REGIONAL OFFICE FOR CAPACITY BUILDING

WEST AND CENTRAL AFRICA

REGIONAL STRATEGIC PLAN 2018 - 2022



Dear Colleagues,

In April 2013 in ACCRA, Ghana, on the occasion of our 18th Conférence, we, on the initiative of the Regional Office for Capacity Building for West and Central Africa (ROCB-WCA), took the challenge of modernizing our Administrations by adopting the 2013-2017 Regional Strategic Plan.

During the 2013-2017 period, we all benefited from the support and technical assistance of the ROCB-WCA in the implementation of this plan through various annual roadmaps.

The annual self-assessment exercises to which we have all been subjected by our regional structure for capacity building throughout this period, have given us the opportunity to periodically review our progress and limitations, and therefore, to consider by ourselves, corrective measures.

Dear colleagues, during the year 2017, the ROCB-WCA invited us (Customs administrations, the Regional Vice-Chair, Regional Structures, the WCO Secretariat, Regional Economic Communities etc.) to reflect together on the progress made, the achievements, the difficulties encountered and the shortcomings of the 2013-2017 period, in order to propose precise and relevant guidelines for the development of the 2018-2022 Regional Strategic Plan.

This participatory approach led us to answer the following four fundamental questions for any strategic approach, the answers of which were used in the elaboration of the 2018-2022 Regional Strategic Plan: **Where do we stand at the end of the 2013-2017 Regional Strategic Plan? Where do we want to go in the 2018-2022 cycle?**
How do we get there?
By what means?



Dear Colleagues, the 2018-2022 Regional Strategic Plan has the particularity of introducing results indicators for each action in order to allow administrations to better measure the impact of the reform undertaken.

Let us therefore make the commitment, to the Region and the international Customs community, to get more involved in the implementation of this plan that we adopted in Conakry, Guinea, in April 2018 during our 23rd Conference. Our leadership will be crucial for the success of the Strategic Plan in our respective administrations.

On their part, the Vice-Chair and ROCB-WCA are fully prepared to assist you throughout this process by providing you with all the necessary political and technical support.

We hope that this strategic plan will help to overcome the shortcomings identified in the 2013-2017 cycle and to guarantee the performance of our administrations during the 2018-2022 cycle.

Best regards,

Brigadier General TOUMANI SANGARE Director General of Guinea Customs Vice-Chair of the WCO Council for the WCA Region.

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REGIONAL STRATEGIC PLAN 2018-2022



CONTEXT

In these times of major socio-economic challenges for most of our States, the efficiency, performance and quality of public services have become prime criteria for meeting the ever-changing needs and expectations and the government.

In this context, given their strategic positions in the economies and public finances of our developing States, Customs Administrations are challenged to demonstrate their added value and continually improve their processes.

Indeed, the missions of Customs and the functioning of its services are at the heart of the major issues that are of concern today to citizens and governments, as well as the development partners of our States.

The secure collection of Customs revenue, the fight against fiscal fraud, the protection of the national territory in a global economy which generates not only growth but also new risks, as well as providing support to businesses and the private sector to create added value and jobs, are all missions assigned to the Customs Administrations.

These missions require optimal returns from Customs and necessitate that Customs Administrations should have an organization and a mode of operation that are both relevant and adapted to national requirements and the exigencies of international trade.

In view of this need, the World Customs Organization put in place in 2006, the Columbus Programme aimed at building the capacity of Customs administrations through a Deming-based approach: Planning-Implementation-Evaluation -Adjustment.

The guidelines proposed by the Regional Office of Capacity Building for West and Central Africa (ROCB-WCA) since the launch of its activities in 2009, is in line with this same approach with the particularity of a bias for the organizational development of Customs administrations as a central element of the reform process, notably through a succession of strategic plans.

The objective of this approach is to strengthen the structure and the functioning of our Customs administrations through a global and holistic reform, in order to :

- increase their performance in terms of revenue mobilization;
- improve the quality of services provided to users / customers;
- create a healthy spirit of emulation among staff;
- gain the confidence of the government and stakeholders.

The reference models proposed by the ROCB-WCA are those recommended by the World Customs Organization (WCO) in the area of Customs reforms and certain international standards for strategic management, including the Public Service Common Assessment Framework (CAF model) developed by the European Institute of Public Administrations (EIPA).

The CAF model, implemented since the previous 2013-2017 cycle, has enabled the ROCB-WCA to guide the Customs Administrations of the Region towards an integrated reform of all its components, namely:

- The leadership of its managers;
- The strategic management of the administration;
- The management of its human resources;
- Partnership with its stakeholders;
- Customs Procedures.

These components constituted the five (5) axes of the 2013-2017 Régional Strategic Plan.

At the end of the 2013-2017 cycle, the assessment exercises initiated by the ROCB-WCA throughout the process within the various Administrations, led to the following conclusions:

- The management of Customs administrations is based more on the traditional management system than on appropriate leadership;

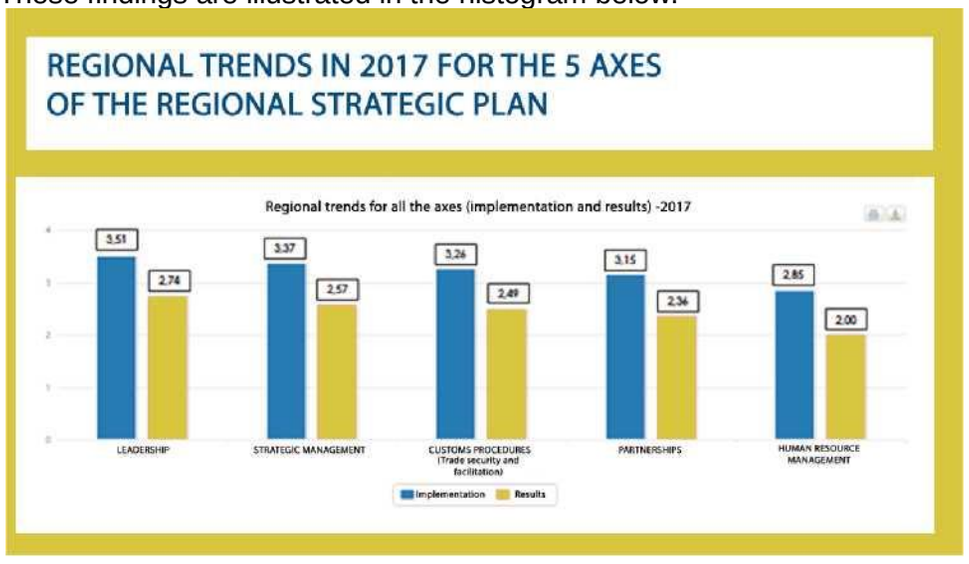
- The strategic approach is increasingly being incorporated into the culture of Customs administrations;

- Human Resource Management remains the Region's major challenge;

- Partnership with the private sector is generally limited to informal consultation frameworks, and regional administrative cooperation (Coaching) is increasingly being resorted to but often lacks funding and monitoring;

- Customs procedures have registered noticeable improvements in terms of revenue security, but are often unsuited to the standards of trade facilitation, protection of society and the fight against fraud.

These findings are illustrated in the histogram below.



Beyond these findings, guidance from other sources have also been incorporated into the 2018-2022 Strategic Plan.

These include challenges spécifie to Customs Administrations, identified by a study conducted within the Region. These challenges include :

- The dematerialization and simplification of procedures;
- The implementation of new control methods based on knowledge of flows, risk analysis and targeting;
- The implementation of external tariffs that are modernized and adapted to the constraints of international trade;
- Supporting businesses to expand in foreign markets;
- The protection of the territory and citizens against the risks of organized cross-border crime;
- The guidelines of the WCO and those of the Regional Economic Communities of West and Central Africa.

The 2018-2022 strategic plan equally incorporates the standards of the Trade Facilitation Agreement (TFA), bearing especially on :

- The expeditious clearance of goods;
- The use of fully automated risk analysis systems;
- The establishment of non-intrusive control mechanisms;
- The introduction of systems for checking tariff classification, valuation and origin with limited human interference;
- Promoting a win-win partnership with the private sector;
- Close collaboration with national government agencies with Customs-related competence;
- Collaboration and exchange of information with Customs administrations of trading partner countries.

All in all, given the current challenges of Customs in our Region the objectives of the 2018-2022 Regional Strategic Plan is :

1. To proceed with the renewal of Customs services in the light of its missions and challenges.
2. To integrate results-based management into the processes of Customs clearance, decision-making and accountability.
3. To promote the reform and renewal of human resources with due regard to the needs of the service;
4. To consolidate partnership with service users/customers and other Customs stakeholders.
5. To transform Customs clearance in order to permanently adapt them to the evolution of commercial and administrative practices.

To achieve these 5 objectives, which correspond to our vision to “Make Customs the best public administration in each member country of the WCA Region", the monitoring and evaluation of the reform process must remain a central pre-occupation.

To this end, the 2018-2022 Regional Strategic Plan takes up the five strategic focus areas of the 2013-2017 plan. Each focus area includes a strategic goal whose implementation is based on operational goals to be achieved.

The operational goals are broken down into actions to be implemented, each with specific implementation and results indicators (in terms of productivity, efficiency and effectiveness), to take into account the impact of the reform on the performance of the Administrations.

Thus, for some actions, the results indicator will relate to performance (in terms of results to be achieved) for others it will be more about perceptions.

This adaptation effected at the evaluation level does not in any way detract from the previous approach. On the contrary, it is part of the consolidation of achievements by placing more emphasis on the evaluation of results.

Such an approach requires the buy-in of all stakeholders (Political Hierarchy, Personnel and Private Sector Partners) in the process, in order to better manage change and anticipate potential conflicts inherent in any change.

At the political level, therefore, it will be necessary before any initiative, to sensitize the oversight authority to obtain its support on the reform envisaged and the possible implications (economic, social and political) that it could have.

At the level of the personnel, it will be a question of placing all the Customs staff at the heart of the changes to come. It is indeed their daily investment and motivation that will ensure the success of the reform.

At the level of our Partners, some targeted communication initiatives will aim at explaining to them our new directions, in order to obtain their adhesion to the reform and motivate the majority to voluntary compliance.

It should be noted that, the elaboration of the 2018-2022 Regional Strategic Plan required the involvement of all stakeholders in the process of modernization of the Customs Administrations of our Region (WCO Secretariat, regional structures, Regional Economic Communities, other development partners ...)

The 23rd Conference of Directors General of Customs which held in April 2018 in Conakry, Guinea, adopted the 2018-2022 Regional Strategic Plan.

This strategic plan will be implemented through annual roadmaps and will be subject to periodic evaluations.

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REGIONAL STRATEGIC PLAN 2018-2022

LEADERSHIP

Leadership is the ability to lead or guide individuals or organizations to achieve assigned goals.

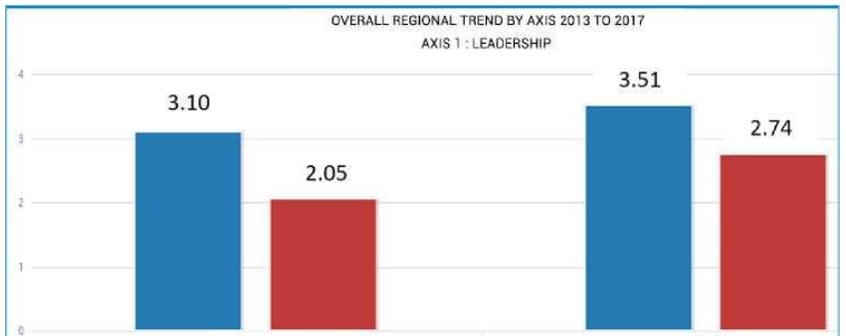
Leadership can therefore be considered as a relationship of mutual trust between the leader and his staff, manifested by the ability of the leader to rally and mobilize internal and even external energies around his vision and action.

From this perspective, the leader is the one who gives direction to his organization and formulates its missions, vision and goals. He also defines, embodies and transmits the values necessary to achieve the goals of his organization.

As part of its capacity building programme for its members, the World Customs Organization (WCO) is paying particular attention to the de- velopment of the leadership of Customs administrations, in view of its impact on service quality and performance.

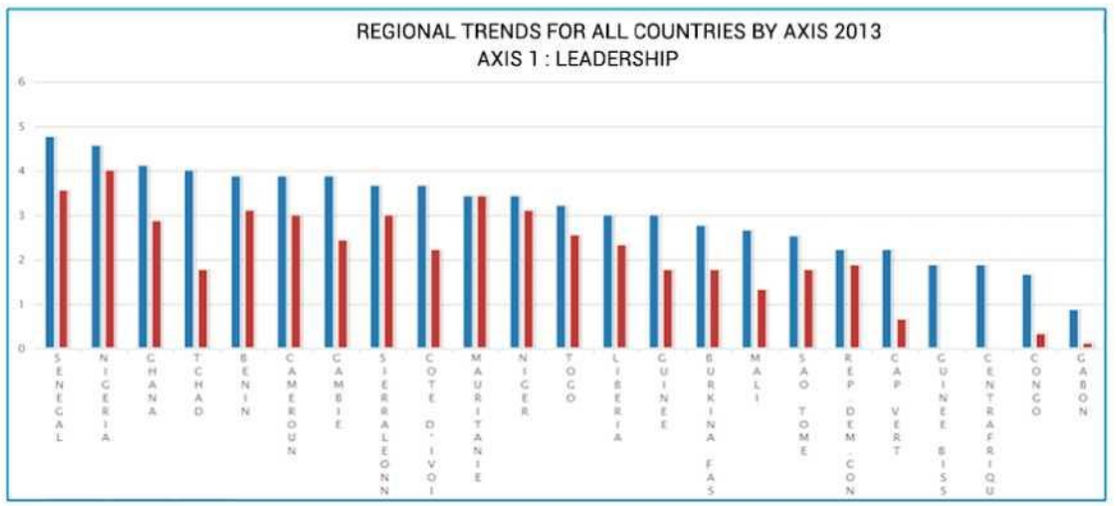
To this end, since 2013, the WCO has launched the Leadership and Management Development Programme (LMD), which has made a si- gnificant contribution to strengthening the leadership capacity of some of the Region's Customs administrations.

