STRATEGIC PLAN 2019-2022

I. INTRODUCTION

The achievements of the WCO since its creation are many; however, the opportunities to improve and the challenges ahead are significant. Therefore, by preparing a high-level strategic policy document which includes clear and concrete objectives and is simple to monitor, the Organization is endeavouring to respond effectively to the complex and continuously changing international environment. It is very important to have a strategic tool that sets out the necessary initiatives and activities.

The WCO is fundamental to the development of international standards and the promotion of their implementation in order to facilitate legal trade, secure fair revenue collection and protect society, which subsequently converts into economic prosperity. This is the reason to direct the WCO's resources and efforts towards the achievement of these objectives. The principal resource of the Organization being its staff, the Strategic Plan 2019-2022 is the document that will communicate to them the Strategic Objectives set by the Members and the Strategic Priorities/Initiatives that need to be accomplished in order to fulfil the Vision Statement.

The proposed WCO 2019-2022 Strategic Plan contributes to the WCO Mission Statement in terms of carrying out the Strategic Actions and ensuring the continuity of the WCO's role as the only international organization completely focused on setting international standards for Customs procedures, fostering Customs-to-Customs cooperation and providing its Members with Customs Capacity Building.

This document takes account of the main Strategic Priorities that were identified through the six regional workshops conducted from September to November 2018, with the aim of ensuring that the Organization achieves its Strategic Objectives.

The document starts with a brief Introduction. Section II presents the institutional profile, with the WCO Mission and Vision Statements, as well as the Values which the Organization and its Members believe in. Section III contains the new Strategic Map, which translates the Strategic Plan and results from the planning methodology known as the Balanced Scorecard (BSC), under its four traditional perspectives : Results, Key Users, Internal Processes, and Learning and Growth. Members considered it appropriate to retain a transversal cross-cutting perspective in the Strategic Plan, bearing in mind the importance of the Organizational Capacity aspect. Therefore, a specific perspective has been added for cross-cutting issues. Section IV describes the Strategic Objectives under each of the five perspectives. Section V lists and describes the Key Performance Indicators that will help measure the implementation of the Strategic Plan. Section VI sets out the Strategic Priorities and Emerging Initiatives identified for the three-year period. Finally, Section VII provides a methodology note on the establishment and future management of the WCO's Strategic Plan 2019-2022.

As a result of the consultation with Members, conducted through a survey and six regional workshops held during the second half of 2018, three Strategic Objectives were identified in the Members perspective, eight in the Internal Processes perspective, three in the Learning and Development perspective, and two under Organizational Capacity. All these Objectives interact to achieve the main Strategic Goal set out in the Results perspective, i.e., provide leadership, guidance and support to Customs administrations.

Considering the way the WCO carries out its operations, and in order to facilitate the monitoring, implementation and understanding of the Strategic Plan 2019-2022, the Strategic Map merges the Strategic Objectives into three broad categories : Facilitation, Revenue Collection and Protection of Society.

The completion of these three Objectives is supported by eight interlinked processes that are meant to deliver the necessary tools for the development of *international standards*, as instruments promoting the harmonization of Customs procedures, the reinforcement of *cooperation*, between Customs but also between Customs and other stakeholders, and the delivery of meaningful *capacity building* assistance, supporting Members in reaching their objectives.

The use of technology (including the use of data as a solution for efficient and effective Customs procedures), along with Research projects and an effective Communication Strategy, are three areas that impact in a transversal way on the achievement of the Strategic Objectives; therefore, the WCO needs to focus its efforts on these three areas in order to achieve sustainable learning and growth.

In order to implement the Strategic Plan 2019-2022, a new Annex containing the Implementation Plan will be introduced every year. These annual Implementation Plans will define the necessary Strategic Actions expected to be implemented by the WCO and the associated deliverables, in accordance with the Strategic Objectives identified in the Strategic Map and taking into consideration the Strategic Priorities/Initiatives. A regularly-updated report will be available online, in order to provide Members with a permanent means of monitoring and validating the implementation of the Strategic Plan.

