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Dear Readers,

The WCO is delighted to introduce the 10th edition of the Integrity Newsletter, and invite your attention to the featured issues.

In this edition, you will find out about the sweeping reforms in the Philippine’s Bureau of Customs, taking bold and unprecedented initiatives to rejuvenate a perceived inefficient and corrupt, Customs administration.

Another focus is on how the Malawi Revenue Authority is geared at institutionalizing an ethical culture through the establishment of an Internal Affairs Unit together with a number of policy frameworks.

Readers will also learn about the Integrity policy of the Korea Customs Service and its planned activities for the immediate future, as well as strategies set out by the Jamaica Customs Agency to enhance integrity.

Members are reminded that the 14th Session of the Integrity Sub-Committee (ISC) will take place from 26 to 27 February 2015. The ISC will sustain the WCO’s focus in addressing emerging perspectives to fighting corruption and promoting integrity in the Customs environment. To that end, the proposed agenda items include discussions on the key elements of Human Resource Management that enhance integrity. The WCO Secretariat also looks forward to updating the ISC with progress made in the preparation of two draft Guides as suggested during the previous ISC session; “Draft Risk Mapping Guide” and a “Draft Procurement Guide”.

The WCO encourages its Members to continue sharing their best practices through the Integrity Newsletter so as to provide the learning pathways for other Customs administrations to follow. We also encourage you to contact the featured administrations when you have found the interest to pursue and discuss further on the case stories in this Newsletter.

We wish to remind you however that the success of this Newsletter depends very much on your voluntary contributions.

We trust you will enjoy reading this Newsletter!

The WCO Capacity Building Directorate
MESSAGE FROM THE ISC CHAIR

Dear Colleagues,

As we quickly move toward the next session of the Integrity Sub-Committee (14th Session), scheduled for 26-27 February 2014, it gives me great pleasure to take this moment to forecast our work ahead.

As Members will be aware, the Capacity Building Directorate has done a great deal of work on the issue of Human Resource Management as a key factor to enhancing integrity. This includes aspects such as recruitment & induction, strategic application of the principle of rotation, and the issues of incentive measures to recognize good performance to fight corruption. These will be very interesting areas to be further explored in the work of the ISC.

The draft ISC agenda also includes an update on the latest activities of the WCO Secretariat, to include the draft Risk Mapping Guide and draft Procurement Guide. On those two work products in particular, I wanted to thank the Members for the robust number and quality of contributions that were provided, inasmuch as those submissions have given the WCO Secretariat a great deal of material to gather together for the further input by the Members as we together develop potential new draft guidance materials. I am sure that our ISC discussions will further advance this work at the same time.

This issue of the WCO Integrity Newsletter provides case study contributions from Malawi, South Korea, the Philippines and Jamaica; and I welcome you to continue to share your best and innovative practices that create more momentum for the important integrity development work that we all have ahead of us.

Once more, I thank you for the opportunity to serve as the ISC Chairperson and look forward to seeing you in the New Year.

David Dolan (USCBP)
WCO Integrity Subi-Committee Chairperson
PHILIPPINES

The Philippines’ Bureau of Customs: Hitting “Reset” on a corrupt agency

For decades, most Filipinos have believed that the Philippines’ Bureau of Customs (BOC) was the most inefficient, inept and corrupt government agency.

As the second-largest revenue collection agency of the government after the Bureau of Internal Revenue, contributing about 22% of the total national government revenue, the BOC is mandated with the triple mission of collecting revenue, facilitating trade and protecting borders. However, because of corruption and inefficiency, the BOC had become virtually irrelevant in fulfilling its mandates. In 2010, the Federation of Philippine Industries, a group of about 800 Philippine companies, reported that smuggling was “costing the Government about 2.8 billion USD in foregone revenues annually. Worse, smuggled goods were unfairly competing with local products thereby resulting to closure of legitimate local businesses and unemployment”. The same group disclosed in another study that the Philippine Government incurred staggering revenue losses of about 30 billion USD from 2002 to 2011 due to the undervaluation, misdeclaration, miscategorization and diversion of shipments, or technical smuggling. These losses did not include foregone taxes resulting from outright or pure smuggling operations that took place in isolated parts of the country and did not involve import documents.

