



National Board of Revenue, Bangladesh

জাতীয় রাজস্ব বোর্ড, বাংলাদেশ

Customs Modernization
**Strategic
Action Plan**
2019-2022





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Acknowledgements

The Customs Modernization Strategic Action Plan (2019-22), hereinafter, CusMod SAP has been developed based on group discussion, feedback and opinion received from the meetings and workshops organized by the Modernization Desk of the National Board of Revenue (NBR) and supported by the International Finance Corporation (IFC), World Bank Group.

Under the visionary leadership of Mr. Md. Mosharraf Hossain Bhuiyan, ndc, Senior Secretary, Internal Resources Division & Chairman, National Board of Revenue (NBR), Government of the People's Republic of Bangladesh, the Customs Modernization Strategic Action Plan development process was initiated in order to scale up the capacity of the Bangladesh Customs aligning with the developed country's customs agencies.

Mr. Khondaker Muhammad Aminur Rahman, Member (Customs: Audit, Modernization and International Trade),

NBR and his team Mr. M. Fakhru Alam, Mr. Md. Raich Uddin Khan, Mr. Md. Ghyes Kamal, Mr. Md. Reyadul Islam and Mr. Md. Tarek Mahmud have immensely contributed in the preparation, drafting and finalization stages of the Customs Modernization Strategic Action Plan and book publication. We also appreciate the role of all members, commissioners and customs officials who attended the workshops and group discussions and contributed to the development of Action Plan.

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as well as provided valuable suggestion/ feedback which have enriched the Strategic Action Plan, and brought it to this stage. Our sincere gratitude goes to the International Finance Corporation (IFC), World Bank Group for their convening role, support and technical input during the drafting and preparation process of the Customs Modernization Strategic Action Plan.

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Acronyms

ADB	Asian Development Bank
ADR	Alternative Dispute Resolution
AEO	Authorized Economic Operator
AO	Authorized Operator
API	Advanced Passenger Information
APTA	Asia-Pacific Trade Agreement
ASYCUDA	Automated System for Customs Data
BB	Bangladesh Bank
BBIN	Bangladesh, Bhutan, India, Nepal
BCH	Benapole Custom House
BIBM	Bangladesh Institute of Bank Management
BIDA	Bangladesh Investment Development Authority
BIMSTEC	Bay of Bengal Initiative for Multi-Sectoral Technical and Economic Cooperation
BMAP	Bond Management Automation Project
BPA	Business Process Analysis
BPR	Business Process Reengineering
BTP	Bangladesh Trade Portal
BWM	Bonded Warehouse Module
C&F	Clearing and Forwarding Agents
CBM	Coordinated Border Management
CCH	Chattogram Custom House
CCTV	Closed-circuit Television
CH	Custom House
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
CRMD	Central Risk Management Directorate
CRMU	Central Risk Management Unit
D-8	Developing Eight
DCH	Dhaka Custom House
DG	Director General
DP	Development Partner

ECTS	Electronic Cargo Tracking System
FS	First Secretary
GoB	Government of Bangladesh
HR	Human Resources
HRD	Human Resources Development
HRM	Human Resource Management
IATA	International Air Transport Association
ICAB	Institute of Chartered Accountants of Bangladesh
ICAO	International Civil Aviation Organization
ICD	Inland Container Depots
ICT	Information and Communication Technology
Interpol	International Criminal Police Organization
IPR	Intellectual Property Rights
IPT	Investment Promotion Team
IRD	Internal Resources Division
IT	Information Technology
LC	Land Customs
LCS	Land Customs Stations
MOU	Memorandum of Understanding
N/A	Not Applicable
NBR	National Board of Revenue
NEP	National Enquiry Point
NII	Non-Intrusive Inspection
NSW	National Single Window
OPCW	Organization for the Prohibition of Chemical Weapons
PAP	Pre-Arrival Processing
PCA	Post Clearance Audit
PNR	Passenger Name Record
RFID	Radio-frequency Identification
RILO-AP	Regional Intelligence Liaison Office for Asia and the Pacific / RILO AP
RM	Risk Management
SAARC	South Asian Association for Regional Cooperation
SASEC	South Asia Sub Regional Economic Cooperation

SOP	Standard Operating Procedure
SRO	Statutory Regulatory Order
TFA	Trade Facilitation Agreement
TOE	Table of Organization and Equipment
ToR	Terms of Reference
TRS	Time Release Study
TSC	Tariff Specific Code
TT	Trusted Trader
UN	United Nations
UNODC	United Nations Office on Drugs and Crime
VAT	Value Added Tax
WCO	World Customs Organization
WIPO	World Intellectual Property Organization
WTO	World Trade Organization



Foreword

Bangladesh economy has witnessed both macroeconomic steadiness and robust economic growth, resulting above 6% average annual upturn for nearly a decade - predominantly aided by the fast-growing manufacturing sector. The inclusive fiscal and non-fiscal support strategy of the government has yielded rapid expansion of the private sector, which has created millions of new employment opportunities and promoted income generation activities.

Since trade is the key driver to sustain growth momentum, Bangladesh Government has adopted a set of strategies to facilitate domestic products' access to developed countries' markets and enhance participation in the global trade landscape.

The government has also acknowledged the necessity of trade facilitation and its relations to customs modernization to attain the nation's economic well-being. Trade facilitation involves improving the efficiency of procedures linked with the cross-border trading process which necessitates a comprehensive and integrated simplification effort, intended for the reduction of time and cost of international trade transactions.

Customs is the lead agency in Bangladesh to facilitate seamless international trade by streamlining and simplifying border clearance procedures. The agency has also contributed enormously to meet Bangladesh's development vision of increasing shared prosperity and achieving greater economic efficiency.

Given that the global economy has been progressively gravitating towards free and preferential trading settings, the traditional role of Customs is evolving to make its management more transparent, adept and service oriented. Bangladesh Customs has also been implementing several modernization and reform initiatives aligning with the changing trends of the global trade regime which is expected to bring significant benefits in terms of reducing the variety of trading costs, opening and creating new market opportunities and prioritizing trade integration.

National Board of Revenue (NBR) has initiated the planned approach to simplify and modernize the customs operations in few years. All modernization and reform programs primarily focus on several cornerstone issues: trade facilitation,

automation, capacity enhancement and infrastructure development. NBR has prepared Strategic Action Plan to ensure the execution of all reform interventions in an orderly manner.

Bangladesh Customs has achieved some remarkable progress by introducing the ICT application and trade-friendly innovative undertakings into the customs operations.

The agency has rolled out Authorized Economic Operator (AEO) Program, established National Enquiry Point (NEP) for customs, introduced Advance Ruling (AR) System and set up Central Risk Management (RM) Directorate.

Besides, preparation of the new Customs Act, establishment of Customs Portal and provisions of Pre-Arrival Processing (PAP) of Imported goods are considered as major attainments of the ongoing reform interventions.

In addition, NBR has also signed MoUs for National Single Window (NSW) with 38 agencies, which will significantly enhance trade operations by eliminating paperwork and reducing processing time.

Under the full-fledged NSW regime, traders will submit all export, import and transit information required by customs and other key regulatory agencies via single electronic gateway instead of submitting the same information several times to different certificate, license and permit issuing agencies.

The new Action Plan covers a four-year period starting from 2019 to 2022. The overarching objectives of the CusMod SAP are to set priorities and develop a roadmap to facilitate trade through modernizing import and export procedures, improving revenue performance and protecting society through comprehensive border management.

The vision, mission, values, guiding principles and strategies of this Action Plan are guided by government policies, priorities as well as the WTO's Trade Facilitation Agreement. The CusMod SAP is essentially a comprehensive policy instrument which encourages the engagement of the trading community to ensure their understanding of the modern customs in Bangladesh.

Given that CusMod SAP will guide the development priorities for customs modernization, NBR has decided to publish it for dissemination to concerned stakeholders.

The strategic action plan features eleven (11) broad areas focusing on strategic planning, regulatory framework, trade and passenger facilitation, tariff modernization/rationalization, regional and international integration and communication.

Provision of modernizing bonded warehouse, customs e-environment, and infrastructure development with the built-in modern business process have been incorporated into the Action Plan as well. These facilities will help scaling up the institutional capacity of Bangladesh Customs, aligning with international best practices. The plan also highlights the need for the execution of a comprehensive human resource management strategy that can deliver a properly trained and motivated workforce. Each program area has come up with specific and result-oriented activities, defined responsibilities, timeframe, milestones and performance measurement indicators.

The Action Plan also delineates a number of outstanding issues - the need for developing organogram for new directorates, Standard Operating Procedure and Terms of Reference for newly implemented interventions like AEO, NEP, RM and NSW, establishing independent planning wing, installing sophisticated detection tools, conducting

regulatory gap analysis, equipping houses with modern equipment, establishing chemical labs and developing required physical and IT infrastructure.