With the support and engagement of its Members, and the sustained efforts and passion of the Secretariat staff, the WCO will succeed in achieving the Strategic Objectives identified in the Strategic Plan 2019-2022.

II. ORGANIZATIONAL PROFILE

MISSION STATEMENT

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

VISION STATEMENT

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

VALUES

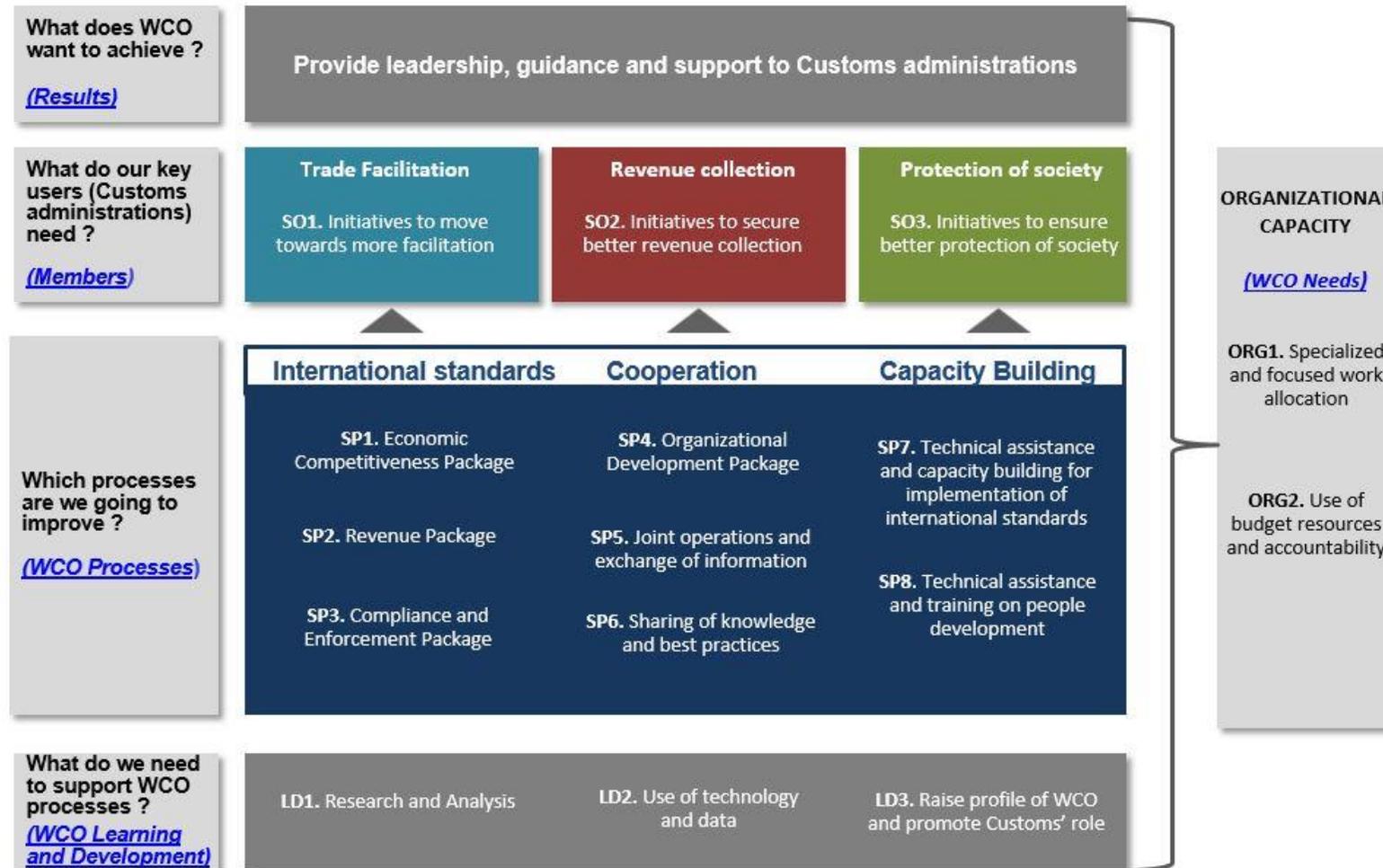We are a knowledge-based and action-oriented organization.
We believe in transparent, honest and auditable governance procedures.
We are responsive to our Members, stakeholders in trade, and society.
We capitalize on technology and innovation.
We believe in inclusiveness, diversity, equitable treatment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

