Consultancy to develop a report on the self-assessment phase of the 1st cycle of the WCO Performance Measurement Mechanism (PMM)

Project Reference:

WCO Anti-Corruption and Integrity Promotion (A-CIP) Programme

Deadline: 13 May 2024
To submit by email to: pmm@wcoomd.org
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1. BACKGROUND

i. Relevant Background

The World Customs Organization (WCO), established in 1952 as the Customs Cooperation Council (CCC), is an independent intergovernmental body whose mission is to develop international standards, foster cooperation and build capacity to facilitate legitimate trade, to secure a fair revenue collection and to protect society, providing leadership, guidance, and support to Customs Administrations. Today, the WCO represents 186 Customs Administrations worldwide, collectively processing approximately 98% of global trade. As the global hub for Customs expertise, the WCO is the only international organisation with competence in Customs matters and can be referred to as the voice of the international Customs community.

Responding to the recognised high costs of corruption for Customs, WCO Members drew examples from their own experiences combatting corruption and identified several key factors for effective national Customs integrity programmes. These were narrowed down to ten in the WCO Revised Arusha Declaration Concerning Good Governance and Integrity in Customs (rad.wcoomd.org), agreed by the WCO membership in 2003. The WCO has since acted as a steward of best practices and has developed a number of tools and expert resources to help Members’ anti-corruption efforts and sought ways to meet Members’ expressed need for more focused and sustained support to their integrity initiatives.

In this regard, in January 2019, the WCO commenced a new multi-year, results-based technical assistance and capacity building programme focused on Anti-Corruption and Integrity Promotion (A-CIP) for Customs, with funding support from the Norwegian Agency for Development Cooperation (Norad) and additional funding from Canada in 2021.

The WCO A-CIP Programme uses WCO tools, instruments, and expertise from Customs community peers. The Programme provides bilateral support to select WCO Members or “WCO A-CIP Partner Administrations” to implement measures to combat corruption and promote integrity in accordance with the ten key factors of the Revised Arusha Declaration. The Programme also includes multilateral activities to strengthen regional and global initiatives in Customs integrity.

Drawing on lessons learned from anti-corruption efforts worldwide, across a variety of sectors, certain approaches have proven more successful than others. Three of these have been incorporated into the A-CIP Programme design as implementation principles for achieving results, namely:

- **Performance Measurement & Data Analysis**: Using performance measurement and data analysis to support and/or strengthen implementation of specific measures.
- **Synergies with Parallel Change Initiatives**: Leveraging other initiatives to support and/or strengthen implementation of specific measures.
- **Collective Action**: Fostering engagement with stakeholders to support and/or strengthen implementation of specific measures.

ii. Contracting Authority
The WCO.

iii. Beneficiaries / Eligible countries
All WCO Members.

### 2. DESCRIPTION OF THE ASSIGNMENT

i. **Global Objective**
This consultancy is linked to the following WCO core functions as outlined in the WCO Strategic Plan 2022-2025:
- Develop, maintain, and implement instruments; and
- Build capacity.

ii. **Specific Objectives**
The specific objective or outcome of the consultancy is to develop a report on the self-assessment phase of the 1st cycle of the WCO Performance Measurement Mechanism (PMM). Elaboration of the report should be leveraged via the PMM Platform standardised reporting system while applying different data analytics capabilities. Using different statistical methods and visualisation capabilities should be envisaged while drafting the report.

The report should include the average, measures of variability and the regional and global benchmarks concerning the results of the Key Performance Indicators (KPI) generated through the PMM Platform. Moreover, the contribution to the correlated UN Sustainable Development Goals (SDGs) and Key Principles of the Revised Arusha Declaration (RAD) should be analysed based on the performance results in the corresponding areas.

The report should also provide information about the level of use and awareness of the main WCO tools and instruments mapped to contribute to each expected outcome under each performance dimension of the PMM.

iii. **Requested Services**
Under this assignment, the Consultant is requested to undertake the following:


B. Discussions and workshop with the WCO PMM Team – virtual discussions on the draft report approaches and revisions.

C. Data quality check of the submitted data in the margins of the first cycle of the PMM, considering other available datasets such as previous WCO annual surveys, illicit trade report and CEN data.

D. Draft/recommendation of a list of other external datasets that might be used for data triangulation with each KPI to ensure data quality.

E. Preparation of Report – compiling and refining the discussions into a suitable format in consultation with the WCO PMM team, including the following elements:
### Introduction
- provide a general overview of the PMM.
- provide the goal and objectives of the PMM.
- provide the submission period for the self-assessment phase and the submission rate across the different performance dimensions.

### Overview of the PMM dimensions
- **Trade Facilitation and Economic Competitiveness**
- **Revenue Collection**
- **Enforcement, Security and Protection of Society**
- **Organizational Development**

- Each of these sections should include an introduction of the aim and purpose of the measures envisaged under each dimension.
- Information on the average, measures of variability and the regional and global benchmarks with respect to the different KPIs. Breakdowns can be provided while grouping the administrations according to income level, geographic type (landlocked, sea and island), and WCO regions.
- The contribution to the achievement of the UN SDGs by providing an overview of the rate of submission of data related to the relevant KPIs.
- Information regarding the level of use and awareness of the main WCO tools and instruments that are mapped to contribute to each expected outcome under each performance dimension.
- By considering information on the average level of data submission per KPI, the average performance per KPI and the level of awareness and use of the relevant WCO tools together, the report will provide an overall evaluation of the need for capacity building or communication interventions. This information can be broken down by geographical scope, by WCO Region. For example, if one WCO Region has lower performance levels than another or compared to the average on the 3 KPIs related to a certain expected outcome and has a lower level of awareness of the relevant WCO tools, awareness-raising interventions might be needed. If the lower level of performance is associated with a lower level of use of the relevant tools (measured by the relevant KPI), ad hoc capacity-building interventions might be recommended.

