IMPLEMENTATION PLAN
2019-2020

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IMPLEMENTATION PLAN 2019-2020

The Strategic Plan 2019-2022 identifies a number of Key Performance Indicators (KPIs) which will be used to assess the implementation of that Plan, as well as progress made by the WCO towards completing its Mission and, looking longer-term, its Vision, whilst continuing to respect its core values.

The Implementation Plan is a yearly document that will enable the WCO to keep the right focus on the main goals outlined in the Strategic Plan, and to get an overall idea of its capacity to respond to and deliver Members' expectations.

The Implementation Plan 2019-2020 provides more detail on the KPIs identified in the Strategic Plan and establishes concrete deliverables that represent a first step towards the improvement of WCO efficiency. It focuses on the strategic aspect of internal operations, the operational aspect being addressed in the Action Plans of the main WCO Packages.

The Implementation Plan provides a global overview of WCO performance, identifying its strengths, but also the areas where improvement is needed. It will serve as a diagnostic, monitoring and reporting tool for the entire Organization.
A. STRATEGIC GOAL - PROVIDE LEADERSHIP, GUIDANCE AND SUPPORT TO CUSTOMS ADMINISTRATIONS

KEY PERFORMANCE INDICATORS

Total initiatives or actions carried out to provide leadership, guide and support Customs administrations/Estimated initiatives or actions

This KPI will give an overview of the global capacity of the WCO to carry out initiatives or actions to guide and support Customs administrations in accordance with its plans and timelines. This will provide an indication of the overall efficiency of the Organization and the amount of work delivered on a yearly basis.

This indicator aggregates the initiatives carried out for each of the Strategic Objectives: Facilitation, Revenue Collection and Protection of Society, to understand the aggregated efficiency of the WCO. It also allows to define the rate of success in reaching the main targets defined by the Key Performance Indicators set under the Strategic Objectives.

UNDER THE MAIN STRATEGIC GOAL, THE IMPLEMENTATION PLAN WILL ASSESS:

- The overall capacity of the WCO to deliver actions and initiatives in accordance with its initial objectives and timelines.
B. STRATEGIC OBJECTIVES

UNDER THE MAIN STRATEGIC OBJECTIVES, THE IMPLEMENTATION PLAN WILL ASSESS:

- The capacity of the WCO to deliver actions and initiatives in accordance with its initial objectives and timelines in areas related to trade facilitation, revenue collection and protection of society.

SO1 - TRADE FACILITATION / SO2 - REVENUE COLLECTION / SO3 - PROTECTION OF SOCIETY

Key Performance Indicators

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 for the period

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 for the period

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 for the period

These KPIs represent an aggregation of all the initiatives undertaken under the various WCO processes aimed at moving towards more facilitation, better revenue collection and better protection of society. These will assess the progress made by the WCO and its capacity to positively meet its Members' expectations in each of these strategic areas.

"Initiatives" is meant, in this context, for the number of activities performed in the fields of trade facilitation, revenue collection and protection of society. It covers all the tools and instruments, activities for sharing knowledge, capacity building activities and cooperation activities, compendiums, developed or undertaken in each of these specific areas.

The sum of initiatives for the three Strategic Objectives (SO1, SO2, SO3) is the result of the aggregate number of activities implemented at the Process level perspective.
C. STRATEGIC PROCESSES

UNDER THE MAIN STRATEGIC PROCESSES, THE IMPLEMENTATION PLAN WILL ASSESS:

- The capacity of the WCO to keep its tools up to date with regard to the needs triggered by emerging trends.
- The level of implementation of WCO tools, as the next step following their adoption, highlighting the efficiency of the Organization in helping its Members towards achieving proper implementation.
- The capacity of the WCO to positively respond to and carry out joint operations aimed at detecting illegal transactions.
- The capacity of the WCO to positively respond to Members’ requests for capacity building and technical assistance.
- The capacity of the WCO to positively respond to Members’ requests for people development support.
- The proportion of Capacity Building requests for each of the main WCO Packages and for overall international standards adoption/implementation.

SP1 - ECONOMIC COMPETITIVENESS PACKAGE

Key Performance Indicators

Number of tools and instruments developed or updated in the ECP/Estimated number of tools and instruments to be developed or updated in the ECP for the period

The ECP contains the tools and instruments of the WCO aimed at simultaneously delivering greater facilitation and compliance for increasing global competitiveness. This KPI is intended to assess the capacity of the WCO to update its tools for better economic competitiveness, compared to the initial objectives defined in the ECP Action Plan.

