How do we talk about corruption in Customs?

Carlos Enríquez Montes
Mexico Minister representative to the EU & the WCO
WCO Integrity Sub-Committe Chair

www.wcoomd.org
Considerations

• Corruption is a human behaviour…
• it is an “us” problem…
• human behaviour is not static…
• behaviours are shaped by context…

... and context can be changed.

collective, optimistic, practical
Considerations cont’d

• Many different forms of corruption exist
e.g. bribery, extortion, cronyism, nepotism,parochialism, patronage, influence peddling, graft, embezzlement...

• Find the causes or drivers of the contexts that create corrupt behaviours.
Common Context and Drivers for Corruption in Customs

- **Problem/context:** Difficult, opaque, or burdensome procedures make people want to cut corners.
  - Functional corruption

- **Problem/context:** Experiencing financial hardship, need to make ends meet
  - Desperate corruption

- **Problem/context:** Everyone expects customs to be corrupt, “everyone else does it so why shouldn’t you?”
  - Expected corruption

- **Problem/context:** There are little to no controls, corruption is easy.
  - Opportunistic corruption

- **Problem/context:** Being threatened with harm by others, blackmailed or extorted, political interference.
  - Coercive corruption
Customs as a Target for Corruption

- 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 goods is time sensitive
- Social expectations

Types of Corruption:

- Opportunistic corruption
- Coercive corruption
- Desperate corruption
- Functional corruption
- Expected corruption
Using the Revised Arusha Declaration to Change the Context

**Problem/context:**
- **Difficult, opaque, or burdensome procedures make people want to cut corners.**
  - Solution/RAD:
    - Regulatory framework
    - Reform and modernization
    - Transparency
  - Functional corruption

**Problem/context:**
- Everyone expects customs to be corrupt, “everyone else does it so why shouldn’t you?”
  - Solution/RAD:
    - Code of conduct
    - Transparency
    - Relationship with the private sector
    - HR management
    - Morale and organizational culture
  - Expected corruption

**Problem/context:**
- Experiencing financial hardship, need to make ends meet
  - Solution/RAD:
    - HR management
    - Audit and investigation
    - Morale and organizational culture
  - Desperate corruption

**Problem/context:**
- There are little to no controls, corruption is easy.
  - Solution/RAD:
    - Leadership and commitment
    - Audit and investigation
    - Morale and organizational culture
  - Opportunistic corruption

**Problem/context:**
- Being threatened with harm by others, blackmailed or extorted, political interference.
  - Solution/RAD:
    - Leadership and commitment
    - Audit and investigation
    - Morale and organizational culture
    - Transparency
  - Coercive corruption
Thank you

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Capacity.building@wcoomd.org