enquiries.</li> <li>• Number of media interviews and</li> </ul>

	<p>policies, activities and outcomes. This will raise the visibility of the CA and its importance to the country for economic development. Stakeholders will also be able to access further information related to their trading requirements.</p>	<p>enquiries.</p>
<p>Develop and Implement the Customs Trade Portal (CTP)</p>	<p>The CTP will replace the existing CA website. The CTP will be an online portal that is accessible to users free of charge 24/7. The CTP provides stakeholders with the following access to information:</p> <ul style="list-style-type: none"> <li>• Access to trade related information, legislation, procedures, and regulations.</li> <li>• Information on other government agencies.</li> <li>• Information for individuals and business.</li> <li>• Crime report form and hotline information.</li> <li>• News, media, and publications.</li> <li>• ASYCUDA World login.</li> <li>• Harmonized Tariff Search bar.</li> <li>• Exchange rate system.</li> <li>• Over 150 FAQ.</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor feedback from users via our in-built online customer satisfaction survey.</li> <li>• Monitor the number of documents downloaded from the CTP to assess user information needs.</li> <li>• Adjust the CTP as per our user's recommendations.</li> </ul>
<p>Branding</p>	<p>We will incorporate key messaging into all outreach material, and ensure a consistent visual identity, through color schemes, logo placement, key messaging, and design. Branding will reassure stakeholders that they can expect to receive a consistent service. This will ultimately, build trust</p>	<p>Quarterly monitoring and discussions with stakeholders to identify their:</p> <ul style="list-style-type: none"> <li>• Familiarity with our brand.</li> <li>• Awareness of our mission and vision.</li> </ul>

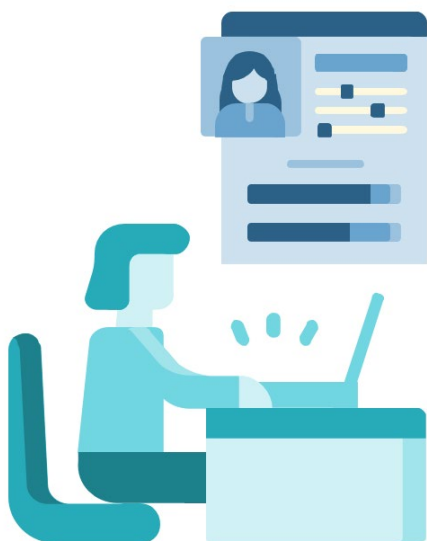
	between the CA and stakeholders and allow for two-way communication.	
Promote the National Customs Hotline	<p>The new National Customs Hotline is an opportunity for stakeholders to report crime in trade and help the CA and other Government Agencies respond appropriately.</p> <p>We will promote and raise awareness on the National Customs Hotline in the following ways:</p> <ul style="list-style-type: none"> <li>• Develop outreach material, and raise public awareness by producing the following outreach materials: car stickers for our official vehicles; information coasters; lanyards; mugs; banners; posters; information wheels.</li> <li>• We will also work with media organizations to: send short SMS text messages to members of the public; promote the Hotline video on TV; include a dedicated Hotline information page on the CTP; share Hotline video and posters via social media accounts and instant messaging platforms, such as WhatsApp; develop press releases and media advisory to encourage stakeholders to report crime.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of calls received to the Hotline.</li> <li>• Number of reports received on the CTP.</li> </ul>
Customs Trade Consultative Committee	<p>The Customs Trade Consultative Committee (CTCC) will be a consultative forum between our stakeholders and us. Chaired by the Customs Authority Commissioner AC, this will enable and encourage two-way communication between regulatory agencies and the private sector.</p> <p>Meetings will be held bi-monthly which will allow all parties to discuss changes to laws or regulations, existing or anticipated issues, delays to the movement of goods, or suggestions for improvements.</p>	<p>Discussions within committee meetings will be encouraged to evaluate:</p> <ul style="list-style-type: none"> <li>• Stakeholders satisfaction with the committee</li> <li>• Receive feedback on improvements, for processes, agreements, and implementation.</li> </ul>

