FIRST INTERNATIONAL FORUM FOR NATIONAL TRADE FACILITATION COMMITTEES

Boosting capacities and partnerships for implementation

PREMIER FORUM INTERNATIONAL SUR LES COMITÉS NATIONAUX DE FACILITATION DES ÉCHANGES

Renforcement des capacités et des partenariats pour la mise en œuvre

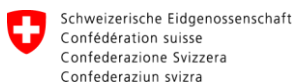23-27 January / Janvier 2017
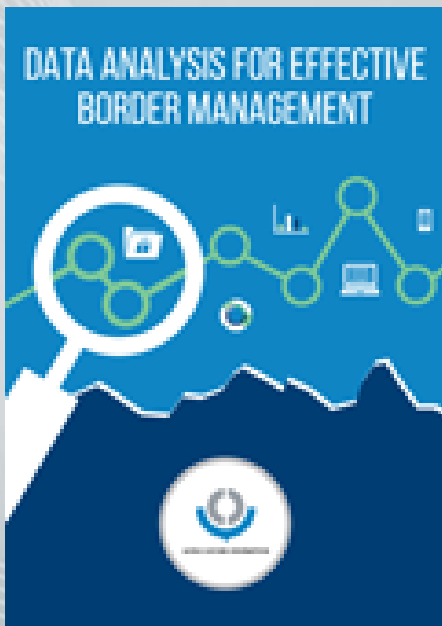
Performance Indicators in TF Context

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World Customs Organization

DATA ANALYSIS FOR EFFECTIVE BORDER MANAGEMENT

Annually held on January 26, International Customs Day (ICD) recognizes the role of Customs officials and agencies in maintaining border security. It focuses on the working conditions and challenges that Customs officers face in their jobs.

"In recent years, we have witnessed the emergence of a whole gamut of new tools that have the potential to help people leverage data in new and powerful ways. Traditional methods for detecting and managing risks have served many administrations well, but there are now new opportunities to use more advanced methods to get the most value from the information available."

"Over the course of 2017, I invite all WCO Members to promote and share information on how they are leveraging the potential of data to advance and achieve their objectives and to respond to the expectations of traders, transport and logistic operators, as well as governments.

Wishing you all a very joyful
International Customs Day!"

K. Mikuriya, Secretary General, WCO
26 January 2017

What is RBM ?

"However beautiful the strategy, you should occasionally look at the results."

Winston Churchill

What is RBM ?

- Governments and the donor community have moved to RBM methodology to demonstrate results for programs

- RBM is a management tool – for Customs administrations, it can serve as a project/program planning, monitoring and evaluation tool

- It is not just indicators - it is a means to assist in managing risk, monitoring progress, and reporting
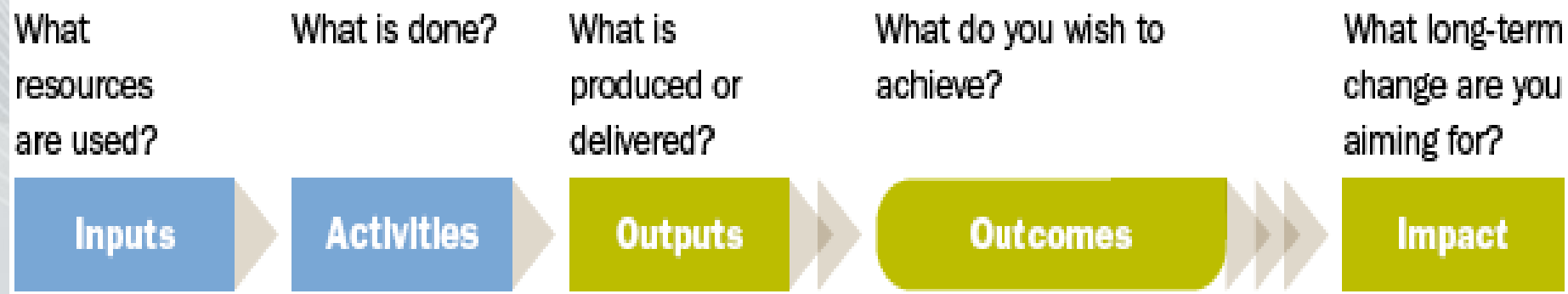
What is RBM ?

