

# Strategic Plan 2022-2025

## I. Introduction

The Strategic Plan 2022-2025 aims to build on the previous Strategic Plan, retaining the positive aspects identified during its implementation while looking for a general improvement of the overall approach through the development of an Environmental Scan<sup>1</sup> and the information collected during the regional consultations.

The COVID-19 pandemic highlighted the great need for societies and organizations to be agile and adaptable. Setting objectives for the future should not hamper the ability to react quickly in the event of a global situation. In that sense, the Strategic Plan of the WCO should establish clear roadmaps to ensure that the WCO is, and remains, fit for purpose, considering the current and future opportunities and challenges for Customs, while also being agile, flexible and resilient in responding to the unknown.

### *A dynamic structure*

The structure of the Strategic Plan is based on a combination of elements aimed at ensuring that the approach is streamlined, that the relevant actions are implemented with regard to the desirable futures contained in the Environmental Scan, and that the WCO Secretariat is properly addressing Members' expectations. The five layers of the strategy can be briefly described as follows :

- **Results** : ensuring that the WCO responds to its main Mission.
- **Members** : ensuring that the Secretariat is meeting Members' needs in terms of trade facilitation, revenue collection, protection of society and organizational development, and assessing the impacts of these activities on Customs operations.
- **Functions** :
  - **Core functions** : ensuring that the WCO is maintaining a high level of attention in areas where its expertise and experience are proven. This covers in particular the development, maintenance and implementation of instruments, the fostering of Customs cooperation, and the Capacity Building support provided in each of the key areas mentioned above. The WCO should continue to dedicate attention to each of these areas, in which a high-quality degree of delivery should be maintained and a modernized approach adopted to better address the opportunities and challenges identified.
  - **Supporting functions** : ensuring that activities related to research and communication fully serve the development of appropriate initiatives, guaranteeing that the Secretariat provides relevant responses to opportunities and challenges, while properly communicating on these activities to raise WCO and Customs visibility and global influence.

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<sup>1</sup> [Environmental Scan 2021](#)

- **Focus** : ensuring that the Secretariat concentrates appropriate focus on those essential areas where awareness needs to be raised, expertise developed and experience expanded. Given the dynamic structure of the Strategic Plan, it is assumed that these areas of focus should be reviewed every year, and that the activities performed to reinforce knowledge and experience in these areas could lead to their integration into the WCO's core functions at a later stage, as they are some of the emerging threats and opportunities identified in the Environmental Scan and are linked to the daily work of the WCO and Customs administrations.
- **WCO improvement** : ensuring the viability and sustainability of the WCO through the improvement of its non-technical procedures. This touches in particular on the mitigation of the main risks reflected in the risk map presented by the external auditor in 2020 and the continuous update of working methods to render the WCO a more efficient Organization.

### *A strategic document*

The WCO Strategic Plan 2022-2025 is not meant to provide a comprehensive overview of all the activities of the Secretariat. It should be considered as a high-level policy and strategy document for the Organization, providing a direction for the WCO as a whole. This overall direction is composed of continuity in areas of expertise, paying closer attention to areas where expertise should be enhanced, and guaranteeing that the WCO is relying on a strong organizational basis. These aspects should, together, allow the Secretariat to better respond to Members' needs and to adequately prepare them for the future while reinforcing the transparency and accountability of the Secretariat, taking fully into account the desirable futures outlined in the Environmental Scan, Member views expressed during the regional consultations, and the main risks surrounding the WCO.

The WCO Strategic Plan 2022-2025 aims to enhance coherence in the WCO's activities through a full convergence of its attention at multiple levels, encompassing the entire Secretariat and all Members. Its scope is limited to the main strategic issues to be addressed for the future, with the aim of ensuring that the actions of the Secretariat are targeted and unified towards common and relevant goals for the entire Customs community.

## II. Organizational profile

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### *MISSION STATEMENT*

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“The World Customs Organization develops international standards, fosters cooperation and builds capacity to facilitate legitimate trade, to secure a fair revenue collection and to protect society, providing leadership, guidance and support to Customs administrations.”

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### *VISION STATEMENT*

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“Bringing Customs together for a safer and more prosperous world.  
Borders divide, Customs connects.”