Number of tools and instruments of the ECP implemented by Members/Estimated number of tools to be implemented for the period

This KPI will allow the assessment of WCO communication and activities aimed at supporting Members in properly implementing the tools and instruments they have adopted. A high level of adoption makes little sense if the tools and instruments are not implemented afterwards. This KPI constitutes a new approach for the WCO, focusing not only on the global adoption of its tools, but also the quality of their implementation.
SP2 - REVENUE PACKAGE

Key Performance Indicators

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

The RP contains the tools and instruments of the WCO aimed at improving the way revenue is collected. This KPI is intended to assess the capacity of the WCO to update its tools for better and fairer revenue collection, compared to the initial objectives defined in the RP Action Plan.

Number of tools and instruments in the RP implemented by Members/Estimated number of tools to be implemented for the period

This KPI will allow the assessment of WCO communication and activities aimed at supporting Members in properly implementing the tools and instruments they have adopted. A high level of adoption makes little sense if the tools and instruments are not implemented afterwards. This KPI constitutes a new approach for the WCO, focusing not only on the global adoption of its tools, but also the quality of their implementation.

SP3 - COMPLIANCE AND ENFORCEMENT PACKAGE

Key Performance Indicators

Number of tools and instruments developed or updated in the CEP/Estimated number of tools and instruments to be developed or updated in the CEP for the period

The CEP contains the tools and instruments of the WCO aimed at strengthening enforcement and security. This KPI is intended to assess the capacity of the WCO to update its tools for effective security standards, compared to the initial objectives defined in the CEP Action Plan.

Number of tools and instruments in the CEP implemented by Members/Estimated number of tools to be implemented for the period

This KPI will allow the assessment of WCO communication and activities aimed at supporting Members in properly implementing the tools and instruments they have adopted. A high level of adoption makes little sense if the tools and instruments are not implemented afterwards. This KPI constitutes a new approach for the WCO, focusing not only on the global adoption of its tools, but also the quality of their implementation.

SP4 - ORGANIZATIONAL DEVELOPMENT PACKAGE

Key Performance Indicators

Number of tools and instruments developed or updated in the ODP/Estimated number of tools and instruments to be developed or updated in the ODP for the period

The ODP contains the tools and instruments of the WCO aimed at supporting Members in their organizational reform and modernization. This KPI is intended to assess the capacity of the WCO to update its tools for effective organizational development standards, compared to the initial objectives defined in the Capacity Building Action Plan.
**Number of tools and instruments in the ODP implemented by Members/Estimated number of tools to be implemented for the period**

This KPI will allow the assessment of WCO communication and activities aimed at supporting Members in properly implementing the tools and instruments they have adopted. A high level of adoption makes little sense if the tools and instruments are not implemented afterwards. This KPI constitutes a new approach for the WCO, focusing not only on the global adoption of its tools, but also the quality of their implementation.

**SP5 - JOINT OPERATIONS AND EXCHANGE OF INFORMATION**

**Key Performance Indicator**

*Number of joint operations performed to detect illegal transactions/Estimated number of joint operations for the period*

Joint operations are an efficient way of improving cooperation at borders and of increasing the frequency and quality of data exchange. The WCO needs to take stock of its ability to manage the various projects which involve joint operations, and its ability to participate in them to the greatest possible extent. This KPI will assess the efficiency of the WCO in achieving its objectives in terms of management and participation in joint operations.

**SP6 - SHARING OF KNOWLEDGE AND BEST PRACTICES**

**Key Performance Indicators**

*Number of compendiums updated or published/Estimated number of compendiums to be updated or published in the period*

Compendiums are useful instruments regularly updated and published by the WCO. This KPI will allow the WCO to assess its ability to respect deadlines when it comes to the expected update or publication of these compendiums, and to improve it over time.

*Number of missions, meetings, events and workshops organized by the WCO for sharing knowledge/Estimated number of missions, meetings, events and workshops to be organized by the WCO during the period*

Knowledge-sharing is an efficient approach for informing Customs administrations of the various practices in place on Customs procedures. Increasing the number of activities in this regard is an objective aimed at improving global knowledge and extending good practices to a larger number of Customs administrations in many areas. This KPI will allow the WCO to assess the amount of knowledge-sharing activities organized within the financial year. It will also assess the capacity of the WCO to achieve its objectives in terms of knowledge-sharing activities.
SP7 - TECHNICAL ASSISTANCE AND CAPACITY BUILDING FOR IMPLEMENTATION OF INTERNATIONAL STANDARDS

Key Performance Indicators

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

This KPI will enable the WCO to take stock of the number of requests received regarding the tools and instruments contained in the ECP, highlighting the global needs in this area. Moreover, the KPI will indicate the efficiency of the WCO in responding to Members’ requests on ECP matters.

