ANNEX TO THE 2019-2020 IMPLEMENTATION PLAN - CONCRETE DELIVERABLES

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ANNEX TO THE STRATEGIC PLAN 2019-2022
AND ITS IMPLEMENTATION PLAN 2019-2020

The approach used for the new Strategic Plan represents a shift compared to what was done in the past. This naturally brings some interrogations and requests for further details. The high-level approach of the Strategic Plan allows for the identification of broad objectives and goals, and consequently provides a lower level of detail regarding the various activities of the WCO.

This document aims at providing more information about the different Key Performance Indicators (KPIs) contained in the Implementation Plan 2019-2020. It details some of the target numbers and gives explanations on the method used to define such numbers. The nine priorities of the Strategic Plan 2019-2022 are also covered, a specific agenda having been set for each of them in order to provide transparency on the concrete work to be undertaken on these priorities.

The Strategic Plan provides an overview of the strategic activities of the WCO and has to be considered as an overarching structure complemented by the operational activities contained in the specific Action Plans related to the Packages, to Communication and to Audit. These Action Plans are listed as annexes to this document.
A. A FEW WORDS ABOUT THE KPIs AND THEIR TARGETS

The new methodology used for the WCO Strategic Plan has consequences on the KPIs and their respective targets. In the Strategic Plan 2016-2019, the activities listed in a very detailed way were accompanied with specific KPIs.

The high-level strategic approach supposes that the activities are now taken at a broader level and, therefore, the KPIs related to them are also to be considered in a broader perspective.

The targets applied on each of the KPIs are the results of a survey circulated to the WCO directorates and units acting at strategic level. The survey was meant for gathering all the activities to be undertaken under each of the components of the Strategic Map. The directorates and units involved were:

- The Compliance and Facilitation Directorate
- The Capacity Building Directorate
- The Tariff and Trade Affairs Directorate
- The Communications Unit
- The Research Unit
- The Administration service

For the sake of the understanding of the KPIs and their related targets, some clear distinctions have to be considered:

- Some of the KPIs specifically relate to one directorate or one unit while other KPIs are applicable to the entire staff covered by the Strategic Plan.
- Some of the targets emanate from the action plans of the directorate and units and are therefore predictable, while others are based on the experience of the last years and provided as estimations.
- The targets set for the three-year period are pure estimations and therefore indicative. They may be reviewed every year on the basis of the results obtained during the Financial Year. The target for 2019-2022 covers the target for 2019-2020 added to estimations provided for the Financial Years 2020-2021 and 2021-2022, giving an overall estimation of the number of initiatives or actions to be performed during the three-year period in a specific area.

Having a clear understanding on these distinctions gives more clarity on the various types of KPI that will be found in the document:

- **Aggregate amount:** a global target obtained through the addition of specific targets. Aggregate amounts are meant for providing a broad picture of WCO efforts, globally or in one area.
- **Percentage:** rate of success expected. Percentages are used for targets where the provision of a rate of success is more informative than a specific number.
- **Specific target:** specific targets are used for concrete actions and quantifiable objectives. They are defined by the WCO directorates and units on the basis of their action plans (predictable targets) or their experience from the past (estimations). Specific targets represent the basis of the Strategic Plan, providing clear objectives in specific areas.

This information is key for understanding the detailed explanation that follows on each of the KPIs contained in the Strategic Plan 2019-2022.
B. STRATEGIC GOAL - PROVIDE LEADERSHIP, GUIDANCE AND SUPPORT TO CUSTOMS ADMINISTRATIONS

What does WCO want to achieve? (Results)

Provide leadership, guidance and support to Customs administrations

What do our key users (Customs administrations) need? (Members)

Trade Facilitation
SO1. Initiatives to move towards more facilitation

Revenue collection
SO2. Initiatives to secure better revenue collection

Protection of society
SO3. Initiatives to ensure better protection of society

International standards
SP1. Economic Competitiveness Package
SP2. Revenue Package
SP3. Compliance and Enforcement Package

Cooperation
SP4. Organizational Development Package
SP5. Joint operations and exchange of information
SP6. Sharing of knowledge and best practices

Capacity Building
SP7. Technical assistance and capacity building for implementation of international standards
SP8. Technical assistance and training on people development

What do we need to support WCO processes? (WCO Learning and Development)

LD1. Research and Analysis
LD2. Use of technology and data
LD3. Raise profile of WCO and promote Customs’ role

Key Performance Indicators

<table>
<thead>
<tr>
<th>Performance Indicator</th>
<th>Target 2019-2020 (annual target)</th>
<th>Target 2019-2022 (consolidated target for three years)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total initiatives or actions carried out to provide leadership, guidance and support Customs administrations/Estimated initiatives or actions</td>
<td>549</td>
<td>1450</td>
</tr>
</tbody>
</table>

KPI type: Aggregate amount

As the global strategic goal of the WCO, this KPI represents the result of all the efforts of the organization to provide Members with leadership, guidance and support through the main areas covered in the strategic objectives (Members perspective). The Strategic Map and its interrelated layers show that the completion of this goal is based on the entirety of the activities performed under it.

