IMPLEMENTATION PLAN 2021-2022

IMPLEMENTATION PLAN 2021-2022 - Introductory remarks

Main features of the Implementation Plan 2021-2022

The COVID-19 crisis has had dramatic impacts on the WCO's daily operations, especially in terms of meetings, workshops and capacity building. Issues regarding progress with the development of tools and instruments have been mitigated by the establishment of a full calendar of meetings, but travel restrictions have impacted the efforts made in the area of missions, despite the use of social platform and web-conferencing tools to undertake a proportion of the missions planned.

Taking this into consideration, the Implementation Plan for 2021-2022 adopts a cautious approach in terms of expected deliverables at the level of the number of missions and attendance to external events as targeted under SP6 (Missions, meetings, events and workshops), SP7 and SP8 (Capacity building support and training activities), and LD3 (Raise profile of Customs and WCO) as the global situation is still quite unpredictable.

Following Members' expectations regarding the prioritization of activities in light of the COVID-19 pandemic and regarding the need for the inclusion of qualitative targets, the Implementation Plan 2021-2022 has been adapted accordingly to properly reflect these aspects and respond to requests expressed by Members.

COVID-19 Action Plan

As instructed in the December 2020 Resolution of the Council on "The Role of Customs in Facilitating the Cross-Border Movement of Situationally Critical Medicines and Vaccines", the Secretariat developed a dedicated COVID-19 Action Plan, running from January 2021 to June 2022, in order to ensure the adequate focus on all the necessary guidance materials and on concrete activities to be developed and conducted by the Secretariat on a variety of related topics. The COVID-19 Action Plan was presented to the March 2021 Enforcement Committee and the May 2021 PTC for further suggestion and guidance. It was reviewed on the basis of the comment made and is presented now, as well as the progress made in its implementation, under the reference Doc. SP0745.

The COVID-19 Action Plan constitutes an absolute priority for the WCO as a whole. The Implementation Plan therefore places it as a new priority, on top of all the other priorities of the Strategic Plan 2019-2022. The content of the COVID-19 Action Plan touches upon all the layers of the Strategic Plan and includes a set of 25 specific objectives and targets to achieve, following the same logic than the action plans related to WCO main Packages. Projects and initiatives already initiated during financial year 2020/2021 are included, as well as initiatives to come in order to support Members in properly addressing all the aspects of the pandemic. The Implementation Plan 2021-2022 will regularly report on the progress made in the implementation of this Action Plan, especially through the monitoring platform.

Qualitative targets - approach

The Implementation Plan 2021-2022 also introduces a significant number of new targets that will be used to undertake a qualitative assessment of the activities conducted by the Secretariat. On the basis of the Members' and staff engagement surveys, the Secretariat has developed a set of qualitative KPIs for each section of the Strategic Plan, in order to supplement the quantitative approach with an equally important qualitative approach. The overall structure of the Implementation Plan remains unchanged as the questions contained

in the survey reflected all the layers of the Strategic Plan 2019-2022. As a result, the number of quantitative KPIs is now equivalent to the number of qualitative KPIs.

The introduction of qualitative assessment also responds to requests by Members to cover the main areas of risk, as identified in the Risk Mapping performed by EY in 2020, and assess how the WCO is endeavouring to address the risks and mitigate their impact. The assessment of the WCO's influence, the quality of its tools and meetings, and the engagement of Members are examples of assessment areas that could be of use in terms of addressing the main risk areas for the WCO.

For the purpose of the Implementation Plan 2021-2022, the nature of the KPIs could be defined as follows :

- Quantitative target : a numbered objective in a given area made on the basis of the plan of the Directorate in charge;
- Qualitative target : an appreciation rate in a given area, resulting from the replies to the Members' and Staff engagement surveys, which the WCO should improve or at least maintain over time.

Qualitative targets - next steps

The annual surveys allowed for the collection of relevant information both on Members and staff's perspectives. It appeared relevant to use their outcomes as a basis for the qualitative assessment of the activities of the WCO. So far, they represent concrete information that the WCO owns to perform such an assessment.

The future objective, however, is to progressively move from this perception-based analysis to a concrete and solid impact-based analysis, where the Secretariat will be able to assess the impact of its activities on the performance of its Members in a variety of areas. This will require an important work of data collection from the Secretariat in which the willingness and active contribution from Members will be crucial. The work of the Secretariat through the annual surveys and in the context of the Strategic Plan 2022-2025 will move in this direction.

Strategic Goal - Provide leadership, guidance and support to Customs administrations

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.
- The overall satisfaction of Members regarding the WCO's capacity to meet its Mission Statement.

Key Performance Indicator :

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

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 provide an understanding of the

aggregated efficiency of the WCO. It also makes it possible to define the rate of success in reaching the main targets defined by the Key Performance Indicators set out under the Strategic Objectives.

Members' overall satisfaction regarding WCO capacity in terms of developing international standards, fostering cooperation and building capacity to facilitate legitimate trade, secure a fair revenue collection and protect society, providing leadership, guidance and support to Customs administrations

The qualitative assessment of an Organization's performance can be conducted on the basis of the perceptions of the main beneficiaries of its services. Through the Members' engagement annual survey, addressing the main lines of the Strategic Plan, Members are invited to share their opinions about the quality of WCO support, including the tools developed, the events organized and the technical assistance and capacity building provided. The results will make it possible to identify the main areas where better performance is necessary, and will be used as a basis for improvement in the upcoming years. This KPI is linked to the last question of the survey, where Members are invited to provide an overall rating, from 1 to 10 - with 10 representing the maximum level of satisfaction - for the WCO's performance with regard to its Mission Statement. This rating represents the reference for financial year 2021/2022, the aim being to at least maintain it, or to improve it.

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. They will assess the progress made by the WCO and its capacity to positively meet its Members' expectations in each of these strategic areas.

"Initiatives" means, in this context, 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, as well as compendiums, developed or undertaken in each of these specific areas.

The sum of the initiatives for the three Strategic Objectives (SO1, SO2, SO3) represents the aggregate number of activities implemented at the Process level.

