

Regional Office for Capacity Building
WESTERN AND CENTRAL AFRICA
Côte d'Ivoire

World Customs Organization - Western and Central Africa Region

REGIONAL STRATEGIC PLAN

WESTERN AND CENTRAL AFRICA

2013-2017

Bureau Régional de Renforcement des Capacités

AFRIQUE OCCIDENTALE ET CENTRALE
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REGIONAL STRATEGIC PLAN WESTERN AND CENTRAL AFRICA 2013-2017

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1
REGIONAL CONTEXT

In 2008, the Customs Administrations of the Region Western and Central Africa met in Dakar, Senegal for their 13th Conference and adopted at the initiative of the Regional Office for Capacity Building of Western and Central Africa (ROCB-WCA) the first regional strategic plan 2009-2012.

This strategic plan was based on seven key areas:

- **The strengthening of strategic management;**
- **The improvement of human and financial resource management;**
- **Improving the management of equipment;**
- **The updating of the legal framework;**
- **The optimization of information and communication technology;**
- **The strengthening of partnerships;**
- **The improvement of integrity and good governance.**

In January 2009, in preparation for the official opening of ROCB-WCA in Abidjan, Côte d'Ivoire, the strategic plan was reviewed by the first meeting of the Contact Points and declined into an action plan that includes the following four priorities that met the region's needs:

- **Strategic Management;**
- **Human resources management;**
- **WCO instruments and conventions;**
- **Integrity and good governance.**

The 15th Regional Conference of Directors General of 2010, held in Bamako, Mali, recommended adding a fifth priority on information technology and communication.

For the implementation of the regional action plan, five Regional Working Groups (RWG) were created by the ROCB, each headed by a leading country in the following configuration:

- **RWG strategic management: Cameroon**
- **RWG human resource management: Nigeria**
- **RWG implementation of WCO instruments and conventions: Senegal**
- **RWG Integrity and good governance: Ghana**
- **ICT development: Côte d'Ivoire**

In January 2012, the ROCB-WCA initiated a self-assessment exercise based on the Framework for Self-Assessment of Public Functions (CAF) to the attention of the 23 Member Administrations.

This self-assessment exercise was to:
- To assess for each Administration the level of implementation of the Regional Action Plan;
- To find the results obtained by each member;
- To identify the specific needs of each member;
- To identify a regional trend;
- To take appropriate steps;

The findings of the self-assessment presented at the 17th Conference of Directors General of Customs in Cotonou, Benin, revealed a share of weaknesses in implementation and other mitigated results.

Taking into account this fact, the DGs have decided to extend the regional action plan for one year, i.e. until 2013, to allow Administrations to make up the differences observed and the ROCB to expand the basis of the study.

In January 2013, the ROCB-WCA launched the second self-assessment exercise; a greater involvement of Member Administrations could be observed.

The conclusions of this second self-evaluation exercise enabled the WCA-ROCB to observe that all Administrations, with the exception of a few cases, had the same overall levels of implementation and results.

Considering the implementation of the Regional Strategic Plan 2009-2013 and in the light of the conclusions of the two self-assessment exercises, the ROCB-WCA concluded following:

• The overall knowledge exists within the Administrations but some difficulties remain related to the 'know-how-to-do';
• Some difficulties related to the leadership and the relations of managers with the hierarchy and the political level;
• Some limitations with regard to the stakeholders 'ownership of the modernization process;
• The control and management of human resources remains a major challenge in the administrations;
• The process of strategic management is accepted but often limited to strategic planning, the other aspects are ignored or disregarded;
• Some timid initiatives in the area of partnerships with the private sector can be observed but they are limited to executives meeting and have no real impact;
• The inter-administrative regional collaboration (Coaching) seems to be preferred but often lacks follow-up;
• Customs procedures often remain inadequate to current standards of international trade;
• The customs revenue remains a regional priority and must be an integral part of the Trade Facilitation;

These non-exhaustive findings show the necessity for the ROCB-WCA consider the real challenges and of the guidelines of the WCO, development partners and donors when guiding the Customs Administrations in the region in their modernization process .

On this basis, the ROCB-WCA has developed to the attention of the 18th Conference of Directors General in Accra / GHANA a draft 2013-2017 Regional Strategic Plan that includes five components:

- **LEADERSHIP;**
- **STRATEGIC MANAGEMENT;**
- **HUMAN RESOURCES MANAGEMENT;**
- **PARTNERSHIPS;**
- **CUSTOMS PROCEDURES (Facilitation and Secure Trade).**

The plan has been adopted by the 18th Conference of Customs Directors General of the WCA Region held on March 21 to 22, 2013 in Accra, Ghana, and is in force.

