WCO 16th Integrity Newsletter
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Dear Readers,

The World Customs Organization (WCO) is delighted to introduce this 16th edition of the Integrity Newsletter, being published at a time when the WCO Council, at its last sessions held from 27 to 29 June 2019, endorsed Integrity as one of its nine priority areas of work. We wish to thank to all the Members having contributed news articles on their Integrity promotion and corruption prevention efforts.

This edition features new initiatives, measures, practices and Integrity/anti-corruption programmes implemented to promote Integrity and fight corruption in Bulgarian Customs, the Jamaica Customs Agency (JCA), the Republic of North Macedonia Customs Administration and the State Customs Service of the Republic of Uzbekistan.

Readers will also have an opportunity to learn about the collaborative efforts to promote Integrity between the Eswatini Revenue Authority and the Eswatini Royal Police Service, and the perception-based Integrity survey by Indonesian Customs.

Interesting articles on Nicaragua’s National Human Development Plan (NHDP) and Peru Customs’ Facilitation, Security and Transparency Programme (FAST) are also presented to readers.

Readers will additionally find out about Ecuador Customs’ new Integrity Plan, vigilance activities by the Mauritius Revenue Authority and New Zealand Customs’ efforts to promote a culture of Integrity and ethical conduct.

The WCO’s Anti-Corruption and Integrity Promotion (A-CIP) and Gender Equality Programme has prepared an article on “Gender equality, diversity and Integrity” to raise awareness and offer more insight into the topic of Integrity and its links to gender equality and diversity. Last but not least, a brief summary of the most recent Integrity Sub-Committee session (ISC/18) and latest Integrity development activities is also provided.

The fight against corruption and the promotion of Integrity in Customs administrations is a major challenge for many countries. Members have launched a series of initiatives, measures, practices and Integrity/anti-corruption programmes that deserve to be promoted within the Customs community. That is why we are continuing to encourage you to share your good practices via this Integrity Newsletter, so that other Customs administrations may benefit from your experience.

The Integrity Newsletter is offers an ideal opportunity to publish details of measures and practices taken by Customs administrations around the world in order to foster Integrity and fight corruption.

You are kindly reminded that the success of this Newsletter depends very much on your voluntary contributions, and that the articles published in the Integrity Newsletter are provided by WCO Members and, therefore, reflect their own personal views.

We trust you enjoy reading this latest edition of the Integrity Newsletter!

The WCO Capacity Building Directorate
Message from the ISC Chair

Dear Readers,

In 2015 the United Nations Member States adopted a historic decision to establish new universal Sustainable Development Goals under the 2030 Agenda for Sustainable Development. This Agenda establishes a comprehensive and far-reaching plan of action for people, planet and prosperity, that consists of 17 Sustainable Development Goals (SDGs) with 169 associated Targets. Goal 16 seeks to promote peace, justice and strong institutions, and Goal 17 aims at strengthening partnerships for the goals. Under Target 16.5 Members agreed to substantially reduce corruption and bribery in all their forms, and under Target 16.6 to develop effective, accountable and transparent institutions at all levels. Moreover, Target 17.9 seeks to enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the SDGs.

In June 2019, the WCO Council took a major step towards supporting the above-mentioned SDGs and Targets by endorsing Integrity as one of the nine priority areas of work for the Organization. Consistent with this, the WCO, through the Anti-Corruption and Integrity Promotion (A-CIP) Programme, with initial funding from the Norwegian Agency for Development Cooperation (Norad) and open for support from other donors, is taking concrete actions guided by, and in line with, the WCO’s key Integrity instrument, the Revised Arusha Declaration. This two-stream Programme consists of a bilateral component to deliver targeted technical assistance and capacity building to support selected WCO Members to implement priority areas of the Revised Arusha Declaration in an effective and sustainable fashion; and a multilateral component to support the WCO's efforts to provide improved, relevant and up-to-date Integrity instruments and tools for its Members.

In a continuous effort to contribute towards a sustainable future, and determined to support the SDGs, the WCO has adopted for 2020 the theme “Customs fostering Sustainability for People, Prosperity and the Planet”, making a call for action to all Customs administrations to fulfil their visions, missions and mandates to effectively contribute to the achievement of all SDGs, including through the implementation of effective Integrity promotion and anti-corruption strategies.

Customs administrations have significant potential to contribute to the achievement of the SDGs, and ensuring Integrity is fundamental to the successful fulfilment of their mandate and objectives, including facilitating legitimate trade, collecting public revenue, enhancing safety and security, and promoting environmental sustainability. In this regard, and noting that the central role of the human factor remains critical, Customs administrations should make full use of readily available WCO instruments and tools; keep abreast of technology developments, particularly in relation to solutions that enhance transparency, accountability and compliance; and leverage lessons learned from other Customs administrations.
In this context, this 16th edition of the Integrity Newsletter contains very valuable contributions from WCO Member administrations and the WCO team. It will be very useful for enriching debates and sharing practices and experiences in promoting Integrity and countering corruption. We encourage you to take advantage of this resource, and to remain engaged in all WCO Integrity-related activities, including those within the Integrity Sub-Committee, as the Customs’ leading platform for engaging with multiple stakeholders in finding innovative solutions to address corruption and promote Integrity.

Carlos Gabriel ENRIQUEZ MONTES
Minister Representative to the EU and the WCO – Mexico
WCO Integrity Sub-Committee Chairperson
Bulgaria

Bulgarian Customs’ approach to ensuring the professional and psychological suitability of its Human Resources

The National Customs Agency applies a sustainable Human Resources Policy, aimed at accurate and comprehensive candidate selection. Candidates are appointed and promoted after taking part in a psychological study. From 2010 to 2013, psychological selection based on a procedure, endorsed by the Director General, was implemented professionally in the Agency. An Integrity test was carried out for every position applied for, while for managerial positions the applicants’ leadership capabilities and competencies were assessed by means of a personal questionnaire. This practice has produced good results, on the basis of which the National Customs Agency has also developed a framework of significant psychological characteristics needed to fulfil the professional requirements for positions. The requisite characteristics have been drawn up through a content analysis of the competency framework; an analysis of functional requirements for the respective positions set out in the Job Descriptions; and a study on important professional qualities required by managerial and expert staff of the National Customs Agency.