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

This KPI will enable the WCO to take stock of the number of requests received regarding the tools and instruments contained in the RP, highlighting the global needs in this area. Moreover, the KPI will indicate the efficiency of the WCO in responding to Members’ requests on RP matters.

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

This KPI will enable the WCO to take stock of the number of requests received regarding the tools and instruments contained in the CEP, highlighting the global needs in this area. Moreover, the KPI will indicate the efficiency of the WCO in responding to Members’ requests on CEP matters.

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

This KPI will enable the WCO to take stock of the number of requests received regarding the tools and instruments contained in the ODP, highlighting the global needs in this area. Moreover, the KPI will indicate the efficiency of the WCO in responding to Members’ requests on ODP matters.

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

This KPI will enable the WCO to take stock of the number of requests received regarding the adoption/implementation of relevant international standards, highlighting the global needs in this area. Moreover, the KPI will indicate the efficiency of the WCO in responding to Members’ requests relating to the adoption/implementation of international standards.

SP8 - TECHNICAL ASSISTANCE AND TRAINING ON PEOPLE DEVELOPMENT

Key Performance Indicator

Number of Members supported by technical assistance and training missions on people development/Number of Members requesting technical assistance and training on people development

This KPI will enable the WCO to take stock of the number of requests received on people development (with Diagnostics, ToT and LMD activities considered to this end), highlighting the global needs in this area. Moreover, the KPI will indicate the efficiency of the WCO in responding to Members’ requests on people development.
D. LEARNING AND DEVELOPMENT OBJECTIVES TO SUPPORT WCO PROCESSES

UNDER THESE CROSS-CUTTING OBJECTIVES AIMED AT SUPPORTING ALL THE WCO PROCESSES, THE IMPLEMENTATION PLAN WILL ASSES:

- The capacity of the WCO to deliver research papers and analysis at the level of its yearly expectations.
- The prevalence of IT solutions in the tools and instruments updated or developed during the financial year.
- The capacity of the WCO to meet its objectives concerning deliverables on data analysis.
- The correct implementation of the Communication Strategy.
- The ability of the WCO to positively reply to external invitations and raise the profile of Customs in other fora.

LD1 - RESEARCH AND ANALYSIS

Key Performance Indicator

Number of research papers and analyses published by the WCO/Estimated number of papers and analyses to be published for the period

Research papers are part of the forward-looking approach of the WCO, aimed at analysing emerging trends and assessing their potential impacts on, or use for, Customs administrations. This KPI will assess WCO capacity to deliver research papers in accordance with its objectives in this area during the financial year.

LD2 - USE OF TECHNOLOGY AND DATA

Key Performance Indicators

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

Technology is definitely an area which should be used and developed in every aspect of WCO operations, leading Members towards the digitalization of their procedures. This KPI will allow the WCO to assess the number of newly developed tools being supported by IT solutions. The overall objective is to significantly increase the inclusion of IT solutions in WCO tools and make this systematic.

Number of tools and instruments issued on data analysis/Estimated number of tools and instruments involving data analytics to be issued during the period

Global trends in trade indicate that better data management and the development of appropriate tools to perform data analysis are a must for modern administrations. The WCO has defined data analysis as a priority and plans to significantly deliver in this area. This KPI will allow the WCO to assess whether its deliverables on data analysis are meeting the yearly targets set in this area.
**LD3 - RAISE PROFILE OF WCO AND PROMOTE CUSTOMS’ ROLE**

**Key Performance Indicators**

*Implementation of Communication Strategy*

The WCO recently adopted a Communication Strategy that establishes the steps needed for improving the way it communicates externally. The Strategy is accompanied by its own Action Plan which sets specific targets to be reached before the end of 2020. This KPI will allow the WCO to assess the progress made in implementation of the Communication Strategy and whether deadlines have been met.

