

"The Dublin Strategy"

A Strategic Performance Framework for the Customs Profession 2012-2015 through training and development

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1. Introduction

The Dublin Strategy provides a common strategic performance development framework for the customs profession within the EU. It sets out ***a common training and education framework to support Member States (MS) in developing the skills and knowledge the customs profession*** needs to deliver world leading customs services throughout the European Union (EU).

The common strategic performance development framework (Dublin Strategy) is the outcome of research outputs, findings and contributions by MS Customs administrations and trade organizations over the course of two European studies [R01][R02]¹ led by DG TAXUD in 2011.

Following the policy recommendations of these studies, EU national customs administrations, some trade organisations and other relevant stakeholders convened that a "*common framework to learning and continuous development for the customs profession is a key step to achieve improved customs operations and better organisational performance throughout Europe*".

The studies examined on one hand the training and education needs of the customs profession and on the other hand the key requirements to efficiently respond to the increasing global challenges customs and trade are called to face. The Dublin Strategy consists of 2 complementary strands of activities which are:

1. Extending and strategically utilising a mix of already existing common training initiatives (eg. the PICS collaboration platform, eLearning modules);
2. Introducing new common provisions in the form of shared training and learning programmes (e.g. Customs Higher Education, train the trainer, shared learning).

This initiative is supported by the Customs 2013 and follow up programmes within the legal, financial, and procedural limits of those programmes.

2. Context

The Dublin Strategy should be considered within the below outlined business and performance development context:

¹ R01= Feasibility Study "EU Customs academic training programme" – R02= Deloitte report: "Development of a competency framework"

(a) 'How to achieve improved business outcomes'

Amongst various other political, operational, and administrative improvement/change recommendations, deriving from the before mentioned EU studies, MS administrations, and trade organizations identified the following business outcomes as priorities for the customs profession:

- **Harmonising Customs delivery and standards:**
 - Ensuring that customs operates in a uniform and transparent manner across the EU
 - Defining standards relating to required skills and knowledge and training for a high performing customs workforce;
- **Responding to change and Future Orientation**
 - Identifying the next decade as a period of profound change (continuing the deep changes that have occurred over the past few years) as a result of shifting trade patterns, global financial crises and the rapidly changing nature of business operations and supply chains;
- **Reacting to new security and revenue challenges**
 - Remaining ahead of the changing criminal and terrorist threats as well as being prepared to tackle new revenue challenges including growing Intellectual Property (IP) fraud and new technologies like e-Commerce which will introduce entirely new patterns of trade and with it new threats;
- **Driving EU competitiveness**
 - Fostering competitiveness as a key element of customs by responding to the financial crisis and seeking to ensure the EU's position in a global economy in which the economic and political strength is spreading from traditional 'developed' countries to the new powers in Asia and South America.

(b) 'How the Dublin Strategy will help deliver improved business outcomes'

To support the delivery of improved business outcomes, the Dublin Strategy is designed to:

- **provide strategic direction** and common tools to support national and organizational HR and Training strategies.
encourage greater collaboration and sharing of experience between MS customs administrations and trade in relation to training;

Under the umbrella of the Dublin strategy, national implementation strategies will then deliver the workforce development and drive improved business outcomes;

The European Commission (EC) will support MS and trade in this journey and help them achieve their business and policy objectives.

More specifically the Dublin Strategy will:

- **Provide strategic direction** – this initial output will be provided through the creation of a EU Customs competency framework. This will set out a shared view of the competencies (i.e. knowledge, skills, and attitudes) that high performing customs professionals need now and in the future.
- **Provide common tools** – this includes shared learning programmes, collaborative tools (PICS) and educational resources, which MS administrations and trade organizations can use to help deliver training and performance development . This will ensure that the workforce can acquire the required skills, knowledge, and behaviours as set out in the EU Customs competency framework.
- **Support national strategies** – Individual MS administrations will be supported to use the EU Customs Competency framework within their national strategies and clear training objectives will be defined in order to meet the needs of the MS and to ensure that the standards within the national customs workforce will align with it.

This will be achieved by the following:

- Developing training strategies that fit with the strategic direction given by the EU Customs competency framework;
- Incorporating the common learning programmes as part of the mix of training provision for customs professionals
- Sharing common resources to help develop trainers and training and to meet training needs where the MS administrations may have capacity gaps.

3. Vision

The Dublin Strategy will support MS in developing the skills and knowledge necessary to the customs profession to strategically deliver world leading services throughout the European Union (EU) and efficiently face the challenges of Customs in 21st century.

The European Customs profession will have, for the first time, a common strategic performance development framework in place addressed to all EU MS and to both the public and private sector organisations involved with customs.