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 use and implementation of WCO tools highlighting the extent to which the main tools are utilized by Members.
- The satisfaction of Members regarding the impacts of WCO tools and instruments on their own performance.
- The capacity of the WCO to respond positively to, and carry out, joint operations aimed at detecting illegal transactions.
- The satisfaction of Members regarding the quality of joint operations driven by the WCO.
- The capacity of the WCO to respond positively to Members' requests for capacity building and technical assistance.
- The capacity of the WCO to respond positively to Members' requests for people development support.
- The proportion of capacity building requests for each of the main WCO Packages, and under the Multi-Year Mercator Programme.
- The satisfaction of Members regarding the WCO's ability to respond positively to requests for capacity building, and regarding the quality of the missions themselves as well as their follow-up.

SP1 - Economic Competitiveness Package / SP2 - Revenue Package / SP3 - Compliance and Enforcement Package / SP4 - Organizational Development Package

Key Performance Indicators :

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

WCO Packages contain the tools and instruments of the WCO aimed at increasing global competitiveness, improving revenue collection, ensuring compliance and protection of societies and promoting organizational development. These KPIs are intended to assess the capacity of the WCO to develop new tools and update existing ones, according to the needs of Members and as defined in the related Action Plans.

Number of tools and instruments implemented or used by Members in each of the Packages/ Estimated number of tools and instruments to be implemented or used by Members in each of the Packages for the period

This section will provide two qualitative KPIs for each Packages to assess to what extent the tools and instruments of the WCO Packages are being used and/or implemented.
The 2020 and 2021 Members' engagement surveys allowed for the compiling of information on the number of tools and instruments in each Package which have already been used or implemented by Members to date, and the tools and instruments that Members planned to use during financial year 2020/2021 and financial year 2021/2022. Based on the information received, it was decided to set two different targets when it comes to the use and implementation of WCO tools and instruments :

- One target with the objective of increasing the overall number of Members having used or implemented tools and instruments in a given Package.
- One target with the objective of ensuring that a certain number of tools and instruments will be used or implemented by a critical number of Members during a given financial year.

These measurements will help the WCO to monitor the overall use of instruments and tools over time. This has to be considered with precaution as some of the tools and instruments developed are made for very specific purpose that covers specific needs of only a part of Members. Each tool and instrument is not applicable to the entire membership and the analysis of the results must take this aspect into consideration. Keeping this in mind, these measurements are still valuable indicators to support the understanding of Members' current priorities at the operational stage. By comparing two different years it will be possible to analyse the potential shift in priorities and interest over time.

It should be noted that during the 2020 and 2021 survey, 102 and 107 responses respectively were received from Members. The KPIs mention "Members", but are in fact related to the number of responses received, as the Secretariat has to deal with the information provided by Members.

Members' satisfaction regarding the extent to which WCO tools and instruments have contributed to enhancing their performance in Trade Facilitation and Economic Competitiveness, in Revenue Collection, in Compliance, Enforcement, Security and Protection of Society, and in Organizational Development

These KPIs are based on the Members' engagement surveys conducted in 2020 and 2021. In the surveys, Members were asked to share their feelings on the extent to which the use and implementation of the WCO tools and instruments had enhanced their performance in key areas of activity. This question calls for a qualitative assessment related to the issue of the use and implementation of these tools, as it is expected that the application of the tools developed by the WCO should have positive impacts on the daily business of Member administrations. Members were invited to rate these impacts from 1 to 5 for each Package, with 5 representing the maximum positive impact possible. These KPIs will assess Members' overall feeling regarding the quality and usefulness of the WCO tools and instruments, allowing the Secretariat to note the evolution over time and make sure that satisfaction remains high.

SP5 - Joint operations

Key Performance Indicator :

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

Joint operations are an efficient way of improving cooperation at borders and 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 of, and participation in, joint operations.

Members' satisfaction regarding the quality of joint operations driven by the WCO

This KPI is based on the Members' engagement surveys conducted in 2020 and 2021. In the surveys, Members were asked to rate their satisfaction when it comes to the quality of joint operations driven by the WCO. The rating for financial year 2019/2020 will serve as a qualitative basis to at least maintain satisfaction, or improve it, over the years. Members were invited to rate their satisfaction from 1 to 10, with 10 representing the maximum satisfaction possible.

SP6 - Sharing of knowledge and best practices

Key Performance Indicators :

Number of compendiums and compilations of best practices updated or published/Estimated number of compendiums and compilations of best practices to be updated or published for the period

Compendiums and compilations of best practices are useful instruments which are 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 updating or publication of these compendiums and compilations of best practices, and to improve this 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 for sharing knowledge during the period

Knowledge-sharing is an efficient approach for informing Customs administrations of the various practices in place for 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 number 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.

Members' satisfaction regarding the quality of regular WCO meetings and specific WCO events

These KPIs are based on the Members' engagement surveys conducted in 2020 and 2021. In the surveys, Members were asked to rate their satisfaction when it comes to the quality of the regular internal meetings and specific events organized by the WCO. This question specifically relates to the content of these meetings and events, in terms of the agenda, speakers, presentations, discussions and decisions. Members were invited to rate their

satisfaction for both regular meetings and specific events from 1 to 5, with 5 representing the maximum satisfaction possible. The rating for financial year 2019/2020 will serve as a qualitative basis to at least maintain satisfaction, or improve it, over the years.

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, RP, CEP and ODP/Number of Members requesting Capacity Building missions related to implementation of the ECP, RP, CEP and ODP

These KPIs will enable the WCO to take stock of the number of requests received regarding the tools and instruments contained in the ECP, RP, CEP and ODP, highlighting global needs in these areas. Moreover, these KPIs will indicate the efficiency of the WCO in responding to Members' requests on ECP, RP, CEP and ODP matters.

Members' satisfaction regarding the WCO support provided in terms of Capacity Building in relation to the tools of the ECP, RP, CEP and ODP

These KPIs are based on the Members' engagement surveys conducted in 2020 and 2021. In the surveys, Members were asked to rate their satisfaction when it comes to the quality of the capacity building support provided in respect of the tools and instruments of each of the Packages. The aim is to assess whether Members are satisfied with the quality of the support received in respect of tools and instruments, according to the requests they made. Members were invited to rate their satisfaction from 1 to 5, with 5 representing the maximum satisfaction possible. The rating for financial year 2019/2020 will serve as a qualitative basis to at least maintain satisfaction, or improve it, over the years.

