



Mercator Programme

A Navigational Map for Trade Facilitation

Handbook

for

Mercator Programme Advisors

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Foreword

On behalf of the World Customs Organization and the Capacity Building Directorate in particular, it is my pleasure to present the Experts Guidance to the Mercator Programme.

It provides a thorough guide to assist Mercator Programme Advisors and related WCO experts in building capacity to realise the benefits of the WTO Trade Facilitation Agreement. We strongly believe that the greatest strength of the Mercator Programme is in the proficiency of our experts with WCO tools. Added to this is the wealth of practical experience and knowledge that they bring together with a commitment and understanding of the need for Trade Facilitation.

The idea of developing such a tool arose after the World Trade Organization Members signed the Trade Facilitation Agreement. As the Capacity Building Directorate has already existed for a number of years, many programmes were well underway. However, none had addressed the TFA as comprehensively or with the modernity and accuracy as the Mercator Programme. The CBD thus decided to develop a set of tools and procedures it could apply to modernize Customs Member administrations in a both standardized and tailor-made approach.

Development of this new approach began in earnest in 2016, backed by the WCO's already strong pool of Experts. We initiated a number of external consultations with some Members, donor organizations, and the private sector that helped shape the final outcome. Through the work involving all the Sub-Directorates of the WCO and external contributions, we were able to produce the holistic approach we deem necessary for Customs modernization. The result is a creation of enormous effort by many contributors.

We sincerely hope the work of our Experts, based on this Guidance document, will be effective in adding value to capacity building efforts and in facilitating trade. At the CBD, we all desire Customs administrations that are more modern and more sustainable: we also hope to achieve those goals through the Mercator Programme and its smooth implementation by our Experts.

Ernani Checcucci
Director, Capacity Building
World Customs Organization

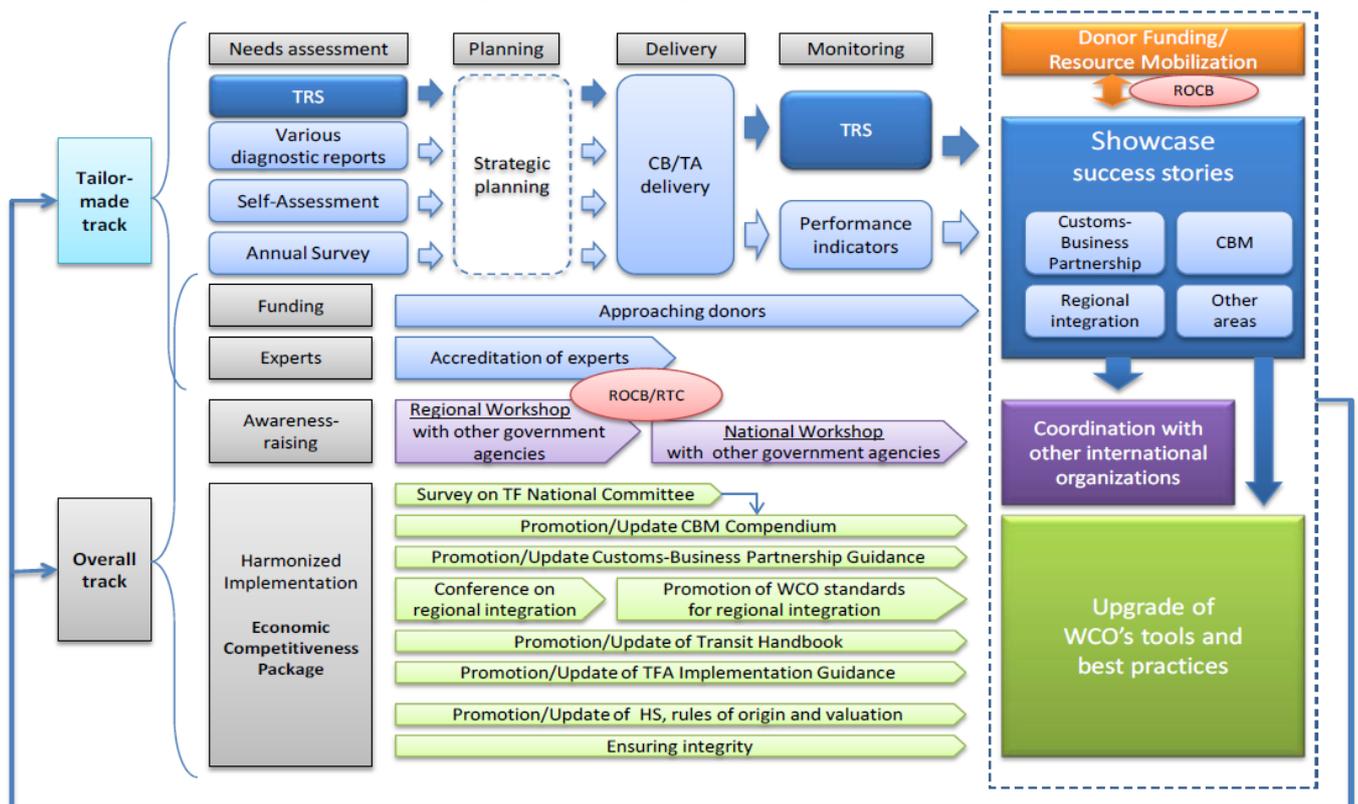
Introduction

Acknowledging the Governments' need for support in Customs capacity building, the World Customs Organization (WCO) promotes an internationally harmonized and holistic approach to Customs that takes local specificities into consideration. The WCO Mercator Programme has been developed from this perspective to assist Member countries in the implementation of the World Trade Organization's (WTO) Trade Facilitation Agreement (TFA).

Indeed, the TFA is a binding agreement giving a set of general rules for trade regulation and border control where, alongside other border agencies, Customs plays a major role. The Mercator Programme therefore offers guidelines to achieve all the provisions that are key to the TFA, by using the capacity building tools and standards developed by the WCO for simple, transparent, predictable, efficient and coordinated border procedures.

This document provides guidance for Mercator Programme Advisors (MPA) as well as subject-matter experts supporting reforms and modernization under the Mercator Programme.

Mercator Programme - Efficient and Effective Customs for Economic Competitiveness - Dual-track approach in support of trade facilitation -



Mercator Programme for Capacity Building

The WCO is the centre of excellence in Customs matters and is uniquely qualified and prepared to provide the expertise needed by countries in order to properly implement the WTO TFA. With a successful record in providing capacity building support for the WCO Revised Kyoto Convention, SAFE Framework of Standards and other tools and instruments, the WCO now ensures a Customs capacity building in line with the WTO TFA through the Mercator Programme.

A set of tools built from experience

The WCO has solid experience in Customs capacity building projects where it can provide tailor-made assistance at different stages of the process, from needs assessment to monitoring.

The Mercator Programme is integrated into the broader WCO Capacity Building strategy and benefits from the WCO's vast resources. Among those resources are those developed by the Working Group on the implementation of the TFA (TFAWG), a forum of border control stakeholders with more than 200 delegates. This group examines the TFA in detail and improves existing tools, drafting new guidance reports, designing e-learning courses and working in partnership with other international organizations. Technical tools such as the Single Window Compendium, Coordinated Border Management Guide and the Guidelines for Post-Clearance Audit are examples of references for the working group.