The program areas, strategies and priorities of the CusMod SAP have been developed in consultation with customs officials, stakeholder agencies and development partners considering that the wider consultation with the stakeholders can yield the expected outcome. Successful execution of the plan will lead to improved revenue performance, increased export earnings, development of the required Infrastructure, and necessary changes in the legal procedures. Proper implementation will also support capacity development of customs officials, which in turn, will ultimately promote Trade Facilitation and thereby contribute immensely to the security and economic prosperity of Bangladesh.

Messages



بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ



Md. Abdul Hamid
President
People's Republic of Bangladesh

Message

I am very glad to know that the National Board of Revenue (NBR) has developed the 'Customs Modernization Strategic Action Plan' covering the period from 2019 to 2022.

NBR is the apex authority for the tax administration in Bangladesh, and has enormous responsibilities to meet the growing revenue target. NBR, in its relentless pursuit of revenue collection, is always prioritizing the issue of supporting to improve Bangladesh's trade competitiveness by offering quality services to the traders.

I am happy to know that the Modernization Plan introduces online trade facilities, embodies a balancing situation to ensure revenue protection and compliance to customs procedures in line with the WTO Trade Facilitation Agreement.

Trade has played a predominant role in alleviating poverty in Bangladesh. In harnessing the full-fledged potential of trade, NBR has successfully implemented some important endeavors like the introduction of a new Customs Act, establishment of Enquiry Point, provisions of Pre-Arrival Processing (PAP) of imported goods, implementation of National Single Window (NSW), and Risk Management System.

It is important to reduce the time and cost in conducting export-import business and simplify trade procedures to ensure predictability in the trade system.

I hope Bangladesh Customs will carry out their defined actions to address these issues.

I hope for effective and successful implementation of the Customs Modernization Strategic Action Plan 2019-2022.

Khoda Hafez, May Bangladesh Live Forever.

Md. Abdul Hamid

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

Sheikh Hasina
Prime Minister
Government of the People's Republic of
Bangladesh



Message

I am happy to learn that the National Board of Revenue (NBR) has formulated the new Customs Modernization Strategic Action Plan 2019-2022 to facilitate the cross-border trading process and ease the revenue collection system. I believe that the Modernization Plan will pave the way of improving revenue performance, developing the required infrastructure, bringing in the necessary changes in the legal procedures, as well as developing the capacity of customs officials, which will ultimately ensure trade facilitation.

Bangladesh has made tremendous strides over the last few years in the social and economic settings. Bangladesh is now a role model of development in the world. It has achieved the status of developing country. Bangladesh is now recognized as the 41th largest economy in the world. And it is one of the top five countries in the world in terms of economic progress.

Our government always puts special emphasis on simplifying the export-import process, and on use of sophisticated Information and Communication Technology in dealing with trade transactions, in line with our vision of a technologically-advanced 'Digital Bangladesh' by 2021.

NBR has already implemented a number of initiatives including the preparation of new Customs Act and implementation of the National Single Window (NSW) in order to offer hassle-free services to the traders.

I sincerely appreciate the endeavor of NBR for the publication of the Customs Modernization Strategic Action Plan 2019-2022.

I wish NBR all out success.

Joy Bangla, Joy Bangabandhu
May Bangladesh Live Forever.

Sheikh Hasina



A H M Mustafa Kamal, FCA, MP
Minister
Ministry of Finance
Government Of the People's Republic
of Bangladesh

Message

I am happy to know that the Customs Modernization Strategic Action Plan 2019-2022 has been prepared by the National Board of Revenue (NBR). The Modernization Plan is the continuation of the government's commitment to create a trade-friendly environment and support the trading community to boost up the business settings.

I came to know that the plan has delineated the expected outcome namely ensuring the economic competitiveness and prosperity, yielding higher revenue generation to the treasury and promoting enhanced enforcement and compliance levels in Customs operations.

I believe that the successful implementation of the Strategic Action Plan will also streamline the application of ICT in Customs operations and develop the capacity of NBR officials to address the trade facilitation challenges of the modern era.

We know that trade plays a significant role in generating employment and reducing mass poverty. Bangladesh has set a vivid example of lifting millions of ultra-poor families out of poverty, by expediting its export domains. The Action Plan covers wide areas of customs reform issues in order to promote and protect domestic business settings, and facilitate exports and imports.

The Strategic Plan highlights the need for development and implementation of a comprehensive human resource management strategy that can deliver properly trained and motivated workforce.

I wish that the Modernization Plan will also contribute to the security and economic prosperity of Bangladesh through cooperation, coordination and commitment.

I extend my sincere thanks to all concerned for preparing this Strategic Action Plan. I hope that the plan will be a guiding principle in Customs reform initiatives. I wish NBR successful implementation of the Action Plan.

(A H M Mustafa Kamal, FCA, MP)



Tipu Munshi, MP
Minister
Ministry of Commerce
Government of the People's Republic
of Bangladesh



Message

It gives me pleasure and satisfaction to know that Customs Modernization Strategic Action Plan 2019-2022 has been developed by the National Board of Revenue (NBR). Customs reform and modernization is a continuous process. I hope NBR will bring in required changes to ensure that the plan can yield the expected outcome.

We know, it is very important to promote good governance in the trading process to further expedite business transaction and increase trade volume. Bangladesh's economy is largely driven by international trade, and the country has established itself as one of the key players in international export domain.

Export is one of the key factors to generate employment and earn foreign currency while the role of import is imperative to meet the growing demand of people's diversified choice and ensure technology transfer to the national infrastructure development project. We desperately need to reduce the cost of doing business in order to decrease the price of imported commodities, and increase export earnings. I believe, proper implementation of the Strategic Action Plan will play a pivotal role in reducing the cost of doing business, and facilitating the trading process.

I congratulate NBR for taking initiative to implement the National Single Window (NSW) System, which is certainly the most effective tool to ease the process of clearance in conducting international trade.

As part of Trade Facilitation, Ministry of Commerce has established Bangladesh Trade Portal (BTP). It's a single integrated website where all trade related updated information are presented in an easily accessible and logically structured format. It ensures that businessmen have easy access to relevant information. Besides, the National Trade and Transport Facilitation Committee (NTTFC) has been formed mainly to improve coordination and dialogue among the trade and transport -related agencies with regard to the facilitation of international trade, transport and transit procedures.

I believe that successful implementation of the Customs Modernization Strategic Action Plan will transform Bangladesh Customs into a more efficient, transparent and service-oriented institution. I hope, the Action Plan will also develop the capacity of Bangladesh Customs consistent with international best practices, in terms of physical infrastructure, human resources and procedures.

Joy Bangla, Joy Bangabandhu

(Tipu Munshi, MP)



M. A. Mannan, MP
Minister
Ministry of Planning
Government of the People's Republic
of Bangladesh

Message

It gives me immense pleasure to know that the National Board of Revenue (NBR) has prepared the Customs Modernization Strategic Action Plan 2019-2022, to meet the growing demand of today's highly competitive and diversified international trading system.

The Modernization Plan is in line with the WTO Trade Facilitation Agreement, which Bangladesh ratified in September 2016. Bangladesh has also notified the WTO about categories in February 2017.

Bangladesh is currently implementing the 7th Five Year Plan (FYP) for FY 2016-2020. The key priorities of the ongoing FYP is to promote income generation activities, and eliminate extreme poverty. Bangladesh Customs can play a very important role in attaining these two goals, set forth in the 7th FYP, by facilitating cross-border trading process and collecting the optimum level of revenue. The Action Plan contains various reform initiatives which will certainly bring innovation to Customs operations, and grow the country's overall trade volume.

I came to know that a good number of activities have already been accomplished including the rolling out of Authorized Economic Operator (AEO) Program, establishment of the National Enquiry Point (NEP) for customs and introduction of the Advance Ruling System.

It is expected that the new plan will also be very useful with its result-oriented and inclusive contents.

I congratulate and express my sincere thanks to NBR for developing such a timely Action Plan. It is indeed a laudable initiative.

I believe that this plan will be an essential stepping-stone towards the implementation of broader trade facilitation measures, in order to attain inclusive, national economic growth.

(M. A. Mannan, MP)



Dr. Mashiur Rahman

Adviser to the Prime Minister

Economic Affairs

Government of the People's Republic
of Bangladesh



Message

I am very glad to know that the National Board of Revenue (NBR) has developed its Customs Modernization Strategic Action Plan covering from 2019 to 2022. Customs Modernization Plan is in line with the WTO Trade Facilitation Agreement which aims at introducing online trade facilities in order to reduce the cost of doing business and reduce the number of steps in business procedures.