Number of Members supported by technical assistance and Capacity Building missions through the Multi-Year (MY) Mercator Programme/Number of Members requesting Capacity Building missions related to the Multi-Year (MY) Mercator Programme

This KPI will enable the WCO to take stock of the number of requests received in relation to the Multi-Year (MY) Mercator Programme, highlighting global needs in this area. Moreover, this KPI will indicate the efficiency of the WCO in responding to Members' requests relating to the Multi-Year (MY) Mercator Programme. The data reported here relates only to the support provided to countries which are benefitting from the so-called Multi-Year (MY) Mercator Programme approach, mostly under the responsibility of the Capacity Building Directorate. For the sake of clarity and to avoid duplication, the ad-hoc Mercator-related activities performed by the Facilitation Sub-Directorate to support Members with the concrete implementation of the TFA will be reported under the technical assistance and Capacity Building missions on the ECP.

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 missions 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 for this purpose),

highlighting global needs in this area. Moreover, this KPI will indicate the efficiency of the WCO in responding to Members' requests on people development.

Members' satisfaction regarding the ability of the WCO to satisfy their requests in terms of Capacity Building and regarding the efforts deployed by the WCO in the follow-up of Capacity Building missions

These KPIs are based on the Members' engagement surveys conducted in 2020 and 2021. In the surveys, Members were asked to rate their satisfaction when it comes to the ability of the WCO to satisfy their requests in terms of Capacity Building as well as to the efforts deployed by the WCO in the follow-up of Capacity Building missions. The purpose here is :

- First to assess Members' satisfaction with regard to the WCO's response to their requests for capacity building, in order to define the extent to which the Secretariat is meeting their expectations in this area.
- Then to assess Members' satisfaction regarding the actions undertaken by the Secretariat to provide follow-up support after a mission, in order to ensure continuity of effort in the topic addressed during the mission.

These questions concern the procedures prior to and after the conduct of a capacity building mission. Members were invited to rate their satisfaction from 1 to 10, with 10 representing the maximum satisfaction possible. The ratings for financial year 2019/2020 will serve as a qualitative basis to at least maintain satisfaction, or improve it, over the years.

Learning and Development Objectives to support WCO processes

Under these cross-cutting objectives aimed at supporting all WCO processes, the Implementation Plan will assess :

- The capacity of the WCO to deliver research papers and analyses at the level of its yearly expectations.
- Members' satisfaction regarding the content provided by the WCO in terms of Research.
- 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.
- Members' satisfaction regarding the content provided by the WCO in terms of IT.
- The correct implementation of the Communication Strategy.
- Members' satisfaction regarding the content provided by the WCO in terms of communication.
- The ability of the WCO to respond positively to external invitations and raise the profile of Customs in other fora.
- The vision of WCO Secretariat staff regarding the external influence of the WCO worldwide, and with stakeholders such as other international organizations and the private sector.

LD1 - Research and analysis

Key Performance Indicator :

Number of research papers and analyses published by the WCO/Estimated number of research 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 usefulness for, Customs administrations. This KPI will assess the WCO's capacity to deliver research papers in accordance with its objectives in this area, during the financial year.

Members' satisfaction regarding the content provided by the WCO in terms of Research

This KPI is based on the Members' engagement surveys conducted in 2020 and 2021. In the survey, Members were asked to rate their satisfaction when it comes to the content provided by
the WCO in terms of Research. Members were invited to rate their satisfaction from 1 to 5, with 5 representing the maximum satisfaction possible. The rating for financial
year 2019/2020 will serve as a qualitative basis to at least maintain satisfaction, or improve it, over the years.

LD2 - Use of technology and data

Key Performance Indicators :

Number of tools and initiatives involving the use of IT solutions/Estimated number of tools and initiatives involving the use of IT solutions to be 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 analytics/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 deliver significantly in this area. This KPI will allow the WCO to assess whether its deliverables on data analysis are meeting the annual targets set in this area.

Members' satisfaction regarding the content provided by the WCO in terms of IT

This KPI is based on the Members' engagement surveys conducted in 2020 and 2021. In the surveys, Members were asked to rate their satisfaction when it comes to the content provided by
the WCO in terms of IT. Members were invited to rate their satisfaction from 1 to 5, with 5 representing the maximum satisfaction possible. The rating for financial
year 2019/2020 will serve as a qualitative basis to at least maintain satisfaction, or improve it, over the years.

LD3 - Raise profile of WCO and promote Customs' role

Key Performance Indicators :

Implementation of Communication Strategy

This KPI is related to the implementation of the Communication Strategy running from 2020 to the end of 2021. The Strategy is accompanied by its own Action Plan, which sets specific targets to be reached before the end of 2021. This KPI will allow the WCO to assess the progress made with the implementation of the Communication Strategy, and whether deadlines have been met.

Members' satisfaction regarding the content provided by the WCO in terms of Communication

This KPI is based on the Members' engagement surveys conducted in 2020 and 2021. In the surveys, Members were asked to rate their satisfaction when it comes to the content provided by
the WCO in terms of Communication. Members were invited to rate their satisfaction from 1 to 5, with 5 representing the maximum satisfaction possible. The rating for financial year 2019/2020 will serve as a qualitative basis to at least maintain satisfaction, or improve it, over the years.

Number of events or conferences organized by other international organizations or by the private sector which are attended by the WCO/Estimated number of events or conferences organized by other international organizations or by the private sector to be attended by the WCO

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

WCO Staff perspective on the WCO's influence at international level

This KPI is based on the WCO Staff engagement surveys conducted in 2020 and 2021. In the surveys, staff members were invited to evaluate the WCO's image at international level from 1 to 5, with 5 representing the best possible rating, especially in its relations with other international organizations and private sector associations, as well as recognition of its role as legitimate representative of the Customs community as a whole. The idea is to improve this perception over time, and increase the WCO's visibility and recognition at international level.

12.

Organizational Capacity

> Under this item, which relates to the WCO's organizational capacity, the Implementation Plan will assess :
>
> - The level of engagement of WCO staff on the basis of their perception regarding their day-to-day work.
> - The level of engagement of WCO Members according to the staff of the WCO Secretariat.
> - The proper implementation of the annual Audit Plan.