*Number of events or conferences organized by other international organizations or by the private sector which are attended by the WCO/Number of invitations received*

Raising the profile of Customs and promoting its role at the border requires raising awareness of external stakeholders on these matters. This KPI will enable the WCO to assess its capacity to positively respond to invitations to events or conferences organized by stakeholders. This will also give a concrete idea of WCO activities to the non-Customs world. The overall objective is to increase WCO participation in diverse fora, boosting the level of consideration given to Customs’ role and actions.
E. ORGANIZATIONAL CAPACITY

UNDER THIS ITEM, WHICH RELATES TO WCO ORGANIZATIONAL CAPACITY, THE IMPLEMENTATION PLAN WILL ASSESS:

- The proper matching between its work allocation and the priorities defined in the Strategic Plan.
- The proper matching between its resource allocation and the priorities defined in the Strategic Plan.
- The proper implementation of the annual Audit Plan.

ORG1 - SPECIALIZED AND FOCUSED WORK ALLOCATION

Key Performance Indicator

Aligning efforts with priorities, taking into consideration the limited number of people working at the Secretariat

The WCO relies on talented people, but needs to take into account its limited resources when it comes to its activities. The idea is to move towards the best possible use of resources, allocating the workforce to the main priorities defined by Members. This KPI will allow the WCO to keep the technical work allocation aligned with the main priorities of the Strategic Plan.

ORG2 - USE OF BUDGET RESOURCES AND ACCOUNTABILITY

Key Performance Indicators

Resources allocated to WCO strategic priorities/Total WCO resources

As is true for the work allocation, resources should be allocated to strategic priorities to the greatest possible extent. This KPI will allow the WCO to ensure that resource allocation matches the main priorities defined by Members.

Implementation of Audit Plan

This KPI will allow the WCO to monitor the implementation of the Audit Plan and to assess whether it meets its expected targets.
F. SUMMARY OF STRATEGIC GOALS, OBJECTIVES, KEY PERFORMANCE INDICATORS, AND TARGETS

As outlined above, the objectives of the Strategic Plan 2019-2020-2021-2022 are supported by a series of KPIs that will provide a global overview of WCO capacity to deliver in its main areas of operation and to meet the annual targets set. A progress report will regularly be provided to Members through a dedicated page on the WCO Website.

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

<table>
<thead>
<tr>
<th>Members perspective</th>
<th>Performance Indicator</th>
<th>FY 2019-2020 Target (annual target)</th>
<th>Estimated 2019-2022 Target (consolidated target for three years)</th>
</tr>
</thead>
<tbody>
<tr>
<td>SO1.</td>
<td>Initiatives to move towards more facilitation</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<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>SO2.</td>
<td>Initiatives to secure better revenue collection</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<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>SO3.</td>
<td>Initiatives to ensure better protection of society</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<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>
<tr>
<td>Process Perspective</td>
<td>Performance Indicator</td>
<td>FY 2019-2020 Target (annual target)</td>
<td>Estimated 2019-2022 Target (consolidated target for three years)</td>
</tr>
<tr>
<td>---------------------</td>
<td>------------------------</td>
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<td>-------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>International standards</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>SP1. Economic Competitiveness Package</strong></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 for the period</td>
<td>3</td>
<td>9</td>
</tr>
<tr>
<td></td>
<td>Number of tools and instruments of the ECP implemented by Members/Estimated number of tools to be implemented for the period</td>
<td>To be defined through annual survey</td>
<td></td>
</tr>
<tr>
<td><strong>SP2. Revenue Package</strong></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</td>
<td>300 in total</td>
</tr>
<tr>
<td></td>
<td>Number of tools and instruments in the RP implemented by Members/Estimated number of tools to be implemented for the period</td>
<td>To be defined through annual survey</td>
<td></td>
</tr>
<tr>
<td><strong>SP3. Compliance and Enforcement Package</strong></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 for the period</td>
<td>8</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>Number of tools and instruments in the CEP implemented by Members/Estimated number of tools to be implemented for the period</td>
<td>To be defined through annual survey</td>
<td></td>
</tr>
<tr>
<td><strong>SP4. Organizational Development Package</strong></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 for the period</td>
<td>4</td>
<td>8</td>
</tr>
<tr>
<td></td>
<td>Number of tools and instruments in the ODP implemented by Members/Estimated number of tools to be implemented for the period</td>
<td>To be defined through annual survey</td>
<td></td>
</tr>
</tbody>
</table>
### Cooperation