With respect to the amendments to the Customs Act and the requirement introduced in Article10, paragraph 11, namely: “Upon appointment and promotion to a position in the National Customs Agency, the person should have achieved a positive result from a study on his/her professional and psychological suitability”, in 2016 Ordinance H-1/03.06.2016 was promulgated. The Ordinance covers the terms and method of carrying out the study on professional and psychological suitability for appointment to and promotion in the National Customs Agency, as endorsed by the Minister of Finance. The Ordinance regulates the method and way in which the psychological study is performed. Subject to the position applied for, the tests performed to ascertain professional and psychological suitability include: 1. for managerial positions - personal questionnaire and Integrity test; 2. for expert positions - personal questionnaire and Integrity test, or Integrity test only; and 3. for an employee position - Integrity test.

The personal qualities, values and mind-sets of the candidates, which may be indicative of Integrity problems, shall be established by means of a customized personal Integrity study questionnaire. The study on professional and psychological suitability, comprising an Integrity test, is aimed at establishing the psychological characteristics of established values and mind-sets with regard to the specific professional requirements required for particular positions. The prevalence of corrupt actions and practices and damaging behaviour can seriously limit the Customs Administration’s ability to fulfil its functions effectively and meet its commitments. Responsibility for preventing corruption is borne both by the managers in the National Customs Agency as well as Customs officers; accordingly, a basic criteria when selecting officials is a high level of Integrity. Objective evaluation of candidates prior to appointment not only provides information about their entry-level qualifications; it is also a real opportunity to anticipate whether an official will successfully adapt to a post in keeping with the specific requirements of that post.
Eswatini

Eswatini Revenue Authority (SRA) Integrity Strategy and cooperation with the Royal Police Service

Since the inception of the Eswatini Revenue Authority (SRA) in 2011, Integrity promotion has been one its priority focus areas.

**Performance measurement for better accountability and Integrity**
The SRA has a performance management system where staff members are measured for accountability and Integrity.

**Effective techniques and mechanism for investigations into Integrity**
The Authority has an Internal Affairs Unit (IAU) whose mandate is to devise strategies to prevent and combat fraud and corruption throughout all the Authority’s operations, promoting Integrity as a result.

**Collaboration with other State agencies**

The SRA signs an MoU with the Royal Eswatini Police Service

The SRA has entered into a Memorandum of Understanding (MoU) with the Royal Eswatini Police Service.

The MoU provides the two entities with a framework for cooperation in the following areas:

**Information sharing** relating to people or entities moving into and out of the country; promoting intelligence exchange and support between the two entities.
Cooperation on investigations into and prosecutions of persons involved in the smuggling and movement of illicit goods across borders, environmental crime, organized crime, trade terrorism, money laundering, tax fraud, tax evasion and other revenue-related crimes and any other unlawful activities.

The SRA is a member of Eswatini’s Asset Recovery Committee

With a view to strengthening the Eswatini Government’s involvement in the fight against illicit activities and taking a stand in dealing with such activities, an Asset Recovery Committee has been established in which the SRA is represented. All assets obtained from illicit activities (proceeds of crime including tax fraud, tax evasion and smuggling) shall be forfeited and disposed of accordingly.

Ecuador

New Integrity Plan for Ecuador Customs

Ecuador previously had no major actions to combat corruption in Customs. This led to low levels of economic development, wasteful use of human and financial resources and a shameful and inefficient public service.

Ms. Alejandra Muñoz Seminario was appointed Director General of Ecuador’s National Customs Service on 20 September 2018. Her plan is to change the behaviour of frontline directors and officials, in order to reduce corruption and increase organizational performance. Just eight days after her appointment, she announced the establishment of the Ethics and Anti-Corruption Office (OFIELC).

The new Integrity Plan and Policy demonstrates that Ecuador’s National Customs Service is committed to fighting corruption as well as to acting transparently in all of its activities, services and operations.

The OFIELC has implemented several strategies and mechanisms to promote transparency and Integrity, reduce corruption risks and boost citizens’ confidence in Ecuador Customs.

Ethics and Anti-Corruption Office (OFIELC)

The OFIELC is responsible for promoting and developing activities in order to encourage ethical behaviour among Customs staff. Proactive measures are implemented to prevent and detect corruption.

All investigations carried out by the OFIELC are conducted in a confidential manner.
Ethics and anti-corruption training

The OFIELC has given talks and training to all Ecuador Customs officials on ethics and combating corruption. It provides strategies and steps to combat corruption in officials’ areas of work and invites them to file complaints that identify risks and acts of corruption.

Whistleblower Channel

The OFIELC has also established a Whistleblower Channel enabling employees and external parties to report any potentially irregular activities and conduct that constitute a corruption offence.

The Channel safeguards the identity of the complainant and enables the OFIELC to carry out investigations to reduce corruption.

There are three ways to use the Whistleblower Channel:

- (i) Complete the form available on the Ecuador National Customs Service’s website (www.aduana.gob.ec)
- (ii) Send an e-mail to: hazlocorrecto@aduana.gob.ec
- (iii) Post a letter to the OFIELC

The hazlocorrecto e-mail address embodies the idea of creating a culture of doing the right thing in Ecuador Customs.

ISO 37001:2016 anti-bribery management system

Corruption is a very broad concept and defining it can be challenging. Forms of corruption vary, but include bribery, extortion and influence peddling, among others. It is our duty as a Customs Administration to be aware of which of our processes are vulnerable to corruption and not only identify vulnerabilities but also minimize them.

In an effort to tackle bribery, the OFIELC has rolled out an anti-bribery management system based on ISO standard 37001:2016.
Indonesia

Indonesian Customs launches a perception-based Integrity Survey

Background

Integrity is the most important corporate value in the Ministry of Finance, of which the Directorate General of Customs and Excise of Indonesia (DGCE) is an integral part. Behaviour by DGCE employees which is lacking in Integrity or which is corrupt harms not only the organization in terms of obstructing the achievement of targets and organizational goals, but also harms the image and trust of the community, and may even decrease the competitiveness of the Indonesian economy.

The effectiveness of efforts to detect and prevent actions that damage the cultural value of Integrity is highly dependent on the commitment by all elements of the organization.

External survey by the Corruption Eradication Commission (KPK) and the Central Bureau of Statistics (BPS)

Integrity assessment aims to measure the DGCE’s level of Integrity. This is useful for identifying areas prone to corruption and increasing public confidence. From 2016 to 2018 the KPK, in collaboration with the BPS, conducted an Integrity Perception Survey with survey subjects including Ministries/Institutions and Local Government. In this case, the Ministry of Finance was represented by the DGCE as a sample unit of the Ministry of Finance.