A global and local network of Members and Experts

The WCO currently has a membership of 180 countries that recognize the need for responsible and efficient Customs administration.

To better respond to the Members' requests for Capacity Building, the WCO has created a global network of professionals¹. This network is mobilized from Brussels and organized based on areas of technical expertise and the WCO regional structure (including use of Regional Offices for Capacity Building and Regional Training Centres).

The WCO Secretariat has established a pool of experts from WCO Secretariat staff, relevant Members' staff and external consultants as required. Depending on skills, qualifications and experience, the WCO has identified **6 categories** of experts, noting that some might be listed in more than one category:

- (1) *Diagnostic Facilitators*: experienced, senior Customs officials with a strong understanding of the WCO Customs Capacity Building Strategy and the WCO Customs Capacity Building Diagnostic Framework. DF's undertake holistic organizational assessments or review organizational reform and modernization programmes.

¹ The WCO currently coordinates the delivery of more than 400 capacity building missions per year.

- (2) *Customs Modernization Advisors*: experienced Customs officials who possess the capacity to accompany, guide and mentor organizations towards implementing holistic reforms and modernization activities and processes (facilitation, enforcement and corporate support functions).
- (3) *Mercator Programme Advisors*: are essentially CMA's with demonstrated capacity to also support administrations with organizational (or Government) gap analysis, planning and implementation of the WTO Trade Facilitation Agreement (TFA) under the profile of Annex 1).
- (4) *Technical and Operational Advisors*: have sound technical and subject matter skills and knowledge in a particular field. They engage with middle and senior management to provide advice on organizational development of specific programmes or projects. They are deployed under the supervision of the WCO Lead Official in their area of expertise which is currently comprised of:
- Authorized Economic Operators (AEO)
 - Data Model (DM)
 - Intellectual Property Rights (IPR)
 - Post Clearance Audit (PCA)
 - Revised Kyoto Convention (RKC)
 - Risk Management (RM)
 - Single Window (SW)
 - Tariff & Trade Affairs (TTA) – Revenue Package
 - Time Release Study (TRS)
 - Transit
- (5) *Expert Trainers*: specialized in specific Customs technical subjects such as Valuation, Origin and the Harmonized System. They are practitioners with a high level of technical expertise in a specific core Customs area and typically conduct classroom training events. They also specialize in specific initiatives such as Project Global Shield, the SCO Security Programme, WCO/UNODC Container Control Programme (CCP) and the Inama Project (COPES, controlled delivery, investigation and operation planning and command training).
- (6) *Leadership and Management Development Advisors (LMDA)*: have experience in organizational development and capacity building. LMDA's are particularly skilled in facilitation of learning and development. They have both knowledge of the environment Customs operates in and experience in management development and training. LMDA's are Customs management practitioners with very strong communication skills.

For all experts, the Mercator Programme brings a unique opportunity to work hand-in-hand with the WCO to implement consistently, measures under the TFA. The experience provides international knowledge and visibility, skill recognition and can provide new management career prospects.

Role of Mercator Programme Advisors

MPA's are responsible for capacity building missions on implementation plans, policy or human resources, other organizational development issues, as well as for regional awareness-raising among Customs, trade ministries, private sector and international organizations. They bring attention to the TFA and the need for its implementation through WCO tools.

MPA's are essentially change management experts. Depending on the request from the WCO Member, MPA's facilitate, guide or advise on:

- **Strategic Planning**

Leading or facilitating the development of strategic plans or implementation plans developing reform programmes and their associated monitoring, communication and HRD requirements.

- **Strategic Implementation**

Assisting senior managers to develop an understanding of the strategic requirements of key stakeholders, (Government, Trade, and Public) and the international obligations on Customs to enable implementation of the TFA. Underpinning this support role is following project management discipline. As well as effective long-term strategic development, they assist Members in influencing Ministers and shaping government policy that sees Customs having a principal role on their respective National Committees for Trade Facilitation (NCTF).

- **Team Building**

Working with senior management teams to develop a common vision and commitment to reform.

- **Effective Management**

Sharing expertise in management development across a range of cultures.

- **Human Resources Management and Development**

Providing expertise in one or more of the HR management and development areas (classification, recruitment, compensation, training, performance evaluation, etc.).

- **Implementation support**

Bringing experience to guide participation in programme / project steering groups and review and advice on progress.

MPA's typically come from middle to senior management positions. Those MPA's with relevant experience in a specific area, such as Risk Management, Stakeholder Engagement, Coordinated Border Management, etc., may also be involved in more than one area of support. For example, as well as responsibility for developing and monitoring an Implementation Plan, the MPA may be in a position to deliver support for a Time Release Study component of the Implementation Plan (if applicable).

Becoming a Mercator Programme Advisor

The WCO has developed a structured three-phased approach to the **accreditation process** of MPAs that includes:

- (i) pre-assessment of candidates : national administrations respond to a WCO request for Customs officers who fill expected criteria, or chose among existing CMAs that show sufficient management skills;
- (ii) pre-accreditation after a successful participation on a 5-day WCO accreditation workshop : candidates will become familiar with the WCO instruments, tools and techniques; and
- (iii) evaluation during an in-field mission with another qualified Expert: The MPA candidate is assessed on the products delivered (e.g. implementation plan, scoping report, etc.), and is given feedback on performance. The feedback may be (a) confirmation of accreditation, (b) recommendation to conduct at least one further in-field mission, (c) recommendation to continue in another expert category (e.g. TOA or Expert Trainer), or (d) does not fulfil facilitation aptitude requirements.

Box 1: MPA Profile/Selection Criteria

Qualifications and skills

- At least a university degree (or 10 years of relevant experience) in Business, Economics, Customs or related fields
- A specialized training certificate or post-graduate certificate will be considered an advantage
- Fluency in English or French; other language/s highly desirable
- Excellent drafting and communication skills

General professional experience

- At least 10 years of demonstrated experience in the field of Customs
- Experience of working with Customs administrations is mandatory;
- Thorough understanding of Customs administrations' organization structures/objectives and modernization issues is mandatory;
- Demonstrated experience working with customs partners is highly valuable (traders, cross-border agencies, consumer protection agencies, other ministries)
- Demonstrated experience related to the assessment of needs and capacities in the field of Compliance Management & Client Services;
- Demonstrated experience in providing capacity-building support

Specific professional experience

- Experience with customs administrations in providing gap analysis;
- Experience with of drafting Strategic Plans, Customs policies and procedures;
- Experience of the design and delivery of technical training programmes; support missions and training workshops in a developing context
- Knowledge of the Trade Facilitation Agreement;

Following their accreditation, MPAs are invited to access the WCO Learning Portal <http://clikc.wcoomd.org> through which they can access all WCO standardized training materials from their own virtual space. MPAs' personal profile and codes will provide access to all the WCO e-learning modules and training kits.