In the WCA region, the findings of the evaluation of the 2013-2017 Regional Strategic Plan revealed that the Region achieved some significant results in the Leadership strategic axis as shown in the histogram below.

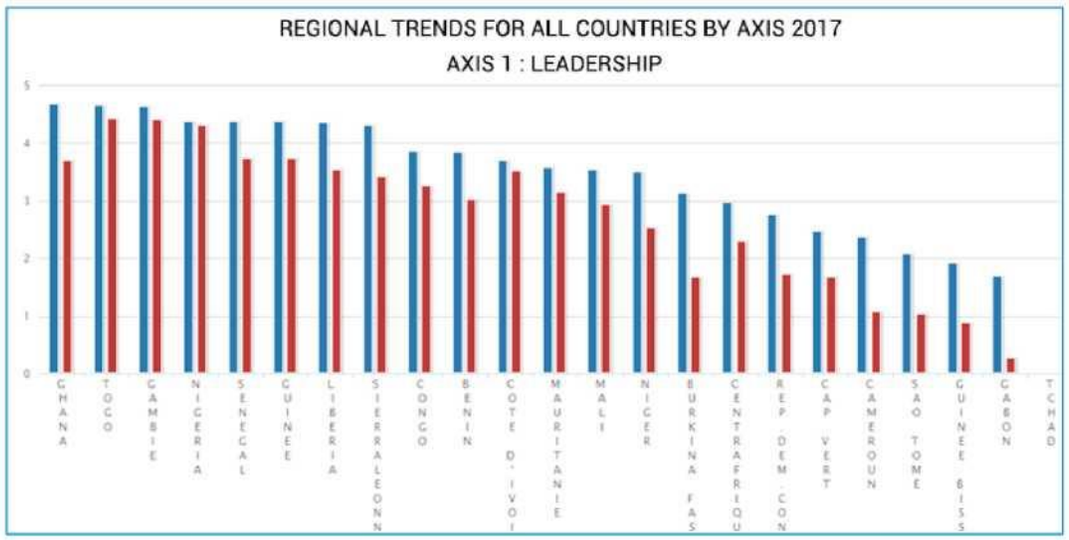


A more detailed analysis of the above histogram shows the implemen- tation (blue) and results (red) levels obtained in the Leadership focus area by all the Customs Administrations of the WCA Region at the be- ginning of the cycle in 2013 and at the end of the cycle in 2017, as il- lustrated by the two histograms below

LEADERSHIP 2013



LEADERSHIP 2017



In general, the assessment of the implémentation of the Leadership strategie axis for the 2013-2017 period shows that several Administrations in the Region have made signifieant progress eoneerning, on the one hand, the development of their missions, vision and values, and on the other hand, the strengthening of relations with stakeholders.

However, these gains will need to be eonsolidated during the 20182022 planning eyele.

Beyond these aehievements, the results of the 2013-2017 period also revealed that some administrations still faee ehallenges in finding the appropriate meehanisms to motivate their staff to behave in an exemplary manner, and to ereate a work environment eondueive to exeellenee and high performanee.

The need, on the one hand, to eonsolidate the gains of the preeeding period and on the other hand, to find solutions for the shorteomings observed in the implementation of the Leadership strategie axis during the 2013-2017 period, explains why this strategie foeus area has been earried forward to the 2018-2022 strategie plan.

For the 2018-2022 eyele, the following strategie goal has been assigned in the Leadership strategie foeus area, to the heads of the Customs administrations of the WCA Region : **«Ensure proper steering of the service and create an environment in which the administration and its staff can excel."**

Customs administrations of West and Central Afriea will therefore have to aehieve this strategie goal for the period 2018-2022, by implementing the following operational goals:

1. Manage effectively the administration, its performance and its continuous improvement.
2. Motivate the staff to conduct themselves in an exemplary manner.
3. Constantly improve the socio-professional environment of staff.
4. Constantly improve relations with all stakeholders of the administration, particularly the political sphere.

STRATEGIC FOCUS 1 - LEADERSHIP

Strategie goal : Ensure proper steering of the service and create an environment in which the administration and its staff can excel.

Operational goals :

I. 1. Manage effectively the administration, its performance and its continuous improvement ;

I. 2. Motivate the staff to conduct themselves in an exemplary manner ;

1.3. Constantly improve the socio-professional environment of staff ;

1.4. Constantly improve relations with all stakeholders of the administration, particularly the political sphere.

Strategie goal : Ensure proper steering of the service and create an environment in which the administration and its staff can excel

Operational goals	Actions	Implementation (Output) indicators	Timeline	Results indicators (outcomes)
I. 1. Manage effectively the administration, its performance and its continuous improvement.	**I.1.1.** Give direction to the Administration by developing its mission, vision and values.	The Administration has vision, mission and values state- ments that are known by all staff		At least 70% of staff adhere to the vision, mission and values of the administration.
	I.1.2. Establish principles and mechanisms for the emergence of innovative ideas and efficient initiatives within the administration.	The Administration has inter- nal consultation frameworks to stimulate the emergence of ideas aimed at improving service functioning and performance. (Ex: meetings, forums, communication plat- forms, suggestion boxes, hotline...).		At least 70% of the staff of the administration have the opportunity to express their opinions, make comments and proposals for the improvement and performance of the service.

Strategie goal : Ensure proper steering of the service and create an environment in which the administration and its staff can excel

Operational goals	Actions	Implementation (Output) indicators	Timeline	Results indicators (outcomes)
	I.1.3. Establish a formai in-ternai framework to identify potential sources of conflict and take appropriate action.	The Administration has put in place an appropriate and operational structure or me-chanisms to anticipate or ef-fectively manage conflicts related to the execution of service.		At least 70% of the admi-nistrations staff have the possibility to use the internal structures or mechanisms put in place by the Customs for the settlement of disputes related to the execution of service.
	I.1.4. Continue the process of taking back ownership of outsourced Customs func-tions, particularly with regard to inspection companies, in accordance with the Niamey Declara- tion. **(Réf : TFA Art 10, 5).**	The Administration has put in place an action plan enabling it to gradually reclaim the out-sourced Customs functions.		At least 80% of Customs functions are performed by the Administration, particularly with regard to procedures, tariff classifi-cation, valuation and ori-gin.
	I.1.5. Revitalize the structure in charge of the moderniza-tion process.	The structure in charge of re-form (e.g. modernization committee) is operational and has the means necessary to carry out its mission (work tools, training, and motivation of members ...).		The modernisation com-mittee meets at least four (4) times a year

Strategie goal : Ensure proper steering of the service and create an environment in which the administration and its staff can excel

Operational goals	Actions	Implémentation (Output) indicators	Timeline	Results indicators (outcomes)
	I.1.6. Establish mechanisms to ensure accountability of managers	Goals on service quality and performance are periodically set for service managers, for which they have to render account.		At least 60% of the heads of departments are assessed annually against the objectives set and based on well- defined performance criteria.
	I.1.7. Strengthen the organizational and functional capacities of the ROCB National Capacity Building Contact Point.	A Capacity Building Contact Point is formally designated in accordance with the general strategy document on the role of contact points and has been provided with the means necessary for his effectiveness.		The Contact Point effectively plays its role of interface and change agent in accordance with the general strategy document on the role of Capacity Building Contact Points **(Joint Assessment Administration/ROCB-WCA)**
	I.1.8. . Strengthen the organizational and functional capacities of the RILO National Correspondent.	A National Correspondent for the RILO has been formally designated and has been provided with the means necessary for his effectiveness.		At least 80% of information collected on fraud and cross-border crime is captured in the CEN and contributes significantly to the detection of customs offenses at the national level.

Strategie goal : Ensure proper steering of the service and create an environment in which the administration and its staff can excel

Operational goals	Actions	Implementation (Output) indicators	Timeline	Results indicators (outcomes)
I. 2. Motivate the staff to behave in an exemplary manner.	**I.2.1.** Put in place strategies or mechanisms to encourage staff to develop their skills.	The Administration has esta- blished principles by which additional certificates, inter- nships, ongoing training etc. are taken into account for the evaluation, promotion and motivation etc. of staff.		At least 10% of the staff have applied for or benefited from training courses or pro- fessional competitive exams during the year to improve their skills.
	I.2.2. Establish a mecha- nism to recognize and re- ward the merits of the departments or services.	The exemplary performances of the departments or services are identified and re- warded periodically according to objective criteria.		At least 50% of the staff and the departments are satis- fied with the merit recogni- tion and reward mechanism put in place by the administration.

Strategie goal : Ensure proper steering of the service and create an environment in which the administration and its staff can excel

Operational goals	Actions	Implementation (Output) indicators	Timeline	Results indicators (outcomes)
I.3 Constantly improve the socio-professional environment of staff.	**I.3.1.** Establish socio-cultural activities within the administration.	The Administration periodically organizes socio-cultural activities (Ex: recreational outings, sports activities, Customs days ...) for staff.		At least 70% of the staff are satisfied with the socio-cultural activities organized du- ring the year by the administration.
	I.3.2. . Establish a mutual solidarity system within the administration.	The Administration has established an effective mutual solidarity mechanism (for deaths, births, marriages, loans ...) for the benefit of its staff.		At least 70% of staff are satisfied with the welfare and mutual solidarity mechanism.
	I.3.3. Provide staff with adequate infrastructure and equipment for the proper execution of their tasks.	The Administration has adequate buildings, offices, equipment and materials that conform to the standards of safety, hygiene and quality of service.		At least 70% of staff are satisfied with the facilities and equipment available for the proper performance of their duties.

Strategie goal : Ensure proper steering of the service and create an environment in which the administration and its staff can excel

Operational goals	Actions	Implementation (Output) indicators	Timeline	Results indicators (outcomes)
	I.3.4.. Establish mecha- nisms for adéquate medical and social care of staff.	The Administration has put in place a medico-social system (e.g.: health coverage, medical evacuations, accidents, loans ...) for the benefit of its staff		At least 70% of staff are satisfied with the medical and social care system.
I.4 Constantly improve relations with all stake-holders of the administra-tion, particularly the political sphere.	**I.4.1.** Establish relationships of trust with oversight autho-rities and the political sphere.	Frameworks have been set up for periodic consultation and collaboration between the Administration and its oversight authority.		At least 60% of the reform or modernization proposals or projects initiated by the Administration during the year are accepted and supported by the oversight authority.
	I.4.2. Establish relationships of trust with staff and personnel associations.	Frameworks have been set up for periodic consultation and collaboration between the staff, the staff associations and the Administration in the taking of certain decisions.		At least 70% of staff and staff associations are satisfied with the collaboration with the hierarchy of the Administration and their level of involvement in the making of certain decisions.

Strategie goal : Ensure proper steering of the service and create an environment in which the administration and its staff can excel

Operational goals	Actions	Implémentation (Output) indicators	Timeline	Results indicators (outcomes)
	I.4.3. Establish relationships of trust with partners of the Administration.	Frameworks have been instituted for periodic consultation and collaboration between the Administration and its public and private sector partners in the taking of certain decisions.		At least 60% of public and private sector partners are satisfied with their collaboration with the Administration and their level of involvement in making certain decisions.
	I.4.4. Implement an external communication strategy to continuously improve the image of the service.	The Administration has an operational communications strategy and an effective public relations structure.		At least 60% of citizens have a better understanding of the functioning of the Administration and a better perception of Customs officers.
	I.4.5. Develop projects that meet the strategic needs of the administration, for presentation to donors / technical partners.	For each specific need requiring external funding, the Administration has projects to submit to potential donors / technical partners.		At least 50% of the projects proposed by the administration have been selected by the donors.

STRATEGIC MANAGEMENT

Strategie management is the coordination of all interdependent activities of an organization to contribute to its overall performance. It enables the translation of the missions and vision of the organisation into concrete actions, by means of a strategy that embodies goals to be achieved, the means of achieving them and timelines.