Internal Survey by the Ministry of Finance

In addition, the KPK encourages each institution to carry out the survey and, since 2017, the Inspectorate General of the Ministry of Finance has administered the Integrity Perception Survey with a survey design that is identical to the KPK version of the Internal Control System. This is based on the results obtained, with the DGCE, as a sample unit at Ministry/Institution level, always ranking top (best Integrity index).

Research methods

The assessment of Integrity perception is carried out by involving internal elements (DGCE officers) and external elements (DGCE stakeholders and expert sources on anti-corruption), with research variables for internal respondents consisting of four components (Integrity Culture, Anti-Corruption System, HR Management, and Budget Management), while the research variables for external respondents consist of two components (Organizational Integrity Culture and Work Integrity Culture).

Data collection activities are conducted across three stages of activity, namely data collection through survey questionnaires, focus group discussion (FGD), and field assessments.
Data collection through survey questionnaires is carried out online. Over the course of one month, the internal and external respondents are established by considering the representation of the capacity of the work unit, the amount of revenue managed, and the level of vulnerability/indications of Integrity deviations.

As for the FGD, the steps comprise validation of participants followed by sharing of experiences related to Integrity. In order for participants to obtain balanced information, experiences shared may be both positive/inspirational and negative. The next step is for participants to complete a questionnaire that is expected to provide an overview of Integrity matters.

**Research results**

Based on the FGD results, the following information has been obtained on the perception of Integrity:

(1) Prevention and control of conflicts of interest as preventive measures against corruption in Indonesia (Transparency International Indonesia – TII).

(2) Ministry of Finance’s commitment to remove fraud perpetrators as a deterrent (Inspectorate, Investigation Division).

(3) Providing services and handling public complaints play an important role (Ombudsman Indonesia).

(4) The Ministry of Finance was the Ministry with the best recompense control system in the Ministry category in 2018.

In 2018, the Integrity index scored 87.89. This was an increase over the 2017 score of 84.70 (Directorate of Internal Compliance).
Jamaica

Jamaica Customs Agency (JCA) moves further ahead with its Anti-Corruption Policy

The JCA continues its commitment to Integrity development and, as such, endeavours to maintain inclusiveness with both internal and external stakeholders. One of the objectives of its initiatives is to create awareness through education and sensitization not only in relation to the message of anti-corruption and its effects, but through sharing knowledge of Customs processes and facilities.

- **Anti-Corruption Lecture Series**

  An internal Lecture and Sensitization Series has been launched and administered Agency-wide to the entire staff complement at all levels. The sessions are designed to be interactive and, as such, questions and experiences are facilitated and recommendations are made for additional strategies to be consideration by the Agency.

- **International Anti-Corruption Day**

  The JCA has launched its official commemoration ceremony to mark International Anti-Corruption Day. This international day of recognition, spearheaded by the United Nations, has been adopted as a part of the JCA's anti-corruption message which is shared with staff, as well as with counterparts and stakeholders. This initiative has been heavily supported by representatives in the bodies in which they actively participate.
- Anti-Corruption Panel Discussion

In 2018, the JCA also launched its first Anti-corruption Panel Discussion. This has become an annual event, as the 2019 session recently drew to a close. The objective of these sessions is to maintain a collaborative approach in developing solutions aimed at strengthening internal controls within a Customs and trading environment. This year’s theme (2019) was “Strengthening Integrity within the Supply Chain” and it was again strongly supported, as several categories of stakeholders were represented and took part.

- “Customs Meets the Community”

The JCA has launched a series of community engagement sessions known as “Customs Meets the Community” which are designed to reach the wider public in both urban and rural communities. These sessions are primarily designed to educate the wider public and stakeholders alike about various Customs processes frequently utilized by those persons, through interactive presentations and discussions describing the processes in a simplified manner.

Performance measurement

The JCA has developed an initiative that redesigns the manner in which performance is measured. As a part of its Performance Measurement and Appraisal System (PMAS) mandate, some internal policies have been amended to facilitate the use of the SMART Target approach geared towards allowing more efficient performance measurement and accountability. Sensitization sessions are conducted with staff members at all supervisory levels in an effort to efficiently align the policy and operation of this Agency objective.

Vulnerability/risk assessment

The JCA has completed the development of a vulnerability assessment system that will be used to address risks identified within the Agency through internal investigations. This initiative has been implemented to close existing gaps, as well as to put in place additional preventative measures through findings and associated recommendations that stem from investigations and other risk management operations.
Mauritius

Vigilance activities by the Mauritius Revenue Authority (MRA)

Integrity is the bedrock of the MRA’s good governance approach. With a view to reinforcing its integrated, three-pronged approach to curbing corruption, based on the strategic components of investigation, prevention and education, the MRA has recently embarked on vigilance activities. These activities are a vital proactive function to provide assurance to management that its systems, procedures and staff are not only efficient but also ethical, just and fair.

The Internal Affairs Division (IAF) and the Internal Audit Division (IAD) have recently scaled up their vigilance activities in the areas of surveillance and investigation by conducting more surprise visits and checks, either jointly or otherwise, in high-risk areas as well as areas targeted by stakeholder complaints. The vigilance activities of these Divisions include, among others:

- preventive activities to ensure a sound working system which eliminates/minimizes the scope for irregularities and malpractices;
- surveillance and investigation activities to uncover irregularities and malpractices, through surprise visits/inspections/checks/reviews; and
- responsive investigatory activities following identification of employees responsible for misconduct, and taking appropriate punitive action.

The vigilance functions also help generate corruption risk mapping. For instance, following a surprise check at the airport arrivals hall, corruption risks were identified which led to full-fledged corruption risk mapping.

To enlist the support of its staff, the Director General issued a circular in December 2017 requesting their collaboration and cooperation in this matter in order to further position the MRA as an authority at the forefront of the Integrity management field. The Circular requires Directors and employees of all departments to provide, in an expeditious manner, all information and documents required during surprise checks. This activity also shows external stakeholders that the MRA is committed to fighting corruption from the top down.

The overall impact is that the Authority’s officers are always on the alert, properly dressed and equipped and, most importantly, ensure quality service by meeting the standards of behaviour and attitude expected of MRA officers with regard to professionalism and customer care.

It is too early to measure the real success of this new initiative; however, some verifiable performance indicators emanating from the following sources confirm its current impact:
✓ there has been an increase in revenue statistics;
✓ complaints of malpractice and corruption are on the decrease; and
✓ the Integrity Perception Survey carried out shows an increase in public confidence.

The battle against corruption and lapses of Integrity is being fought on many fronts at the MRA. The Internal Affairs Division is at the forefront of this battle and the challenge is to continuously create an environment in which the honest can work without fear and the corrupt are disciplined promptly.