In a February 2014 report entitled “Illicit Financial Flows to and from the Philippines: A Study in Dynamic Situation, 1960-2011,” a Washington DC-based research and advocacy group Global Financial Integrity (GFI) said that an estimated 277.6 billion USD was illegally transferred into the country “predominantly through the mis-invoicing of trade transactions.” Mis-invoicing is commonly known as “technical smuggling” or the underdeclaration of imported goods in terms of quantity, quality or value to cheat on Customs duties and taxes.

But beyond cheating on taxes and revenue leakage, corruption and inefficiency at the Bureau of Customs had heightened border control risks, with the possible entry of weapons of mass destruction, contaminated or contraband goods, as well as trafficking of illegal drugs. The root cause of the massive revenue leakage and losses is due to corrupt practices stemming from loose policies, wide discretionary powers and antiquated policies.

Uproot corruption, reboot BOC

To remedy this situation, President Aquino initiated a complete reform with a three-fold objective: streamline and revitalize bureaucracy, uproot the culture of corruption, and jump-start a virtuous cycle of integrity and true public service at the Bureau of Customs.

To set the stage for the Customs Reform Project, two offices were created; the Office of the Revenue Agency Modernization (ORAM), whose role is to implement system and process enhancements, and formulate a Code of Ethics to improve the integrity and performance of revenue generating agencies such as the BOC; and the Customs Policy Research Office (CPRO), a specialized agency whose main task is to provide necessary policy and procedural reforms in the internal administration practices and processes, collection, monitoring, and storage of data, documents and records, as well as analysis to improve baseline monitoring and performance measurement of the BOC; and to draft legislation to reform and modernize the BOC.

Changes in the Senior as well as Middle management were made, beginning with the appointment of new Deputy Commissioners. Fifty of the BOC’s senior and middle managers were deployed to the CPRO, and employees of ORAM were detailed to take the vacated positions.
This was followed by the stepping down of the serving Commissioner and the appointment of a new Customs chief, an Undersecretary of the Department of Finance and a former investment banker.

The BOC also sought to look into staffing and manpower issues at the BOC. About 60% of the 3,600 employees were not qualified to assume the roles or positions they were given. The new Commissioner ordered all employees of the Bureau to revert to their ‘mother units’ so that all positions could be rationalized.

The new leadership put a stop to the unabated release of shipments without required import permits or proper valuation. While this had caused a drastic change in Customs clearance times, the initiatives were also justified by statistics which showed that eight out of every ten shipments placed on alert or on hold showed findings of discrepancies like misdeclaration or undervaluation. Recognizing the critical role of post-entry audits in improving revenues and enforcing compliance with the rule of law as well as in providing the necessary check and balance mechanism for the BOC, the post-entry audit functions of the BOC was transferred to the Fiscal Intelligence Unit of the Department of Finance.

**Transparent procedures**

Today, the Bureau of Customs is more transparent, thus publishes the list of all importations into the Philippines as well weighted average dutiable values for all imports. All issuances, policies and regulations are published on its website. This allows all stakeholders wide access to information about the Bureau anytime, anywhere.

The Bureau’s efforts at making its data widely available has been recognized by proponents of Open Data, including the Open Data Partnership, a global initiative aimed at improving governance.

**New recruitment policies**

In order to fill the lack of manpower, BOC has opened job vacancies in first and second level positions in the agency’s various groups, offices, and collection districts. Over 1000 job openings were secured by the Bureau. In the past, job vacancies were practically given to relatives of incumbent officials and employees.

New policies against nepotism were promulgated, reiterating existing anti-nepotism laws. Background checks and notarized application forms ensured that job applicants with relatives in the BOC up to the 4th degree of consanguinity or affinity were disqualified and barred from applying for any position in the Bureau.