The calculation of the target for this KPI follows the same logic: the performance indicator related to the main strategic goal of the organization is in fact the aggregation of the targets to be completed under the three main objectives (SO1, SO2 and SO3). It represents the broader KPI, giving an idea of the overall efforts of the WCO to its Members.

The target for Financial Year 2019-2020 sets 549 initiatives or actions to be carried out by the WCO.
C. STRATEGIC OBJECTIVES

Key Performance Indicators

<table>
<thead>
<tr>
<th>Performance Indicator</th>
<th>Target 2019-2020 (annual target)</th>
<th>Target 2019-2022 (consolidated target for three years)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of initiatives developed or updated to move towards more facilitation (updated or new tools, cooperation, capacity building)/Estimated number of initiatives to be developed or updated to move towards more facilitation</td>
<td>96</td>
<td>264</td>
</tr>
<tr>
<td>Number of initiatives developed or updated to secure better revenue collection (updated or new tools, cooperation, capacity building)/Estimated number of initiatives to be developed or updated to secure better revenue collection</td>
<td>179</td>
<td>414</td>
</tr>
<tr>
<td>Number of initiatives developed or updated to ensure better protection of society (updated or new tools, cooperation, capacity building)/Estimated number of initiatives to be developed or updated to ensure better protection of society</td>
<td>274</td>
<td>772</td>
</tr>
</tbody>
</table>
KPI type: Aggregate amount

The above KPIs belong to the second layer of the Strategic Map related to Members perspective. It represents aggregated amounts of the initiatives performed in specific areas, providing an overview on the efforts of the WCO related to facilitation, revenue collection and protection of society.

The calculation method follows the main principle of the one used for the Result perspective (explained above), being an aggregation of the related targets to be completed under the third layer (Process perspective). The difference is that the KPIs include a deeper level of detail as they relate to specific areas.

As an example, the target sets for the number of initiatives to move towards more facilitation for Financial Year 2019-2020 is 96. This signifies that, within the third layer of the Strategic Map, 96 initiatives are specifically meant for trade facilitation purposes.

These numbers are mainly based on the feedback received from the Facilitation Sub-Directorate about their activities from the next Financial Year and their estimation for the 2019-2022 period. On the same principle, the numbers for revenue collection and protection of society emanate respectively from the Tariffs and Trade Affairs directorate and the Enforcement sub-directorate. The Capacity Building Directorate intervenes in all these three Strategic Objectives through the support provided for the missions.
D. STRATEGIC PROCESSES

The third layer of the Strategic Map is about improving WCO processes. These eight processes can be divided in three broad categories, namely international standards, cooperation and capacity building. They contain the entirety of the so-called “initiatives” mentioned in the second layer of the Map, related to Members’ perspective.

INTERNATIONAL STANDARDS

This section covers the four WCO Packages, i.e. the Economic Competitiveness Package, the Revenue Package, the Compliance and Enforcement Package and the Organizational Development Package. Each of these four processes is supported by two KPIs: one related to the development or update of their specific tools and instruments, and the other to their implementation.
Key Performance Indicators

<table>
<thead>
<tr>
<th>Performance Indicator</th>
<th>Target 2019-2020 (annual target)</th>
<th>Target 2019-2022 (consolidated target for three years)</th>
</tr>
</thead>
<tbody>
<tr>
<td>SP1. Economic Competitiveness Package</td>
<td>Number of tools and instruments developed or updated in the ECP/Number of tools and instruments to be developed or updated in the ECP</td>
<td>3</td>
</tr>
</tbody>
</table>

**KPI type: Specific target**

On the basis of the ECP Action Plan running from January 2019 to December 2020, the Secretariat set 3 as the target regarding the number of tools and instruments of the ECP to be developed or updated during the Financial Year 2019-2020.