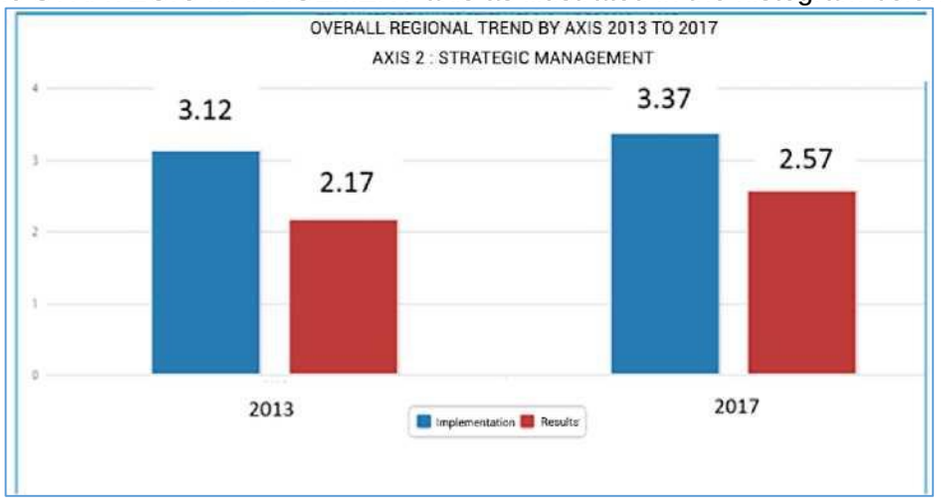
To ensure success, strategy needs to be translated into a plan, an implementation initiative and a monitoring and evaluation framework.

To assist Member Administrations in their reform and modernization process, the World Customs Organization (WCO) launched the COLUMBUS Programme in 2006, with a special focus on STRATEGIC MANAGEMENT.

Concerning Customs in the WCA Region, the conclusions of the Phase 1 (Diagnosis) of the COLUMBUS Programme formally established that most Member Administrations faced shortcomings in strategic management. This handicap had a negative impact on the functioning and performance of Customs services.

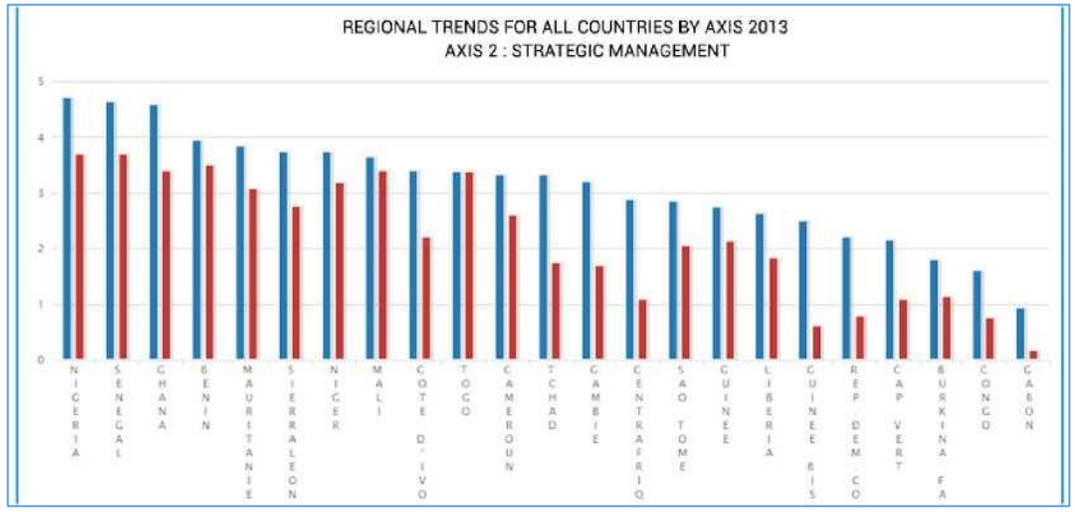
It is for this reason that strategic management was made a priority axis in the 2009-2013 and 2013-2017 regional strategic plans.

The various evaluation reports on the implementation of the 2013-2017 Regional Strategic Plan, show that the Region made some progress in the STRATEGIC MANAGEMENT axis as illustrated in the histogram below.

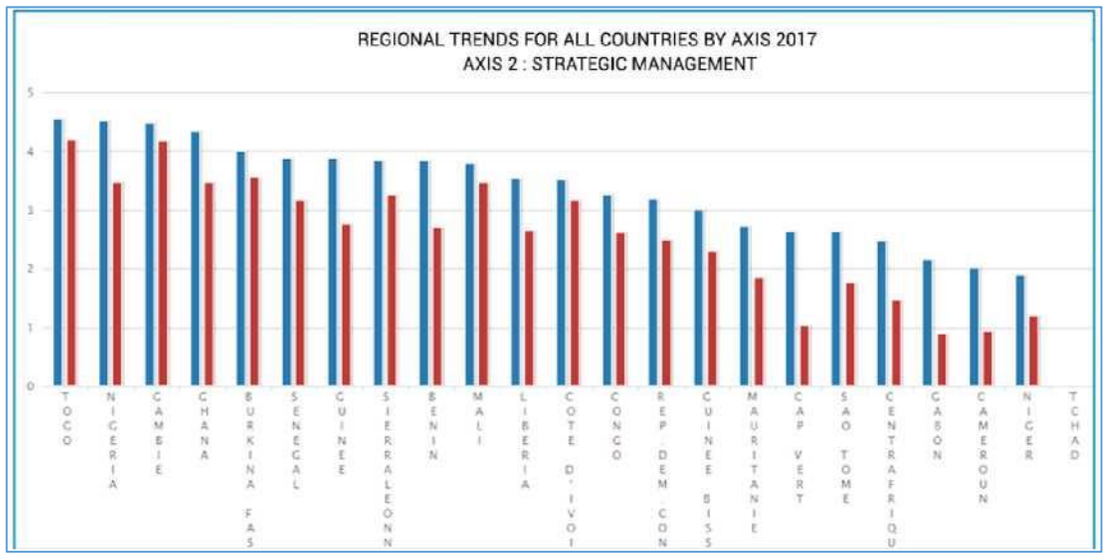


A more detailed analysis of the above histogram highlights the implementation (blue) and results (red) levels achieved in the STRATEGIC MANAGEMENT strategic axis by all the Customs Administrations of the WCA Region, at the beginning of the cycle in 2013, and at the end of the cycle in 2017, as illustrated by the two histograms below.

STRATEGIC MANAGEMENT 2013



STRATEGIC MANAGEMENT 2017



The various annual évaluations of the 2013-2017 cycle, reveal that the strategie management approach has been adopted by all the administrations of the WCA Region.

Progress was registered in the implementation of the strategie management axis during this cycle, partieularly with regard to the following objectives:

Objective 1 : Collect information on current and future needs of the administration and its stakeholders;
Objective 2 : Plan, implement and independently evaluate the modernization and innovation process;
Objective 3 : Develop and implement a management system to pilot the administration, its performance and change.

These achievements could possibly be explained by the setting up in each member administration of a structure in charge of modernization and by the development of national action plans.

However, some challenges still persist within the Customs administrations of the WCA Region, particularly with regard to the development of internal skills in strategic management and in monitoring and evaluation, to enable the administrations to manage their reform processes in an autonomous manner and adapt their strategies to national realities.

In addition, some administrations still limit themselves to the implementation of planned actions. The stages of the monitoring and evaluation of the reform process and eventual adjustment of actions remain in general little applied.

For the 2018-2022 cycle, the strategic goal assigned to the members of the Region in the STRATEGIC MANAGEMENT focus area is to: **"Develop a management system to continuously improve the performance of the administration"**

This strategic goal will be achieved through the following two (2) operational goals:

1. Institutionalize strategic planning activities within the administration;
2. Effectively manage the process of reform and modernization to ensure the performance of the administration.

STRATEGIC FOCUS 2- STRATEGIC MANAGEMENT

Strategie goal : Develop a management system to continuously improve the performance of the administration

Operational goals :

II.1 Institutionalize strategic planning activities within the administration.

II.2 Effectively manage the process of reform and modernization to ensure the performance of the administration.

Strategie goal : Develop a management system to continuously improve the performance of the administration

Operational goals	Actions	Implementation (Output) indicators	Timeline	Results indicators (outcomes)
II.1. institutionalize strategie planning activities within the administration.	**II.1.1.** Systematically conduct a diagnostic study of the administration to iden- tify its strengths, weak- nesses, opportunities and threats.	At least one diagnostic study is conducted per year and the Administration has up-to-date information on the evolution of international trade, the se- curity and health situation at the national level, as well as any other information that may have an impact on the Administration.		At least 60% of the relevant re- commendations from the diag- nostic study for the year are taken into account by the ad- ministration.
	II.1.2. Collect and analyze periodically, information on the current and future needs of customers/users and other stakeholders.s.	At least one customer/user and stakeholder needs analysis study is conducted an- nually and the Administration has up- to-date information on their concerns.		At least 60% of the relevant re- commendations from the needs analysis of customers/users and stakehol- ders for the year are taken into account by the Administration.
	II.1.3. Develop a multi-year strategic plan for the admi- nistration based on the infor- mation gathered, including the guidelines of the regio- nal strategic plan and other relevant guidance.	The Administration has a multi- year strategic plan that includes medium and long- term objectives, timelines, ex- pected outcomes, the resources needed as well as any other useful information for its effective and efficient implementation.		The Administration implements and evaluates the strategic plan at least one (1) time a year and, if necessary, adapts it to national constraints and changes in international trade.

Strategie goal : Develop a management system to continuously improve the performance of the administration

Operational goals	Actions	Implementation (Output) indicators	Timeline	Results indicators (outcomes)
	II.1.4. Implement an annual action plan in line with the national strategie plan, defi- ned priorities and develop- ments in the Administrations environment.	An action plan including the initiatives of the Strategic Plan to be implemented during the current year is available.		The Administration implements and evaluates the annual action plan at least four (4) time a year and, if necessary, adapts it to national constraints and changes in international trade.
	II.1.5. Systematically evaluate the process of reform and modernization.	At least four (04) times a year, the modernization committee meets to assess the level of implementation and outcomes of all actions initiated as part of the reform process; it takes note of progress made and the limitations and proposes adjustment measures.		At least 80% of the actions of the national strategic plan, pro- jects and programmes of the administration planned for the current year are implemented.
II.2. Effectively manage the process of reform and modernization to en- sure the performance of the administration.	**II.2.1.** Put in place mecha- nisms to gain staff buy-in of the adopted strategy.	The Administration communi- cates and regularly sensitizes staff on its strategy and its evolution.		At least 60% of staff unders- tand and adhere to the stra- tegy deployed by the top management of the Adminis- tration.
	II.2.2.Establish within the ad- ministration mechanisms for measuring the performance of the various services.	The Administration has put in place performance measure- ment mechanisms which spe- cify for each service, measurable and quantifiable results to be achieved		At least 60% of the Administra- tions services have a document that specifies their performance and quality indicators.

Strategie goal : Develop a management system to continuously improve the performance of the administration

Operational goals	Actions	Implémentation (Output) indicators	Timeline	Results indicators (outcomes)
	II.2.3 Set up an information system for daily management of performance (Management Information System).	The Administration has an operational automated system that allows decision-ma- kers to continuously have relevant and up-to-date information on key performance indicators and the functioning of the services (achieve- ments, difficulties, possible solutions ...).		At least 70% of key performance indicators and information on service operations are tracked and continuously pro- cessed by the automated system implemented for that purpose (Management Information System).
	II.2.4. Establish an internai communication system that promotes the flow of infor- mation from top management to the services and vice versa.	The Administration has an in- ternal communication system, including structured mecha- nisms (Ex: E-mail, intranet, internet, SMS, etc. ...), through which staff have access to information on service matters and managers also receive information from the departments.		At least 80% of information on service matters is dissemina- ted through structured mecha- nisms (Ex: E-mail, intranet, internet, SMS, etc. ...).

Strategie goal : Develop a management system to continuously improve the performance of the administration

Operational goals	Actions	Implémentation (Output) indicators	Timeline	Results indicators (outcomes)
	II.2.5. Develop a master plan for fast recovery of the functioning of the adminis- tration after disaster (war, fire, epidemics, natural disaster ...)	A master plan for rapid reco- very of the functioning of the Administration after disaster is available and ready for use and a simulation is performed at least once a year.		At least 80% of the services are likely to be functional in a timely manner to ensure the continuity of the system after disaster.
	II.2.6. Develop an IT secu- rity policy.	An IT security policy is availa- ble and regularly undated.		The Administration's IT system is secure against any mali- cious internal or external intrusion.
	II.2.7. Conduct periodically, opinion surveys on the level of customer satisfaction with the services of the Customs administration	The findings of customer/user opinion surveys are available and measures are taken to continuously improve their level of satisfaction.		At least 70% of customers/users are satisfied with the quality of Customs services.
	II.2.8. Periodically evaluate the level of staff satisfaction with the functioning of the administration.	The findings of staff satisfaction surveys are available and steps are being taken to continuously improve their level of satisfaction.		At least 60% of staff are satisfied with the organization and functioning of the Administration.

HUMAN RESOURCE MANAGEMENT

Human Resource Management is a set of practices designed to administer, mobilize, manage, develop and promote the blossoming of acquired and potential skills of the people who carry out the activities of the organization.

Effective management of human resources enables the organization to achieve its strategic goals and improve its results.

