

**Customs Modernization and Infrastructure Development Project under  
Accelerating Transport and Trade Connectivity in Eastern South Asia  
(ACCESS) – Bangladesh Phase 1 Project**

**Terms of Reference**

**for Consultancy Services of**

**Customs Reform and Modernization: Customs Risk Management (RM),  
Authorized Economic Operator (AEO), Post Clearance Audit (PCA), Pre-  
Arrival Processing (PAP), Customs Bond Management, Customs Excise  
and VAT Training Academy (CEVTA) and setting up NSW  
Commissionerate**

**Location** : Dhaka, Bangladesh  
**Appointment** : International  
**Period** : January 2025- December 2026  
**Mode of Contract** : Lump-sum

**1. Background of this Assignment**

The Government of Bangladesh's (GoB's) 8th Five Year Plan for 2020-June 2025 (titled Promoting Prosperity and Fostering Inclusiveness) places high importance on enhancing regional connectivity and improving trade competitiveness to enable trade-led growth. The Accelerating Transport and Trade Connectivity in Eastern South Asia (ACCESS), financed by the World Bank, aims to increase the efficiency and resilience of trade and transport along selected corridors in Bangladesh. The program seeks to address the main drivers of high trade and transport costs. It will support the transformation of the cross-border clearance ecosystem through the provision of digital and automated systems for trade, transport and trade-enabling infrastructure, and capacity building and technical assistance to streamline policy, regulatory, and procedural impediments that constrain freight movement.

Under the ACCESS program – Bangladesh Phase 1 Project, the National Board of Revenue (NBR) is implementing the Customs Modernization and Infrastructure Development Project which is designed to upgrade the Custom House Chattogram (CCH), and the Customs, Excise and VAT Training Academy, Chattogram along with modernization of customs procedures and capacity building for Customs officials.





## Objectives of ACCESS Bangladesh – Customs Modernization and Infrastructure Development Project:

- To develop cost-efficient, inclusive sustainable and resilient trade infrastructure at selected Customs port.
- To reduce trade cost by adopting risk-based customs control and modern customs procedure as internationally agreed standards and best practices.
- To implement a trade-enhancing tariff system and developing capacity for tariff policy implementation supporting the Vision 2041 of Bangladesh.
- To enhance Customs administration's capacity at all levels through improving the organizational structure and strengthening the human, financial and physical resource capacity of the Customs Department.
- To improve effectiveness and increase transparency of Customs services by introducing appropriate information and communications technology.
- To work in collaboration with the NSW and support NBR in setting up the Bangladesh NSW Commissionerate.

## 2. Context

Restrictions on cross border trade diminish the advantages of contiguous borders. The large gap between actual and potential trade in the BBIN sub-region reflects the disproportionately high costs of transport and trade within the region. The main drivers of high cost are: Low levels of technology adoption in trade facilitation: Trade in the sub-region is paper-heavy, often requiring physical submission of paper documents to the various government agencies regulating trade. This adds complexity, frequently delay border clearance, provide opportunities for rent seeking, and act as a costly impediment to the private sector. Paper-based non-regulatory requirements at border points such as cargo handling, storage, tariff calculation, and levy payment procedures also contribute to the overall inefficiency of cross border freight flows.

Inadequate transport and logistics infrastructure: Core transport and trade-related infrastructure lack adequate capacity for the traffic and freight volumes they handle. Bangladesh and Nepal rank 100 and 91, respectively, out of 141 countries in the World Economic Forum's Global Competitiveness Index on the transport pillar. The importance of infrastructure is also evident when considering the efficiency of land ports and seaports as their ability to ensure timely cargo transit and transfers is a key dimension of trade competitiveness.

Policy and regulatory barriers: The return on investments in infrastructure and systems could be undermined by policy, regulatory, and procedural impediments that constrain





freight movement. High tariffs, Para tariffs, and nontariff barriers (NTB) are part of the problem. Simple average tariffs in Bangladesh and India are more than twice the world average. Complicated and non transparent NTB measures—that is, policy measures other than tariffs that affect the free flow of goods and services across borders—add to the high trade costs. Inefficient border processes and excessive documentary compliance requirements also severely impact trade facilitation.

Current green lane practice in Bangladesh still requires documentary check and about 25 percent are selected for physical inspection (“red lane”). Border delays also occur outside of the regulatory processes, such as with cargo handling, movement, and storage.

The Consultancy Services consist of 6 (six) different service activities with comprehensive and detailed scope of work, objectives and deliverables given for each activity.





**Activity 1: Consultancy Services for eLearning platform for Customs Risk Management, National Risk Targeting Centre (NRTC) Scoping, Standard Operating Procedure (SOP) Development, On - the Job (OTJ) Training, Review of legislation and Regulation of AEO programs, OTJ Support in Authorized Economic Operators (AEO) candidate selection and accreditation, legislative review for AEO Mutual Recognition Agreements (MRA), and scope potential regional partners.**

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As a signatory to the Revised Kyoto Convention and the World Trade Organization – Trade Facilitation Agreement, Bangladesh has been eager to move toward the establishment of a Risk Management (RM) regime that will improve compliance and transparency while improving facilitation for legitimate Traders. With support from the World Bank Group, NBR has developed a pool of resource persons for RM, and they have obtained approval from the GoB to set up the Customs Risk Management Commissionerate (CRMC) with 108 officials. A National Risk Management Committee (NRMC) has been constituted centrally at NBR with representative from Members of Customs and field Commissioners to provide policy advice and guidance to CRMC in order to strengthen risk management and ARMS implementation as well as to monitor and review the progress of annual action plans and activities undertaken by CRMC.

Establishment of a National Risk Targeting Centre (NRTC) is under consideration under CRMC by NBR with a responsibility of reviewing pre arrival information and conducting risk management in a coordinated manner with other government agencies managing cross border trade.

Operationalization of the CRMC will entail a rigorous capacity building program including e-learning, Training of Trainers (ToT) OTJ programs, legal support, development of SOPs.