The three tools in question are the following:
- Guidance for Customs administrations in Small Island Economies (SIEs)
- Handbook on Special Customs Zones/Free Zones
- Guidelines on improving compliance with CN22/CN23 postal forms

<table>
<thead>
<tr>
<th>Performance Indicator</th>
<th>Target 2019-2020 (annual target)</th>
<th>Target 2019-2022 (consolidated target for three years)</th>
</tr>
</thead>
<tbody>
<tr>
<td>SP2. Revenue Package</td>
<td>Number of tools and instruments of the RP, and advices and decisions on revenue collection developed or updated/Estimated Number of tools and instruments of the RP and advices and decisions on revenue collection to be developed or updated for the period</td>
<td>5 tools and instruments of the RP 135 advices and decisions</td>
</tr>
</tbody>
</table>

**KPI type: Specific target**

On the basis of the Phase IV of the RP Action Plan, the Secretariat sets 5 as the target regarding the number of tools and instruments of the RP that will be updated during the Financial Year 2019-2020.

The five tools in question are the following:
- Advance Rulings guidelines
- Origin Certification guidelines
- WCO Origin Database
- Customs Laboratory Guide
- Correlation Tables for the Amendments to the HS Tariff and Trade Affairs Directorate also develops and publishes advices and decisions on the basis of Members’ requests. 135 has been defined as the estimated target to reach during Financial Year 2019-2020: based on previous years, it is expected that approximately 95 advices will be provided (number dependent upon Member requests) and approximately 40 decisions of the Committees will be published as Classification Opinions (number dependent upon Member requests and Committee decisions).
KPI type: Specific target

On the basis of the CEP Action Plan for the Financial Year 2019-2020, the Secretariat set 8 as the target regarding the number of tools and instruments of the CEP to be developed or updated during this timeframe.

The eight tools in question are the following:
- Risk Management Diagnostic Tool
- Risk Management Maturity Model
- General Aviation Control Handbook
- PITCH Handbook in other languages
- COPES Diagnostic Tool
- IPR training handbook
- IPR self-assessment tool
- Guidance for sustainable destruction of counterfeit goods (IPR)

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KPI type: Specific target

On the basis of the Capacity Building Directorate Action Plan, the Secretariat set 4 as the target regarding the number of tools and instruments of the ODP to be developed or updated during the Financial Year 2019-2020.

The four tools in question are the following:
- PICARD 2020 Strategic Document
- Experts Management and Deployment Guide
- Integrity Development Guide
- Capacity Building Strategy

### Performance Indicator

<table>
<thead>
<tr>
<th>Performance Indicator</th>
<th>Target 2019-2020 (annual target)</th>
<th>Target 2019-2022 (consolidated target for three years)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SP3.</strong> Compliance and Enforcement Package</td>
<td>Number of tools and instruments developed or updated in the CEP/Number of tools and instruments to be developed or updated in the CEP</td>
<td>8</td>
</tr>
<tr>
<td><strong>SP4.</strong> Organizational Development Package</td>
<td>Number of tools and instruments developed or updated in the ODP/Number of tools and instruments to be developed or updated in the ODP</td>
<td>4</td>
</tr>
</tbody>
</table>
COOPERATION

This section covers the joint operations and exchange of information as well as the various activities led for sharing knowledge and best practices.

Key Performance Indicators

<table>
<thead>
<tr>
<th>Performance Indicator</th>
<th>Target 2019-2020 (annual target)</th>
<th>Target 2019-2022 (consolidated target for three years)</th>
</tr>
</thead>
<tbody>
<tr>
<td>SP5. <strong>Joint operations and exchange of information</strong></td>
<td>Number of joint operations performed to detect illegal transactions/Estimated number of joint operations for the period</td>
<td>15</td>
</tr>
</tbody>
</table>

**KPI type: Specific target**

This KPI is under the responsibility of the Compliance Sub-Directorate which performs a certain number of joint operations in the context of the programmes or projects it leads or is part to. The target set, 15 operations, is based on confirmed operations that will take place during Financial Year 2019-2020 and other operations for which fund allocation still has to be confirmed.

