

Programmes
Management
Capacity Building
Development
Donors
WCO
Integrity
stomms

WCO HQ- Brussels - Belgium





WCO MISSION STATEMENT

« To enhance the effectiveness and efficiency of Customs administrations » by improving their ability to :

- Collect fiscal revenue
- Facilitate trade
- Apply trade regulations
- Protect society

International Conventions and standards

Capacity Building

Integrity = pillar of Customs Reform

CORRUPTION IN CUSTOMS

- Corruption is an obstacle to reforms
 - ✓ The positive impact of investments in technology and human resources can be reduced by corruption
 - ✓ Reforms are thought of in offices, but not always fully implemented on the ground
 - ✓ Gap between the reality in the field and what the Director General thinks is happening
 - ✓ Customs is part of a system – changes will take time

CORRUPTION IN CUSTOMS

Customs is exposed to corruption in a particular way

- Direct contacts with goods, people and money
- Important decisions on duty/tax or admissibility of imports/exports
- Customs personnel often work in remote border stations
- Clearance of many goods is time sensitive
- Expectations of social networks



Negative consequences of corruption in Customs

- Revenue leakage
- Reduction in public trust and confidence
- Reduction in compliance
- Reduction in community protection and national security
- Barriers to international trade and economic development
- Increased costs borne by the community



WCO Integrity Tools and Instruments

- Revised Arusha Declaration
- Integrity Development Guide
- Model Code of Ethics and Conduct
- Integrity Newsletter
- Integrity Sub-Committee



WCO Revised Arusha Declaration

1. Leadership and Commitment
2. Regulatory Framework
3. Transparency
4. Automation
5. Reform and Modernization
6. Audit and Investigation
7. Code of Conduct
8. Human Resource Management
 - Remuneration and conditions of service
 - Recruitment, promotion
 - Rotation, relocation and deployment
 - Training and professional development
 - Performance appraisal/management
9. Morale and Organizational Culture
10. Relationship with the Private Sector



Integrity Development Guide

TRANSPARENCY

- What are the procedures in place for informing clients of their rights when dealing with the administration and how are these procedures communicated?

RELATIONSHIP WITH THE PRIVATE SECTOR

- Have appropriate consultative mechanisms been established to facilitate communication and co-operation between Customs/the administration and client groups?
- Have formal co-operative arrangements been established with industry bodies incorporating aspects such as the knowledge of Customs' procedures, information exchange and two-way training?



WCO Integrity strategy

Awareness raising

- International/regional/national events
- Integrity self-assessment workshops
- Integrity Sub-Committee (meets once a year)
- Integrity Newsletter



WCO Integrity strategy

Empirical approach and performance measurement

- Not relying on subjective data but on quantifiable information
- Detect bad practices which can be connected to, or support corruption and impact on the Institution's objectives (revenue collection, security, enforcement)
- Using data extracted from Customs clearance systems, measurement, and performance contracts between Customs leaders and frontline officers.
- Indicators to measure the economic activity from a Customs point of view, the time taken by Customs officials and brokers to process files, the effectiveness of controls and of "so called" sensitive procedures and compliance with the Customs channels



Integrity Pilot project : Uruguay Partnership with the private sector

- Comprehensive Customs reform
- Stakeholder's perception survey revealed a negative image of Customs
- 10 MOUs on Ethics and Transparency with Customs partners (Customs brokers, Free zones, exporters, express carriers, International road transport associations, etc.)
- Signed by the Director General of Customs and the heads of the associations
- Regular meetings between Customs and the associations
- Results : legal action taken – improved dialogue w/the private sector – increased transparency



Projects in the MENA region

- Morocco- Integrity pilot project (Monitoring center) – risk mapping
- Egypt – Integrity self-assessment
- Algiers - Research conference on performance measurement
- Tunisia – Integrity self-assessment



CONCLUSION

- No one size fits all
- Customs is part of a system
- Some change is possible with the right ingredients and the implementation of realistic measures
- Integrity should be a pillar of any Customs reform



THANK YOU FOR YOUR ATTENTION!

Patricia Revesz
Governance Advisor
Capacity Building Directorate
Patricia.Revesz@wcoomd.org
(+32 2 209 94 22)