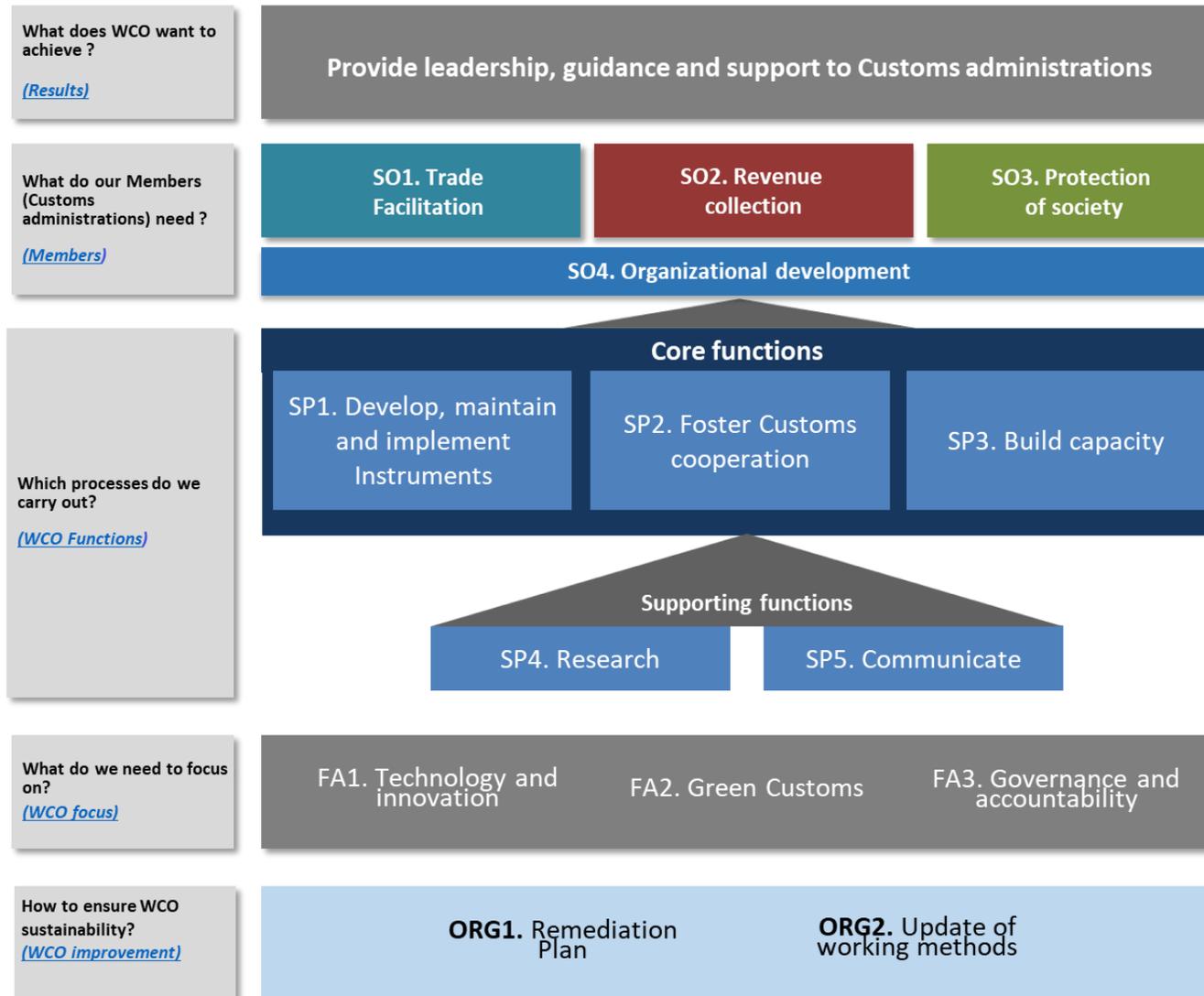
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### *VALUES*

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“We are a knowledge-based and action-oriented organization.  
We believe in transparent, honest, and auditable governance procedures.  
We are responsive to our Members, stakeholders in trade, and society.  
We capitalize on technology and innovation.  
We believe in inclusiveness, diversity and equitable treatment and opportunities for all.”

### III. Strategic Map



## IV. Strategic Layers

### RESULTS

#### *Provide leadership, guidance and support to Customs administrations*

The WCO has set as its main Strategic Goal to provide leadership, guidance and support to its Members. This objective remains relevant and therefore does not change from the previous Strategic Plan. This expected end result is in line with the WCO's Mission Statement and reflects the support provided by the Secretariat to Customs administrations through its core functions and focus areas.