Customs Client Service Charter	All CA employees will undergo training and knowledge on how to execute our Customs Client Service Charter (CCSC). Group training, workshops, discussions, and manuals will be provided to employees to ensure activities and commitments are of a measurable standard of performance and reflect the CA values. Training will also incorporate skills development in communication, problem solving, teamwork and decision making. IRCU will develop details for stakeholder's role and responsibilities to ensure their support can be obtained.	Group discussions, meetings and workshops will be implemented to assess challenges, solutions, and areas that may require adjustment.
Trade Seminars	Stakeholders will be engaged with regularly through face-to-face meetings, workshops, public information sessions, panel discussions, forums, and roundtables. Engagement seminars, will give stakeholders the opportunity to voice their needs, ideas, knowledge, and challenges, and develop two-way communication with the CA.	Group discussions during and after each seminar will be encouraged to allow stakeholders to comment upon the effectiveness of the seminar material and provide them with an opportunity to make recommendations for change.
Develop Information Booklets	Trade information booklets will be provided to stakeholders to ensure they are appropriately informed and can comply with trade requirements.  Trade information booklets will also provide stakeholders with the ability to independently follow procedures and guidelines, helping them gain confidence with trading in Timor-Leste.	Group discussions during and after each seminar (during which these materials will often be used) will be encouraged to allow stakeholders to comment upon the effectiveness of the seminar material and provide them with an opportunity to make recommendations for change.
Develop Outreach Material	We will develop outreach material to inform stakeholders on various trade-related topics, promote the importance of the CA and encourage active participation from stakeholders to contribute to various policies, process,	Feedback will be encouraged from stakeholders on the effectiveness of the outreach material, and to provide them

	and procedures.	with an opportunity to make recommendations for change.
Implement Customs Social Media Accounts	Stakeholders will be regularly informed about our daily work, including success stories and a summary of changes to laws, regulations, or procedures.	<p>Use of social media analytics to assess online user engagement, such as:</p> <ul style="list-style-type: none"> <li>• The Number of likes per post.</li> <li>• Increase or decrease in followers.</li> <li>• Number of positive or negative engagements or reactions.</li> <li>• Scope and nature of comments made in response to postings.</li> </ul>

## ANNEX 3: STAKEHOLDER DATABASE

We will develop, implement and maintain a stakeholder database which contains contact details for all our relevant stakeholders. Information contained within this database will be used to electronically communicate information to our stakeholders, such as the monthly e-newsletters, and other relevant updates:

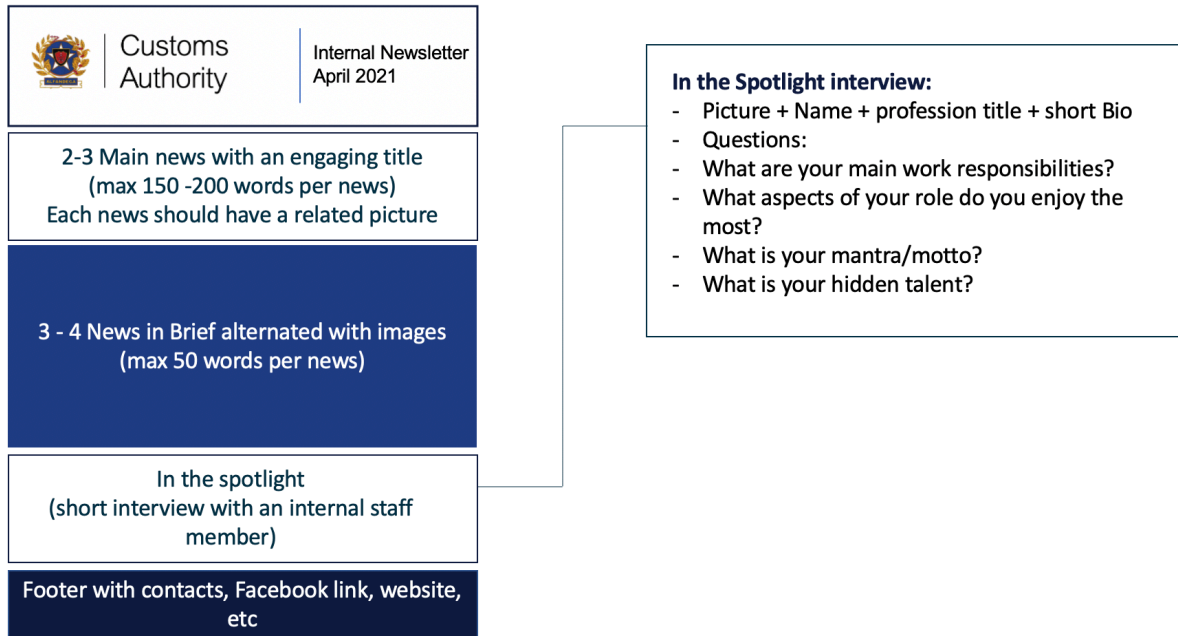


- Company Name
- Company Address
- Company Email
- Company Phone Number
- Contact Name (1); Position; Email; Number
- Contact Name (2); Position; Email; Number



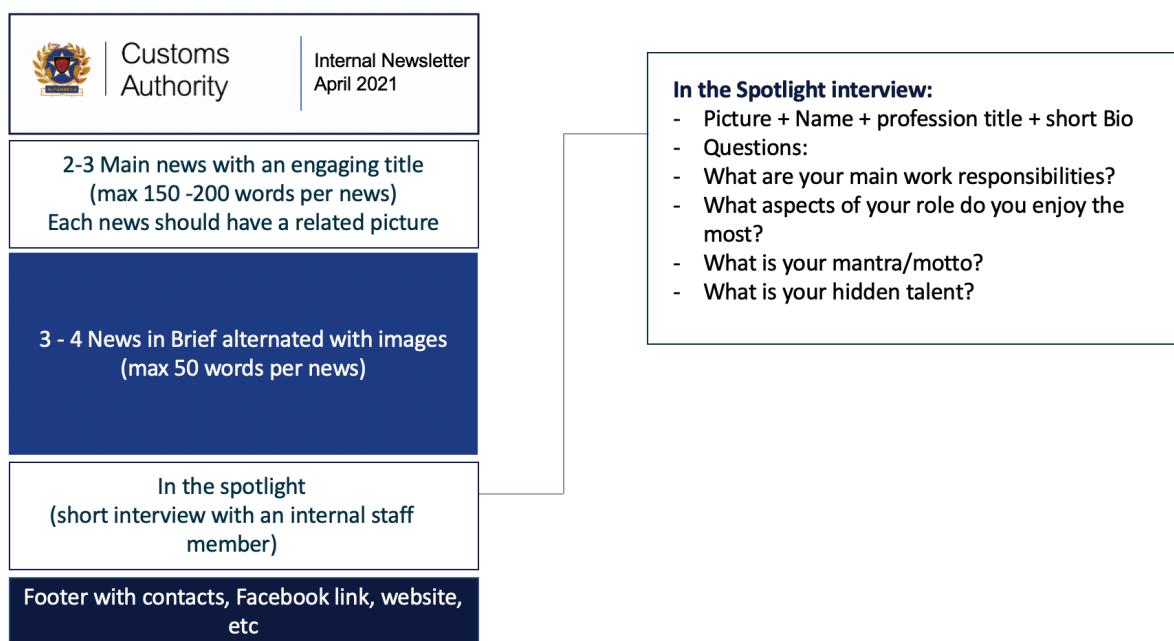
## ANNEX 4: INTERNAL STAFF NOTICE TEMPLATE

We will develop and publish an internal newsletter monthly to notify our workforce on new changes and highlight adoption of best practices.




## ANNEX 5: EXTERNAL E-NEWSLETTER

The external newsletter should be utilized to highlight key achievements to stakeholders and inform them on any new trade procedures.



## ANNEX 6: MEDIA GUIDELINES

We recognize the critical role that media organizations play in our society. To ensure a consistent and professional approach to our dealings with the media, we will adopt and apply the guidelines detailed below when communicating with media organizations.