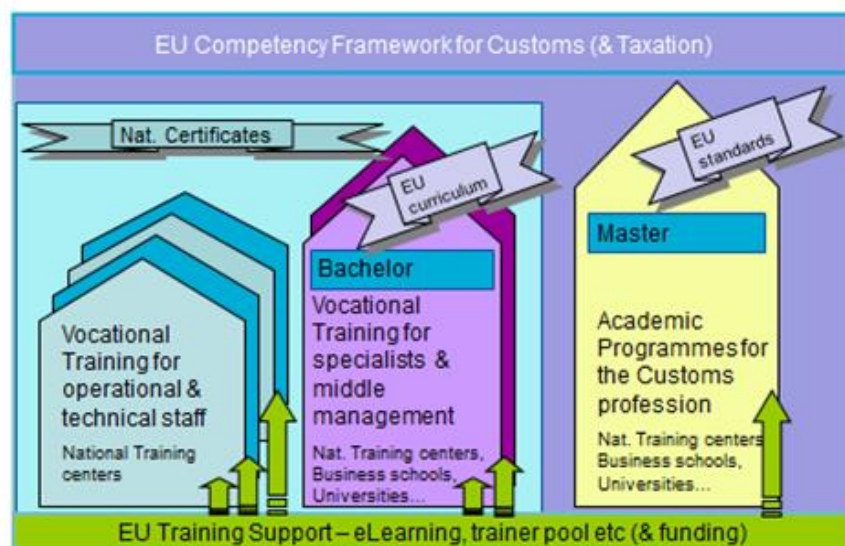
4. Mission

The mission of the Dublin Strategy is to go further in the process of performance harmonization across the European Union and respond to EU MS' demand for a more effective action on behalf of the EU in support of their current education and training capacity.

It is based on a common understanding of the challenges the customs profession is confronted with across Europe in the public as well as in the private sector:

- A lack of consistency in approach, content and delivery of training which leads to inconsistency in the understanding and application of EU regulations, reduced competitiveness of European trade and limited, if not inhibited, collaboration across the EU.
- Gaps in current understanding and competencies development which results in (1) companies facing strategic challenges managing customs and integrating it within their operations and (2) MS lacking critical capacity and suffering a diminution in their ability.

The intended outcome of the strategy is to achieve individualized provision with a common core – each individual organization will determine and deliver their own training and development drawing upon, and supported by, the common strategic performance development framework, the first step of which is the development of an EU Competency Framework for Customs.



This will enable every organization involved in customs, to deliver standards of training and development that the organizations in isolation could not achieve; this pooling of capacity and mutual support is, in effect, a customs training and development union.

The result will be uniformly high standards of development and improved business outcomes for individual organizations and the customs profession as a whole.

5. Principles

The Dublin Strategy is underpinned by three key principles:

1. **To remain a living strategy:** The Dublin Strategy is designed to be a living, evolving strategy which develops as the needs of the customs profession change. The implementation and evolution of the Dublin strategy will be monitored and regularly revised by Member States and the Commission under the lead of the European Training Steering Group (TSG)
2. **To empower and support the MS administrations and Trade organisations:** It is a core principle of this strategy that the MS and individual trade organizations remain the lead responsible for the training of customs professionals. The Dublin Strategy does not supersede any national efforts but is designed to support and enable them to utilise the activities within their individual training programmes.
3. **To focus on the definition of the customs profession:** The Customs profession is defined as all those working in either the public or private sectors on customs related tasks. This expansive definition of the profession reflects the modern nature of customs and its role in trade as well as its importance as a government function.

6. Objectives

The Dublin Strategy puts in place a new common strategic performance framework for training and development for the Customs profession in the EU, which will:

- **Harmonise Training and Development** – To put in place a common framework, built upon the common European competency framework, to establish and deliver harmonised high standards of training across the union.
- **Pool capacity** – to pool the capacities of all organizations involved in customs matters to create a more effective coordinated approach. Encourage, support, and structure the sharing of training and development capabilities across the MS administrations and trade organisations in Customs. Ensuring that all organisations can deliver the highest possible standards of training.
- **Focus on the Future** –to put in place, for the first time, a European training and development framework which is focused on current and future needs of the workforce. Ensuring that training and development provides the competencies workforces need now and in the future.

7. Achievements

In summary, the Dublin Strategy is meant to provide an overarching common strategic performance framework for the customs profession.

In doing so, it will deliver the following long-term values:

- **Harmonised standards of delivery for customs across the EU** – helping to overcome the variation in application and interpretation, particularly within customs;
- **World-class delivery** – The Dublin Strategy is designed not just to harmonise standards but to raise them; pooling the capacity and capability of the EU to deliver world class training and development and ensure the highest possible standards;
- **Capacity to respond to a changing world** – Providing a strategic and coordinated approach to ensuring customs professionals have the skills they need not just now but for the future.

8. Implementation

The strategy has been designed as a blend of progressive and interlinked activities to further develop technical and non-technical competences.

Technical Competences refer to the technical knowledge and skills that are required to perform and understand customs tasks at an operational level. An example of this would be Customs Audit, Customs Controls, or Customs Valuation of goods.

Non-Technical Competences refer to the non-operational skills and knowledge, for example required at a management or leadership level; this may include concepts such as strategic management, conflict management, national and international politics.

Identified implementation activity areas will support and enhance each other and together they form a common strategic performance framework for Customs which consists of the following:

1. The Competency Framework

- the foundation, setting out a consensus view of the skills and knowledge required by customs professionals in Europe, now and in the future. The end goal is to ensure that customs professionals have the identified competencies.

2. The training support framework,

- a combination of eLearning, a collaboration environment (PICS), a EU trainer network and a Train-the-Trainer programme, designed to help MS and Trade to deliver these competencies to their staff through effective training. Training and Development is a shared initiative and the EC will support and collaborate with MS and the Trade.

3. **The common learning events,**
 - designed to support MS and Trade in providing customs professionals with the technical skills they need in a harmonized manner combined with the electronic learning modules. Particular focus will be put on those skills where MS and trade organisation are in short supply or where capacity may be low.

4. **The education programmes**
 - designed to provide professional education and both the higher technical and non-technical skills that professionals require. This may range from Customs Higher Education Programmes (CHEP) to Strategic Development Programme.