**SP5. Joint operations and exchange of information**
- Number of joint operations performed to detect illegal transactions/Estimated number of joint operations for the period
  - Performed: 15
  - Estimated: 40

**SP6. Sharing of knowledge and best practices**
- Number of compendiums updated or published/Estimated number of compendiums to be updated or published in the period
  - Updated: 7
  - Estimated: 16
- Number of missions, meetings, events and workshops organized for sharing knowledge/Estimated number of missions, meetings, events and workshops organized by the WCO during the period
  - Organized: 376
  - Estimated: 1108

### Capacity Building

**SP7. Technical assistance and capacity building for implementation of international standards**
- 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
  - Supported: 50% of the total Members' requests
  - Requested: 50% of the total Members' requests
- 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
  - Supported: 50% of the total Members' requests
  - Requested: 50% of the total Members' requests
- 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
  - Supported: 50% of the total Members' requests
  - Requested: 50% of the total Members' requests
- 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
  - Supported: 65% of the total Members' requests
  - Requested: 65% of the total Members' requests
- 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
  - Supported: 50% of the total Members' requests
  - Requested: 50% of the total Members' requests

**SP8. Technical assistance and training on people development**
- Number of Members supported by technical assistance and training missions on people development/Number of Members requesting technical assistance and training on people development
  - Supported: 50% of the total Members' requests
  - Requested: 50% of the total Members' requests
<table>
<thead>
<tr>
<th>Learning and Development Perspective</th>
<th>Performance Indicator</th>
<th>FY 2019-2020 Target (annual target)</th>
<th>Estimated 2019-2022 Target (consolidated target for three years)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LD1. Research and analysis</strong></td>
<td>Number of research papers and analyses published by the WCO/Estimated number of papers and analyses</td>
<td>5</td>
<td>15</td>
</tr>
<tr>
<td><strong>LD2. Use of technology and data</strong></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>
<td>26</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>
<td>5</td>
</tr>
<tr>
<td><strong>LD3. Raise profile of WCO and promote Customs’ role</strong></td>
<td>Implementation of Communication Strategy</td>
<td>100% of the actions planned under the Communication Action Plan</td>
<td>Establishment and implementation of a new Communication Action Plan 2020-2021</td>
</tr>
<tr>
<td></td>
<td>Number of events or conferences organized by other international organizations or by the private sector which are attended by the WCO/Number of invitations received</td>
<td>139</td>
<td>375</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Organizational Capacity Perspective</th>
<th>Performance Indicator</th>
<th>FY 2019-2020 Target (annual target)</th>
<th>Estimated 2019-2022 Target (consolidated target for three years)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ORG1. Specialized and focused work allocation</strong></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>
<td>100% of technical staff dedicated to Strategic Plan activities</td>
</tr>
<tr>
<td><strong>ORG2. Use of budget resources and accountability</strong></td>
<td>Resources allocated to WCO strategic priorities/Total WCO resources</td>
<td>100% of the resources allocated to WCO strategic priorities</td>
<td>100% of the resources allocated to WCO strategic priorities</td>
</tr>
<tr>
<td></td>
<td>Implementation of Audit Plan</td>
<td>100% of the actions planned under the Audit Plan 2019-2020</td>
<td>100% of the actions planned under the yearly Audit Plans</td>
</tr>
<tr>
<td></td>
<td>Improve implementation of accepted recommendations by reducing the number of “open” recommendations by 30%</td>
<td>Improve implementation of accepted recommendations by reducing the number of “open” recommendations by 25% on average per Committee meeting</td>
<td></td>
</tr>
</tbody>
</table>
Following the regional workshops and the survey carried out during the development of the Strategic Plan 2019-2022, nine strategic priorities and emerging trends have been identified and will be at the heart of the WCO’s work over that time period. This section aims at providing further detail on the specific actions and deliverables that will be developed on these nine priorities during the Financial Year 2019-2020. The priorities are part of the overall work done by the WCO through the implementation of its four main Packages: the Economic Competitiveness Package, the Revenue Package, the Enforcement and Compliance Package and the Organizational Development Package. More details and information on the content of these Packages and their respective Action Plans are provided below.