 <div> TIMOR-LESTE  <b>Customs  Authority</b> </div>	<h3 style="text-align: center;">Guidelines for Communicating with Media Organizations</h3>
<b>Purpose</b>	
<p>To help guide our media engagement and liaison activities, we will follow these guidelines when communicating with media organizations.</p>	
<b>Principles</b>	
<p>When dealing with the media we will observe the following principles:</p> <ul style="list-style-type: none"> <li>• Accurate, timely, and consistent information is provided to the media.</li> <li>• The Commissioner will be the spokesperson to provide sources of information.</li> <li>• Our integrity and professional image are preserved.</li> <li>• Issues are monitored and handled in an appropriate manner.</li> </ul>	
<b>Procedures</b>	
<ul style="list-style-type: none"> <li>• All statements made to the media are only made by the Commissioner or his or her delegated spokesperson.</li> <li>• Our staff and leadership team, despite rank or position are not allowed to make any statements on behalf of CA, unless expressly directed or authorized by the Commissioner.</li> <li>• The CA International Relations and Communications Unit (IRCU) will coordinate and respond to all media enquiries.</li> <li>• All queries to staff from the media are to be referred immediately to the IRCU, and if an emergency, to the Commissioner.</li> <li>• The IRCU will determine general queries and organize the most appropriate response to</li> </ul>	

the request for comment or information in liaison with the Commissioner. This may include an interview or photo opportunity, and where a media agency requests information on a specific topic, the response will be provided to them exclusively.

### Authorized Spokesperson

Topic/ Issue	Definition	Spokesperson
Political	Involves matters of policy, Commissioners positions and dealings with government bodies or municipal advocacy.	Commissioner
Legislation and Strategic Policy	Involves legal procedures and updates and the long-term vision for CA.	Commissioner
Operational and technical	Involves the day-to-day operation of our organization, including the programs and services.	Commissioner
Special Interest	Stories that focus on human interest matters. These do not delve into the operation or strategic policy matters.	Commissioner

### Media Engagement Rules

Leadership Team and the media	<ul style="list-style-type: none"> <li>Under no circumstances are our staff able to speak in any capacity on work related matters to the media.</li> <li>All media releases must be issued under our organizations official name and coordinated by the IRCU.</li> <li>Leadership must be briefed by the IRCU on topics for which they are the authorized spokesperson, prior to any engagement with the media. Leadership team may be quoted in media releases to their portfolio. Where there is more than one representing a portfolio, the spokesperson responsibility will be shared as agreed.</li> <li>If a senior leader has taken a lead role in a specific project or initiative, the Commissioner may delegate him/ her to assume spokesperson responsibilities.</li> </ul>
CA officers	<ul style="list-style-type: none"> <li>All media enquiries must be referred to IRCU in the first instance.</li> <li>Our staff will refrain from commenting on our business, policy,</li> </ul>

	<p>activities, or CA in the media.</p> <ul style="list-style-type: none"> <li>• Our staff should not respond to public criticism of CA, staff, policy activities via letters, text messages to media agencies.</li> <li>• Contractors, service providers or supplies engaged with us must refer all media enquiries to the IRCU.</li> </ul>
Speaking off the record	<ul style="list-style-type: none"> <li>• Staff and leadership team should be aware that all conversations with a member of the media, whether an interview is agreed upon or not, are treated as on the record.</li> <li>• Speaking off the record can be useful to provide information for the purposes of briefing on an issue in which we are not involved. This must be agreed to by the staff member and journalist prior to the discussion.</li> </ul>
Approaching the media	<ul style="list-style-type: none"> <li>• The IRCU is responsible for issuing our organizations media releases and contacting journalists about potential stories.</li> <li>• If an official or leadership team member becomes aware of a potential media opportunity or issue, they should contact and brief the Director of the IRCU. The IRCU must work with relevant staff to prepare any necessary information (such as media releases, background papers and kits see attached guidelines to this paper) for approval before they are distributed.</li> <li>• All officers and leadership team should be aware of the relevant national media laws.</li> </ul>
Crisis Management	<ul style="list-style-type: none"> <li>• The IRCU monitors media and social media activity and identifies potential issues. If a staff member or leadership team member becomes aware of an issue that has the potential to develop further, this should be brought to the attention of the IRCU immediately.</li> <li>• In the event of a crisis or unexpected issue, the Director of IRCU will put into place appropriate crisis management procedures to ensure Council's communication with the media is appropriately managed. These procedures include the following: <ul style="list-style-type: none"> <li>– Identifying and briefing the Commissioner;</li> <li>– Conveying discussions of all communications with relevant staff;</li> <li>– Ensuring only designated spokesperson make comment during</li> </ul> </li> </ul>