New Zealand

New Zealand Customs promotes a culture of Integrity and ethical conduct

Transparency International consistently ranks New Zealand as having one of the least corrupt public sectors in the world. There are clear and explicit expectation by State Services that every State servant has a part to play in acting with Integrity to maintain New Zealanders' confidence in the sector.

Within the New Zealand Customs Service, We Do What’s Right is a key value that underpins how we work - it is fundamental to maintaining the trust and confidence of our stakeholders and customers. Our solid reputation depends on the way we act and the way we use our powers to protect and promote New Zealand.

To maintain the wellbeing of our ethical climate, NZ Customs has adopted a two-pronged approach with both compliance and Integrity aspects. The former involves rules, codes and sanctions, with a focus on preventing poor behaviour. The latter relates to aspects based on the assumption that education, training and role modelling can help improve ethical behaviour. Our range of policies and practices include:

Code of Conduct

The NZ Customs Code of Conduct applies to our employees and all those we engage as contractors and consultants. It outlines the expected behaviour under four standards - fair, impartial, responsible and trustworthy.

Integrity Assessment Committee

NZ Customs Integrity Assessment Committee (IAC) is chaired by an external representative and provides an independent assessment of alleged Integrity breaches. The IAC comprises eight members consisting of the external chair; Chief Advisor: Risk, Assurance and Integrity (vice chair); Deputy Comptroller Operations; Group Manager People and Capability; and four senior employees from across New Zealand Customs business groups. The Committee members undertake their roles on a strictly confidential basis.
Integrity investigations capability
Fact-finding enquiries or formal employee investigations post IAC triage are undertaken by employees from across NZ Customs, in addition to their usual duties. A pool of 38 investigators from across the various business areas and locations with specialist skills and experience has been developed.

Disciplinary Policy
The NZ Customs Disciplinary Policy sets out the approach to the disciplinary process that applies when dealing with misconduct or serious misconduct or when ongoing poor performance remains unacceptable.

Promoting an ethical working environment
Workshops for staff are routinely delivered across NZ Customs’ port and airport locations. Posters and screensavers are used to reinforce Integrity in the workplace and to highlight options available to report concerns. These also support the public Speak-Up ideals promoted by the New Zealand State Services Commission.

Protected Disclosures - Speaking Up
The New Zealand Protected Disclosures Act 2000 provides protection for employees who, in accordance with the Act, disclose information about serious wrongdoing in or by their organization.

The NZ Customs Protected Disclosures - Speaking Up Policy sets out the processes that: protect employee interests and rights; enable a fair and transparent investigation; and ensure appropriate resolution when serious wrongdoing is disclosed.

Workplace Bullying, Harassment and Discrimination Prevention Policy
The NZ Customs Workplace Bullying, Harassment and Discrimination Prevention Policy states: “We do not tolerate any unacceptable behaviour in the workplace, including bullying, harassment and discrimination and we are committed to proactively addressing these behaviours”.

Alcohol at Work Policy
The NZ Customs Alcohol at Work Policy provides parameters regarding expenditure of Departmental funds on alcohol, pre-approval applications for purchase of alcohol and events where alcohol is available. It also provides guidance around consumption of alcohol in the workplace and it supports our intent to ensure all employees go home safe at the end of their working day.

Use of Systems and Devices and Social Media Policy
The Use of Customs Systems and Devices Policy helps to minimize Integrity, security, finance, technology, and health and safety risks when using NZ Customs Service systems and devices including e-mail, laptops and mobile phones.

The Social Media Use Policy outlines how employees should protect themselves, their families, colleagues and the organization when engaging with social media in both the work and home contexts.

Conflict of Interest and Secondary Employment Policies
The NZ Customs Conflict of Interest Policy is provided to support the business in managing conflicts effectively and with transparency in accordance with the Code of Conduct and the high expectations of the State Sector and public of New Zealand.

The NZ Customs Secondary Employment Policy provides the platform for an open and transparent declaration process for those with secondary employment, without limiting the rights of the employee. The policy provides the tools to manage secondary employment for the best overall outcome.

Gifts and Hospitality Policy
The NZ Customs Gifts and Hospitality Policy explains the principles and procedures for any gifts or hospitality offered to or by employees that may be associated with activities in their official capacity. The Policy also establishes guidance for employees to exchange gifts with overseas officials, and details the requirements for recording gifts or hospitality (whether accepted or not) in a central Gift and Hospitality Register.

Future operating environment
Customs administrations operate in a dynamic and increasingly complex environment. NZ Customs, like others, must continually refine its Integrity strategies and initiatives to respond to changes in the environment as new challenges emerge.

Constantly measuring effectiveness and identifying areas for improvement reflects a commitment to a sustainable Integrity programme

Nicaragua

Nicaragua adopts the National Human Development Plan (NHDP) to strengthen organizational capacity and ethics

The Republic of Nicaragua Government has been implementing its National Human Development Plan, which has its roots in Christian values and socialist and cooperative ideals that guide the construction of virtuous circles of human development through the revival of values, rights and capacity building.

The model is based on the presence of ethics as being key to the sustainability of the programme, with the goal of systemic change and releasing the potential of human development, believing that the only way to transform Nicaragua is to provide development for Nicaraguans, as its citizens are at the heart of this model.

In line with the NHDP, the Directorate General of Customs Services has adopted policies to improve organizational capacity and establish employment competitions, implementing its Strategic Institution Plan (2017-2021), through objectives focused on the modernization of Customs offices, incorporating the use
of new technologies and infrastructure and the development of Human Resources, and by simplifying paperwork to facilitate and expedite its processes.

The initiatives developed by our institution are:

a) Strategic implementation of an Integral Management of Human Resources Policy Framework, focused on a Competency Management Model, primarily in recruitment and personnel selection processes, quality assessment, payment, promotion and advancement through a Customs Career Plan, and stressing honesty as a cross-cutting competency for all public servants in Customs.

b) Implementing successful staff turnover programme policies.

c) Gender equality policies, in accordance with the national Law on Equality and Equal Opportunities.

d) Implementation and publication of the Customs Public Servant's Statute of Conduct and Ethics, an instrument that seeks to reinforce the values and principles guiding staff.

e) Development of certified Integrity training materials in coordination with the National Autonomous University of Nicaragua (Universidad Nacional Autonoma de Nicaragua - UNAN).

f) Placing mailboxes in all Customs houses to collect users’ complaints and suggestions.

g) Other activities such as Integrity Fairs, Murals and Knowledge Leagues, in which the workers get involved at all levels.
North Macedonia

North Macedonia Customs’ new Strategy and campaign for fighting corruption

In May 2019, the Customs Administration adopted a new Strategy for Integrity and Fighting Corruption for the period 2019-2020. The Strategy is aimed at strengthening the systems of prevention and repression of corruption and dealing with conflicts of interest, thus defining the directions for building the capacities and independence of the institution in exercising its legal powers by developing the concept of Integrity. To ensure successful implementation of the Strategy, an Action Plan containing 19 activities, with a 2019-2020 implementation period, has also been adopted.

