



Regional Office for Capacity Building (ROCB-WCA)
Abidjan

**PROJECT FOR STRENGTHENING THE CAPACITIES
OF CUSTOMS ADMINISTRATIONS OF THE WCO
WEST AND CENTRAL AFRICA REGION ON DATA
ANALYSIS**

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Abbreviations

RTC	Regional Training Centre
ROCB-WCA	Regional Office for Capacity Building for West and Central Africa
WCO	World Customs Organisation
WCO-WCA	World Customs Organisation Region for West and Central Africa
WTO	World Trade Organisation

1.Context

We are witnessing an ongoing data revolution characterised by Big Data and the increasing role of machines in decision making. High-volume, high-velocity and high-variety information is increasingly available to Customs and these demand innovative forms of information processing that would enable enhanced insight and decision making.

Data analysis is not new in Customs. Customs administrations already use data for a multitude of purposes including risk management, performance measurement, monitoring transit, intelligence and policy analysis. However, Big Data and algorithms are indisputably providing new technological opportunities for use of data by Customs. The collection, collation and interpretation of large and varied data sets can provide a robust springboard for high performance in the core Customs missions of revenue collection, border security, collection of trade statistics, trade facilitation and good governance.

Customs should therefore leverage on Big Data to enhance decision making and performance. In the West and Central Africa Region, the regional strategic plan encourages Customs administrations to resort to and strengthen their capacities in intelligence-driven risk management, performance measurement and the development of management information systems for more informed decision-making by Customs top management.

Although a handful of Customs administrations in the region have been integrating data analysis in their daily operations and developing methodologies that are consistent with the management of big data sets, most administrations in the region lack robust data analytics infrastructure and the skilled personnel to harness the full potential of the data revolution. Moreover, existing initiatives are sometimes skewed towards revenue collection, to the detriment of the other core Customs functions.

In this context, it becomes necessary to assist Customs administrations of the WCA Region to develop data analysis capabilities that can enable them to join the big data revolution most profitably.

The present project, which is aligned to the 2018-2022 WCA Regional Strategic Plan and to WCO work on data analytics, seeks to assist Customs administrations of the region to build capacities that will enable them to successfully leverage big data for decision making and in their daily operations, so as to enable them to boost performance in their revenue collection, trade facilitation, border security and trade statistics collection responsibilities.

2. Constraints and opportunities

2.1. Constraints

- The level of automation of Customs services;
- Lack of dedicated services for data analysis in many administrations ;

- Lack of skilled personnel with sufficient motivation to engage in data analysis.
- Top Customs management may, in hot pursuit of revenue, not want to release staff for data analysis purposes;
- Low level of awareness within Customs of the data revolution and its potential value-added to the attainment of core Customs objectives.

2.2. Opportunities

- WCO work on data analysis ;
- Availability of Open Source Software and open data sets ;
- The experience of some administrations in the region on data analysis ;
- The WTO Trade Facilitation Agreement ;
- The WCO Mercator Programme.

3. Benefits of implementing the project

The implementation of the project will provide a number of benefits, including:

- Enhanced and more informed decision making by top Customs management ;
- Improved trade and revenue statistics ;
- Enhanced risk management ;
- Enhanced trade security and facilitation ;
- More informed trade and Customs policies
- Improved quality of data exchanged with other Government agencies and other Customs administrations ;

4. Goals and expected results

4.1. Overall goal

Contribute to the improvement in the performance and the good governance of Customs administrations of the WCA Region through the development of a data analysis culture.

4.2. Specific goal (Purpose)

Strengthen the capacities of Customs administrations of the WCA region in data analysis to support core Customs objectives.

4.3. Expected results

1. Twenty three (23) Customs officers from the 23 Customs administrations of the WCA Region have acquired the skills and the motivation to become data analytics champions within their administrations.
2. A critical pool of data analytics specialists has been developed and a data analysis strategy is being implemented in all the 23 administrations of the WCA Region.

5. Risks et hypotheses

5.1. Hypotheses

It is assumed in the development of this project that the Customs Administrations of the WCA Region have as one of their priorities the strengthening of their approaches to risk management, performance measurement and strategic decision-making.

5.2. Risks

Risk	Probability	Impact	Remarks
The nomination of officers lacking the required profile and motivation to participate in the programme	Medium	Medium	Define the participant's profile beforehand and ensure that this is respected when nominating participants
Low level of automation within some Customs administrations	Medium	Medium	Make do with the existing and adopt an incremental approach.
Non-use of the future data analysts for data analysis activities	Medium	Medium	Raise the awareness of the Customs top management
Lack of technical and financial support	Medium	Medium	Ongoing promotion of the project to development partners and adaptation to their requirements

5.3. Project activities

Result 1: Twenty three (23) Customs officers from the 23 Customs administrations of the WCA Region have acquired the skills and the motivation to become data analytics champions within their administrations.

To achieve this result, the following activity shall be carried out:

Activity Code	Activity
A 1.1	Organise a five-day regional workshop for awareness raising, training and experience sharing on data analysis.

Result 2: A critical pool of data analytics specialists has been developed and a data analysis strategy is being implemented in all the 23 administrations of the WCA Region.