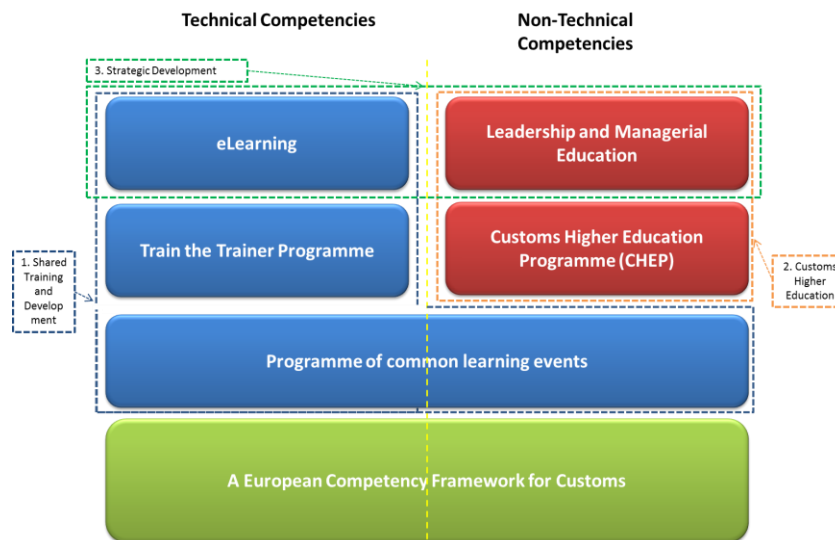


Figure 1
Components of the
Dublin Strategy
for Customs

Figure 1 illustrates the components of the Dublin Strategy for Customs. The initial step and key strategic driver for the Dublin strategy is the definition of a European Competency Framework for Customs.

Implementing principles:

- MS, traders and trade organizations remain the lead responsible for all training and education for customs professionals;
- The EC will take a coordination and support role – managing and ensuring the delivery of the strategy and providing the on-going strategic oversight required at the EU level;
- Training and Education will be a partnership between all interested organizations including the MS, trade and education providers. Each will be encouraged, supported, and required to play their part.

Guiding concepts:

- **Re-use:** The strategy will make the greatest possible use of what already exists. There is a huge amount of world class provision, a large talent pool of trainers and educators, and an existing structure of learning support. These will be central to the delivery of the strategy.
- **Public-Private Partnership** will be utilised extensively. This will be particularly the case in the provision of education programmes where partnerships between education institutions, MS and businesses are expected to be central to delivery. Deliverables will be based on the definition of the customs profession as including both the public and private sectors
- **Research:** In line with the findings of the European Parliament the Dublin Strategy will expressly recognise the critical importance of research to the development of the profession. Research – both academic and otherwise – will be central to the strategy and its support and encouragement.

9. Delivery

Specific implementation and delivery plans in line with the proceeding section will be drawn up for each of the individual activities of the strategy:

Activities overview
European Competency Framework for Customs
EU Trainer Network
Train-the-Trainer Programme
Strategic Development Programme for senior leaders
Customs Higher Education Programme (CHEP)
Electronic Learning Programme (eLearning)
Programme of Common Learning Events
Enhanced Collaboration Platform - PICS
Communication initiative

Initiative	Type	Description	Business Objectives	Training/HR Objectives	Skill Areas	Timeframe
EU Competency Framework for Customs	Training and Development Support	Common view of skills and knowledge needs for customs professionals	<ul style="list-style-type: none"> • Harmonization • Improved standards 	<ul style="list-style-type: none"> • Common view on content and standards of training required at all levels • Foundation for national HR frameworks 	All	June 2012 to spring 2013 & expand to Trader until Autumn 2013
	Administrative Support	EC provision of support to MS administrations to utilise the framework to develop their own national competency frames and to evaluate their training provision	N/A	N/A	N/A	Spring 2013 to mid-2014
EU trainer network	Training provision and support	Facility to set up the necessary trainers from customs, trade, education to support efficient training provisions	<ul style="list-style-type: none"> • Sharing of best practice • Improved standards 	<ul style="list-style-type: none"> • Improved content from different sources • Standardisation of delivery in key areas 	All	Mid2013 – mid 2015
Train-the-Trainer programme	Direct Training Provision	Programme of trainer development events	<ul style="list-style-type: none"> • Sharing of best practice • Improved standards • Harmonization 	<ul style="list-style-type: none"> • Standardisation of delivery on key areas • Enhancement of training capabilities 	All	Summer 2013 to Summer 2014
Strategic Development programme	Direct Training Provision	Training and development programme for senior staff	<ul style="list-style-type: none"> • Improved standards • Leadership capacity • Harmonization 	<ul style="list-style-type: none"> • Building capabilities to deliver leadership development 	Non-Technical	Early 2014