Results-based management (RBM) is a life-cycle approach to management to improve decision-making, transparency and accountability.

Defining where you're going and how you plan to get there….

RM Chain

What resources are used?	What is done?	What is produced or delivered?	What do you wish to achieve?	What long-term change are you aiming for?
Inputs	**Activities**	**Outputs**	**Outcomes**	**Impact**

Enhanced/increased skills, knowledge, ability → **Immediate Outcomes**

Enhanced/increased organizational or individual capacity → **Intermediate Outcomes**

Outcomes

Immediate:

Increased understanding of….

Increased knowledge of…..

Increased skills to…..

Intermediate:

Increased number of ……

Increased capacity in …….

Improved quality of ………

Impact

Organizational:

- Efficiency
- Compliance with international standards
- Client satisfaction
- Better funding
- Cultural

Macro and micro economic:

- Poverty reduction
- Improved investment climate
- Job creation

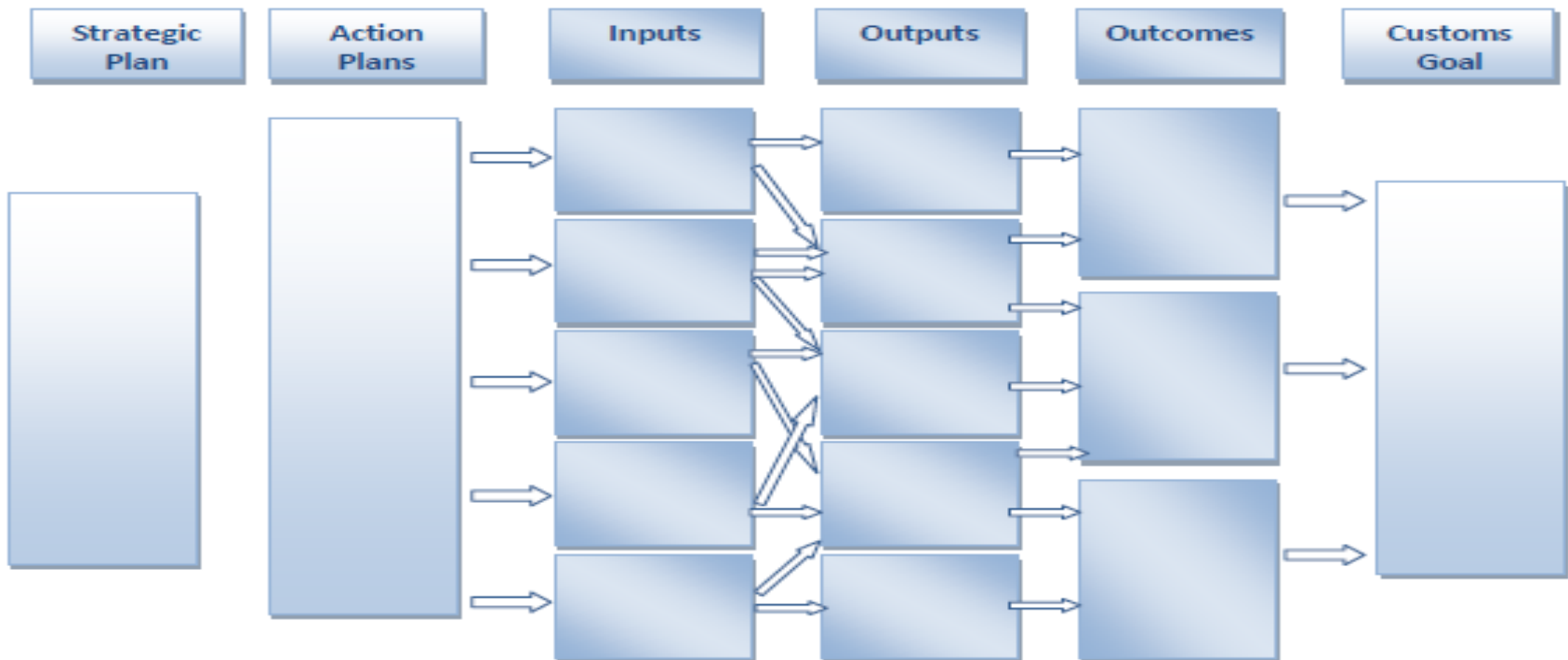"It is much more difficult to measure non-performance than it is to measure performance"