Promotions, which were also once highly politicized and disregarded rank or qualifications, are no more automatic for incumbent employees. All open positions are disclosed, allowing both new applicants and incumbent employees to apply for these on equal footing. A rigorous examination is conducted for all applicants, in partnership with the Civil Service Commission.

Officials and employees are all made accountable for their actions by mandating signatures and approval levels. The Bureau also files administrative cases against employees for conniving with unscrupulous brokers and importers.

**Battles won, but the war is far from over**

As a result of all the reforms done by the BOC, from January to September 2014, total revenue collections of the BOC reached about 5.8 billion USD; 18% over the same period last year. Improvements in the Bureau’s system for the valuation of goods, coupled with enhanced enforcement and apprehension efforts, yielded an 18.23% hike in the Customs value for imported products and a 19% increase in the duties and taxes collected, offsetting a slight decrease in the average tariff rate.
Several Philippine companies have openly attributed the growth in their sales to the revitalized anti-smuggling efforts of the Bureau. Publicly-listed food and plastic input manufacturer, D&L Industries grew its nine-month net profit by 24% year-on-year approximately 28.7 million USD as a result of the crackdown on competing smuggled commodities that allowed the company to gain a larger market share for its products.

While these quick wins prove that the reform efforts are coming along, much is left to be done.

In 2015, the Bureau hopes to cut down on the processing time of import transactions by setting a goal of clearing 90% of all shipments within four hours of filing import documents. This ambitious goal will entail streamlining processes and operations; automation and a massive culture change in the organization.

But with a reform project touted by many as sweeping, bold and unprecedented already in full swing, the vision of a professional, competent and efficient Philippine Bureau of Customs may just come into fruition.

MALAWI

Malawi Revenue Authority is geared at Institutionalizing Ethical Culture

Background

Malawi Revenue Authority (MRA) is an agency of the Government of Malawi responsible for the assessment, collection and accounting for tax revenues. MRA was established by an Act of Parliament in 1998 and launched in February 2000 to improve on the functions previously carried out by the Divisions of Customs and Excise, and Income Tax in the Ministry of Finance. However, this noble mission cannot be effectively achieved amid high level of fraud and corruption. Knowing that corruption in Customs is a true obstacle to any organizational reforms, and disruptive to the pursuit of its overall strategic objectives, and contribution to the economic development of Malawi, the MRA has taken the necessary institutional measures to provide a sound foundation for anti-corruption and integrity enhancement.

The Internal Affairs Department

It should be noted that at the time of the Maputo Declaration, made on 22 March, 2002, MRA was exactly two years old. Notwithstanding the teething challenges, MRA did not stop at incorporating the issues of integrity in its organizational development process but rather demonstrated serious commitment to the African response and declaration to fighting corruption in Customs. The MRA initially incorporated its Integrity programmes into the Human Resources Division.

In 2012, the MRA Board of Directors approved management’s proposal to create a new Department to be called Internal Affairs that would be entrusted with the responsibility of championing staff Integrity issues.

The Internal Affairs Department started its operations in February, 2013. The Internal Affairs Department is headed by the Deputy Director of Internal Affairs. The Department comprises two sections namely: Ethics and Sensitization; and Fraud Investigations. The two sections are headed by two Managers and ten staff.
Milestones and Achievements of Internal Affairs

The Internal Affairs Department, through its investigative and integrity awareness efforts, provides internal oversight responsibilities focused on ensuring that MRA has an effective and transparent system of accountability in place and also the capacity to identify, assess and mitigate the risks that might prevent it from achieving its strategic objectives.

To combat fraud, waste and abuse, the investigative work is focused on the areas of MRA employee integrity and external attempts to corrupt tax administrators.

To heighten integrity awareness and to provide a deterrent effect against fraud, waste, abuse and misconduct, the Internal Affairs Department conducts integrity awareness presentations to MRA employees and tax practitioners alike. It also performs integrity audits to determine if the MRA is adequately ensuring fair and equitable treatment of taxpayers. Audit recommendations result in cost savings, as well as other quantifiable impacts, such as reduction of taxpayer burden, protection of taxpayer rights and entitlements, taxpayer privacy and security, and protection of MRA resources.