ORG1 - Staff engagement

Key Performance Indicators :

Assessing the level of staff engagement in order to provide better working conditions and a favourable environment for employees

The WCO relies on talented people, but needs to take into account their appreciation regarding the work environment. Staff members were invited to evaluate their work environment from 1 to 5, with 5 representing the best possible rating. This KPI will assess the perceptions of the staff regarding their day-to-day work, providing an estimation of overall staff engagement in WCO activities and services. The results of the 2020 survey will be used as a basis for improvement in the upcoming years.

ORG2 - Members' engagement and WCO accountability

Key Performance Indicators :

Assessing Members' engagement as perceived by the Secretariat's staff

This KPI is based on the WCO Staff engagement surveys conducted in 2020 and 2021. In the surveys, staff members were invited to give their perspective regarding their working relations
with Members. The rating covers, in particular, attendance at and participation in the meetings and working groups that are organized, participation in capacity building missions conducted and attention paid to their follow-up, and reactivity to requests for written contributions (experience sharing, comments, surveys, best practices, etc.). It is relevant to assess the Secretariat's perspective on this aspect and seek solutions in order to improve the way the Secretariat and Members work together in the future. The rating for financial year 2019/2020, scored from 1 to 5 with 5 being the maximum level of engagement possible, will serve as a qualitative basis to at least maintain engagement, or improve it, over the years.

Implementation of Audit Plan

This KPI will allow the WCO to monitor the implementation of the Audit Plan and assess whether it meets the expected targets.

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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 the WCO's capacity to deliver in its main areas of operation and to meet the annual targets set. The table below lists the objectives and KPIs, setting specific targets for each of them. A progress report will be provided to Members regularly through the monitoring mechanism available on the WCO Website (http://www.wcoomd.org/en/about-us/what-is-the-wco/strategic-plan/strategic-map.aspx).

The COVID-19 pandemic has had dramatic impacts on the ability of structures to meet their expected targets since the beginning of 2020. The WCO's work has been significantly disrupted and 85 % of the expected deliverables planned during financial year 2019/2020 have been achieved. Financial year 2020/2021 is also running under exceptional circumstances, and therefore the targets set during the February 2020 Audit Committee meeting were quite challenging, especially where Capacity Building is concerned. The future is quite unpredictable, and Secretariat teams are doing their best to deliver and plan in spite of the current difficulties. The targets for the third and last year of the Strategic Plan 2019-2022 have been reviewed on the basis of the experience gained to date, but also on the basis of the realities faced in this time of COVID-19.

Results perspective	Performance Indicator	Achieved/ Target		FY 2021/2022 Target	Estimated 2019-2022 Target (consolidated target for three years)
		FY 2019-2020	FY 2020- 2021		
SG. Provide leadership, guidance and support to Customs administrations	Total initiatives or actions carried out to provide leadership, guidance and support to Customs administrations/Estimated initiatives or actions carried out to provide leadership, guidance and support to Customs administrations for the period	466/549	523/591	566	1,605
	Members' overall satisfaction regarding WCO capacity in terms of developing international standards, fostering cooperation and building capacity to facilitate legitimate trade, secure a fair revenue collection and protect society, providing leadership, guidance and support to Customs administrations	7.98/10	7.98/10	Keep at least 7.98/10 as the average rating	Improvement throughout the period

Members perspective	Performance Indicator	Achieved/ Target		FY 2021/2022 Target	Estimated 2019-2022 Target (consolidated target for three years)
		FY 2019-2020	FY 2020- 2021		
SO1. Initiatives to move towards more facilitation	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	81/96	80/93	87	266
SO2. Initiatives to secure better revenue collection	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	147/179	181/188	176	414
SO3. Initiatives to ensure better protection of society	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	238/274	262/310	303	850

16.

Process Perspective	Performance Indicator		Achieved/ Target		FY 2021/2022 Target	Estimated 2019-2022 Target (consolidated target for three years)
			FY 2019-2020	FY 2020- 2021		
International Standards						
SP1. Economic Competitiveness Package	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		4/3	8/9	5	17
	Number of ECP tools and instruments implemented or used by Members/ Estimated number of ECP tools and instruments to be implemented or used for the period	Reported use and implementation of ECP tools and instruments over time	More than 50 % of Members reported the use or implementation of 8 ECP tools and instruments in the past	No additional tools and instruments were reported as used or implemented by at least 50% of Members during financial year 2020/2021	More than 40 % of Members to report on the use or implementation of 1 additional ECP tool	Adjust the targets according to the results, and to Members' responses to the Annual survey
		Reported use and implementation of ECP tools and instruments in a given financial year	NA	91% of Members reported having used or implemented at least 3 ECP tools during financial year 2020/2021	At least 70 % of Members have used or implemented 5 ECP tools during the financial year	Adjust the targets according to the results, and to Members' responses to the Annual Survey
	Members' satisfaction regarding the extent to which ECP tools and instruments have contributed to enhancing their performance in Trade Facilitation and Economic Competitiveness		4.09/5	4.13/5	Keep at least 4.13/5 as the average rating	Improvement throughout the period

Process Perspective	Performance Indicator		Achieved/ Target		FY 2021/2022 Target	Estimated 2019-2022 Target (consolidated target for three years)
			FY 2019-2020	FY 2020- 2021		
SP2. Revenue Package	Number of tools and instruments in the RP, and advices and decisions on revenue collection developed or updated/Estimated number of tools and instruments in the RP, and advices and decisions on revenue collection to be developed or updated for the period		108/140	151/139	2 RP tools and instruments 135 advices and decisions	350 in total
	Number of RP tools and instruments implemented or used by Members/ Estimated number of RP tools and instruments to be implemented or used for the period	Reported use and implementation of RP tools and instruments over time	More than 70 % of Members reported the use or implementation of 7 RP tools and instruments in the past	1 additional RP tool was reported as having been used or implemented by at least 60% of Members during financial year 2020/2021	More than 50 % of Members to report on the use or implementation of 2 additional RP tools	Adjust the targets according to the results, and to Members' responses to the Annual Survey
		Reported use and implementation of RP tools and instruments in a given financial year	NA	83% of Members reported having used or implemented at least 4 RP tools during financial year 2020/2021	At least 70 % of Members have used or implemented 5 RP tools during the financial year	Adjust the targets according to the results, and to Members' responses to the Annual Survey
	Members' satisfaction regarding the extent to which RP tools and instruments have contributed to enhancing their performance in Revenue Collection		3.91/5	3.91/5	Keep at least 3.91/5 as the average rating	Improvement throughout the period

18.

