



Customs Administration of the
Netherlands
Tax and Customs Administration

Performance Measurement

Developments in Performance Measurement of Customs Enforcement Management

PICARD
September 17th 2011

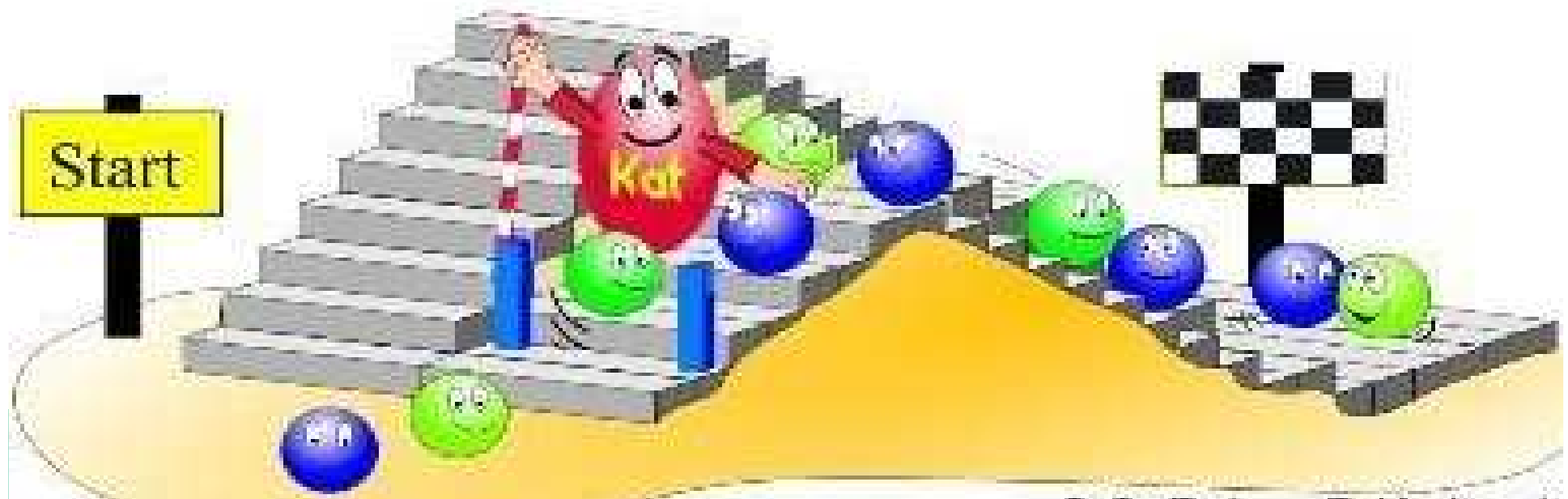
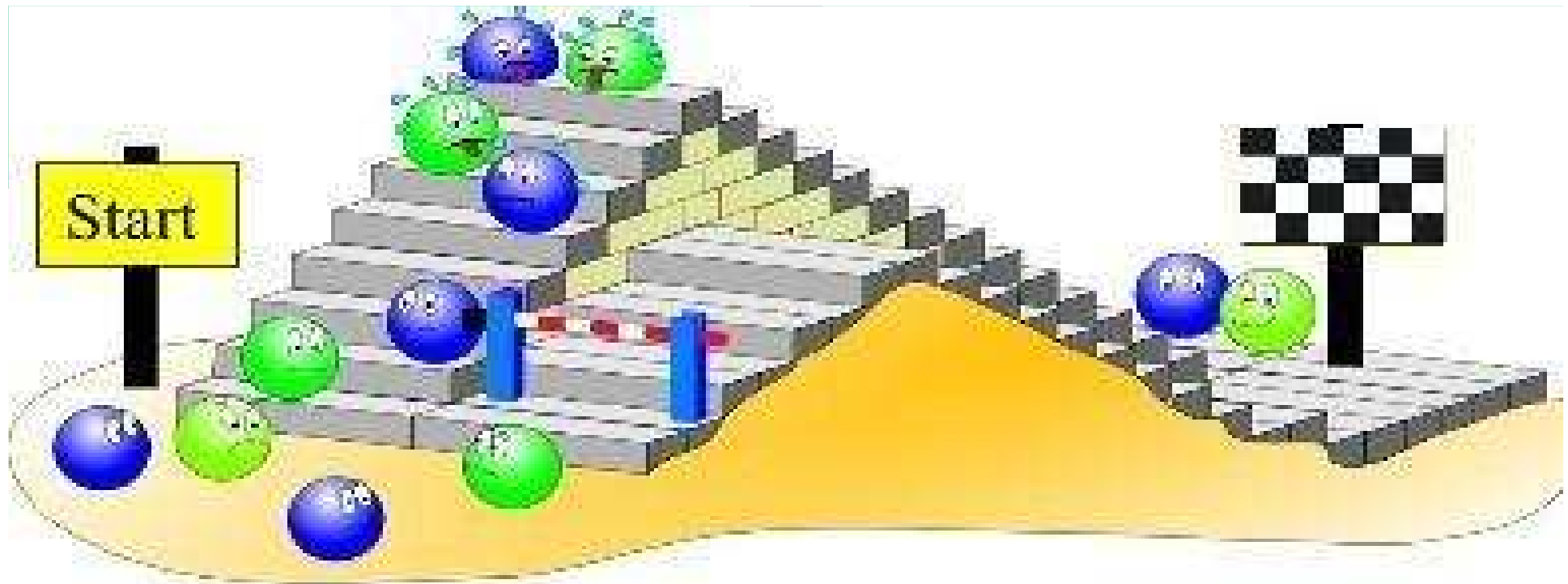