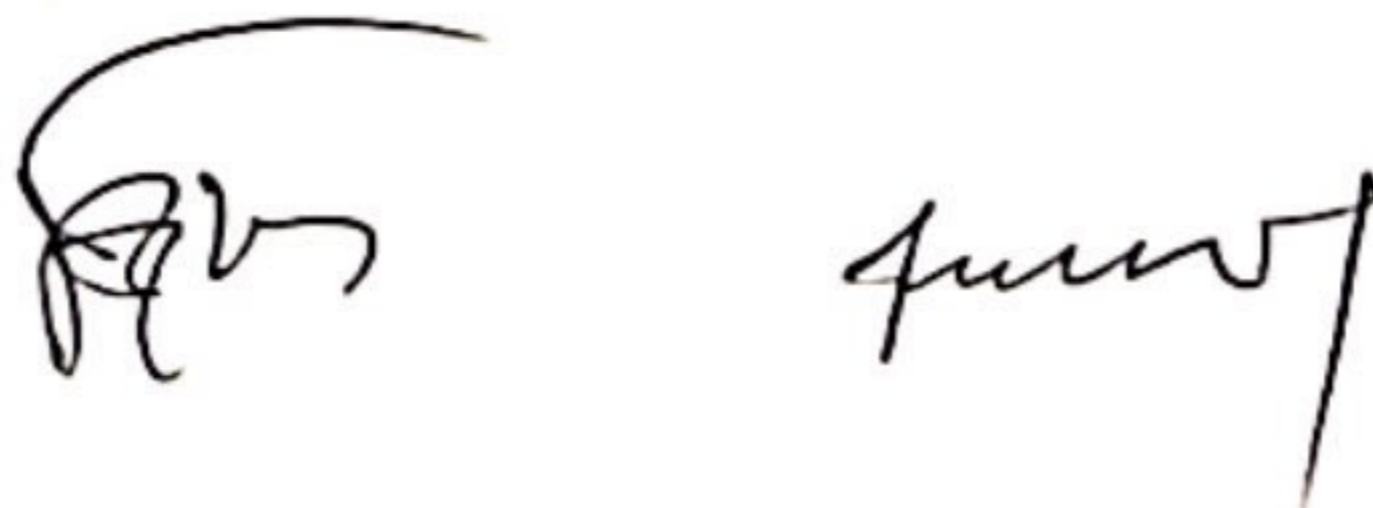
NBR has recently issued AEO (i.e., Recognition and Management) Rules 2024. These Rules along with the MRA templates, needs to be reviewed in order to facilitate and increase the number of AEO participants.

### **Key Objectives**

NBR seeks consultancy services to support the implementation of the following objectives. The key objectives of the Consultant services (i.e., the Services) are as follows:

1. Development and implementation of an e-learning platform for Customs Risk Management:

- Create and operationalize a digital learning environment for Customs Risk Management (RM) methodologies.
- Develop e-learning content and training modules to enhance the capacity of Customs officials





## 2. Capacity building in Risk Management:

- Train Customs officials on risk-based selectivity methodologies and support the reduction of physical inspection of consignments.
- Develop and implement SOPs, provide Training of Trainers (ToT), and deliver On-the-Job Training (OTJ) programs to strengthen risk management practices.

\*\* Please note that there is a requirement for in person training, participant remunerations of 500 taka per/diem for RO/ARO and 1000 taka per/diem for other senior officials. Also, appropriate meals and snacks to be provided to the participants.

## 3. Support the establishment of a National Risk Targeting Center (NRTC):

- Conduct a scoping assessment and develop a strategic plan for NRTC operations.
- Formulate HR strategies, job descriptions, and organogram for NRTC to ensure efficient functioning.

## 4. Strengthening the Authorized Economic Operator (AEO) Program:

- Review the current rules and practice, provide recommendations on legal and regulatory frameworks to support AEO program expansion.
- Develop SOPs, training modules, and conduct outreach to identify and accredit new AEO participants.
- Develop recommendations for a dedicated system or commercial off the shelf (COTS) software to ensure effective monitoring of AEO application, processing, validation, reporting and other AEO related activities.

## 5. Enhance customs compliance and trade facilitation:

- Align NBR's practices with international best practices to improve transparency and efficiency in customs operations.

### Scope of Work:

#### A. Development and Implementation of eLearning Platform

- Design and deploy a web-based e-learning platform that supports risk management and other customs training modules.
- Prepare learning product templates, incorporating text, multimedia (images, animations, videos), and interactive content.
- Create at least six distinct e-learning modules covering areas such as:
  - a. Introduction to Risk Management
  - b. Risk Indicators / Risk Profiles (Cargo and Passengers)
  - c. Risk Identification, Analysis, and Evaluation





- d. Targeting Intelligence and Risk Targeting Principle
- e. Automated Risk Management Systems (ARMS)
- f. Cross Border Trade Facilitation

#### B. Capacity Building and SOP Development

- Develop and implement SOPs for key customs operations, especially for risk-based selectivity and inspection processes.
- Conduct ToT and OTJ programs to ensure at least 60% of serving customs officials engaged in Customs Risk Management responsibilities .
- Reduce the average physical inspection<sup>1</sup> at key border ports to less than 10% by 2025.

#### C. Establishment of National Risk Targeting Center (NRTC)

- Conduct a needs assessment and strategic planning for the NRTC.
- Develop a Concept of Operations (ConOps), recruitment strategy, job descriptions, and organogram.
- Collaborate with CRMC management to refine NRTC operational guidelines and define its integration within CRMC.

#### D. Strengthening the AEO Program

- Conduct a comprehensive review of the current AEO Rules to identify gaps between international best practices and WCO Standards and guidelines.
- Develop SOPs for AEO participant selection, accreditation, and operational processes and templates.
- Provide recommendations for AEO Mutual Recognition Agreements (MRAs) and conduct outreach programs for stakeholder engagement.
- Develop recommendations for automating AEO application submission, processing, validation, reporting, through a 'purpose-built' system or utilizing appropriate and available COTS software, with Software Requirement Specification (SRS)

#### E. Monitoring, Evaluation, and Advisory Support

- Establish a CRMC Operational maturity model and Key Performance Indicators (KPIs) for continuous monitoring of RM practices.

