



OCEANIA CUSTOMS ORGANISATION

STRATEGIC PLAN (2017-2022)

OCEANIA CUSTOMS ORGANISATION STRATEGIC PLAN (2017-2022)

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FOREWORD – CHAIRPERSON OF OCO

It is with much pleasure that I introduce and present the new Strategic Plan for the Oceania Customs Organisation (OCO) that covers the period 2017-2022.

Over the years, Customs reform and modernisation has been an important strategic objective to OCO as it has become apparent that the growth of international trade together with cross border fraud and smuggling has substantially increased the workload of many of the respective Customs administrations in the Oceania region.

The Plan is based primarily on a modernisation framework that will be driven by Customs leadership and includes provision for updated legislation, best practice, a culture of integrity and excellence, modern IT systems enabling single window applications and a communications and information sharing strategy that links members together.

Any plan is clearly dependent upon the availability of adequate financial resources and the OCO recognises this by the development of an appropriate long term sustainable financial strategy.

The Plan recognises the importance that OCO plays in the Oceania region as well as in a wider global context and proposes that the development of regional and international linkages should continue.

Five strategic priority areas have been incorporated into the Plan and a Measurement and Evaluation framework has been developed to ensure appropriate action is taken on each of the respective goals listed under these strategic areas which are:

- Customs leadership
- Law enforcement and border security
- Trade management and Facilitation
- Revenue Mobilisation
- Institutional Strengthening of small Administrations.

This Strategic Plan has been prepared over a period of five months with the assistance of two New Zealand-based consultants and is the product of extensive consultations and dialogue with OCO members, development partners, regional stakeholders and OCO staff.

The OCO is a dynamic and professional organisation which is staffed by very competent officers. I have every confidence that the Plan will auger well for member administrations over the next five years.

I commend this Plan to our Governments, Members and Partners.

Chairperson
Oceania Customs Organisation

LIST OF ACRONYMS

AEO	Authorised Economic Operator
CHARM	Customs Head of Administration Regional Meeting
CNMI	Commonwealth of the Northern Mariana Islands
CROP	Council of Regional Organisations for the Pacific
EDF	European Development Fund
EU	European Union
HS	Harmonised System
HoS	Head of Secretariat
LTSFS	Long Term Sustainable Financing Strategy
M & E	Monitoring and Evaluation
OCO	Oceania Customs Organisation
PCA	Post Clearance Audit
PIFS	Pacific Islands Forum Secretariat
PTCN	Pacific Transnational Crime Network
TFA	WTO Agreement on Trade Facilitation
WCO	World Customs Organisation
WTO	World Trade Organisation

1. INTRODUCTION

The ultimate objective of OCO is to assist its Member administrations to develop the following core capabilities:

- Sound legal framework;
- Intelligence-based risk and information management;
- Modern procedures, techniques, technology and equipment;
- Strategic partnerships - Government and business;
- Professional organisation – capabilities and culture.

This will be based on a modernisation framework that will be driven by Customs leadership and include updated legislation, best practice, a culture of integrity and excellence, modern IT systems enabling single window applications and a communications and information sharing strategy that links Members together.

The Strategic Plan will cover the period 2017-2022, which coincides with the conclusion of the 2012-2022 Strategic Plan.

2. OCEANIA CUSTOMS ORGANISATION

The Oceania Customs Organisation (OCO) was established in 1986 originally with six member Customs organisations under the Customs Head of Administration Regional Meeting (CHARM) and progressively expanded until in 2011, Timor Leste became the most recent member. The OCO comprises twenty-three nations and territories that are autonomous Customs jurisdictions in the Pacific.

The main business of OCO in the formative years was to facilitate the Annual Conference and to coordinate communication and information sharing among members. Since that time, Customs reform, and modernisation has been an important strategic objective as it has become apparent that the growth of international trade together with cross-border fraud and smuggling in the prior years had substantially increased the workload of Customs.

Eight OCO members are also members of the World Customs Organisation (WCO), and eight members are also members of the World Trade Organisation (WTO).

Appendix 1 contains members' country profiles and Customs administration profiles.

3. VISION AND MISSION STATEMENT

The OCO Vision Statement is:

The OCO to be recognised as a dynamic world class regional customs administration that collaborates with regional and global partners to develop and deliver high quality and sustainable solutions to Member administrations.

The OCO Mission Statement is:

The OCO to **facilitate and where appropriate** help administrations to align with customs international standards and best practice leading to greater economic prosperity and increased border security **within the Oceania region.**