NBR, as the apex authority for the tax administration in Bangladesh, has the enormous responsibility of meeting the growing revenue target, while avoiding dislocation of production in any manner. NBR always places high priority on supporting methods that improve Bangladesh's trade competitiveness and offers quality services to the traders. I understand Customs has to protect society's interest, while facilitating trade, and collect revenue. I am happy to know that the Modernization Plan embodies means to balance revenue protection, trade facilitation and compliance with customs procedures.

Trade has played a predominant role in increasing output, and alleviating poverty in Bangladesh. In harnessing the full-fledged potentiality of trade, NBR has successfully implemented some important measures such as Enquiry Point, provisions of Pre-Arrival Processing (PAP) of imported goods, implementation of National Single Window (NSW), and Risk Management System.

NBR is working sincerely to reduce the time and cost in conducting export-import business, simplify trade procedures and ensure predictability in the trading system. All these are integral and complementary parts of trade facilitation.

The New Customs Act is undertaken as a major step towards improvement of trans-border trade.

I believe that all the officials of the Bangladesh Customs will carry out their defined roles to ensure the effective implementation of the Action Plan. I hope Bangladesh Customs will be able to provide fair, equitable and speedy service to traders, through the execution of the Strategic Action Plan.

(Dr. Mashiur Rahman)



Md. Mosharraf Hossain Bhulyan, ndc
Senior Secretary, Internal Resources Division
and
Chairman
National Board of Revenue

Message

The National Board of Revenue (NBR) is proud to announce the new Customs Modernization Strategic Action Plan for the period from 2019 to 2022. NBR took initiative to formulate the Customs Modernization Strategic Action Plan in 2013 with support of the International Finance Corporation (IFC), World Bank Group, and World Customs Organization. It was the very first effort to broach modernization undertakings within Bangladesh Customs.

The overarching objectives of the Strategic Action Plan is to set priorities and develop a roadmap for Customs modernization in order to make an efficient and effective Customs administration, facilitate trade through customs automation and comply with the WTO Trade Facilitation Agreement (TFA).

We know that Trade Facilitation is one of the highest-priority areas of NBR. To that end, NBR has undertaken a number of interventions including Introduction of New Customs Act, introduction of Advance Ruling (AR) Provisions and setting up of a Risk Management Directorate.

It gives me pleasure to state that NBR has also recently signed Memorandum of Understanding for National Single Window (NSW) with 38 ministries and government agencies, which will enhance trade operations by eliminating paper work and reducing time through maintaining up-to-date information.

NSW will deliver a user-friendly electronic system that streamlines and automates procedures for registered private sector stakeholders and government agencies to facilitate the cross-border trading process.

The Strategic Action Plan is a comprehensive policy instrument, which encourages engagement of the business community to ensure their understanding and alignment with modern Customs systems and procedures. I believe that NBR will be able to bring in the expected outcome through the implementation of the Customs Modernization Strategic Action Plan 2019-2022.

Finally, I express my deep appreciation to NBR officials, development partners and other concerned stakeholders who were actively involved and vigorously contributed to the formulation process of this time-bound, result-oriented Action Plan.

(Md. Mosharraf Hossain Bhulyan, ndc)



Khondaker Muhammad Aminur Rahman
Member (Customs: Audit, Modernization
and International Trade)
National Board of Revenue (NBR)



Message

It gives me a great pleasure to announce that the National Board of Revenue (NBR) has come up with the Customs Modernization Strategic Action Plan 2019-2022 with detailed outcome, activities, timeframe milestones and performance indicator measures. The program areas, strategies and priorities of the Customs Modernization Strategic Action Plan has been designed and developed in consultation with NBR officials and development partners.

NBR has developed the Action Plan with the aim of transforming Bangladesh Customs into an efficient and effective institution, facilitating trade through Customs automation, building the capacity of human resources, and developing required infrastructure.

This Action Plan is the reflection of NBR's persistent commitment to offering prompt and quality services to traders, and to being responsive to the needs of clients and managing borders, in order to protect society and facilitate legitimate cross-border trade in compliance with Customs legislation and international standards.

We have implemented some key initiatives like development of Customs website, establishment of Customs Intelligence Hotline, introduction of Pre-Arrival Clearance, Expedited Shipment and Trusted Traders Program.

Besides, National Single Window system implementation process has been launched through signing MoU with 38 government agencies, and a Risk Management Directorate set up is underway.

I strongly believe that the effective application of the Modernization Plan will greatly enhance the capacity of Bangladesh Customs in line with customs agencies in developed countries.

I extend my sincere thanks to Mr. Md. Mosharrar Hossain Bhuiyan, ndc, Honorable Senior Secretary of Internal Resources Division and Chairman, National Board of Revenue (NBR), members, commissioners and officials of NBR for their outstanding support in finalizing the Modernization Plan. My special thanks go to the International Finance Corporation (IFC), World Bank Group, UK Department for International Trade (DFID), Asian Development Bank (ADB) and the United States Agency for International Development (USAID) for their untiring support and input during the drafting and finalization process. I wish for successful execution of the Action Plan.

(Khondaker Muhammad Aminur Rahman)



Wendy Werner
Country Manager
For Bangladesh, Bhutan and Nepal
International Finance Corporation (IFC)
World Bank Group

Message

It is indeed a matter of great pleasure that the National Board of Revenue (NBR) has published the Customs Modernization Strategic Action Plan, with time-bound targeted interventions and performance measurement indicators. This plan will be important in delivering more effective customs policies and administration to support the growing trade agenda of Bangladesh and ensure proper execution of the modernization undertakings in an effective and orderly manner.

Trade is the key driver to boost economic development, reduce poverty, and promote income generating activities in Bangladesh. Trade openness expands business opportunities for the local traders by unlocking new markets, removing non-tariff barriers, and connecting local products to a global value chain. IFC, a member of the World Bank Group, has been working with NBR to support its various modernization and reform initiatives, including the implementation of a National Single Window system and application of risk management, which are expected to bring innovation and openness in customs operations and contribute to increasing the country's overall trade volume.

I would like to extend my warm wishes and congratulations to NBR for publishing the time-worthy Customs Modernization Strategic Action Plan 2019-22.

I hope, this action plan will sensitize both customs officials and the trading community and enhance their understanding of NBR's holistic modernization agenda, including the usefulness and application process of the recent innovative interventions.

I wish successful implementation of the Strategic Action Plan and hope that it will also help to establish a more transparent, client-focused and vision-oriented customs administration, which will contribute to the Ease of Doing Business in Bangladesh.

(Wendy Werner)



Jim McAlpine
Team Leader,
Growth and Private Sector Team
Deputy Head,
DFID Bangladesh



Message

I was delighted to hear that the National Board of Revenue (NBR) has prepared the Customs Modernization Strategic Action Plan, setting out its vision and timeline for the modernization and reform of Bangladesh Customs over the next four years (2019-2022).

Bangladesh's recent strong, sustained growth has lifted millions of ultra-poor people out of poverty. The upward trend of export earnings due to Bangladesh's successful integration into the global trade landscape has contributed to achieving this growth. But continued success is not guaranteed, and the path ahead for Bangladesh's economy could be challenged by the highly competitive nature of the international trade domain.

Bangladesh Customs has a critical role to play in facilitating trans-border trading and clearance processes to maximize the benefits of trade and ensure the country remains globally competitive. The successful implementation of the modernization action plan will align the customs procedures with international best practice and support the introduction of a fast, fair, predictable and transparent system of goods clearance by the Bangladesh Customs at the lowest transaction cost.

The UK Department for International Development (DFID) has been supporting the various reform and modernization initiatives of Bangladesh Customs through the Bangladesh Investment Climate Fund (BICF II), implemented by the International Finance Corporation (IFC). We are happy to be a part of this initiative. My warm congratulations to NBR for the publication of this far-reaching plan. If the plan is successfully implemented through to 2022, NBR will have made a very significant contribution to Bangladesh's growth agenda.

(Jim McAlpine)

Bangladesh Customs
The Modernization Vision



Bangladesh Customs

Vision and Mission

Make Bangladesh Customs an innovative and professional leading border agency that contributes to the security and economic prosperity of Bangladesh through cooperation, coordination, coherence, commitment, and courage.

We ensure efficient and effective revenue collection and manage the border in order to protect the community and the environment while facilitating legitimate cross border trade and travel in compliance with Customs and allied legislation, and international standards.

Increase revenue

Improve office management

Impressive stakeholder's relations

Use ICT as an enabler

Ensure integrity in the management

WE WILL DO THIS BY:

Providing fair, equitable and quality service to clients;

Encouraging and rewarding voluntary compliance;

Serving as the central repository for the collection and management of trade statistics;

Maintaining professional and transparent administration and management environment;

Using a risk based, intelligence-led approach to everything we do;

Ensuring work of quality, quantity, timeliness, transparency and teamwork;

Focusing on Core-Functions e.g. fund, function, functionary, facilitation and freedom.