Process Perspective	Performance Indicator		Achieved/ Target		FY 2021/2022 Target	Estimated 2019-2022 Target (consolidated target for three years)
			FY 2019-2020	FY 2020- 2021		
SP3. Compliance and Enforcement Package	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		9/8	9/10	9	25
	Number of CEP tools and instruments implemented by Members/Estimated number of CEP tools and instruments to be implemented for the period	Reported use and implementation of CEP tools and instruments over time	More than 50 % of Members reported the use or implementation of 7 CEP tools and instruments in the past	No additional tools and instruments were reported as used or implemented by at least 50% of Members during financial year 2020/2021	More than 40 % of Members to report on the use or implementation of 1 additional CEP tools	Adjust the targets according to the results, and to Members' responses to the Annual Survey
		Reported use and implementation of CEP tools and instruments in a given financial year	NA	75% of Members reported having used or implemented at least 4 CEP tools during financial year 2020/2021	At least 70 % of Members have used or implemented 5 CEP tools during the financial year	Adjust the targets according to the results, and to Members' responses to the Annual Survey
	Members' satisfaction regarding the extent to which CEP tools and instruments have contributed to enhancing their performance in Compliance, Enforcement, Security and Protection of Society		3.97/5	3.93/5	Keep at least 3.97/5 as the average rating	Improvement throughout the period

Process Perspective	Performance Indicator		Achieved/ Target		FY 2021/2022 Target	Estimated 2019-2022 Target (consolidated target for three years)
			FY 2019-2020	FY 2020- 2021		
SP4. Organizational Development Package	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		4/4	9/10	10	20
	Number of ODP tools and instruments implemented by Members/Estimated number of ODP tools and instruments to be implemented for the period	Reported use and implementation of ODP tools and instruments over time	More than 50 % of Members reported the use or implementation of 3 ODP tools and instruments in the past	No additional tools and instruments were reported as used or implemented by at least 50% of Members during financial year 2020/2021	More than 30 % of Members to report on the use or implementation of 1 additional ODP tool	Adjust the targets according to the results, and to Members' responses to the Annual Survey
		Reported use and implementation of ODP tools and instruments in a given financial year	NA	61% of Members reported having used or implemented at least 3 ODP tools during financial year 2020/2021	At least 50 % of Members have used or implemented 4 ODP tools during the financial year	Adjust the targets according to the results, and to Members' responses to the Annual Survey
	Members' satisfaction regarding the extent to which ODP tools and instruments have contributed to enhancing their performance in Organizational Development		3.69/5	3.92/5	Keep at least 3.92/5 as the average rating	Improvement throughout the period
SP5. Joint operations	Number of joint operations performed to detect illegal transactions/Estimated number of joint operations to be performed to detect illegal transactions for the period		14/15	7/17	18	45
	Members' satisfaction regarding the quality of joint operations driven by the WCO		7.72/10	7.75/10	Keep at least 7.75/10 as the average rating	Improvement throughout the period

20.

Process Perspective	Performance Indicator	Achieved/ Target		FY 2021/2022 Target	Estimated 2019-2022 Target (consolidated target for three years)
		FY 2019-2020	FY 2020- 2021		
SP6. Sharing of knowledge and best practices	Number of compendiums and compilations of best practices updated or published/ Estimated number of compendiums and compilations of best practices to be updated or published for the period	5/7	9/12	20	30
	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 for sharing knowledge during the period	339/376	335/441	370	1,310
	Members' satisfaction regarding the quality of regular WCO meetings	4.21/5	4.16/5	Keep at least 4.21/5 as the average rating	Improvement throughout the period
	Members' satisfaction regarding the quality of specific WCO events	4.23/5	4.20/5	Keep at least 4.23/5 as the average rating	Improvement throughout the period
SP7. Technical assistance and training on 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	Target : 50 % of the total Members' requests Result : 53 % of the target completed	Target : 50 % of the total Members' requests Progress : 36 % of the target completed	40 % of the total Members' requests	50 % of the total Members' requests
	Members' satisfaction regarding the WCO support provided in terms of Capacity Building in relation to the tools of the ECP	3.97/5	3.90/5	Keep at least 3.97/5 as the average rating	Improvement throughout the period
	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	Target : 50 % of the total Members' requests Result : 89 % of the target completed	Target : 50 % of the total Members' requests Progress : 63 % of the target completed	50 % of the total Members' requests	50 % of the total Members' requests

Process Perspective	Performance Indicator	Achieved/ Target		FY 2021/2022 Target	Estimated 2019-2022 Target (consolidated target for three years)
		FY 2019-2020	FY 2020- 2021		
	Members' satisfaction regarding the WCO support provided in terms of Capacity Building in relation to the tools of the RP	3.83/5	3.87/5	Keep at least 3.87/5 as the average rating	Improvement throughout the period
	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	Target : 50 % of the total Members' requests Result : 100 % of the target completed	Target : 65 % of the total Members' requests Progress : 50 % of the target completed	50 % of the total Members' requests	50 % of the total Members' requests
	Members' satisfaction regarding the WCO support provided in terms of Capacity Building in relation to the tools of the CEP	3.89/5	3.84/5	Keep at least 3.89/5 as the average rating	Improvement throughout the period
	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	Target : 65 % of the total Members' requests Result : 71 % of the target completed	Target : 65 % of the total Members' requests Progress : 32 % of the target completed	50 % of the total Members' requests	50 % of the total Members' requests
	Members' satisfaction regarding the WCO support provided in terms of Capacity Building in relation to the tools of the ODP	3.77/5	3.86/5	Keep at least 3.86/5 as the average rating	Improvement throughout the period
	Number of Members supported by technical assistance and Capacity Building missions through the Multi-Year (MY) Mercator Programme/Number of Members requesting Capacity Building missions related to the Multi-Year (MY) Mercator Programme	NA	Target : 65 % of the total Members' requests Progress : 42 % of the target completed	60 % of the total Members' requests	60 % 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 missions on people development	Target : 50 % of the total Members' requests Result : 76 % of the target completed	Target : 50 % of the total Members' requests Progress : 43 % of the target completed	40 % of the total Members' requests	50 % of the total Members' requests

22.