METHODOLOGY FOR IMPLEMENTATION

The 2013-2017 Regional Strategic Plan includes five strategic axes.

Each strategic area is divided into several objectives.

Each objective consist of various actions, their implementation contribute to the achievement of the objective.

Each action has a deadline for implementation and expected outputs that must be produced.

For the implementation of the 2013-2017 strategic plan, the ROCB-WCA has adopted the method of annual action plans (**ROADMAP**).

The actions to be implemented during a period are shown in the roadmap of the year.

It is through the successive roadmaps (2013 to 2017) that the regional strategic plan will be gradually implement.

At the end, the roadmaps should be used to implement completely the regional strategic plan, considering the realities and capabilities of each member administration.

It should be noted that the regional strategic plan and the various roadmaps are complementary instruments of national and regional policies.

Customs administrations in the region should take all necessary steps to integrate the strategic plan and the roadmap in their national modernisation programmes.

In case of conflict between the regional standard and the national standard is customary that the priority is given to the national standard.

The ROCB and the WCO Secretariat are willing to provide all necessary assistance to administrations.

2
LEADERSHIP

Leadership is the ability to lead or conduct individuals or organizations to attain objectives. In this regard, the leader is the one who gives direction to his organization and formulates its missions, vision as well as objectives.

He defines, embodies and transmits the values necessary for the success of his organization.

The leader identifies the present and future needs of his organizations and takes the necessary decisions to effect changes.

As part of the COLUMBUS program, the WCO insists that its members should ensure a modern and efficient management of customs services.

In this regard, several universities which are participating in the WCO PICARD program have together developed a program to promote leadership and the upgrading of the managerial staff of the customs administrations.

This program differentiates leadership from management.

In the WCA region, the results of the self-assessment of the 2009-2012 action plan initiated by the ROCB revealed that efforts have definitely been made in strategic planning, but limitations appear in the area of the capacity of some leaders to give impetus to the reform and modernization dynamics of their respective bodies.

There are reasons to justify these limitations. However, it appears that it is important to lay emphasis on the aspect linked to LEADERSHIP as the important element for change and modernization of the Western and Central African customs administrations for the next round.

As part of the strategic thrust on LEADERSHIP, the Western and Central African customs administrations should attain the following objectives over the period 2013-2017:

1. Give direction to the Administration by developing its mission, vision and values.
2. Motivate the staff of the administration by behaving in an exemplary manner.
3. Improve relations with all stakeholders, particularly those in political circles.

Objectives	Actions	Deadline for Implementation	Expected Outputs
I.1 Give direction to the Administration by developing its mission, vision and values.	**I.1.1 Formulate a declaration on the mission and vision as well as a value system for the Administration.**	**2013**	The missions, vision and value system are defined by the management and incorporated into the administration's multi-year strategic plan. (These statements generally appear in the preamble or introduction to the strategic plan).
	I.1.2 Disseminate and put in place mechanisms to ensure that staff buy into the missions, visions and values of the administration.	**2013-2017**	The administration has taken all internal measures to ensure ownership of the missions, vision and values by the staff...
	I.1.3 Implement an external communications policy on the missions, vision, values and outputs of the administration.	**2013**	The administration has taken all the necessary measures to educate users, partners and other stakeholders on its missions, vision, values and main thrusts.

Objectives	Actions	Deadline for Implementation	Expected Outputs
I.2 Motivate the staff of the administration by behaving in an exemplary manner.	**I.2.1 Work out and implement a code of ethics and good governance**	**2014**	The administration has a code of ethics and of good governance and takes all the necessary measures for its respect.
	I.2.2 Put in place an internal staff compensation system	**2013-2017**	The administration has defined and published objective criteria for compensation.