Working as a Mercator Programme Advisor

The Mercator Programme follows the general philosophy for Capacity Building, together with particular steps organized within phases of assessment, planning and implementation/monitoring in the following manner:

Diagram 2: Outline of Tailor-Made Mercator Programme Sequence



It is important that MPA's understand details associated with the different steps of the process. Conditions for the MPAs missions are detailed in Annex 1.

Tailor-Made Mercator Programme Sequence

A letter sent by the Member to the WCO Secretariat triggers the WCO capacity building delivery processes, including the mobilization of MPA's.

After receipt of the letter, the WCO shall contact the relevant MPA Member administration to ask for the release of an official listed on the ACE database. The letters for pre-accredited officials differs from accredited/recognized experts. The main difference is the duration of the release period.

There are four main circumstances that an MPA will be called upon to support beneficiary Members:

- Scoping and Planning Missions;
- Technical or Operational Advice Missions;
- Temporary Secondment Missions; and
- Monitoring Missions.

It is envisaged that an MPA who conducts a country Scoping and Planning Mission and facilitates development of a national Implementation Plan, will also conduct a Monitoring Mission at the end of an Implementation Plan cycle. The person may also conduct an interim Monitoring Mission. For this reason, it is necessary for the WCO to secure the on-going release of MPAs from their administration for up to twenty working days over a period of two years.

Scoping and Planning Missions

A *Scoping and/or Planning Mission* refers to the initial in-field mission. This is normally five-days duration; however, some can be between eight to ten days. To date, requests for the release of pre-accredited experts are for missions of four to five days.

An example of the specific activities associated with this type of mission is explained in the next section under the heading “Planning”.

The involvement of the MPA in the planning component is critical. This is because as well as guiding the **drafting** of the Member’s Mercator Programme Implementation Plan, the MPA is responsible for **supporting** and **monitoring** the activities identified in the plan after the mission.

The primary **supporting** role is to liaise with the Member (normally National Project Manager) and the WCO Mercator Programme Manager to encourage implementation of activities.

Technical or Operational Advice Missions

A *Technical or Operational Advice mission* is like a Planning mission, in that it also refers to an in-field mission. These missions are subject-specific, such as Organizational Performance Measurement, Operations Planning & Command, Risk Management, Valuation, etc. They are normally a three, four or five-day classroom or meeting room event in a workshop or seminar format.

Working with the WCO Mercator Programme Manager, an MPA is expected to support the relevant event by ensuring the activity is consistent with the national Implementation Plan. This support also includes providing advice, comment as necessary on Terms of Reference for follow-up missions, brief the TOA, ET and LMDA, as relevant/necessary. Depending on WCO Expert status and subject to release, an MPA may be qualified to deliver relevant activities.

Temporary Secondment Missions

While it has not occurred to date, it should be anticipated that short-term secondments may be a form of support deemed most appropriate. It should also be anticipated that this could happen on an exceptional basis. Should such a need be identified, the release of an MPA from his/her administration will be discussed well in advance with the relevant administration to confirm the feasibility. The type of secondment contemplated, for example, is if an administration does not have a project office, seeks complete TRS assistance, or setting up an AEO programme, then an MPA may be made available by his/her Administration to remain for three weeks or longer to work with the beneficiary Member.

It is also foreseeable that implementation activities are consecutive, or a monitoring mission may occur shortly after a final activity in a series of activities, for example. When such missions are organized according to the needs of the implementation plan, then an MPA may be made available by his/her Administration to remain for the duration of that aspect of the project/s.

Depending on the skill set, qualification and experience of MPA's, the WCO may invite the Administration to release the person to WCO Headquarters in Brussels. As is already the practice, Customs experts are often better placed to review and/or develop new instruments, tools and materials that support the capacity building agenda. Such secondments range from one month to three months duration.

Monitoring Missions

This involves more than managing a task list and also is not quite as complicated as programme or project management. Progress should be reviewed according to the activities, responsibilities and schedule agreed in the national Implementation Plan. This includes an assessment and the impact of related technical or operational workshops.

The *Monitoring mission* involves reassessing the current level of capacity of the Member (or relevant group) to undertake activities without capacity building intervention. It also involves reviewing progress on the implementation of the capacity building strategies and activities outlined in the national Implementation Plan.

The monitoring mission is an opportunity to highlight and acknowledge achievements, no matter the size. If progress has not been made as expected, it is important to understand the reasons and incorporate the lessons into the next phase/implementation plan.

Working with the national project manager/contact point, the MPA should facilitate updating the Implementation Plan if necessary. The expected output from the Monitoring Mission is (i) an assessment report and (ii) a revised (or endorsed) Implementation Plan.

For all missions undertaken, Scoping and Planning, Technical or Operational Advice, Temporary Secondment or Monitoring Missions; one of the WCO representative Experts is required to draft a short media article. This includes photographs if possible.

Box 2: Summary of Working as a Mercator Programme Advisor

MPA's will be called upon to support beneficiary Members to conduct:

- Scoping and Planning Missions;
- Technical or Operational Advice Missions;
- Temporary Secondment Missions; and
- Monitoring Missions.

MPA's can expect to be absent from their administration for up to twenty working days over a period of two years to conduct one or more aforementioned missions.

MPA's can expect to primarily work in two to three countries

MPA's are responsible for guiding drafting, supporting delivery and monitoring the national Implementation Plan.

MPA's work closely as a conduit between the Member and WCO Regional Development Manager.

Conducting a Mercator Programme Mission

Assessments and Request from the Member

A set of conditions must exist prior to missions in order for the Mercator Programme to succeed. The administration should comply with the overall values of the WCO and make sure the **operational principles** needed for a long-term implementation of the Mercator Programme exist or are reachable:

- (i) Political will and commitment to change;
- (ii) Administrative will across different departments;
- (iii) Holistic development and sustainable approach;
- (iv) Ownership and leadership of Customs;
- (v) Planning and prioritization with concrete targets and structured plans;
- (vi) High levels of organizational and individual integrity; and
- (vii) Partnerships at all levels.

The vast majority of WCO Members hold reports scrutinizing their structures, policies, procedures and resources. Many have received such reports from the WCO. As a first step under the Mercator Programme, the WCO requires that a Member submits at least one previous **assessment of the Customs administration**, detailing its current status in terms of reform and modernization. The assessment could have been conducted by a number of institutions, including the WCO (e.g. Diagnostic Report), WTO (e.g. Needs Assessment), IMF, United Nations, national aid agencies or Development Banks. The eventual existence of Time Release Studies will also support the planning of the assistance to be followed.

Advice concerning the notification of the country's categorization of A, B, or C provisions achieved or to be achieved, as described by TFA Section II, would be extremely beneficial.

When a Member administration meets these eligibility criteria, it can request to connect to the Mercator Programme. This request should be made through a **formal letter** addressed to the WCO stating:

- Information about assessments previously conducted by the national administration or external organizations;
- Information concerning the category (A, B or C) of provisions it has achieved, if possible;
- Current version of the administration's Strategic Plan, including goals and current status;
- An individual to act as National Contact Point/National Project Manager²;
- Available trade data.
- Any other relevant document that might assist in assessing implementation progress.