VISION

MISSION

STRATEGY

Bangladesh Customs Organizational Values

Transparency

Accountability

Client focus

Integrity

Professionalism

Working in partnership with stakeholders

Innovation, creativity and continuous
process improvement

Maintaining safe, equitable and rewarding
working conditions

Consistency and predictability

Good Governance & Modern Management
Framework

Result Oriented Management

Outcomes

1. Economic competitiveness and prosperity
2. High revenue yield to the treasury
3. Enhanced enforcement and compliance levels
4. Organizational development and capacity building
5. Safety, health and wellbeing of the community and Customs staff
6. Strong collaboration with business

Customs Modernization Initiatives of the National Board of Revenue

Multifarious initiatives of the World Trade Organization have initiated revolutionary changes in international trade especially in import and export. There is also a paradigm shift in the customs procedures in complying with the twin notions of ensuring trade liberalization and national security.

To meet this challenge, implementation of international best practices has become essential to keep pace with the changing customs environment across the globe. National Board of Revenue has adopted multifarious modernization initiatives and reforms in customs procedures under the WTO-Trade Facilitation Agreement (TFA) with the help of various development partners.

Among those reforms initiatives, the new Customs law, in accordance with the Revised Kyoto Convention (RKC), WTO Trade Facilitation Agreement and SAFE Framework of Standards, worth a mention. This Act is commensurate with new trade and business horizon.

The National Board of Revenue has already introduced the post-clearance audit for faster clearance of goods. Authorized Economic Operator (AEO) was incepted on pilot basis, and it is providing priority services to valued traders by releasing goods without physical examination.

Risk Management Unit (RMU) has already been established for implementing risk based targeting. In order to accelerate integrated faster clearance process, National Single Window project has been adopted to serve with online information exchange among the relevant offices.

An interactive website has been launched to exchange customs-related information. Besides, National Enquiry Point (NEP) has been inaugurated to respond to customs-related queries.

E-payment system has been introduced to enable electronic payment of duties and taxes. Advance Ruling system has been introduced to get information of duty-tax amount before importing goods.

The Time Release Study (TRS) has been conducted to determine the duration of clearance procedures. The initiatives of Expedited Shipment have been taken to accelerate the prompt release of goods. Pre-arrival Processing (PAP) is in place to complete the customs procedures before the arrival of the goods. Advance Passenger Information (API)/Passenger Name & Record (PNR) system is going to be introduced for analyzing and targeting suspicious passengers, before arrival. Non-Intrusive Inspection (NII) system provides faster clearance by scanning and image analyzing without physical examination of goods. This is also ensuring national security.

Bangladesh Customs is trying to enhance all facilities, keeping pace with international practices. Successful completion of ongoing modernization activities will lead us to a world-class customs by 2021. Following the country's Vision-2021, Bangladesh Customs will thus become a modern customs by 2021.

About the Strategic Action Plan

The Customs Modernization Strategic Action Plan 2019-2022 outlines a comprehensive development plan for Bangladesh Customs with time-bound targeted interventions and performance measurement indicators to be implemented in the next four years. The National Board of Revenue (NBR) has developed the action plan aligning with the provisions of WTO Trade Facilitation Agreement, Revised Kyoto Convention (RKC) and SAFE Framework of Standards (SAFE FoS). It takes into consideration technology-driven 'Digital Bangladesh' theme of the Bangladesh Government.

NBR has been implementing several modernization and reform initiatives for some years to simplify, harmonize and modernize the entire cross-border trading process. Preparation of new Customs Act, rolling out Authorized Economic Operator (AEO) program, initiating implementation of National Single Window (NSW), establishment of National Enquiry Point (NEP), development of Advance Ruling (AR) System, setting up a Risk Management (RM) Directorate and conducting Time

Release Studies and implementing the study recommendations for faster clearance have been some of the most outstanding achievements of NBR over the past few years.

Bangladesh Customs recognizes the highly competitive nature of international trade domain, which demands speedy clearance of goods to sustain export-led growth and enhance competitiveness of domestic export-oriented industries. The agency requires to follow a progressive modernization roadmap which will support to revamp its entire operational procedures aligning with international best practices in order to facilitate the access of local products into the global trade landscape as well as improve revenue performance and protect society. NBR also needs a strategy to ensure sustainability and orderly implementation of ongoing reform initiatives. Taking the issues into consideration, NBR made a decision to develop a new Strategic Action Plan for 2019-2022 which will be a guiding national document for all customs modernization initiatives for the said period.

The program areas, strategies and priorities of the CusMod SAP were developed in consultation with the customs officials, stakeholder agencies and development partners considering that the broader consultation can yield the expected outcome.

NBR will lead the CusMod SAP implementation with support from the development partners. The resources segment of the SAP clearly defines the areas where NBR will need assistance from the development partners.

IFC, World Bank Group, supported to develop CusMod SAP under the Bangladesh Investment Climate Fund (BICF II) Trade Competitiveness for Export Diversification Project, which is funded by the UK Department for International Development (DFID) and implemented by IFC. IFC worked with assigned officials from NBR on thematic areas of CusMod SAP and facilitated finalization of the plan through multiple consultative workshops. Inputs from other development partners, especially ADB and USAID, were actively sought during the process.

Customs Modernization Strategic Action Plan at a glance:

The CusMod SAP features eleven (11) areas focusing on strategic planning, HR Governance, enabling regulatory framework, infrastructure development, streamlining ICT application, trade and passenger facilitation, tariff rationalization, modernization of Bonded Warehouse facilities, regional and international integration and communication. Each program area has come up with specific and result-oriented activities, defined responsibilities, timebound milestones and result measurement indicators. Areas and objectives are described below:

Strategic Planning, Financing and Management of Modernization Initiatives:

To create a professional Customs service that delivers business outcomes in line with international best practices and national socio-economic environment.

Human Resources Management,

Governance and Integrity: To establish an HR system that would enable and stimulate functioning of a professional Customs service through good governance and integrity.

Policy, Legislation and Procedures: To establish a legal framework that is in line with international best practice enabling provision of a high-quality service to the community.

Infrastructure Development with built-in Modern Business Process: To develop and establish a system of modern infrastructure to facilitate the delivery of high-level service to all stakeholders.

Customs e-environment: To establish an e-Customs environment aiming at strengthening the GoB e-Governance initiative.

Trade Facilitation: To facilitate legitimate and compliant cross border trade while strengthening sanctions for non-compliant trade.

Passenger Facilitation: To ensure facilitated clearance for legitimate and compliant travelers entering and exiting Bangladesh.

Tariff Modernization/Rationalization and Strengthened Valuation: To establish a rational tariff structure and valuation system to enhance competitiveness of domestic industries securing legitimate revenue and to create investment-friendly business environment.

Modernization of Bonded Warehouse and other Export Incentive Facilities: To strengthen the Bonded Warehousing system, ensuring sustenance and greater contribution to exports.

Bilateral, Multilateral & Regional Integration and Partnerships: To strengthen Bangladesh's efforts for regional and global trade integration with a view to maximizing trade growth and resolving of trade-related disputes.

Communications and Public Relations: To create an outreach mechanism and strengthen current communication channels to promote the reputation and goodwill of Customs, locally, regionally and internationally.

The next section outlines the planned activities, time-bound milestones and indicator-based results for each of these strategic areas.