III. Strategic Map

What does WCO want to achieve ? *(Results)*	**Provide leadership, guidance and support to Customs administrations**

What do our key users (Customs administrations) need ? *(Members)*	**Trade Facilitation** **SO1.** Initiatives to move towards more facilitation	**Revenue collection** **SO2.** Initiatives to secure better revenue collection	**Protection of society** **SO3.** Initiatives to ensure better protection of society

ORGANIZATIONAL CAPACITY

(WCO Needs)

Which processes are we going to improve ?

(WCO Processes)

International standards	**Cooperation**	**Capacity Building**
SP1. Economic Competitiveness Package	**SP4.** Organizational Development Package	**SP7.** Technical assistance and capacity building for implementation of international standards
SP2. Revenue Package	**SP5.** Joint operations and exchange of information	
SP3. Compliance and Enforcement Package	**SP6.** Sharing of knowledge and best practices	**SP8.** Technical assistance and training on people development

ORG1. Specialized and focused work allocation

ORG2. Use of budget resources and accountability

What do we need to support WCO processes ? *(WCO Learning and Development)*	**LD1.** Research and Analysis	**LD2.** Use of technology and data	**LD3.** Raise profile of WCO and promote Customs' role

IV. STRATEGIC OBJECTIVES

RESULTS

SG. Provide leadership, guidance and support to Customs administrations

The WCO has set as its main Strategic Goal to provide leadership, guidance and support to its Members.

For this purpose, the WCO will focus on the delivery of initiatives promoting more facilitation, better and fairer revenue collection and better protection of the society. The WCO will continue to create, update and promote its tools and instruments for modern Customs procedures. The WCO will also continue to deliver technical assistance to its Members according to their needs, and will provide guidance and tools to deepen cooperation.

MEMBERS PERSPECTIVE

SO1. Facilitation
SO2. Revenue collection
SO3. Protection of society

The improvement of WCO processes, through the development of international standards, the reinforcement of cooperation and the delivery of tailor-made capacity building is aiming at providing Members with the necessary tools and instruments to provide more facilitation, to improve revenue collection and to better protect society. These three Strategic Objectives are responding to the definition of the role of Customs in today's world. As a modern and dynamic global organization, the WCO is expected to provide Members with various initiatives aiming at equipping them to face the current challenges but also the future challenges.

The Strategic Plan aims at responding to Members' expectations in the best possible way, focusing the efforts of the Organization on a certain number of concrete processes that will allow the completion of the main goal and objectives of the Strategic Plan.

WCO PROCESSES

The various initiatives undertaken with regard to the Strategic Objectives detailed above will mainly be performed through three types of activities, namely the development of international standards, the reinforcement of cooperation, and the provision of capacity building support.

International Standards

The WCO must conduct its activities with the aim of ensuring that Customs administrations, as its main stakeholders, benefit from the development and updating of international standards, and promote the adoption of those standards in the interests of more secure, legitimate trade and fair revenue collection. The promotion and use of WCO key Packages, namely the Economic Competitiveness Package (ECP), the Revenue Package (RP), the Compliance and Enforcement Package (CEP), and the Organizational Development Package (ODP), will be crucial with regard to the development, update and implementation of international standards.

4.

SP1. Economic Competitiveness Package

The WCO will develop and update instruments and tools to unlock the significant potential of modernizing Customs procedures through the implementation of IT solutions, moving towards efficient Customs procedures as those that promote the facilitation of legitimate trade through an effective risk management strategy. These tools form part of the Economic Competitiveness Package (ECP).