Harold S Geneen
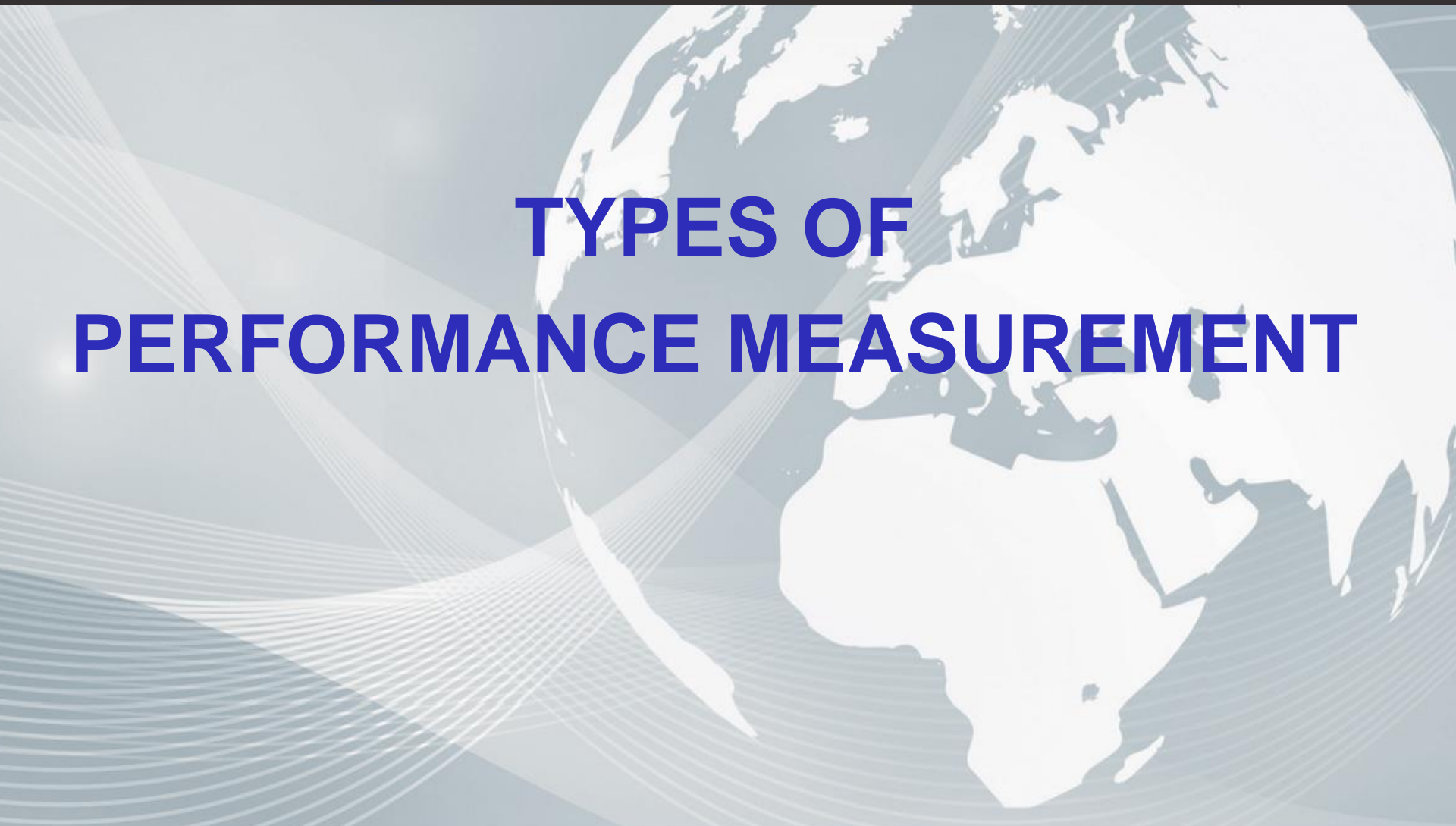*President, ITT Corporation*