² National Project Manager (NPM) will lead the implementation at a national level supported by the MPA. The NPM should be prepared to welcome and support the MPAs and other stakeholders as required.

Analysis

The work of the MPA starts with the analysis phase, and can be divided in **3 major parts**:

- The MPA conducts thorough **desktop research** prior to the mission. This research should not be limited to the Customs situation and potential sources of information are given in Annex 2. Also, the MPA should have access to and analyse the following data :
 - Basic data: available and used statistics for performance measurements, GDP.
 - Basic trade statistics: major trading partners, exports to developed countries, imports from developed countries.
 - Transaction information: number of entries, clearance time, error rates, searches.
 - Administrative information: staffing level, collection costs.
 - Social Statistics (Trends): “Terrorist incidents”, security incidents, drugs use, gun crimes, IPR, health issues, relevant prohibitions and restrictions.
- From his home country, the MPA should also be in contact with the NPM and the WCO Mercator Programme Manager. Prior to their arrival, MPAs should have completed all the necessary administrative steps towards their administration and WCO, detailed in Annex 1 with the travel conditions.
- The analysis phase is conducted on mission in the country by the MPA, together with at least one other expert³. When deployed, the MPA arrives in the country to conduct **analysis of all previous diagnostics and assessments** and **organizational plans**. If the previous assessments are not sufficient, the MPA should conduct additional evaluation interviews and research in-country.
- The MPA should analyse the state of implementation of each TFA article.

Based on the conclusions of the desktop research and analysis of previous assessments, the MPA should provide a draft **report** that includes a strategic **gap analysis** to the WCO Mercator Programme Manager, the host country and the Regional Development Managers.

In order to keep the relevant WCO Member information database as complete as possible, all applicable information collected during the desktop research; during the assessment mission and the final report should be sent to the WCO Mercator Programme Manager. Suggestions of new sources of information are also welcome.

³ Note that the second person could be (i) the Lead Expert for the mission, (ii) WCO Secretariat, (iii) WCO Member expert, (iv) Project Manager or Consultant, (v) Representative from external institution, (vi) Other.

Planning

Capacity building development programmes are more likely to be successful when the objectives and scope of the reform and modernization component activities are clearly defined. This reduces the likelihood of experiencing 'false-starts', 'one-off' events or non-sequenced and unrelated events when implementing initiatives.

The planning requires Customs expertise as well as leadership and change management skills that are to be found in the National Project Manager (NPM). The MPA will set up and facilitate a workshop to draw the guidelines for reform. All participants should have read the analysis report prior to the workshop, and the MPA should provide the Member and the WCO with the Terms of Reference of the mission (Annex 4).

The exercise should focus on opportunities for capacity building rather than assessment of past performance. The MPA will ensure that the Member does not just focus on training (classroom, e-learning, overseas study visit, etc.), or on building a 'wish list'. The value-added of the MPA is not providing 'the answers' but leading managers to think, analyse, judge their environment, problem-solve and innovate in a teamwork setting. Planning should also take risk management, budget realities and progress performance monitoring into account.

The outcome of the workshop should include agreement on the sequence of actions in a ***Mercator Programme Implementation Plan***. This might be done at a full-day workshop, or require a series of sessions over two days and up to five days.

The MPA should also facilitate setting targets in the plan. It is acceptable to focus on just a few initiatives over the initial period, rather than setting targets and indicators for every activity. This approach integrates the idea that the Member will revise the targets and performance indicators during the life of the plan. For most initiatives, major phases of work will overlap, and explaining these interrelationships and interdependencies is an important task for the MPA and NPM.

The plans will focus on the implementation of WTO TFA provisions (Publication and Availability of Information, Border Agency Cooperation, Freedom of Transit, etc.) but will also consider related WCO Standards (RKC, SAFE Framework of Standards– advance reception of information, risk management, AEO, etc.). The plans will take into account organizational requirements for sustainable implementation. In order to assist the MPAs in this direction, the WCO has developed the TFA Implementation Guidance, available on the WCO website.

With the help of the NPM, the MPA also supports the creation and/or functioning of a National Committee for Trade Facilitation (NCTF). These typically include representatives from Ministries of Trade, Customs administration and other trade-related and border control agencies. The NCTF allows a planning, analysis and reform that are holistic and in the spirit of the TFA's Coordinated Border Management and Customs-to-Business partnerships.

The result of the planning phase, in the form of a **report** (Annex 5) submitted to the Mercator Programme Manager by the MPA, will be sent to the national administration by the CBD. The national administration is requested to agree with the terms and strategy of the planning phase to become officially enrolled in the Mercator Programme.

Implementation

Implementation by the MPA will first depend on the status of the project activity as described as a result of the analysis:

- **New activities** - this operating model should be followed from the start: Managing the implementation of new activities requires additional skills and experience beyond Customs subject matter expertise to be found in the NPM. Existing 'business as usual' management structures alone are not adequate to govern the management of implementation: it requires teams of people with different skills working together across normal functional boundaries. What must be put in place is at least a temporary (for the duration of Mercator Programme Implementation Plan), flexible, reform and modernization project management structure.
- **Existing activities** - Based on the initial review of reports and material, the Mercator Programme Implementation Plan will note existing projects and programmes, including those supported by partner development institutions such as the World Bank, UNCTAD, etc. The WCO will not interfere with these existing activities in order to avoid duplicating existing work plans or strategies. When invited and where possible, the WCO will contribute to complementary trade facilitation projects and programmes, and progress evaluation.

Monitoring Mercator Programme Implementation Activities

Capacity building development programmes with strong monitoring and evaluation components are more likely to stay on track. The main purpose is to detect obstacles and issues early, which reduces the likelihood of having major problems or time delays later.

Monitoring is part of a capacity building project or programme not an addition to it. Therefore, Implementation Plans should include monitoring within the schedule of delivering components.

When implementation is decided, all tools of the WCO for project progress monitoring should be used. The monitoring has two main objectives: enable the donors to track the results of the project regarding their expectations, and having a result-based management.

Regular contact with the regional and national donors should indeed be ensured by the MPA. Donor organizations grant funds to specific projects to achieve specific goals, and therefore expect to receive regular reports and satisfaction. The **project management** is also very dependent on the MPA's capacity to adapt its methods and goals to the observed results during the project.

Indicators will have already been designed for specific activities under the implementation plan at this stage. The following five categories form the basis of scrutinizing the manner of implementation and results:

1. **Time** – plus or minus an amount of time on target completion dates
2. **Cost** – plus or minus an amount of the planned budget

3. **Quality** – plus or minus degrees of quality of (i) delivery support and (ii) new initiatives

Are the pre-identified outputs being produced as planned and in an efficient manner?

Are there decisions to be made concerning changes to the already planned work in subsequent stages?

4. **Performance Indicators** – **qualitative** and quantitative assessment of outputs and outcomes

Are the outcomes envisaged still relevant and effective for achieving the overall national priorities, goals and impacts?

Can tangible progress be reported for moving from existing organizational maturity level to the next (i.e. sustainability)?

5. **Risk** – assessment of threats to meet implementation plan goals and timeframe

What are the issues, risks and challenges that we face or foresee that need to be taken into account to ensure the achievement of results?