Pursuing the overall goals linked to the WCO's mission, the Secretariat will focus on the delivery of initiatives promoting more facilitation, fairer revenue collection and better protection of society, all supported by sustained efforts in organizational development. The proper implementation of the activities related to focus areas will also be closely monitored in this respect. Its main results will be assessed through its capacity to fully implement the actions contained in the annual implementation plans. A qualitative assessment of its initiatives will also be ensured through the feedback obtained from Members on their overall level of satisfaction with regard to the WCO in the Annual Survey. The objective will be to maintain or increase the level of satisfaction of Members over time.

### MEMBERS' PERSPECTIVE

Members' perspective constitutes the layer where the WCO's actions respond to the main needs of Members. These needs are articulated around four strategic objectives (SO) that represent the main areas of Customs' activities, namely trade facilitation, revenue collection, protection of society and organizational development.

*SO1. Trade facilitation*

*SO2. Revenue collection*

*SO3. Protection of society*

*SO4. Organizational development*

This layer of the Strategic Plan is related to Members' needs in terms of facilitation, revenue collection and protection of society, all supported by organizational development. These represent the definition of the role of Customs at borders and in trade supply chains, and the need for Customs administrations to be well managed and internally efficient.

Under SO1, Trade facilitation, the Secretariat will pay particular attention to the Revised Kyoto Convention, E-Commerce, the WTO Trade Facilitation Agreement, SAFE and AEO, Coordinated Border Management, the Data Model and waste-related issues. Under SO2, Revenue collection, work will continue to focus on the Harmonized System, valuation, origin and resource mobilization. Under SO3, Protection of society, the work will be articulated around risk management, revenue fraud, passenger control and SAFE, anti-money laundering and counter-terrorism financing, and drugs/medicines. Under SO4, the main tasks will be related to performance measurement, gender equality and diversity, integrity, human resources management, the implementation of the capacity building strategy, and the improvement of the pool of experts.

The activities in each of these fields will be distributed around strategic processes (SP) that represents the main functions of the WCO as an Organization, namely the development and update of instruments (SP1), the reinforcement of Customs cooperation and of the cooperation with key stakeholders (SP2), and capacity building activities (SP3). The supporting functions (SP4 and SP5) as well as the focus areas (FA) will also impact the development of initiatives under each of the strategic objectives.

The purpose of the Strategic Plan in this field is to assess whether the specific actions detailed in the annual implementation plans are fully completed for each of the strategic objectives. It will also assess whether the WCO is adequately responding to Members' expectations in these areas, and if the daily work and meetings conducted by the Secretariat are having an impact on their efficiency. To this end, the assessment of the Secretariat's activities in response to Members' needs will be carried out through a set of indicators measuring the satisfaction of Members regarding the content and management of the main WCO meetings, ensuring that these meetings are providing adequate responses to Members' expectations and constitute valuable fora for exchanging experiences and best practices in all of the key areas covered by the strategic objectives. As the implementation of WCO instruments also represents a strategic objective for the Secretariat and Members, each of the specific objectives will be subject to an assessment of the status of implementation of its related instruments.

## WCO FUNCTIONS

WCO functions constitute the layer gathering the core activities which support the WCO as an Organization. These functions are articulated around five strategic processes (SP) that represent the main areas of activities allowing the WCO to adequately perform its duties. The strategic processes are : Develop, maintain and implement instruments, Foster Customs cooperation, Build capacity, Research and Communicate.

### WCO core functions

#### *SP1. Develop, maintain and implement instruments*

The first core function of the WCO is to provide Members with an adequate set of instruments with which to face the realities of the modern world. This function can be implemented through the development of new tools, responding to new opportunities and challenges, and also through the update of existing tools to make them fit for purpose with regard to these opportunities and challenges.

Members' satisfaction regarding the work conducted by the WCO in terms of the development and updating of instruments will be measured to ensure that the approach is well targeted.