Customs Higher Education Programmes	Direct Training Provision	Provision of a range of academic customs education programmes	<ul style="list-style-type: none"> • Harmonization • Improved standards • Increased development provision 	<ul style="list-style-type: none"> • Common provision for strategic and higher technical skills • Recognised transferable qualification frame 	Non-Technical	Autumn 2013 to 2015 (phased)
Electronic Learning (eLearning) programme	Direct Training Provision	Central electronic training provision	<ul style="list-style-type: none"> • Harmonization 	<ul style="list-style-type: none"> • Common training on key customs topics • Standardisation of content and approach 	Technical	on-going
Common Learning Events programme	Direct Training Provision	Programme of MS led learning events on critical topics	<ul style="list-style-type: none"> • Sharing of best practice • Improved standards • Harmonization 	<ul style="list-style-type: none"> • Standardisation of delivery on key areas • Enhancement of training capabilities 	Technical; Some non-technical	Summer 2014
PICS Collaboration platform enhancement	Training and Development Support	Upgrade and additional functionality for collaboration platform	<ul style="list-style-type: none"> • Sharing of best practice • Pooling capacity 	<ul style="list-style-type: none"> • Collaborative and cooperative delivery • Enhanced central repository for materials 	All	Early 2013 (+ on-going)
Communication initiative	N/A	Information and publicity work to support the strategy and the profession	<ul style="list-style-type: none"> • Awareness • Improved professional standing 	<ul style="list-style-type: none"> • N/A 	N/A	on-going

9.1 Delivery Roadmap

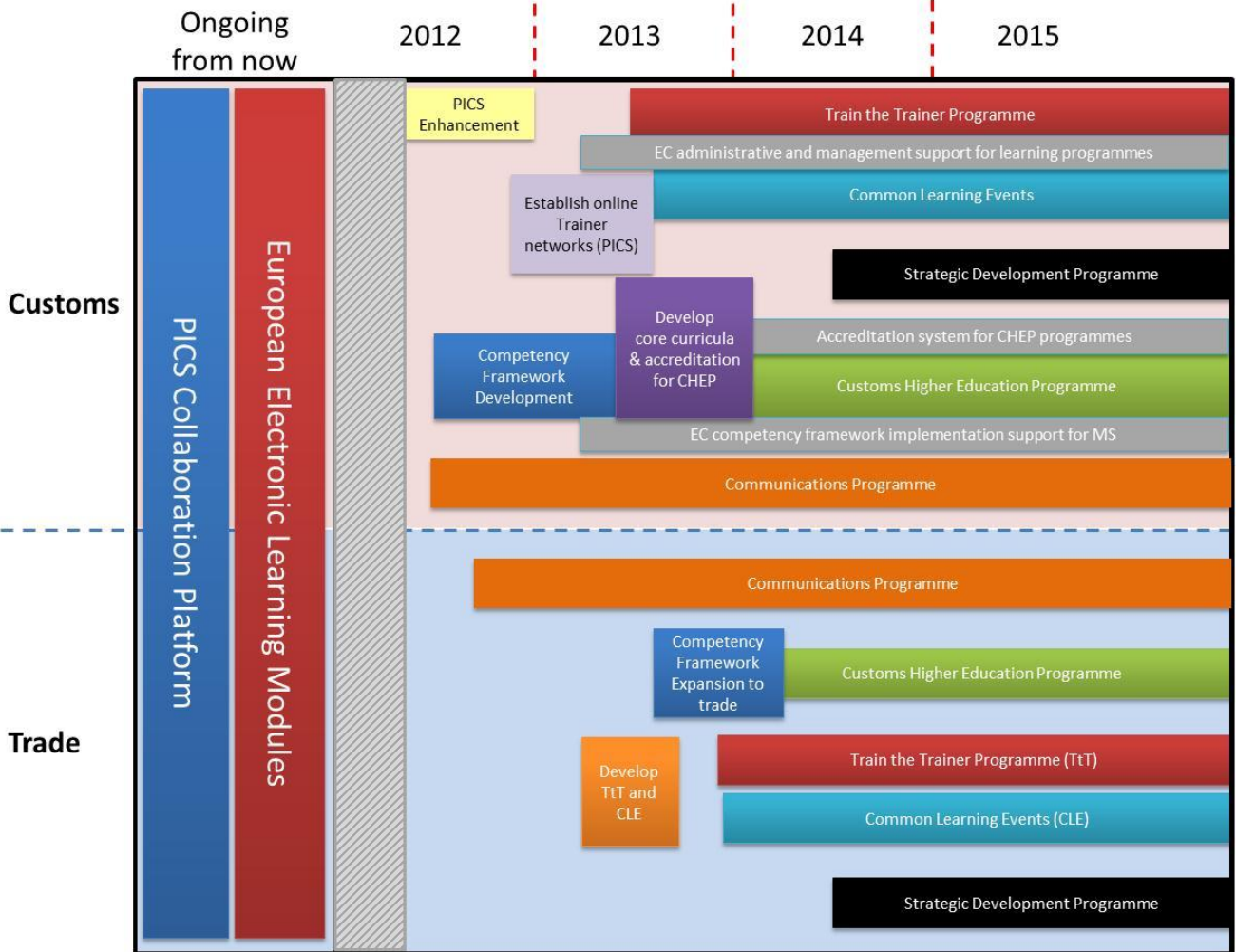


Figure 2 The Roadmap of Activities for the Dublin Strategy for Customs

9.2 Delivery Support

The EC will provide a range of implementation support to ensure the effective delivery of elements of the strategy and to enable Member State administrations to utilise elements of the strategy, particularly the competency framework, within their national HR and training efforts.

This implementation support will take the form of:

1. **Support tools** – A range of tools developed to support utilisation of key elements of the strategy. These will include specific PICS work spaces for the individual elements of the strategy, the development of online material libraries, and tools to enable MS administrations to evaluate their HR materials and training provision against the common competency framework.
2. **Administrative support** – The EC will establish appropriate work and project groups to develop and oversee the running of individual elements of the strategy. This will include groups to identify and develop topics for the common learning programmes as well as administrative capacity to support MS in hosting learning events.
3. **Support for national application of the competency framework** – The EC will provide extensive support to assist MS administrations to interpret and apply the competency framework within their own national circumstances. This will be aimed at enabling MS administrations to develop a national competency framework based upon the common one as well as to evaluate their training provision to ensure it meets the defined standards.
4. **Financial Support** – Through the Customs 2013 programme the EC will provide financial assistance for the delivery of training and development courses as well as continue to fund the training and development support provision.