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<sup>1</sup> Physical examinations apply to NBR Customs examinations but do not include other regulatory agency cargo interventions for the purpose of determining this inspection rate.





## Deliverables

| No. | Task  | Delivery Period                   |
|-----|---|-----------------------------------|
| 1   | Inception Report and Detailed Work Plan   | Within 2 weeks of project start   |
| 2   | Concept for eLearning Platform for RM   | Month 1                           |
| 3   | SOP for Risk Management   | Month 2                           |
| 4   | RM e-Learning Modules and Training Materials (as mentioned in A)  | Month 3                           |
| 5   | RM Training/Workshops on Risk-based selectivity methodologies:<br><br>TOT Training (2):<br>30 nos of officials – 2 batches<br><br>Training (14):<br>100 nos of senior officials – 4 batches<br>300 nos of officials (RO/ARO) – 10 batches | Starting from month 4 to month 18 |
| 6   | Needs assessment report and strategic planning for the NRTC   | Month 6                           |
| 7   | Concept of Operations (ConOps), recruitment strategy, job descriptions, and organogram and operational guidelines.  | Month 6                           |
| 8   | Review current AEO Rules<br>And provide SOPs for revised AEO accreditation, and operational processes and templates.  | Month 4                           |
| 9   | Provide recommendations for AEO Mutual Recognition Agreements (MRAs) and conduct outreach programs for stakeholder engagement.  | Month 6                           |
| 10  | Software Requirement Specification (SRS) for an automated system or COTS system for AEO Application Submission and validation process, reporting, and monitoring  | Month 6                           |
| 11  | Training/Outreach Program for AEO<br><br>Outreach program with trade bodies:<br>400 nos of Customs officials and trade representatives – 4 nos of events<br><br>Training on AEO: 30 nos of officials – 2 batches                          | Starting from month 7 to month 12 |
| 12  | Final Report  | Month 12                          |



**Activity 2 - Consultancy Services for preparation of PCA guidelines and SOPs and provide initial and ToT capacity building for to support NBR Customs to undertake PCA activities. Provide OTJ support and guidance to PCA audit.**

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Border congestion is exacerbated by regulatory agencies' reliance on inefficient physical inspections, testing, and document reviews that take place at the port of entry. When non-revenue risks are present (e.g., weapons, narcotics, biological), it may be prudent to mitigate the risk at the first opportunity, including pre-arrival processing, and or inspections at a port of entry. These Post Clearance Audits (PCA) can be conducted based on a single cross-border transaction or on multiple shipments based on the legislative authority available. As these revenue-based audits do not necessarily rely on the physical presence of imported cargo, the shipment can, in many cases, proceed to the importer premise. Thus, PCA provides an opportunity to enhance revenue protection capacity while decongesting ports of entry.

**Key Objectives**

NBR seeks consultancy services of a firm to support the implementation of the following objectives. The key objectives of the consultancy services (i.e. the Services) are as follows:

1. Develop training materials for trainers as well as trainees.
2. Provide initial PCA personnel and Training of Trainers (ToT) capacity building to support NBR Customs to undertake PCA activities,
3. Provide On the Job Training (OTJ) support and guidance to PCA audit development to ensure a successful program implementation, and
4. Develop and implement Key Performance Indicators (KPI) to measure program implementation success.

**Scope of Work**

The Firm will be required to provide the Services fully described herein:

- A. develop risk-based selectivity methodology for identifying specific cross-border shipments for PCA verification and develop guidelines to support ongoing operational activities,
- B. develop and deliver focused training sessions for NBR personnel selected to participate in PCA capacity building, including ToT sessions for key personnel who will be provided with all materials, skills, and knowledge to carry on further unassisted capacity building activities for PCA function,
- C. OTJ for Customs officials engaged in PCA activities to support audit to support risk-based selectivity for PCA shipment candidates,
- D. OTJ for Customs officials engaged in PCA activities to support audit functions to selected PCA shipments.





**Deliverables**

| No. | Task  | Delivery Period             |
|-----|---|-----------------------------|
| 1   | Inception report and work plan  | Within 2 weeks of month 7   |
| 2   | Operational guidelines that provide a comprehensive methodology for risk-based selectivity for the PCA Channel  | Month 8                     |
| 3   | Training materials for trainers as well as trainees.  | Month 9                     |
| 4   | Training/OTJ:<br>TOT: 30 nos of officials – 2 batches<br>Capacity building training/OTJ on PCA: 200 nos of officials (RO/ARO) – 4 batches<br>50 nos of senior officials – 2 batches | Starting from month 9 to 10 |
| 5   | Key Performance Indicators (KPI) to measure program implementation success.   | Month 11                    |
| 6   | Final Report at the conclusion of the project incorporating all final and agreed outputs.   | Month 12                    |

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### **Activity 3 - Consultancy Services for implementation of Pre-Arrival Processing (PAP) processes by establishing an effective outreach program, including engagement with Trade Associations, Partner agencies and other entities impacted by the implementation**

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Pre-arrival processing (PAP) encourages the adoption of processes that enable the advanced lodging of import documentation, manifests, and other required information. The pre-arrival information will allow for the regulatory processing before the physical arrival of a shipment at the border. The Bangladesh National Single Window (BNSW) will provide a platform on which Traders and Transportation entities can provide data to satisfy regulatory requirements pre-arrival. Therefore, PAP should be considered as a natural advancement by NBR Customs to improve trade facilitation.