**COORDINATED BORDER MANAGEMENT**

In line with the Theme of the Year for 2019, “SMART borders for seamless trade, travel and transport”, the WCO will naturally put a significant focus on improving border management, especially through reinforcing cooperation with other border agencies. To this end, the WCO will continue to actively promote the Single Window and Coordinated Border Management (CBM) Compendiums as relevant tools for guiding Customs in the various steps needed to lead these processes at national and regional levels. The WCO will further enhance the CBM Compendium by including case studies and will update the Single Window Compendium, supporting the establishment of new Single Window environments. The important work done in the area of revenue assurance will be pursued, especially through the promotion of the Guidelines on Customs-Tax Cooperation and the Guidelines for strengthening cooperation with Financial Intelligence Units (FIU), done in cooperation with the Egmont Group and to be finalized in July 2019. The WCO will also support the use and implementation of various IT tools for digital collaboration between Customs and other government agencies, answering to the need to adapt to the global development of digital economy as highlighted in the 2019 Environmental Scan, for example: the 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; the sharing of NII images and the extended use of the Data Model. The guiding principles for MoUs approved by the February 2019 Audit Committee will be used as the basis for existing and newly developed Memoranda of Understanding, giving more coherence to the way in which the WCO collaborates with other stakeholders. The WCO will continue to provide Members with Capacity Building assistance for promoting and supporting further Coordinated Border Management.

**REVISED KYOTO CONVENTION (RKC)**

The Revised Kyoto Convention (RKC) is a reference document for the WCO and Customs administrations, particularly in the context of implementing the WTO Trade Facilitation Agreement. Following a decision by Members, a comprehensive review of the RKC was launched in 2018. The objective of this fundamental work is to keep the RKC up to date so that it reflects current realities and the global environment in which Customs operates, especially taking into account the main trends identified in the Environmental Scan, and to ensure its relevance in the future. The WCO has hired two Technical Officers, specifically dedicated to the review of the Convention, to actively support its Members in the review process. The concrete drafting of the review will be initiated and seminars will be organized in the WCO regions to discuss the main changes needed to the current RKC, as part of the WCO commitment to further engaging with its Members on such a crucial matter. The WCO will continue to provide Members with Capacity Building assistance in accordance with Members’ requests.
E-COMMERCE

The WCO will continue to support the work on the Framework of Standards on Cross-Border E-Commerce. Since adoption by the Council and Policy Commission of the core content of the Framework of Standards, technical work has taken place on the definitions, dataset, flowcharts and implementation plan. As decided by the June 2019 Policy Commission and Council, the remaining work to be done on three Annexes (Annex B: Reference Data Set for E-Commerce, Annex E: Revenue Collection Approaches, and Annex F: E-Commerce Stakeholders: Roles and Responsibilities) will be conducted by the Working Group on E-Commerce in a virtual manner and presented to Policy Commission and Council in June 2020. The WCO will also focus on proper implementation of the Framework, maintaining it as a high-priority item in the discussions of the WCO working bodies, and encouraging regular exchanges on implementation experience and best practices. As set out in the 2019 Environmental Scan, the global development of e-commerce exchanges cannot be denied and Customs administrations should focus on implementing the tools allowing them to efficiently handle the flows of goods resulting from e-commerce exchanges. The WCO will therefore promote the adoption of the Framework by the largest possible number of Members, and support its standardized implementation, both at regulatory and technical levels. The WCO will also provide Capacity Building support, depending on Members’ specific needs.

SAFETY AND SECURITY

The WCO aims to provide its Members with an integrated approach in respect of both safety and security activities where the reciprocal impact of illicit movement of goods, passenger-related risks, organized crime and terrorist threats will be included, taking into account Customs’ role as the first line of defence. A number of specific activities will be pursued, including five key areas under the Security Programme, namely Passenger Controls (including API/PNR), Improvised Explosive Devices (Programme Global Shield), Strategic Trade Control Enforcement, Small Arms and Light Weapons and Terrorist Financing. In particular, the Risk Management Diagnostic Tool and the Risk Management Maturity Model will be developed since these horizontally support all programmes. Other materials to combat illegal trade and ensure proper enforcement of the rule will be developed or updated, such as the COPES Compendium and the training material for Security and IPR Health and Safety Programmes. Joint operations will be carried out, involving Customs and other border agencies, especially in the areas of Security and IPR, health and safety. Capacity building will continue to be provided in this area, according to Members’ needs, including the Asia-Pacific and Western/Central Africa Security Projects. As outlined in the 2019 Environmental Scan, security is high on governments’ agendas and expectations are high for Customs administrations. The WCO therefore acts in this area to provide Members with tools and support in accordance with the global environment in which Customs operates.
HARMONIZED SYSTEM