Those indicators can be assessed in different forms:

- In the 5 years following the beginning of the Mercator Programme, at least two full **Time Release Studies** should be conducted. The MPA should refer to the WCO guide on the subject.
- The project reports could be organized with a complete logical framework, given in Annex 6.

The evaluation of programmes, projects and associated components will be based on data, objective assessment criteria and empirical evidence. The findings of the monitoring report often have a connection to the on-going capacity building support of Implementation Plans. Monitoring of development results is not carried out solely by the MPA nor is it done on an *ad hoc* basis. *Monitoring missions* will be carried out jointly, either with a WCO Secretariat official or other neutral appropriately qualified WCO expert.

As the main objective is to support Members in ultimately becoming self-sustainable, the WCO established a **maturity model** to follow the development of the administration, with Evaluation Criteria detailed in Annex 7:

Table 1: Mercator Programme Implementation Progress Definitions

Commencement	Augmented	Emergent	Sustained
Heavy influence of the WCO in decision-making process and work. Competencies and capacity for particular functions are very low.	Still closely involved with WCO. Elements are undertaken by administration with some guidance. Not ready to measure and implement processes.	Member has prime responsibility for functions. Complex aspects managed. Targeted assistance only for new situations.	Member fully competent for all functions. External advice only for highly technical work on an <i>ad hoc</i> basis.

Evaluation of Mercator Programme Implementation Activities

Evaluation is an assessment that determines the worth, value, or quality of an activity, project, program, or policy⁴. The evaluation, where possible, should be conducted by either a WCO expert not associated with the implementation activities or an external consultant. In either case, there is a need for independence at the evaluation stage.

In order to evaluate a development project, the global development community has identified the following five criteria as the main evaluation criteria:

- *Relevance: the extent to which the aid activity is suited to the priorities and policies of the target group, recipient and donor.*
 - To what extent are the objectives of the project still valid?
 - Are the activities and outputs of the project consistent with the overall goal and the attainment of its objectives?
 - Are the activities and outputs of the project consistent with the intended impacts and effects?
- *Effectiveness: a measure of the extent to which an aid activity attains its objectives.*
 - To what extent were the objectives achieved / are likely to be achieved?
 - What were the major factors influencing the achievement or non-achievement of the objectives?

⁴ Horton, D., Alexaki, A., Bennett-Lartey, S., Noële Brice, K., Campilan, D., Carden, F. José de Souza Silva, Le Thanh Duong, Ibrahim Khadar, Albina Maestrey Boza, Imrul Kayes Muniruzzaman, Jocelyn Perez, Matilde Somarriba Chang, Ronnie Vernooy, and Jamie Watts, 2003, *Evaluating Capacity Development Experiences from Research and Development Organizations around the World*, International Service for National Agricultural Research, The Hague, p.32.

- *Efficiency: efficiency measures the outputs -- qualitative and quantitative -- in relation to the inputs.*

It is an economic term which signifies that the aid uses the least costly resources possible in order to achieve the desired results. This generally requires comparing alternative approaches to achieving the same outputs, to see whether the most efficient process has been adopted.

- Were activities cost-efficient?
- Were objectives achieved on time?
- Was the project implemented in the most efficient way compared to alternatives?

- *Impact: the positive and negative changes produced by a development intervention, directly or indirectly, intended or unintended.*

This involves the main impacts and effects resulting from the activity on the local social, economic, environmental and other development indicators. The examination should be concerned with both intended and unintended results and must also include the positive and negative impact of external factors, such as changes in terms of trade and financial conditions.

- What has happened as a result of the project?
- What real difference has the activity made to the beneficiaries?
- How many people have been affected?

- *Sustainability: sustainability is concerned with measuring whether the benefits of an activity are likely to continue after donor funding has been withdrawn.*

Projects need to be environmentally as well as financially sustainable.

- To what extent did the benefits of a project or project continue after donor funding ceased?
- What were the major factors which influenced the achievement or non-achievement of sustainability of the project or project?

On-going Support for WCO Experts

To ensure professional development and continuous quality in the services provided by the MPA and other WCO Experts, the beneficiary Members will be asked to complete a feedback questionnaire and deliver it to the WCO either immediately after a mission takes place and up to one year after the missions. The objective is to learn from collective capacity building efforts and identify areas for improvement for both delivery content and individual work. The questionnaire, as the example given in Annex 8, considers presentation and communication skills as well as the efficiency of planning and implementation.

The MPA will normally have Lead Expert responsibilities and assessment of individuals will include performance with respect to:

- Feedback from the beneficiary Member representatives;
- Ensuring all mandatory stages have been concluded and all participants of the team are briefed;
- Contacting the Customs Administration for the planning and preparation of the missions schedule and logistics;
- Providing Guidance for the team and making decisions in any contingency situation;
- Offering opportunity for the team members to develop their abilities and skills;
- Ensuring the quality and the delivery of all reports and agreeing with Member Administration on the way to move forward;
- Ensuring the link between all stakeholders;
- Collecting the information and sending it back to WCO Capacity Building Directorate; and
- Submitting photographs and promotional material.

As well as the team leader specific tasks above, monitoring of WCO Experts includes scrutiny of:

- Quality of planning;
- Quality of communication;
- Application of standards;
- Checking the accuracy or quality of the work against the standards;
- Problem-solving and making decisions in relation to non-standard circumstances;
- Following through to ensure that decisions are implemented; and
- Reviewing the processes used and making improvements.

Table 3: Summary of Implementation Plan, Evaluation and Expert Development

	Implementation Plan	Evaluation	Expert Facilitator
Areas of focus	Inputs and activities Outputs delivered Direct results	Outcome achieved Impact of initiative/s	Knowledge of TFA and WCO instruments and tools Skills Personal characteristics
Scope	Specific to national Implementation Plan Inputs and activities Outputs Beneficiary Member commitment	Broad, concerned with outcome/s achieved Takes into account linked initiatives, projects and programmes Consider influence of other border agencies, private sector and Government	Quality of planning, communication and reports Frequency and timing of contact with relevant experts, Member and Mercator Programme Manager Project management of national implementation plan

	Implementation Plan	Evaluation	Expert Facilitator
Purpose	To improve delivery of Implementation Plan components Re-direct resources if necessary Accelerate or expand initiatives if necessary	Inform decision-making Enhance policy-making choices Contribute to country-level strategic outcomes	Ensure deliver of national implementation plans Enhance quality of WCO Mercator Programme Individual professional development

Information and Data

All Members engaged in the Mercator Programme commit to **collect and share practices** of the TFA implementation at the WCO Forum, as well as **openly publish their data and procedures** of trade, to enhance transparency and availability of information. The MPa should encourage the sharing of such information within the WCO and with the other Members.