To achieve this result, the following activities shall be carried out:

Activity Code	Activity
A 2.1	Identify the needs of each of the 23 Customs Administrations in the area of data analysis.
A 2.2	Organise a national support workshop for each of the 23 Customs administrations, to initiate the training of a pool of data analytics specialists and to develop a national data analysis strategy.
A 2.3	Ensure ongoing online training of the future data specialists of the Region and their participation in the WCO online community of Customs data experts.

5.4. Activities Schedule

		Year n	Year n+1
<i>Result 1: Twenty three (23) Customs officers from the 23 Customs administrations of the WCA Region have acquired the skills and the motivation to become data analytics champions within their administrations.</i>			
	A 1.1		
<i>Result 2: A critical pool of data analytics specialists has been developed and a data analysis strategy is being implemented in all the 23 administrations of the WCA Region.</i>			
	A 2.1		
	A 2.2		
	A 2.3		

6. Project Management Structure and Reporting Scheme

6.1. Project Management Structure

The management of the project will be done at two levels: the Steering Committee and the Project Management Team.

1- The Steering Committee will be responsible for monitoring the design, implementation and evaluation of the project. It will be composed as follows:

- A representative of the Regional Vice-Chair (Chair);
- A representative of the WCO Secretariat;

- A representative of the development partner;
 - Two representatives of the customs administrations of West and Central Africa;
 - A representative of the ROCB-WCA;
 - A representative of RTC Abuja.
- 2- The Project Team is the technical structure in charge of carrying out the activities defined in the project, in accordance with the established timetable. It is composed as follows:
- A Project Director;
 - A representative of the ROCB-WCA;
 - A Financial manager;
 - An Expert.

6.2. Reporting Scheme

The Steering Committee will report bi-annually to the Committee of Experts of the WCA region and make an annual report to the Conference of Directors General of Customs of the region.

The Project Team will prepare monthly, bi-annual and annual reports to the steering committee. It will also prepare the closing report of the project.

7. ANNEX 1 : Logical framework and performance measurement

Logic	Indicators	Means of verification	Present situation	Target	Risks and hypotheses
Overall Goal: Contribute to the improvement in the performance and the good governance of Customs administrations of the WCA Region through the development of a data analysis culture.	Improvement of the performance of the participating administrations in their core business objectives : - Revenue collection - Trade Facilitation - Security	Annual Reports of each administration	To be determined at the beginning of the project	To be fixed at the beginning of the project	Optimal use of the data specialists trained under the project.
Specific objective (Purpose) : Strengthen the capacities of Customs administrations of the WCA region in data analysis to support core Customs objectives.	Number of data analysis specialists trained	Project Reports	00	230	Level of commitment of the administrations
Activities					
Result 1: Twenty three (23) Customs officers from the 23 Customs administrations of the WCA Region have acquired the skills and the motivation to become data analytics champions within their administrations.					
Activity 1.1 Organise a five-day regional workshop for awareness raising, training and experience sharing on data analysis.	Number Data Analysis Champions	Workshop report	00	23	Level of commitment of the administrations and the participants Availability of funds and experts
Result 2: A critical pool of data analytics specialists has been developed and a data analysis strategy is being implemented in all the 23 administrations of the WCA Region.					
Activity 2.1 Identify the needs of each of the 23 Customs Administrations in the area of data analysis.	Inventory of needs available for all 23 administrations	Project reports	0	23	Level of commitment of the administrations
Activity 2.2 Organise a national support workshop for each of the 23 Customs administrations, to initiate the training of a pool of data analytics specialists and to develop a national data analysis strategy.	Number of participants who have successfully gone through the initial training for each administration Each administration has a national data analysis strategy document	Workshop reports Project reports	 00	5-15 depending on the size of the administration 23	Level of commitment of the administrations and the participants Availability of funds and experts

Logic	Indicators	Means of verification	Present situation	Target	Risks and hypotheses
Activity 2.3 Ensure ongoing online training of the future data specialists of the Region and their participation in the WCO online community of Customs data experts.	Number of Customs staff in the Region who have participated in online training on data analysis	Project reports	0	23	Level of commitment of the administrations and the participants
	Number of Customs staff in the Region who are members of the WCO online community of Customs data experts	Project reports	0	23	
	Number projects on data analysis initiated and completed by data experts of the region	Project reports	0	23	

8. Annexe II. Budget (In Euros)

CODE	ACTIVITY	COST FACTORS	ESTIMATED COSTS
Activity 1.2	Organise a five-day regional workshop for awareness raising, training and experience sharing on data analysis.	-Per diem and travel costs for 2 experts -Per diem and travel costs for 23 participants -Coffee and lunch breaks on meeting days -Hall and conference equipment -Interpretation	50 000
Activity 2.1	Identify the needs of each of the 23 Customs Administrations in the area of data analysis.	-	-
Activity 2.2	Organise a national support workshop for each of the 23 Customs administrations, to initiate the training of a pool of data analytics specialists and to develop a national data analysis strategy	-Per diem and travel costs for 2 experts x 23 workshops -Coffee and lunch breaks on meeting days -Hall and conference equipment (18 000 x 23)	414 000
Activity 2.3	Ensure ongoing online training of the future data specialists of the Region and their participation in the WCO online community of Customs data experts.	-	-
TOTAL			514 000 Euros