9.3 Implications for Member States

The Dublin Strategy envisages that MS will need to undertake a series of implementation and participation actions. All of these are intended as voluntary. There is no intention to compel MS to act, nor will any of the provisions of the Dublin Strategy be enshrined in legislation.

1. **The competency framework for customs:** This will represent the consensus view of the MS on the standards for the European customs profession. These will become the EU standards recommended for national implementation but they will not replace national standards and MS will be free to utilise them if and as they choose.

2. **Delivery Activities:** The Dublin Strategy requires extensive development and delivery of the various elements within it from developing the competency framework to delivering train the trainer events. All MS will be given the opportunity to participate in the development and delivery activities. The effectiveness of them depends upon the levels of participation. But participation remains voluntary at all times.

3. **Education Programmes:** The education programmes envisaged for the Customs profession will offer EU wide qualifications for customs professionals. Participation in these programmes is voluntary for both the MS and individual Customs professionals. Whilst these are expected to add value and to form a strong part of the qualification landscape MS are not expected to make these qualifications mandatory. Individual MS will be free to determine the status and treatment of these qualifications within their territory.

10. Annex 1: Project charts for activities within the Dublin Strategy

10.1 EU Competency Framework for Customs

Activity	A Common Competency Framework for the Customs profession
Type	Learning and development support – New
Timeframe	<ul style="list-style-type: none"> • Development of MS framework – June to March 2013 • Formal approval and acceptance of MS framework – Jan to March 2013 • Extension to trade and acceptance – March to End 2013
Responsible	EU Commission Responsible, MS and Trade Consulted & Responsible
Description	<p><i>A clear and consensus view of the skills and knowledge required by customs professionals in Europe at all levels and in all skill areas both technical and non-technical.</i> Establishing a comprehensive common view of professional competencies and providing the base from which new provision can be developed, gaps and requirements identified, and current materials and provision tested.</p> <p>Use of the framework would be led by MS administrations and trade organisations adopting and using it with their own training provision, and by other education and training providers in the development of their provision. At an EU level the framework would be used to develop core curricula and standards for EU programmes, and to form the basis for accreditation of courses delivered by educational institutions and training providers – including the MS themselves.</p>
Training Objectives	<ul style="list-style-type: none"> • Improved national training provision – Providing a framework for determining curricula and ensuring training provision delivers the required knowledge and skills for customs professionals at all levels • Provision of European training – The framework will enable common EU programmes in the form of higher education and shared provision by establishing the appropriate competencies to be trained, the level of training required and directly providing the curricula for common training
Business Objectives	<ul style="list-style-type: none"> • Harmonization of approaches – Harmonization of delivery approaches through shared understanding of the roles of customs professionals and the competencies required to fulfil them • Raising Standards – Through a common view of the levels of attainment required and providing the foundation for organizations to assess and ensure their staff meet those standards
Skill Areas addressed	Both technical and non-technical
Delivery Approach	<p>Development:</p> <ul style="list-style-type: none"> • Stage 1: Initial development: The EC to undertake initial development of framework through use of existing materials and testing work with a small number of MS

	<p>administrations. Initial development to focus upon MS competency framework.</p> <ul style="list-style-type: none"> • Stage 2: Consultation and final development: Initial framework to be provided to all MS for consultation and review. A final framework will then be developed and submitted for approval by the Competency Framework Project Group (CPG). <p>Extension to Trade: Once the initial MS framework is developed it will then be refined and extended to make it applicable to the entire customs profession.</p> <ul style="list-style-type: none"> • Stage 1: Initial Extension: An expert development group consisting of trade representatives will be established to review the framework and modify, enhance and extend. Utilising testing and development work with individual companies this group will identify the customs related tasks undertaken by private sector professionals and map them to the competency framework: • Stage 2: Consultation and Final Development: The extended framework will be opened for public consultation and review and review sessions held with key trade groups. A final framework will then be developed and submitted for ratification by the trade contact group. <p>Usage: Once developed the competency framework is expected to have the following usage:</p> <ul style="list-style-type: none"> • Curricula and standards for CHEP: The foundation of the CHEP provision will be common EU standards and curricula which will be developed out of the competency framework. An accreditation body will utilise the framework and translate the competencies into appropriate core standards for each programme. • Harmonization of training: MS and trade organizations will be encouraged to utilize the competency framework to review their current training provision and align it to the appropriate competency standards set out.
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10.2 EU Trainer network

Activity	EU trainers network
Type	Training provision and support
Timeframe	Development of the EU Trainer Network – Mid 2013
Responsible	EU Commission: responsible. MS: consulted
Description	Development of network of trainers responsible for training in the EU MS. Network able to serve as coordinated virtual communities of practice around specific subject areas. Specific envisaged functionality that includes (1) greater capacity to form and manage such network and (2) repository for training resources and support materials.
Training Objectives	<ul style="list-style-type: none"> • Sharing of best practice – Utilising PICS as the key communications and sharing tool • Pooling of capacity – Through supporting collaboration between MS customs and trade trainers
Business Objectives	<ul style="list-style-type: none"> • Harmonization of skills – Developing common understanding and approaches through collaboration in training
Skill Areas addressed	Both technical and non-technical
Delivery Approach	<ul style="list-style-type: none"> • Technical development of the network through a contractual partner organisation; • Primary focus on user-driven application of the technology with trainers determining their usage, having control of their networks and being empowered to setup and utilise workspace as they require.