Objectives	Actions	Deadline for Implementation	Expected Outputs
I.3 Improve relations with all stakeholders, particularly those in political circles	**I.3.1 Honour the administration's commitments to the WCO and regional bodies (ROCB, RTCs, RILO).**	**2013-2017**	The administration regularly pays its contributions in accordance with commitments made to the WCO and regional bodies.
	I.3.2 Establish relations of trust with the political class or the oversight institution	**2013-2017**	The administration has signed performance contracts with the oversight ministry. These include objectives to be attained and the means provided.
	I.3.3 Introduce internal performance contracts between the top management and the various hierarchical levels.	**2014**	The Director-General has signed performance contracts with the various hierarchical levels. These include objectives to be attained and the means provided.
	I.3.4 Put in place a body tasked with public relations.	**2013**	The administration has tasked a body to manage its public relations. The administration has provided this body with the appropriate means.
	.3.5 Initiate in collaboration with the competent authorities the technical reforms and regulatory necessary for the implementation of the Bali Trade Facilitation Agreement (TFA).	**(New / 2014)**	The Customs Administration has begun internal mutation necessary for the implementation of the Agreement Bali on Trade Facilitation. Example: proposal for legal texts, creation of dedicated structure.

3
STRATEGIC MANAGEMENT

Strategy is the art of coordinating all the interdependent activities of an organization to contribute to its overall performance.

In the area of management, this notion is often associated with that of planning. For our purposes, we shall talk about strategic planning.

For the purposes of an administration, strategic planning is, therefore, a process which enables the administration to set its objectives and to combine its strengths, weaknesses, opportunities and threats in order to attain the expected Outputs within prescribed time frames.

For the administration, this process involves the formulation of a strategy based on its missions, vision and values. Therefore, it targets an overall objective which comes in the form of specific objectives whose implementation is summarized in several actions targeting measurable results.

As part of the modernization of the customs administrations, the WCO has developed the Columbus program. This program comprises three phases:

- Phase 1 : diagnosis;
- Phase 2 : strategic planning, and
- Phase 3 : monitoring and evaluation.

All the customs administrations of the WCA Region have completed the diagnosis phase and are engaged in the strategic planning phase with the technical assistance of the WCO, ROCB-WCA and other development partners (IMF, World Bank, EU, National Funds…).

A regional working group (RWG) made up of several members of the region was formed to develop tools, identify good practices and make concrete proposals to the regional bodies (ROCB, RTCs, RILO) in the area of strategic management.

The self-assessment exercise of the 2009-2012 strategic plan carried out by the ROCB-WCA revealed that strategic planning is the thrust which witnessed the greatest regional progression both in the area of implementation and obtained results.

A combination of several factors contributed to this result. In particular, these include the following:

- Pursuit of the Columbus program in the region;
- Action of the ROCB-WCA;
- Establishment of a body responsible for modernization in each member administration;
- Formulation of multi-year national action plans, and
- Effective running of the Regional Working Group (RWG) vis-à-vis strategic

This thrust witnessed remarkable results, particularly for some administrations. However, it must be stated that substantial efforts remain to be made by most of the members of the Region.

As part of the priority thrust on strategic planning, the customs administrations of the WCA Region should attain the following objectives over the period 2013-2017:

1. Collect information on the current and future needs of the administration and stakeholders;
2. Plan, implement and evaluate the modernization and innovation process in an independent manner;
3. Develop and implement a management system to deal with the administration, performance and change;
4. Develop internal skills in the area of strategic planning and self-assessment.

Objectives	Actions	Deadline for Implementation	Expected Outputs
II .1 Collect information on the present and future needs of the Administration and stakeholders.	**II.1.1 Put in place a mechanism to collect and analyze all information likely to affect the missions and functioning of the customs administration.**	**2013**	The administration has put in place a monitoring observatory (e.g. modernization committee).
	II.1.2 Put in place procedures for the dissemination and consideration of the analyses and thrusts of the strategic monitoring bodies.	**2014**	The administration has set forth the organization and missions of the observatory.
	II.1.3 Identify all the administration's Stakeholders.	**2013**	All stakeholders are identified or grouped in accordance with criteria including the following: public, private, NGO, institution, sectoral, importer. Then, a matrix of the interests and positions of the stakeholders is established.

Objectives	Actions	Deadline for Implementation	Expected Outputs
II.2 Plan, implement and evaluate the modernization and innovation process in an independent manner.	**II.2.1 Put in place an internal high-level body tasked with strategic planning and the modernization process.**	**2013**	A high-level steering committee specifically tasked with planning and the modernization process has been set up.
	I.2.2 Formulate a multiannual strategic plan, taking into consideration the missions, vision and values of the administration, integrating orientations of the regional strategic plan.	**2013**	The administration has a multi-year strategic plan which is evaluated and adapted to the changes in the service and the international trade environment.
	II.2.3 Formulate and implement an annual action plan taking into consideration the national strategic plan.	**2013-2017**	The annual action plan is developed and made available to the hierarchy. The self-evaluation process of public Administrations is managed.

