

WORLD CUSTOMS ORGANIZATION  
ORGANISATION MONDIALE DES DOUANES

Established in 1952 as the Customs Co-operation Council  
Créée en 1952 sous le nom de Conseil de coopération douanière

Capacity Building Committee

-  
12<sup>th</sup> Session  
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HC0142Eb

Brussels, 15 December 2020

**DRAFT AGENDA**

IMPORTANT NOTICE: The session will take place in two phases:

Phase I is a document-based phase (submission of comments) that will take place from  
Monday, 25 January 2021 at 12:00

to Monday, 8 February 2021 at 12:00 (Brussels time);

Phase II includes web-conference sessions taking place between 13:00 and 15:30  
(Brussels time) on Monday 22, Tuesday  
23 and Wednesday 24 February 2021

**Leading Customs to Navigate Challenging Times and Beyond**

I.	<p><b>Opening and adoption of the Agenda</b> <i>"A" item (for guidance and decision)</i></p> <p>a. Opening address by the WCO Secretary General, Dr. Kunio MIKURIYA b. Remarks by the Chairperson c. Adoption of the Draft Agenda</p> <p><i>The Secretary General will offer the opening address to 12th Session of the CBC. The Chairperson will provide her opening remarks, which will be followed by the adoption of the Draft Agenda.</i></p>	HC0142Eb
II.	<p><b>Navigating Challenging Times and Beyond</b> <b>Keynote Address by Mr. Ivane Matchavariani, Minister of Finance of Georgia</b> <i>"C" item (for taking note and discussion)</i></p> <p><i>The world has drastically shifted and organizations and their people need to cope with a new set of challenges posed by these changes. Organizations</i></p>	

	<p><i>and their leaders are navigating a broad range of interrelated issues that span from keeping their employees and customers safe, preserving revenue, encouraging recovery, renewal and resilience, reorienting operations and navigating complicated government support programs. Beyond the near-term implications of COVID-19 pandemic, organizations have to not lose sight of the future we want to build for ourselves, society and the planet.</i></p> <p><i>The Keynote speaker will address these important issues and give inspiration to CBC delegates to provide practical guidance on existing and possible new Capacity Building initiatives and developments in the areas pertaining to the Committee’s work.</i></p>	
<p>III.</p>	<p><b>Panel Discussion : Leadership in Challenging Times and Beyond</b></p> <p><i>"C" item (for discussion and orientation)</i></p> <p><i>Leadership is critical when organizations have to adapt to a difficult business environment as is the case for the current pandemic. During challenging economic and social conditions leaders need to keep their teams productive and on target. To succeed in tough moments, we need high performing leaders who see the opportunities and strive to seize them despite the challenges and difficulties. We need committed leaders who can transfer their positive outlook to people.</i></p> <p><i>The pandemic situation will eventually end, but many experts are of the opinion that we cannot go back to the old world. Working methods, procedures and style will need to change based on the “new normal”. The Committee will be invited to discuss the strategy and leadership needed in future CB initiatives.</i></p> <p><i>The working document discusses important aspects of leadership such as motivation, inspiration, communication, alongside initiative and innovation; behavioural and values-driven vs traditional leadership; and the role of middle management, among others. It also provides information about the latest tools and guidance elaborated by the Secretariat in this area, seeking the Committee’s support and comments with a view to future endorsement, where appropriate.</i></p>	<p>HC0143 HC0143EAE1a HC0143EAE2a</p>

<p>IV.</p>	<p><b>People and Organisational Resilience</b>  <i>"B" item (for discussion and guidance)</i></p> <p>a. People Management and Learning in Times of Crisis</p> <p>b. Staff resilience and wellbeing at work in the “new normal” – Member experience</p> <p>c. Gender Equality and Diversity</p> <p><i>This agenda item and documents will discuss among others, the online learning approach (OLA) and the future of HRM in Customs. It will provide an overview of new guidance material being developed in support of effective HRM to cope with the pandemic's effects and move the organizations forward.</i></p> <p><i>It will also give opportunities for Members and development partners to share experiences and challenges including views on the current and future development of important organizational culture aspects such as staff resilience and wellbeing at work, adaptivity and gender equality and diversity.</i></p>	<p>HC0144  HC0144EAE1a  HC0144EAE2a</p> <p>HC0145  HC0145EAE1a</p>
<p>V.</p>	<p><b>Capacity Building Delivery Report</b>  <i>"A" item (for information and feedback)</i></p> <p><i>Under this item the CBC will be informed on the latest developments, progress and outcomes in WCO Capacity Building since the 11th Session of the Capacity Building Committee. The Capacity Building Delivery Report will highlight the activities executed in order to meet the deliverables of the WCO Strategic Plan. The Report aims at a more qualitative presentation of the progress achieved and highlights the new, virtual approach to CB delivery.</i></p>	<p>HC0146</p>
<p>VI.</p>	<p><b>Operationalizing the WCO Capacity Building Strategy – Action Plan on the WCO Organizational Development Package</b>  <i>"B" item (for discussion and endorsement)</i></p> <p><i>At its 11<sup>th</sup> Session, the CBC endorsed the new CB Strategy document (HC0134) as presenting a case for a more focused, coordinated and well-resourced approach to undertaking capacity building in Customs administrations. The Committee requested</i></p>	<p>HC0147  HC0147EAE1a</p>

