

Annex 1: guiding principles for WCO functional review

Guiding Principles

Principles	Description	Rational
Centralized Decentralized management	Restructuring will be jointly led by the RO and WCO	<ul style="list-style-type: none"> ▪ Country buy-in and responsibility ▪ Consistency of the process across countries ▪ Adequate support provided to WCOs
Strategic country selection	Restructuring will take place through successive waves of WCOs	<ul style="list-style-type: none"> ▪ Start with champion countries to showcase tangible results ▪ Integrate learning from earlier waves ▪ Spread out restructuring cost
Consistent communication	Internal & external communication will situate the restructuring within the broader Transformation Agenda	<ul style="list-style-type: none"> ▪ Start with champion countries to showcase tangible results ▪ Integrate learning from earlier waves ▪ Spread out restructuring cost
Engaged WCO staff	WHO staff will be engaged and informed early on through a two-way communication process	<ul style="list-style-type: none"> ▪ Generate insights that will strengthen vision for WCOs ▪ Create and maintain momentum to facilitate restructuring
Strengthened leadership	The restructuring will be leveraged to strengthen staff leadership, management and communication skills	Further key focus areas for WHO, such as policy influence, convening power, and partnership collaboration