As agreed by the June 2019 Policy Commission and Council, the WCO will draft a Business Case that will then be submitted 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. The regular work on the HS by the Tariff and Trade Affairs Directorate, including the preparation for the implementation of the 2022 edition, beginning the standard review cycle for the 2027 edition, and HS-related capacity building activities will continue. The HS remains a fundamental instrument especially with regard to the fast development of new types of products on the global market which need to be classified, as mentioned in the Environmental Scan. The EU-WCO Programme for Harmonized System in Africa will be pursued with the implementation phase following the completion of the first phase that focused primarily on mobilization and engagement. Capacity building and technical assistance based on specific requests will be provided in accordance with the work plans developed and agreed upon on the basis of the outcomes of the diagnostic missions undertaken during the first phase and consultations with the Programme beneficiaries and the Steering Committee.

CAPACITY BUILDING STRATEGY

The WCO will pursue the review of its Capacity Building Strategy and Capacity Building Compendium, with the aim of continuously improving the way it responds to Members’ needs. In this context, the WCO will work on improving the use of the pool of Experts, reviewing the Experts Management and Deployment Policy, and focusing on development of their multilingual ability in order to better meet Members’ needs. In addition, work will be taken forward to reinforce the involvement of regional structures, especially through the development of a Best Practice Guide for WCO Vice-Chair Offices. The Best Practice Guide for ROCBs and RTCs will be further promoted in order to move towards more uniformity in their respective governance.

PERFORMANCE MEASUREMENT

Performance measurement is of particular importance in assessing how Members use WCO tools, and in identifying their specific needs to improve their operations. A Working Group on Performance Measurement will initiate the development of suitable tools to assess Customs performance at a higher level of detail. The main objective is to define a set of indicators that will allow a qualitative assessment of Customs performance. The WCO will support the activities of this Working Group, providing guidance and expertise to achieve the best possible result and create an instrument that will be widely used and recognized for Customs performance measurement. Performance measurement will also be used to assess the impact of WCO activities on Members’ performance, an issue which is increasingly being included in the Action Plans and Work Programmes of the main Packages. In parallel, dialogue will continue with the World Bank so that its "Doing Business" activities are improved by taking greater account of the Customs perspective in the end results.
INTEGRITY

Integrity is a mission-critical matter for all WCO Members, acknowledging the high cost of lack of integrity to Customs, and the public and private sectors. The WCO will continue to offer guidance and assistance in this key area in the context of its efforts in supporting people development. In particular, the WCO will enhance relevant tools and support the delivery of activities specifically focusing on integrity.

DIGITAL CUSTOMS AND DATA ANALYTICS

Digitalization and data science are increasingly being used worldwide, by different sectors and organizations. The WCO plans to develop a Digital Customs Package, bringing together all the relevant ICT tools, to consolidate in one document all the relevant information for Members. The WCO will also continue to develop and expand its Data Strategy, incorporating use cases, guidance and training materials that can be used by Customs administrations to implement new mechanisms for data collection, exchange and analysis. The compilation of studies and methods will be further developed in order to provide Members with up-to-date material that could be useful in such implementation at national or regional level. Regional workshops will also be organized on disruptive technology in order to pursue efforts to raise awareness and share best practices. Continuous capacity building support will be provided in these areas, led by specialized WCO staff. The Research Unit will take forward its work through the Cloud Computing Server, offering support and guidance to Members in the area of data analytics, with the development of more concrete solutions adapted to Customs issues and operations. The undeniable expansion of digital economy makes the digital transformation of Customs a natural priority in order to respond to current trends and to maintain the relevance of Customs in a constantly changing world. A considerable part of the 2019 Environmental Scan is devoted to the digitalization of the economy, highlighting the main trends that might have impact on Customs operations and calling for appropriate responses from the WCO and its Members.
H. IMPLEMENTATION OF THE WCO’S MAIN PACKAGES

This section presents the main activities that will be undertaken during the financial year 2019-2020 for each of the WCO’s main Packages. The activities are structured as maps, designed on the same model as the main Strategic Map, to ensure more internal coherence and to strictly align the WCO approach with the Strategic Goal and Objectives of the Strategic Plan. The maps of the main Packages broadly outline the main priority activities for the financial year 2019-2020, and should be considered with reference to their related Action Plans, which list in detail the specific activities that will be undertaken throughout the year. The specific emerging priorities listed in the Strategic Plan are highlighted in orange in the maps below. The emerging priority related to Digital Customs and data analytics is not highlighted as it is applicable to every Package and activity conducted by the WCO.
What does WCO want to achieve? (Results)