#### **Key Objectives**

The objective of this initiative is to support the NBR in implementation of a PAP System that will enable pre-arrival submission of trader data for import shipments for advanced processing and pre-arrival – or immediately upon arrival, release. This will negate the need to transfer goods into Customs custody as regulatory obligations will be considered met for the purpose of a conditional release or clearance. PAP will be reliant upon WCO compliant methodologies that include pre-shipment notification, advanced manifest data and information sharing amongst cross-border regulatory agencies. As a part of this initiative, performance measures will be recommended to allow for the ongoing program monitoring post implementation. The key objectives of the consultancy services (i.e. the Services) are as follows:

1. Conduct survey and awareness campaign about benefits of PAP through outreach program.
2. Organize effective outreach events including engagement with trade Associations, Partner Agencies and other entities impacted by the PAP implementation.
3. Support NBR in obtaining pre-arrival information from regional partners,
4. Conduct Stakeholder Satisfaction survey

#### **Scope of Work**

Firm/Consultants will be required to provide the Services fully described herein:

- A. Establish and organize effective outreach program and communication strategy, including engagement with Trade Associations, Partner agencies and other entities impacted by the implementation of PAP,
- B. Support for official notifications for national parties and gazetting requirements.
- C. Conduct Stakeholder Satisfaction survey and aware them about benefits of PAP through outreach program.
- D. Support NBR in obtaining pre-arrival information from regional partners.





**Deliverable**

| No. | Task   | Delivery Period               |
|-----|--|-------------------------------|
| 1   | Inception report and work plan   | Within 2 weeks of the month 7 |
| 2   | Communications strategy document that outlines a comprehensive outreach strategy including strategic partners, stakeholders, trade associations, etc. who will be impacted by PAP  | Month 8                       |
| 3   | Organize effective outreach events including engagement with trade Associations, Partner Agencies and other entities impacted by the PAP implementation.<br><br>400 nos of trade representatives – 4 batches (Dhaka, Chattogram, Benapole, Mongla) | Starting from Month 8 to 10   |
| 4   | Conduct Stakeholder satisfaction survey and aware them about benefits of PAP through outreach program.   | Month 11                      |
| 5   | Final Report at the conclusion of the project incorporating all final and agreed to outputs.   | Month 11                      |



## **Activity 4 - Consultancy Services for legal review and streamlining of policies and guidelines for Bonded Warehouses (BWH), and automation scoping and requirement analysis for Duty Exemption and Drawback Office (DEDO).**

Effective Trade Facilitation relies upon the application of strong bonded warehouse policies and procedures. Efficient monitoring and control of lawful exemptions and drawbacks ensures protection of revenues owed while providing trade entities with duty and tax relief when and where appropriate. Equitable access to Bonded Warehouse Facilities is considered as the critical factor for export diversification.

### **Key Objectives**

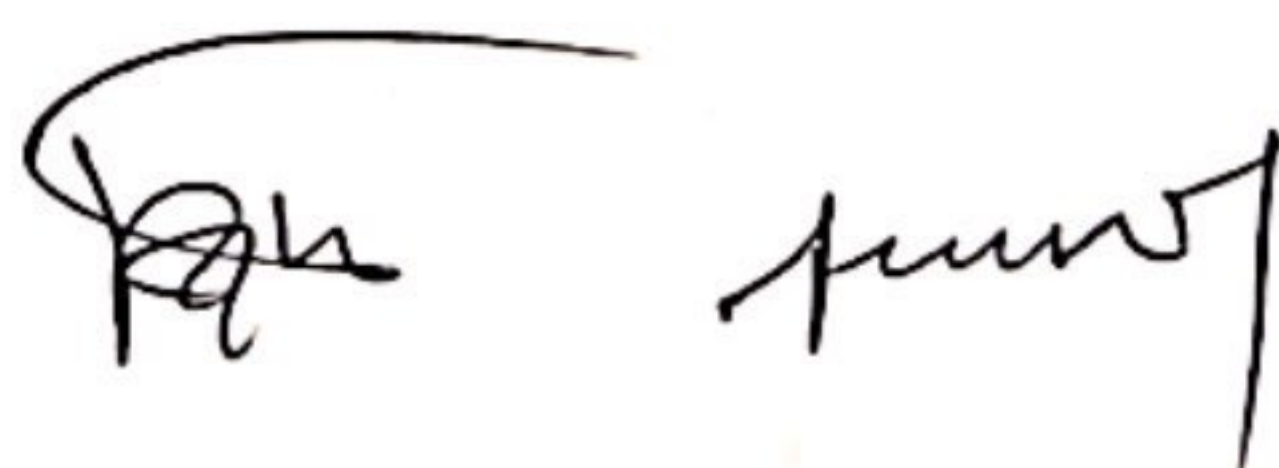
The key objectives of the services (i.e. the Services) are as follows:

1. Legal review and streamlining of existing policies and regulations related to Customs Bond Management
2. Scoping assessment for DEDO automation and requirement analysis.

### **Scope of Work**

Consultants will be required to provide the Services fully described herein:

- A. To review, gap analysis and streamlining recommendations for legislation, regulations, and policies related to Bonded Warehousing management, including but not limited to:
  - the Warehousing Chapter of the Customs Act 2023, and
  - BWH guidelines published by NBR,
- B. Conduct research and outreach with CBC's strategic partners and stakeholders to acquire wide Government Regulatory Authority and Trade Community perspectives and to ensure transparency,
- C. Develop SOPs in support of an automated method of UD issuance, and assessment of co-efficient used in utilization calculations that support all trade sectors in addition to traditional sectors such as Ready-Made Garments (RMG),
- D. Develop policies and operating guidelines for CBC functions to support transparent and consistent application of CBC processes.
- E. Scoping assessment and requirement analysis for DEDO automation, encompassing various duty drawback procedures, application processing and approval, and the determination of input-output coefficients





## Deliverables

| No. | Task  | Delivery Period           |
|-----|---|---------------------------|
| 1   | Inception report and work plan  | Within 2 weeks of Month 7 |
| 2   | Report outlining legal, regulation, and policy review for CBC, gap analysis and proposed improvements in alignment with international best practices.         | Month 9                   |
| 3   | SOPs for the issuance of UD, including the assessment of raw materials coefficients that apply in a transparent and consistent way to relevant trade sectors. | Month 10                  |
| 4   | SOPs for all CBC functions.   | Month 11                  |
| 5   | Scoping assessment for DEDO automation and requirement analysis.  | Month 10                  |
| 6   | Final Report at the conclusion of the project incorporating all final and agreed to outputs.  | Month 12                  |