4. STRATEGIC PRIORITY AREAS

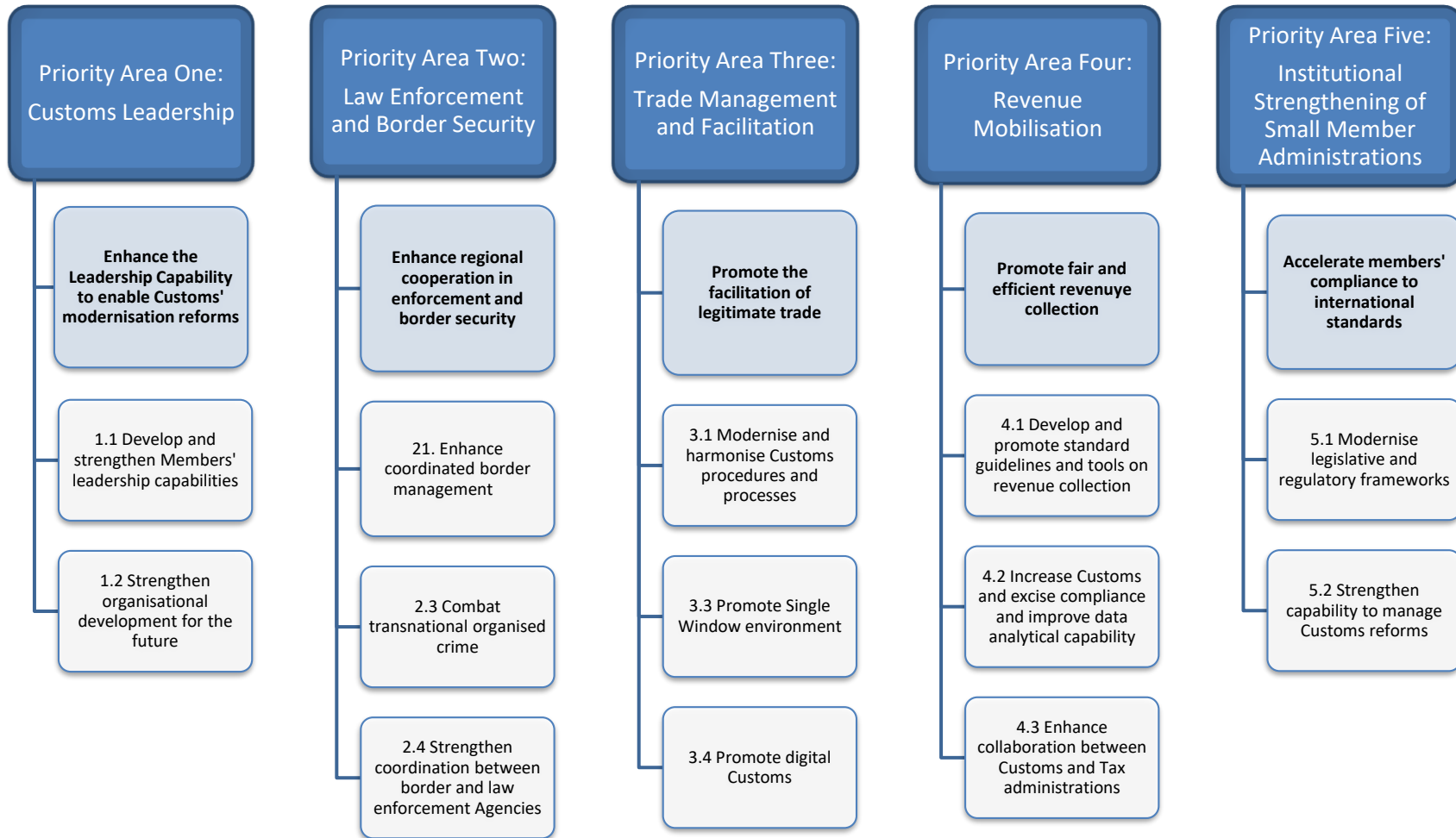
There are five priority areas that will be addressed. They are of equal importance and significant work is already underway in all of them.

The priority areas are as follows:

- Priority Area One : Customs Leadership
- Priority Area Two : Law Enforcement and Border Security
- Priority Area Three : Trade Management and Facilitation
- Priority Area Four : Revenue Mobilisation
- Priority Area Five : Institutional Strengthening of Small Member Administrations

Details of the Priority Areas are summarised in the Chart and then set out in the following tables.

The priority strategies under each Priority Area are:



Priority Area One

CUSTOMS LEADERSHIP

Overall Objective : Enhance the Leadership capability to enable Customs' modernisation reforms

Specific Objectives	Strategies
Develop and strengthen Members' leadership capabilities	<ul style="list-style-type: none"> • Develop an OCO Capability Development Framework. • Facilitate Leadership and Management Programmes • Develop Regional Coaching, mentoring and internship Programmes • Promote a Leadership Succession Plan.
Strengthen organisational development for the future	<ul style="list-style-type: none"> • Coordinate and organise regional training initiatives • Facilitate and promote the use of WCO E-learning modules • Advocate the use of international tools and instruments that promote integrity and professionalism • Develop a regional customs education Programme
Enhance governance and organisational performance of OCO Secretariat	<ul style="list-style-type: none"> • Promote regional coordination and cooperation in achieving members' priority national outcomes • Promote collaboration with regional and international partner organisations and donors on implementation of OCO strategic plans and work programs • Coordinate and facilitate implementation of the OCO annual conference decisions

Priority Area Two

LAW ENFORCEMENT AND BORDER SECURITY

Overall Objective : To enhance regional cooperation in enforcement and border security.