The following activities are implemented to achieve this goal:

- Detect and deter fraud, waste, abuse or other misconduct and promote the fair treatment of all our valuable clients;
- Administer investigative programs to identify and mitigate potential corruption in MRA operations;
- Maintain an effective system of appraising MRA management of corruption;
- Heighten integrity awareness to provide a deterrent effect against fraud, waste and misconduct, and to promote a greater understanding of the importance of a corruption-free MRA;
- Develop proactive initiatives designed to detect illegal or improper acts by MRA employees or external entities that would attempt to corrupt MRA employees while the performance of their duties or illegally interfere with the administration of custom laws; and
- Investigate complaints of criminal or serious administrative misconduct by MRA employees in a thorough, fair, and timely manner.

Policy Framework

The framework governing staff behavior and expected standards of ethics are contained but not limited to the following policies:

**MRA Ethics and Code of Conduct**

MRA has what is called Ethics and Code of Conduct which largely serves internal purposes by giving rules and guidelines that can prevent unethical behavior. It stipulates conduct and practices that are unacceptable in MRA. The Code has just been reviewed and we are in the process of sensitizing employees on this Revised Ethics and Code of Conduct.

In order to avoid cynicism and skepticism from the employees who are the major stakeholders to the Code, there were wide consultations and meeting to ensure that the end product has their input. The purpose of this code is largely to
SNAPSHOT OF MEMBERS’ BEST PRACTICES

cultivate commitment to shared values among employees of MRA hence the required wide consultations.

MRA code can be described as directional. It has already been observed, as is expected of directional codes, that it is a lengthy document. It is likely, however, to be faced with the problem of “if it is not forbidden, it is allowed” since it is not possible to cover all scenarios that may occur in MRA.

**MRA Gift and Hospitality Policy**

Members of staff of MRA are subject to provisions of the Corrupt Practices Act, 2004 (CPA). This Act prohibits the soliciting or receiving or accepting any gift or advantage as described by this Act. It is the view of MRA that public service and employment carries with it public trust. This policy provides a safeguard for the Authority by providing clarity about the standards the Authority sets and what is expected of its employees in terms of Gifts and Hospitality.

**MRA Procurement Policy**

MRA’s Procurement Policy was promulgated pursuant to the Public Procurement Act, 2003 and the Malawi Revenue Authority Act, 1998. The Policy is aimed at obtaining goods and services at the best value for money in support of MRA programmes and activities with commitment to providing equal opportunity to both domestic and foreign suppliers.

In order to achieve the best value for money, MRA in its tender evaluation does not take only the competitiveness in price, but also compliance with users’ requirements, reliability of performance, qualitative superiority, whole-life costs and after-sale support, where applicable.

**MRA Recruitment Policy**

In the recruitment policy MRA undertakes to set guidelines for election of qualified and suitable individuals from a pool of candidates who will be able to contribute to the fulfillment of the Authority’s objectives.

MRA deliberately sets out to recruit and develop good quality staff that has the ability to meet the standards of performance that will be expected by the Authority. MRA is currently reviewing its recruitment policy to ensure that recruitment of personnel with low integrity is completely eliminated. The vetting process has been implemented by the Internal Affairs Department which goes beyond the usual HR process of contacting referees and former employers to include checking an individual’s criminal record.

**Conclusion**

MRA realizes that the potential for corruption in Customs is enormous and there is no easy or quick solution. What is needed is a comprehensive and systematic approach to put the required measures in place and to ensure their effective operation.
SOUTH KOREA

Integrity Policy of the Korea Customs Service

Introduction

In Korea every central Government agency and municipality has their own Code of Conduct in place according to an Executive Order which sets out the Code of Conduct for public officials. The Code of Conduct prescribes the standards of conduct to be observed by all public officials in accordance with Article 8 of the Anti-Corruption Act.