**Activity 5 - Consultancy Services to formulate strategic business plan of CEVTA; Conduct Training Needs Assessment and formulate HR Development Strategy for Customs and VAT Wing; Develop curriculum, conduct ToT; Propose the design architecture for e-learning and face-to-face training delivery; Develop e-learning platform and organize and facilitate visioning workshop.**

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Customs, Excise and VAT Training Academy was established in 1981 in Chattogram Bangladesh to provide training to Customs official for enhancing skills and support for rendering core knowledge on The Customs Act, VAT Act, other allied Acts and recent international conventions. The project is supporting infrastructure development of CEVTA. However, to make this investment effective, it will be important to set a shared vision for CEVTA amongst all customs officials. Following this, business plan of CEVTA must be developed covering training plan in line with the HR development strategy of Customs.

### **Key Objectives**

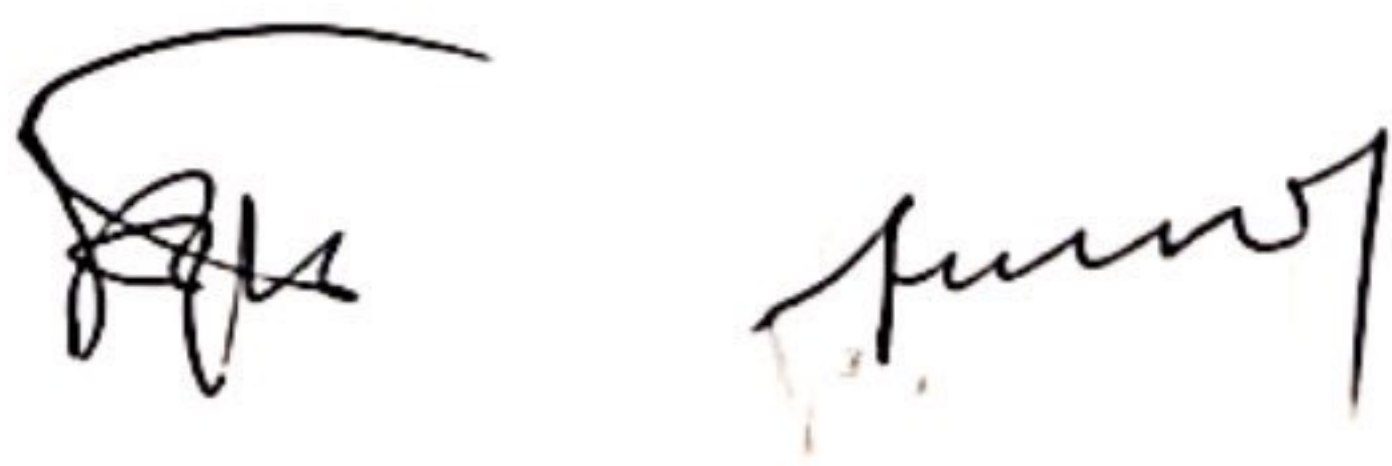
The key objectives of the Consultant services (i.e., the Services) are as follows:

1. Organize and facilitate visioning workshop.
2. Formulate strategic business plan of CEVTA,
3. conduct Training Needs Assessment and formulate HR Development Strategy for Customs and VAT wing,
4. develop curriculum for foundation and skill development training for all levels of officials and staffs,
5. conduct ToT and propose the design architecture for e-learning and face-to-face training delivery, and
6. Develop e-learning platform.

### **Scope of Work**

Consultants will be required to provide the Services fully described herein:

- A. Organize and facilitate visioning exercises/retreat workshops including senior CEVTA personnel, key partners and stakeholders to plot current and future business needs,
- B. Based on visioning exercise, develop a high-level strategic business plan and concept of operations to guide future development of CEVTA,
- C. Develop a strategic plan to establish CEVTA as a WCO-accredited regional training academy
- D. Conduct training needs assessment and formulate HR Development Strategy for Customs and VAT Wing
- E. Support the NBR vision and mission for a competent workforce by developing a Competency Based Training and Development Framework and Curriculum to equip





personnel with the relevant skills and training to effectively undertake their role, ensuring that training includes:

- induction training,
- advanced training to develop high skills for key personnel,
- training of trainers, and
- ongoing capacity building training.

### Deliverables

| No. | Task  | Delivery Period           |
|-----|---|---------------------------|
| 1   | Inception report and work plan  | Within 2 weeks of Month 4 |
| 2   | Conduct visioning exercises/retreat workshops:<br>60 nos of participants/officials – 3 batches  | Month 5 and 6             |
| 3   | Comprehensive report of visioning exercise results.   | Month 6                   |
| 4   | Strategic business plan and concept of operation to guide improvements to CEVTA business and service delivery   | Month 7                   |
| 5   | Conduct training needs assessment and formulate HR Development Strategy for Customs and VAT Wing<br><br>Report outlining Competency-Based Training and Development Framework and Curriculum Requirements for CEVTA's Client Base  | Month 7                   |
| 6   | TOT for the CEVTA and NBR Officials based on needs assessment:<br>100 nos of Senior Officials – 5 batches<br><br>Skill development training (in-person) on different Customs domain as per needs assessment:<br>250 nos of Senior officials – 10 batches<br><br>1500 nos of officials (RO and ARO) – 30 batches | Month 7 to 21             |
| 7   | Fully developed training curriculum in an industry standard format for all courses currently delivered and planned.   | Month 15                  |
| 8   | Implement internet-based E-learning platform for NBR, including business and functional requirements, system architecture, development, testing and implementation.   | Month 16                  |
| 9   | Final Report at the conclusion of the project incorporating all final and agreed to outputs.  | Month 21                  |