Process Perspective	Performance Indicator	Achieved/ Target		FY 2021/2022 Target	Estimated 2019-2022 Target (consolidated target for three years)
		FY 2019-2020	FY 2020- 2021		
SP7 and SP8	Members' satisfaction regarding the ability of the WCO to satisfy their requests in terms of Capacity Building	7.37/10	7.71/10	Keep at least 7.71/10 as the average rating	Improvement throughout the period
	Members' satisfaction regarding the efforts deployed by the WCO in the follow-up of Capacity Building missions	7.33/10	7.73/10	Keep at least 7.73/10 as the average rating	Improvement throughout the period

Learning and Development Perspective	Performance Indicator	Achieved/ Target		FY 2021/2022 Target	Estimated 2019-2022 Target (consolidated target for three years)
		FY 2019-2020	FY 2020- 2021		
LD1. Research and analysis	Number of research papers and analyses published by the WCO/Estimated number of research papers and analyses to be published for the period	5/5	5/5	5	15
	Members' satisfaction regarding the content provided by the WCO in terms of Research	3.89/5	4.09/5	Keep at least 4.09/5 as the average rating	Improvement throughout the period
LD2. Use of technology and data	Number of tools and initiatives involving the use of IT solutions/Estimated number of tools and initiatives involving the use of IT solutions to be produced by the WCO	10/10	11/17	23	45
	Number of tools and instruments issued on data analytics/Estimated number of tools and instruments involving data analytics to be issued during the period	13/13	1/1	3	17
	Members' satisfaction regarding the content provided by the WCO in terms of IT	3.85/5	3.98/5	Keep at least 3.98/5 as the average rating	Improvement throughout the period
LD3. *Raise profile of WCO*	Implementation of Communication Strategy	Target : 50 % of the actions planned under	Target : 100 % of the actions planned under	Full implementation of the	Full implementation of the Communication Action Plan 2019-2021

Learning and Development Perspective	Performance Indicator	Achieved/ Target		FY 2021/2022 Target	Estimated 2019-2022 Target (consolidated target for three years)
		FY 2019-2020	FY 2020- 2021		
and promote Customs' role		the Communication Action Plan Progress : 4/11 actions fully completed	the Communication Action Plan Progress : 9/11 actions fully completed	Communication Action Plan 2019-2021	
	Members' satisfaction regarding the content provided by the WCO in terms of Communication	4.12/5	4.05/5	Keep at least 4.12/5 as the average rating	Improvement throughout the period
	Number of events or conferences organized by other international organizations or by the private sector which are attended by the WCO/Estimated number of events or conferences organized by other international organizations or by the private sector to be attended by the WCO	170/139	88/170	140	400
	WCO Staff perspective on the WCO's influence at international level	3.72/5	3.81/5	Keep at least 3.81/5 as the average rating	Improvement throughout the period

24.

Organizational Capacity Perspective	Performance Indicator	Achieved/ Target		FY 2021/2022 Target	Estimated 2019-2022 Target (consolidated target for three years)
		FY 2019-2020	FY 2020- 2021		
ORG1. Staff engagement	Assessing the level of staff engagement in order to provide better working conditions and a favourable environment for employees	4.17/5	4.25/5	Keep at least 4.25/5 as the average rating	Improvement throughout the period
ORG2. Members' engagement and WCO accountability	Assessing Members' engagement as perceived by the Secretariat's staff	3.44/5	3.69/5	Keep at least 3.69/5 as the average rating	Improvement throughout the period
	Implementation of Audit Plan	Target : 100 % of the actions planned under the Audit Plan 2020-2021 Progress : The 3 elements of the Audit Plan (online risk survey, internal and external audits) were presented to the Audit Committee in February 2020 Target : Improve implementation of accepted recommendations by reducing the number of "open" recommendations by 30 % Progress : There are 50 accepted	Target : 100 % of the actions planned under the Audit Plan 2020-2021 Progress : The 2 items of the Audit Plan (internal audit and external audit) will be achieved by February 2021 Target : Improve implementation of accepted recommendations by reducing the number of "open" recommendations by 30 % Progress : There are 39 accepted recommendations remaining from internal	100 % of the actions planned under the Audit Plan 2020-2021 Improve implementation of accepted recommendations by reducing the number of "open" recommendations by 30 %	100 % of the actions planned under the annual Audit Plans Improve implementation of accepted recommendations by reducing the number of "open" recommendations by 25 % on average per Committee meeting

Organizational Capacity Perspective	Performance Indicator	Achieved/ Target		FY 2021/2022 Target	Estimated 2019-2022 Target (consolidated target for three years)
		FY 2019-2020	**FY 2020- 2021**		
		recommendations stemming from the internal and external audits of financial year 2018/2019 and earlier

On 30 June 2020, 18 (36 %) had been implemented | and external audits in financial year 2019/2020 and earlier

It is estimated that by 30 June 2021, 16 of them (41 %) will have been implemented | | |

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Strategic priorities and emerging trends

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 to provide further details of the specific actions and deliverables that will be developed on these nine priorities during financial year 2021/2022. 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 Compliance and Enforcement Package and the Organizational Development Package. Following Members' requests it was decided to include one additional priority for the final year of the Strategic Plan 2019-2022, namely the COVID-19 Action Plan. More details and information on the priorities can be found below.

1.   *COVID-19 Action Plan - Specific actions and deliverables (non-exhaustive)*

The COVID-19 Action Plan was developed by the Secretariat and contains 25 specific actions that cover all areas of work conducted by the WCO. It specifically responds to the 17 measures listed in the Council Resolution of December 2020. The COVID-19 Action Plan is running from January 2021 to June 2022.

The contents and progress in the implementation of the COVID-19 Action Plan are available in Doc. SP0745. It constitutes an overarching priority for the WCO and is operated as a global Action Plan applicable to the entire Organization.