The Customs Administration has implemented several operational instructions and internal documents laying down basic principles and standards governing the conduct and work of Customs officers, to ensure observance of the law, professional Integrity, and efficiency in the performance of duties in accordance with the Constitution, laws and by-laws of the Customs Administration, ratified international agreements, and the Revised Arusha Declaration, including:

- order and discipline rules;
- Code of Conduct for Customs Officers;
- Guidelines for acting in response to and establishing activities that are in conflict with the official duties of Customs officers;
- guidance on how Customs Administration employees should act if they are given, promised or offered a gift or other benefit in order to influence the work of the service;
- guidelines on how to deal with conflicts of interest and on the establishment of a surveillance system to prevent such conflicts.

Some of the measures taken to reduce the risk of corrupt and unprofessional conduct and conflicts of interest include rotation of Customs officers from inland and border Customs offices, which may be on a general and/or individual basis.

The Customs Administration is the only institution in the Republic of North Macedonia that currently has an electronic database of submitted asset declarations and declarations of interest, which are supplied by employees and recorded in the ERP tool: the Luka electronic system for asset declarations and declarations of interest.

Risk management is also monitored through established internal control system in the Customs Administration as a continuous process involving all types of financial and other controls. A tool for risk analysis, fraud assessment and combating fraud has been introduced in the ATIS transit procedure.

The Customs Administration was among the first initiators and organizers of the Stop Corruption campaign, which has been running for two years and entails distributing leaflets published in Macedonian, Albanian and English at all border and inland offices, as well as in the Central Administration. The
The campaign aims to raise citizens’ awareness about the complaints and appeals system, as well as to encourage the reporting of cases of unprofessional conduct and corruption.

As a result of successful cooperation with the Ministry of the Interior, there have been several cases of Customs officers being suspected of having committed crimes related to bribery, misuse of power and other crimes. In all cases where criminal proceedings are ongoing against a Customs officer, the Customs Administration imposes measures: suspension or removal from office.

The Customs Administration also regularly monitors employees’ assets and, in cases of doubt about the legality of acquisition of movable and immovable property owned by officers, initiates procedures with the competent State authorities for verification of how these assets have been acquired.

### Peru

**Peru’s Facilitation, Security and Transparency Programme (FAST)**

**Customs’ digital transformation**

The Customs Facilitation, Security and Transparency Programme (FAST), forming the core of Customs modernization, has been implemented since 2018. This is a Programme that seeks to contribute to the country’s competitiveness through predictable, agile and safe Customs services.

It is worth highlighting that the FAST Programme contains a new electronic exit process for goods on all transport routes, incorporating tax and Customs information available to the institution. It will reduce the time and the amount of documentation required for electronic transactions.

Source: Fast Programme - SUNAT
Likewise, there will be a comprehensive system of Customs risk management, which includes an automated selection system covering the full range of Customs regimes with differential treatment by operators, as well as the automated selection system for prior and post-clearance control.

In this first stage, the Programme will cover 95% of foreign trade operations and represent 96% of the value of our foreign trade. On the institutional side, it will make it possible to modernize the 18 operational Customs services at national level on all transport routes and promote electronic invoicing, as well as electronic notification, among other things. Interoperability with other institutions will also be achieved through the Single Window for Foreign Trade (VUCE).

Transparency

In 2017, SUNAT participated in the "Time Release Study - TRS" Workshop organized by the World Customs Organization (WCO), which aimed to identify the obstacles having an impact on total costs and the time taken to release goods. As a result of the Workshop, meetings with foreign trade operators were promoted to identify their needs in this respect. One of the needs identified was for a reliable tool that shows import times and promotes competition among operators.

For this reason, SUNAT launched the Information Portal called “Micrositio de Tiempos de Importación” (“Import Times Microsite”) in July 2018. This portal is a service through which importers, Customs agents, warehouses, ports, airports and the general public can view all the phases of import process times, from the arrival of the means of transport (at the port, airport or border) to the release or authorization for availability of goods.

This service offers online access to time reports by comparing them with the best practice for each type of operator and at each stage of the process. This has encouraged the actors to make changes to optimize times and reduce associated costs. It has also allowed entrepreneurs (importers) to take evidence-based
management measures regarding the performance of the actors involved. From its implementation in July 2018 to date, more than 70,000 visits have been made, resulting in an improvement in the country’s competitiveness according to WCO standards.

This tool is expected to contribute to the country’s competitiveness through an environment of import processes for foreign trade operators whose competence is based on efficient time management. It also seeks to provide more competitive goods and services to citizens, as the final customers in the supply chain.

In addition, through this mechanism, risk management is being strengthened and the storage cost of goods eliminated, among other benefits.

The impact has been positive on entrepreneurs (importers), who now have virtual and reliable information for better decision-making in relation to their business models. Its design is aimed at being a free, long-term service aimed at operators and the general public, as a measure for promoting transparency in operations and encouraging competition.

**Promoting capacity building and equal opportunities**

SUNAT, in collaboration with all border and Customs control organizations, participates in a series of training activities or workshops aimed at sharing experiences and policies that cover a variety of topics, such as the detection of illicit goods being transported in vehicles, fraudulent documents, use of advance passenger information, and increased participation in control actions, among others.

The purpose of these training activities is to promote the exchange of experiences and policies in the national public sector with respect to Customs control issues in order to establish mechanisms that allow Customs officers to offer professional development opportunities. To that end, delegates from national and international entities assigned to managing borders, as well as to combating illicit trafficking in drugs and goods, take part in this training.

Likewise, under the Equal Opportunities Policy, in September 2018 a “Role of Women in Government Agencies and Border Control: Experiences and Challenges” Workshop was held in coordination with the Inter-American Committee against Terrorism of the Organization of American States (CICTE-OAS), the Canadian Border Service and United States Customs and Border Protection (U.S. CBP).