## Activity 6 - Consultancy services to support NBR in setting up the NSW Commissionerate.

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The deepening of the relationship between Bangladesh, Bhutan, India, and Nepal (BBIN countries), as reflected by an increasing number of subregional and bilateral connectivity agreements,<sup>2</sup> suggests there is momentum to advance the regional transport and trade facilitation agenda. While intra-BBIN trade increased from US\$3 billion in 2005 to over US\$18 billion in 2019, opportunities for growth through regional trade remains largely untapped. The unexploited trade potential of the countries in the region is estimated at 93 percent for Bangladesh, 50 percent for India, and 76 percent for Nepal.<sup>3</sup> Intra-BBIN trade is less than 5 percent of total BBIN trade, which compares poorly with East Asian and Sub-Saharan African economies, where intraregional trade accounts for 50 percent and 22 percent of total trade, respectively.<sup>4</sup>

Many countries in the region trade on better terms with distant economies than with their neighbors. It is about 15–20 percent less expensive for a company in India to trade with a company in Brazil or Germany than with a company in adjoining Bangladesh.<sup>5</sup> Several factors account for the high cost of trade and transport, including inadequate transport and trade infrastructure, cumbersome regulations and manual processes, protective tariffs and nontariff barriers, and a trust deficit throughout the region. The trade restrictiveness index, which captures the trade policy distortions that each country imposes on its import bundle, shows South Asia with the greatest protection compared to any other region.

As a signatory of the World Trade Organization, the GoB endeavors to meet the obligations as set out in the Trade Facilitation Agreement, including measure 10.4 – establishment of a Single Window. A national single window (NSW) for trade facilitation supports efficiency through time and cost savings for traders in their dealings with government authorities for obtaining and fulfilling cross-border certificates, licenses, permits (CLP) and other regulatory requirements for moving cargo across borders.

Bangladesh Customs has undertaken a project to implement the National Single Window (NSW) comprising 19 CLPIA, with the assistance of WB. The NSW is anticipated to become fully operational by 2026. A software vendor has been working to develop and implement NSW.

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<sup>2</sup> For example, the BBIN Motor Vehicle Agreement (MVA), the BD-IN Protocol on Inland Water Transit and Trade, the BD-IN coastal shipping agreement, and the amended NP-IN Treaty of Transit.

<sup>3</sup> United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP). 2016. *Unlocking the Potential of Regional Economic Cooperation and Integration in South Asia*, United National Economic and Social Commission for Asia and the Pacific. New Delhi: UNESCAP.

<sup>4</sup> Herrera Dappe, M. and C. Kunaka. 2021. *Connecting to Thrive: Challenges and Opportunities of Transport Integration in Eastern South Asia*. *International Development in Focus*. Washington, DC: World Bank.

<sup>5</sup> Herrera Dappe, M. and C. Kunaka. 2021. *Connecting to Thrive*. World Bank.





## Key Objectives

The key objectives of the Consultant services (i.e., the Services) are as follows:

1. To work in collaboration with the Project Director (PD), NSW and support NBR in setting up the Bangladesh NSW Commissionerate.
2. To develop a single NSW that facilitates cross-border trade by streamlining regulatory data transmission for Traders, thereby facilitating cross-border trade.
3. To meet WTO TFA, measure 10.4 – Single Window to provide traders with the ability to submit trade related documentation and data for appropriate regulatory agencies through a single-entry point.
4. To move toward a paperless environment for carrying out cross-border trade.

## Scope of Work

The Consultant will work in close collaboration with Project Director (PD), Bangladesh National Single Window (BNSW). According to the decision of NSW Working Group, a steering committee/governing body will be established for Bangladesh NSW, which will be comprised of NBR officials as well as all participating Certificate, License, Permit Issuing Agencies (CLPIA), and other members as determined by GoB. The operation of the NSW will be carried out by a designated Commissionerate to be established by the NBR. Establishment of an organogram and initiation of this operational Commissionerate will be a priority.

Consultants will be required to provide the Services fully described herein:

- A. Draft a concept of operations for an NSW Commissionerate,
- B. Draft Statutory Regulatory Order (SRO) or Standing Orders (SO), to enable the functions of NSW if necessary,
- C. Draft a proposed organogram that outlines the key organizational units, including clear depiction of rank structure and relationships between proposed NSW Commissionerate entities,
- D. Draft a comprehensive report that describes the organogram and provides complete rationale for the proposed organizational structure,
- E. Provide standard operating procedures for NSW functions,
- F. Provide job descriptions for key NSW personnel as depicted on proposed organogram.





## Deliverables

| No | Task   | Delivery Period                           |
|----|--|---|
| 1  | Inception Report and Detailed Work Plan  | Within 2 weeks of month 06                |
| 2  | Comprehensive concept of operations for NSW Commissionerate that outlines the key functions.   | Month 7                                   |
| 3  | Draft proposed organogram for NSW Commissionerate with a comprehensive narrative providing full rationale for proposed organizational structure, including a functional framework. | Month 8                                   |
| 4  | Draft legal framework that identifies appropriate legislation that will enable NSW, legislative gaps that will need revisions, and the recommended legislative changes.            | Month 8                                   |
| 5  | Draft SROs or SOs to fully enable NSW functions if none exist or provide recommendations for improvements to existing SROs and / or SOs.   | Month 9                                   |
| 6  | A Final Report at the conclusion of this project activity, incorporating all final and agreed to outputs.  | By end of consultant engagement – Month 9 |

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### 3. Key Expertise and Resource Planning

The proposed services under this Terms of Reference shall be carried out by a Firm with adequate experience and knowledge. The Firm shall ensure that where practicable, local experts will be inducted and utilized. The Firm should have significant experience and competence to carry out all activities referred to within this document, as described in the table below.