	<p>crisis situations; and</p> <ul style="list-style-type: none"> <li>– Developing consistent communication material with key messages.</li> <li>• Statements made during a crisis may have far-reaching effects on the public and stakeholders, including potential use in legal proceedings against our organization.</li> </ul>
Media Release	<ul style="list-style-type: none"> <li>• The media is an important stakeholder for our organization. IRCU is responsible for the ongoing management and implementation of a proactive activities to ensure the local and international media are informed on all our decisions and activities.</li> <li>• Only the Commissioner or his/ her delegated spokesperson will be quoted in media releases. Where a partner in a joint media release, an appropriate external person may be quoted alongside the authorized spokesperson.</li> <li>• To ensure total media coverage, media conferences, ceremonies or events of any sort should be scheduled at least 5 days prior and the IRCU should utilize an event calendar to effectively plan and inform the media.</li> <li>• Media releases should be distributed to all relevant government agencies at the same time as it is release to the media.</li> <li>• The IRCU should refer to the attached guidelines to develop accurate and timely media releases.</li> </ul>
Media Conferences	<ul style="list-style-type: none"> <li>• A media conference is useful to stimulate interest and create awareness of a particular cause or to make an important announcement.</li> <li>• Media conferences will be organized by the IRCU and approved by the Director of Internal Relations and Communication. Spokespersons must be approved by the Commissioner and should all be briefed on all aspects of the topic and possible questions the media may ask.</li> <li>• A media release will be prepared announcing the media conference, the subject of the conference, brief background details, who will be speaking, time, date, and location.</li> <li>• If required, a media kit will be prepared by the IRCU for releases at the commencement of the media conference.</li> <li>• All media events/ conferences need at least four working days' notice</li> </ul>

	for the organization and preparation to be complete.
Provision of editorial content	<p>We will often provide content for promotional purposes via an agreed relationship with a local media agency and can be in the following forms:</p> <ul style="list-style-type: none"> <li>• Regular radio sports (authorized spokesperson guidelines apply);</li> <li>• Written special interest columns;</li> <li>• Articles for magazines, journalists, or online news services; and</li> <li>• Other formats as agreed to by the Commissioner and Director of IRCU;</li> <li>• Editorial content opportunities must be identified early on and included in stakeholder engagement and outreach material; and</li> <li>• A plan for topics or content must be developed and provided to the IRCU.</li> </ul>
Caretaker Mode	<p>While we are in caretaker mode due to pending elections, provision will be made to our media relations policy. During caretaker mode, the following principles will be implemented:</p> <ul style="list-style-type: none"> <li>• We will not be quoted in any issued media releases;</li> <li>• Appropriate spokesperson for quoting in the media release will be the Commissioner or his/ her delegated spokesperson; and</li> <li>• Media releases must be kept to a minimum during this time to avoid unnecessary scrutiny.</li> </ul>

## ANNEX 7: PRESS RELEASE AND CONFERENCE GUIDELINES

To ensure a consistent and professional approach to our dealings with the media, we will adopt and apply the following press release and conference template and guidelines when communicating with media organizations.

## Press Releases Template

	<h1>Customs Authority</h1>	<h2>Press Release</h2> <p>For immediate release</p>
<p><b>Header Here</b></p> <p><b>Sub-header here (if applied)</b></p>		
<p>Date, Dili -</p>		
<p><b>About Customs Authority</b></p>		
<p><b>For Media enquiries, please contact:</b></p>		
<p>Customs Authority</p> <p>Contact Name</p> <p>Mobile Number / Phone</p> <p>Email</p>		
<p><a href="http://www.customs.gov.tl">www.customs.gov.tl</a></p>		



## **Press Release Guidelines**

Our press releases will include the following type of information:

- A headline that highlights the most important/significant aspect of the news.
- Where needed, a sub-header provides additional information / reinforces the main idea.
- Date (DD/MM/YYYY format) and name of city (i.e., Dili).
- The first paragraph will provide the most important info of the news and highlight its impact – what, when, where, who, why and how.
- Further details as needed within following paragraphs.
- A relevant quote (e.g.: Commissioner, etc.) on what the person thinks about the news or why the news is important. Quotes from other stakeholders will also be included, as necessary.
- Whenever possible, relevant data, figures or statistics will be included to establish impact. i.e., number of goods imported, value of imported goods, average number of days to clear customs goods, efficiency improvements, etc.
- Media contact details (name, phone, mobile number, email, address).
- An “About CA” section providing a standard description of what we do, what impact it has, etc.
- Relevant and engaging pictures (high resolution)
- Where appropriate, follow up with the media to make sure they will publish the news and to avoid misinformation.
- Upload press releases on our media channels, such as the CTP and social media accounts.

## **Press Conferences Guidelines**

The use of press conferences will members of the media the opportunity to ask the Commissioner and other approved members of staff direct questions regarding a decision, recent announcement or important change in laws and policies. We will aim to hold a press conference when we believe the subject matter may have a significant impact on our stakeholders or upon the public in general.

Prior to the event, we will:

- Choose an accessible location for the event (e.g.: Ministry of Finance auditorium building).
- Check what audio-visual equipment are available at the venue (microphones, sound system, projector etc.).
- Check if the size of the venue is big enough to accommodate the number of expected guests.
- Draft and send media invitations and follow up with the media to check who will attend. Where possible, these will be sent with at least 1 weeks' notice.
- Instruct a photographer and brief them on requirements of the pictures (e.g., what they should capture).
- Develop and publish an agenda (what will happen and at what hour).
- Prepare relevant materials, such as presentation, opening statement, speeches etc.
- Prepare potential Q&As that might be asked by the press and make sure that our spokesperson(s) are familiar with it.

During the event, we will:

- Ensure that our outreach materials are available and appropriately branded.
- Create a spot with backdrop branding for TV broadcast (e.g.: for interviews).
- Develop a seating plan and reserve the front chairs for senior participants and VIPs (mark them with a name).
- Distribute a press kit at the entrance (folder with media release, appropriate handouts).
- Check that spokespeople and stakeholders are on site 15-20 mins before the event and verify again before starting.
- Invite journalists to ask questions at the end of the presentation.

After the event, we will:

- Provide 1-2 engaging pictures of the event to all journalists.
- Follow up with journalists to ensure maximum exposure of the event to the media and to clarify any topic.
- Monitor coverage and record published news.

- Send a thank-you email to the journalists who reported on the news.
- Post the press release on our media channels.

## ANNEX 8: CUSTOMS TRADE PORTAL

The Customs Trade Portal (CTP) provides users with free, online access to trade-related information, explaining the requirements needed to import or export goods. As well as explaining customs-related controls, the CTP guides what requirements may be necessary by Other Government Agencies (OGAs). The CTP provides a single integrated point of access to all trade-related information, including laws, procedures, regulations, licensing, taxation, and general business guidance for importers and exporters.

The primary objective of the CTP is to provide transparent and relevant trade-related information, and in doing so, increase the compliance level and reduce the cost of doing business for traders. The CTP will ensure that information is easily accessible through structured content, modern design formats; visual representations; and the inclusion of a comprehensive document database. Users will also have access to a Harmonized System (HS) Tariff Number finder, up-to-date exchange rates, a Q&A “chatbot,” and the facility to log into the ASYCUDA World system.

A summary of the critical features of the CTP is detailed below:

- Expanded Architecture

We have expanded the website architecture (commonly known as a "wireframe") to accommodate all relevant trade-related information:

1. About Us

- 1:01 Our Organization
- 1:02 Meet the Team
- 1:03 Ongoing Modernization
- 1:04 Contact Us

2. International Travelers

- 2:01 Duty-Free Allowances
- 2:02 Declaring Goods on Arrival
- 2:03 Obtaining a Visa
- 2:04 Prohibited or Restricted Goods

3. Doing Business

- 3:01 ASYCUDA World
- 3:02 Importing and Exporting Goods
- 3:03 Document Database
- 3:04 Trade Compliance
- 3:05 Customs Brokers