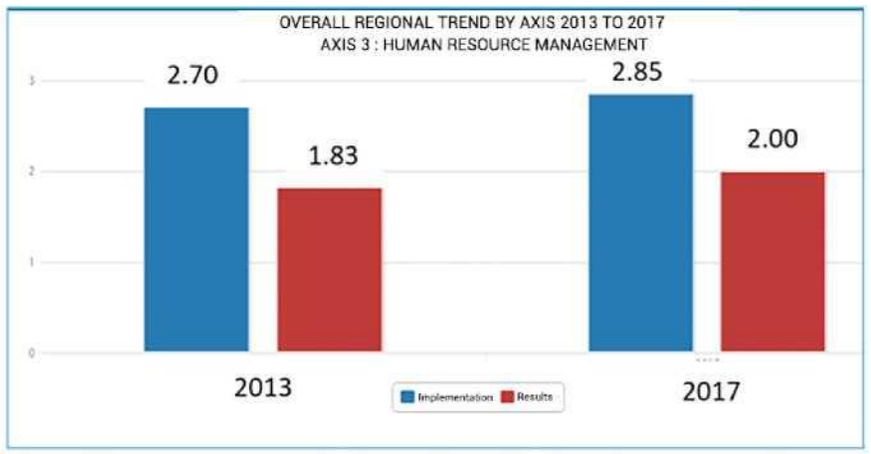
Achieving good results in an administration therefore depends on the quality of the men and women who animate it, hence the importance of efficient and effective management of its human resources.

To assist member administrations in their reform and modernization process, the World Customs Organization (WCO) launched in 2012, the West Africa Customs Administrations Modernization (WACAM) Project.
Despite these shortcomings, the Region made some progress in the

This project places special emphasis on human resource management by providing the Region's administrations with tools in this area.

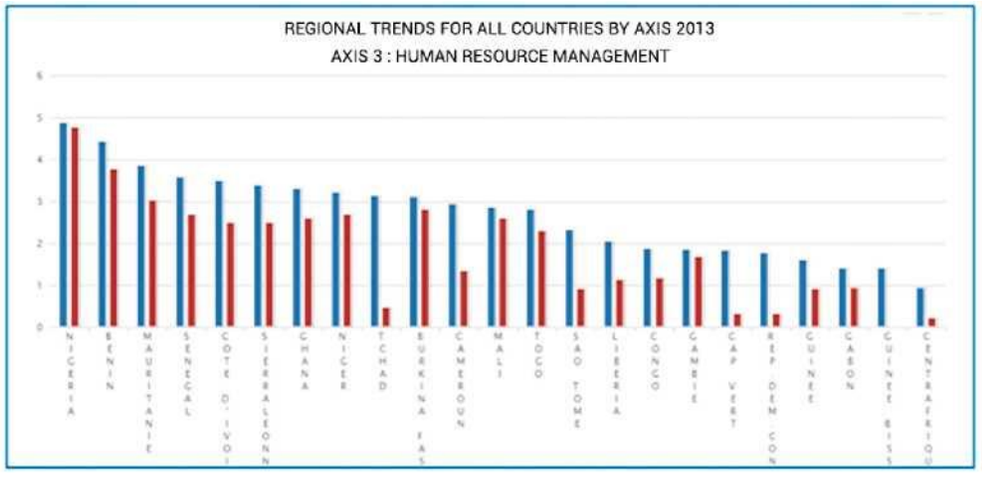
At the level of the AOC Region, the various evaluations of the 20092013 and 2013-2017 Regional Strategic Plans revealed that human resource management remains the main challenge for member administrations, particularly because of a lack of autonomy in HRM and lack of an appropriate strategic approach.

HUMAN RESOURCE MANAGEMENT axis during the 2013-2017 period, as shown in the histogram below.

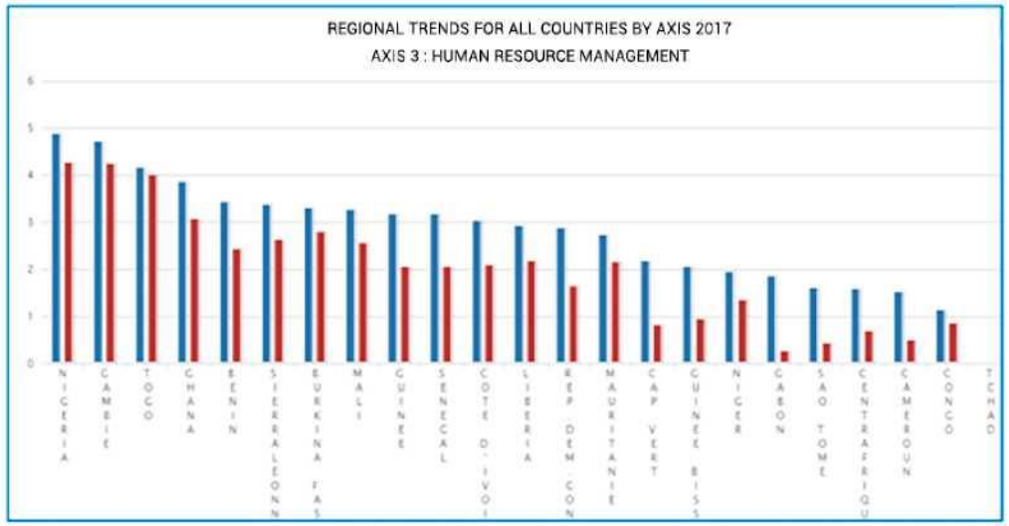


A more detailed analysis of the above histogram highlights the implementation (blue) and results (red) levels achieved in the HUMAN RESOURCE MANAGEMENT axis by all the Customs Administrations of the WCA Region, at the beginning of the cycle in 2013, and at the end of the cycle in 2017, as illustrated by the two histograms below..

HUMAN RESOURCE MANAGEMENT 2013



HUMAN RESOURCE MANAGEMENT 2017



The findings of the évaluation of the implémentation of the HUMAN RESOURCE MANAGEMENT reform axis during the 2013-2017 period, revealed that some Customs Administrations in the Region have achieved significant levels regarding the establishment of internal mechanisms to promote ethics, good governance and team spirit.

The same findings revealed that most Customs administrations in the Region were not only faced difficulties in planning, recruiting, managing and improving their human resources in a transparent manner, consistent with the needs of the service and the process of modernization and development, but also had challenges to develop the skills of their staff to cope with changes in international trade and the evolving needs of the service.

For the 2018-2022 cycle, the strategic goal of the HUMAN RESOURCE MANAGEMENT focus area is for the heads of Customs administrations in the WCA Region to: **"Establish an efficient management of human resources to optimize the performance of the administration ".**

The Customs administrations of the West and Central Africa Region will therefore have to achieve this strategic goal through the implementation of the following operational goals:

1. **Ensure effective management of the workforce, jobs and skills.**
2. **Ensure the professionalization of Customs staff and the continuous development of their skills.**
3. **Strengthen integrity, ethics and good governance within the administration.**

STRATEGIC FOCUS 3- HUMAN RESOURCE MANAGEMENT

Strategie goal: Establish an efficient management of human resources to optimize the performance of the administration.

Operational goals:

III.1 Ensure effective management of the workforce, jobs and skills.

III.2 Ensure the professionalization of Customs staff and the continuous development of their skills.

III.3 Strengthen integrity, ethics and good governance within the administration.

Strategie goal : Establish an efficient management of human resources to optimize the performance of the administration

Operational goals	Actions	Implementation (Output) indicators	Timeline	Results indicators (outcomes)
III.1. Ensure effective management of the workforce, jobs and skills.	**IIII.1.1.** Develop and adopt a competency-based Human Resource Management (HRM) strategy.	The Administration is implementing, in an effective and efficient manner, a Human Resource Management Strategy that comprises timelines, the expected results, the resources needed as well as any other useful information		The Administration evaluates at least two (2) times a year, its HRM strategy and adapts it to the evolution of its needs.
	I**II.1.2.** Develop and adopt competency-based Human Resource Management (HRM) tools, including: - A job catalogue - A competency catalogue - A competency dictionary - Job descriptions - Etc.	The Administration is using a job catalogue, a competency catalogue, a competency dictionary and job descriptions and other tools recommended by the WCO, to effectively manage its human resources		At least 80% of the competency-based HRM tools recommended by the WCO are used within the Administration to effectively manage its human resources.

Strategie goal : Establish an efficient management of human resources to optimize the performance of the administration

Operational goals	Actions	Implémentation (Output) indicators	Timeline	Results indicators (outcomes)
	III.1.3. . Collect periodically in collaboration with all services, the human resource needs of the administration in line with the competency approach.	The human resource needs of the services are identified every year, basing on the competency approach and, according to their relevance, taken into account in the functioning of the Administra-tion.		At least 60% of the priority HRM needs for the year are taken into account by the Administration.
	III.1.4. Develop a multi-year staff recruitment plan based on identified needs and the competency approach.	The Administration has an updated recruitment plan in line with the needs of the services, including the number and profile (quality, competency, qualification ...) of the staff to be recruited.		The multi-year recruitment plan is updated at least once a year in line with the actual needs of the Administration.
	III.1.5. Establish a compe-tency-based system of selection and recruitment of staff.	The Administration uses com-petency criteria to recruit or intervene in the selection of its staff.		At least 60% of the administra-tions needs in staff (number and quality) for the year are met on the basis of the competency approach.
	III.1.6. Establish a staff mobility system based on objective and transparent criteria.	Assignments and transfers to different positions are done transparently on the basis of objective criteria that are known to all.		At least 60% of staff are satis-fied with the staff mobility mechanism (equity, transpa-rency, objectivity) set up by the Administration.

I

Strategie goal : Establish an efficient management of human resources to optimize the performance of the administration

Operational goals	Actions	Implementation (Output) indicators	Timeline	Results indicators (outcomes)
	III.1.7. Establish a competency-based staff performance management system.	The Administration has a staff performance management system and annual evaluation reports are available.		At least 60% of the Administrations staff were evaluated during the year to measure their performance.
	III.1.8. Establish a system of reward and motivation of staff based on performance and competence.	The Administration has a mechanism to identify and reward acts of bravery, exemplary behaviour, honou- rable attitudes, etc. of its staff.		At least 60% of staff are satisfied with the mechanism of reward f deserving staff (fairness, transparency, objec- tivity) put in place by the Administration.
	III.1.9. Computerize HRM processes, including: - The administrative processes of HRM (payroll, request for leave, career follow-up ...); - Performance management;	Recruitment, career management, performance management as well as all other HR administrative processes are managed by an IT application.		At least 80% of HRM processes are computerised.

Strategie goal : Establish an efficient management of human resources to optimize the performance of the administration

Operational goals	Actions	Implementation (Output) indicators	Timeline	Results indicators (outcomes)
	III.1.10. Carry out and présent to the government, a study demonstrating the need for the Customs administration to take ownership of the recruitment process of its staff.	A position paper on the need for Customs to take ownership of the recruitment process for its staff has been forwarded to the government.		The Administration performs by itself at least 60% of the functions related to the recruit-ment process of its staff.
III.2. Ensure the profes-sionalization of Customs staff and the continuous development of their skills.	**III.2.1.** Identify the Adminis-tration^ needs for initial and continuous training using the competency approach.	The initial and continuous training needs have been identified and are constantly updated in line with changes within the service and changes in international trade.		At least 60% of the priority needs for initial and continuous training of the year are taken into account by the Administration.
	III.2.2. Develop a compe-tency-based initial training strategy that satisfies the needs of the Administration.	The Administration has an ini-tial training strategy which is periodically updated to take into account changes within the service and changes in international trade.		At least 90% of newly recruited staff receive quality initial training in line with international standards.

Strategie goal : Establish an efficient management of human resources to optimize the performance of the administration

Operational goals	Actions	Implémentation (Output) indicators	Timeline	Results indicators (outcomes)
	III.2.3. Develop a compe- tency-based continuous trai- ning strategy that meets the needs of the Administration.	The Administration has a continuous training strategy which is periodically updated to take into account changes within the service and changes in international trade.		At least 10% of the staff already in service receive per year, quality continuous training in line with international standards.
	III.2.4. Put in place internai mechanisms to guide and assist new recruits.	The Administration has put in place internal mechanisms to guide and assist new recruits, including mentoring, indivi- dual coaching and individual counseling.		At least 80% of new recruits benefit from personalized follow-up.
	III.2.5. Develop a training strategy that includes the use of e-learning.	The Administration has a trai- ning strategy that incorpo- rates the use of IT tools for learning, especially the E- learning application of the WCO.		At least 60% of the modules used for initial and continuous training of staff of the adminis- tration are incorporated in IT tools, especially the WCO E-learning.

Strategie goal : Establish an efficient management of human resources to optimize the performance of the administration

Operational goals	Actions	Implémentation (Output) indicators	Timeline	Results indicators (outcomes)
	III.2.6. Develop and deliver a management development programme especially in the area of leadership and strategie management.	The Administration has a leadership and management development programme for its staff.		At least 10% of senior management staff receive annual refresher training to update and improve their knowledge of Leadership and Strategic Management.
	III.2.7. Develop and continuously strengthen the administration^ pool of trainers.	The Administration has a pool of trainers and builds their capacity on an ongoing basis, to update and improve their knowledge in their areas of expertise, especially in pedagogy and training engineering.		At least 50% of the trainers in the Administration receive refresher training per year
	III.2.8. Develop tools and mechanisms to systematically evaluate all training activities.	The Administration has developed tools and mechanisms to evaluate training activities		At least 80% of training activities are systematically evalua- ted per year and are adjusted according to the observed limitations.