### *SP2. Foster Customs cooperation*

The second core function of the WCO is to promote and support coordination and cooperation, both between Customs and with other agencies and the private sector. Further cooperation can support the implementation of standards and raise the influence of Customs at borders. This function therefore focuses on the practical aspects of Customs-to-Customs cooperation, by supporting the exchange of information and intelligence, facilitated by the organization and conduct of joint operations. The assessment of Members' satisfaction, obtained through the Annual Survey, will continue to be monitored as an important element to ensure that the WCO is moving in the right direction. In order to measure the operational impacts of such operations, a key performance indicator will also be dedicated to the number of seizures achieved as a result of joint operations, with the objective to increase their number over time.

The scope of Customs cooperation should be extended to include Customs stakeholders. At the level of the WCO, this means reinforcing cooperation with other international organizations and the private sector, through joint projects and programmes, MoUs, joint actions and statements, etc. The Strategic Plan will particularly monitor the updating and upgrading of current partnerships, in order to ensure that existing collaboration remains relevant and that proper follow-up is applied.

### *SP3. Build capacity*

The third core function relates to the delivery of capacity building support and technical assistance to Members. The actions undertaken in this area help Members implement WCO standards and tools (SP1) and strengthen Customs cooperation (SP2). To support the modernization of Customs, these actions also provide assistance in developing the organizational capacity of Customs administrations. In this section, the Strategic Plan will monitor the Secretariat's capability to deliver Members' requests in these areas, in line with the strategic content of the Strategic Plan.

In addition, the Strategic Plan will aim at improving the overall approach of the WCO in terms of capacity building delivery, especially through the development and maintenance of the required expertise in key areas. This will be achieved by paying particular attention to the pools of experts, their accreditation and the continuous assessment of their skills. There will also be full monitoring of Member satisfaction and the effectiveness of delivery when following up Capacity Building activities, on the basis of the outcomes of the Annual Survey.

## WCO supporting functions

### *SP4. Research*

Research activities will be aligned fully with the core functions and focus areas of the WCO, and with full consideration of the desirable futures of the Environmental Scan, in order to adequately respond to the main areas of focus of the WCO as a whole. Research activities will clearly feed the overall direction taken by the WCO, and will support the development of material to respond to current opportunities and challenges while preparing the future. These initiatives will be fully integrated within WCO processes to make sure that Research is responding directly to the targets and objectives of the Strategic Plan.

To this end, the Key Performance Indicator (KPI) in this area will be to ensure that activities conducted by the Research Unit are in line with the main areas of focus for the Secretariat and Members. Naturally, research activities will mainly be dedicated to focus areas and emerging issues such as fragile borders, representing domains where knowledge and understanding need to

be enhanced. The assessment will be performed through a qualitative assessment of these activities, based on Members' responses to the annual survey, as the qualitative added-value of research activities will be guaranteed if they respond closely to the objectives shared by the Customs community as a whole.

### *SP5. Communicate*

Communication is an area that requires renewed focus by the WCO, and communication objectives, planning and activities need to be formulated around the content of the Strategic Plan. To reach out to a wider audience and raise awareness of the important work carried out by Customs globally, the WCO is already making use of social media platforms, has published a Communications Handbook for Customs administrations, and has reviewed its corporate identity. The next step will be to ensure that Customs administrations join hands with the WCO to devise global and regional communication plans and strategies to raise the profile of Customs and bolster the role of the WCO in the international arena.

## WCO FOCUS

The WCO Focus layer presents those strategic areas where actions and improvement are urgent and absolutely essential in response to the external threats and opportunities identified in the Environmental Scan. They constitute matters of prior interest for the WCO to allow it to properly address future challenges and position Customs as modern and agile actors at the borders. To maintain agility and the flexibility of the strategy, these strategic areas should be reviewed and reconfirmed together with the Annual Implementation Plans. These areas are clearly linked to the functions of the WCO, but they deserve particular attention and focus to bring the WCO to the next level as regards their development. Specific actions and activities will be conducted for each of the focus areas, offering a clear view of what has been achieved for each of them, in order to move towards the development of an organizational culture around them and their full integration in WCO processes in the future.

### *FA1. Technology and innovation*

The importance of technology is undisputed in today's world, and could still be further explored by the WCO at many levels. Considering the diversity of its membership, the Organization should focus on reducing the digital gap between Members and initiating concrete steps towards the full digitalization of procedures, the use of data analytics and the exchange of information in a dematerialized way.