Objectives	Actions	Deadline for Implementation	Expected Outputs
II.2 Plan, implement and evaluate the modernization and innovation process in an independent manner.	**II.2.4 Set up a high level internal structure in charge of the monitoring and evaluation of the modernization process or assign this function to an existing service (E.g. inspectorate departments).**	**2013**	The body has been set up and is operational.
	II.2.5 Develop modern tools of strategic management and quality (E.g. Performance Management indicators, self-assessment framework of the civil service).	**2013-2017**	The administration implements its annual action plan (with deadlines, responsible persons, expected outputs, resources and performance indicators)
	II.2.6 Disseminate the Bali Trade Facilitation Agreement.	**(New / 2014)**	The Customs Administration has made arrangements (publications, conferences, information workshop ...) for a proper understanding of the Bali agreement on Trade Facilitation by all stakeholders.

Objectives	Actions	Deadline for Implementation	Expected Outputs
II .3 Develop and implement a management system for the administration, performance and change	**II.3.1 Put in place teams tasked with reform and modernization.**	**2013**	A technical body specifically dedicated to planning, implementation and evaluation of the modernization of customs equipped with the necessary means is operational.
	II.3.2 Put in place principles and mechanisms aimed at promoting the empowerment of heads of services.	**2014**	A steering committee is operational and is taking the necessary decisions linked to the modernization of customs. For a given function, the objectives, procedures, deadlines and expected Outputs are clearly defined and known by managers.
	II.3.3 Set up principles and mechanisms to promote the emergence of innovative ideas and efficient initiatives.	**2014**	The managerial staff carry out their duties based on these standards and are assessed regularly. The administration has put in place internal consultation frameworks on the challenges and constraints it is facing. The consultation frameworks are operational and the Administration takes the Outputs of this consultation process into account.

Objectives	Actions	Deadline for Implementation	Expected Outputs
II .3 Develop and implement a management system for the administration, performance and change	**II.3.4 Formulate and implement an internal communication system supporting the information flow from the hierarchy towards the services and conversely.**	**2013**	The administration has put in place a communication strategy consistent with its realities by using certain tools like the intranet, reviews, suggestion boxes, SMS, mails, toll-free number, etc.
	II.3.5 Put in place an internal mechanism to identify the potential sources of conflict and take appropriate measures.	**2014**	The administration has put in place an internal organ tasked with anticipating or managing conflicts or assigned this function to an existing body. (E.g. inspectorate departments). The administration has provided the body with the appropriate means and it is operational.
	II.3.6 Appoint a national contact point for capacity building (ROCB).	**2013**	The administration has officially appointed its contact point stating his coordinates and forwarded them to the ROCB-WCA and the WCO Secretariat (cf.regional strategy document on the role of contact points). The contact point is available and is playing his role in a responsible, reactive and sustainable manner.

Objectives	Actions	Deadline for Implementation	Expected Outputs
II .3 Develop and implement a management system for the administration, performance and change	**II.3.7 Appoint a national correspondent in charge of intelligence (RILO).**	**2013**	The administration has officially appointed its national correspondent in charge of intelligence stating his coordinates and forwarded them to the ROCB-WCA, RILO and the WCO Secretariat. The national correspondent is available and is playing his role in a responsible, reactive and sustainable manner.
	II.3.8 Establish a structure in charge of the implementation of the Bali Agreement or delegate this function to an existing service.	**(New / 2014)**	The structure responsible for the implementation of the Bali Agreement on Trade Facilitation is functional and active on that area.

Objectives	Actions	Deadline for Implementation	Expected Outputs
II.4 Develop internal skills in the area of strategic management and self-assessment.	**II.4.1 Identify the needs for capacity building in the area of strategic management and self-assessment.**	**2013-2017**	The capacity building needs in the area of strategic management and self-assessment have been identified.
	II.4.2 Formulate and implement, in collaboration with the ROCB-WCA and the WCO Secretariat, a training and capacity building programme for top-level managers in the area of strategic management.	**2013-2017**	Top-level managers have been trained and have acquired skills in strategic management and self-assessment. The trained managers are applying the knowledge acquired in their area of responsibility.

4
HUMAN RESOURCE MANAGEMENT

Human resource management (HRM) is a set of practices aimed at administering, mobilizing and developing human resources (all the collaborators, employees, managers or others) which ensure the realization of the activity of the organization employing them.