CUSTOMS
MODERNIZATION
STRATEGIC ACTION PLAN
2019-2022





Strategic Planning,
Financing and
Management of
Modernization Initiatives





Area 1: Strategic Planning, Financing and Management of Modernization Initiatives							
Objective	Actions/ Activities	Responsibility	Priority	Timelines/ Milestones	Performance Measurement	TFA	Resources
To create a professional Customs service that delivers business outcomes in line with international best practices and national socio-economic environment	1. Finalization of the modernization plan with allocation of resources	Member (Customs Modernization)	H	For 2019-22: to be published by July 2019	Action plan completed and published by the due date/set timeline		GoB & Development Partners (DP)
	2. Guide, monitor and supervise modernization initiatives	Member (Customs Modernization)	H	Continuous - during the project period	Completion or achievement of the set target by the due date under each action item in the plan		GoB
	3. Assess, collate and report progress and impact of modernization initiatives	Member (Customs Modernization)	H	Continuous - during the project period	Monthly Progress reports published at a set intervals		GoB
	4. Develop organizational structure/ team and prepare ToRs for activities like AEO, NEP, RM, NSW, NII etc	Member (Customs Modernization), Member (Customs Admin) and Head of each Team	H	Continuous - during the project period	Completion or achievement of the set target by the due date under each action item in the plan		GoB

Objective	Actions/ Activities	Responsibility	Priority	Timelines/ Milestones	Performance Measurement	TFA	Resources
	5. Establish dedicated Customs ICT Team/ Directorate, prepare ToR and strengthen their capacity with sufficient resource allocation and organizational structure	Member (Customs Modernization), Member (Customs Admin)	H	31-Dec-19	Completion or achievement of the set target by the due date under each action item in the plan		GoB
	6. Coordinate with Development Partners	Member (Customs Modernization)	H	Continuous - during the project period	No of instances of engagement with development partners during a year		GoB/DP



Human Resources
Management,
Governance and Integrity





Area 2: Human Resources Management, Governance and Integrity

Objective	Actions/ Activities	Responsibility	Priority	Timelines/ Milestones	Performance Measurement	TFA	Resources
To establish an HR system that would enable and stimulate functioning of a professional Customs service through good governance and integrity	1. Conduct a Human Resource Development (HRD) needs assessment to build capacity for the implementation of modernization and reform needs	Member (Customs & VAT Admin) and Member (Modernization)	H	31-Dec-19	Report with findings and recommendations submitted to NBR		GoB
	2. Establish an equitable rotation policy with a succession plan	Member (Customs & VAT Admin) and Member (Modernization)	M	30-Jun-20	Rotation policy drafted, reviewed and implemented		GoB
	3. Establish a performance management, reward and incentive system	Member (Customs & VAT Admin) and Member (Modernization)	M	30-Jun-20	Performance management and incentive system drafted, reviewed, approved and implemented		GoB
	4. Development of specialized skills for Customs Officials; Areas:	Member (Customs & VAT Admin) and Member (Modernization)	M	6 months	4.A: Core group of officials (number to be fixed by management) identified who will receive a fixed number of trainings on each of the area identified 4.B: The officials in the core group will then train the other customs officials on		GoB

Objective	Actions/ Activities	Responsibility	Priority	Timelines/ Milestones	Performance Measurement	TFA	Resources
	4.A: Classification	Member (Customs & VAT Admin) and Member (Modernization)	M	6 months	the selected areas. A certain number of trainings must be conducted each year by the core group and reviewed annually		GoB
	4.B: Valuation						GoB
	4.C: Negotiation						GoB
	4.D: Risk Management						GoB
	4.E: Intelligence						GoB
	4.F: Post Clearance Audit (PCA)						GoB
	4.G: Authorized Economic Operator (AEO)	Member (Customs & VAT Admin) and Member (Modernization)	M	6 months			GoB
	4.H: Intellectual Property Rights (IPR)	Member (Customs & VAT Admin) and Member (Modernization)	M	6 months			GoB
	4.I: Transfer Pricing	Member (Customs & VAT Admin) and Member (Modernization)	M	6 months			GoB
	4.J: Money Laundering	Member (Customs & VAT Admin) and Member (Modernization)	M	2 years			GoB
	4.K: Project Management Capacity Building	Member (Customs & VAT Admin) and Member (Modernization)	M	2 years			GoB
	5. Design and initiate a customs officials' capacity development project	Member (Customs & VAT Admin)	M	2 years			GoB

Objective	Actions/ Activities	Responsibility	Priority	Timelines/ Milestones	Performance Measurement	TFA	Resources
	6. Implement a software solution for HRM purposes covering all HR related activities such as rotation, deployment and performance appraisals etc	Member (Customs & VAT Admin)	M	6 years			GoB
		Member (Customs & VAT Admin)	M	1 year			GoB
		Member (Customs & VAT Admin)	M	1 year			GoB
		Member (Customs & VAT Admin)	M	2 years			GoB
		Member (Customs & VAT Admin)	M	3 years			GoB
	7. Capacity Building of the Training Academy including the regional customs academy in Rajshahi, Jashore & Chuadanga (for sepoy training)	Member (Customs & VAT Admin)	H	As per sub-section below:			
	7A: Form a committee for selection of location	Member (Customs & VAT Admin)	H	6 years			GoB
	7B: Selection of location	Member (Customs & VAT Admin)	H	1 year			GoB
	7C: Organogram Approval	Member (Customs & VAT Admin)	H	1 years			GoB

Objective	Actions/ Activities	Responsibility	Priority	Timelines/ Milestones	Performance Measurement	TFA	Resources
	7.D: Budget Allocation	Member (Customs & VAT Admin)	H	2 years			GoB
	7.E: Posting of Manpower	Member (Customs & VAT Admin)	H	2 years			GoB
	7.F: Starting of Training	Member (Customs & VAT Admin)	H	3 years			GoB
	7.G: DG Academy post can be upgraded as "Chief Commissioner"	Member (Customs & VAT Admin)	H	1 year			GoB
	7.H: Preparation of Proposal.	Member (Customs & VAT Admin)	H	1 year			GoB
	7.I: Amendment of Organogram	Member (Customs & VAT Admin)	H	1 year			GoB
	7.J: Approval from Ministry	Member (Customs & VAT Admin)	H	2 years			GoB
	7.K: Implementation of proposed activities	Member (Customs & VAT Admin)	H	2 years			GoB
	7.L: Allocation of sufficient fund for Trainers/ facilitators	Member (Customs & VAT Admin)	H	1 year			GoB
	7.M: Officers posted in Academy should get priority for foreign Training	Member (Customs & VAT Admin)	H	1 year			GoB

Objective	Actions/ Activities	Responsibility	Priority	Timelines/ Milestones	Performance Measurement	TFA	Resources
	7.N: Customs Academy can start Diploma and Master Courses	DG Academy	M	2 years			GoB
	7.O: Authority should be given to academy to sign Memorandum of Understanding (MOU) with other national and foreign training academies (i.e. ICAB, BIBM & Tax Academy etc.)	Member (Customs & VAT Admin) DG Academy	M	2 years			GoB
	7.P: Establishing a regional Academy in Dhaka only for Customs officials	Member (Customs & VAT Admin)	M	2 years			GoB
	7.Q: Starting E-learning Courses	DG Academy	M	2 years			GoB
	7.R: Arrangement of motivational speech in Academy and in-house training	Member (Customs & VAT Admin)	M	6 years			GoB
	7.S: Selection of motivational speaker	Member (Customs & VAT Admin)	M	6 years			GoB

Objective	Actions/ Activities	Responsibility	Priority	Timelines/ Milestones	Performance Measurement	TFA	Resources
	8. Staff health safety precaution measures (i.e. Preventive measures examination and ship ridding & rummaging etc.)	Member (Customs & VAT Admin)	M	As per sub-section below:			
	8.A: Seeking assistance from development partners regarding equipment/ devices training	Member (Customs & VAT Admin)	M	1 year			Development Partners
	8.B: After getting initial support from Development Partners it can be incorporated in ToE	Member (Customs & VAT Admin)	M	2 years			GoB
	8.C: Establishing a "Day Care Centre" and health fitness center in all offices	Member (Customs & VAT Admin)	M	3 years			GoB

NB: Any subject of modernization idea should be incorporated with ToE. In our past experience we have seen that any project reform continuation is not satisfactory after ending the project.



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CAUTION



**BANGLADESH
CUSTOMS
ICD-DHAKA**



VOLVO

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Policy,
Legislation
and Procedures



Area 3: Policy, Legislation and Procedures

Objective	Actions/ Activities	Responsibility	Priority	Timelines/ Milestones	Performance Measurement	TFA	Resources
To establish a legal framework that is in line with international best practice enabling provision of a high quality service to the community	1. Review the Customs Act, Rules, Regulations and other elements in the regulatory framework identify gaps in the regulatory framework and strengthen the framework as required	NBR, IRD, Legislative Division, and Parliament	H	31-Dec-19	Customs Act enacted and put into force		GoB/ Development Partners
	2. Draft and Issue policy guidelines, manuals and office orders related to modernization initiatives as required	NBR, IRD, and Legislative Division	M	30-Dec-19	No of guidelines, manuals, office orders issued against the number identified as required. Guidelines, SROs, manuals and office orders will be issued in time to implement the new Customs Act, if the national parliament finally approves it for enactment.		GoB/ Development Partners
	3. Compilation of SROs, Orders, and Guidelines	NBR	M	30-Dec-19	Publication of SROs, Orders and Guidelines		GoB/ Development Partners

Objective	Actions/ Activities	Responsibility	Priority	Timelines/ Milestones	Performance Measurement	TFA	Resources
	4. Preparation and update of Citizen Charter including services provided for each Custom House and Commissionerate as well as NBR	NBR	M	June, 2021			GoB