SP2. Revenue Package

The WCO will develop and update its tools and instruments associated with revenue collection. Through the promotion of the intensive use of IT solutions, the WCO guides its Members towards the fair collection of cross-border taxes and duties. These tools form part of the Revenue Package (RP).

SP3. Compliance and Enforcement Package

The WCO will develop and update its tools and instruments that seek to better protect society, taking into account Customs' role as first line of defence. These tools form part of the Compliance and Enforcement Package (CEP).

SP4. Organizational Development Package

The WCO will develop and update its tools and instruments aiming at providing the necessary support to Customs administrations wishing to improve their organizational capacity. These tools form part of the Organizational Development Package (ODP).

Cooperation

The WCO fosters cooperation among Members and with other border agencies through the implementation of joint operations based on the exchange of information, harmonized procedures, the analysis and interpretation of data, and the common use of technologies.

SP5. Joint operations and exchange of information

Information and intelligence exchange is one of the pillars of the WCO's cooperation strategy. The WCO will continue to foster such exchange between Members. It will continue to coordinate joint operations among its Members and with other agencies to contribute to combating illicit trade, smuggling and the scourge of transnational organized crime in high-risk and sensitive sectors.

SP6. Sharing of knowledge and best practices

The WCO fosters knowledge exchange and the sharing of policies and best practices through the organization of missions, international and regional events and the promotion of Customs-to-Customs meetings, workshops and forums.

Capacity Building

The WCO, as the global centre of Customs excellence, plays a central role in developing, promoting and supporting the implementation of modern Customs standards, procedures and systems, and will continue to be a leader in providing Capacity Building and technical assistance to its Members according to their needs. The WCO will also continue developing and promoting tools to assist Members in strengthening their organizational development.

SP7. Technical assistance, training and tools for implementation of international standards

The WCO will provide Tools and Capacity Building to Members in accordance with their expressed needs, and/or needs identified through performance measurement tools.
The WCO will assist Members in implementing the tools and instruments developed for the ECP, RP, CEP and ODP.

SP8. Technical assistance, training and tools on people development

As part of the ODP, the WCO provides Tools and Capacity Building to its Members according to their needs, by guiding them on the implementation of best organizational practices that help them develop the capacities of their people in a sound working environment by promoting leadership, integrity and innovation, among others.

LEARNING AND DEVELOPMENT TO SUPPORT WCO PROCESSES

LD1. Research and Analysis

The WCO develops study reports, environmental scans and other papers that can assist its Members in achieving their strategic objectives. Research papers and analysis will focus on main trends, considering opportunities and threats for Customs operations, and how to benefit from/mitigate them. The WCO will continue to enhance its research partnerships with academia and practitioners.

LD2. Use of technology and data

The WCO will consider, in all its activities, the use of technologies, and will continue to update Members on the latest developments in IT solutions for Customs procedures and objectives. The effective use of data, and the related methodologies for processing and analysing it, is a core task for Digital Customs.

LD3. Raise profile of WCO and promote Customs' role

Through the update and implementation of an effective Communication Strategy and engagement with other strategic stakeholders, the WCO will promote its tools and instruments, as well as its main results, and will increase awareness of the importance of Customs' role in trade, security and global economic development.

6.

ORGANIZATIONAL CAPACITY

ORG1. Specialized and focused work allocation

The WCO incorporates a group of highly specialized and talented people, capable of leading the discussions towards the definition and updating of international standards. The time and efforts of the Secretariat should be in line with the priorities established by the Strategic Plan.

ORG2. Use of budget resources and accountability

The WCO Secretariat maintains a high standard of good governance and transparency, in conjunction with responsible, effective and efficient management of financial resources.
The WCO Secretariat prepares the annual budget proposal for consideration and acceptance by the Finance Committee. Similarly, an Audit Plan is implemented as agreed by the Audit Committee.