In 2018, four female Customs officers graduated from the Canine Guide Course on drug and paper money detection, being the first female officers in the Canine Programme.

Finally, in February 2019 three SUNAT officers (two women and one man) participated as instructors in the Binational Container Inspection Course after completing the demanding instructional process.
Uzbekistan

New measures and Integrity Action Plan for Uzbekistan Customs

Effective techniques and mechanisms to investigate Integrity infringements

In pursuance of the instructions by the Republic of Uzbekistan Government regarding the organization of anti-corruption measures, the State Customs Committee (SCC) has taken a number of measures to prevent and suppress corruption, prevent crime, and improve morale and the psychological climate among Customs personnel.

To this end, and as part of the implementation of the “State Anti-Corruption Programme (SACP) for 2017-2018”, the SCC has developed and adopted an Action Plan to ensure that employees comply with the Rules on Ethics and Integrity in the Service.

One of the important stages in the fight against corruption among Customs officials was the adoption of the Decree of the President of the Republic of Uzbekistan on the “Organization of activities of the State Customs Authorities” No PP-3665, dated 12 April 2019, on the basis of which comprehensive measures are being taken to identify, suppress and prevent corruption in the State Customs Service.

The authorized anti-corruption unit within State Customs Service bodies is the Internal Security Directorate, and its operational staff in the territorial units carry out operational, investigative and other measures to combat corruption and thwart crime among Customs personnel.

Comprehensive, strategic and competency-based HR management to promote Integrity

In accordance with the above-mentioned Decree of the President of the Republic of Uzbekistan (No. PP-3665 dated 12 April 2019), radical reforms have been carried out in the area of employment in the Customs authorities, establishing clear criteria for evaluating candidates, competitive selection and increasing transparency.

In particular, the Regulation on serving in the bodies of the State Customs Service of the Republic of Uzbekistan (PP-3665, dated 12 April 2019) has been approved, thus setting out procedures for:

- hiring;
- appropriations, dismissal and rotation;
- training, retraining, and advanced training of employees;
- secondment of the employees to other State bodies;
- certification;
- holiday provision;
- legal and social protection;
- measuring the Service’s performance;
- extension of the term of service, dismissal from the Customs Service and reinstatement to the Customs Service.

All regulatory documents governing the procedure for the admission and promotion of staff have been reviewed, with special attention being paid to the level of transparency and impartiality of the competitive selection process. Appropriate commissions approve top level managers and employees of the Internal Security Directorate (ISD).

A staff rule has been introduced whereby, when appointing a staff member to a higher position, assigning a special rank and during the promotion process, it is mandatory to take into account the length of service, impeccable record and efficient performance by Customs officials in their official duties.

Based on the above resolution, corresponding amendments were made to the Law on the State Customs Service (No. 3PY-502 of 10/18/2018), including the issue of appointment and service in the Customs authorities.

**Leadership and commitment with respect to Integrity**

According to the “Rules for ethical conduct for employees of bodies of the State Customs Service of the Republic of Uzbekistan”, approved by order of the State Customs Committee No. 66 of 28 March 2016, the main principles and rules of official conduct for heads of Customs authorities are:

- heads of Customs authorities should be an example of high professionalism, decency and justice to their subordinates and contribute to the development of a favourable psychological climate and morale in their structural or territorial unit;
- heads of Customs authorities should not require their subordinates to execute orders that go beyond the scope of their official duties, or persuade their subordinates to commit illegal acts or misconduct;
- heads of Customs authorities should not permit cases of selection and assignment of staff on the grounds of kinship, fraternity or personal loyalty. They must be sure to suppress any manifestation of cliquishness, parochialism, favouritism and any other negative factors when performing their official duties.

Heads of Customs authorities are required to:

- take timely measures to prevent and resolve conflicts of interest; and
- take measures to prevent corruption.
Exploring the links between gender equality, diversity and integrity

With the purpose of raising awareness and gaining more insight into Integrity and its links to gender equality and diversity, the WCO Secretariat organized a meeting on this topic with the Virtual Working Group on Gender Equality and Diversity on 17 July 2019, in conjunction with the WCO Anti-Corruption and Integrity Promotion (A-CIP) Programme.

To prepare for the discussions, the Secretariat developed a questionnaire based on how gender may affect or be impacted by actions taken under the various key factors of the Revised Arusha Declaration. The questionnaire was disseminated to all members of the Virtual Working Group before the meeting, with eight of them (Iceland, Israel, Indonesia, Japan, Maldives, Mozambique, Mali and Zimbabwe) eventually providing feedback.

The meeting offered an opportunity to share some highlights regarding the links between gender equality, diversity and Integrity, mostly based on reports published by international organizations such as Transparency International, the UNDP and the OECD. One conclusion is that women experience, perceive and are affected by corruption in different ways than men, reflecting the different roles that women and men often have in society, which is something that needs to be taken into consideration when designing strategies to prevent corruption. Research also indicates that corruption creates additional obstacles for women in accessing and using public goods (including basic services), and can also lead to an increase in gender inequalities as a result of its correlation with poverty. Developing a better understanding of the links between gender equality, diversity and Integrity is essential for designing effective strategies to address potential gaps. Positive effects generated by greater gender equality and diversity – such as enhanced good governance and transparency which in turn support Integrity – have also been proved.

From the questionnaire responses, the Secretariat noted that some Members reported fewer incidents of corruption among female employees within their administration. However, such figures need to be put into the context of the ratio of female to male employees in Customs. The positions that women in general hold must also be taken into account, as they may give women less exposure to situations where corruption is likely to occur. The Secretariat emphasized the importance of not validating stereotypes such as “women are less corrupt than men”, but instead adopting a fact-based approach. On that note, neither
should recruiting women to certain positions be seen as a solution to fight corrupt behaviour. Rather, gender-balanced recruitment must always be included in policies and procedures for preventing corruption.

The Secretariat also shared some policy recommendations, partly drawn from the WCO Gender Equality Organizational Assessment Tool (GEOAT). These recommendations include involving both women and men in the design and monitoring of anti-corruption strategies, using a participatory approach, addressing forms of corruption that affect women the most, such as sexual extortion and human trafficking, and ensuring the existence of gender-responsive reporting mechanisms to report incidents of corruption and harassment in a transparent and inclusive way.

The results of those discussions will be leveraged by the A-CIP Programme which addresses gender power relations and inequalities in the design of governance and anti-corruption interventions. The A-CIP Programme will also use this increased understanding to help incorporate gender and diversity dimensions in new and enhanced Integrity tools and guidance for WCO Members developed under the Programme.