4



Infrastructure
Development
with built-in
Modern Business Process





Area 4: Infrastructure Development with built-in Modern Business Process							
Objective	Actions/ Activities	Responsibility	Priority	Timelines/ Milestones	Performance Measurement	TFA	Resources
To develop and establish a system of modern infrastructure to facilitate the delivery of high level service to all stakeholders	1. Conduct a BPA and BPR of Customs Procedure at key Custom Houses and LC Stations and introduce procedures that are in line with international best practices	NBR	H	31-Dec-19	Reduction of clearance time as against the baseline clearance time		GoB
	2. Assess infrastructure facility needs (including detection tools, equipment, labs etc.) across the organization covering all CHs and LC stations taking into account priority and feasibility	NBR	H	31-Dec-19	Reduction in clearance time, no of successful detections and intervention during a selected period of time		GoB
	3. Prepare a Customs Department infrastructure plan	Member (Customs Modernization)	M		As per comments below:		

Objective	Actions/ Activities	Responsibility	Priority	Timelines/ Milestones	Performance Measurement	TFA	Resources
	3.A: Independent Planning Cell for Customs with manpower from relevant departments	Member (Customs Modernization)	M	June, 2020	Infrastructure plan in place		GoB
	3.B: Develop an infrastructure management and improvement plan that includes: Prepare a integrated plan to construct building for each of the customs House Office equipped with furniture, physical and electronic infrastructure with a full-fledged Dog Squad, Warehouses for Customs Auction Goods, with appropriate Physical Infrastructure, logistics and HR for soft component of WTO TFA, Checkpoint security (centrally monitored CCTV cameras etc.),	Member (Customs and VAT Admin)/ Member (Customs Modernization)	M	Formulation of project June 2020	Implementation of physical construction. NBR will develop infrastructure of Custom Houses in following preferred order: 1) Custom House, Chattogram 2) Custom House, Dhaka 3) Custom House Benapole 4) Custom House ICD, Kamalapur 5) Custom House Mongla 6) Custom House Pangaon	3, 5.2, 7.1, 7.3, 7.4, 7.7, 7.8, 7.9, 9, 10.3, 10.9	GoB & Development Partners

Objective	Actions/ Activities	Responsibility	Priority	Timelines/ Milestones	Performance Measurement	TFA	Resources
	<p>Customs vehicles, Non-intrusive inspection technology (Spectrophotometer, scanner, Human Scanner, X-rays, weigh bridge etc. Drug and chemical analysis equipment, procurement of high-speed marine or navigational vehicles like speedboat, helicopters etc. from NBR. Special plan to construct office buildings and accommodation in each Land Customs (LC) stations.</p>						

Objective	Actions/ Activities	Responsibility	Priority	Timelines/ Milestones	Performance Measurement	TFA	Resources
	3.c: Strengthening Customs academy: (i) Develop infrastructure and facilities of existing Customs & VAT Training Academy. (ii) Prepare a plan to establish a specialized customs-training academy on drugs, narcotics, dog squad and environment. (iii) Create existing Customs & VAT Training Academy to a regional Customs training academy of the World Customs Organization (WCO) as the connecting hub of regional partnership	Member (Customs and VAT Admin)/ Member (Customs Modernization)	M	Implementation of the project by June 2021	Implementation of physical construction. NBR will develop infrastructure of LCs in following preferred order: 1) Bhomra 2) Banglabandha 3) Burimari 4) Hili 5) Sonamasjid 6) Akhaura 7) Tamabil 8) Teknaf 9) Darshana 10) Nakugaon 11) Sonarhat 12) Sheola 13) Haluaghat 14) Bibirbazar 15) Others	3. 5.2. 7.1. 7.3. 7.4. 7.7. 7.8. 7.9. 9. 10.3, 10.9	GoB & Development Partners
	4. Efficient and effective use of non-intrusive inspection technology	Member (Customs and VAT Admin)/ Member (Customs Modernization)	H	1-Jun-20	Implementation and lesser number of physical examination	7.4	GoB & Development Partners
	4.A: Develop and implement a technology review and acquisition program, particularly for NII						

Objective	Actions/ Activities	Responsibility	Priority	Timelines/ Milestones	Performance Measurement	TFA	Resources
	4.B: Electronic infrastructure for archiving of Nil data and interfacing Nil data to the Risk Management software	Member (Customs and VAT Admin)/ Member (Customs Modernization)	H	1-Jun-20	Implementation and lesser number of physical examination	74	GoB & Development Partners
	4.C: Prepare an image analysis lab for Nil						
	4.D: Maintain and/or upgrade Non-Intrusive Inspection (NII) technology at airports, major seaports and border crossing points						
	4.E: Capacity enhancement of officials for effective use of NID/Scanners/RFID and other sophisticated electronic equipment devices						
	4.F: Monitoring ECTS (Electronic Cargo Tracking System) and reporting						

Objective	Actions/ Activities	Responsibility	Priority	Timelines/ Milestones	Performance Measurement	TFA	Resources
	5. Strengthening Customs Laboratory	Member (Customs Modernization)	H	1-Jun-21	Lesser number of laboratory outward analysis	5.3	GoB & Development Partners
	5.A: The customs laboratory should have all the facilities to conduct each type of chemical, mechanical and other standards analysis						
	5.B: Prepare a plan to establish laboratory for analysis of drugs, chemicals and radioactivity in all of the customs Houses and 16 of NBR's top LC stations with a Head quarter to manage of all types of logistics measures and HR management						
	5.C: Each active LCS should have basic facility to conduct chemical Analysis						



Customs
e-environment



Area 5: Customs e-environment

Objective	Actions/ Activities	Responsibility	Priority	Timelines/ Milestones	Performance Measurement	TFA	Resources
To establish an e-Customs environment aiming at strengthening the GoB e-Governance initiative	1. Establish e-filing in all CHs and LC stations as per GoB mandate	Member (Customs Bond and IT)	M	31-Dec-20	No of CHs and LC stations including NBR that have implemented e-filing		GoB
	2. Create a Customs Intranet enabling transparent and timely communication across the organization	FS (Customs Policy)	M	31-Dec-20	No of Customs personnel issued with individual email addresses and the no of Intranet users in Customs		GoB
	3. Draft a Central Archiving and Records Management Policy and implement the policy to ensure archiving of all records and documents	FS (Valuation)	M	31-Dec-20	No of records archived and stored in the system over a selected period of time		GoB

Objective	Actions/ Activities	Responsibility	Priority	Timelines/ Milestones	Performance Measurement	TFA	Resources
	4. Assess logistics and equipment requirements for e-Customs environment (e.g. handheld devices for Smart Inspections) and identify resources for procurement and use	FS (RM & Audit)	M	31-Dec-20	Qualitative and quantitative assessment of the equipment that enables uninterrupted functioning of e-Customs		GoB
	5. Conduct a human resource capacity needs assessment to implement e-Customs environment	Member (Customs & VAT Admin) & FS (Customs Modernization)	M	30-Jun-20	No of Customs personnel with the knowledge and skill to manage the e-Customs environment including ASYCUDA World, independent of the IT staff		GoB
	6. Risk Management Module	Member (Customs & VAT Admin) & FS (Customs Modernization)	H	31-Dec-19	100% Selection of RED/YELLOW/GREEN Channels are conducted through system		GoB
	7. Audit Module for PCA	Member & FS (Customs Modernization)	H	31-Dec-19	100% Selection of auditable units are conducted through system		GoB
	8. Valuation Module	Member & FS (Customs Modernization)	H	31-Dec-19	Comprehensive Valuation database developed & updated periodically & providing audit trail to Audit team		GoB

Objective	Actions/ Activities	Responsibility	Priority	Timelines/ Milestones	Performance Measurement	TFA	Resources
	9. e-Auction Module	Member & FS (Customs Modernization)	H	31-Dec-19	All auction activities are conducted through e-Auction system		GoB
	10. e-Learning modules	DG Academy	H	31-Dec-19	Academy offers various courses both for customs officers and trade bodies (C&F, Importers etc.)		GoB
	11. Customs Automated Systems Audit	Member (Customs IT)	H	31-Dec-19	Systems audit conducted		GoB
	12. Agents' Licensing Module	Member (Customs IT)	H	31-Dec-19			GoB



6



Trade
Facilitation



Area 6: Trade Facilitation							
Objective	Actions/ Activities	Responsibility	Priority	Timelines/ Milestones	Performance Measurement	TFA	Resources
To facilitate legitimate and compliant cross border trade while strengthening sanctions for non-compliant trade	1. Ensure the Customs Act is enacted and once enacted, translated into English	Customs Policy, NBR	H	Immediately			GoB
	2. Ensure clearance procedures, regulatory requirements, notifications etc. are published on Customs Website, NEP and Bangladesh Trade Portal	Customs Desk, NBR and Customs IT Section, NBR	H	31-Dec-19	Comprehensiveness of information on the Customs website, NEP and BTP in comparison to requirements of the TFA	Article 1	GoB
	3. Establish a formal procedure for consultation with all stakeholders and publish the procedure	All Custom Houses and LCSS	H	31-Dec-19	At least one consultation every quarter in each CH and LC station	Article 2	GoB