The fifteen operations in question will be conducted under the following projects and programmes:

- **PRAESIDIO II (INAMA Project)**
- **DEMETER V**
- **WCASP**
- **ATHENA II/PANDORA IV (CULTURAL PROPERTY)**
- **COCAIR VIII (AIRCOP)**
- **COLIBRI I**
- **SPORTBAG (CCP)**
- **BALKAN GATE II**
- **NEPTUNE 2**
- **LYNX**
- **TENTACLE**
- **TRIGGER V**
- **THUNDER (new name to be confirmed)**
- **Illegal Timber (name to be confirmed)**
- **Species specific Operation (name TBD)**
## Key Performance Indicators

<table>
<thead>
<tr>
<th>Performance Indicator</th>
<th>Target 2019-2020 (annual target)</th>
<th>Target 2019-2022 (consolidated target for three years)</th>
</tr>
</thead>
<tbody>
<tr>
<td>SP6. Sharing of knowledge and best practices</td>
<td>7</td>
<td>16</td>
</tr>
</tbody>
</table>

### KPI type: Specific target

This KPI represents the work of the entire WCO on compendiums for the Financial Year 2019-2020. It provides a specific target for the number of compendiums to be updated or published, resulting from the aggregation of the target numbers provided by the directorates. The target set for the Financial Year 2019-2020 is 7, meaning that the WCO as a whole will publish or update 7 compendiums in FY 2019-2020.

The seven compendiums in question are the following:
- AEO Compendium
- Compendium of best practices in the area of transit
- Single Window Compendium
- WCO Customs Valuation Compendium
- Compendium of Classification Opinions (CoCO)
- Harmonized System Explanatory Notes (HSEN)
- COPES Compendium

<table>
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<th>Performance Indicator</th>
<th>Target 2019-2020 (annual target)</th>
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</tr>
</thead>
<tbody>
<tr>
<td>SP6. Sharing of knowledge and best practices</td>
<td>376</td>
<td>1108</td>
</tr>
</tbody>
</table>

### KPI type: Specific target

This KPI represents the work of the entire WCO on activities aiming at sharing knowledge for the Financial Year 2019-2020. It provides a specific target on the number of these activities, resulting from the aggregation of the target numbers provided by the directorates and units. The target set for the Financial Year 2019-2020 is 376, and was defined on the basis of known activities but also on estimations for potential missions, meetings, events and workshops to be organized later during FY 2019-2020. This estimation is based on the average number of missions, meetings, events and workshops that the different Directorates are organizing on a yearly basis. The target number is applicable for the WCO as a whole.
The 376 activities can be grouped within broad categories as listed below:

- **WCO meetings**, according to the Meeting Schedule - Approx. 57 meetings
- **WCO annual or occasional global events**
  - WCO IT and TI Conference
  - WCO AEO Global Conference
  - WCO Knowledge Academy and Masterclass
  - WCO Global Origin Conference
  - WCO Picard Conference
  - WCO Global Customs Communication Conference
- **Missions, meetings, events and workshops** organized locally for sharing knowledge in specific areas, such as:
  - Missions, meetings, events and workshops in the area of transit
  - Missions, meetings, events and workshops in the area of NII
  - Field studies and workshops on Special Customs Zones
  - Regional Workshops on RKC Comprehensive Review
  - Wildlife-focused events
  - Waste-related events
  - Regional and national Drug Enforcement workshops
  - Regional and national Security-related workshops and conferences
  - National and Regional Risk Management/ intelligence workshops
  - IPR-related events
  - IPR national workshops in AP region
  - National SALW training workshops
  - Regional Awareness Seminars
  - Train-the-trainer missions according to the Corporate Plan
  - Accreditation missions according to the Corporate Plan
- **Meetings and workshops organized in the context of WCO projects and programmes**
  - COLIBRI Project workshops
  - National PGS training workshops
  - Container Control Programme Training Workshops
CAPACITY BUILDING

This section covers the treatment of capacity building requests received from Members in six specific areas, namely the four WCO Packages, international standards and people development.

Key Performance Indicators

<table>
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<tr>
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<th>Target 2019-2020 (annual target)</th>
<th>Target 2019-2022 (consolidated target for three years)</th>
</tr>
</thead>
<tbody>
<tr>
<td>SP7. Technical assistance and capacity building for implementation of international standards</td>
<td>Number of Members supported by technical assistance and Capacity Building missions on the ECP/Number of Members requesting Capacity Building missions related to implementation of the ECP</td>
<td>50% of the total Members’ requests</td>
</tr>
<tr>
<td></td>
<td>Number of Members supported by technical assistance and Capacity Building missions on the RP/Number of Members requesting Capacity Building missions related to implementation of the RP</td>
<td>50% of the total Members’ requests</td>
</tr>
<tr>
<td></td>
<td>Number of Members supported by technical assistance and Capacity Building missions on the CEP/Number of Members requesting Capacity Building missions related to implementation of the CEP</td>
<td>50% of the total Members’ requests</td>
</tr>
<tr>
<td></td>
<td>Number of Members supported by technical assistance and Capacity Building missions on the ODP/Number of Members requesting Capacity Building missions related to implementation of the ODP</td>
<td>65% of the total Members’ requests</td>
</tr>
<tr>
<td></td>
<td>Number of Members supported by technical assistance and Capacity Building missions on implementation of international standards/Number of Members requesting Capacity Building on international standards</td>
<td>50% of the total Members’ requests</td>
</tr>
<tr>
<td>SP8. Technical assistance and training missions on people development</td>
<td>Number of Members supported by technical assistance and training missions on people development/Number of Members requesting technical assistance and training on people development</td>
<td>50% of the total Members’ requests</td>
</tr>
</tbody>
</table>
KPI type: Percentage