Strategie goal : Establish an efficient management of human resources to optimize the performance of the administration

Operational goals	Actions	Implementation (Output) indicators	Timeline	Results indicators (outcomes)
	III.2.9. Periodically build the capacities of the staff of the HR department in their area of expertise.	The Administration has put in place a capacity building programme for its HRM staff, to continuously update and improve their knowledge in their areas of expertise.		At least 10% of the staff in charge of the Administration's human resources receive refresher training every year.
III.3. Strengthen integrity, ethics and good gover- nance within the administration.	**III.3.1.** Provide the departments in charge of control and internal audit with the regulatory, human, material and financial means needed for the effective accomplishment of their mission.	The departments in charge of control and internal audit are operational and periodically conduct internal controls on the quality of service delivery, ethics and professional conduct.		At least 30% of the services of the Administration are audited or controlled per year.
	III.3.2. Develop a code of good conduct within the Administration including attitudes to be adopted during and outside the service hours, as well as sanctions associated with deviant behaviour.	The Administration has a code of good conduct known and respected by all staff.		Reduction in the number of complaints against Customs officers and Customs services by at least 20% per year.

Strategie goal : Establish an efficient management of human resources to optimize the performance of the administration

Operational goals	Actions	Implementation (Output) indicators	Timeline	Results indicators (outcomes)
	III.3.3. Put in place a programme to promote integrity and good governance.	Customs staff benefit each year from an integrity and good governance promotion programme.		At least 60% of customers/users are satisfied with the behavior of Customs officers
	III.3.4. Put in place procedures or mechanisms by which customers/users can report, in all safety, the mal- functions of the service and breaches of the rules of ethics and good gover- nance.	The Administration has put in place procedures or mechanisms to enable Customers/users to denounce, without any fear whatsoever, the malfunctions of the service and the breaches of the rules of ethics and good governance. (E.g. toll-free hotline, suggestion box email, internet, sms, etc.)		At least 60% of customers/users are satisfied with the mechanism put in place by the Customs allowing them to denounce without fear, the malfunctions of the service.

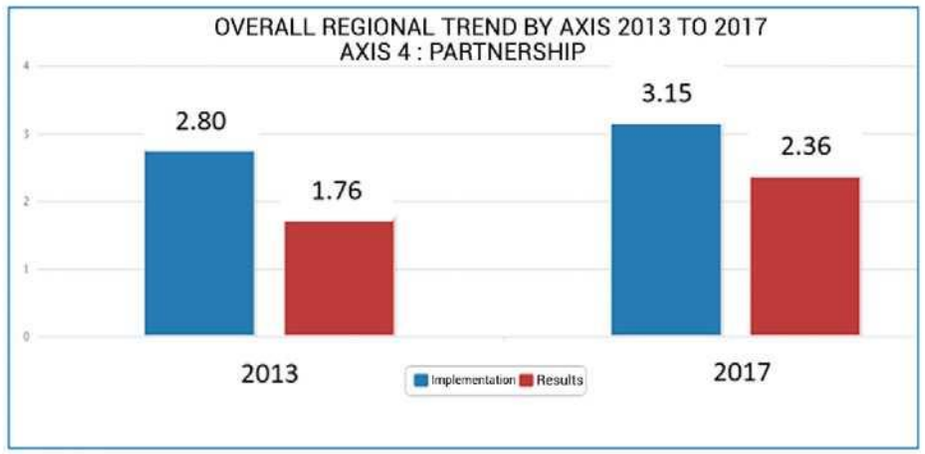
PARTNERSHIP

Partnership can be considered as an association of different stakeholders in one or more sectors of activity, who agree to collaborate in order achieve a common goal.

The Revised Kyoto Convention (RKC) and the WCO SAFE Framework of Standards require that Customs administrations and stakeholders should cooperate, to effectively manage the movement of goods and facilitate trade through three types of partnerships:

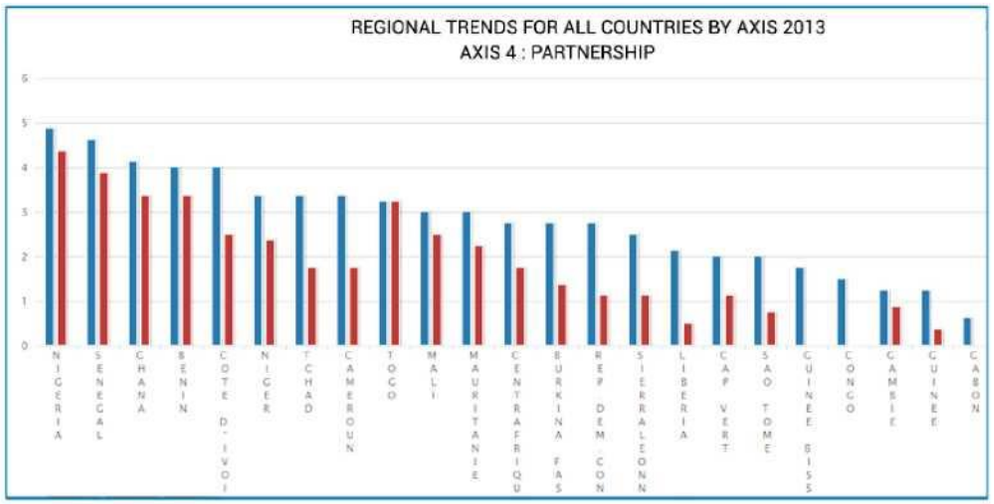
- Customs-Customs Partnership;
- Customs-Business Partnership;
- The Customs-Other Government Agencies Partnership.

The reports of the evaluation of the 2013-2017 Strategic Plan of the WCO-WCA Region revealed that the Administrations of the region have made noteworthy progress in the area of partnership as illustrated in the histogram below.

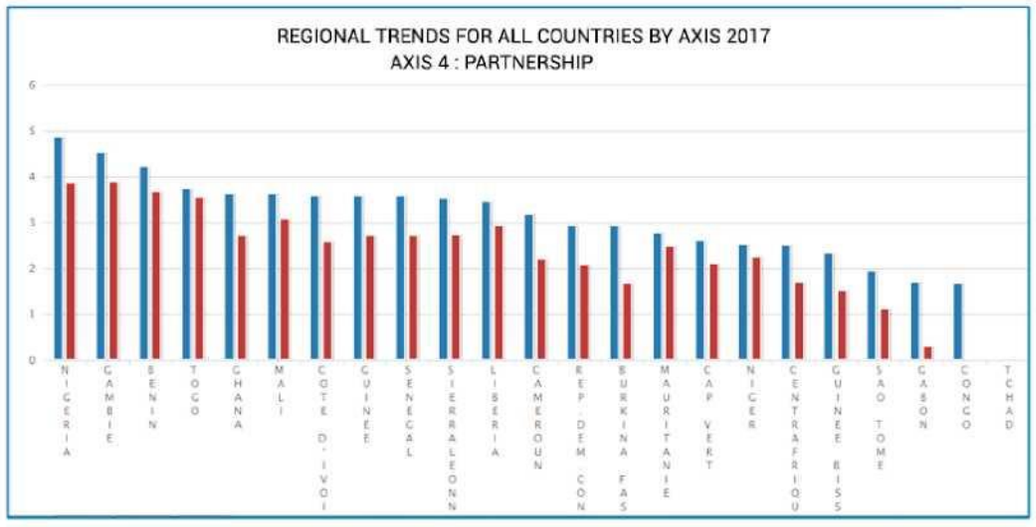


A more detailed analysis of the above histogram highlights the implementation (blue) and results (red) levels achieved in the PARTNERSHIP strategic axis by all the Customs Administrations of the WCA Region, at the beginning of the cycle in 2013, and at the end of the cycle in 2017, as illustrated by the two histograms below.

PARTNESHIP 2013



PARTNESHIP 2017



In general, the assessment of the implémentation of the PARTNERSHIP axis over the period 2013-2017, shows that several Administrations in the Region have made signifieant efforts, on the one hand in their partnership with the private seetor, and on the other hand in their collaboration with other national administrations whieh have Customs-related competences.

However, the aetions of the Strategie Plan whieh had to do with partnership with the other Customs administrations experieneed a low level of implementation.

For the 2018-2022 period, the members of the AOC Region will have the following strategie goal to aehieve in the PARTNERSHIP strategie foeus area: "**Develop lasting coopération and partnership relationships with all stakeholders of the Customs administration."**

This strategie goal eomprises three (3) operational goals as follows:

1. **Strengthen strategic cooperation with other Customs administrations;**
2. **Strengthen strategic partnerships with the private sector;**
3. **Strengthen strategic cooperation with other national government agencies that have Customs-related missions**

STRATEGIC FOCUS 4- PARTNERSHIP

Strategie goal : Develop lasting coopération and partnership relationships with all stakeholders of the Customs administration.

Operational objectives :

IV.1 Strengthen strategic cooperation with other Customs administrations;

IV.2 Strengthen strategic partnerships with the private sector;

IV.3 Strengthen strategic cooperation with other national government agencies that have Customs-related missions.

I

Strategie goal : Develop lasting coopération and partnership relationships with all stakeholders of the Customs administration

Operational goals	Actions	Implementation (Output) indicators	Timeline	Results indicators (outcomes)
IV.1 Strengthen strategie coopération with other Customs administrations	**IV. 1.1.** Establish a mechanism for mutual administrative collaboration with Customs administrations of neighbouring countries, particularly in the context of coordinated border management. **(Ref : TFA Art 8, 2)**	The Administration coordinates the management of its borders through joint initiatives with all the Customs administrations of neighbouring countries.		At least 50% of the Customs operations at the borders are jointly managed by the Administration and all the Customs administrations of neighbouring countries.
	IV.1.2. Establish a mechanism of mutual administrative collaboration with the Customs administrations of the countries of import, export and transit of goods, particularly in the context of information sharing, data exchange, the fight against fraud and organized cross-border crime ...	The Administration maintains collaborative and information-sharing relations with the Customs Administrations of importing, exporting and transit countries.		The exchange of information is effective with at least 50% of the Customs Administrations of the countries of import, export and transit of goods.
	IV.1.3. Set up a mechanism for sharing experiences and good practices with other Customs administrations of the Region, particularly in the context of the ROCB-WCA Regional Coaching Programme.	The Administration has appointed a person or created a structure (e.g. Contact Point) to identify good practices in the region to improve its organization, functioning and performance.		During the year, the Administration has identified at least 1 experience or best practice with other administrations of the region that can help in improving its organization, operation and performance (benchmarking, bench learning)

Strategie goal : Develop lasting coopération and partnership relationships with all stakeholders of the Customs administration

Operational goals	Actions	Implementation (Output) indicators	Timeline	Results indicators (outcomes)
IV.2 Strengthen strategie partner-ships with the private sector.	**IV.2.1.** Put in place permanent com-mon Customs-Private Sector plat-forms for consultation on compliance with regulations, the quality of procedures, the fight against fraud and the promotion of integrity and good governance.	The Administration and the private sector have set up a common consultation frame-work on compliance with re-gulations, the quality of procedures, the fight against fraud and the promotion of ethics and good governance		The Customs administration and the various private sector associations (importers, expor-ters, freight forwarders, consi-gnees, transporters, freight forwarders and other actors in the national supply chain) consult at least one time a year on matters of common interest.
	IV.2.2. Put in place mechanisms that provide users and other interested parties with the opportunity to for-mulate, within appropriate dead- lines, opinions and comments on the introduction or amendment of laws and regulations of general application relating to customs procedures and regimes before their entry into force. **(Ref : TFA Art 2, 1)**	The Administration has put in place has mechanisms to enable customers/users and other stakeholders to provide timely and appropriate inputs and comments on the intro-duction or amendment of laws and regulations.		At least 60% of the laws and regulations concerning custo-mers/users, relating to customs procedures and regimes enacted during the year by the administration, were submitted to the interested parties for their inputs and comments, before their entry into force.
	IV.2.3. . Establish a mechanism for the Customs administration to re-ceive and treat in an equitable man-ner, the appeals made by customers/users against decisions rendered by its services. **(Ref : TFA Art 4, 1)**	The Administration has put in place an appeal structure or mechanism enabling all cus-tomers/users to appeal against decisions taken by Customs		At least 60% of customers/users or their associations are satisfied with the appeal mechanism and the quality of the decisions made by the Administration.