General Contact & Information

To further support the implementation of the Mercator Programme, Regional Offices for Capacity Building (ROCBs) have been established and can assist the MPAs with the preparation for their diagnostic mission and to help develop solutions for planning and implementation:

Region	Address	Name	Contact Details
Europe	Natiq Aliyev St. 4-A, AZ1025 Baku AZERBAIJAN	Roger Hermann	roger.hermann@rocb-europe.org Tel.: +994 12 464 31 34/35 Fax: +994 12 464 31 36
North of Africa, Near and Middle East	Abu Dhabi Customs Administration, Department of Finance P.O. Box 255, Abu Dhabi UNITED ARAB EMIRATES	Mr. Abubaker Alfahim	mena.rocb@dof.abudhabi.ae ; abubaker.alfahim@dof.abudhabi.ae Tel.: +971 2 8102374/2378/2282 Fax: +971 2 810 2004
West and Central Africa	Immeuble Ex SGBCI, 6 ^{ème} étage, Abidjan 01 COTE D'IVOIRE	Souleymane Sangare	souleymane.sangare@omdaoc.org ; brrc@omdaoc.org Tel.: +225 21 22 17 01/ 1703 Fax: +225 21 22 17 04
East and Southern Africa	3rd Floor, Forodha House, Off Ngong Road, PO Box 54497-00200, Nairobi KENYA	Larry Liza	larry.liza@wcoesarocb.org Tel.: +254 20 2737 444 Fax: +254 20 2737 968
Asia, Australasia and the Pacific Islands	Thai Customs Department, Sunthornkosa Road, Klong Toey, 10110 Bangkok, THAILAND	Kazunari Igarashi	igarashi@rocbap.org Tel.: +66 2 667 6017 Fax: +66 2 667 6817
Americas and the Caribbean	Rambla 25 de Agosto de 1825 s/n esquina, Yacaré. (11000), Montevideo URUGUAY	Leonardo Trentini	leonardo.trentini@aduanas.gub.uy Tel.: +598.29150007 ext. 514

Further information on the Mercator Programme can be found at www.wcoomd.org.

WCO Capacity Building Directorate

Rue du Marché 30
B-1210 Brussels/ Belgium
Tel: + 32 (0) 2 209 9325
Fax: + 32 (0) 2 209 9496
E-mail: capacity.building@wcoomd.org

Contact person:

Matthew Bannon
Senior Technical Officer
Mercator Programme Delivery Manager
Tel: + 32 (0) 2 209 9632
matthew.bannon@wcoomd.org

* * *

Annex 1: Practical Conditions for MPAs

All missions funded by WCO Secretariat, unless authorized by the Director Capacity Building, will be conducted under **WCO Staff Rules**. These set per diem rates for all countries.

Before leaving, in addition to the preparatory desktop research, the MPA should clear all administrative processes, which differ from one country to another. **The WCO recommends:**

- Checking in advance whether there is a restriction on the amount of cash that can be brought into the destination country, and whether access to cash dispensers and use of credit cards are limited.
- Being prepared for the weather/climate of the destination country.
- Keeping contact details/addresses in your hand luggage as your hold luggage may be delayed.
- Should you have any religious/cultural requirements, please advise the beneficiary country accordingly if you deem it appropriate to request assistance in this regard. Kindly also advise the recipient administration of any special dietary requirements.
- Checking if the situation in the destination country may call for special security measures. For any mission-related travel in such countries, the beneficiary administration will be responsible for providing suitable and safe transport.
- Some countries impose confinements and/or curfews on their citizens. Please ensure that you are fully informed of such conditions in advance of your mission.
- Although the WCO does not provide business cards for experts on mission, it has no objection to experts adding a reference to their national business cards, such as “WCO facilitator”, for using during such missions.

Airline tickets will be provided by the Secretariat using the most economic rate and facilitators are asked to indicate their airline travel requirements as soon as possible, considering significant discounts can be obtained on early reservations. Contact should be made through either the Regional Contact Point for the host region or the National Project Manager.

For travel using other forms of transport please contact Regional Contact Point for the host region or the National Project Manager for further information. **Travel within the host country** is the responsibility of the host administration.

The WCO will pay for any preparatory medical expenses (vaccination and malaria protection). It is the responsibility of the individual to be sure that these are up to date and appropriate for the countries to be visited. Please also remember there may be a requirement to present a yellow fever certificate not just in the country visited but also in subsequent countries visited for up to six months afterwards.

In case that the expert of the team is not covered by travel insurance for the mission, issued either by the home administration or acquired privately, the WCO will provide one. For this coverage, arrangements should be made in advance with WCO Secretariat.

During expert's appointment by the WCO, the cover is limited to medical expenses incurred for medical treatment, up to 5.000 euros:

- resulting from an accident arising during the mission;
- not resulting from an accident but of an urgent medical nature.

In case of hospitalization arising before the end of the mission, cover is continued for the same hospitalization expenses even after the contract has expired.

Please ensure that you comply with these procedures as the Administrative Procedures of the WCO as managed by the Finance Committee do not permit any flexibility and could result in mission expenses being refused.

IN CASE OF DOUBT, CHECK WITH SECRETARIAT BEFORE INCURRING ANY EXPENDITURE.

Annex 2: Information sources for Desktop Research

CIA World Fact Book (www.cia.gov/cia/publications/factbook/)

AiDA – Accessible Information on Development Activities
(<http://aida.developmentgateway.org/>)

OECD (www.oecd.org)

World Bank (www.worldbank.org)

Trading Across Borders (www.doingbusiness.org)

International Monetary Fund (www.imf.org)

Transparency International (www.transparency.org/)

US Department of State (<http://www.state.gov/r/pa/ei/bgn/>)

Regional Development Banks:

Asian Development Bank (www.adb.org)

Inter-American Development Bank (www.iadb.org)

African Development Bank (www.afdb.org)

Islamic Development Bank (www.isdb.org)

Caribbean Development Bank (www.caribank.org)

International Regional Organizations related to customs

(www.wcoomd.org/ie/En/OtherLinks/otherlinks.html)

National Newspapers.

Customs Websites: www.wcoomd.org/ie/En/CustomsWebSites/customswebsites.html

TFA Implementation Guidance: <http://www.wcoomd.org/en/topics/wco-implementing-the-wto-atf/atf.aspx>

Annex 3: Template for scoping report



WORLD CUSTOMS ORGANIZATION
ORGANISATION MONDIALE DES DOUANES



Mercator Programme

A Navigational Map for Trade Facilitation

Report to
Government of
Of the
World Customs Organization Scoping
On the
Implementation of the WTO Trade Facilitation Agreement

Authors and Date

Acknowledgements

For their support in preparing this report the WCO team would like to thank:

Abbreviations and Acronyms

TFA	Trade Facilitation Agreement
WCO	World Customs Organization
WTO	World Trade Organization

Table of contents

1. **Executive Summary**

Background

The background need only be one or two paragraphs.

Overall Findings

Overall Recommendations

Further Support from the WCO

The way forward

Generally, this sub-section would include a one paragraph background, one or two paragraphs summarizing significant issues, one paragraph on the recommendations for Customs and one paragraph illustrating a strategic expected result.

2. **Introduction and Background**

2.1 Introduction

2.2 Background

3. **Assessments Analysis**

This sub-section summarizes research on the following subjects, led with the administration and by analysis of previous assessments made by international organizations.