Objective	Actions/ Activities	Responsibility	Priority	Timelines/ Milestones	Performance Measurement	TFA	Resources
	4. Review current schedule of fees and charges applied by Customs and ensure fees and charges are commensurate with the administrative cost incurred for providing the service	Customs Policy, NBR	M	31-Dec-20	Review fees and charges at least once in three years and publish the list	Article 6	GoB
	5. Establish e-Payment for all fees, charges, duties and taxes	ASYCUDA Team, NBR	M	31-Dec-20	All fees and charges are payable through e-payment by 31 Dec 2020	Article 7.2	GoB
	6. Implement Pre-arrival Processing of cargo	NBR and concern Custom Houses	M	31-Dec-20	Pre-arrival processing option made available in all CHs and LC stations by 31 Dec 2020	Article 7.1	GoB
	7. Implement Risk-based clearance at all CHs and LC stations	CRMU (proposed CRMD)	M	31-Dec-20	By 31 Dec 2019 - 30% GDs Green lane, 60% Yellow lane and 10% Red lane across the board	Article 7.4	GoB
	8. Establish PCA as the main compliance assessment tool and strengthen the compliance assessment regime	PCA Commissionerate and respective CHs and LCSs	M	31-Dec-20	A set number of PCAs to be conducted in CHs for each quarter	Article 7.5	GoB

Objective	Actions/ Activities	Responsibility	Priority	Timelines/ Milestones	Performance Measurement	TFA	Resources
	9. Draw up a plan to conduct Time Release Studies (TRS) in CCH, DCH, ICD & BCH at least once in two years and publish results	NBR	M	31-Dec-20	One TRS conducted in each CH once in two year and results published	Article 76	GoB
	10. Draft a policy and guidelines to establish a Trusted Trader (TT) and Authorised Operator (AO) regime	NBR and PCA Commissionerate	M	31-Dec-20	TT and AO program implemented by 31 Dec 2020	Article 77	GoB
	11. Draft and implement procedures to provide simplified clearance for perishable cargo and shipments requiring expedited clearance	Customs Policy, NBR	H	31-Dec-19	Simplified clearance procedure implemented at each CH and LC station by 31 Dec 2019	Article 78 & 79	GoB

Objective	Actions/ Activities	Responsibility	Priority	Timelines/ Milestones	Performance Measurement	TFA	Resources
	12. Establish Coordinated Border Management (CBM) at CCH, DCH, ICD and BCH enabling trade related activities to be performed in a coordinated manner by the Customs and other border agencies to facilitate cross-border trade	NBR and other border agencies	M	31-Dec-22	Coordinated efforts by border agencies by 31 Dec 2022	Article 8	GoB
	13. Establish a National Single Window (NSW)	NBR	M	31-Dec-21	NSW operational by 01 Jan 2021.	Article 10.4	GoB
	14. Review the current Inward and Outward Processing procedures to ensure that appropriate checks and balances are in place	NBR and concern CHs and LCSs	M	31-Dec-20	Revised procedures for Inward and Outward processing implemented by 01 Jan 2021	Article 10.9	GoB
	15. Establish a monitoring mechanism to assess the modifications needed for implemented reforms	NBR	M	31-Dec-19	Order needs to be issued from NBR Modernization desk		GoB

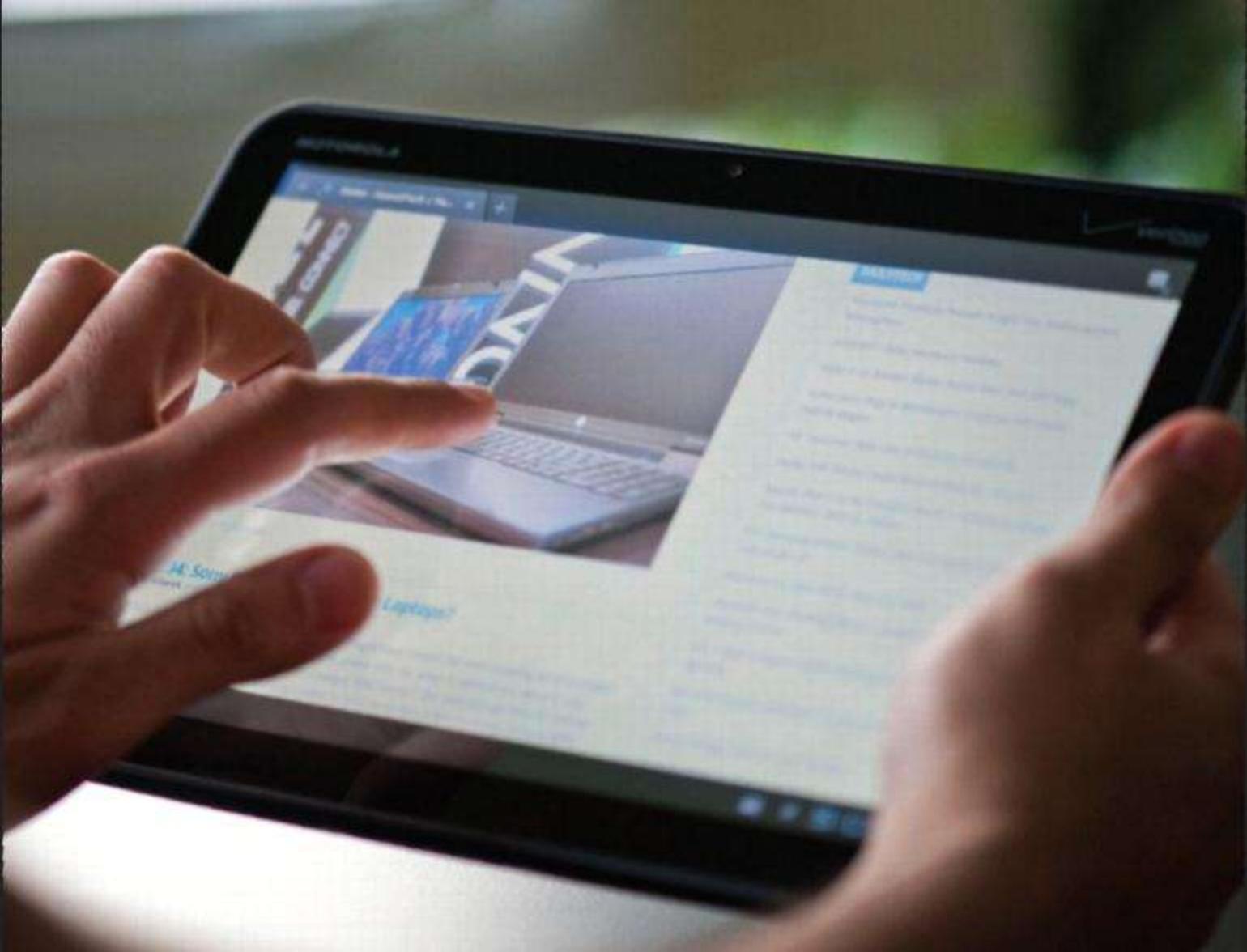


Passenger
Facilitation



Area 7: Passenger Facilitation

Objective	Actions/ Activities	Res ponsibili ty	Priority	Timelines/ Miles tones	Performance Measurement	TFA	Resources
To ensure facilitated clearance for legitimate and compliant travelers entering and exiting Bangladesh	1. Introduce API and PNR and other passenger control measures (e.g. GTAS) at the international airports	NBR	M	31-Dec-20	API & PNR in use at all international airports by 01 Jan 2021		GoB
	2. Introduce the dual-channel clearance system at all entry and exit points	NBR	M	31-Dec-20	Dual channel clearance implemented at all airports by 01 Jan 2021		GoB
	3. Implement e-currency and e-unaccompanied baggage declaration system for passengers	NBR	M	31-Dec-20			GoB
	4. Develop infrastructure facilities for passengers at all entry and exit points	NBR	L	31-Dec-21	Infrastructure facilities for passengers improved at all airports by 01 Jan 2022		GoB





