World Customs Organization

WCO integrity-related tools

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The WCO's **Revised Arusha Declaration concerning Good Governance and Integrity in Customs** (2003) is the WCO’s focal instrument to prevent corruption and increase the level of integrity in Customs.

The Declaration contains **ten key factors** for an effective national Customs integrity programme.
Key Factors of the Revised Arusha Declaration

- Regulatory Framework
- Transparency
- Human Resource Management
- Reform & Modernisation
- Leadership & Commitment
- Audit & Investigation
- Morale & Organisational Culture
- Automation
- Code of Conduct
- Relationship with the Private Sector
- Leadership & Commitment
Revised Arusha Declaration cont’d

The Revised Arusha Declaration focuses on…

- Corruption in customs administration and operations.
- Actions that are within the control of a head of customs.
- Helping customs engage with other actors to combat corruption (e.g. private sector, national anti-corruption bodies).

Links with the United Nations Convention against Corruption (UNCAC)

- A **legally binding** instrument for 140 countries worldwide.
- UNCAC covers preventive measures, criminalization and law enforcement, international cooperation, asset recovery, and technical assistance and information exchange.
- The 10 key factors of the **Revised Arusha Declaration** provide a “**practical approach** for anti-corruption policies and practices” as stipulated in UNCAC **Article 5**.
- It is also specifically aligned with other UNCAC Articles (i.e. 7 - public sector; 8 – codes of conduct, etc.)
The *WCO Integrity Development Guide (IDG)* follows the structure of the Revised Arusha Declaration and contains:

- a **detailed description** of each of the key factors,
- a **checklist** for conducting a self-assessment,
- guidance on **action planning**,
- examples of **good practice**.
WCO Model Code of Ethics and Conduct

Revised Arusha Declaration
Key Factor:

Code of Conduct

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
WCO Model Code of Ethics and Conduct

Outlines Several Elements:

1. Personal Responsibility
2. Compliance with the Law
3. Relations with the Public
4. Limitations on the Acceptance of Gifts, Rewards, Hospitality and Discounts
5. Avoiding Conflicts of Interest
6. Limitations on Political Activities
7. Conduct in Money Matters
8. Confidentiality and Use of Official Information
9. Use of Official Property and Services
10. Private Purchases of Government Property by Employees
11. Work Environment

+ Annex with specific guidance on the practical implementation of sensitive aspects
WCO Guide to Corruption Risk Mapping

Revised Arusha Declaration
Key Factor:

Audit & Investigation

Internal Controls

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

Opportunistic corruption

Problem/context:
Experiencing financial hardship, need to make ends meet

Desperate corruption

Problem/context:
Being threatened with harm by others, blackmailed or extorted, political interference.

Coercive corruption
Guide to Prevent Procurement Corruption in Customs

- Insights about anti-corruption measures that can be taken in the context of public procurement.

- General guidance to enhance the capacity of Customs administrations when managing public procurement.

**Internal Controls**
WCO Transparency and Predictability Guidelines

Revised Arusha Declaration
Key Factors:

- **Transparency**
- **Regulatory Framework**
- **Reform & Modernization**

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

**Expected corruption**

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

**Functional corruption**

**Problem/context:**
Being threatened with harm by others, blackmailed or extorted, political interference.

**Coercive corruption**

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WCO other Integrity Instruments & Tools


+ WCO Integrity Sub-Committee (ISC)

Tools and Guidelines

- Compilation of Integrity Practices on Internal Control and Relationship with External Controls
- Integrity Development Guide [es - 2014] [ar] [pt] [ru]
- Compilation of Integrity Practices from WCO Members
- Guide to Corruption Risk Mapping [ar] [pt]
- Guide to Prevent Procurement Corruption in Customs [ar] [pt]
- Model Code of Ethics and Conduct [ar] [es] [pt] [ru]
- Why and How of Performance Measurement Contracts [ar] [pt]
- Transparency and Predictability Guidelines [ar] [es] [pt]
WCO Tools to Support Human Resource Management (HRM)

The WCO has a number of tools under its Organizational Development Package of support for Members, including:

• **People Development Diagnostic Tool**

*For merit-based recruitment and promotion:*
• **Guide to Implement Competency-Based Human Resource Management**
• **WCO Framework of Principles and Practices for Customs Professionalism**

*For training and knowledge development*
• WCO Professional Standards (PICARD Programme)
• CLiKC!
WCO Tools to Support Leadership and Commitment

Also part of the Organizational Development Package, the WCO’s Leadership Management Development (LMD) Programme contains a specific module on integrity.

LMD Workshops (2 weeks) are designed to inspire senior managers to become more aware of their personal mission, attitude, behavior and beliefs and to improve their ability to understand and positively influence others.

→ Recognition of the importance of personal ethical behaviours

Improvement of management skills are also targeted including:
• change management,
• strategic communications,
• people management,
• visioning,
• development of Customs for the 21st century.
In addition to the **RKC**, the WCO has a number of other tools that support the principles of **Collective Action:**

*Integrity cannot be built in a vacuum thus collective action is necessary through the utilization of standards, multi-stakeholder initiatives, and public-private partnerships.*
WCO Tools to Support Automation

WCO RKC General Annex Guidelines, Chapter 7 on Application of ICT

WCO IT Guide for Executives

WCO Single Window Compendium
Compilation of Integrity Practices from WCO Members

- Compilation from WCO Integrity Newsletter 2010-2014 (measures taken, good practices, etc.),
- 62 articles in total, proposed by 50 WCO members, arranged by each of the 10 key factors of the Revised Arusha Declaration.
Compilation of Integrity Practices on Internal Control & Relationship with External Controls

• Results of a survey of Members to find out how they implement the Audit and Investigation (Internal Controls) Key Factor of the Revised Arusha Declaration, looking specifically at:
  o Governance of Internal Control
  o Operational Aspects
  o Relationship with External Controls

• Responses from 58 WCO Members indicated that internal control functions can be structured differently and do not operate in the same way.

• Includes good practices shared from Member respondents.
Thank you

Name
Position