Performance Measurement

The on-going monitoring and reporting of a Customs administration's progress toward reaching its organizational goals

TYPES OF PERFORMANCE MEASUREMENT

PM Methods

Balanced Scorecard
Benchmarking
Business Process Reengineering
ISO9000
Knowledge Management
Management by Objectives
Total Quality Management

TYPES OF PERFORMANCE INDICATORS

Types of Indicators

➢Outcome or Impact Indicators

➢Input or Activity Indicators

➢Output Indicators

➢Efficiency Indicators

➢Effectiveness Indicators

➢Holistic Direct & Indirect Indicators
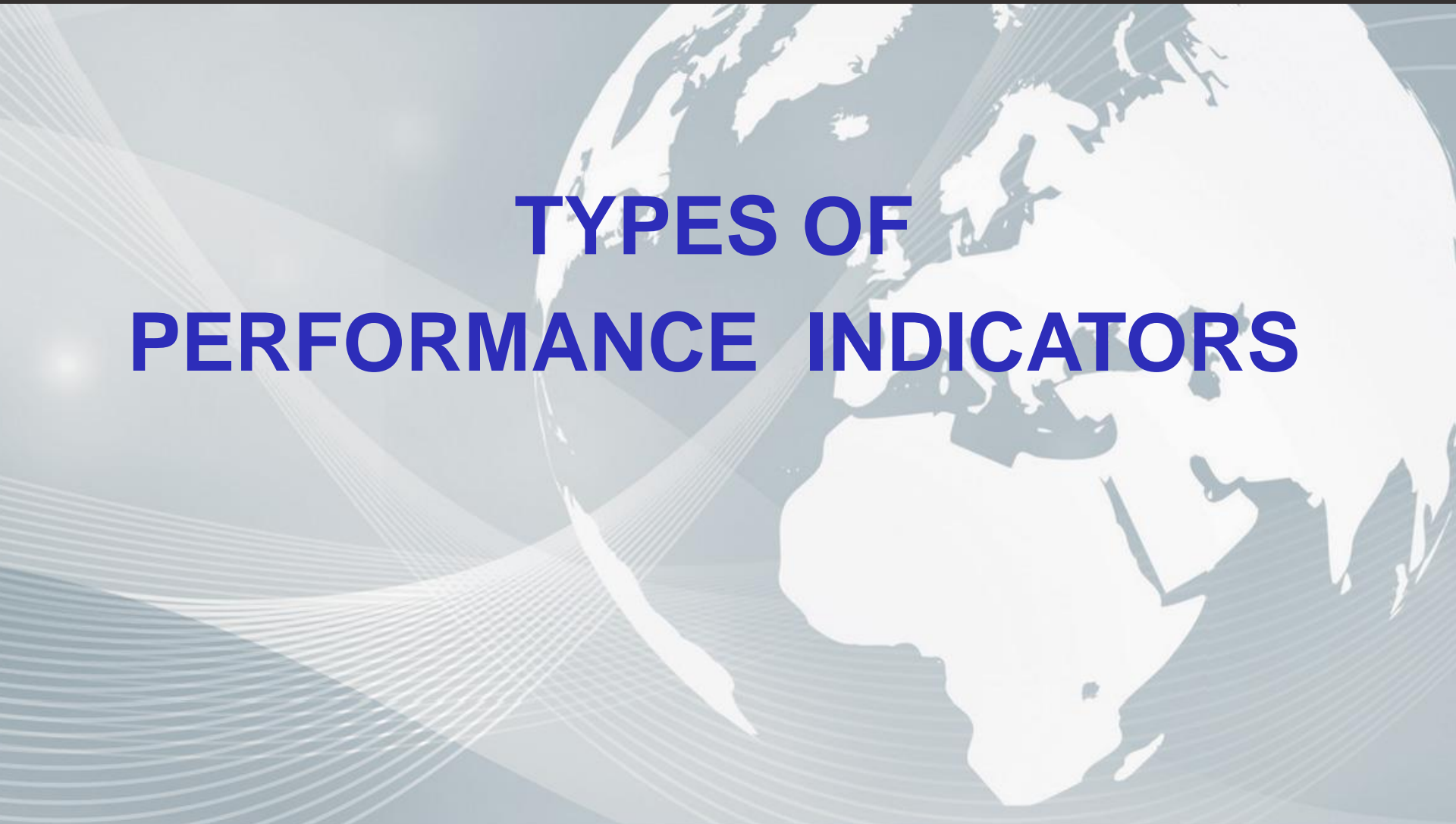
Criteria for Identifying Performance Indicators