Specific Objectives	Strategies
Enhance coordinated border management.	<ul style="list-style-type: none">• Promote integrated strategies on border enforcement.• Enhance intelligence and enforcement information sharing capability.• Promote the use of modern tools and techniques.
Strengthen intelligence-driven risk management capacity	<ul style="list-style-type: none">• Develop regional intelligence capability• Support the implementation of Compliance Management Strategies
Combat transnational organised crime	<ul style="list-style-type: none">• Strengthen and update policy and legislation.• Enhance information sharing capability.
Strengthen coordination between border and law enforcement Agencies	<ul style="list-style-type: none">• Enhance cooperation and coordination between Customs administrations.• Develop, promote and strengthen partnership and collaborations with key enforcement and business stakeholders

Priority Area Three

TRADE MANAGEMENT AND FACILITATION

Overall Objective : To promote the facilitation of legitimate trade

Specific Objectives	Strategies
Modernise and harmonise Customs procedures and processes	<ul style="list-style-type: none">• Promote adoption of Revised Kyoto Convention.• Develop modern and simplified Customs processes and legislation.• Support members in implementation of Authorised Economic Operator (AEO) Programmes.
Support the implementation of regional trade facilitation initiatives	<ul style="list-style-type: none">• Support members with the implementation of WTO Agreement on Trade Facilitation (TFA)• Provide capacity building assistance to members on implementation of Regional Trade Agreements
Promote Single Window environment	<ul style="list-style-type: none">• Support the development and implementation of Single Window environment
Promote digital Customs	<ul style="list-style-type: none">• Support members in development of organisational, legislative and technological capability to enable IT connectivity

Priority Area Four
REVENUE MOBILISATION

Overall Objective : To promote fair and efficient revenue collection.

Specific Objectives	Strategies
Develop and promote standard guidelines and tools on revenue collection	<ul style="list-style-type: none"> • Develop Pacific Tariff Framework. • Support the implementation of HS2017 and subsequent amendments • Develop the capability of members on application of WTO Valuation and Rules of Origin.
Increase Customs and excise compliance and improve data analytical capability	<ul style="list-style-type: none"> • Support the modernisation and alignment of excise processes and systems. • Strengthen post clearance audit (PCA) capacity • Develop members' capabilities on data analysis
Enhance collaboration between Customs and Tax administrations	<ul style="list-style-type: none"> • Implement joint regional Customs and Tax initiatives on common areas such as compliance, valuation and other revenue related areas. • Develop information exchange mechanisms between Tax and Customs administrations.

Priority Area Five

INSTITUTIONAL STRENGTHENING OF SMALL MEMBER ADMINISTRATIONS*

Overall Objective : Accelerate members' compliance to international standards

Specific Objectives	Strategies
Modernise legislative and regulatory frameworks	<ul style="list-style-type: none">• Align legislation to Revised Kyoto Convention and other relevant international instruments.
Strengthen capability to manage Customs reforms	<ul style="list-style-type: none">• Support the enhancement of technical and management capability and institutions• Implement digital capacity to advance Customs modernisation.

* There will be a revised definition and composition of the “small member administrations” category as part of a revised membership fee structure included in the Long-Term Sustainable Financing Strategy.

Note: Other objectives relevant to small member administrations are reflected in the other Priority Areas applicable to all members.

5. OCO CORE BUSINESS

OCO should coordinate, facilitate and implement regional cooperation and informational sharing amongst members to assist them in achieving regional outcomes.

6. CORE FUNCTIONS OF OCO SECRETARIAT

The existing six core functions of the OCO Secretariat, as detailed below, will be adopted for this Strategic Plan.

- To collaborate with development partners, other regional organisations and international bodies to support OCO and member administrations in the funding and implementation of approved OCO strategic plans and programmes;
- To promote and facilitate the establishment of common standards for legislative frameworks, streamline procedures, simplified documentation and comparable automation platforms for the Pacific;
- To assist to build good governance and effective leadership;
- To enhance cooperation and effectiveness in the delivery of regional approaches to revenue collection, trade facilitation, border security and combatting of cross border criminal activities;
- To coordinate, monitor and report on the implementation of the decisions of the OCO Conference; and
- To promote regional coordination to assist member administrations and in particular the small administrations to achieve their priority national outcomes.

7. LONG-TERM SUSTAINABLE FINANCING STRATEGY

OCO's current funding levels are sufficient to cover operational expenditure, with the remaining balance funding capital and work programme expenditure. Ideally, OCO should be able to use recurrent funding to fund recurrent, operational expenditure, as well as replacement capital expenditure and a base-line work programme. Work programme funding can also be supplemented with extra budgetary funding and co-funding from development partners and donors.

Extra budget funding has historically provided an important supplement to traditional funding sources for OCO. Other funding sources to be reviewed by OCO as part of a Long-Term Sustainable Financing Strategy include a possible restructure of membership fees, project management fees for implementing projects and a possible user pay option by members relating to the cost of specific work such as in-country missions.

Work needs to continue in conjunction with PIFS regarding the proposal under EDF11 to secure funding. Other funding options also need to be explored, and Australia and New Zealand as core donors need to be kept informed of developments.

Commitments regarding special programmes and projects need to take into account the available funding. Any expansion of the baseline work programme referred to in the Long-Term Sustainable Financing Strategy could only be committed to provided funding or co-funding is confirmed.

OCO should continue to explore the funding benefits that may accrue from becoming a CROP agency.

8. GOVERNANCE AND ORGANISATION STRUCTURE

The governance and organisation structure of OCO is in order. The governance and oversight function of the OCO Steering Committee could be further strengthened by the appointment of an independent member as the sixth member of the Steering Committee and extending the term of the Chair and Vice Chair to hold their appointments for more than one year.