Strategic Perspective	Performance Indicator	Description
V. KEY PERFORMANCE INDICATORS		
Strategic Perspective	**Performance Indicator**	**Description**
RESULTS PERSPECTIVE		
SG. Provide leadership, guidance and support to Customs administrations	Total initiatives or actions carried out to provide leadership, guide and support Customs administrations/Estimated initiatives or actions	Number of initiatives or actions carried out to provide leadership, guide and support Customs administrations versus the estimated number of initiatives and actions planned
MEMBERS PERSPECTIVE		
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 facilitation	Total number of the actions performed to provide Members with the right tools for moving towards more trade facilitation versus the number of actions initially planned in this area
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	Total number of the actions performed to provide Members with the right tools for securing better and fairer revenue collection versus the number of actions initially planned in this area
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	Total number of the actions performed to provide Members with the right tools for ensuring better protection of society versus the number of actions initially planned in this area

WCO PROCESSES PERSPECTIVE		
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	Efficiency in the development and update of SP1 tools and instruments
	Number of tools and instruments of the ECP implemented by Members/Estimated number of tools implemented for the period	Measurement of implementation of SP1 tools compared to initial expectations
SP2. Revenue Package	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	Efficiency in the development and update of SP2 tools and instruments
	Number of tools and instruments in the RP implemented by Members/Estimated number of tools implemented for the period	Measurement of implementation of SP2 tools compared to initial expectations
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	Efficiency in the development and update of SP3 tools and instruments

	Number of tools and instruments in the CEP implemented by Members/Estimated number of tools implemented for the period	Measurement of implementation of SP3 tools compared to initial expectations
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	Efficiency in the development and update of SP4 tools and instruments
	Number of tools and instruments in the ODP implemented by Members/Estimated number of tools implemented for the period	Measurement of implementation of SP4 tools compared to initial expectations
SP5. Joint operations and exchange of information	Number of joint operations performed to detect illegal transactions/Estimated number of joint operations for the period	Efficiency in achieving the estimated objective
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	Measures efficiency in achieving the target defined
	Number of missions, meetings, events and workshops organized for sharing knowledge/ Estimated number of meetings, events and workshops organized for sharing knowledge during the period	Measures efficiency in achieving the estimated objective

10.

	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	Efficiency in support given versus support requested on the ECP
	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	Efficiency in support given versus support requested on the RP
SP7. Technical assistance and capacity building for implementation of international standards	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	Efficiency in support given versus support requested on the CEP
	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	Efficiency in support given versus support requested on the ODP
	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	Capacity of the WCO to respond positively to Members' needs in the area of the implementation of international standards

SP8. Technical assistance and training on people development	Number of Members supported by Capacity Building missions on people development/ Number of Members requesting Capacity Building on people development	Capacity of the WCO to respond positively to Members' needs in the area of people development
LEARNING AND DEVELOPMENT TO SUPPORT WCO PROCESSES PERSPECTIVE		
LD1. Research and Analysis	Number of research papers and analyses published by the WCO/ Estimated number of papers and analyses	Reach the target set per annum for the publication of Research papers
LD2. Use of technology and data	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 for the period	Number of tools developed within the different WCO Packages which involve the use of IT
	Number of tools and instruments issued on data analysis/Estimated number of tools and instruments involving data analytics to be issued during the period	Measures efficiency in reaching the target
LD3. Raise profile of WCO and promote Customs' role	Implementation of Communication Strategy	Develop the Communication Strategy and identify KPI that enable the implementation of the Communication Strategy to be monitored
	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	WCO representatives participating in international events and promoting Customs' role

ORGANIZATIONAL CAPACITY PERSPECTIVE		
ORG1. Specialized and focused work allocation	Aligning efforts with priorities, taking into consideration the limited number of people working at the Secretariat	Proportion of effort or time that staff provides to strategic priorities
ORG2. Use of budget resources and accountability	Resources allocated to WCO strategic priorities/ Total WCO resources	Proportion of the resources allocated to strategic priorities, compared to total WCO funds
	Implementation of Audit Plan	Develop the annual Audit Plan and monitor its implementation

VI. 2019-2022 STRATEGIC PRIORITIES AND EMERGING INITIATIVES

- Coordinated Border Management

Develop and update instruments and programmes on Coordinated Border Management and Single Window that help Customs administrations develop initiatives for better coordination with other border agencies to efficiently manage trade flows and secure proper revenue collection.

