



Brussels, 8 March 2018.

## **IT GUIDE FOR EXECUTIVES**

### **(Item XVIII on the Agenda)**

#### **Background**

1. To support Members in their efforts to achieve a successful ICT implementation and enhancement, the July 2016 Policy Commission and Council adopted a two-year “Digital Customs Work Plan” for 2016/2017-2017/2018. One of the actions included in the Plan is an update of the IT Guide for Executives.
2. The IT Guide for Executives, that was developed in 2015, provides information on the strategic management process concerning the use of ICT in Customs. The previous version of the Guide comprised four chapters dealing with Strategic Planning & ICT, the strategic dimensions of ICT, ICT project management and ICT governance. At the time of developing this IT Guide, the overall idea was to assist Customs administrations at senior-management level to address IT issues in a holistic manner so that all skills and resources involved in decision-making and operational activities perceived these IT issues in the same way.
3. At that time, the conceptualization of Digital Customs was in its early stages at the WCO and, since then, some new aspects including the role of Digital Customs in the implementation of the WTO Agreement on Trade Facilitation (TFA) and the approach of Digital Customs as well as associated concepts/tools such as the Digital Customs Maturity Model have emerged; they are not adequately addressed in the Guide.
4. At its 72<sup>nd</sup> Meeting, the Information Management Sub-Committee (IMSC) discussed the WCO IT Guide for Executives and the need to update it. The EU shared its experience in the area of IT strategic planning based on the EU’s e-Customs Multi-Annual Strategic Plan (MASP), a management and planning tool to ensure effective and coherent management of Digital Customs projects.

### **Intersessional developments**

5. During the intersession, the Secretariat worked on the update of the Guide so as to consider and include the latest developments in a number of areas related to the strategic view on ICT implementation for Customs. The draft updated IT Guide for Executives is attached as Annex 1 to this document. The update includes the following items:
6. The vision of Digital Customs, including the Digital Customs Maturity Model and the role of Digital Customs in the implementation of the TFA, has been included in the Guide (Chapter 2). In order to reflect the importance of and the strong relationship between TFA obligations and TFA measures on the one hand and ICT implementation and ICT-related strategic decisions on the other, the WCO analysis of the potential use of ICT and possible implications for information management with respect to each article of Section I of the TFA is appended as Annex to the updated Guide.
7. In order to take into account the experiences shared at the 72<sup>nd</sup> Meeting of the IMSC, a new part dealing with Business Process Management was added to the Guide (Chapter 2).
8. Furthermore, the information on ICT project management was updated and restructured. More elaborate explanations on the project life cycle and several software development approaches, including agile and iterative software development, were added in Chapter 3 of the updated Guide.
9. In line with the WCO themes for 2017 and 2018, a new Chapter on Data Analysis and Data Governance was included (see Chapter 4).

### **Action required**

10. The PTC is invited to consider and, if appropriate, adopt the updated draft of the IT Guide for Executives.
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