9. CAPABILITY FRAMEWORK

OCO has produced a proposed Capability Framework (Appendix 2) which is the lens through which the Strategic Plan will be viewed. Development and implementation of the Capability Framework will determine the pace and progress of the Strategic Plan within the financial and resource constraints to which the OCO is subject.

Global, regional and national imperatives have reinforced the need for responsive Customs organizations. Their human capital is one of their most valuable assets to keep pace with an ever-changing environment. In a fast-changing environment for many Customs administrations, there is a need for investment in their human capital. The OCO capability framework is aligned to the WCO competency based framework which identifies the need for a professional, competency based approach where training and organizational culture serve to support efficient and pro-active staff competencies. Capability development focuses on the development of the individual or team through a range of strategies or activities that aim to achieve current business goals, meet future challenges and build capacity for change.

10. FUNCTIONS OF OCO IN A PACIFIC AND GLOBAL CONTEXT

OCO has an important role to play in both the Pacific region and in a wider global context. The development of relationships and networks with similar regional and global organisations is seen as key to strengthening OCO and enabling it to enhance the service offered to its members.

OCO should continue to take a proactive approach towards working with Pacific regional organisations in order to enhance these relationships.

OCO should continue to maintain its current level of activity with international organisations outside of the WCO, and seek to expand and develop these relationships on the basis that existing additional resources and co-funding continue to be available to do so.

11. COMMUNICATIONS

A formal communications strategy should be developed by OCO. The overall objective of OCO's communications strategy would be to pursue collaborative partnerships in order to achieve overall outcomes. A structured strategy will also enable OCO to promote the value and membership of its organisation and the benefits accruing to members in terms of national economic growth and enhanced security. The revamped website (www.ocosec.org) and regular newsletters, which have commenced, will assist in achieving this objective.

Consideration should be given to the development of an E-learning facility for member administrations.

12. MONITORING AND EVALUATION FRAMEWORK

A Monitoring and Evaluation Framework (Appendix 3) has been developed to ensure that the targets and objectives set in the Strategic Plan are achieved.

13. SUMMARY

Member administrations support the current strategic approach of OCO, as reflected in the Priority Strategies contained in the Strategic Plan (2015-2017), and continued and developed in the current Plan. The Strategic Priority Areas provide a focus for OCO to concentrate on while also carrying out all other aspects of its core business.

OCO's current level of activity and relationship building both in the Pacific and internationally would be expanded and developed on the basis that existing additional resources and co-funding continue to be available to do so.

Appendix 1: Pacific Islands & Territories ' Member Characteristics

a. Basic Member Country Profile

Member	HCS	Revised Kyoto Convention	WTO Valuation Agreement	Risk Management	Automation	ARUSHA Declaration	Post Clearance Audit
American Samoa	X	No	No	X	X	No	No
Australia	2017	Yes	Yes	Yes	ASYCUDA World	Yes	Yes
Cook Is	2012	Partial	Yes	Yes	CusMOD	Yes	Yes
CNMI	X	No	No	No	INA	No	No
Fiji	2017	Yes	Yes	Yes	ASYCUDA World	Yes	Yes
FSM	2002	No	No	No	PC Trade	No	No
French Polynesia	2007	Yes	Yes	No	INA	Yes	INA
Guam	X	No	No	X		No	No
Kiribati	2012	No	Yes	Yes	PC Trade	Yes	Yes
Nauru	2012	No	No	No	PC Trade	No	No
New Caledonia	2007	Yes	Yes	No	INA	Yes	X
New Zealand	2017	Yes	Yes	Yes	ASYCUDA World	Yes	Yes
Niue	2012	No	No	No	PC Trade	No	No
Palau	2012	No	Yes	Yes	CIS	No	No
PNG	2017	Yes	Yes	Yes	ASYCUDA	Yes	Yes
RMI	X	No	No	No	No	No	No
Samoa	2012	Yes	Yes	No	ASYCUDA World	Yes	No
Solomon Is	2012	Partial	Yes	Yes	ASYCUDA World	Yes	Yes
Timor Leste	2012	No	No	X	ASYCUDA	Yes	No
Tonga	2012	Yes	Yes	Yes	CMS	Yes	Yes
Tuvalu	2012	No	Yes	Yes	PC Trade	No	Yes
Vanuatu	2017	No	Yes	Yes	ASYCUDA	Yes	Yes
Wallis & Futuna	X	No	Yes	No	INA	No	No
X - Not implemented; INA - Information Not Available							