Regulation

The Korea Customs Service (KCS) has "The KCS Public Officials Code of Conduct" outlining the KCS officials' conduct and ethical behavior such as restriction of bribery, prohibition of personal use of public property, maintaining dignity, restriction of personal contact with parties involving specific duties. Penalties for corrupt public officials have been strengthened by setting out the rule separately. An officer who receives money or treats with a market value of more than 4,500 USD will be dismissed or discharged. Also behaviors of embezzlement and receiving gifts or benefit aggregating more than 1,800 million USD will be subject to prosecution.

Organizational Management

In order to monitor and control public officials' behaviors, the KCS headquarters has an audit team of 10 members. The local Customs Offices also run audit teams at their level, conducting surveillance on officers to ascertain whether they are complying with the rules. Moreover, an 'Anti-corruption Taskforce' has been established by the Office of the Prime Minister in 2014 to fight against corruption.

Human Resource Management

Information on officers convicted of corruption, and potentially problematic employees with corruption issues in their public and private lives are stored into a database called C-Sirens. Such officers are monitored at all times. A whistle-blowing system has also been created to facilitate internal reporting of inappropriate activities by officers. The system provides for the protection and rewarding of whistle-blowers.

The KCS is also engaged in continuous effort to raise awareness of integrity among officers. Every morning, an 'integrity news' window is popped up in the intranet system, and new employees and high-ranking officials are also mandated to take an integrity courses once in a year.

Planned Activities

In addition to promoting self integrity endeavors for KCS officers, the KCS is planning to carry out an integrity campaign for its stakeholders. This campaign is planned with a view that if the private sector such as importers, transporters, and bonded warehouse operators do not provide causes for corruption, the level of corruption in Customs will be substantially reduced.

The KCS will encourage all relevant stakeholders to join efforts by holding campaigns and conducting surveillance and audit activities to promote and uphold integrity.

Also, the KCS will undertake to identify high risk areas of corruption in the areas of function such as clearance, bonded cargo management, audit, investigation, etc. and develop a corruption risk map. With intense check and system improvement, these risk areas will be significantly eliminated.
Outcomes

Based on these constant intensive integrity efforts, the KCS was ranked first among 42 government agencies in the public officials’ service evaluation under the Office of the Prime Minister in 2013, and ranked second among 14 enforcement and investigation agencies in the integrity assessment of the Anti-corruption and Civil Rights Commission.

JAMAICA

The Jamaica Customs Agency’s Anti-Corruption Strategy

The Jamaica Customs Agency (JCA), in recognizing its public responsibilities is committed to providing the highest degree of ethics to inspire confidence and elevate the Agency to a leading position reflecting international standards of integrity. The JCA’s Anti-Corruption Strategy is a multi-pronged initiative which creates and maintains high levels of staff and organizational integrity, while combating widespread corruption. The Anti-Corruption and Ethics Committee of the JCA is in place to ensure that the implementation and the review of the strategy reflects modernization efforts whiles JCA indicates that it maintains commitment to facilitating trade, fostering compliance to optimize revenue and protecting the border. This mission is achieved through the effective management of competent, motivated and professional human resources in keeping with the Agency's policy objectives.

To fulfill its objectives, the JCA’s Anti-Corruption Strategy incorporates a number of initiatives; these include the staffing policy, an annual Customer Satisfaction Survey, risk management tools, increased automation of Customs processes, a comprehensive regulatory framework and an enhanced relationship with stakeholders.

Staffing Policy

The potential for risk is significantly reduced in the JCA recruitment process, as candidates are subject to security vetting, which includes a polygraph component for select positions, and the senior staff are offered three year renewable contracts based on performance. Staff members are guided by the JCA’s Integrity Manual, the Staff Orders and the HR Policy Document, which outline ethical behaviour, compliance with the law, and standards of conduct. A revised version will be available in December 2014, to reflect the current environment, while maintaining key elements of the World Customs Organization’s (WCO) Integrity Development Guide.