- Revised Kyoto Convention (RKC)

Continue to promote the RKC and conduct a comprehensive review, in accordance with the approved Work Plan.

- E- Commerce

Support the implementation of the Framework of Standards on cross-border e-commerce and promote its use widely.

- Safety and Security

Develop and update instruments and programmes supporting the WCO programmes related to safety and security, through reinforced cooperation between Customs and other border agencies and the use of advanced data analysis.

- Harmonized System

Improve the Harmonized System in its usability and sustainability.

- Capacity Building Strategy

Improve the strategy and delivery of capacity building, with a holistic approach, by assisting Members with the adoption and implementation of instruments and programmes.

- Performance Measurement

Establish a Working Group to develop a new tool to measure Customs performance and engage external organizations involved in Customs performance measurement in order to reflect Customs views.

- Integrity

Enhance the integrity and professionalism of Customs officers in cooperation with external stakeholders.

- Digital Customs and Data Analysis

Guide Customs in the digitalization of their operations by leveraging technologies and the use of data analytics.

14.

The WCO's Strategic Plan 2019-2022 has been developed based on the Balanced ScoreCard (BSC) Methodology, which enables the planning, implementing and learning of the strategy.

This methodology was used in order to follow a strategic management process that will assist the Organization in fulfilling its Mission Statement, Vision Statement and Strategic Objectives as shown in the following Strategic Management Cycle :

PLANNING

Defining Strategy

- The WCO and its Members define the Organization's Mission Statement, Vision Statement and Values
- Members and the Secretariat define priorities
- The Secretariat makes an internal analysis of the current situation and conducts an Environmental Scan
- Members and the Secretariat determine the main Strategic Goal that helps align efforts and resources
- Finally, Members and the Secretariat decide the strategy that will guide the Organization in reaching its Strategic Goal.

Translating Strategy

- Using the BSC methodology, the WCO translates the Mission Statement, Vision Statement, Values and Strategic Goal into Strategic Objectives
- These elements are placed in one of the five perspectives of the Strategic Map (namely Results, Members, Processes, Learning and Development, and Organizational Capacity) in such a way that they all interact
- Determines the Key Performance Indicators for each of these Strategic Objectives
- Defines key initiatives or Strategic Priorities to reach the Strategic Objectives.

IMPLEMENTING

Organizational Alignment

- In order to achieve maximum impact, it is necessary to ensure that institutional efforts and resources are aligned and focused in the direction that the Strategy points towards
- The Strategy needs to be spread widely through the Organization, starting from the senior management levels
- Each Directorate will have to design its own specific Strategic Map in line with the WCO's overall Strategic Map
- Performance Indicators and Management Boards are in place for each Directorate, and are perfectly aligned with that Directorate's specific map.

Implementing Actions

- This is the most important phase in terms of ensuring that the Strategy has a positive impact on the results of the Organization. In order for the KPIs to show an improvement, the correct implementation of actions and initiatives is a must
- The purpose of Strategic Priorities and Actions is to improve Strategic Processes so that, ultimately, better results are attained.

LEARNING

Monitoring

- Using the information obtained from the KPIs, Members and the Secretariat can prevent or correct any deviation from the Strategy
- By analysing the information, the reason for any deviation can be learnt and solutions proposed
- Proposed solutions are evaluated, and a decision is taken to amend one or several elements of the Strategy.

Evaluate and Adapt

- To ensure correct implementation of the Strategy, a multi-step review and approval process is in place (Policy Commission, Audit Committee, Finance Committee, Policy Commission, Council)
- At the end, the Council takes the decision to endorse or amend the Strategy and its implementation arrangements.

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