10.3 Train the Trainer Programme

Activity	Programme of Train the Trainer Events
Type	Direct Training Provision - New
Timeframe	<ul style="list-style-type: none"> • Identification and agreement initial events – Early 2014 • Commencement of programme – Mid 2014
Responsible	EC Responsible, MS Trade Consulted
Description	A series of learning events for staff involved in delivering training designed to share and impart critical skills and knowledge of key topic areas and training techniques. The programme is designed to deliver training capacity within MS and Trade organizations, enabling them to provide training to their staff on all topics and ensuring that the training given is harmonized across the EU. These events will be designed to both impart knowledge of topics and to share approaches to training staff on them. Events are expected to be residential meetings 2-5 days in length hosted by an MS or Trade organization.
Training Objectives	<ul style="list-style-type: none"> • Improved training skills – Providing a structured approach for sharing training knowledge, enabling trainers from some MS to train trainers in others • Harmonization of training provision – Delivering European wide training for trainers to deliver harmonized approaches and content in training provision
Business Objectives	<ul style="list-style-type: none"> • Harmonization of skills, approaches and delivery – Developing common understanding and approaches through collaboration in the provision and development of training • Raising of delivery standards – Improved delivery standards achieved through improved and harmonized training standards
Skill Areas addressed	Primarily Technical
Delivery Approach	<ul style="list-style-type: none"> • A programme of events strategically coordinated by the EC who will establish a consultative forum with MS and Trade to identify topics for events • Events to be hosted and delivered by MS or Trade organizations with requisite expertise as 1-2 day events hosted within the host country or an agreed location • Event costs and administration to be supported by the EC under the Customs 2013 and follow-up programmes • Stage 1 – Development of programme: the EC to identify initial topic list for first 3 events through consultation. The EC to identify and agree MS or Trade organizations to host and provide initial 3 events. • Stage 2 – On-going Management: The EC to instigate an on-going consultative forum that identifies new topics and appropriate event hosts with a target of a minimum of 3 events per calendar year

10.4 Strategic Development Programme

Activity	Strategic Development Programme for Leaders within Customs Organizations
Type	Direct Training Provision – New
Timeframe	<ul style="list-style-type: none"> • Development of Programme – January to April 2014 • Initiation of programme – May 2014
Responsible	EC Responsible & Accountable, MS & Trade Responsible and Consulted
Description	Advanced strategic and managerial training for current and future senior leaders. This will provide the skills needed for decision-making and leadership within the professions. This provision will be a mixture of customs specific core content developed out of the competency framework, generic managerial training, and high level education provision – specific both for customs and more general MBA/managerial education.
Training Objectives	<ul style="list-style-type: none"> • Delivery of unmet training needs – Strategic, managerial and leadership training is currently underprovided within customs, availability and standards of provision vary significantly across the union. The Strategic development programme aims to ensure availability of high quality provision across all MS.
Business Objectives	<ul style="list-style-type: none"> • Harmonization of understanding and approach – Through leaders within customs organizations sharing broad strategic and managerial skills and building common understanding in joint development. • Raising of delivery standards – By raising the strategic and managerial capacities of customs organizations thereby supporting their ability to deliver, innovate and respond to the changing environment in a strategic manner
Skill Areas addressed	Non-Technical
Delivery Approach	<p>Common Standard:</p> <ul style="list-style-type: none"> • An expert group will be established, using the competency framework as a base, to set common standards for senior leaders within customs organizations. <p>Delivery options</p> <p>There are a number of options for delivering the programme:</p> <ol style="list-style-type: none"> 1. To develop and establish a common programme - provided by a single provider consisting of a set of provision which all those entered for the programme participate in. Those successfully completing the course will be awarded the qualification. 2. Certification for individuals – to develop a certification for individuals which assess their attainment of the required standards without addressing provision. 3. Mixed provision – A mixture of these approaches in which a short common programme (2 weeks in length) is established to provide core training with individuals then undertaking autonomously other development which contributes to their obtaining the standards.

10.5 Customs Higher Education Programme

Activity	Customs Higher Education programme (CHEP)
Type	Direct Training Provision – New
Timeframe	Phased approach (2013 – 2015) <ul style="list-style-type: none"> • Identification and agreement initial events – Early 2013 • Commencement of programme – Summer 2013 - 2015
Responsible	EC Responsible & Accountable, MS & Trade Responsible and Consulted
Description	<p>The development of a body of educational programmes for customs professionals within Europe.</p> <p>These will take the form of accredited training programmes (delivered by appropriate educational institutions, customs academies, trade organisations etc.) at Diploma, BA and MA level.</p> <p>These programmes will include technical content but will focus more broadly on education and development of customs professionals providing them with recognised and transferable qualifications.</p> <p>This provision will be built upon agreed EU core curricula and standards for BA/MA content which will be developed out of the competency framework. This provision will be both pre and post-experience education and open to MS and Trade.</p>
Training Objectives	<ul style="list-style-type: none"> • Delivery of unmet training need – The CHEP programme will provided learning and development around strategic skills, broader customs knowledge and knowledge of related areas, such as supply chain management. These are areas which current provision does not adequately support.
Business Objectives	<ul style="list-style-type: none"> • Harmonization of skills – Through common education of all customs professionals across Europe • Raising of delivery standards – Putting in place for the first time education provision to enhance and build the skills and knowledge of customs professionals in critical areas • Improved Professional Standing – Providing recognised, transferable academic qualifications for customs, placing the profession on a par with others like taxation • Sharing of Best Practice – Through courses which bring together staff from multiple organizations both public and private to learn with and from each other
Skill Areas addressed	Primarily non-technical but including significant technical provision
Delivery Approach	<p>Principle Approach:</p> <ul style="list-style-type: none"> • A centrally established EU standard will be established (based upon the competency framework) and an accreditation body established to accredit courses as meeting that standard at the appropriate level – Diploma, BA, MA; • Course provision will be market based with MS, education institutions, trade

