Item VII
Customs-Business Partnership

Capacity Building Projects

6 November 2013

Outline

- Context
- CB approach
- Guiding principles
- Reasons for engagement
- Developing a strategy
- Building core capacity
- Implementing the strategy
Context

- Phase 1 Diagnostics examined external cooperation and issued recommendations
- Limited priority was given by Member, except for AEO or similar initiatives
- Partnerships included in many Strategic Plans – few concrete initiatives beyond consultative committees
- CBC Agenda – 3Ps: People, Political will and Partnerships
- Renewed interest

CB Approach

- Customs-Business partnerships vs. Stakeholder engagement
- Key pillar of the Organizational Development Package
- Awareness raising at regional level
- Work on National level with specific Members
- Broad yet prioritized approach to engagement – focus attention where benefits can be derived
- Build underlying core capacities
Guiding Principles

- Set engagement guiding principles before setting the strategy
- Possible principles:
  - Responsive, reciprocal, inclusive, impartial, open, transparent, trusting, respect, etc
- Make the principles concrete through actions
- Challenges to change mentality and attitude/behaviour

Reasons for engagement

- Not an end in itself – identify the motivation
- What’s in it for Customs?
  - Vietnam: Legal requirements, new system, voluntary compliance
  - Chile: CRM, Single window, AEO, compliance
  - Cape Verde: compliance, corporate image, clearance times, consensus building and trust
- What’s in it for Trade - understand their needs and expectations
## Developing the Strategy

- Developing the stakeholder engagement strategy
  - What are the organizational challenges to overcome?
  - Defining the issues and problems specifically (e.g. Non-compliance, long queues, new project, etc.)
  - Stakeholder mapping
  - Engagement objectives (inform, consult, involve, collaborate, empower)
  - Engagement methods

## Building Core Capacity

- As you prepare engagement activities, need to build underlying capacity
  - Ability for dialogue, empathy, openness
  - Negotiation skills
  - Communication skills – strategic and personal
  - Preparations, chairing meetings, follow-up
  - Established network - who are the players?
**Strategy Implementation**

- **Some examples of engagement with Trade**
  - Trusted trader programmes, AEO
  - Structured consultations: strategic and operational – strike the right level of discussion
  - Tailored services and programmes to respond to unique needs of SMEs and large business
  - Close collaboration with Customs brokers
  - Cross-training and Customs staff placement
  - Joint IT and infrastructure investments

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**Strategy Implementation**

- **Considerations for implementation**
  - Assign people to focus engagement
  - Consult at the development phase
  - Consider current level of engagements
  - Bring staff to recognize value and to apply it as much as possible
  - Engage for all processes and at all levels
  - Stick to the plan but be flexible
  - Take a whole-of-border approach: involve other border agencies
  - Consider a «client service» approach