The A-CIP Programme, funded by the Norwegian Agency for Development Cooperation (Norad), actively promotes gender equality by engaging women in the planning, implementation and evaluation of the Programme and working through the Virtual Working Group. Additionally, A-CIP mobilizes competent women to deliver technical assistance and capacity building to the 11 countries participating in the Programme. As per the GEOAT, A-CIP countries are encouraged to reduce systemic human resources and management barriers to women in Customs and to engage with the private sector, fostering a Customs-to-Business relationship with women-driven associations.

**Good practices discussed during the Virtual Working Group**

The Israeli Customs Directorate provides three options for employees who wish to file complaints regarding harassment or corruption: (1) file a complaint form with the police; (2) submit a claim to the Civil Service Commission; (3) submit a civil claim. When a complaint is submitted to the Civil Service Commission, absolute discretion is guaranteed during the whole investigation process in order to prevent any disruption (intentional or unintentional) to the investigation proceedings. Moreover, a Supervisor/Commissioner and an Adviser to the Director General are responsible for promoting and monitoring gender equality activities in every Government ministry in Israel. Regarding public inquiries and complaints, an easily accessible reporting mechanism is provided on the website of each Israeli ministry, and is available in different languages (Hebrew, English and Arabic). When it comes to specific complaints regarding Customs, any citizen can submit a form available on the Israeli Tax Authority website. Public complaints against any ministry can also be submitted through the Israeli Ombudsman's website. Anonymous complaints can be made in specific cases.

It is the policy of **U.S. Customs and Border Protection (CBP)** to treat all individuals in a non-discriminatory manner, without regard to their protected status, including gender, under U.S. laws, regulations and policies. CBP actively works to build and maintain a diverse workforce that is reflective of the U.S. and creates a positive work environment that acknowledges and values individual differences and similarities. CBP provides diversity and equal employment opportunity training, and anti-harassment
training for all employees is required. Discriminatory and harassing behaviours have no place within CBP and violate CBP’s Standards of Conduct. Internal complaints of harassment and discrimination are addressed promptly through multiple avenues of redress as outlined in the CBP Anti-Harassment and Anti-Discrimination policy, and protection from retaliation is afforded. In the United States, “whistleblower” protection laws help protect individuals, regardless of gender, from retribution if they report harassment or corruption.

The Directorate General of Customs and Excise in Indonesia trains “anti-corruption agents” and has a Ministerial Decree, similar to the “Code of Conduct”, which includes and specifically outlines several grounds for discrimination. The Administration also has an Integrity Risk Management and Compliance Strategy; the progress achieved through this Strategy can be measured by the Integrity Index and the Satisfaction Index.

The Directorate of Customs in Iceland clearly refers to Integrity in its Gender Equality and Diversity Action Plan, as well as in its Code of Conduct. Integrity and gender equality are also both considered in the Equal Pay Standard adopted by Icelandic Customs. Additionally a complaints mechanism has been set up, and employees have a legal obligation to raise any Integrity issues with their superiors.

**Integrity activities and news**

**WCO Integrity Sub-Committee (ISC/18)**

The WCO Integrity Sub-Committee (ISC) held its 18th Session on 11 and 12 April 2019 at WCO Headquarters in Brussels; over 100 delegates representing WCO Member administrations and stakeholder organizations participated in the discussion, receiving a warm welcome from the Chairperson, Mr. Carlos Enriquez Montes from Mexico.

Under this year’s theme of “MONITORING AND MEASURING INTEGRITY TO ENHANCE ETHICAL CLIMATE AND COMPLIANCE”, the Deputy Secretary General acknowledged that there were differing views on how best to measure Integrity and ethical standards, but he anticipated that the interesting items on the ISC Agenda would assist delegates by providing insights into some concrete actions and best practices that they could consider adopting within their Customs administrations.

A panel discussion took place on “Measuring Integrity in Customs”. Sri Lanka Customs informed delegates that it had conducted a comprehensive survey to explicitly measure the Integrity behaviour of all ranks of Customs officials; the Speaker from India Customs highlighted the three principles (Punitive, Preventive and Perception) that drive its activity in this area, and stated that related initiatives are supported by a robust regulatory framework, automated processes, effective HR management, enhanced relationships with stakeholders and the harmonization of monitoring tools.

Under the Agenda item “Behavioural insights in respect of corruption and Integrity as a preventive measure”, the Speaker from University College, Dublin outlined the traditional Rational Choice Approach as to why corruption occurs, but also referred to some alternative approaches focused on cognitive factors, physiological processes, cultural factors and sociological factors. The Speaker from Montenegro Customs highlighted the main reasons for non-compliance within her Administration from both a personal and an...
institutional perspective, and outlined some of the measures put in place to mitigate them. The Speaker from the United States provided delegates with an insight into the 173 convictions recorded within U.S. CBP during the period from 2004 to 2017. The ISC took note of the working document as well as the presentations and discussions that highlighted the concept and practical implementation of behavioural insights as an approach to understanding human behaviour.

Furthermore on Day 2, under the Agenda item “Leveraging the internal audit function to manage corruption and Integrity violation risks”, Italy Customs outlined the national and regional structures of its Internal Audit Office as well as its main activities, that are driven by a national anti-corruption plan. The ISC took note of the presentations and discussions on this topic, which highlighted the importance of the internal audit function and how related activities can significantly contribute to the Integrity strategies of Customs administrations.

Lastly, under the Agenda item “Cooperation with stakeholders on Integrity monitoring”, the Speaker from the African Union (AU) provided an overview of the AU structure and highlighted efforts made in relation to Integrity and ethics, that are guided by the AU Assembly and the related Action Plan. The International Federation of Customs Brokers Associations (IFCBA) referred to the WCO study and guidelines on Customs Brokers (CB), and the United Nations Development Programme (UNDP) explained why the UNDP is supporting Customs Integrity. The responses informed their overall approach, which is focused on strengthening governance, enhancing criminal law enforcement, raising public awareness and developing a short-term, project-based implementation strategy. Azerbaijan Customs outlined the reforms undertaken in order to enhance cooperation with stakeholders, including organizational re-structuring, enhancing technology and automation, raising public awareness, and enhancing the conduct and social welfare of its officials.

The ISC took note of the presentations and discussions, as well as all the collaborative efforts in place in the area of Integrity, which highlighted the importance of having effective stakeholder engagement in all phases to ensure Integrity relationships are built and maintained in an enabling and transparent manner.