bodies and others free and encouraged to develop and instigate courses which they are then accredited as meeting the required standards;

Stage 1: Setting Standards and Establishing Accreditation system:

- DG TAXUD to convene an expert group consisting of MS, trade and academic representatives to develop the core European standards required of courses.
- This group will utilize the competency framework to identify and establish high level core standards which set out the skills and knowledge individuals completing courses at the three levels – Diploma, BA, MA – will need to demonstrate for the course to be accredited.
- The expert group will then establish an appropriate accreditation process expected to include a standing accreditation panel to review new programmes supported by peer and expert review.

Stage 2: Delivery of Courses

- MS, Trade organizations, Education institutions and others will be free to develop and deliver courses as they see fit either individually or in partnership.
- Courses will have to comply with the set standards, submit for and receive accreditation and submit to periodic review to receive accreditation within the CHEP programme.
- Courses without accreditation will not be eligible to bear the CHEP accreditation or be eligible for associated EU funding.

10.6 Electronic Learning Programme

Activity	Electronic Learning Programme
Type	Direct Provision – enhancement of existing programme
Timeframe	on-going (2012 – 2015)
Responsible	EU Commission Responsible, MS and Trade Consulted
Description	Provision of common EU modules for MS and Trade providing training upon key areas of customs regulations, laws and delivery.
Training Objectives	<ul style="list-style-type: none"> • Common training – Direct provision of common training for all MS on key customs topics
Business Objectives	<ul style="list-style-type: none"> • Harmonization of skills – Through common training upon key regulations, laws and approaches • Common approaches and interpretations – Creating a shared interpretation of common areas through common training
Skill Areas addressed	Primarily Technical
Delivery Approach	<ul style="list-style-type: none"> • Managed and delivered by the European Commission • Currently modules are developed through instigation from the EC and as a result of consultation with MS • In future modules will also be developed as standard supporting materials to accompany new legislation and regulations • Modules developed centrally utilising MS experts as SME input • Modules once developed are localised through a centrally managed localisation programme • Modules are made available electronically for MS and Trade

10.7 Common Learning Events

Activity	Common Learning Events Programme
Type	Direct Training Provision – New
Timeframe	<ul style="list-style-type: none"> • Identification and agreement initial events – End 2013 • Commencement of programme – Mid 2014
Responsible	MS and Trade Responsible, EU Commission Consulted and Accountable
Description	<p>A strategically managed programme of shared learning events that will address topics of interest to MS and Trade, identified through a steering group and on-going consultation. They will focus upon:</p> <ul style="list-style-type: none"> • Critical topics; • Those in which some MS or Trade lack capacity – with MS or trade organizations with the requisite expertise sharing it with those without; and, • Areas in which there are low levels of harmonization.
Training Objectives	<ul style="list-style-type: none"> • Transfer of knowledge – Around critical and short supply skill areas with MS and Trade organizations sharing their expertise with each other • Sustainability of provision – Enabling all MS to provide high level training around critical, specialist and hard to obtain skills by providing a means for MS to share capabilities
Business Objectives	<ul style="list-style-type: none"> • Harmonization of skills – MS and Trade sharing and harmonizing their knowledge around core topics and undertaking common training • Common Approaches and Interpretation – Action based learning events to share approaches to common areas • Raising of delivery standards – Enabling all MS to achieve the same standard of delivery as those with deep expertise in the field
Skill Areas addressed	Primarily technical with some non-technical
Delivery Approach	<ul style="list-style-type: none"> • A programme of events to be hosted and delivered by MS or Trade organizations and strategically coordinated by the EC who will establish a consultative forum with MS and Trade to identify topics • 1-2 day events hosted and delivered by MS or Trade organization within the host country or an agreed location with requisite expertise • Event costs and administration to be supported by the EC under the Customs 2013 and follow-up programmes • Stage 1 – Development of programme: The EC to identify topics and hosts for the 1-2 events through consultation with MS or Trade organizations • Stage 2 – on-going Management: The EC to instigate an on-going consultative forum that identifies new topics and appropriate event hosts with a target of a minimum of 3 events per calendar year.