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

Which activities are we going to undertake? (Priority Activities)

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

INCREASE FACILITATION FOR MORE ECONOMIC COMPETITIVENESS

Trade Facilitation
Initiatives to move towards more facilitation

International standards
- PA1. Comprehensive review of the RKC
- PA2. Framework of Standards for Cross-border E-Commerce
- PA3. SAFE Review 2021

Cooperation
- PA4. TFA implementation and manage the pool of Mercator Programme advisors
- PA5. Capacity building and technical workshops to support the implementation of the ECP tools

Capacity Building
- PA6. Coordinated Border Management
- PA7. Support establishment and management of NCTFs
- PA8. Standardization of required data and modern tools for data exchange

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

Organi- zational Capacity (WCO Needs)

ORG1. Specialized and focused work allocation
ORG2. Use of budget resources and accountability

IMPLEMENTATION PLAN 2019-2020
**What does WCO want to achieve? (Results)**

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

**Which activities are we going to undertake? (Priority Activities)**

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

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**Organizational Capacity (WCO Needs)**

**ORG1. Specialized and focused work allocation**

**ORG2. Use of budget resources and accountability**

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**Revenue collection**

Initiatives to secure better revenue collection

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**International standards**

**PA1.** Harmonized System

**PA2.** Maintenance and update of tools related to Classification, Valuation and Origin

**PA3.** Implementation of effective and efficient Post-clearance audits

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**Cooperation**

**PA4.** Ensure correct application of tools via technical assistance and capacity building, including diagnostic missions

**PA5.** Work with Regional Economic Communities (RECs)

**PA6.** Further develop WCO accredited experts pool

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**Capacity Building**

**PA7.** Improve customs-tax cooperation at national and global level

**PA8.** Explore further regional cooperation in sharing good practices on Customs chemical analysis

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**LD1.** Research and Analysis

**LD2.** Use of technology and data

**LD3.** Raise profile of WCO and promote Customs’ role

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**STRENGTHEN MEMBERS’ CAPACITY TO COLLECT REVENUE IN A FAIR, EFFICIENT AND EFFECTIVE MANNER**

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**STRATEGIC MAP RP**

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WCO Strategic Plan 2019-2022
STRATEGIC MAP CEP

What does WCO want to achieve? (Results)

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

Which activities are we going to undertake? (Priority Activities)

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

ADDRESS THE HIGH-RISK AREAS FOR CUSTOMS ENFORCEMENT

Protection of society
Initiatives to ensure better protection of society

International standards
PA1. Develop, maintain and promote compendiums, guidelines, standards, recommendations and resolutions
PA2. Develop, maintain and promote Customs enforcement related Networks and IT systems
PA3. Organize diagnostic missions including technical assistance

Cooperation
PA4. Deliver Global, Regional and National Training Workshops
PA5. Organize Accreditation and Train the Trainer Workshops
PA6. Coordinate, implement and further promote Customs law enforcement initiatives and operational projects, including joint projects

Capacity Building
PA7. Organize and coordinate Customs enforcement related meetings of WCO working bodies
PA8. Establish and maintain close cooperation with international organizations and partners, including MoUs
PA9. Conduct high-level meetings with international organizations and law enforcement partners

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

ORG1. Specialized and focused work allocation
ORG2. Use of budget resources and accountability

Organizational Capacity (WCO Needs)
What does WCO want to achieve? 
(Result)

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

Which activities are we going to undertake? 
(Priority Activities)

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

RESPONSIVE AND NEEDS-DRIVEN CAPACITY BUILDING EFFORTS FOR CUSTOMS PERFORMANCE AND MODERNIZATION

Tailor-made capacity building
Appropriate capacity building support, according to needs and realities

People development
Tools to improve internal processes and people capacity

International standards
PA1. Expand the tailor-made track approach to more Members
PA2. Develop and implement a proper performance measurement mechanism

Cooperation
PA3. Review of the Capacity Building Strategy
PA4. Review of the Experts Management and Deployment Policy
PA5. Manage and expand the network of donors

Capacity Building
PA6. Reinforce regional structures involvement
PA7. Delivery of Integrity-related support

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

ORG1. Specialized and focused work allocation
ORG2. Use of budget resources and accountability