	<p><i>however, adjustments and improvements to be made to the then draft plan for the implementation of the Strategy. In the intersessional work, the potential and relevance of the draft plan to rather serve as an Action Plan on the WCO Organizational Development Package (ODP), have been explored and appreciated.</i></p> <p><i>The CBC will be invited to take note of the developments that led to the elaboration of the draft ODP Action Plan, and discuss and endorse the Plan for submission to the Policy Commission in June 2021.</i></p>	
<p>VII.</p>	<p><b>Report of the Global Meeting of Regional Entities "B" item (for taking note and decision)</b></p> <p><i>Under this item, the Chair of the Global Meeting will present the report of their 16th meeting. The CBC will be invited to consider the meeting's recommendations and endorse its draft Terms of Reference (ToR).</i></p>	<p>PRESENTATION_Draft_ToR</p>
<p>VIII.</p>	<p><b>Innovation, Digitization and Data Analytics in Support of Organisational Resilience</b>  <i>"C" item (for discussion, input and decision)</i></p> <ul style="list-style-type: none"> <li>a. WCO Capacity Building Framework on Data Analytics in Customs</li> <li>b. BACUDA Project developments and establishment of an informal virtual Working Group on Data Analytics</li> <li>c. WCO CLiKC! and E-learning developments</li> <li>d. New modes of Capacity Building Delivery – Members' and partner organizations' experience</li> </ul> <p><i>Data analytics has generated a growing interest among the global Customs community, and the use of IT and data analytics has been identified as one of the main priorities in the WCO Strategic Plan. The Policy Commission, at its meeting in December 2019, approved the development of a comprehensive Capacity Building Framework for Data Analytics in Customs. The CBC will be invited to take note of the outcomes of the discussions at the Permanent Technical Committee (October 2020) on the draft CB Framework for Data Analytics in Customs and provide comments/suggestions with a view to</i></p>	<p>HC0148  HC0148EAE1a</p>

	<p><i>updating the Framework document before its submission to the Policy Commission in June 2021.</i></p> <p><i>Progress in developing and testing the DATE model under the BACUDA project will also be presented. The Committee will be invited to discuss the establishment of an informal virtual working group on Data Analytics to advance the WCO Data Analytics agenda, following the work modalities of the BACUDA expert group comprising Secretariat, academia and Member representatives.</i></p> <p><i>Under this agenda item the CBC will also have an opportunity to share experiences about new CB delivery modes and tools, including platforms for remote CB delivery and information exchange. The latest developments of the WCO CLiKC! platform and the WCO e-learning offer will also be presented. Members will also be invited to provide guidance to the Secretariat on developing a new e-learning module on disaster response.</i></p>	
IX.	<p><b>Tailor-made and Responsive Approach to Ensure Business Continuity</b>  <i>"A" item (for information)</i></p> <p>a. Mercator Programme stocktaking  b. Draft WCO guidelines on disaster management and supply chain continuity</p> <p><i>The WCO Mercator Programme, launched in July 2014, aims at assisting governments worldwide to implement trade facilitation measures under the WTO TFA expeditiously and in a uniform manner using WCO instruments and tools and applying the WCO strategic approach to sustainable capacity building. The CBC will be informed about progress in the overall and the tailor- made tracks of the Mercator Programme.</i></p> <p><i>The CBC will be provided with a progress update on the work under the new WCO Project in response to the challenges the Covid-19 crisis posed to Members. The WCO Covid-19 project was launched in July 2020 with the support of the government of Japan and builds upon the work already done by the WCO, such as the Secretariat Note on How to Develop and Utilize Essential Goods Lists During a</i></p>	<p>HC0149  PC0643Ea  PC0643EAE1a  PRESENTATION_Extract_f  rom_PC0647Ea</p>

	<p><i>Disaster and the document on What Customs can do to Mitigate the Effects of the COVID-19 Pandemic.</i></p> <p><i>The project objective is to build the capacity of Customs administrations in Developing and Least Developed countries in dealing with disruptive scenarios such as Covid-19 in order to ensure the continuity of the supply chain and expedite the supply of relief goods. The project is focusing on the development of WCO Guidelines on disaster management and supply chain continuity and will provide support to eligible WCO Members. PTC in October 2020 has discussed the first draft of the Guidelines.</i></p>	
X.	<p><b>Experts Management and Deployment</b></p> <p><i>"B" item (for discussion, inputs and guidance)</i></p> <p><i>This agenda item will discuss why expertise is so important in times of crisis, and always. The Chair of the Virtual Working Group on Experts will update the CBC about the work on a further review of the Policy Document on Management and Mobilization of WCO Experts and the Experts Management and Deployment Guide. Members will be asked to endorse the policy documents.</i></p>	<p>HC0150 HC0150EAE1a HC0150EAE2a</p>
XI.	<p><b>Progress report of the Working Group on Performance Measurement (WGPM)</b></p> <p><i>"A" item (for information)</i></p> <p><i>In June 2019, the Council approved the establishment of the Performance Measurement Working Group (WGPM). The working group held its second meeting in October 2020. The mandate of this working group is to develop a new Performance Measurement Mechanism covering all Customs' competency areas. The CBC will be invited to take note of the outcomes of the work of WGPM so far.</i></p>	<p>Oral report by the WGP M Chair</p>
XII.	<p><b>Any other business (AOB)</b></p>	
XIII.	<p><b>Date and place of next session</b></p> <p><i>"A" item</i></p>	

XIV.	<b>Election of Chairperson and Vice-Chairperson</b> <i>"C" item</i>	
XV.	<b>Closing/Summary</b>	