b. Member Administrations Customs Profile

Member	HCS	Revised Kyoto Convention	WTO Valuation Agreement	Risk Management	Automation	ARUSHA Declaration	Post Clearance Audit
American Samoa	X	No	No	X	X	No	No
Australia	2017	Yes	Yes	Yes	ASYCUDA World	Yes	Yes
Cook Is	2012	Partial	Yes	Yes	CusMOD	Yes	Yes
CNMI	X	No	No	No	INA	No	No
Fiji	2017	Yes	Yes	Yes	ASYCUDA World	Yes	Yes
FSM	2002	No	No	No	PC Trade	No	No
French Polynesia	2007	Yes	Yes	No	INA	Yes	INA
Guam	X	No	No	X		No	No
Kiribati	2012	No	Yes	Yes	PC Trade	Yes	Yes
Nauru	2012	No	No	No	PC Trade	No	No
New Caledonia	2007	Yes	Yes	No	INA	Yes	X
New Zealand	2017	Yes	Yes	Yes	ASYCUDA World	Yes	Yes
Niue	2012	No	No	No	PC Trade	No	No
Palau	2012	No	Yes	Yes	CIS	No	No
PNG	2017	Yes	Yes	Yes	ASYCUDA	Yes	Yes
RMI	X	No	No	No	No	No	No
Samoa	2012	Yes	Yes	No	ASYCUDA World	Yes	No
Solomon Is	2012	Partial	Yes	Yes	ASYCUDA World	Yes	Yes
Timor Leste	2012	No	No	X	ASYCUDA	Yes	No
Tonga	2012	Yes	Yes	Yes	CMS	Yes	Yes
Tuvalu	2012	No	Yes	Yes	PC Trade	No	Yes
Vanuatu	2017	No	Yes	Yes	ASYCUDA	Yes	Yes
Wallis & Futuna	X	No	Yes	No	INA	No	No
X - Not implemented; INA - Information Not Available							

OCO Capability Development Framework (OCO CDF)

The recently developed OCO Strategic Plan for 2017 -2022 has Customs Leadership as one of its key priority areas. Global, regional and national imperatives have reinforced the need for responsive Customs organizations. Their human capital is one of their most valuable assets to keep pace with an ever-changing environment. In a fast-changing environment for many Customs administrations, there is a need for investment in their human capital. The OCO capability framework is aligned to the WCO competency based framework which identifies the need for a professional, competency based approach where training and organizational culture serve to support efficient and pro-active staff competencies.

Background

The World Customs Organization (WCO) has been developing initiatives and tools to enable the Customs community to empower its organizational platforms and promote an efficient shift to organizations, which shall be compliant, agile and adaptable. A capability plan is the capacity and ability to achieve and sustain a desired outcome in order to support the achievement of our purposes.

The preparation of Customs professionals to efficiently perform their duties necessitates the acquisition and development of a wide range of skill sets, knowledge, attitudes and behaviours through a comprehensive but a simple methodology of learning. This requires setting up an organizational and operational model for both the national human resource and training policy and infrastructure, taking into account the regional and national diversity of customs within the OCO region.

Capability development focuses on the development of the individual or team through a range of strategies or activities that aim to achieve current business goals meet future challenges and build capacity for change.

Think Big, Start Small, And Deliver Incrementally.

A competency-driven staffing approach

The Customs agency of the future must be able to deliver the right capabilities, workforce that is able to respond to where need is at any one time. But to do this, the organizational approach must shift from a process-centric staffing model to a competency-driven workforce structure. A multi-skilled workforce that focus needs to be building capability through competency and capacity building to undertake the full range of Customs duties.

Innovative staffing models are needed, as the workforce will also be increasingly mobile and their roles become more fluid, requiring agencies and employees to change and evolve as necessary to deliver competencies on demand.

Agencies should begin to consider what their future-staffing model would look like -where will they need people, what capabilities should be in-house and which could be 'borrowed' or outsourced to collaborates in order to maintain quality and improve workforce flexibility while reducing costs.

Specific workforce innovation areas to consider include:

- Relocation of Customs teams into Bonded warehouses, CFS Stations to handle volume peaks more efficiently, and enabling some employees to work remotely or in mobile units. Each of these changes could increase productivity and employee satisfaction.
- Centralizing key operations to create a core Customs unit that uses standardized processes and tools to produce outcomes that are more predictable and consistent. In addition to implementing these workforce innovations, being seen as an innovative agency is just as crucial. In order to attract and retain talent in Customs agencies, Customs need to be seen as an innovative industry that provides an exciting career path.

Becoming a Customs agency of the future

To achieve high performance in the future, customs agencies must develop a roadmap that has innovation and transformation at its core. Leaders will need to determine which capabilities the organization needs in order to be an insight-driven agency, and how best to develop and deploy capabilities through new staffing approaches.