Mr. Carlos Enriquez Montes of the Mexican Tax Administration Service was re-elected as Chair of the ISC, and Mr. Hendra Prasmono of Indonesia Customs was re-elected as Vice-Chair.

**Summary of the latest Integrity activities**

From 1 March 2018 to 31 December 2019, the WCO conducted a number of Integrity support missions to Members; the activities included eight Integrity support missions (benefiting Afghanistan, Uzbekistan, Serbia, Bermuda, Mauritius, Bahamas, Kazakhstan and Jamaica). In October 2019, operational and strategic level Customs officers from the State Revenue Committee of Armenia benefited from a WCO Self-assessment Facilitation Workshop, and were updated on international practices in the area of anti-corruption. In November 2019 the WCO Secretariat, with the support of U.S. CBP, delivered a mission on Integrity testing mechanisms for the benefit of the Serbian Customs Administration.

Furthermore, between April and September 2019, the WCO’s Anti-Corruption Integrity Promotion (A-CIP) Programme conducted several Integrity supporting missions to Members, including Liberia, Ghana,
Tanzania, Ethiopia, Mozambique, Afghanistan, Nepal and Tunisia. Between 15 and 18 July 2019, experts from five WCO Members of the East African Community (EAC), plus South Sudan, met in Arusha, Tanzania to discuss the region’s response to corruption in Customs.

**WCO cooperation with other regional or international organizations**

The WCO has participated in: a Sub-Regional Workshop on Integrity at EAC Borders; the Anti-Corruption Network for Eastern Europe and Central Asia with the OECD; the Ninth and Tenth Meetings of the UNODC Open-Ended Inter-governmental Working Group on the Prevention of Corruption; the OECD Working Group on Bribery in International Business Transactions; the African Union Sub-Committee; and the first resumed Tenth Session of the Implementation Review Group of the United Nations Convention against Corruption. During these meetings, the WCO presented recent initiatives relating to combating corruption and promoting Integrity in the global Customs community.

**Integrity-related capacity building projects**

In January 2019, the WCO and Norad launched a new agreement for a results-based technical assistance programme focused on Anti-Corruption and Integrity Promotion (A-CIP) for Customs authorities.

Specifically, A-CIP will fund a select number of WCO Members for the implementation of new measures to combat corruption and promote Integrity in accordance with the 10 key factors of the Revised Arusha Declaration. The initial A-CIP beneficiary administrations are: Afghanistan, Ethiopia, Ghana, Lebanon, Liberia, Mali, Mozambique, Nepal, Sierra Leone, Tanzania and Tunisia.

**Compilation of WCO Members’ Good Practices on internal control and relationship with external controls:** The Compilation, which provides an opportunity to learn and benchmark how to implement measures in this regard, is the result of a survey that was conducted among Member administrations. It is structured into four main sections: (1) Governance of Internal Control; (2) Operational Aspects; (3) Relationship with External Controls; and (4) Sharing Good Practices with Other Members. The compilation provides an analysis of the 58 responses received and outlines Integrity practices from a selection of Members.

**Global Meeting of Integrity Experts:** the WCO Secretariat organized the First Global Meeting of Integrity Experts at its Headquarters in Brussels, from 23 to 26 October 2018 and the Second Global Meeting of Experts was held in China, Xiamen from 16-19 December 2019, recognized Integrity experts enhanced their knowledge of the WCO Integrity Programme and familiarized themselves with the latest Integrity tools and activities.

**WCO tools and instruments updates**

To support Members’ efforts to implement the Revised Arusha Declaration, the WCO constantly reviews and updates its Integrity tools and instruments. In light of the emerging issues and new best practices on the anti-corruption agenda, the WCO initiated work to enhance its main Integrity tool - the WCO Integrity Development Guide (IDG). Furthermore, under the A-CIP Programme the WCO has taken steps to develop methodological guidelines for conducting a Customs Integrity Perception Survey (CIPS). The first application of the survey is planned for piloting in A-CIP beneficiary countries before the end of the year.
The proposal for a review of the IDG and the CIPS development will be presented to the Integrity Sub-Committee at its next session in February 2020, for approval and further guidance.

In October 2019, the WCO progressed with the Organisation for Economic Co-operation and Development (OECD) in terms of discussing further prospects for enhancing cooperation on the Integrity agenda.

Finally, in response to a call for contributions for the next edition of the *Integrity Newsletter*, the WCO received more than twenty articles from Members, highlighting their initiatives and measures to promote Integrity and the fight against corruption in Customs.
### Abbreviations

1. **ATIS** - Anti-Fraud Transit Information System  
2. **A-CIP** - Anti-Corruption and Integrity Promotion Programme  
3. **ACO** - Anti-Corruption Office  
4. **CBP** - Customs and Border Protection  
5. **ERP** - Enterprise Resource Planning  
6. **EU** - European Union  
7. **FGD** - Focus Group Discussion  
8. **FAST** - Facilitación Aduanera, Seguridad y Transparencia (Customs Facilitation, Security and Transparency)  
9. **GEOAT** - Gender Equality Organizational Assessment Tool  
10. **HR** - Human Resources  
11. **ISD** - Internal Security Directorate  
12. **ICD** - Internal Control Department  
13. **IID** - Internal Investigation Department  
14. **ID** - Integrity Department  
15. **IAF** - Internal Affairs Division  
16. **IAD** - Internal Audit Division  
17. **IAC** - Integrity Assessment Committee  
18. **IAU** - Internal Affairs Unit  
19. **JCA** - Jamaica Customs Agency  
20. **MRA** - Mauritius Revenue Authority  
21. **NZ** - New Zealand  
22. **NCA** - National Crime Agency  
23. **NCA** - National Customs Agency  
24. **NHDP** - National Human Development Plan  
25. **Norad** - Norwegian Agency for Development Cooperation  
26. **OECD** - Organisation for Economic Co-operation and Development  
27. **PMAS** - Performance Measurement and Appraisal System  
28. **RM** - Risk Management  
29. **SCC** - State Customs Committee  
30. **SACP** - State Anti-Corruption Programme  
31. **SCS** - State Customs Service  
32. **SAT** - Customs Authority of Guatemala  
33. **SMART** - Specific, Measurable, Achievable, Realistic, Time Bound  
34. **SRA** - Swaziland Revenue Authority  
35. **TRS** - Time Release Study  
36. **TII** - Transparency International Indonesia  
37. **UK** - United Kingdom  
38. **UNDP** - United Nations Development Programme  
39. **US** - United States  
40. **VUCE** - Ventanilla Única de Comercio Exterior (Single Window for Foreign Trade)