Within the administration, this notion comes down to the forward-looking and dynamic management of staff, jobs and careers in order to achieve its objectives. Among others, this includes recruitment, initial and continuous training, development, evaluation, promotion, deployment, motivation, sanctions, ethics, remuneration of staff, social relations and the organization of labour.

The achievement of good results by an administration therefore depends on the quality of men and women who work there, hence the importance of the effective management of human resources.

In the customs administrations, the WCO puts human resource management at the centre of the strategy for the modernization of customs administrations. It suggests to its members to move from staff management to human resource management. This means that there should be a rational and transparent management of staff who are now considered as a basic resource of the administration.

Capacity building programmes in this field have been designed by the WCO Secretariat with the support of some donors and members.

These programmes are being implemented as part of workshops and seminars initiated by the Secretariat or members themselves.

The customs administrations of the WCA Region have, as part of their 2009-2012 strategic plan, set human resource management as one of the priorities.

A regional working group (RWG) made up of several members of the region has been set up. It aims at developing tools, identifying good practices and making concrete proposals in the area of human resource management for the regional bodies (ROCB, RTCs, and RILO).

The self-assessment exercise initiated by the ROCB-WCA has shown that some customs administrations of the WCA region have developed tentative human resource management initiatives.

Some human resource management software packages are being experimented in some administrations. These could ultimately serve as a model for the regional coaching programme managed by the ROCB-WCA.

However, the regional trend indicates that more work remains to be done.

Human resource management is, therefore, maintained as one of the priorities of the 2013-2017 strategic plan.

With regard to the strategic thrust on human resource management, the Western and Central African c ustoms administrations should attain the following objectives over the period 2013-2017:

1. **Plan, recruit and manage careers in a transparent manner and in keeping with the needs of the services and the modernization process;**
2. **Develop staff skills in line with international trade's evolutions and service needs**
3. **Institute internal mechanisms to promote good governance and team spirit.**

Objectives	Actions	Deadline for Implementation	Expected Outputs
III.1 Plan, recruit manage and improve human resources in a transparent manner and in keeping with the needs of the service and the modernization process.	**III.1.1 Develop and put in place a forward-looking management structure for staff based on the needs of the Administration.**	**2014**	Staff requirements of the customs Administration have been identified in a transparent, periodic and early manner.
	III.1.2 Formulate a transparent strategy for the recruitment of staff with fine skills.	**2014**	Transparent recruitment procedures are available and being adhered to.
	III.1.3 Formulate a career plan for staff based on competence and merit in particular.	**2014**	A career plan has been formulated for the staff. This plan promotes specialization of officers in certain key areas and eliminates arbitrary promotions.
	III.1.4 Formulate and disseminate performance indicators to evaluate competence.	**2015**	Performance indicators have been formulated and disseminated.
	III.1.5 Put in place a mechanism for the motivation and sanction of staff.	**2014**	The criteria for the motivation of staff and the scale of sanctions have been identified, published and applied by the relevant body.

Objectives	Actions	Deadline for Implementation	Expected Outputs
III.1 Plan, recruit manage and improve human resources in a transparent manner and in keeping with the needs of the service and the modernization process.	**III.1.6 Incorporate IT tools into human resource management.**	**2013-2017**	The human resource management date base (software) has been put in place and is used on a daily basis by the relevant body.
	III.1.7 Improve permanently the working conditions of the staff.	**2013-2017**	The working environment meets the standards for hygiene and security.

Objectives	Actions	Deadline for Implementation	Expected Outputs
III.2 develop staff skills in line with international trade's evolutions and service needs	**III.2.1 Formulate an initial staff training policy incorporating modules for the training of trainers.**	**2013-2017**	An initial training policy and plan for all new officers and trainers have been developed and implemented.
	III.2.2 Formulate a continuous staff training policy vis-à-vis the changes in international trade.	**2013-2017**	Continuous training modules taking account of the trends of international trade have been developed and implemented.
	III.2.3 Formulate a leadership training plan based on the real needs of the Administration	**2013-2017**	A leadership training plan is available and has been incorporated into the annual training plan of the Administration.
	III.2.4 Put in place a capacity strengthening policy for human resource managers.	**2013**	The administration has and is implementing a training programme for human resource managers.
	III.2.5 Incorporate the modern and innovative tools into the training programmes (e-Learning, clikc)	**2014**	The e-learning and clikc modules have been incorporated into the training programmes of the administration.
	III.2.6 Incorporate the Bali Trade Facilitation Agreement in the training programs of Customs Administrations.	**(New / 2014)**	The Trade Facilitation Agreement is a part of the training programs, and training modules are developed for this purpose, in collaboration with the Word Customs Organization's Secretariat.