I

Strategie goal : Develop lasting coopération and partnership relationships with all stakeholders of the Customs administration

Operational goals	Actions	Implementation (Output) indicators	Timeline	Results indicators (outcomes)
	IV.2.4. Establish frameworks for valuing and motivating customers/users and other partners of the Customs administration.	The administration has a formal framework for identifying and rewarding deserving customers/users and other partners.		At least once every year, the Customs Administration officially recognizes and rewards the merit of stakeholders (importers, exporters, stevedores, consignees, transporters, freight forwarders and other actors in the national supply chain) who have distinguished themselves by exemplary acts and compliance.
IV.3 Strengthen strategie coopération with other national government agencies that have Cus- toms-related missions.	**IV.3.1.** Improve the mechanisms for consultation, exchange of information and collaboration with other national government agencies at the borders as part of coordinated border management (police, gendarmerie, immigration, forestry, army.... **(Ref : TFA Art 8 1)**	At the different borders where it is present, the Customs Administration coordinates its procedures and exchanges information with the other national Public Defense a n d S ecurity Administrations, for more effective controls and facilitation of trade		The Customs administration and other national public administrations at the borders meet at least once a quarter to coordinate their activities and exchange information in the fight against fraud and cross-border crime

I

Strategie goal : Develop lasting coopération and partnership relationships with all stakeholders of the Customs administration

Operational goals	Actions	Implémentation (Output) indicators	Timeline	Results indicators (outcomes)
	IV.3.2. Improve mechanisms for consultation and exchange of information with national public administrations with tax collection competence (Ex: Tax administration, Treasury, Finance).	The Customs Administration co-ordinates its procedures and exchanges information with other national public administrations with fiscal powers, for more effective controls and facilitation of trade.		The Customs administration and the other national fiscal administrations meet at least two (2) times a year to coordi- nate their activities and exchange information in the fight against fraud.
	IV.3.3. Improve mechanisms for consultation and information exchange with national health, hygiene and environmental protection administrations.	The Customs Administration coordinates its procedures and exchanges information with national public health, hygiene and environmental protection administrations, for the protection of society and the environment.		The Customs administration and the other national public health, public health and environmental protection administrations meet at least once a year to coordinate their activities and exchange information in the area of enforcement and the protection of society.

Strategie goal : Develop lasting coopération and partnership relationships with all stakeholders of the Customs administration

Operational goals	Actions	Implémentation (Output) indicators	Timeline	Results indicators (outcomes)
	IV.3.4. Establish a formai framework for collaboration with other national administrations with Customs-related missions (trade, national laboratory, agriculture, phy- tosanitary ...)	The Customs Administration coordinates its procedures and exchanges information with the other national public administrations which have competences with Customs implications (trade, national laboratory, agriculture, phyto-sanitary ...).		The Administration and the other national public administrations which have competences with customs implications (trade, national laboratory, agriculture, phytosa- nitary ...) meet at least once a year to coordinate their activi- ties and exchange information in the fight against fraud and the protection of society.

CUSTOMS PROCEDURES

Procedures are a succession of aetivities that transform resourees products, services and results, and add value to an organization.

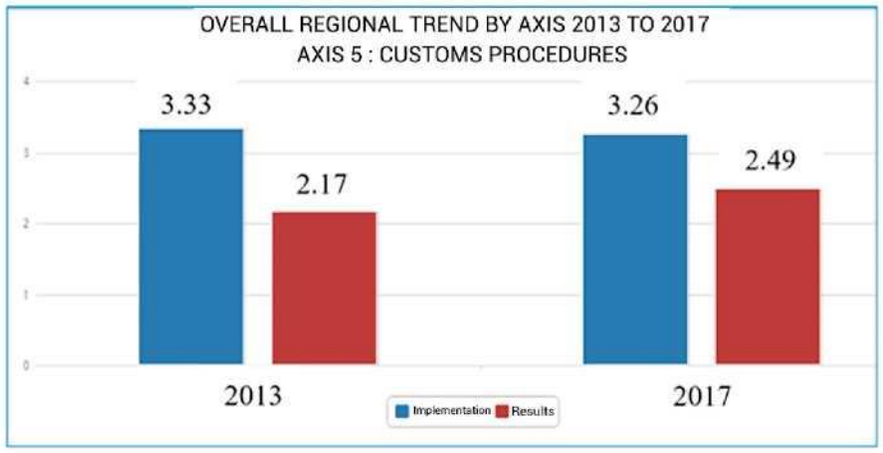
The concept of procedures in Customs or "customs procedures" is more specific to this domain of activity. It concerns all the operations to be carried out from when goods are placed under Customs control by means of a cargo declaration, to when goods are released.

As part of the reform of procedures, the WCO encourages its members, particularly those in the WCA Region, to find the right balance between trade facilitation and revenue security.

The search for a balance between Customs revenue requirements and trade facilitation remains the essential objective of the Customs Procedures axis of the regional strategic plans of WCO West and Central Africa Region.

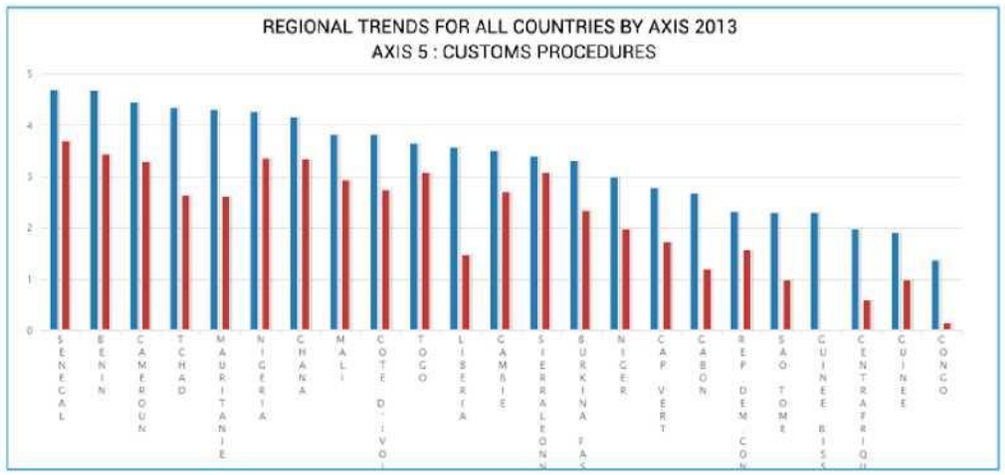
The reports of the evaluation of the 2013-2017 Regional Strategic Plan reveal that Customs administrations of the region have made some significant progress in the CUSTOMS PROCEDURES axis.

This progress, which is illustrated in the histogram below, resulted into mainly from efforts to seeure Customs revenue, in line with the expectations of the various governments.

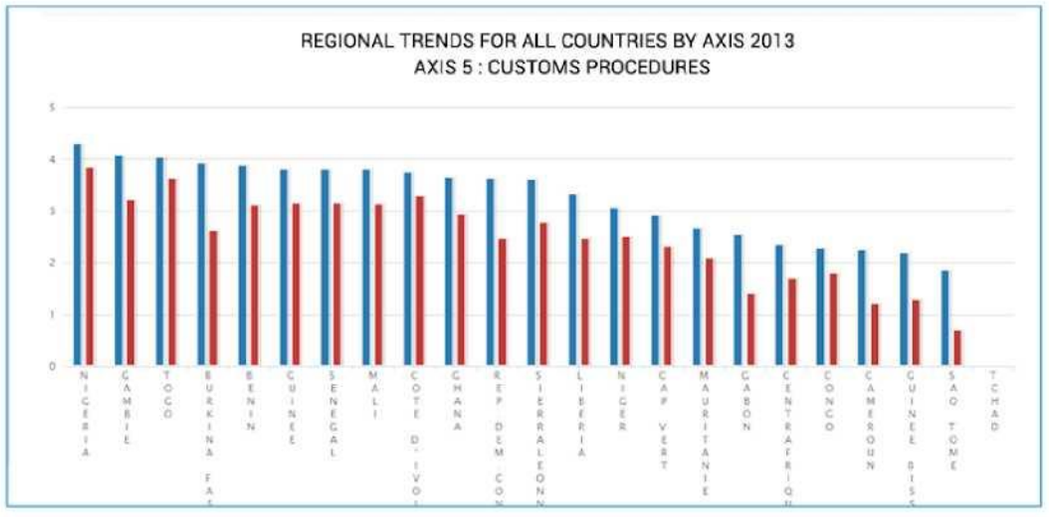


A more detailed analysis of the above histogram highlights the implementation (blue) and results (red) levels achieved in the CUSTOMS PRoCEDURES axis by all the Customs Administrations of the WCA Region, at the beginning of the cycle in 2013, and at the end of the cycle in 2017, as illustrated by the two histograms below.

CUSTOMS PROCEDURES 2013



CUSTOMS PROCEDURES 2017



The assessment of the implémentation of the CUSTOMS PROCEDURES axis for the 2013-2017 period, shows that the majority of the Customs administrations of the Region attained remarkable levels in the following areas:

- Securing Customs revenue;
- The development of modern tools (IT tools) to optimize service performance;
- The continuous improvement of Customs procedures in view of the evolution of world trade (facilitation and security of the international logistics chain).

However, some initiatives in the area of enforcement, the fight against organised cross-border crime and trade facilitation experienced low levels of implementation.

The strategic goal assigned to Customs administrations of the WCA Region in the CUSTOMS PROCEDURES focus area of the 2018-2022 Strategic Plan is as follows: **"Ensure efficient revenue mobilization, trade facilitation, the competitiveness of the domestic industry and protection of society."**

The following operational goals should contribute to achieving this strategic goal:

1. **Ensure optimal collection of Customs revenue;**
2. **Develop modern and innovative IT tools to secure Customs revenue and optimize service performance;**
3. **Promote voluntary compliance;**
4. **Contribute to strengthening the competitiveness of the national economy;**
5. **Strengthen enforcement and the fight against organized cross-border crime and terrorism;**

STRATEGIC FOCUS 5- CUSTOMS PROCEDURES

Strategie goal : Ensure efficient revenue mobilization, trade facilitation, the competitiveness of the domestic industry and protection of society.

Operational goals :

V.1 Ensure optimal collection of Customs revenue;

V.2. Develop modern and innovative IT tools to secure Customs revenue and optimize service performance;

V.3. Promote voluntary compliance;

V.4. Contribute to strengthening the competitiveness of the national economy;

V.5. Strengthen enforcement and the fight against organized cross-border crime and terrorism;

Strategie goal : Ensure efficient revenue mobilization, trade facilitation, the competitiveness of the domestic industry and protection of society

Operational goals	Actions	Implementation (Output) indicators	Timeline	Results indicators (outcomes)
V.1 Ensure optimal collection of Customs revenue.	**V.1.1.** Continuously improve procedures, mechanisms and strategies, to ensure the effective management, throughout the national terri- tory, of all cargo for import and export.	The Administration has put in place mechanisms and a cordon of permanent surveillance of the national Customs territory, to enable effective channeling and placement of goods under Customs control.		Decrease of at least 30% of Customs offense reports on commercial fraud (tariff classification, origin, value ...) compared to the previous year.
	V.1.2. Continuously improve procedures, mechanisms or strategies to ensure that goods are correctly declared with regard to tariff denomination, origin and value.	The Administration has taken all the regulatory provisions and put in place mechanisms allowing customers/users to declare their goods in accordance with the regulations in force.		Reduction of at least 30% of the offences reported on all the declarations during the year concerning tariff description, origin and value, compared to the previous year.
	V.1.3. Continuously improve procedures, mechanisms or strategies to ensure the correct, fair and effective payment of duties and taxes.	The Administration has put in place mechanisms and procedures that ensure the correct, fair and effective collection of duties and taxes payable.		During the year, the administration collects at least 90% of the amounts of duties and taxes due.

Strategie goal : Ensure efficient revenue mobilization, trade facilitation, the competitiveness of the domestic industry and protection of society

Operational goals	Actions	Implementation (Output) indicators	Timeline	Results indicators (outcomes)
	V.1.4. Continuously improve procedures, mechanisms or strategies to ensure better management of exemptions, especially through the automation of processes.	The Administration has put in place mechanisms to ensure effective management of exemptions.		The mechanism put in place by Customs enables the effective monitoring of at least 80% of goods exempt (nature, value, time limit, destination ...)
	V.1.5. Continuously improve procedures, mechanisms or strategies to ensure optimal management of suspense/abeyance procedures	The Administration has mechanisms in place to ensure effective management of suspense/abeyance procedures		The mechanism put in place by Customs enables the effective monitoring of at least 80% of the goods benefiting from suspense/abeyance procedures (nature, value, time limit, destination ...)
	V.1.6. Continuously improve procedures, mechanisms or strategies to streamline international transit. **(Ref : TFA Art 11)**	The Administration has mechanisms in place to ensure efficient management of international transit operations.		The mechanism put in place by Customs enables effective monitoring of at least 80% of the goods benefiting from international transit operations (nature, value, time, destination, closing
	V.1.7. Develop a legal framework and procedures for proper Customs control and effective clearance of cross-border e-Commerce goods.	The Administration has regulations and procedures adapted to the effective handling and efficient clearance of e-commerce goods.		Increase of at least 10% of Customs revenue collected on e-commerce goods at import and export, compared to the previous year.

Strategie goal : Ensure efficient revenue mobilization, trade facilitation, the competitiveness of the domestic industry and protection of society

Operational goals	Actions	Implementation (Output) indicators	Timeline	Results indicators (outcomes)
V.2. Develop modern and innovative IT tools to secure Customs revenue and optimize service performance.	**V.2.1.** 1 Establish systems to enable customers/users to pay electroni- cally duties, taxes, fees and other charges collected by Customs on import, export or transit. **(Ref : TFA Art 7, 2**)	The Administration has a system, procedures enabling customers/users to pay electronically the duties, taxes, fees and other charges collected by the administration on import or export.		At least 50% of the amounts of duties, taxes, fees and other charges collected are paid electronically by customers/users.
	V.2.2. Extend automated Customs clearance to the entire national Customs territory.	The Administration has a programme to extend its automated clearance system to the entire national Customs territory.		At least 80% of customs offices throughout the country are connected to the automated central Customs clearing system.
	V.2.3. Establish mechanisms or procedures to allow customers/users to submit import documentation, as well as any other required information, including manifests, prior to the arrival of the goods. **(Ref :TFA Art 7, 1)**	The Administration has mechanisms or procedures in place to enable customers/users to submit customs declaration documents, including manifests, prior to the arrival of the goods.		At least 80% of the documents and information required for the Customs declaration, including the manifest, are submit- ted to the competent Customs services before the arrival of the goods.