2.   *Coordinated Border Management (CBM) - Specific actions and deliverables*

ECP tools and instruments

-     Develop Guidance on extending the scope of AEO Programmes to include Free Zones
-     Develop Guidance on extending the scope of AEO Programmes to include E-Commerce stakeholders
-     Update the Handbook on Inward and Outward Processing Procedures
-     Global Standard for the cruise industry for the submission of API and PNR data (if the Business Case is endorsed by the Finance Committee, Policy Commission and Council in 2021)

Capacity Building

-     As a result of the COVID-19 pandemic, the technical assistance activities scheduled for the first part of financial year 2020/2021 were deferred until 2021. In this connection, it should be noted that most CBM technical assistance activities require physical presence. However, the WCO has been participating actively in workshops and seminars organized/promoted by other international organizations
-     Provide at least six capacity building activities to Members based on their expressed needs and requirements in CBM (three if the restrictions still apply at 1 July 2021)
-     Organization of at least six capacity building missions (including accreditation workshops, trainings/workshops as well as expert missions/diagnostic missions/ technical assistance) related to Single Window (three if the restrictions still apply at 1 July 2021)

Cooperation

-    The WCO has been cooperating with other international organizations in a number of
     areas, including the organization of joint events and activities. A number of
     international organizations are still being invited to participate in WCO meetings, and
     have recently attended meetings of the PTC, TFAWG, and others. During the first part
     of financial year 2020/2021, some organizations expressed the desire to amend their
     existing MoUs with the WCO
-    Reinforce cooperation with other agencies, especially health agencies and the WHO
-    Continue to explore the possibility of strengthening cooperation with other international
     organizations, including through participation in their activities/events, carrying out joint
     activities, and signing new MoUs or improving existing MoUs, where necessary

Sharing of knowledge and best practices

-    Develop and pilot the Digital AEO Compendium (subject to SWG approval)
-    Update the CBM Compendium, with the inclusion of a Chapter on the transboundary
     management of plastic waste
-    Publish the joint WCO/ICAO brochure "Moving Air Cargo Globally"

3.   ***Revised Kyoto Convention (RKC) - Specific actions and deliverables***

ECP tools and instruments

-    Continue the review process under the new "four-step framework" (if the Business
     Case is endorsed by the Finance Committee, Policy Commission and Council)
-    Achieve Step 2 of the process (during financial year 2020/2021), which entails
     assessing the developed recommendations against the RKC and
     existing WCO instruments and tools
-    Achieve Step 3 of the process, which is based on considering the developed
     recommendations against certain criteria
-    If possible initiate work on Step 4, which supposes the development of amendment
     proposals and is supposed to run until 2023

Capacity Building

-    Provide at least four capacity building activities to Members based on their expressed
     needs and requirements in the area of the RKC and other related Customs procedures

4.   ***E-Commerce - Specific actions and deliverables***

ECP tools and instruments

-    Launch annual review of selected Annexes that form part of the E-Commerce Package,
     as these are living documents that should be reassessed frequently

Capacity Building

-    Pursue the accreditation of E-Commerce experts
-    At least five Capacity Building missions dedicated to E-Commerce
-    Support Members in their implementation process, as requested and subject to the
     availability of funding

Sharing of knowledge and best practices/Raising the profile of Customs and the WCO

- Second edition of the Compendium of Case Studies on E-Commerce
- Promote and raise awareness of the WCO's work in this regard

5. *Safety and Security - Specific actions and deliverables*

CEP tools and instruments

- Further develop and implement the COPES Programme and related tools, according to Members' needs and in line with the relevant Project Plan (COPES Assessment Tool)
- Further develop, update and promote Programme Global Shield and its related tools
- Review and update the Risk Management Compendium, Volume 2 (27 different documents totalling more than 800 pages)
- Review and update the COPES Compendium; it is expected that two new chapters will be created - one on investigations and the other on prosecutions
- Develop an operational training handbook for Customs in fragile borderlands
- Development and implementation of Radiological and Nuclear Trafficking Awareness Training Curriculum

Capacity Building

- At least 8 Capacity Building missions related to the Security Programme
- At least 14 Capacity Building missions related to Risk Management
- At least 8 Capacity Building missions related to the IPR Health and Safety Programme
- At least 5 Capacity Building missions related to the Cultural Heritage Programme
- At least 8 Capacity Building missions related to the Revenue Programme/PCA
- At least 100 Capacity Building missions related to the CCP
- Deliver WCO CTS training to at least 5 countries, to share information on how to use the system and apply its capabilities for best practice cargo targeting
- At least 5 CENcomm Capacity Building online trainings related to the Drugs Programme/Project AIRCOP
- At least 10 Capacity Building trainings related to drug detection in general aviation (COLIBRI Project within the Drugs Programme)
- At least 12 weeks of training, plus one Train-the-Trainer event for the COPES Programme
- At least 4 CEN Programme trainings
- Various projects are implemented under the auspices of the Environment Programme to assist WCO Members with up-skilling in best practices concerning illegal wildlife and forest trade, as this relates to Customs enforcement. These projects will target Asia, Sub-Saharan Africa and South America, with more than 15 engagements planned
- Promote the CEP toolkit globally, regionally and nationally as part of ongoing WCO enforcement-related activities, and collect best practices on compliance and enforcement
- Expansion of CCP to 3 more countries; Intensify exchange of pre-arrival data; Intensify training of national risk management/targeting centre personnel; Intensify training on revenue fraud

Cooperation

- Organization and conduct of 18 joint operations to detect illegal trade related to Safety and Security

Sharing of knowledge and best practices/Raising the profile of Customs and the WCO