Objectives	Actions	Deadline for Implementation	Expected Outputs
III.3 Introduce internal mechanisms to promote ethics, good governance and team spirit.	**IIIII.3.1 Develop and put in place an internal communications system to collect and disseminate information.**	**2013**	Internal mechanisms to promote the circulation of information within the service have been put in place. For example, this may have to do with: intranet, reviews….
	III.3.2 Introduce socio-cultural activities within the service.	**2013-2017**	Recreational activities for staff are organized periodically. Example: World Customs Day, open days, Christmas parties, retreats….
	III.3.3 Put in place a mutual solidarity mechanism.	**2013-2017**	Mutual benefit societies and corporative groups have been put in place.
	III.3.4 Formulate a code of conduct and ethics.	**2014**	The administration has a code of ethics and applies its principles.
	III.3.5 Formulate objective and transparent objectives to promote the mobility of staff. .	**2014**	The administration has defined criteria for the rotation of staff and is implementing them.

5
PARTNERSHIPS

Partnership is an association of different collaborators who accept to pool their efforts together in order to achieve a common objective.

Within the administration, partnership is the way the leader treats and manages the stakeholders of his body in order to pursue his strategy and plan as well as to ensure the effective use of his processes.

As part of the Columbus programme, the majority of the member WCO Customs Administrations have signed the SAFE Framework of Standards. This framework includes several standards on the facilitation and security of the international supply chain. It hinges on two pillars:

- Customs-to-customs pillar and
- Customs-to-business pillar.

The second pillar focuses on the need for Customs Administrations to collaborate with the private sector through key partners.

At the regional level, i.e. West and Central Africa of the WCO, several Customs Administrations are engaged in partnerships with the private sector. The results at this level are very encouraging and good practices are also being shared as part of the Coaching Programme initiated by the ROCB-WCA.

However, these encouraging results are only limited to some administrations. Consequently, efforts should be maintained at this level, particularly with regard to the Economic Partnership Agreements **(EPA**) and the fiscal transition.

In addition, one of the major characteristics of the WCA Region Customs Administrations is the low level of resources provided for the attainment of these revenue targets which continue to grow.

Consequently, the WCA Customs Administrations must be urged to be more efficient.
As part of the strategic thrust on partnership and resources, the customs administrations in Western and Central Africa should attain the following objectives over the period 2013-2017:

1. **Develop and implement strategic partnership relations with the other customs administrations (Pillar I of the SAFE Standards Framework) and**
2. **Develop and implement strategic partnership relations with the private sector and the other stakeholders (Pillar 2 of the SAFE Standards Framework).**

Objectives	Actions	Deadline for Implementation	Expected Outputs
IV.1 Develop and implement strategic partnership relations with the other customs administrations (Pillar 1 of the SAFE Standards Framework).	**IV.1.1 Put in place a mutual administrative collaboration mechanism with other customs administrations for the sharing of information (exchange of data, interconnections…)**	**2013**	The administration has signed mutual assistance agreements with the other customs administrations for the exchange of information.
	IV.1.2 Define the criteria for mutual acknowledgement between customs administrations, particularly for cus toms controls and the AEOs.	**2014**	Common criteria for the mutual acknowledgement of customs controls and the AEOs with the other customs administrations have been established and constitute the basis for the development of AEO programmes at the national level (Pillar 2 of the SAFE).
	IV.1.3 Put in place a mutual administrative mechanism with other customs administrations for the sharing of good practices through the ROCB-WCA coaching programme.	**2013 - 2017**	The administration is honoring its commitments made under the regional coaching programme. The ROCB-WCA is managing the programme and evaluating the results.

Objectives	Actions	Deadline for Implementation	Expected Outputs
IV.2 Develop and implement strategic partnership relations with the private sector and the other stakeholders (Pillar 2 of the SAFE Standards).	**IV.2.1 Put in place a common (customs-private sector) framework for consultations, control of procedures, fight against fraud and the promotion of good practices**	**22014-2017**	The administration and the private sector have signed a common consultation framework; and consultations take place regularly. The memoranda of understanding are effectively applied. Example: forum for customs, companies, observatories, private sector…
	IV.2.2 Put in place information, consultation and collaboration mechanisms with the other administrations (tax service, police, trade, health)…	**2013-2017**	A framework for consultations exists between the customs administration and the other national administrations involved in the missions; and consultations take place regularly.