Tariff
Modernization/
Rationalization and
Strengthened Valuation



Area B: Tariff Modernization/Rationalization and Strengthened Valuation

Objective	Actions/ Activities	Responsibility	Priority	Timelines/ Milestones	Performance Measurement	TFA	Resources
To establish a rational tariff structure and valuation system to enhance competitiveness of domestic industries securing legitimate revenue and to create investment-friendly business environment	1. Carry out regular analysis of the impacts of tariff structure on overall trade, exports, investment and economic growth and implement phased reform measures as appropriate	Customs Policy, NBR	M	31-Dec-20	One analysis conducted each year before the budget. As it is a continuous process, it should be done at least twice in a fiscal year		GoB
	2. Develop capacity of selected officers on revenue modelling and tariff simulation	Customs Policy, NBR	L	31-Dec-21	Revenue modelling and tariff simulation in practice		GoB
	3. Develop the analytical capacity of Customs officials at the policy and operational levels	Customs Policy, NBR	L	31-Dec-21	At least one capacity building/ training session held each year to train 10 officers from each level		GoB
	4. Enhance effective functioning of Investment Promotion Team (IPT)	Customs Policy, NBR	L	31-Dec-21	Quarterly meeting with stakeholders (BIDA, BB etc.) to analyze investment status, number of issues raised and resolved		GoB

Objective	Actions/ Activities	Responsibility	Priority	Timelines/ Milestones	Performance Measurement	TFA	Resources
	5. Establish an effective Valuation Database following importers' compliance to responsive declaration as per form 2011 Ka of SRO 57 and confirmation by customs	All Commissioners	M	31-Dec-19	Valuation database operational by 01 Jan 2020. Percentage of importers complying to Responsive Declaration		GoB
	6. Develop the skills/ analytical capacity of Customs officials for proper valuation of imported goods	Customs Valuation wing of NBR, Customs, Excise & VAT Training Academy and Customs Valuation & Internal Audit	M	30-Jun-20	SOP on Valuation Officers posted in Customs Stations should be trained on Valuation Rules		GoB
	7. Ensure effective evaluation and monitoring by Central Valuation Committee	Customs Valuation wing of NBR	M	31-Dec-19	Quarterly evaluation		GoB
	8. Ensure Valuation Commissionerate to be member of all possible international Value journals	Customs Valuation wing of NBR, and Customs Valuation & Internal Audit	M	31-Dec-19	Quarterly evaluation of Value related dispute settlements		GoB
	9. Implementation of Tariff Specific Code (TSC)	Customs Policy & Customs Valuation, NBR	M	31-Dec-19	Number of TSC developed		GoB



Modernization of
Bonded Warehouse
and other
Export Incentive Facilities



Area 9: Modernization of Bonded Warehouse and other Export Incentive Facilities							
Objective	Actions/ Activities	Responsibility	Priority	Timelines/ Milestones	Performance Measurement	TFA	Resources
To strengthen the Bonded Warehousing system ensuring sustenance and greater contribution to exports	1. Review the existing legal framework and business process related to bonded warehouse management	Member (Customs: Bond & Export)	H	30-Dec-19	Submission of revised legal framework and procedures for BWM by 30 December 2019		GoB / DP
	2. Develop the legal framework and business process for all activities like Licensing, Renewal, Audit, Entitlement and Reconciliation etc. conducive for an automated environment and international best practices	Member (Customs: Bond & Export)	H	30-Sep-20	Regulatory framework revised, required SRO and rules issued by Sept 30, 2020		GoB / DP
	3. Acquisition, installation and piloting of integrated bond automated software to automate the key functions for bonded warehouse management	Member (Customs: Bond & Export)	H	1-Jan-21	Acquisition and Installation of BWM system		GoB / DP

Objective	Actions/ Activities	Responsibility	Priority	Timelines/ Milestones	Performance Measurement	TFA	Resources
	4. Implementation of the automated system for Bonded Warehouse Module (BWM)	Member (Customs: Bond & Export)	H	30-Jun-21	BWM is ready for operation		GoB
	5. Application of risk-based compliance, Audit and the Trusted Trader (TT) Concept	Member (Customs: Bond & Export)	M	30-Sep-21	Risk-based compliance and TT program implemented for Bonded Warehouses by 30 Sep 2021		GoB / DP
	6. Integration of BWM with other systems like ASYCUDA World, BGMEA/BKMEA, Bangladesh Bank, BEZA, BEPZA system	Member (Customs: Bond & Export)	M	30-Sep-21	BWM is ready to integrate to the compatible software of the stakeholders		GoB
	7. Develop Standard Operating Procedures (SOP) and provide training to enable staff and stakeholders to utilize the new bond administration business process and IT system	Member (Customs: Bond & Export)	M	31-Dec-21	Submission of SOPs and conduct of training		GOB



Bilateral
Multilateral & Regional
Integration and Partnerships



Area 10: Bilateral, Multilateral & Regional Integration and Partnerships							
Objective	Actions/ Activities	Responsibility	Priority	Timelines/ Milestones	Performance Measurement	TFA	Resources
To strengthen Bangladesh's efforts for regional and global trade integration with a view to maximizing trade growth and resolving of trade related disputes	1. Review and take stock of existing and potential trade agreements	Member (Customs: Audit, Modernization and International Trade)	L	31-Dec-20	Report prepared by 31 Dec 2020	Article 8 & 12	NBR/GoB
	2. Set up a Decision Support System for trade negotiations	Member (Customs: Audit, Modernization and International Trade)	L	31-Dec-20	System set up by 01 Jan 2021	NA	GoB
	3. Establish a stakeholder outreach program	Member (Customs: Audit, Modernization and International Trade)	L	31-Dec-20	Regular consultation and awareness program, Meeting minutes issued	Article 2.2	GoB
	4. Developing and strengthening bilateral customs cooperation arrangement with strategically potential countries	Member (Customs: Audit, Modernization and International Trade)	L	31-Dec-21	Agreement signed with new countries and conducting and attending in meetings regularly	Article 12.12	GoB

Objective	Actions/ Activities	Responsibility	Priority	Timelines/ Milestones	Performance Measurement	TFA	Resources
	5. Strengthen International Coordination, Relationship with International Organizations like WCO, WTO, IATA, ICAO, CITES, RILO-AP, WIPO, UNODC, UN, OPCW, Interpol etc	Member (Customs: Audit, Modernization and International Trade)	L	31-Dec-20	Participation in the key events including capacity development activities	NA	GoB
	6. Strengthen relationships with regional organizations such as SASEC, SAARC, BIMSTEC, JGOC, D8, BBIN, APTA etc	Member (Customs: Audit, Modernization and International Trade)	L	31-Dec-20	Participation in the meetings and other events on regular basis	NA	GoB



Communications
and Public
Relations





Area 11: Communications and Public Relations							
Objective	Actions/ Activities	Responsibility	Priority	Timelines/ Milestones	Performance Measurement	TFA	Resources
To create an outreach mechanism and strengthen current communication channels to promote the reputation and goodwill of Customs, locally, regionally and internationally	1. Develop a communication strategy for the modernization initiatives	Member (Customs Modernization)	H	31-Dec-19	Strategy developed and implementation commenced by 01 Jan 2020	Article 1	GoB
	2. Establish a regular system to measure impacts and develop communication pieces (Op-Eds, Case Studies, Articles)	Member (Customs Modernization & Customs Administration and Customs Academy)	H	31-Dec-19	Impact of communication assessed through a survey conducted by end 2019 and 2020	Article 1	GoB
	3. Ensure the Customs Newsletter and other publications are published at regular intervals (e.g. Fiscal Frontier)	Member (Customs Administration)	H	30-Dec-19	Customs News letter published every quarter, customs journal published once in a year on January 26	Article 1	GoB
	4. Ensure Customs presence in International Rankings, Publications, Websites and Fora.	Member (Customs Administration)	H	31-Dec-19	Number of visits by user and number of responses from clients	Article 1	GoB

Objective	Actions/ Activities	Responsibility	Priority	Timelines/ Milestones	Performance Measurement	TFA	Resources
	5. Celebrate the International Customs Day.	Member (International Trade)	H	Continuously	Feedback assessment by client and organizers	Article 1	GoB
	6. Establishment of a Customs Communications Cell and media center.	Member (Customs and VAT Administration)	M	31-Dec-19	Assessment of media responses Number of queries by users and responses from Customs	Article 1	GoB
	7. Develop Mobile Apps where necessary information will be available to the user.	Member (Customs Modernization & Commissioner of all Custom House)	H	Continuously	Visit and queries by users and responses from Customs	Article 1	GoB
	8. Ensure vibrant presence of customs in social media i.e. Facebook, LinkedIn, Twitter, Viber etc.	Member (Customs Modernization & All Commissioners of Custom House)	H	Continuously	Visit and queries by users and responses from Customs	Article 1	GoB
	9. Develop documentaries and other multi-media presentations	Member (Customs Modernization)	H	Continuously	Public response	Article 1	GoB
	10. Ensure visible media presence through Talk Show and organizing other programs regarding current customs issues	Member (Customs Modernization)	M	Continuously	Public response	Article 1	GoB



Govt. of the People's Republic of Bangladesh
Bangladesh Customs