- Organization of the 41st Session of the Enforcement Committee (22-26 March 2021)
- Organization of, or participation in IPR-related events which include IPR workshops organized by partner organizations (INTERPOL, WIPO, OIE, for example)
- 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 OECD, UNESCO, INTERPOL, WHO FCTC Secretariat, Europol, Frontex, OLAF, EU Council Presidency and academia
- Participation in meetings and events organized by other partner organizations, such as UNODC, GIFP (UE), European Council (Pompidou Group) on Drugs Trafficking
- Organization and conduct of Global Canine Forum
- Raise awareness of Customs' role in the detection of trafficked radiological and nuclear materials through attendance at IAEA, UNOCT Nuclear Trafficking and Border Monitoring Working Group meetings and seminar
- Continue to support UNOCT Global Counter-Terrorism Coordination Compact activities and working groups, through the WCO's role as Vice-Chair of the Border Monitoring and Law Enforcement Working Group
- Engagement with donors, Members and international agencies to raise the profile of WCO Programme Global Shield
- Organization of, and participation in, Cultural Heritage Programme-related workshops
- Conduct various engagements to share best practices on Illegal Wildlife and Forest Trade
- Attend Green Customs Initiative meetings and ENFORCE meetings
- Contribute to the growth of the nCEN Global Network and support the organization of regional meetings of nCEN Programme Leaders
- Involve international law enforcement partners in relevant operational activities organized by the WCO to further operational interagency cooperation

6. *Harmonized System - Specific actions and deliverables*

RP tools and instruments

- Potential launch of the HS Strategic Review project (pending endorsement of the related Business Case by the Finance Committee, Policy Commission and Council in 2021)
- Implementation and update of HS 2022 according to the decisions of the HSC
- Initiate the work on the standard review cycle for the 2027 edition
- Classification Opinions (approx. 40, depending on Members' requests)

Capacity Building

- At least 7 Capacity Building missions related to the HS
- Pursue the implementation of the EU-WCO Programme for the HS in Africa

Sharing of knowledge

- Update of the Harmonized System Explanatory Notes
- Development of an HS training strategy and an e-learning starter pack (WCO-EU HS Project)

7. *Capacity Building Strategy - Specific actions and deliverables*

ODP tools and instruments

- Implementation of the Action Plan of the Organizational Development Package (ODP) for 2021-2023 (if endorsed as such by the CBC at its 12th Session), which includes :

  - Train-the-trainer workshop material on Live Virtual Training
  - LMD monitoring and evaluation tool and Maturity Model
  - COVID-19 and crisis management tools on Staff Resilience and Stress Management (under the GTFP), as well as a Guide on HRM in a Customs environment in times of crisis
  - Advanced Blended Training Package on implementing Gender Equality and Diversity in Customs (under the TFMICs Programme)
  - Updating of the WCO Guide to implementing a Competency-Based HRM approach in the Customs environment
  - Regular updates to the Capacity Building Framework for Data Analytics to reflect Members' needs and inputs

Additionally, the Secretariat is discussing how to improve its Corporate approach by pursuing the work on the definition of a Capacity Building Strategy which would apply to the WCO as a whole, with a view to more professionalism, a more harmonized approach, and improved coherence, reporting and follow-up.

8. *Performance Measurement - Specific actions and deliverables*

ODP tools and instruments

- Pursue the development of a WCO Performance Measurement Mechanism through :

  - The definition of the list of performance areas to be measured, covering all Customs competencies and the application of the main WCO tools
  - Selection of the KPIs and means of verification, as well as the methodological details on ownership, data collection and frequency of assessment
  - Development of technical guidance for the conduct of a pilot survey/assessment

Capacity Building

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

Sharing of knowledge

- Organize meetings of the Working Group on Performance Measurement
- Collect the KPI proposals, including means of verification and preferences for disclosure
- In line with the WGPM guidance, consult with other stakeholders on the KPIs related to the common dimensions of performance under the PMM
- Discuss possible solutions, including TRS software and other platforms, for data collection

Raise the profile of Customs and the WCO

- Dialogue with the World Bank

9. *Integrity - Specific actions and deliverables*

ODP tools and instruments

- Customs-State Anti-corruption Authorities' Cooperation Handbook
- Integrity-related virtual training series (under A-CIP)

Capacity Building

- Deliver at least 15 integrity-related capacity building missions

Sharing of knowledge and best practices

- Publish 2 newsletters pertaining to integrity

10. *Digital Customs and Data Analytics - Specific actions and deliverables*

Coordinated Border Management

- Examination of the use of Product Identification Systems in Customs and other regulatory processes
- Updating of the WCO Data Model module

Safety and Security

- Maintain/improve the WCO Information and Intelligence Centre (I2C)
- Maintain/improve the WCO IRIS application (Customs information map and seizure records)
- Maintain/improve the ARCHEO, GTEN, IPR CENcomm and ENVIRONET platforms to enhance their capabilities and promote their wider use
- Implement the CTS application in five countries according to Members' needs, subject to funding and in line with the CTS Project Plan
- Implement the nCEN application in five countries according to Members' needs and subject to funding
- Promote the use of GRAN amongst RILOs and Members
- Maintain/improve the CEN applications, in accordance with technical and operational requirements and subject to funding
- Implement API/PNR Passenger Targeting and the Global Travel Assessment System (GTAS), in accordance with Members' needs and subject to funding (two GTAS deployments)
- Creation of ExciseNET, a closed user group focused on the trafficking of tobacco products and alcohol
- Enhanced use of the COLIBRI Project Geoportal (General Aviation information map and seizure records)
- Develop and promote the WCO Charter for Data Quantity and Quality Enhancement in the CEN
- Implement the simplified input form (SIF) in the CEN applications
- Develop the WCO FinCRIME On-line Library in furtherance of Customs-based money laundering awareness
- The Strategic Trade Control Enforcement Programme will develop new E-Learning and online training materials to cover UN Sanctions Enforcement and Risk Management for strategic trade
- Develop the COLIBRI Project E-learning for the Monitoring and Control of General Aviation

- Further develop the WCO CTS application to update software and enhance data handling and targeting capability

Capacity Building Strategy

- E-learning module on the disaster response training programme
- E-learning module on Project Management in Customs
  (under the WCO-HMRC project)
- Updated e-learning module on the WTO Trade Facilitation Agreement
  (under the WCO-HMRC project)
- E-learning module on the Virtual Reality Training programme
- HS e-learning Starter Pack
- LMD e-learning module
- Conduct at least 20 capacity building missions on IT and data analytics

Data Analysis

- Practical Guide to implement data analytics in Customs administrations
- Regular updates to the Capacity Building Framework for Data Analytics to reflect Members' needs and inputs
- Publish 2 newsletters on data analytics

Sharing of knowledge and best practices

- Organization of the annual WCO IT and TI Conference