The work carried out under this focus area should take a smart and systematic approach. This means that every initiative conducted in this context should be carried out in harmony with other and preceding initiatives, and efforts should be made to avoid the proliferation of activities developed in isolation. The approach needs to be comprehensive and to respond to the needs of Customs, other agencies and the entire supply chain. This approach entails the transformation towards agile Customs through digitalization of Customs procedures, data analytics, exchange of information and innovative working methods, while giving full consideration of the developments undertaken by other border agencies, in order to move towards SMART (Secure, Measurable, Automated, Risk Management-based, and Technology-driven) borders. This should go further and include the private sector and other stakeholders as well, to create a sound ecosystem based on adequate interconnectivity between actors in the international supply chains supported by technological application and innovative solutions.

Technology and innovation are essential to modern and efficient Customs operations and to facilitating cooperation between Customs administrations and their stakeholders. This area is

therefore absolutely fundamental for the future of Customs, and the WCO cannot lag behind in this respect.

The Strategic Plan will address the significant needs in this area through three main aspects:

- The provision of digital solutions to expand on trade facilitation, improve risks management and collect revenue in a more efficient way. The objective here is to progressively implement a digital environment in which the working models of Customs administrations will evolve to achieve more effectiveness, contributing to their modernization and responding to their partners' needs.
- The implementation of a dedicated data strategy within the entire Organization, to take the necessary steps towards the appropriate use of data collected by Customs, through data processing, analysis and support to decision-making. The objective here is to move towards the strategic use of the significant amount of data collected by Customs, by raising awareness of the benefits of doing this and developing the required expertise. Statistical expertise is key to raising the profile of Customs and the WCO above that of other agencies and organizations that have already been exploring this area for a long time.
- The exploration of potential ways of further promoting the exchange of information between administrations, bearing in mind the different legislation and the sensitivity of the information. The objective here is to enhance the trust between partners, by raising awareness, developing secure systems for exchanging information, and defining a limited and useful set of data that can be exchanged. Overcoming the issues related to legal matters and confidentiality would lead to an efficient exchange of data in real time, thus facilitating clearance, revenue collection and risk management operations.

#### *FA2. Green Customs*

As highlighted by the Environmental Scan 2021, the world's mindset regarding sustainable development and the protection of the environment has changed significantly in recent years. At some point, it can be expected that societies will look closely at those organizations who do not contribute sufficiently to global efforts in this regard. The WCO should prepare itself to deliver a strong message and concrete activities on behalf of the Customs community. Knowledge of how Customs could contribute specifically to global efforts is still quite limited, and needs to be reinforced through appropriate research and reflection. The Strategic Plan will ensure that sufficient attention is paid to this and that concrete initiatives are explored to point the WCO in the right direction in this area. In particular, trade-related aspects will be further studied, such as the circular economy and waste management. A global reflection will also be launched to assess how WCO instruments might be amended and reviewed to further integrate the environmental aspect and contribute to the global green economy.

### *FA3. Governance and accountability*

The governance aspect is of particular interest for WCO Members, including the need to modernize the WCO in order to ensure its viability and sustainability over time.

The WCO, as an international organization, needs to be governed by high standards, implying full transparency and accountability in its activities and the proper involvement of Members in its decision-making process. This focus area foresees the development of a concrete modernization plan for the WCO, which would integrate a series of deliverables aiming at ensuring the world-class management of the Organization. This work would fully take into account proposals already submitted by Members with respect to moving forward, such as the work related to the WCO election processes and the alternatives sources of funding. The modernization plan would focus on essential aspects to guarantee the sustainability of the WCO, such as the development of a concrete policy to retain talent, the reflection on alternative ways of funding, based on the outcomes of the Benchmarking Exercise, and the donor policy, the review of the decision-making process to make it more flexible and agile, the review of the WCO's structure, and the assessment of the impacts of WCO tools on Customs operations, among others.

The modernization plan will constitute a key instrument for the future of the Organization. Hence, it is planned that Members will be fully involved in its development through a round of regional consultations. This plan will be developed and implemented as part of the Strategic Plan 2022-2025.

## **WCO IMPROVEMENT**

WCO improvement covers those aspects that are not part of the technical functions of the WCO but still fully integrated in its internal functioning. They respond to the need for the WCO to be a strong and viable Organization, adapted to modern realities, and to remain stable considering the possible futures ahead. WCO improvement covers the efforts made by the Secretariat and already ongoing, such as the implementation of the Remediation plan related to the red risks of the WCO Audit Plan and the update of working methods as a continuous effort to adapt the WCO's approach and make it more efficient.