Under SP7 and SP8, the objective is to assess the capacity of the Secretariat to positively answer to Members’ requests in six different areas. Using a percentage, based on the ratio between the number of Members supported by capacity building and the number of Members having submitted a request, is the best way to get a global overview on the WCO’s performance in meeting Members’ expectations for capacity building.

SP8, on people development, is part of the ODP but was considered, with regard to the WCO priorities defined on the basis of Members’ inputs, as an area which deserved a specific KPI. People development includes the Human Resource Development and the support provided to improve the integrity of Customs administrations.

These KPIs will also allow:
- To quantify the number of requests received in specific areas, enabling the identification of the main Members’ priorities at operational level;
- To assess the capacity of the WCO to provide support depending on the selected area.

The percentages selected represent estimation based on the capacity building delivery of the WCO during the last years. They can be explained by the fact that the number of requests from Members is continuously growing while the resources are still limited.
E. LEARNING AND DEVELOPMENT

The fourth layer of the Strategic Map is about Learning and Development. It includes three categories that the WCO has to take into account in its processes. The Learning and Development part is cross-cutting, applicable to the activities that the WCO performs on international standards, cooperation and capacity building. It represents the areas where the WCO needs to deepen its learning and to reinforce its efforts for development. Being of a cross-cutting nature, the KPIs applied to these three areas cover the efforts of the WCO as a whole, not the work of a single directorate or unit.

Key Performance Indicators

<table>
<thead>
<tr>
<th>Performance Indicator</th>
<th>Target 2019-2020 (annual target)</th>
<th>Target 2019-2022 (consolidated target for three years)</th>
</tr>
</thead>
<tbody>
<tr>
<td>LD1. Research and Analysis</td>
<td>5</td>
<td>15</td>
</tr>
</tbody>
</table>
KPI type: Specific target

This KPI indicates the number of research papers that will be published by the WCO during FY 2019-2020. It is based on the work plan of the Research Unit, which coordinates the drafting of the papers in cooperation with relevant people, having the right expertise, in the different directorates.

The five research papers in question are the following:
- Data governance
- Dealing with waste trade: necessity for circular economy and Customs cooperation

KPI type: Specific target

The two KPIs contained in the LD2 aim at reflecting the efforts of the WCO in the development of tools and instruments allowing a deepened use of IT and data analysis. These KPIs represent specific targets applicable for the WCO as a whole, and were obtained through the aggregation of the activities of the directorates and units in this area.

The ten tools and instruments involving the use of IT solutions for FY 2019-2020 are the following:
- Handbook on Information Security
- Organization of DMPT members’ role in the production of WCO Data Model releases
- WCO Syntax Strategy
- XML Implementation Guide for Advance Passenger Information
- Unsupervised machine learning (Clustering) for automated targeting
- Supervised machine learning (Decision tree) for automated targeting
- Data Analytics

It is noteworthy that the efforts of the WCO in research are focused on the use of technology, which is the second area covered by the Learning and Development layer.

<table>
<thead>
<tr>
<th>Performance Indicator</th>
<th>Target 2019-2020 (annual target)</th>
<th>Target 2019-2022 (consolidated target for three years)</th>
</tr>
</thead>
<tbody>
<tr>
<td>LD2. Use of technology and data</td>
<td>Number of tools and instruments involving the use of IT solutions/Estimated number of tools and initiatives involving the use of IT produced by the WCO</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>Number of tools and instruments issued on data analysis/Estimated number of tools and instruments involving data analytics to be issued during the period</td>
<td>1</td>
</tr>
</tbody>
</table>
KPI type: Percentage

One of the remarks often expressed by Members was that the visibility of the WCO is too weak and should be further developed. The Communication Strategy aims at providing this visibility, through an Action Plan that will improve the performance of the WCO in communication. The implementation of the Strategy is under the responsibility of the Communication unit, but the efforts towards increasing the visibility of the WCO are shared by the entire WCO staff through, for instance, the publication of articles related to the operational activities performed and regular communication with Members.