Strategie goal : Ensure efficient revenue mobilization, trade facilitation, the competitiveness of the domestic industry and protection of society

Operational goals	Actions	Implementation (Output) indicators	Timeline	Results indicators (outcomes)
	V.2.4. Establish mechanisms or procedures to allow users to submit import documentation, as well as any other required information, including manifests, in electronic form, prior to the arrival of the goods. (dematerialisation) **(Ref :TFA Art 7, 1)**	The Administration has mechanisms or procedures that allow customers/users to electronically submit supporting documents required for customs clearance formali- ties.		At least 80% of the documents and information required for the Customs declaration, including the manifest, are submit- ted to the competent Customs services in electronic form.
	V.2.5. Automate all the support functions of the Customs administration, particularly financial management, communication....	The Administration has put in place a programme to automate all of its support functions.		At least 80% of the administrative support functions (communication, finance, logistics, etc.) are managed by an IT application.
	V.2.6. Set up a Data Centre, minimum 3-tiers to ensure the availabi- lity and continuity of Customs services in case of disaster.	The Administration has a Data Center that meets at least tier-3 requirements.		A simulation is performed at least once a year to ensure the reliability of the system.

Strategie goal : Ensure efficient revenue mobilization, trade facilitation, the competitiveness of the domestic industry and protection of society

Operational goals	Actions	Implementation (Output) indicators	Timeline	Results indicators (outcomes)
V.3. Promote voluntary compliance.	**V.3.1.** Establish mechanisms and procedures for users to seek and obtain from Customs authorities, advance rulings on tariff classification, valuation method, origin of goods and Customs procedure. **(Ref : TFA, Art 3)**	The Administration has put in place a procedure for users to request and obtain ad- vance rulings on the customs procedure, origin, tariff classification and method of valuation.		At least 80% of advance ruling requests made by customers/users in compliance with the regulations in force were replied to by Customs.
	V.3.2. Establish within the Administration, information points to res- pond to enquiries from customers/users and other interes- ted parties free of charge **(Réf : AFE Art 1, Al 3)**	The Administration has put in place structures, mechanisms or people to give information for free to customers/users.		At least 80% of the requests for information made by customers/users have been answered within a reasonable time.

Strategie goal : Ensure efficient revenue mobilization, trade facilitation, the competitiveness of the domestic industry and protection of society

Operational goals	Actions	Implementation (Output) indicators	Timeline	Results indicators (outcomes)
	V.3.3. Publish online and update information for users and stakeholders, especiaNy on: - import, export and transit procedures; - appeal or review procedures in the event of a dispute; - the forms and documents required for all customs procedures and the contact details of the information points within the administration. **(Ref :TFA Art 1, 2)**	The website of the Customs administrations has updated information on: - import, export and transit procedures; - appeal or review procedures in the event of a dispute; - the forms and documents required for all customs procedures and the contact details of the information points within the administration.		At least 60% of customers/users and stakeholders are satisfied with the nature, quality and access to information posted by the administration for their attention.
	V.3.4. Establish mechanisms for wide dissemination and free and non-discriminatory access to information on Customs legislation, up- dated decisions and advice of the WCO and other international or re- gional bodies on tariff classification, origin, value, royalties and other charges. **(Ref : TFA Art 1, 1)**	The Administration has an open access mechanism en- abling it to make available to customers/users and other stakeholders the updated information on decisions and advices issued by international bodies on Customs mat- ters.		At least 60% of customers/users and stakeholders are satisfied with the nature and quality of information on customs legislation, updated decisions and advices issued by the WCO and other international bodies dissemina- ted by the Administration.

Strategie goal : Ensure efficient revenue mobilization, trade facilitation, the competitiveness of the domestic industry and protection of society

Operational goals	Actions	Implementation (Output) indicators	Timeline	Results indicators (outcomes)
V.4. Contribute to strengthening the competitiveness of the national economy	**V.4.1.** Put in place a holistic risk analysis and management system based on appropriate selectivity criteria for effective Customs controls. **(Ref : TFA Art 7 .4)**	The Administration has a risk analysis and management system for Customs controls.		Not more than 20% of the import goods declarations have gone through physical examination.
	V.4.2. Put in place mechanisms or procedures allowing users to proceed with the advance declaration of goods before their arrival. **(Ref : TFA Art 7, 1)**	The Administration has put in place mechanisms that enable customers/users to make advance declarations before the goods arrive.		At least 70% of all import declarations are advance declarations (pre-arrival declarations).
	V.4.3. Develop and forward a relevant position paper to the competent authorities to obtain the country's accession to the Revised Kyoto Convention on Simplification and Harmonization of Customs Procedures.	The Administration has prepared and submitted a position paper to the competent national authorities for obtai- ning the country's accession to the Revised Kyoto Convention.		The country has deposited the official instrument of its accession to the Revised Kyoto Convention (RKC) with the WCO Secretariat and other relevant authorities.

Strategie goal : Ensure efficient revenue mobilization, trade facilitation, the competitiveness of the domestic industry and protection of society

Operational goals	Actions	Implementation (Output) indicators	Timeline	Results indicators (outcomes)
	V.4.4. Develop and implement a national Authorized Economie Opera- tor (AEO) programme for the benefit of the private sector. **(Ref: AFE Art 7, 7)**	The Administration has a national AEO program for traders/users and other stakeholders of the national supply chain.		At least 20% of the actors in the national supply chain (importers, exporters, shipping agents, stevedores, freight forwarders, transporters, etc.) have AEO status.
	V.4.5. Establish, in collaboration with all stakeholders of the national supply chain, mechanisms to perio- dically carry out time release stu- dies, with a view to continuously reduce the time and cost of Cus- toms clearance, and jointly publish the results.	The Administration periodically conducts a time release study involving other stakeholders and jointly publishes the results.		At least 80% of import goods declarations are released by customs within 48 hours.
	V.4.6. Put in place specific mechanisms or procedures for the rapid release of perishable goods, subject to certain duty, tax and security guarantees **(Ref : TFA Art 7, 9)**	The Administration has specific mechanisms and procedures for perishable goods, which allow their rapid release, subject to certain gua- rantees.		Declarations of perishable goods for import, export and transit, which are in compliance with the regulations, are released within 24 hours.

Strategie goal : Ensure efficient revenue mobilization, trade facilitation, the competitiveness of the domestic industry and protection of society

Operational goals	Actions	Implementation (Output) indicators	Timeline	Results indicators (outcomes)
	V.4.7. Put in place spécifie mechanisms or procedures for the rapid release of expedited shipments or goods, subject to certain duty, tax and security guarantees. **(Ref : TFA Art 7, 8)**	The Administration has specific mechanisms and procedures for expedited shipments or goods, which allow their rapid release, subject to certain guarantees.		Declarations of expedited shipments or goods for import, export and transit, which are in compliance with the regulations, are released within 24 hours.
	V.4.8. Put in place specific mechanisms or procedures for the rapid release of humanitarian goods or consignments, subject to certain duty, tax and security guarantees.	The Administration has specific mechanisms and procedures for humanitarian goods or consignments, which allow their rapid release, subject to certain guarantees.		Declarations of humanitarian goods or consignments for import, export and transit, which are in compliance with the regulations, are released within 24 hours.
	V.4.9. Establish internal strategies, mechanisms or procedures for users to present the documents and / or data required for the import, export or transit of goods at a single point (Single Window) **(Ref : TFA Art 10, 4)**	The Administration has put in place mechanisms for customers/users to present documents for the import, export or transit of goods at a single point of entry.		At least 80% of the documents required for import, export or transit are presented at a single point of entry.

Strategie goal : Ensure efficient revenue mobilization, trade facilitation, the competitiveness of the domestic industry and protection of society

Operational goals	Actions	Implementation (Output) indicators	Timeline	Results indicators (outcomes)
V.5. Strengthen enforcement and the fight against organized cross-border crime and terrorism	**V.5.1.** Put in place mechanisms, procedures or strategies for transparent and effective post clearance audit. **(Ref : TFA Art 7, 5)**	The Administration has in place mechanisms and procedures for post clearance audit.		At least 80% of declarations have gone through post clearance audit and audit reports have been produced.
	V.5.2. Revitalize the internai structures in charge of intelligence in liaison with the other Customs administrations	The structures in charge of intelligence are operational, equipped with adequate means for the effective accomplishment of their mission and produce alert notices periodically.		Internal structures in charge of intelligence contributed to at least 30% of the litigation files of the administration.
	V.5.3. Strengthen strategies, mechanisms or procedures put in place to ensure an effective fight against **commercial fraud.**	The Administration has taken the necessary steps to improve its mechanisms or procedures to ensure an effective fight against commercial fraud.		Increase of at least 30% of Customs offense reports on commercial fraud (tariff classification, origin, value ...) compared to the previous year.
	V.5.4. Strengthen strategies, mechanisms or procedures put in place to ensure an effective fight against **smuggling**.	The Administration has taken the necessary steps to improve its mechanisms or procedures to ensure an effective fight against smuggling.		Increase of at least 30% of Customs offense reports on smuggling compared to the previous year.

Strategie goal : Ensure efficient revenue mobilization, trade facilitation, the competitiveness of the domestic industry and protection of society

Operational goals	Actions	Implementation (Output) indicators	Timeline	Results indicators (outcomes)
	V.5.5. Strengthen strategies, mechanisms or procedures put in place to ensure an effective fight against **drug trafficking.**	The Administration has taken the necessary steps to improve its mechanisms or procedures to ensure an effective fight against drug trafficking.		Increase of at least 30% of Customs offense reports relating to drug trafficking compared to the previous year.
	V.5.6 Strengthen strategies, mechanisms or procedures put in place to ensure an effective fight against the trafficking of **counterfeit and pirated goods.**	The Administration has taken the necessary steps to improve its mechanisms or procedures to ensure an effective fight against the trafficking of counterfeit and pirated goods.		Increase of at least 30% of Customs offense reports on the trafficking of counterfeit and pirated goods compared to the previous year.
	V.5.7. Strengthen strategies, mechanisms or procedures put in place to ensure an effective fight against the illicit trafficking of **CITES products.**	The Administration has taken the necessary steps to improve its mechanisms or procedures to ensure an effective fight against the illicit trafficking of CITES products.		Increase of at least 10% of Customs offense reports on the illicit trafficking of CITES products compared to the previous year.
	V.5.8. Strengthen strategies, mechanisms or procedures put in place to ensure an effective fight against the illicit trafficking of **cultural goods.**	The Administration has taken the necessary steps to improve its mechanisms or procedures to ensure an effective fight against the illicit trafficking of cultural goods.		Increase of at least 10% of customs offense reports on the illicit trafficking of cultural goods compared to the previous year.

Strategie goal : Ensure efficient revenue mobilization, trade facilitation, the competitiveness of the domestic industry and protection of society

Operational goals	Actions	Implementation (Output) indicators	Timeline	Results indicators (outcomes)
	V.5.9. Strengthen strategies, mechanisms or procedures put in place to ensure an effective fight against the illicit trafficking of precursors.	The Administration has taken the necessary steps to improve its mechanisms or procedures to ensure an effective fight against the illicit trafficking of precursors.		Increase of at least 10% of Customs offense reports on the illicit trafficking of precursors compared to the previous year.
	V.5.10. Strengthen strategies, mechanisms or procedures put in place to fight against the illicit trafficking of arms, ammunitions, strategie and dual-use goods as well as mate- rials and equipment used in their fabrication.	The Administration has taken the necessary steps to improve its mechanisms or procedures to ensure an effective fight against the illicit trafficking of arms, ammunitions, strategic and dual-use goods as well as materials and equipment used in their fabrication.		Increase of at least 20% of Customs offense reports on the trafficking of arms, ammunitions, strategic and dual-use goods, as well as materials and equipment used in their fabrication, compared to the previous year.
	V.5.11 Strengthen strategies, mechanisms or procedures put in place to fight against the illicit trafficking of medicines and pharmaceuticals.	The Administration has taken the necessary steps to improve its mechanisms or procedures to ensure an effective fight against the illicit trafficking of medicines and pharmaceuticals.		Increase of at least 30% of Customs offense reports on the illicit trafficking of medicines and pharmaceuticals compared to the previous year.