### *ORG1. Remediation plan*

The WCO has undertaken to mitigate the main risks identified in the risk mapping, through concrete actions and timelines, supported by both Members and the Secretariat. As the mitigation process needs to be dynamic and constant, the objective is to ensure a continuous follow-up regarding the implementation of the Remediation plan as well as a regular update of the risk map on a three-year basis to make sure that the WCO is adequately focusing its attention. Effectively responding to the main risks surrounding its activities and applying proper risk control will place the WCO in the right direction as a strong and viable Organization.

## *ORG2. Update working methods*

The process of updating WCO working methods began a few years ago and constitutes a continuous process as the amount of work involved is quite significant. Working methods can be applied at various levels within the Organization, including the management and conduct of working bodies, the daily work of the Secretariat's staff, the procedures of the Organization, etc. The Remediation plan already calls for certain activities related to updating working methods, in direct response to the red risks of the WCO Audit Plan, but this aspect goes beyond this, and should be a constant focus of attention for the Secretariat. The Strategic Plan will make sure that efforts are ongoing in this area and that the working methods of the WCO remain up-to-date, considering the global environment and needs.

## V. Key Performance Indicators (KPIs)

This section presents the KPIs that will shape the Strategic Plan 2022-2025. Paying attention to the consistency of the overall strategy will ensure a higher degree of qualitative assessment, as all the actions planned under the different layers of the Strategic Plan should respond to the desirable futures outlined in the Environmental Scan, the main risks identified for the Organization, and the overall direction the WCO is planning to take. The Strategic Plan 2022-2025 aims to be more targeted, highlighting those initiatives that represent a concrete and clear way forward for matters of strategic importance, addressing the desired future for Customs and the WCO. The KPIs of the Strategic Plan offer a balance between the assessment of the ability of the Secretariat to deliver its activities as planned, through the completion of all the activities contained in Implementation Plans, and a qualitative assessment applied on other actions focusing on the impacts of WCO activities and Members' satisfaction. The KPIs that call for the completion of activities listed under a specific layer of the Strategic Map should be regarded on the basis of the detailed information contained in the annual implementation plans. A "zero measurement" basis is available for some of the KPIs and directly emanates from the outcomes of the Annual Survey 2022. This information is not contained in the Strategic Plan itself but will be used for direct reporting to Members in the context of the monitoring of the implementation and regular updates provided to the Audit Committee, Policy Commission and Council, in order to allow the assessment of the evolution at qualitative level.

Strategic layer	Activity	Description	Type
<b>RESULTS PERSPECTIVE</b>			
<b>Provide leadership, guidance and support to Customs administrations</b>	Effectively implement the Strategic Plan	100 % completion of the Strategic Plan 2022-2025	Completion of all the targets foreseen in the Strategic Plan layers
	Keep a high level of satisfaction	Improvement of Members' overall satisfaction on WCO actions	Rate provided by Members through the WCO Members' engagement annual survey
<b>MEMBERS PERSPECTIVE</b>			
<b>SO1. Trade facilitation</b>	Deliver the activities planned	Fully commit to the engagement taken through the Implementation Plans	100 % completion of the actions related to SO1 in the Implementation Plan
	Implement WCO instruments	Increase the knowledge regarding the implementation and usage of the main WCO instruments in trade facilitation and identify the reasons why some Members are not implementing or using them	Information to be collected through the WCO Members' engagement annual survey
	Keep a high level of satisfaction	Improvement of Member satisfaction regarding the quality of PTC meetings	Rate provided by Members through surveys to be completed at the end of PTC meetings
<b>SO2. Revenue collection</b>	Deliver the activities planned	Fully commit to the engagement taken	100 % completion of the actions related to SO2 in the Implementation Plan