It is expected that the WCO will complete the full implementation of the Communication Action Plan by the end of FY 2019-2020.

KPI type: Specific target

The visibility of the WCO is also related to its presence in events or conferences organized by other organizations or by the private sector. The expertise of WCO staff in Customs matters being globally recognized, the participation of the WCO is increasingly required in others fora. The WCO is also an official observer in many partner organizations for strengthening cooperation in specific areas. The KPI is a specific target for the WCO as a whole, obtained through the aggregation of the feedback received from directorates and units. As the finalized calendar of the external meetings to be attended is not fully known for FY 2019-2020, the target set represents an estimation based on the meetings for which attendance has been confirmed so far in addition to the expected number of meetings to be attended later in the FY 2019-2020. The expected number of meetings to be attended is based on the experience of WCO staff, considering the global attendance of external events over recent years.
Among the 139 activities:

- WTO meetings, especially:
  - WTO Trade Facilitation Committee
  - WTO Committee on Customs Valuation
  - WTO Committee on Rules of Origin
- Meetings organized by other international organizations:
  - APEC
  - Asian Development Bank
  - CITES
  - Codex Alimentarius
  - Coordinating Council on Trans-Siberian Transportation (CCTT)
  - ICAO
  - IMO
  - Inter-American Development Bank
  - International Atomic Energy Agency
  - International Consortium on Combating Wildlife Crime
  - International Organization for Migration (IOM)
  - INTERPOL
  - IPPC (CPM, SCTF meetings)
  - ITC
  - OECD
  - OIE
  - Organisation for the Prohibition of Chemical Weapons
  - OSJD
- OTIF
- UPU
- World Bank
- United Nations meetings:
  - UNCTAD
  - UNDP
  - UNECE meetings
  - UNODC Container Control Programme
  - UN-OCHA
  - UN-OHRRLLS
  - 51st Session of the UN Statistical Commission
- Meetings organized by PSCG members and other private sector representatives
- “TP Minds” (private sector event - transfer pricing)
- Meetings related to Conventions
  - Basel Convention
  - Framework Convention on Tobacco Control
- EU EMPACT meetings about excise fraud
- High-level SALW meeting with League of Arab States representatives
- Meetings with Donors
- IX International Scientific and Practical Conference on the Problems of Expert Activities
- 70th Consultation on International Nonproprietary Names (INN)
- 7th Seminar of European Customs Chemists
F. ORGANIZATIONAL CAPACITY

The fifth and last layer is about the organizational capacity of the WCO, focused on the right use of the human and financial resources.
Key Performance Indicators

<table>
<thead>
<tr>
<th>Performance Indicator</th>
<th>Target 2019-2020 (annual target)</th>
<th>Target 2019-2022 (consolidated target for three years)</th>
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</thead>
<tbody>
<tr>
<td><strong>ORG1.</strong> Specialized and focused work allocation</td>
<td>Aligning efforts with priorities, taking into consideration the limited number of people working at the Secretariat</td>
<td>100% of technical staff dedicated to Strategic Plan activities</td>
</tr>
<tr>
<td><strong>ORG2.</strong> Use of budget resources and accountability</td>
<td>Resources allocated to WCO strategic priorities/Total WCO resources</td>
<td>100% of the resources allocated to strategic priorities</td>
</tr>
</tbody>
</table>

**KPI type: Percentage**

These two KPIs were included to ensure that the Strategic Plan activities and priorities are at the heart of WCO efforts. With a target of 100% expected when it comes to the allocation of technical staff and resources, the WCO has the objective to fully commit to the development and implementation of the content of its Strategic Plan. This KPI was defined by the Administration Management of the WCO.

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</thead>
<tbody>
<tr>
<td><strong>ORG2.</strong> Implementation of Audit Plan</td>
<td>100% of the actions planned under the Audit Plan 2019-2020 Improve implementation of accepted recommendations by reducing the number of &quot;open&quot; recommendations by 30 %</td>
<td>100% of the actions planned under the yearly Audit Plans Improve implementation of accepted recommendations by reducing the number of &quot;open&quot; recommendations by 25 % on average per Committee meeting</td>
</tr>
</tbody>
</table>

**KPI type: Percentage**

The follow-up and implementation of the Audit Plan and the accepted recommendations is of prime importance for the organizational perspective of the WCO. This KPI was defined by the internal auditor of the WCO, with the objective to monitor the implementation of the Audit Plan and to assess whether it meets its expected targets.
The Strategic Plan 2019-2022 defines nine priority areas to which the WCO will devote significant efforts. This section provides more information about the specific activities that will be performed for each of these nine priorities during Financial Year 2019-2020 and how they relate to the main objectives of the Strategic Plan.