| Key and Non-key Professionals   | Preferred Experience & Qualifications   |
|---|---|
| <b>KEY PROFESSIONALS</b>  |   |
| <p><b>Team Leader (for Activity 01-06)</b><br/><br/>(01 person)<br/><br/>24 months</p>        | <ul style="list-style-type: none"> <li>• University degree in Management / Computer engineering / IT related discipline or relevant experience that demonstrates an acceptable level of skills and expertise.</li> <li>• At least 10 years of hands-on experience in trade facilitation and customs modernization initiatives.</li> <li>• At least 10 years of international professional experience as Project Manager/Team Leader in projects of similar nature.</li> <li>• Knowledge of issues facing Bangladesh related to trade facilitation and cross-border management preferred.</li> <li>• Experience with the working procedures and policies of the Cross-Border Regulatory organizations, and other primary and ancillary organizations related to cross border trade in Bangladesh and other regional economies is preferable.</li> <li>• Knowledge of processes and automated systems of Customs and other trade related agencies is preferred.</li> <li>• Excellent written and spoken English.</li> </ul> |
| <p><b>Deputy Team Leader (for Activity 01-06)</b><br/><br/>(01 person)<br/><br/>12 months</p> | <ul style="list-style-type: none"> <li>• University degree in Management / Computer engineering / IT related discipline or relevant experience that demonstrates acceptable level of skills and expertise.</li> <li>• At least 5 years of proven experience in project management, regulatory simplification, and business process reform.</li> <li>• Proven leadership and excellent interpersonal skills.</li> <li>• Advanced university degree in international development, trade and transport economics or any other relevant discipline. Knowledge of issues facing Bangladesh related to trade facilitation and cross-border management preferred.</li> <li>• Experience with the working procedures and policies of the Cross-Border Regulatory organizations, and other primary</li> </ul>  |



| Key and Non-key Professionals  | Preferred Experience & Qualifications  |
|--|--|
|  | <p>and ancillary organizations related to cross border trade in Bangladesh and other regional economies is preferable.</p> <ul style="list-style-type: none"> <li>• Knowledge of processes and automated systems of Customs and other trade related agencies is preferred.</li> <li>• Excellent written and spoken English.</li> </ul>   |
| <p><b>IT Expert (for Activity 01-06)</b></p> <p><b>(01 person)</b></p> <p><b>16 months</b></p>   | <ul style="list-style-type: none"> <li>• University degree in Engineering, Computer Science, public management, business administration, or a related field.</li> <li>• Extensive knowledge of enterprise electronic learning platforms.</li> <li>• Experience working in developing an e-learning platform and implementation in large organizations.</li> <li>• Experience working on enterprise IT solutions with government organizations in the South Asia Region would be a plus.</li> <li>• Experience designing and implementing E-learning Platform Design and Implementation</li> <li>• Experience assessing cross-border management systems, and risk management engines (e.g., ASYCUDA World) would be preferred.</li> <li>• Experience working with senior officials within government, inter-governmental, and non-governmental organizations.</li> <li>• Excellent written and spoken English.</li> </ul>   |
| <p><b>Experts (for Activity 01-05):</b></p> <p><b>I. Customs Risk Management/AEO Expert (12 months)</b></p> <p><b>II. PCA Expert (6 months)</b></p> <p><b>III. PAP Expert (5 months)</b></p> <p><b>IV. Bonded Warehouse Policy and Procedure Expert (06 months)</b></p> <p><b>V. CEVTA Expert (12 months)</b></p> <p><b>(Up to 03 persons)</b></p> | <ul style="list-style-type: none"> <li>• University degree in International Relations, public management, business administration or a related field, or equivalent education and work experience (i.e., minimum 20 years, working in a Customs operational environment).</li> <li>• Experience working on trade facilitation, Risk Management, PCA, and other cross-border regulatory agencies (CBRA) in Bangladesh or other countries in the South Asia Region.</li> <li>• Significant experience in the development and implementation of AEO programs, preferably in the BBIN region.</li> <li>• Significant previous experience with review of AEO enabling legislation, gap analysis, and recommendations for legal improvements.</li> <li>• Significant experience with the AEO accreditation function, including the establishment of MRAs.</li> <li>• Experience consisting of substantial involvement in developing training curriculum and facilitating training</li> </ul> |



| Key and Non-key Professionals  | Preferred Experience & Qualifications   |
|--|---|
|  | <p>sessions in the areas of trade facilitation and cross-border risk management.</p> <ul style="list-style-type: none"> <li>• Experience working with senior officials within government, inter-governmental, and non-governmental organizations.</li> <li>• Excellent written and spoken English.</li> </ul>   |
| <p><b>Customs / Trade Facilitation Expert-NSW (for Activity 06)</b></p> <p><b>(01 person)</b></p> <p><b>4 months</b></p> | <ul style="list-style-type: none"> <li>• University degree in International Relations, Public Management, Business Administration or a related field, or equivalent education and work experience (i.e., at least 20 years, working in a Customs operational environment or another CLPIA).</li> <li>• Experience working on trade facilitation, and with customs and other cross-border regulatory agencies (CBRA) in Bangladesh or other countries in the South Asia Region.</li> <li>• Significant experience with ASYCUDA World, and previous experience with the implementation of National Single Windows (NSW).</li> <li>• Experience in supporting the establishment of organizational structure and functions of NSW organization, including CLPIAs and other required operational partners.</li> <li>• Significant experience in the analysis, development and implementation of complex organizational structures, including the establishment of organograms / hierarchical charts, HR strategies, including job descriptions, and recruitment and retention strategies for personnel.</li> <li>• Experience working with senior officials within government, inter-governmental, and non-governmental organizations.</li> <li>• Excellent written and spoken English.</li> </ul> |
| <p><b>NON-KEY PROFESSIONAL</b></p>   |   |
| <p><b>Communication Specialist (for Activity 01-06)</b></p> <p><b>(01 person)</b></p> <p><b>12 months</b></p>            | <ul style="list-style-type: none"> <li>• At least 5 years of progressive experience in Communications, content development, Creative Writing and Public Relations.</li> <li>• Extensive experience in arranging and coordinating events and workshops with government institutions and private sector stakeholders.</li> <li>• Proficiency in both Bangla and English.</li> <li>• Hands-on experience in graphic design, illustration, and creative publications.</li> <li>• Bachelor's degree in business communications, Mass Communications, or any other relevant discipline.</li> </ul>  |