Customer Satisfaction Survey

JCA recognizes that satisfied customers are less susceptible to corruption and therefore actively pursues high levels of customer service. Performance is assessed through the use of an annual Customer Satisfaction Survey which measures customer satisfaction, and the efficiency of the cargo clearing process during the peak period at the major Air and Sea ports located in Kinston and Montego-Bay. The Donald Sangster International Airport has consecutively won the top Customer Service Award in Jamaica. The overall objective of the survey is to identify key areas for enhanced service delivery and improved Customs processes. The results of findings are shared, and recommendations are delivered to both internal and external stakeholders in order to facilitate improvement to the services delivered by Customs staff, as well as the wider border control agencies.
Risk Management Tools

The JCA’s “Agency Risk Management Policy 2014” (ARMP) is a systematic approach to determining which transactions present the greatest risk to Customs objectives, and targets control efforts and resources on these risks to effect the general Customs policy. The ARMP guides the JCA internal and external audit plans, and seeks to integrate existing risk management elements to ensure alignment with international standards and best practices. The regime places substantial emphasis on pre-clearance, intelligence and post clearance controls. A key intelligence mechanism that supports these efforts is the 1-888-corrupt hotline which is managed off-shore to garner intelligence through confidential means.

Automation of Customs Processes

The modernization of Jamaica Customs has consistently been on the agenda of the Government of Jamaica (GOJ) and ongoing initiatives have been taken to transform the Agency into being one of the most efficient Customs administrations in the world. The implementation of the Customs Automated Services (CASE) system was one of the principal initiatives taken to automate the technical infrastructure of Jamaica Customs. The CASE has been in operation for over a decade, attributing to increased revenue collection, increased levels of efficiency and improved trade facilitation. However, with a suite of over twenty (20) systems and satellite programmes serving the CASE, there is an absence of a fully integrated ICT solution to serve Risk Management, Post Clearance Audit and an electronic-manifest application to fulfill the needs of the stakeholders and the JCA. Consequently, the JCA has embarked on the implementation of the Automated System for Customs Data (ASYCUDA) World, with related pilot activities set to commence in December 2014. Once implemented, ASYCUDA World will require staff to document their actions using their credentials, which supports transparency, accountability and traceability, which strengthens the integrity of the System.

Revised Regulatory Framework

Recent amendments to the Customs Act were passed to facilitate the implementation of ASYCUDA World, which enables an environment for electronic declaration. The system also creates an environment for enhanced risk management by providing for the advanced submission of Electronic Manifests, which facilitates Pre-Arrival processing.

The GOJ through the implementation of the Omnibus Legislation 2014 has sought to establish a transparent and comprehensive system to govern all tax incentives. The Omnibus Legislation saw the simplification of tax bills, and repealed approximately 99 percent of various Incentive Acts and Amendments to the Customs and Stamp Duty Acts.

The Revenue Administration Act (RAA) has also been amended to allow tax authorities access to third party information to enable better post audit assessment and greater transparency of fiscal obligations.

Relationship with the Stakeholders

As part of its commitment to the WCO SAFE Framework, the JCA re-launched its Authorized Economic Operator (AEO) programme in July 2014, which fulfills the security criteria vital to the integrity of the programme. Risk management techniques are essential to streamlining the trade process, as well as enabling the AEO programme. The AEO programme provides an international platform where both Customs administrations and the trade related private sector, can share in the responsibility of securing the international supply chain. The development of Customs to Business relations is a necessary component of the AEO programme, designed to engage and validate all players and build integrity in the trade process.
The JCA in its continuous efforts to enhance relationships with the private sector hosts a monthly Quality Assurance Meeting. This meeting provides an opportunity for open dialogue aimed at resolving issues and making recommendations to improve the quality of service delivered by the Agency, and also aims to foster compliance while building integrity.
INTEGRITY PILOT PROJECTS

Liberia

Due to the Ebola virus epidemic, the WCO planned follow-up mission on the implementation of performance measurement in Liberia during September 2014 had to be postponed. The WCO Secretariat has been in permanent contact with the project team to enquire about the situation. At this stage virtual support is being provided.

