



ROCB EUROPE STRATEGIC FRAMEWORK DOCUMENT 2018-2021

This document is intended for providing a strategic guidance for ROCB Europe.

EXECUTIVE SUMMARY

The Regional Office for Capacity Building (ROCB) for the World Customs Organization (WCO) Europe Region is the 6th and final ROCB comprising WCO's largest region which has been operational since 2011.

The Office operates in its own building, which includes spacious conference hall, computer lab and two classrooms alongside offices for staff and has its own Cargo and Container Training Center (Section I: Current Status).

ROCB Europe is the beacon for the work of customs capacity building activities in the WCO Europe Region. It exclusively aims at enhancing capacities of Customs Administrations in paving the way for more secure and simplified customs processes and international trade operations.

ROCB Europe's vision is to realize sustainable capacity building activities with concrete outcomes that favorably benefit Customs Administrations based on the values of *Excellence, Cooperation, Inclusiveness, and Continuous Improvement*.

ROCB Europe performs its work in line with its four keystone strategic goals and three strategies on organizational management and communication (Section II: Strategy).

Keystone Strategic Goals:

- **Promote the work on customs capacity building and WCO instruments.**
- **Foster customs reform and modernization process of Member Administrations.**
- **Strengthen regional cooperation among Member Administrations.**
- **Enhance collaboration with stakeholders, development partners and donors.**

Strategic Goals on Organizational Management:

- **Strengthen office management and improve institutional functionality.**
- **Secure adequate funding and financial sustainability.**

Strategic Goal on Communication:

- **Address a broad audience and raise awareness on customs capacity building and development.**

The Execution Program is projected to be implemented with a view to achieving the strategic goals (Section III: Execution Program).



SECTION I: CURRENT STATUS

A. OPERATING CONTEXT:

The Regional Office for Capacity Building (ROCB) for the World Customs Organization (WCO) Europe Region has been functioning in Baku, Azerbaijan, since 17 October 2011 based on the Memorandum of Understanding signed between the WCO and the Government of the Republic of Azerbaijan.

ROCB Europe is the 6th and final ROCB comprising WCO's largest region.

ROCB Europe performs its work by means of its technical as well as administrative services. The State Customs Committee of the Republic of Azerbaijan gives extensive support in terms of logistical arrangements and administrative support to ROCB Europe.

Technical staff of ROCB Europe is seconded by Customs Administrations of WCO Europe Region. Currently, there are two technical staff seconded by the Customs Administrations of Switzerland (head of office), and the Republic of Turkey.

The Office is fully ensured with administrative staff including office manager and support staff as well as guardsmen by the State Customs Committee of the Republic of Azerbaijan.

B. ASSETS:

i) Facilities

ROCB Europe operates in its own building, which includes the following alongside spacious offices for staff:

- Fully equipped conference hall;
- Computer lab with working stations;
- 2 well-equipped training classes;
- Cafeteria as well as fully equipped kitchen;
- Parking garage.

WCO, WCO Member Administrations and international governmental organizations as well as the State Customs Committee and other government agencies of the Republic of Azerbaijan are welcome to use the premises.

ii) Cargo and Container Training Center

The Cargo and Container Training Center is located at the ROCB Europe premises and intended for providing training for frontline customs officers on cargo and container control matters both theoretically and practically. The center, which was built with the kind support of Customs Administration of the Netherlands, is the second center worldwide after the one in Rotterdam. ROCB Europe hosts cargo and container trainings ex officio at the center upon receiving requests from member states.

SECTION II: STRATEGY

A. SWOT ANALYSIS

i) Strengths:

- There is an extensive ongoing support to ROCB Europe from the host administration, the State Customs Committee of the Republic of Azerbaijan.
- ROCB Europe has its own premises with spacious offices and well-furnished large meeting hall and training sections.
- The coverage of ROCB Europe is the largest in comparison to other WCO Regions and it is comprised of Member Administrations some of which are substantially advanced in customs.
- The location of the ROCB Europe is practical and it is virtually in the center of the WCO Europe Region in geographical means which makes it easily reachable from any country in the WCO Europe Region.

ii) Weaknesses:

- ROCB Europe traditionally suffers from under employment of technical personnel and lack of adequate financial support from the member Customs Administrations which in turn causes ROCB Europe to underperform. The level of low backing seems to be dramatic considering the large coverage of the WCO Europe Region.
- The attention and willingness to hold collaborative activities of Member Administrations with ROCB Europe is limited.
- Absence of a strategy for the WCO Europe Region prevents ROCB Europe from performing in a fulfilling way in line with regional guidance and needs.

iii) Opportunities:

- ROCB Europe has the potential to play a role in regional capacity building activities as well as customs related projects to a much greater extent as opposed to the current situation.
- ROCB Europe can act as a coordination hub for the region for Regional Training Centers, RILOs and Vice-Chairmanship as well as WCO Europe Region Heads of Administration Conference.
- ROCB Europe web site can be used for accessing working documents and announcements for regional meetings and events through public or member only sections, as the case may be.
- Within the framework of a long term regional strategy, ROCB Europe can use its potential for a stable and sustainable work program.

iv) Threats:

- Ongoing low level of support could result in decreased attention and a decline of interest for WCO activities in WCO Europe Region.
- Limited number of high level regional events coupled with low level of regional coordination might result in as an unbalanced regional coordination as well as lack of mutual understanding among Member Administrations.