		through the Implementation Plans	
	Implement WCO instruments	Increase the knowledge regarding the implementation and usage of the main WCO instruments in revenue collection and identify the reasons why some Members are not implementing or using them	Information to be collected through the WCO Members' engagement annual survey
	Keep a high level of satisfaction	Improvement of Member satisfaction regarding the quality of HSC meetings	Rate provided by Members through surveys to be completed at the end of HSC meetings
<b>SO3.</b> Protection of society	Deliver the activities planned	Fully commit to the engagement taken through the Implementation Plans	100 % completion of the actions related to SO3 in the Implementation Plan
	Implement WCO instruments	Increase the knowledge regarding the implementation and usage of the main WCO instruments in protection of society and identify the reasons why some Members are not implementing or using them	Information to be collected through the WCO Members' engagement annual survey
	Keep a high level of satisfaction	Improvement of Member satisfaction regarding the quality of EC meetings	Rate provided by Members through surveys to be completed at the end of EC meetings
<b>SO4.</b> Organizational development	Deliver the activities planned	Fully commit to the engagement taken through the Implementation Plans	100 % completion of the actions related to SO4 in the Implementation Plan
	Implement WCO instruments	Increase the knowledge regarding the implementation and usage of the main WCO instruments in organizational development and identify the reasons why some Members are not implementing or using them	Information to be collected through the WCO Members' engagement annual survey
	Keep a high level of satisfaction	Improvement of Member satisfaction regarding the quality of CBC meetings	Rate provided by Members through surveys to be

			completed at the end of CBC meetings
<b>WCO FUNCTIONS</b>			
<b>SP1. Develop, maintain and implement Instruments</b>	Keep a high level of satisfaction	Ensure that the instruments updated or newly developed adequately respond to Members' expectations	Rate provided by Members through the WCO Members' engagement annual survey
<b>SP2. Foster Customs cooperation</b>	Disrupt criminal activities	Increase the number of seizures achieved as a result of joint operations	Figures to be obtained through the final reports published after joint operations
	Keep a high level of satisfaction	Ensure that the joint operations conducted correspond to Members' expectations regarding their organization, roll-out and thematics	Rate provided by Members through the WCO Members' engagement annual survey
	Reinforce cooperation with key stakeholders	Extend the influence and visibility of Customs and the WCO through the reinforcement of cooperation with external stakeholders	At least one existing partnership with external stakeholders has been reviewed or upgraded (review of the MoUs and joint action plans) in each of the Strategic objectives
<b>SP3. Build Capacity</b>	Build the right capacity	Rate of capacity building support delivered in alignment with the main activities of the core business and focus areas	Ensure that at least 80 % of capacity building activities are aligned with the main topics of the core business and focus areas
	Build the right expertise	Increase the rate of capacity building activities delivered by accredited or recognized experts	Assess the percentage of capacity building activities delivered by accredited or recognized experts
		Increase the number of non-WCO employed experts	Number of non-WCO employed accredited experts
	Ensure an adequate allocation of resources	Assess the amount of funds used for capacity building activities aligned with the content of the Strategic Plan	Proportion of funds used for capacity building activities aligned with the content of the Strategic Plan compared to the overall expenses of the WCO in capacity building activities
	Keep a high level of satisfaction	Ensure Member satisfaction with regard to capacity building support delivered and follow-up of capacity building activities	Rate provided by Members through their responses to satisfaction surveys after having received capacity building assistance

<b>SP4. Research</b>	Keep a high level of satisfaction	Ensure that research activities conducted respond to Members' expectations	Rate provided by Members through the WCO Members' engagement annual survey
<b>SP5. Communicate</b>	Keep a high level of satisfaction	Ensure that communication activities undertaken respond to Members' expectations	Rate provided by Members through the WCO Members' engagement annual survey
<b>WCO FOCUS</b>			
<b>FA. Focus areas</b>	Deliver the activities planned	Fully commit to the engagement taken through the Implementation Plans	100 % completion of the actions related to focus areas in the Implementation Plan
	Assess the impact of WCO action in focus areas	Ensure a high level of satisfaction from Members regarding the developments undertaken in each of the focus areas and their impacts on Customs operations	Rate provided by Members through the WCO Members' engagement annual survey
<b>WCO IMPROVEMENT</b>			
<b>ORG. WCO improvement</b>	Deliver the activities planned	Fully commit to the engagement taken through the Implementation Plans	100 % completion of the actions related to ORG in the Implementation Plan

## VI. Methodology

The WCO's Strategic Plan 2022-2025 has been developed on the basis of the Balanced ScoreCard (BSC) Methodology, as was its predecessor, but adapted to better serve the needs and objectives of the WCO while enabling the planning, implementing and learning of the strategy.