G. A BRIEF OVERVIEW OF THE ACTIVITIES RELATED TO THE MAIN PRIORITIES

**COORDINATED BORDER MANAGEMENT**

**Tools and instruments of the ECP**
- Follow-up of the survey circulated in May 2019 (answers to be submitted by 15 July 2019) on the status of implementation of Single Window: Analysis of the results and identification of the next steps
- The information collected through the questionnaire will be made available to the 225th/226th Sessions of the Permanent Technical Committee scheduled to take place in October 2019

**Capacity Building**
- Provide at least 9 capacity building activities to Members based on their expressed needs and requirements in CBM
- Organization of at least 10 capacity building missions (including accreditation workshops, Training Workshop as well as Expert mission / Diagnostic mission / Technical assistance) related to Single Window

**Cooperation**
- Continue to explore the possibility of strengthening cooperation with other international organizations, including through participation in their activities/events, carrying out joint activities, and by signing new MoUs and improving existing MoUs, where necessary

**Sharing of knowledge and best practices**
- Work in progress on the update of the CBM Compendium to reflect some of the emerging issues, including IT aspects and issues relating to interoperability/interconnectivity of systems and processes within government and across borders
- Finalization of SW Compendium update (Part IX of Volume 2, Part II of Volume 1)

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**REVISED KYOTO CONVENTION (RKC)**

**Tools and instruments of the ECP**
- Initiate the concrete drafting of the reviewed RKC (Body and Annexes)
- Temporary approval of the review by the RKC Management Committee between Q4 2019 and Q1 2020

**Capacity Building**
- Provide at least 4 capacity building activities to Members based on their expressed needs and requirements in RKC

**Sharing of knowledge and best practices**
- Regional Workshops to be conducted between Q3 2019 and Q1 2020
- Organization of the 6th and 7th RKC WG on 2-5 September 2019 and 14-18 October 2019
- Organization of the 21st RKC Management Committee on 10 October 2019
Tools and instruments of the ECP

Capacity Building
- At least 5 Capacity Building missions dedicated to e-commerce.
- Support Members in their implementation process, as requested and with available funding.

Sharing of knowledge and best practices/
Raise the profile of Customs and WCO
- Promote and raise awareness of the work of the WCO in this regard.

Tools and instruments of the CEP
- Development of:
  - Risk Management Diagnostic Tool and Risk Management Maturity Model
  - COPES Diagnostic Tool
  - General Aviation Control Handbook
  - IPR Training Handbook and Self-Assessment tool
  - E-learning modules for Passenger Controls, and Small Arms and Light Weapons.

Capacity Building
- At least 8 Capacity Building missions related to Security Programme.
- At least 20 Capacity Building missions related to Risk Management.
- At least 8 Capacity Building missions related to IPR Health and Safety Programme.
- Support Members in their implementation process, as requested and with available funding.

Cooperation
- Organization and conduct of 15 joint operations to detect illegal trade related to Safety and Security.
- Organization of or participation in IPR-related events which include IPR workshops organized by partner organizations (INTERPOL, WIPO, OIE for example), and international IP conferences.
- Organization and conduct of global, regional and national Security Programme-related workshops.
- Organization and conduct of regional and national Risk Management Workshops.
- Organization and conduct of Container Control Programme Workshops.
- Participation in meetings and events organized by other partner organizations, such as UNESCO, INTERPOL, Europol, academia, on security matters.
5 HARMONIZED SYSTEM

Tools and instruments of the RP, advices and decisions related to revenue collection
- Submission of a Business Case to the 2020 Finance Committee and, subsequently, to the Policy Commission, covering the scope of a possible review, the initial impact and feasibility studies, possible governance mechanisms for the change process, and the expected financial and human resource costs
- Preparation of the 2022 edition of the Harmonized System, including creation of the correlation tables, all related updates and the official book on the amendments
- Classification Opinions (approx. 40, depending on Members’ requests)
- Provision of classification advice to Members upon request
- Implementation phase of the EU-WCO Programme for Harmonized System in Africa

Capacity Building
- At least 7 Capacity Building missions dedicated to the HS

Sharing knowledge and best practices
- Preparation and conduct of HS Committee and Review Sub-Committee
- Organization of regional information sessions on the 2022 edition of the Harmonized System