- 3:06 Duties and Taxes
- 3:07 International Organizations, Standards and Agreement
- 3:08 National Single Window
- 3:09 Trade Organizations
- 3:10 Temporary Storage and Warehouses
- 3:11 Commercial Invoices
- 3:12 HS Code (Tariff) and Incoterms
- 4. Other Government Agencies
  - 4:01 Autoridade Portuária Timor-Leste
  - 4:02 Ministry of Finance
  - 4:03 Ministry of Agriculture and Fisheries
  - 4:04 Ministry of Health
  - 4:05 Ministry of Transport and Communications
  - 4:06 Ministry of Tourism, Trade, and Industry
  - 4:07 Others
- 5. News and Media, Circulars and Publications
  - 5:01 News and Media
  - 5:02 Circulars
  - 5:03 Publications
- 6. Customs Hotline
  - 6:01 How to report information
  - 6:02 Submit an information report (link to online report)
- 7. Enquiry Point
  - 7:01 Enquiry Point
- Secure Socket Layer Certificate

The CTP will include a Secure Socket Layer (SSL) certificate. This certificate helps to encrypt data while passing it between web servers and websites. In more general terms, this means that the data is locked and is only unlocked when received by the intended recipient. An SSL certificate also provides authentication for a website and helps build trust among users. A website that operates without an SSL certificate is vulnerable in many ways. For example, hackers can compromise sensitive information resulting in a loss of confidence by site users. Many search engines, such as Google, issue warnings to users visiting a site that does not have an SSL certificate.

- User Satisfaction Metrics

We recognize the importance of confirming what impact the CTP has on the larger goal of creating greater efficiency in cross-border trade. We will collect information submitted by users to gauge overall user satisfaction, including a six-point Customer Satisfaction (CSAT) score and user surveys. This information will allow us to identify potential strengths or weaknesses with the CTP and then make appropriate changes, as necessary. We will also use the average import and export clearance times for goods processed through Dili Seaport to track any increase or decrease in overall service delivery efficiency. A reduction in average clearance times should indicate that the CTP contributes to creating greater efficiency in cross-border trade. We will develop and implement a separate Monitoring and Evaluation (M&E) plan that will govern how we achieve this (more detailed below).

- Interactive Chatbot

The CTP includes a "chatbot" feature that simulates human conversation. Users can communicate with this facility using a chat interface, just like they would converse with another person. Chatbots interpret the words given to them by a person and provide a pre-set answer. These answers are powered via an internal CTP database that includes over one-hundred and fifty (150+) pre-developed Q&A.

- Document Database

The CTP includes a document database that acts as a central electronic repository where users can access and download relevant laws, procedures, regulations, forms, or similar.

- Enquiry Point

The chatbot feature is a handy tool for users looking for answers to specific questions. However, it is potentially less helpful to users looking for general information or for those who want to expand their knowledge generally. As a result, the CTP also includes a specific Enquiry Point page consisting of all the pre-developed Q&As. This information is carefully detailed under each of the relevant headings and is both searchable and expandable. Each answer also provides a link to further relevant information.

- User Manuals

We will develop and implement the following manuals to ensure that the CTP is institutionalized and sustainable:

- User Manual: This manual will provide our staff with straightforward and easy-to-understand guidance on operating and maintaining the CTP. This includes guidance on individual roles and responsibilities, adding, removing, developing, and adjusting content, identifying, and referring technical issues to the system administrators, collating, analyzing, and reporting user metrics to the CA management team, such as satisfaction data.
  - Technical Manual: This document will provide our IT unit members with clear and easy-to-understand guidance on troubleshooting the application when technical issues arise.
- Monitoring and Evaluation

We will develop and implement a separate Monitoring and Evaluation (M&E) plan that will help us assess the effectiveness of the CTP, including what impact it has on the larger goal of creating greater efficiency in cross-border trade. Key performance indicators will include:

    1. User satisfaction with the CTP.
    2. Number of documents downloaded from the CTP.
    3. Reduction in time to import goods.
    4. Reduction in time to export goods.

## ANNEX 9: BRANDING

We will adopt and apply the following branding to all our materials:

### Tetum:



TIMOR-LESTE  
**Autoridade  
Aduaneira**

### English:



TIMOR-LESTE  
**Customs  
Authority**



## ANNEX 10: IMPLEMENTATION TIMELINE