Objectives	Actions	Deadline for Implementation	Expected Outputs
IV.2 Develop and implement strategic partnership relations with the private sector and the other stakeholders (Pillar 2 of the SAFE Standards).	**IV.2.3 Put in place a communications strategy in order to improve the image of the service.**	**2013-2017**	The administration has put in place a communications programme, e.g. radio and television broadcasts, open days on topical issues and new acquisitions in the area of innovative equipment…
	IV.2.4 Institute a claims framework for users of the service.	**2013-2017**	Communications take place regularly. The administration has established a standing complaints committee for users in the event of claims. Complaints are treated impartially by the relevant authority and as early as possible.

Objectives	Actions	Deadline for Implementation	Expected Outputs
. **IV.2 Develop and implement strategic partnership relations with the private sector and the other stakeholders (Pillar 2 of the SAFE Standards).**	**IV.2.5 Put in pace a private sector assistance mechanisms for the application of the regulations.**	**2013-2017**	The administration has put in place a mechanism for a better understanding and good application of the regulations. Example : procedural guides.
	IV.2.6 Put in place mechanisms for partnership and motivation of the private sector. (E.g. AEO)	**2014**	The administration has put in place an assistance and counseling organ for users. The administration and the private sector have agreed on the principle and benefits of partnership as well as the criteria for the certification of trusted partners (AEOs).

6
CUSTOMS PROCEDURES
(Facilitation and Security of Exchanges)

Procedures are a succession of activities which convert resources into products, services and results, thereby adding value to the organization.

Any administration which aspires to function properly and to produce results must be governed by a certain number of procedures considered to be responsible for the rationality and legitimacy of the interventions.

If the Outputs obtained by the administration do not meet the objectives, it should, among other solutions, change its procedures on the basis of an objective diagnosis.

With regard to the customs administrations, the procedures they apply are specific because they cover several areas of activity which basically come under their fiscal, economic and security missions.

The national, community and international enactments, conventions and instruments provide the customs administrations with recommendations, directives and information which enable them to facilitate exchanges through the simplification and harmonization of the customs regimes and procedures.

The WCO is encouraging its members to ratify and implement the Revised Kyoto Convention (RKC) on the simplification and harmonization of customs procedures.

Within the West and Central Africa region, the fiscal mission remains the main priority of customs administrations.

The expectations of the government vis-à-vis the customs administrations are enormous and in constant evolution.

Generally, the region's customs administrations account for more than 50% of internal resource mobilization for the national budget and customs procedures are essentially geared towards the security of customs revenues and the fight against fraud.

Any reform which does not aim at an increase in customs revenues has few chances of getting the support of the political authorities.

Consequently, as part of the 2013-2017 strategic plan, emphasis should be placed on this thrust by seeking a balance between customs revenue requirements and the facilitation of exchanges.

To achieve this, the efforts of the WCA Region's customs administrations should be geared towards the following objectives:

1. Provide products and services geared towards the security of customs revenues;
2. Strengthen the fight against fraud and organized cross-border crimes.
3. Improve customs procedures in line of the trends of world trade on a permanent basis (Facilitation and security of the international logistics chain), and
4. Develop innovative tools and instruments (IT tools) to optimize service delivery.

Objectifs	Actions	Deadline for Implementation	Expected Outputs
V.1 Provide products and services geared towards the security of customs revenues.	**V.1.1 Put in place procedures to guarantee the effective handling of goods throughout the customs area (security of the tax base).**	**2013-2017**	The administration has taken measures so that all goods going through the national customs territory are handled by customs.
	V.1.2 Put in place procedures which guarantee the proper declaration of goods with regard to type, origin and value.	**2013-2017**	The administration has taken measures to enable users to declare their goods in accordance with the regulations on classification, origin and value.
	V.1.3 Put in place procedures which guarantee effective payment and the security of duties.	**2013-2017**	The administration has put in place procedures to enable the security of the collection and recovery of duties and taxes.
	V.1.4 Formulate effective post clearance control and audit strategies.	**22013-2017**	The administration has strengthened its post clearance control and audit mechanism through the resort to customs audit techniques for companies.
	V.1.5 Rationalize the management of suspense regimes and exemptions.	**2013-2017**	The administration has taken regulatory measures for a better management of suspense regimes and exceptions.