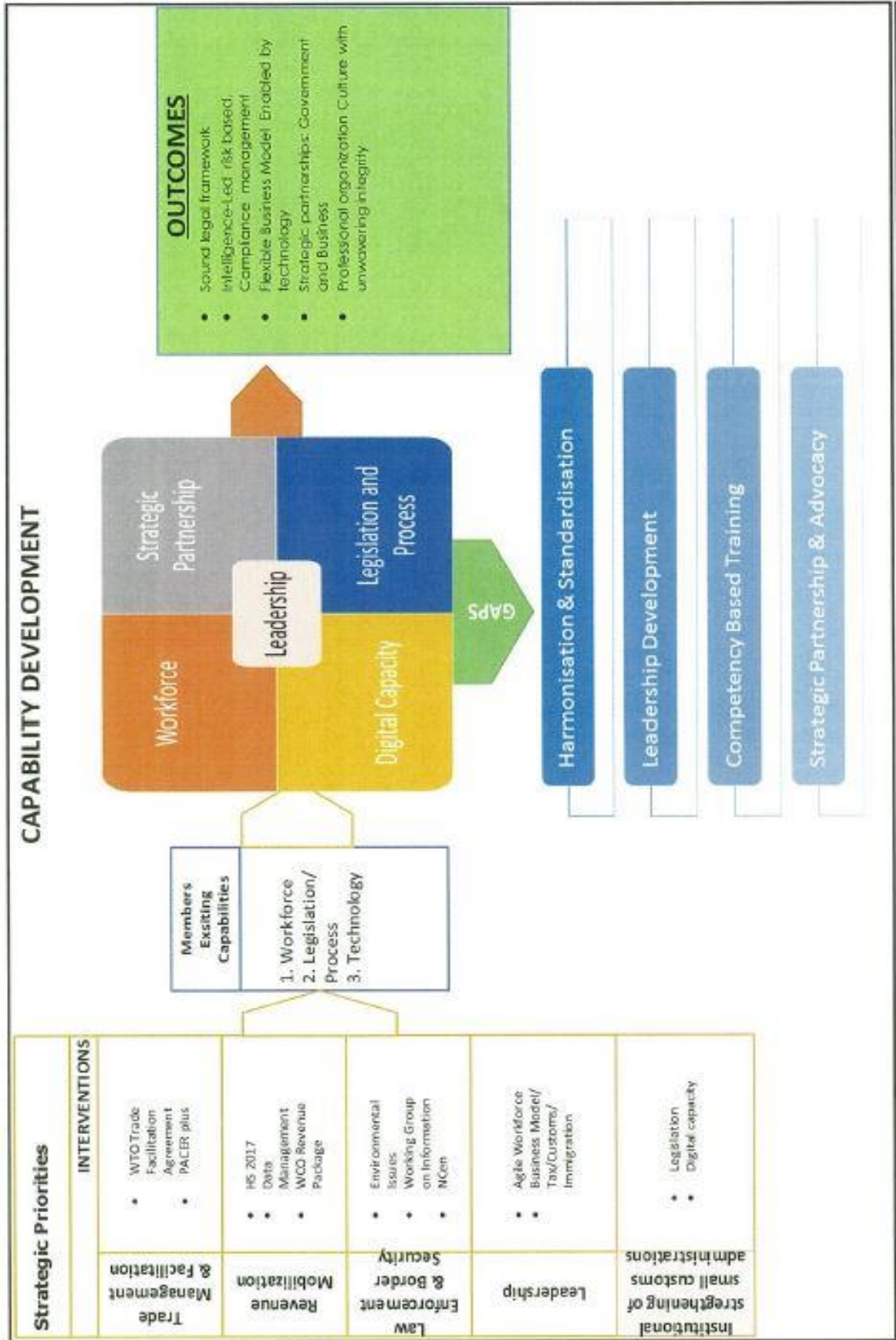
The challenge now for customs agencies is to develop an innovation culture, guided by an innovation strategy, which can deliver meaningful change. Becoming a customs agency of the future is no longer just a goal - it is an imperative. The right mix of modernization and innovation, combined with agile business practices, will allow agencies to achieve sustainable high performance.

OCO approach to Capability Development

OCO CDF:

Systematic approach to developing and strengthening the capabilities needed to achieve Regional Strategy and as part of the ongoing investment in the professional development of Customs Officers in the OCO Region.

Figure 2 below shows an outline of the Capability Development Framework.



APPENDIX 2

CDF Components

1. Core FUNCTION of Customs remain unchanged. The Customs role of revenue collection, trade facilitation and border management is not expected to change significantly in the next 10 years. However, the modality of Customs operation is expected to be further enhanced given its constant evolving operating environment.
2. There are developments both at the global and regional level that will influence the delivery of OCO programs to members. These developments are also driving the development assistance at national and regional level. Some countries in the region are members of different international or regional instruments or agreements (WTO, PacerPlus, EPA) and there are different modalities and timeframes for implementation. This can be cumbersome for members, as they need to be involved in the implementation of these agreements and at the same time participate at regional customs programmes.
3. Capability developments begins at the assessment of members existing capabilities i.e. their level of readiness (which customs administration is able and willing to participate) in the modernization of its customs administration and/or in compliance with international standards.
 - a. Workforce - Customs workforce strategy, training and workforce development.
 - b. Legislation & Process - legislation will affect customs systems, processes and policies. There is a need for legislation and processes that can respond to and support future developments and opportunities.
 - c. Digital Customs" continues to expand in the Customs workplace. The Digital Customs initiative aims to replace paper-based Customs procedures with electronic operations, thus creating a more efficient and modern Customs environment in tune with global developments (WCO)
4. Addressing the Gaps

The Gaps are addressed through the OCO Secretariat interventions vis-a-vis Training, Leadership Development, Harmonization and Standardization and Strategic Partnership.

a) Leadership Development

OCO capability programme aims to ensure that Customs' leaders are equipped to lead significant change; Customs' staff are able to adapt to the new ways of working, and are supported by a culture that enables high performance.