6 CAPACITY BUILDING STRATEGY

Tools and instruments of the ODP
- Progress report on drafting of the new Capacity Building strategy presented to the June 2019 Policy Commission and Council
- July 2019 to January 2020, drafting of the new Capacity Building Strategy taking into account feedback from the 10th Session of the Capacity Building Committee
- Presentation for endorsement of the draft Capacity Building Strategy to the 11th Session of the Capacity Building Committee (24-26 February 2020)
- Presentation for final approval/endorsement to the June 2020 Policy Commission and Council sessions

7 PERFORMANCE MEASUREMENT

Tools and instruments of the ODP
- Conduct comparative analysis of and produce a report on other International organizations’ tools and initiatives on measurement, monitoring and evaluation aspects of Customs performance, by June 2020
- Making progress in the drafting of a new WCO tool dedicated to performance measurement, allowing for a qualitative approach for such a measurement

Capacity Building
- Organize at least 5 Capacity Building missions dedicated to performance measurement

Sharing knowledge and best practices
- Organize the first meeting of the Performance Measurement Working Group and have its ToR adopted by June 2019 Policy Commission
INTEGRITY

Tools and instruments of the ODP
• Enhance the Revised Integrity Development Guide
• Develop methodological guidelines for conducting Customs Integrity Perception Survey

Capacity Building
• Deliver at least 15 integrity-related capacity building missions
• Enhance the Revised Integrity Development Guide

Sharing knowledge and best practices
• Organize the 19th Session of the WCO Integrity Sub-Committee to be held on 27-28 February 2020
• Publish 2 newsletters pertaining to integrity

DIGITAL CUSTOMS AND DATA ANALYTICS

Coordinated Border Management
• Update and upgrade of the Single Window Interactive Map (SWIM) interactive repository of information concerning Single Window environments, associated to the Reform and Modernization - Monitoring Activities and Projects (RAM-MAP) platform – for easy-to-access information and enhanced transparency to Members. The SWIM database provides well-structured information concerning Members’ Single Window environments, automated clearance systems/environments, related business processes, regulatory e-services provided to the trade community, a snapshot of the implementation progress of different Single Window systems, etc.

• Organization of DMPT members’ role in the production of WCO Data Model releases
• WCO Syntax Strategy
• XML Implementation Guide for Advance Passenger Information

Harmonized System
• Update the e-learning for HS

Capacity Building
• Conduct at least 20 capacity building missions on IT and data analytics

Security
• New version of the CENcomm including CENcomm User Guide and application for specific projects AIRCOP, COLIBRI, IPR user group
• COPES e-learning
• Colibri Geoportal

Sharing of knowledge and best practices
• Conduct 3 regional seminars (AMS, ESA, WCA) on data analytics
• Organization of the WCO yearly IT and TI Conference

Data Analysis
• Establishment by June 2020 of a cloud computing server on which representatives of the Secretariat, Members and external experts could collaborate in developing data analytic tools for Customs administrations
H. OVERALL CONCLUSION AND NEXT STEPS

The Strategic Plan 2019-2022 represents a significant change from the way the WCO used to manage its strategic planning. The methodology, the KPIs and the reporting are new areas in which experience and learning will be necessary to regularly improve the Strategic Plan.

Having a flexible and easily manageable document was the initial plan of the WCO in the drafting of the new Strategic Plan. The objective is therefore to improve the Plan in a continuous way. The new Strategic Cycle allows this continuous assessment and places the Members at the centre of the Organization’s strategy.

The Strategic Plan will be subject to significant change in the future, based on lessons learnt and on Members’ feedback obtained during WCO meetings but also during the Regional Workshops that will be organized on a regular basis.

The work on the new strategic planning has just been initiated. The targets related to the implementation of WCO tools, considered as highly relevant, are still missing from the Plan because of the absence of concrete methodology to perform a qualitative assessment of the WCO performance. The work of the Working Group on Performance Measurement will be of prime importance in this context, allowing the WCO to meet Members’ expectations in being able to assess the quality of its work.

This will cover the KPIs related to the implementation of the WCO tools, but will also be of great use to measure other aspects of WCO work such as the concrete impacts of capacity building missions, workshops etc., on Members’ practices.

This new Strategic Plan marks the beginning of a journey that the WCO is happy to undertake with the close support of its Members. Continuous learning and discussions will allow the WCO to shape this document and make it, over the years, more beneficial for its internal processes, driving the entire Organization towards the full satisfaction of its Members.
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