Objectifs	Actions	Deadline for Implementation	Expected Outputs
V.2 Strengthen the fight against fraud and organized cross-border crimes.	**V.2.1 Formulate a framework instruction on intelligence in accordance with the model adopted by the Brazzaville Conference.**	**2013-2014**	The Administration has a framework instruction on intelligence.
	V.2.2 Implement the framework instruction on intelligence.	**2014-2017**	The Administration is implementing the framework instruction on intelligence.
	V.2.3 Establish and strengthen cooperation with the partners as well as the regional and international bodies fighting against fraud and cross-border crimes.	**2013**	The Administration is collaborating with partners and strategic bodies like UNODC, ICDO/INTERPOL, CITES.
	V.2.4 Establish and strengthen cooperation with the airlines for a better management of the selection and targeting criteria of parcels and passengers.	**2013-2015**	The Administration is collaborating and/or signes protocols with the airlines.
	V.2.5 Put in place a national database on fraud.	**2014-2017**	The Administration has a national database. The Administration has the WCO's NCEN database.

Objectifs	Actions	Deadline for Implementation	Expected Outputs
V.3 Improve customs procedures in line of the trend of world trade (Facilitation and security of the international logistics chain).	**V.3.1 Facilitate and secure clearance through the centralization of data and the coordination of the departments involved in the procedure.**	**2015**	The administration, in agreement with the other departments involved in the national supply chain, has taken measures to ensure a better coordination and management of trade flows (Eg. Single window).
	V.3.2 Accelerate the clearance procedure through the application of an analysis and holistic management of risks. **.**	**2013-2017**	The administration has established a specialized body provided with logistics to take charge of risk analysis and management. It manages risks in a holistic manner and permanently adapts its risk management system to the realities.
	V.3.3 Formulate certification criteria and put in place a process for the approval of Authorized Economic Operators (AEOs).	**2014**	The administration has defined the criteria for the certification of Authorized Economic Operators (AEOs) and has put them into application.
	V.3.4 Set up a mechanism for the permanent reduction of the time necessary for the clearance of goods.	**2014**	The administration is applying the WCO standards on the reduction of the time necessary for the clearance of goods (TRS). It measures the necessary time regularly and takes measures to reduce it further.

Objectifs	Actions	Deadline for Implementation	Expected Outputs
V.3 Improve customs procedures in line of the trend of world trade (Facilitation and security of the international logistics chain).	**V.3.5 Put in place an internal body responsible for intelligence in liaison with the other administrations.**	**2013**	The administration has put in place an internal body responsible for intelligence. This body will serve as a national correspondent for the RILO.
	V.3.6 Identify within the required time, the legal provisions of the Bali Trade Facilitation Agreement, that could be implemented under category A of that Agreement.	**(New / 2014)**	The legal provisions mentioned under Category A of the Bali TFA were identified and submitted to the competent authorities in a required time.
	V.3.7 Identify within the required time, the legal provisions of the Bali Trade Facilitation Agreement, that could be implemented under category B.	**(New / 2014)**	The legal provisions mentioned under Category B of the Bali TFA were identified and submitted to the competent authorities in a required time.
	V.3.8 Identify the provisions of the Bali TFA whose implementation requires technical assistance as provided under category C of that Agreement.	**(New / 2014)**	The technical assistance provided under category C of the TFA has been identified and submitted to the competent authorities in a required time.

Objectifs	Actions	Deadline for Implementation	Expected Outputs
V.4 Develop modern and innovative instruments and tools (computing) to optimize service delivery.	**V.4.1 Adopt and implement the Revised Kyoto Convention on the simplification and harmonization of customs regimes.**	**2014**	The government has adopted the Revised Kyoto Convention. The administration is applying the RKC standards.
	V.4.2 Identify, design, manage and improve the procedures on a permanent basis.	**2013-2017**	The modernization committee is responsible for the identification of problems and the recommendation of solutions in order to improve the procedures on a permanent basis.
	V.4.3 Modernize clearance through the computerization of procedures.	**2013-2017**	The administration is gradually incorporating all the clearance procedures into the computing system.
	V.4.4 Secure the suspense regimes through the use of computers or any other initiatives, particularly mutual administrative assistance.	**2013-2017**	The administration has taken necessary regulatory measures to ensure a better management of the suspense regimes through the use of computers and the resort to administrative assistance.



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