10.8 PICS Enhancement

Activity	PICS Enhancement Programme (including EU trainer network)
Type	Learning and development support – Extension existing programme
Timeframe	On-going: <ul style="list-style-type: none"> Initial upgrade to PICS2.0 – 2012 to March 2013
Responsible	EU Commission Responsible, MS Consulted
Description	Upgrade and enhancement of the current collaboration platform for trainers and training responsible throughout the EU. Adding new functionality to enable more effective virtual collaboration and better sharing of information (e.g. conference tool). Supporting the further evolution of a EU training network to serve as coordinated virtual communities of practice around specific subject areas. Specific functionality envisaged includes greater capacity to form and manage such networks and repository for training resources and support materials.
Training Objectives	<ul style="list-style-type: none"> Sharing of best practice – Utilising PICS as the key communications and sharing tool Pooling of capacity – Through supporting MS and trade trainers to collaborate
Business Objectives	<ul style="list-style-type: none"> Harmonization of skills – Developing common understanding and approaches through collaboration in training
Skill Areas addressed	Both technical and non-technical
Delivery Approach	<ul style="list-style-type: none"> On-going consultation and review with PICS users to identify and deliver improvements; Technical development through a contractual partner organisation; Primary focus on user-driven application of the technology with trainers determining their usage, having control of their networks and being empowered to setup and utilise workspace as they require.

10.9 Communications Programme

Activity	Communications programme for the Dublin Strategy
Timeframe	on-going
Responsible	EC Responsible
Description	<p>A programme of communication and information provision to support the Dublin strategy. This will have two elements.</p> <ul style="list-style-type: none"> • First is an on-going effort to ensure MS, trade and all stakeholders are educated upon the strategy, informed of appropriate initiatives and developments and engaged with the process. This is a critical supporting activity to ensure the strategy is actively adopted by MS and Trade, that programmes are well supported and attended, and that stakeholders are engaged in development and delivery of the strategy and its elements. • Second, is communication to the wider public to raise the profile of the customs profession and the education available to pre-experience individuals. This is intended to help improve uptake by potential students and enhance the reputation of customs as a profession.
Objectives	<ul style="list-style-type: none"> • Engagement of Stakeholders: Ensuring all stakeholders are informed of the strategy and the elements within it and engaged in delivery and participation • Raising Standing of the Profession: To develop wider understanding of the customs profession and establishing it as a profession equivalent to others
Skill Areas addressed	N/A
Delivery Approach	A variety of methods will be employed including establishment of consultative forums, dissemination of information via PICS, direct mailing, information events, presentation at appropriate meetings and forums e.g. Trade Group meetings, establishment of expert steering groups and many others.

11. Annex 2: Risks

#	Risk	Risk Level	Level of Impact	Likelihood	Mitigation
R1	Low recognition of the CHEP programme's value: Low level of recognition of the programme as a valuable and meaningful professional qualification programme .	High	High	High	<ul style="list-style-type: none"> • European certification programme to provide weight and prestige; • Compliance with Bologna protocols to ensure all CHEP programmes confer recognised academic qualifications; • Engagement with appropriate academic institutions to ensure academic prestige; • Clear articulation of value and business case for programmes to MS and staff.
R2	Access barriers to attend the CHEP programme: Non recognition of professional experience and informal training.	High	High	High	<ul style="list-style-type: none"> • Commonality of programme enabling common recognition across profession; • Introduction of common concept for recognition of professional experience and informal learning (Bologna credit points)
R3	Availability of trainers and academics skilled in customs: - At present there is a very limited pool of academics with customs skills. - Customs and trade trainers with no or limited academic background staff.	Medium	Medium	Medium	<ul style="list-style-type: none"> • Use of academics from applicable related fields (e.g. international economics) to provide expertise; • Partnerships between MS and universities to deliver appropriate customs expertise; • Train the trainer programmes included within the strategy to increase pool of available trainers; • Pooling of resource and knowledge through shared learning schemes to ensure critical mass of staff in important areas.
R4	Low Trade engagement: Engagement and participation of trade is essential to reach the expected	High	High	Medium	<ul style="list-style-type: none"> • Regular reports and engagement through Trade Groups; • On-going dialogue with interested trade groups; • Specific trade activities including expanding competency

#	Risk	Risk Level	Level of Impact	Likelihood	Mitigation
	impact on performance.				framework to trade; <ul style="list-style-type: none"> • Requirement of open access for trade to CHEP programmes and appropriate elements of shared learning programme.
R5	Low academic sector engagement: Delivery of CHEP in particular depends upon engagement of academic sector	Medium	Medium	Medium	<ul style="list-style-type: none"> • Regular engagement with appropriate academics individually and via the PICARD panel; • CHEP designed to place implementation of design, development and delivery of programmes under control of educational institutions; • Provision of funding for students or course development to ensure initial viability.
R6	Excessive focus on the EU and its needs presents multiple risks: <ul style="list-style-type: none"> - isolation from the broader international context; - reduced participation due to limited coverage of national content requirements; - reduced participation of Trade due to strong public sector focus. 	Medium	High	Low	<ul style="list-style-type: none"> • Design of programme allows include international elements (e.g. PICARD standard); • On-going engagement with WCO (for design and delivery), with MS (respect of national needs) and with Trade (see R4).
R7	Challenge in establishing and maintaining Public-Private Partnership (PPP). Success depends upon effective use of PPP in the delivery of different elements of the strategy.	Medium	Medium	Medium	<ul style="list-style-type: none"> • Use of proven best practice and contractual schemes; • MS to help identify and lead partnerships with appropriate local providers.

Acronyms and Abbreviations

The following acronyms and abbreviations are used in this document:

Acronyms	Description
CHEP	Customs Higher Education Programme
CFW	Competency Framework
CPW-PG	Competency Framework Project Group
EC	European Commission
EO	Economic Operator
EU	European Union
FS	Feasibility Study
IP	Intellectual property
MS	Member State(s)
PICS	Programme Information and Collaboration Space
PPP	Public-Private Partnership
SME	Subject Matter Expert
TSG	Training Steering Group

Table: Acronyms and Abbreviations