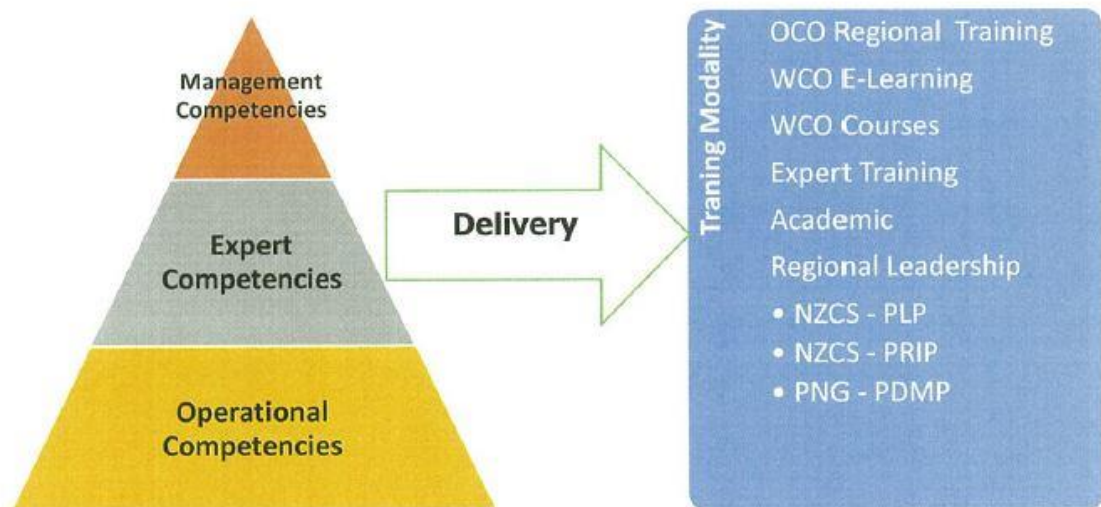
b) Competency based Training

OCO have a critical role to play in the development of Customs administrations regionally, through the delivery of regionally relevant and adapted training (Figure 3)

1. **Management Competencies:** Need to develop programmes which improve the overall management skills of the Members, both in terms of Customs operational management and business management skills, such as Strategic Leadership, project management, change management, etc.
2. **Expert Competencies:** In line with the strategy to develop and maintain pools of accredited trainers for Customs specialist subjects (HS, Valuation ROO) - OCO should now develop a Programme for the development of these specialists.
3. **Operational Competencies** - specialist training at a regional level and should be based on the OCO annual training needs survey

Depending on the targeted competencies, the training and delivery modality can be established and within that the core Customs courses.

Figure 3: OCO Competency Based Training



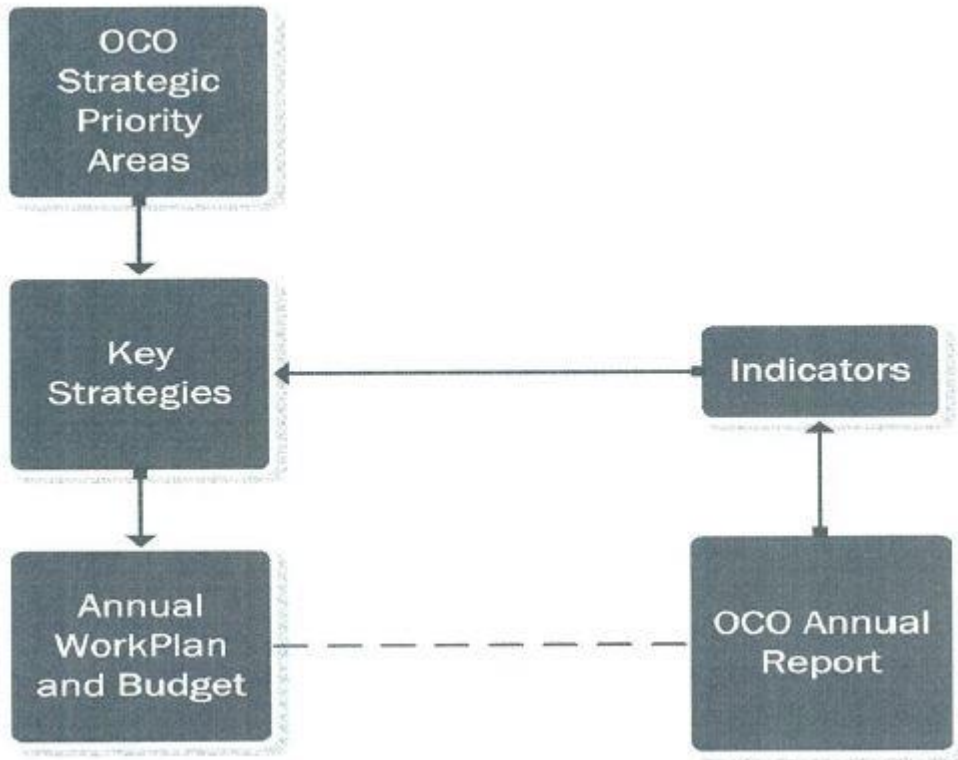
- c) Another delivery mechanism is the harmonization and standardization work that the Secretariat especially as it relates to processes and the gaps that exist.
- d) Partnerships with development partners - Where programs and activities of other regional Organisation and donors can overlap, coordination of financial and technical assistance in support of customs initiatives will be crucial. We will need to regularly coordinate with bilateral and multilateral agencies that are active in supporting customs initiatives within member administrations.