End

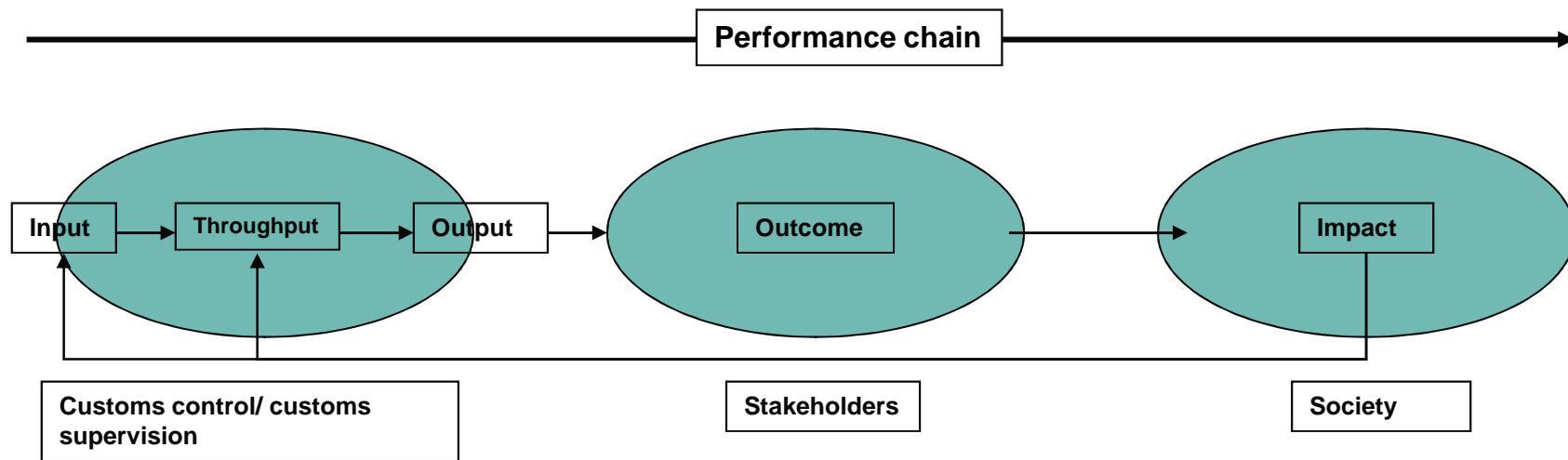
- **Effective Enforcement Management is not just about measurement of performance but particularly about the focus on desired effects.**