Clarity of purpose
Focus
Alignment
Balance
Regular refinement
Robust

DESIGNING
PERFORMANCE INDICATORS

"Not everything that counts can be counted, and not everything that can be counted counts."

- **Linked to organizational goals**

- **Need to be tailored**

- **Use for decision-making**

Performance Indicator Design Steps

Identify Customs Administration Strategic Goals & Objectives

List Core Functions That Deliver Objectives (Inputs/Outputs/Outcomes)

Consider other Action Plans of the Organization

Include External Performance Requirements That May Be Imposed On Customs To Collect & Report On

Categorize Indicators Based On Objectives:
- Strategic & Operational
- Quantitative & Qualitative
- Efficiency

Ownership / Timeframes

Developing Performance Indicators example

Performance Indicators	Questions
Title	Name of indicator
Purpose	Why is it being measured?
Object	What is being measured?
Metric	What is the definition?
Data requirement	Where will the input data originate?
Data collection method	How will the data be collected?
Responsible	Who will collect the data?
Timing	How often will the data be collected & reported?
Ownership	Who needs the data?
Linkage	Is the indicator associated with another indicator?

RESOURCES

Outcome – E.G. Foster a skilled, service-oriented workforce that is adequately equipped to undertake Customs role

	Input / Activity / Indicator	Output	Possible Target Methodology	Possible Sources
Human Resources	Number of staff Organisational demographic # Vacant positions Time taken to recruit % Officers trained during reporting period Training hours per officer during reporting period Days taken for unscheduled absence per officer Attrition rate and reason Staff morale	E.G Appropriate human resource policies to deliver Customs goals and objectives Overall organizational structure Most efficient & effective number of officers and Customs Houses at the Regional and Local levels	Time taken to recruit Minimum number of training hours/days per employee	Human Resource Information Management System Scheduled staff surveys Performance feedback interviews Exit interview/ survey

CUSTOMS SYSTEMS & PROCEDURES

Outcome – E.G. - The border is managed efficiently and proactively and high-risk travellers, conveyances and consignments are identified

	Input / Activity / Indicator	Output	Possible Target Methodology	Possible Sources
Revenue Collection	Forecast revenue vs. actual collected amount % Revenue split by import duty, tax and excise % Revenue collected for each: red, amber, green imports % Revenue collected exports % Revenue collected post clearance audit % Revenue collected import processing charges % Revenue collected passenger movement charge % Revenue collected levies (marine, navigation, pollution, etc.) % Revenue collected on behalf of other agencies (transport, quarantine, etc.) % Revenue collected resulting from Court action	E.G Collecting the correct amount of revenue on behalf of government	Customs Import/Export Management System	Trade Statistics

Questions, feedback, comments