B. STRATEGIC GUIDANCE

i) Mission statement:

ROCB Europe is the beacon for the work of customs capacity building activities in the WCO Europe Region. It exclusively aims at enhancing capacities of Customs Administrations in paving the way for more secure and simplified customs processes and international trade operations.

ii) Vision:

Realizing sustainable capacity building activities with concrete outcomes that favorably benefit Customs Administrations.

iii) Values:

Excellence, Cooperation, Inclusiveness, Continuous Improvement.

C. KEYSTONE STRATEGIC GOALS

ROCB Europe operates with the aim of achieving the following keystone strategic goals:

- **Promote the work on customs capacity building and WCO instruments.**
- **Foster customs reform and modernization process of Member Administrations.**
- **Strengthen regional cooperation among Member Administrations.**
- **Enhance collaboration with stakeholders, development partners and donors.**

D. ORGANISATIONAL MANAGEMENT STRATEGY

In order to complement and boost the work on the keystone strategic goals, ROCB Europe also operates in the context of the following organizational management strategy goals:

- **Strengthen office management and improve institutional functionality.**
- **Secure adequate funding and financial sustainability.**

E. COMMUNICATION STRATEGY

In order to complement and boost the work on the keystone strategic goals, ROCB Europe also operates in the context of the following communication strategy goal:

- **Address a broad audience and raise awareness on customs capacity building and development.**

SECTION III: EXECUTION PROGRAM

Below mentioned program is projected to be implemented with a view to achieving the strategic goals:

GOAL 1: Promote the work on customs capacity building and WCO instruments.	
Deliverables	<ul style="list-style-type: none"> Organize, coordinate or host regional, sub-regional and national events on customs capacity building and WCO instruments. Produce, collect, analyze or disseminate information about customs capacity building and WCO instruments.
Potential Stakeholders	Customs Administrations, WCO, other international governmental organizations, private sector.
Expected Impact	Enhanced customs capacity of Member Administrations and increased benefit from and better use of WCO instruments.
Performance Indicators	Number of events organized, hosted or coordinated.
GOAL 2: Foster customs reform and modernization process of Member Administrations.	
Deliverables	<ul style="list-style-type: none"> Provide customs capacity building support through coordination of technical assistance, training and experience sharing activities for Member Administrations. Assist initiation or implementation of projects and programs of Member Administrations on customs capacity building.
Potential Stakeholders	Customs Administrations, WCO, other international governmental organizations.
Expected Impact	Increased customs capacity of Member Administrations.
Performance Indicators	<ul style="list-style-type: none"> Number of events organized, hosted or coordinated. Number of projects or programs assisted.
GOAL 3: Strengthen regional cooperation among Member Administrations.	
Deliverables	<ul style="list-style-type: none"> Provide a common platform for regional communication, view exchange, information sharing; coordinate regional and sub-regional meetings; keep databases for experts, programs and projects and other relevant information. Initiate and maintain WCO Europe Region Regional Strategic Plan.
Potential Stakeholders	Member Administrations, WCO Secretariat.
Expected Impact	Increased regional cooperation between the Member Administrations.
Performance Indicators	<ul style="list-style-type: none"> Number of initiatives taken for strengthening regional cooperation Status of WCO Europe Region Regional Strategic Plan.



GOAL 4: Enhance collaboration with stakeholders, development partners and donors.	
Deliverables	Increase engagement with stakeholders, development partners and donors in order to organize joint activities and urge them to take initiatives.
Potential Stakeholders	Governments, WCO, other international governmental organizations, private sector, embassies, missions in Azerbaijan.
Expected Impact	Increased audience, reinforced promotion of customs capacity building activities and the Office.
Performance Indicators	Number of projects, visits and events carried out.
GOAL 5: Strengthen office management and improve institutional functionality.	
Deliverables	<ul style="list-style-type: none"> • Ensure effective human resources development and provide training where available and proper conditions for staff at the Office. • Conduct on the basis of adopted institutional procedures and principles.
Potential Stakeholders	N/A
Expected Impact	Increased effectiveness and competency of staff.
Performance Indicators	Ongoing process.
GOAL 6: Secure adequate funding and financial sustainability.	
Deliverables	Ensure long term funding thereby consistent implementation of the Execution Program for customs capacity building activities.
Potential Stakeholders	Customs Administrations, development partners, donors.
Expected Impact	Improved functionality of ROCB Europe in providing customs capacity activities.
Performance Indicators	Balanced budget and the number of activities provided.
GOAL 7: Address a broad audience and raise awareness on customs capacity building and development.	
Deliverables	<ul style="list-style-type: none"> • Engage as many stakeholders as possible to attract more attention to the work of ROCB Europe and urge stakeholders to take initiatives on customs capacity building by effective communication techniques and representation. • Reach out stakeholders with a view to urging them to uphold customs capacity building related activities.
Potential Stakeholders	Customs and trade community.
Expected Impact	Increased audience as well as increased activities by customs and trade community.
Performance Indicators	Number of outreach activities made.



SECTION IV: PERFORMANCE MONITORING AND REVIEW

A. PERFORMANCE MONITORING

Performance monitoring with regard to Execution Program shall be made based on Progress Report which shall indicate the activities of ROCB Europe on an annual basis taking into consideration a results-based approach and impact observation through quantitative as well as qualitative methods.

B. REVIEW

The ROCB Europe Strategic Framework shall be reviewed by ROCB Europe aligned with the inputs received from the Member Administrations, WCO Europe Region Vice-Chair and the WCO Secretariat.