Beginning

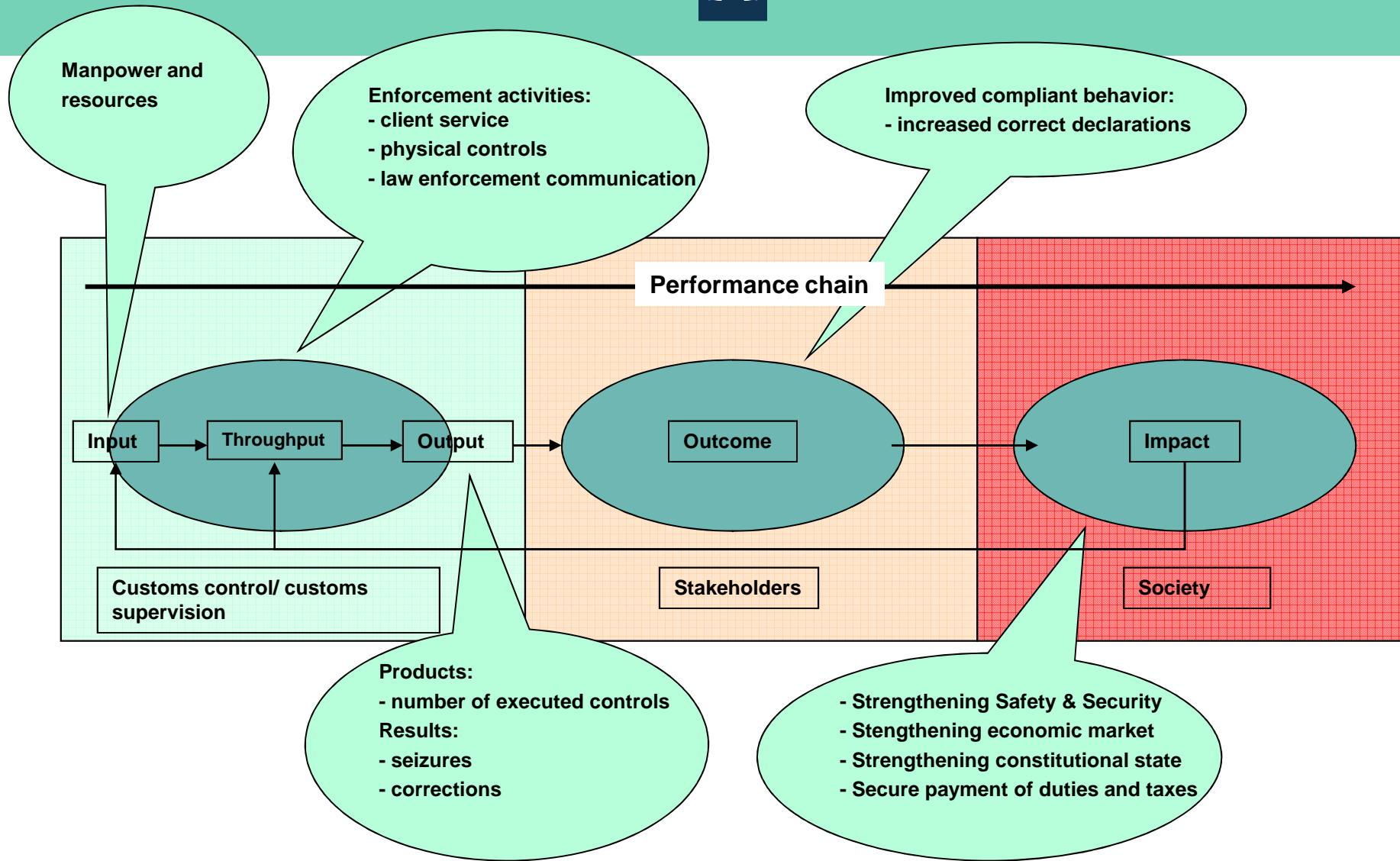




Performance chain



Performance chain



Impact: Strengthening Safety & Security

To be achieved by: encouraging declaration, which is correct, on time and complete.

Focus area	Ambition improved declaration behavior?	Character of enforcement management	Measurement indicator	Phase in performance chain
Professional smuggler	No	<ul style="list-style-type: none"> - Stop, - Prevent, - Seize, confiscate 	Seizures vs applied manpower and resources	Throughput / Output
Regular trade <hr style="border-top: 1px dashed black;"/> AEO	Yes	<ul style="list-style-type: none"> - Partnership/ Facilitation - Trust - Supervision aimed at maintenance of declaration behavior 	<ul style="list-style-type: none"> - % correct declarations - Number of voluntary adjustments 	Outcome



Developments in Performance Measurement

Effort in outcome

- **Need for knowledge**
- **Need for research and partnership**

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