3.1 Organizational Capability

3.2 Strategic Planning

3.3 Human Resources

3.4 Budget & Finance

3.5 ICT

3.6 Governance & Integrity

Where there is insufficient time to interview or validate the performance of the administration concerning the above criteria, a statement to that effect in the report is necessary. For example, if "Budget & Finance" was not a high priority and/or there was no opportunity to assess financial management of the administration then an appropriate comment, for example, could be:

"It was not possible during this mission to assess the budgeting cycle nor the management, control and maintenance of Customs assets. However, the Customs Administration did provide summary budget information / a list of assets / advice on major infrastructure projects."

4. **Assessment of the Implementation of TFA articles**

The evaluation report should explain why the current situation is a key issue of relevance for the assessment, and provide recommendations in dealing with it.

Recommendations should also be numbered and structured, using relatively simple language and addressing only one key issue each. When writing recommendations, the progress evaluation team should not group or link many ideas that result in a single sentence containing many recommendations. In order for the administration to implement the recommendation, it is important that the solution or course of action proposed is comprehensive. The value of the specific recommendation should be

explained sufficiently to ensure that the administration does not end up implementing inadequate alternative solutions.

4.1 Publication

4.1.1 *Current Situation and Observations*

4.1.2 *Issues and Analysis*

4.1.3 *Recommendations*

4.2 Opportunity to comment and consult before entry into force

4.2.1 *Current Situation*

4.2.2 *Issues and Analysis*

4.2.3 *Recommendations*

4.3 Advance rulings

4.3.1 *Current Situation*

4.3.2 *Issues and Analysis*

4.3.3 *Recommendations*

4.4 Procedures for appeal or review

4.4.1 *Current Situation*

4.4.2 *Issues and Analysis*

4.4.3 *Recommendations*

4.5 Impartiality and Transparency measures

4.5.1 *Current Situation*

4.5.2 *Issues and Analysis*

4.5.3 *Recommendations*

4.6 Fees and Charges

4.6.1 *Current Situation*

4.6.2 *Issues and Analysis*

4.6.3 *Recommendations*

4.7 Clearance of goods

4.7.1 *Current Situation*

4.7.2 *Issues and Analysis*

4.7.3 *Recommendations*

4.8 Border Agencies cooperation

4.8.1 *Current Situation*

4.8.2 *Issues and Analysis*

4.8.3 *Recommendations*

4.9 Goods intended for import

4.9.1 *Current Situation*

4.9.2 *Issues and Analysis*

4.9.3 *Recommendations*

4.10 Formalities

4.10.1 *Current Situation*

4.10.2 *Issues and Analysis*

4.10.3 *Recommendations*

4.11 Freedom of transit

4.11.1 *Current Situation*

4.11.2 *Issues and Analysis*

4.11.3 *Recommendations*

4.12 Customs cooperation

4.12.1 *Current Situation*

4.12.2 *Issues and Analysis*

4.12.3 *Recommendations*

5. List of Recommendations

Here recommendations should be organized by area of expertise and appear only once to be as clear as possible.

The scale used for priority and timing is the following:

¹ H = High; M= Medium; L = Low

¹ S = Short Term; M = Medium Term; L = Long Term

No.	Recommendations	Priority ¹	Timing ¹

Annex 4: Template for Mission Terms of Reference



PLANNING MISSION TERMS OF REFERENCE

Mission title (e.g. Mercator Programme Planning Mission for Country ABC)

1. General Mission Information

Programme/Project name:

Overall Mission Objective:

Mercator Programme Corporate Plan #		Short description of mission (10 words or less) **
--	--	--

Dates:

Location:

Dates of the mission/event **		City/Country where mission was delivered**
-------------------------------	--	--

Beneficiary:

Target group:

Beneficiary country or region **		No. of experts and seconding service**
----------------------------------	--	--

Funding organization(s):

Donor Member:

(CCF funds / other ...) **		Name of fund manager
----------------------------	--	----------------------

Background:

<p><u>Section should not exceed 3-4 short paragraphs.</u></p> <p>Provide background, history, and rationale for conducting this event or mission.</p> <p>Refer briefly to which extent this mission is part of a regional reform programme or strategy and to the activities that preceded this mission, if the country has benefited from WCO support in similar or other areas.</p> <p>Mention the objectives and areas of expertise to be addressed during the mission.</p> <p>Describe mission, workshops and NCTF meetings in general (30 words or less)</p>

2. Results-Based Information

a) Expected outputs

Explain :

- the information wished to be transferred to the workshop participants
- the recommendations to be given
- the information on the work and tools of the WCO to be shared.
- the documents to be created : planning results, mission report...

b) Expected outcomes

Explain modernization issues at stake, directions to take.

Experts:

Name of the experts of the WCO/MPAs

Experts' and WCO input:

Explain the work of the WCO: workshops organized, documents reviewed...

Beneficiaries' input:

- **Member Customs are to arrange:**
 - A contact person for the expert and forward the person's contact details to the WCO Secretariat;
 - Arrange venue and inform participants; and
 - Arrange local transportation for expert for official engagements.

WCO Secretariat contact Contact details	WCO Member contact
Regional Development Manager Contact details	

Annexes:

Appendix 1: [e.g. Draft Programme]

Appendix 1: Draft Programme

DAY	ACTIVITY
<p>ONE Monday</p>	<ul style="list-style-type: none"> – Meet with Executive Group representatives to confirm and clarify objectives? – Discuss the pre-arrival assessment – Discuss Strategic Plan – Discuss organization structure and functions – Discuss performance measurement/indicators – Commence strategic & management meetings: Organization Management, IT <ul style="list-style-type: none"> – briefing on various systems
<p>TWO Tuesday</p>	<p>Workshop</p> <ul style="list-style-type: none"> – Types of performance indicators – Designing performance indicators – Drafting definitions for performance indicators – Types of data available electronically and manually in DIAN – Identifying potential future indicators for DIAN
<p>THREE Wednesday</p>	<ul style="list-style-type: none"> – Continue identifying potential future indicators for DIAN – Methodologies for collecting data – Examples of other Customs Administrations performance indicators – Examples of international reporting on Customs performance
<p>FOUR Thursday</p>	<p>Workshop</p> <ul style="list-style-type: none"> – Continue identifying potential future indicators for DIAN – Include suggesting possible assignment of responsibility for new indicators – Service Charter (as communication tool and organizational performance tool) – WCO Facilitators – Draft short evaluation report on existing indicators and possible future indicators
<p>FIVE Friday</p>	<p>WCO Facilitators</p> <ul style="list-style-type: none"> – Finalize short evaluation report to DIAN – Participants (and Executive Group representative/s?) – Discuss next steps: For example, Communication Plan, New KPI or KPIs, Reporting

Annex 5: Template for Mission Report



PLANNING MISSION REPORT

Mission title (e.g. Mercator Programme Planning Mission for Country ABC)

Programme/Project name:

Overall Mission Objective:

Mercator Programme Corporate Plan #		Short description of mission (10 words or less) **
--	--	--

Dates:

Location:

Dates of the mission/event **		City/Country where mission was delivered **
-------------------------------	--	--

Beneficiary:

Target group:

Beneficiary country or region **		No. of experts and seconding service**
----------------------------------	--	--

Funding organization(s):

Donor Member:

(fund / other ...) **		Name of fund manager
-----------------------	--	----------------------

Background:

Provide background, history, and rationale for conducting this event or mission.