Strategie goal : Ensure efficient revenue mobilization, trade facilitation, the competitiveness of the domestic industry and protection of society

Operational goals	Actions	Implementation (Output) indicators	Timeline	Results indicators (outcomes)
	V.5.12. Strengthen strategies, mechanisms or procedures put in place to ensure an effective fight against money laundering and terrorist financing.	The Administration has taken the necessary steps to improve its mechanisms or procedures to ensure an effective fight against money laundering and terrorist finan- cing.		Increase of at least 30% of Customs offense reports on money laundering and terrorist financing compared to the previous year.
	V.5.13. Establish and strengthen the exchange of intelligence with partners and regional and international organizations involved in the fight against fraud, cross-border crime, money laundering and terrorism (e.g. RILO, CENTIF, ANIF, GIABA, GABAC).	The Administration collaborates effectively with regional and international partners and organizations in the fight against fraud, cross-border crime, money laundering and terrorism (e.g. RILO, CENTIF, ANIF, GIABA, GABAC).		Increase of at least 30% of the information exchanged with partners and regional and international organizations involved in the fight against fraud, cross-border crime, money laundering and terrorism (e.g. RILO, CENTIF, ANIF, GIABA, GABAC) compared to the previous year.
	V.5.14. Strengthen cooperation with airline companies for better selectivity of parcels and passengers at airports.	The Administration collaborates effectively with the airlines for a better selectivity of parcels and passengers at airports.		Increase of at least 30% of the information exchanged with the airlines for the purpose of the selectivity of parcels and passengers compared to the previous year.

REGIONAL OFFICE FOR CAPACITY BUILDING

WEST AND CENTRAL AFRICA

REGIONAL STRATEGIC PLAN 2018-2022



METHODOLOGY

FOR MONITORING AND EVALUATION OF THE IMPLEMENTATION
OF THE 2018-2022 STRATEGIC PLAN
OF THE WEST AND CENTRAL AFRICA REGION

This document has been prepared by the Régional Capacity Building Office for the West and Central Africa Region (ROCB- WCA) of the World Customs Organization (WCO) to evaluate the results achieved by the member administrations of the Region in the implementation of the 2018-2022 Regional Strategic Plan.

The evaluation method proposed by the ROCB-WCA is inspired by the Public Service Common Assessment Framework (CAF model) developed by the European Institute of Public Administrations (EIPA) and implemented in EU member countries.

This document will enable administrations of the WCA Region to have a simple and easy-to-use instrument for the self-assessment of their respective modernization processes.

The results of this self-assessment will be used primarily by the Customs Administrations themselves to take stock over time, of their progress and limitations in the implementation of the 2018-2022 Regional Strategic Plan through various annual **Roadmaps**.

The Administrations will thus be able to consider, over the years, the most appropriate solutions for their modernization process.

The ultimate goal is to enable all administrations by 2022, to achieve good levels of implementation of the 2018-2022 **Regional Strategic Plan** and achieve better performance in terms of results.

At the national level, the ROCB-WCA and the WCO Secretariat will be able, through the annual results of the various Road Maps, to have precise indicators to enable them to give guidance and propose solutions adapted to the specificities of each member administration.

These same consolidated national results will serve as indicators for identifying good practices in modernization for the purposes of the **Regional Coaching Program.**

At the regional level, these results will enable the ROCB-WCA, the WCO Secretariat, the Regional Vice-Chair and other relevant stakeholders to identify general trends, in order to set new objectives for all the administrations.

In the long term, self-assessment should progressively contribute to the process of ownership by the Customs Administrations themselves of their modernization programme.

NB: The reform committees and the contact points of each Customs administration of the Region are required to coordinate the annual execution of this exercise and to report to the ROCB-WCA, the results of the year before 31 January of the current year.

METHODOLOGY OF THE SELF-ASSESSMENT EXERCISE

The self-assessment session will take place at a meeting of the members of the modernization committee of each Member Administration.

In practice, the modernization committee will use the following working documents during this self-assessment session:

1 - The 2018-2022 Strategic Plan;
2- **The Roadmap** of the year concerned;
3- **Implémentation Level (output)** Assessment Panel;
4- **Results (outcome)** Assessment Panel

The self-assessment exercise with the Modernization Committee will be conducted according to the following five (5) steps:

Step 1: The members of the modernization committee will have to evaluate the level of implementation of each action.

Thus, for each action of the Roadmap, the committee will have to:

• Use the Implementation Level Assessment Panel to identify the level of execution on the 0 to 5 scoring scale of the table;

• Indicate, as will be appropriate (where level of implementation or result is below the targets set by the ROCB-WCA) in the column provided for this purpose, the various internal or external factors that have contributed to limiting the implementation of the action.

• Indicate, as will be appropriate (where level of implementation or outcome is above the targets set by the ROCB-WCA) in the column provided for this purpose, national initiatives or good practices.

Step 2 : The members of the modernization committee will have to evaluate the results obtained in the implementation of each action.

Using the **Results Assessment Panel,** they will have to identify the level of results obtained on the 0 to 5 scoring scale of the panel.

Step 3 : Once the levels of implementation and results have been identified, the members of the Modernization Committee will need to establish a general average for each goal and include any comments.

For this purpose, two (2) approaches are possible:

- **The empirical approach** of debating within the committee and seeking consensus on the overall level of implementation and results achieved.

- **The mathematical approach** of calculating the quotient of the sum of the scores obtained, on the number of operational goals or priority focus areas in order to obtain an average, by operational goal, focus area and by year.

For the purpose of the régional évaluation and in order to harmonize the results, the mathematical approach is the method adopted for all the member administrations of the WCA Region.

Step 4 : Using the average of each operational goal, committee members will have to calculate the average of the strategic focus area.

Step 5 : Using the sum of the averages of the strategic focus areas, the members of the modernization committee will have to establish the **general average** of the **levels of implémentation and results** of the administration for all the actions of the Regional Strategic Plan.

The Implementation Level Assessment Panel

It is based on the Deming cycle (plan-do-check-act)

Each level from 0 to 5 mentioned in the table below corresponds to a stage of the implementation of the action provided for in the 20182022 Regional Strategic Plan.

IMPLEMENTATION LEVEL (OUTPUT) ASSESSMENT PANEL		
0	**No justifications or only anecdotal justifications for an approach.** No initiative is taken on the action provided for in the Regional Strategic Plan. We have little or no information on the subject.	
1	**The planned action has been implemented or is being implemented.** We have made provisions (instructions, guidelines, action plan, project, texts ...) for the implementation of the action provided for by the Regional Strategic Plan.	**PLAN**
2	**L'action planifiée est mise en œuvre ou est en cours de mise en œuvre.** Nous avons mis en œuvre l'action prévue par le Plan Stratégique Régional en concordance avec son indicateur.	**DO**
3	**The action is planned, implemented and checked.** We regularly monitor the implementation of the action to check if we are doing the right things, in the right way and according according to the indicator provided by the Regional Strategic Plan.	**CHECK**
4	**The action is planned, implemented and checked on the basis of benchmarking and adapted to the context of the administration.** We regularly monitor the implementation of the action provided for in the Regional Strategic Plan. On the basis of the checks carried out and comparisons made with other administrations or bodies of reference, we adjust our implementation process if necessary.	**ACT**
5	**The action is planned, implemented, checked on the basis of benchmarking and fully incorporated into the normal functioning of the administration.** The action prescribed in the Regional Strategic Plan is now part of the normal operation of the Administration. We learn from others and we are in a cycle of continuous improvement in this area.	**PDCA**

The Results Assessment Panel

Each step corresponds to a level of results obtained in the implémentation of the actions as indicated below:

RESULTS (OUTCOME) ASSESSMENT PANEL	
0	**No results were measured.** The action has not been evaluated. This means that either the action was not planned or it was planned and implemented but not evaluated. Therefore, no results are availa- ble.
1	**Key results are measured and show negative or stable trends.** The action has been planned, implemented and evaluated. The results of the evalua- tion indicate that nothing has changed. This means that the implementation of the action has had no impact on the administration, or worse still there is a regression, a counter performance.
2	**The results indicate some improvement.** The action has been planned, implemented and evaluated. The results of the evalua- tion indicate modest progress. This means that only a few relevant improvements have been noted. Progress has been made but generally falls short of the results expected by the indicator.
3	**The results show substantial progress.** The action has been planned, implemented and evaluated. The results of the evalua- tion indicate that the goals of the Regional Strategic Plan have been achieved. Concrete evidence is provided to confirm the positive impact of the action on the service or administration.
4	**Excellent results are achieved and the level of achievement of the planned tar- gets is positive.** **The action has been planned, implemented and evaluated. The results of the eva- luation indicate excellent service improvements far beyond the targets of the re- gional strategic plan.**
5	**Excellent results are achieved and the level of achievement of the planned targets is positive and benchmarking with relevant organizations is positive.** The action has been planned, implemented, evaluated and adjusted. Excellent results are achieved in a sustainable way. All relevant objectives have been achieved. On the basis of the indicator provided in the regional strategic plan, the comparison with refe- rence organizations is favourable.

Conclusion :

This approach of the ROCB-WCA aims at the continuous improvement of the Customs administrations of the Région. This requires the proper ownership of this self-assessment exercise by the Customs services and the involvement of all stakeholders.

To achieve the expected results, it is necessary that this self- assessment exercise be done in plenary session in the presence of all members of the modernization committee or the majority of its members.

A report of this evaluation session, duly validated by the top management must be sent to the ROCB-WCA, annexed to the annotated roadmap, mentioning:

- The date ;
- The place ;
- The members present;
- A summary of the working session;
- Any comments to bring to the attention of the ROCB-WCA and the WCO Secretariat.

NB : The results of the self-assessment exercise for the past year must reach the ROCB-WCA no later than 31 January (deadline) of the current year.

REGIONAL OFFICE FOR CAPACITY BUILDING

WEST AND CENTRAL AFRICA

REGIONAL STRATEGIC PLAN 2018-2022



DIRECTORY

OF THE ADMINISTRATIONS AND REGIONAL STRUCTURES
OF THE WORLD CUSTOMS ORGANISATION
WEST AND CENTRAL AFRICA REGION

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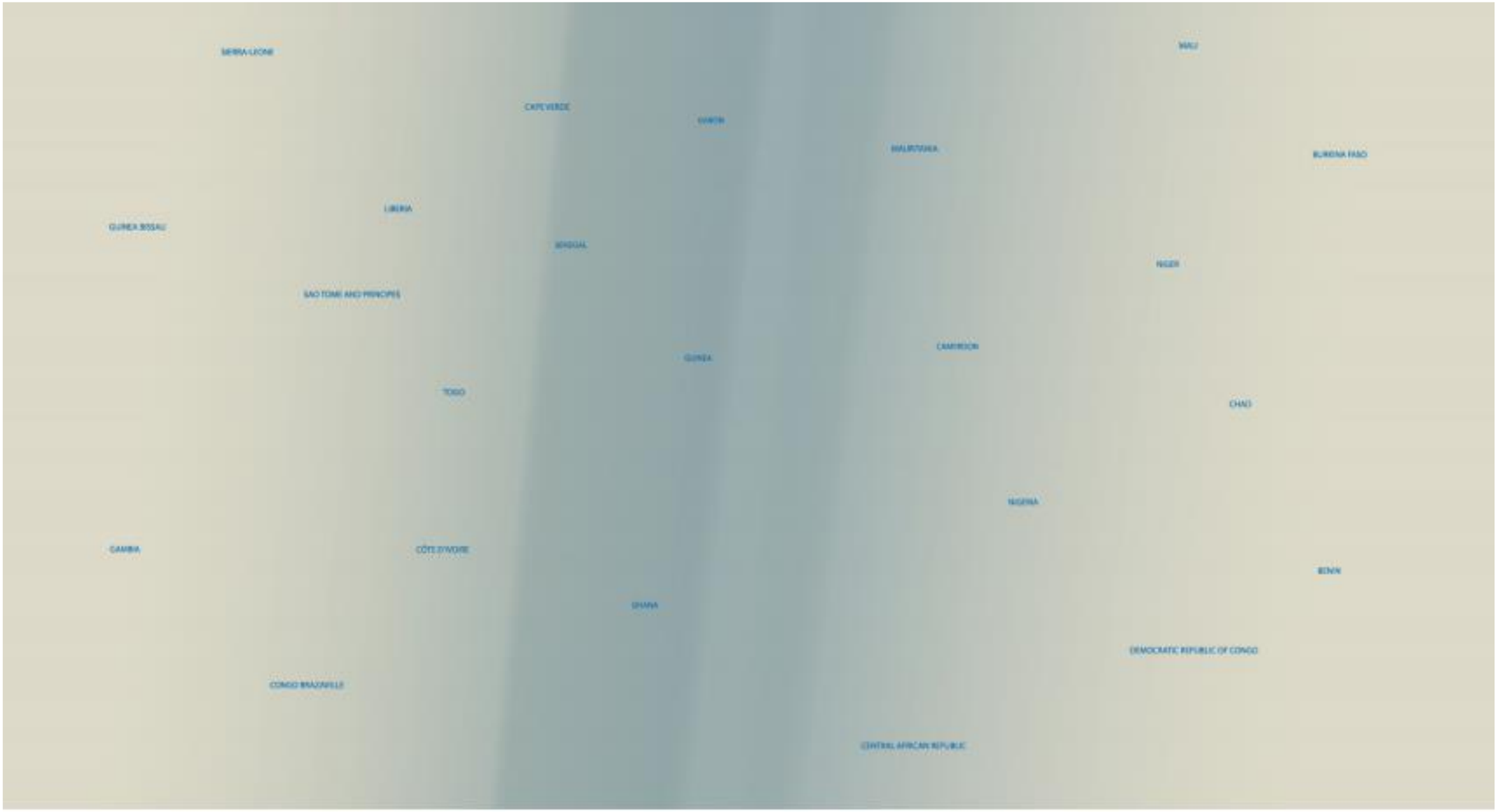
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CENTRAL AFRICAN REPUBLIC

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