Flexibility and responsiveness to the needs of its member countries

The wide diversity in the membership of OCO requires a differentiated approach in the design and delivery of program and project interventions. Interventions may involve only a subset of OCO countries to which the issues being addressed apply (E.g. FICs vs Territories)

Monitoring and Evaluation

While the Strategic Plan outlines the strategic priorities for the next five years, to keep abreast of the performance in terms of achieving the priorities, the Monitoring and Evaluation Framework depicted in Figure 1 below will be applied. The purpose of monitoring performance is to track progress and identify the problems and success factors.



The Key Strategies within the five (5) Priority Areas contain specific outcome indicators. The OCO will endeavour to establish baselines for measurements on each of the Key Output Indicators. These measures provide the framework for the development of the Annual Work Program.

The reporting on the overall results of the Plan will be in the form of the OCO Annual Report to the Steering Committee and Members.

It is anticipated that a mid-term Plan evaluation and review will be undertaken in 2019-20 to evaluate and review the priorities and strategic areas of the Plan, based on implementation results and identify strategies to improve performance in the remaining period of the Plan.

Monitoring & Evaluation (M&E) Framework

STRATEGIC PRIORITY AREA	KEY STRATEGIES	KEY ACTIONS	INDICATORS
Priority Area One Leadership	Develop and strengthen Members' leadership capabilities	Develop an OCO Capability Development Framework	Capability Development Framework adopted and implemented
		Facilitate Leadership and Management Programmes	Effective Leadership at national administrations
		Develop Regional Coaching, mentoring and internship programmes	Professional Customs Organisation
		Promote a Leadership Succession Plan	
	Strengthen organisational development for the future	Coordinate and organise regional training initiatives	Effective conduct of regional training
		Facilitate and promote the use of WCO E-learning modules	E-Learning Portal developed and deployed
		Advocate the use of international tools and instruments that promote integrity and professionalism	Increased level of integrity
Priority Area Two Law Enforcement and Border Security	Enhance governance and organisational performance of OCO Secretariat	Promote regional coordination and cooperation in achieving members' priority national outcomes	Effective achievement of OCO strategic plan objectives
		Promote collaboration with regional and international partner organisations and donors on implementation of OCO strategic plans and work programs	Effective implementation of OCO annual conference decisions
		Coordinate and facilitate implementation of the OCO annual conference decisions	
	Enhance coordinated border management	Promote integrated strategies on border enforcement	Better coordination between customs and other border agencies at national and regional level
		Enhance intelligence and enforcement information sharing capability	
		Promote the use of modern tools and techniques	
	Strengthen intelligence-driven risk management capacity	Develop regional intelligence capability	Intelligence capability enhanced Compliance Strategies implemented
		Support the implementation of Compliance Management Strategies	
	Combat transnational organised crime	Strengthen and update policy and legislation	Information sharing enhanced on transnational crime issues
		Enhance information sharing capability	
Strengthen coordination between border and law enforcement agencies	Enhance cooperation and coordination between Customs administrations	Effective partnerships on law enforcement	
	Develop, promote and strengthen partnership and collaborations with key enforcement and business stakeholders		

APPENDIX 3

STRATEGIC PRIORITY AREA	KEY STRATEGIES	KEY ACTIONS	INDICATORS
Priority Area Three Trade Management and Facilitation	Modernise and harmonise Customs procedures and processes	Promote adoption of Revised Kyoto Convention	Harmonised Customs processes developed and implemented (based on WCO instruments & international best practices)
		Develop modern and simplified Customs processes and legislation	
		Support members in implementation of Authorised Economic Operator (AEO) Programs	
	Support the implementation of regional trade facilitation initiatives	Support members with the implementation of WTO Agreement on Trade Facilitation (TFA)	Customs TFA provisions implemented by members
		Provide capacity building assistance to members on implementation of Regional Trade Agreements	
Promote Single Window environment	Support the development and implementation of Single Window environment		
Promote digital Customs	Support members in development of organisational, legislative and technological capability to enable IT connectivity	National Customs policies and legislation reviewed and reports submitted	
Priority Area Four Revenue Mobilisation	Develop and promote standard guidelines and tools on revenue collection	Develop Pacific Tariff Framework	Pacific Tariff Framework developed and adopted
		Support the implementation of HS2017 and subsequent amendments	HS 2017 adopted by at least 70% of members
		Develop the capability of members on application of WTO Valuation and Rules of Origin	Consistent, correct and harmonized application of the Rules of Origin and the WTO Valuation at national level
	Increase Customs and excise compliance and improve data analytical capability	Support the modernisation and alignment of excise processes and systems	Members Customs compliance strengthened
		Strengthen post clearance audit (PCA) capacity	
	Enhance collaboration between Customs and Tax administrations	Develop members' capabilities on data analysis	Improved members' analytical capability
		Implement joint regional Customs and Tax initiatives on common areas such as compliance, valuation and other revenue related areas	Joint Training and Programs implemented
Develop information exchange mechanisms between Tax and Customs administrations		Exchange information mechanisms established.	
Priority Area Five Institutional Strengthening of Small Member Administrations	Modernise legislative and regulatory frameworks	Align legislation to Revised Kyoto Convention and other relevant international instruments	Revised legislations adopted at national level
	Strengthen capability to manage Customs reforms	Support the enhancement of technical and management capability and institutions	Progress on reforms initiatives
		Implement digital capacity to advance Customs modernisation	SMA's adopting electronic system