This methodology was used in order to follow a strategic management process that will assist the WCO in fulfilling its Mission Statement, desirable futures and Strategic Objectives as shown in the following Strategic Management Cycle. A consultative approach is constantly applied during the cycle, ensuring the full involvement of Members, Secretariat teams and partners from the private sector.



## 1. Understand the global environment and emerging trends

Between October 2020 and March 2021, the Secretariat conducted a broad consultation with Members, Secretariat teams and the private sector (WCO Private Sector Consultative Group) in order to draft the Environmental Scan<sup>1</sup> that is the basis of the Strategic Plan 2022-2025. The Environmental Scan is a study of the global environment and emerging trends that have or may have an impact on Customs' operations now and in the future. Its coverage is purposely extensive to provide a complete overview of today's world and to engage collective thinking on the role of Customs and its potential evolution.

## 2. Assess the strengths, weaknesses, opportunities and threats

Considering the global trends outlined in the Environmental Scan, the WCO Secretariat undertook the assessment of current strengths and weaknesses, as well as related opportunities and threats, for Customs and for the WCO at large. This exercise allowed a picture to be drawn of the needs identified to properly address the global environment and its emerging trends. The overall strategy of the WCO should ensure that the current strengths are maintained while the weaknesses are tackled. In so doing, the WCO Secretariat and Customs will be better placed to face the threats surrounding their activities and grasp the opportunities brought by the evolving world.

## 3. Validate or modify the Organization's mission and vision

Following the process conducted in the previous steps, the WCO Secretariat was able to assess whether the WCO's Mission and Vision were still valid responses for the future. It was considered that the Mission and Vision of the WCO should be kept as they were, as the fundamental role of Customs should remain the same. It was agreed that the WCO should pursue its activities articulated around its core functions, i.e. the maintenance, development and implementation of relevant instruments for Customs administrations, the reinforcement of Customs cooperation, and capacity building support. The Mission and Vision of the WCO, reviewed and adopted in the context of the Strategic Plan 2019-2022, were therefore validated in their current wording.

## 4. Develop goals, strategies and actions

The Strategic Plan 2022-2025 represents the operationalization of the Environmental Scan. From the broad perspective offered by the Scan, the objective was to consolidate priorities for the WCO in the coming years. As the high-level strategy of the WCO, the Strategic Plan is meant to provide a concrete framework to ensure that the WCO is moving in the right direction, based on the desirable futures listed in the Environmental Scan. An extensive consultation was again carried out in September and October 2021 to define the key goals, strategies and actions to be undertaken in order to put the WCO on the right track towards the completion of its desirable futures. The Strategic Plan 2022-2025 was drafted on the basis of the Environmental Scan and of this consultation, and includes the essence of the WCO's functions, the areas where further focus is needed and the requirements related to the reinforcement of its internal processes. The Strategic Map sets out the strategic framework for the conduct of its work during the next three years, ensuring the overall improvement of the WCO at multiple levels through the use of the Balanced ScoreCard Methodology.

## 5. Execute and manage the strategy and actions

The Strategic Plan 2022-2025 defines a specific set of qualitative and quantitative Key Performance Indicators (KPIs) to allow for the monitoring and follow-up of the execution of the strategy. Its concrete implementation will be carried out through annual Implementation Plans. These Implementation Plans will provide further details on the concrete actions to be conducted under the different layers of the Strategic Plan and their related KPIs. The different parts of the Strategic Plan will be subject to specific actions to ensure that the WCO is focused towards its main objectives, ensuring the quality of its core functions while paying the right amount of attention to its focus areas. WCO improvement matters will also follow their own specific actions and deliverables. All of the actions, initiatives and deliverables will be streamlined around the desirable futures of the WCO, ensuring consistency in the overall approach of the Organization.

## 6. Assess and adjust the Plan as an ongoing process

In the same spirit as its predecessor, the Strategic Plan 2022-2025 will be regarded as an ongoing process offering sufficient flexibility for adjustment and adaptation. The focus areas will be reviewed on an annual basis, and decisions will be made about their continuation or replacement, in order to ensure that the WCO is properly allocating resources to matters of great interest for Customs administrations. The strategic cycle supposes that learning and experience related to the implementation of the strategy will allow for the identification of possible improvements and amendments, according to the needs of the WCO and in full consideration of the global environment and its emerging trends. To that end, the Environmental Scan will also be subject to regular review to ensure that the desirable futures of the WCO are still valid and in line with global developments.

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