Uruguay

The Director General of Uruguay Customs requested a follow-up mission to assess the work carried out in the context of the integrity pilot project, namely the implementation of the Integrity Memoranda of Understanding signed with 11 professional associations working with Customs. A series of interviews was organized with each of the associations in the framework of this mission that was carried out from 17-21 November in Montevideo. This allowed Customs and the private sector to assess progress, to identify failures and challenges related to the implementation and foresee future activities if appropriate. A roadmap summarizing all the information collected was issued and presented to the private sector during an event organized in the context of the mission. Uruguay Customs took advantage of this event to introduce its new whistleblower mechanism. The mission was funded by Eurocustoms.

Togo

The individual performance measurement contract project initiated by Togo Customs administration in May 2011 has come to an end. The pilot project was sponsored by the World Bank in collaboration with the WCO.

Please contact the WCO Secretariat should you want to know more about those integrity pilot projects.
INTEGRITY NEWS


In July 2014, the WCO Secretariat released a Guide entitled “The Why and the How of Performance Measurement Contracts” which details the performance measurement approach piloted in Cameroon and Togo Customs administrations, and now Liberia Customs administration to enhance integrity and to combat corruption. The WCO document describes the innovative approach to targeted improvements in Customs controls applied at the border, using data extracted from the Customs clearance system, measurement, and performance contracts between Customs leaders and frontline to achieve efficiency and combat corrupt practices.

Customs Ethics Charter launched in Namibia

Namibia Customs and Excise launched the Customs Ethics Charter on the 26 of January 2014 and adopted the theme of communication as the central building block for 2014-2015. The main objective is to promote integrity, transparency and governance. A WCO Mission to assist Namibia Customs to prepare an anti-corruption campaign was carried out from 13-21 October 2014 in Windhoek. It was done in collaboration with other Government stakeholders like the Anti-Corruption Commission (ACC), Financial Intelligence Centre, Ombudsman, and other border Agencies. The mission was conducted by an expert seconded from Norwegian Customs and funded by Eurocustoms.

Integrity Mission in Colombia

An integrity mission was requested by the Director General of Colombia Customs and was scheduled to take place from 10-14 November 2014 in Bogota. The WCO mission will carry out a diagnostic of the integrity situation in Colombia to provide guidance in the form of an Integrity Framework. The mission will meet with different stakeholders and hold a one day workshop with senior officers to reflect on the concept of corruption and discuss the findings of the meetings with different parties. It is funded by Eurocustoms.

African Union Seminar on Integrity and Ethics

The WCO was invited by the African Union (AU) Commission to participate in an AU Seminar on Integrity and Ethics in Customs in Kigali, Rwanda from 28-30 May 2014. The Seminar took stock of the Integrity and Ethics programs being implemented by AU Member States Customs administration and critically examined their implementation challenges to come up with the appropriate recommendations to the 6th Ordinary Meeting of AU Sub Committee of Directors General of Customs (AUSCDGC) for consideration. The 6th Ordinary meeting of AUSCDGC was held in September 2014.

Guides to Corruption Risk Mapping and Procurement Fraud

The WCO Secretariat is presently working towards the elaboration of a Guide in the area of corruption risk mapping, and procurement fraud in view of the 14th Session of the ISC to be held in February 2015.

INAMA Project

The WCO has launched the INAMA Project, a multi-donor funded project, aimed at strengthening the enforcement capacities of targeted Customs administrations in sub-Saharan Africa to combat illicit trade in wildlife and particular endangered species as defined by CITES. The project builds on the previous phases of the
projects (namely GAPIN I and GAPIN II) through enhancing customs capacities in cross-cutting areas including integrity. The project is funded by Sweden, the US State Department, GiZ and the CITES Secretariat.

Please contact the WCO Secretariat for any information related to those integrity activities.