Refer briefly to which extent this mission is part of a regional reform programme or strategy and to the activities that preceded this mission, if the country has benefited from WCO support in similar or other areas

General result of the analysis phase and scoping.

Main guidelines followed during the workshop and subjects tackled.

General impressions.

Actual results:

a) Outputs achieved

Identify main outputs of different stakeholder meetings.

Detail documents produced and refer to the annex, where the most relevant outputs should be provided.

Evaluation of the learning rate of the participants and new information received.

New accredited MPAs if relevant.

b) Expected Outcomes

Explain what is supposed to be improved and evolve after the workshops : awareness, compliance etc.

Participants' contribution

General impressions on the participation, knowledge and well-going of the workshops.

The way ahead: Agreed follow-up activities to this mission

Follow up activity	Who	When	Comments

Level of support by WCO regional structure:

Explain the follow-up needed to be given by the regional WCO office.

Mission documents:

- Programme of the workshop.

Date of report:

Report provided to:

DATE	Contact of the WCO official receiving the report.
------	---

Experts name, title, and contact information

Contact of the experts	
------------------------	--

Signature

Report provided to:

Name, title, and contact information of mission experts

Annexes:

Appendix 1: Programme of the workshop.

Appendix 2: Planning results

Appendix 1: See Draft proposal and adapt it to include more details.

Appendix 2: Planning Results

The planning results should focus on the areas where the diagnostic saw action as necessary and made recommendations.

Table Summarizing Planning Results For Use By Member

Component	Strategies/Activities to build capacity	Current level of capacity	Target level of capacity in next x months	Indicators	Person responsible

Each section should be completed in detail. As an example, in Section 6, “Clearance of Goods», an extract of the part 7 of the TFA (Authorized Operators) may look like this:

Component	Strategies/Activities to build capacity	Current level of capacity	Target level of capacity in next x months	Indicators	Person responsible
1: Register AEO	Focus on improving quality of work through weekly review meetings. Maintain current capacity level through refresher meetings.	Augmented	Sustained		
2: Develop and implement strategies to find new AEO’s and encourage them to join	Identify small group of staff to take the lead on the task and arrange for them to attend short course on influencing and negotiation skills. Support the group to develop their work programme Use short-term consultant to develop community education programme. Hold monthly meetings of whole work team to review progress and make further suggestions	Augmented	Augmented+		
3: Interpret the AEO laws	Identify local expert to provide <i>ad hoc</i> advice as needed Identify appropriate training course for at least 3 staff, provide follow-up on-job coaching	Emergent	Emergent+		

Annex 6: Templates for Monitoring

On a similar basis as the Planning phase report, the Monitoring reports will update the following table, using the maturity model:

Implementation Plan Monitoring Report template

Component	Starting level of capacity (date)	Level of capacity after 6 months (date)	Level of capacity after 12 months (date)	Level of capacity after 18 months (date)	Level of capacity after 24 months (date)

Hypothetical example of partially completed Monitoring Report

Component	Starting level of capacity (date)	Level of capacity after 6 months (date)	Level of capacity after 12 months (date)	Level of capacity after 18 months (date)	Level of capacity after 24 months (date)
1. <i>Publication</i>	Augmented	Augmented +	Augmented +	Emergent	Emergent +
2. <i>Consultation</i>	Augmented	Emergent	Emergent	Emergent +	Emergent +
3. <i>Advance rulings</i>	Emergent	Emergent +	Emergent +	Emergent +	Sustained
4. <i>Procedures for appeal or review</i>	Emergent	Sustained	Sustained	Sustained	Sustained
5. <i>Impartiality and Transparency measures</i>	Emergent +	Sustained	Sustained	Sustained	Sustained
...					

Annex 7: Evaluation Criteria of the Maturity Model (detailed)

Description	Definition
Sustained	<ul style="list-style-type: none"> * Active and public political and administrative support and confidence for delivery * Evidence of wide understanding and practices * Internal and external satisfaction of high standards of delivery * Sound and systematic approach to planning, monitoring and sustaining future capability * Benchmarked by other Customs administrations
Emergent	<ul style="list-style-type: none"> * Already making effort and progress towards current and future delivery * Capability gaps dealt with through commitment of resources, or procurement proposal or process, etc. * Accurate reporting and performance indicators reflect the ability to continue improving in the long term * Strong leadership group supported by structured succession planning
Augmented	<ul style="list-style-type: none"> * Building relationships with political and external stakeholders to gain support for delivery of services * Capability gaps have been identified and plans are in place to deal with them * Plans reflect the ability to continue improving in the short to medium term * Core of competent leaders and managers exist to instigate change, workforce competencies being addressed
Commencement	<ul style="list-style-type: none"> * There are weaknesses in capability that are not being dealt with * There are weaknesses that Customs is unaware of * More action is required to deal with capability gap/s * Inaction to plan to deliver solutions or resources will result in long-term underperformance, malfunction, or loss

Annex 8: Feedback for Experts

Action Evaluation Questionnaire

Mission:	Name
Location:	
Date:	

We should be very grateful if you take a few minutes to complete this questionnaire. Your information will help us to assess your overall satisfaction levels and improve our future services.

- Q1** How much do you think the action will contribute to the reform and modernization in your Customs administration? Very good Very poor
- Q2** Overall, how relevant was the action to your requirements? Very relevant Very poor
- Q3** How much did you understand what you learned at the end of the action? Very good Very poor
- Q4** As a result of the action, to what extent has your ability to deal with the subject(s) increased? Increased Very poor
- Q5** Do you think the action was enough efficient to develop your capacity in terms of duration, scheduled contents, methods, materials, and facility of the action. Completely agree Not agree at all
- Q6** Did the action include elements that you considered unnecessary? Very little "unnecessary elements" Very much "unnecessary elements"

If there were “unnecessary elements”, please explain:

Q7 What have you NOT learnt that you needed to and /or expected to learn during the action?

Q8 Do you think you are able to apply the action results in your current and future work? Completely Not agree at all
agree

Q9 How will you apply the action results in your current and future work?

Please explain:

Q10

Overall , the action was Very good Very poor

EXPERT(S)

Name of the Expert 1

Very good understanding of your requirements	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Very poor understanding of your requirements
Very good technical knowledge	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Very poor technical knowledge
Very well organized	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Not at all organized
Very good presentation	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Very poor presentation

Name of the Expert 2

Very good understanding of your requirements	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Very poor understanding of your requirements
Very good technical knowledge	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Very poor technical knowledge
Very well organized	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Not at all organized
Very good presentation	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Very poor presentation

Name of the Expert 3

Very good understanding of your requirements	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Very poor understanding of your requirements
Very good technical knowledge	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Very poor technical knowledge
Very well organized	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Not at all organized
Very good presentation	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Very poor presentation

Any other comments:

(Name, Title, Signature, Date, not obligatory):