### Focus analysis
- Specific analysis on the focus areas considering the results of all related PMM KPIs and other external databases with respect to:
  - good governance, accountability, and integrity, correlation with the WCO Revised Arusha Declaration;
  - the role/benefits of partnership and cooperation with trade, given the WCO theme of the year 2024 “Customs Engaging Traditional and New Partners with Purpose”.
iv. **Deliverables**

The deliverables prepared by the Consultant should include the following:

A. A refined outline of the Report; and
B. A Final Report, including focus analysis and a list of other external datasets that might be used to ensure data quality.

All deliverables must be in English and in editable format (MS Word).

The material developed under this assignment will fall under the copyright of the WCO. The contracted Consultant will be provided with relevant WCO material related to the fields of this assignment, and they should review them and expand on them (if possible) to produce the requested outputs.

### 3. EXPERTS PROFILE

i. **Number of Experts**

One (1) Consultant is required to carry out this assignment in close cooperation with the WCO lead official responsible for the WCO PMM.

ii. **Profile required**

**Minimum Qualifications and Skills**

- Master’s degree in the field of statistics or economics would be a great asset;
- Experience of working with international organisations;
- Sound experience in data analysis and data visualization techniques;
- Sound experience in drafting analytical reports;
- Strong analytical and synthesis skills; and
- Fluency in English.

**General Professional Experience**

- At least 5 years of relevant experience; and
- Experience in performance measurement or being an analyst in Customs data analysis would be considered an asset.

### 4. LOCATION, DURATION, PAYMENT, AND CONTRACT MODALITIES

i. **Commencement date and duration of assignment**

The tentative commencement date is **30 May 2024** and the period of execution of the contract will be five (5) calendar months from the date of signature of the contract. The information on the milestones and related timing is summarized in the table below.
Suggested Milestones and Submission Dates

<table>
<thead>
<tr>
<th>Milestones/Deliverables</th>
<th>Submission Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delivery of the refined outline of the Report</td>
<td>Within 3 calendar weeks after signature of the contract</td>
</tr>
<tr>
<td>Delivery of the Draft Report/Initial findings</td>
<td>Within 4 calendar months after signature of the contract</td>
</tr>
<tr>
<td>Delivery of the Final Report</td>
<td>Within 5 calendar months after signature of the contract</td>
</tr>
</tbody>
</table>

ii. Location
The Consultant will perform the work remotely from their home place.

iii. Payment
The Consultant shall be paid a global, all-inclusive, and non-revisable lump sum which should be invoiced to the WCO as per the payment schedule below. The Consultant should submit the total cost of services in euro when applying for this consultancy, **not exceeding EUR 40,000**. The Consultant will be paid only after the WCO has confirmed the successful completion of each deliverable as stipulated hereunder.

<table>
<thead>
<tr>
<th>Milestones/Deliverables</th>
<th>Submission Date</th>
<th>Payment Schedule</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delivery of the refined outline of the Report</td>
<td>Within 3 calendar weeks after signature of the contract</td>
<td>25%</td>
</tr>
<tr>
<td>Delivery of the Draft Report/Initial findings</td>
<td>Within 4 calendar months after signature of the contract</td>
<td>25%</td>
</tr>
<tr>
<td>Delivery of the Final Report</td>
<td>Within 5 calendar months after signature of the contract</td>
<td>50%</td>
</tr>
</tbody>
</table>

iv. Contract modalities
The successful applicant will be an independent contractor. They do not acquire the subsequent right to occupy a permanent post within the WCO and will not be affiliated to any WCO retirement fund or pension scheme.

5. REPORTING

i. Content
A report should be submitted to the WCO when the materials are completed.

ii. Language
The report shall be written in English.

iii. Report Due Date
The report is due on **27 of September 2024**.
iv. **Number of copies for the report**
Two electronic copies (one in word and one in pdf) must be submitted to the WCO PMM team.

6. **FACILITIES**

The Contractor shall ensure that they are adequately supported and equipped (laptop, software, etc.).

7. **APPLICATION PROCESS**

Interested candidates must submit their technical and financial proposal to pmm@wcoomd.org by 13 May 2024 at 18:00 hours (Brussels time) **indicating clearly in the email subject line the reference of this consultancy.**

The proposal should include:
- A curriculum vitae and a cover letter;
- A financial proposal for the consultancy work;
- Samples of analytical report developed or co-developed by the applicant.

Proposals will be evaluated based on technical and financial feasibility.

The submission to the WCO, by any supplier, of a quotation for the provision of goods and/or service entails the supplier’s acceptance, without reservation, of the WCO’s standard terms and conditions and of WCO Decision No. 331 on settlement of disputes which are fully accessible for consultation on the WCO website https://www.wcoomd.org/-/media/wco/public/global/pdf/about-us/wco-standard-terms-and-conditions/standard-terms-for-the-provisions-of-goods-and-services.pdf?db=web and shall supersede any contrary clause in any other contractual document provided (or not) to the WCO, including the supplier’s own terms and conditions.