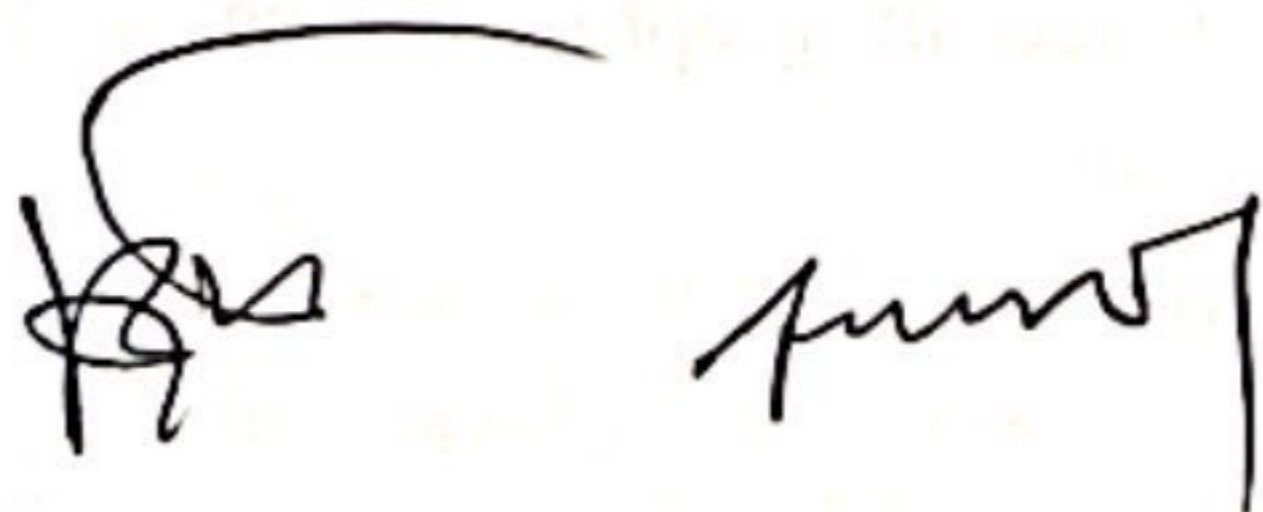
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| Key and Non-key Professionals  | Preferred Experience & Qualifications  |
|--|--|
| <b>Analyst (for Activity 01-06)</b><br>(01 person)<br>12 months      | <ul style="list-style-type: none"> <li>• At least 5 years of hands-on experience in analytical writing, technical assessment, project management, coordination, and event management.</li> <li>• Understanding of Trade Facilitation issues and challenges.</li> <li>• Bachelor's degree in public policy, business administration, economics, public administration, or any other relevant discipline.</li> </ul>   |
| <b>Legal Expert (for Activity 01-05)</b><br>(01 person)<br>4 months  | <ul style="list-style-type: none"> <li>• University degree in Law that demonstrates an acceptable level of competence.</li> <li>• At least 5 years' experience working directly with trade related legislation.</li> <li>• Experience in the review of Customs, Other Government Agencies (OGA) laws, and other legislation, especially as it relates to AEO programs, including accreditation and MRA would be an advantage.</li> <li>• Experience in drafting proposed legal or regulatory additions, or revisions.</li> </ul> |
| <b>Legal Expert-NSW (for Activity 06)</b><br>(01 person)<br>2 months | <ul style="list-style-type: none"> <li>• University degree in Law that demonstrates an acceptable level of competence.</li> <li>• At least 5 years' experience working directly with trade related legislation.</li> <li>• Experience in the review of Customs, Other Government Agencies (OGA) laws, and other legislation, especially as it relates to the implantation and ongoing functioning of National Single Windows.</li> <li>• Experience in drafting proposed legal or regulatory additions, or revisions.</li> </ul> |

#### 4. Prerequisites for Outputs

- NBR / Bangladesh Customs will convene designate a contact person to support the Consultants in achieving the deliverables described herein.
- WB will liaise with NBR to identify and designate prospective participants for inaugural e-platform RM learning events.
- Consultants will be required to furnish their own software and ICT hardware to fulfill the required outputs described herein.
- The service will be carried out in Bangladesh.





## 5. Reporting

The firm shall report directly to Project Director (PD) and work closely with the PIU and designated focal points.

## 6. Appendix – Table of Included Service Activities

|            |  |
|------------|--|
| Activity 1 | Rolling out Risk Management, Authorized Economic Operator (AEO) & Trusted Trader Program: Consultancy Services for (i) Development of e-learning platform, SOP, ToT and OTJ, scoping assessment and way forward for NRTC, (ii) legal review legislation        |
| Activity 2 | Post Clearance Audit (PCA) Implementation: Consultancy Services for preparation of PCA guidelines and SOPs and provide initial and ToT capacity building for to support NBR Customs to undertake PCA activities. Provide OTJ support and guidance to PCA audit |
| Activity 3 | Implementing Pre-arrival Processing (PAP): Consultancy Services for draft PAP processes, ensuring that they are mapped out in detail and establish an effective outreach program, including engagement with Trade Associations, Partner agencies               |
| Activity 4 | Modernizing Bonded Warehouse (BWH): Consultancy Services for legal review and streamlining of policies and guidelines for BWH, formulation of policy and guidelines for CBC, formulation of policy and guidelines for CBC and DEDO Automation scoping          |
| Activity 5 | Customs HR Development through CEVTA: Consultancy services to formulate strategic business plan of CEVTA, conduct training needs assessment and formulate HR development strategy for Customs, develop curriculum, conduct TOT                                 |
| Activity 6 | Sustainability of NSW: Consultancy Services to support NBR in setting up the NSW Commissionerate   |

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