



WORLD CUSTOMS ORGANIZATION

# A business case for **Columbus programme**





# Table of contents

---

- 1. Why investing in Customs Development Programmes .....6**
  
- 2. Why partnering with WCO in the delivery of Customs Capacity Building..... 9**
  - 2.1 Expertise in international Customs Standards and their implementation.. .... 10
  - 2.2 Holistic approach to Customs modernization ..... 10
  
- 3. The Columbus Programme.....12**
  - 3.1 WCO support under the Columbus Programme ..... 13
  - 3.2 Phase I Columbus Programme – Needs Assessment..... 13
  - 3.3 Phase II Columbus Programme – Implementation – Assistance from WCO..... 14
  - 3.4 Phase III Columbus Programme – Monitoring and Evaluation ..... 18
  - 3.5 The Regional Approach ..... 18
  - 3.6 The National Approach ..... 20
  
- 4. Donor Engagement to WCO Capacity Building .....21**
  - 4.1 WCO Member Administrations .....21
  - 4.2 Donor organizations ..... 21

## Executive summary

---

This document has been prepared to outline the World Customs Organization (WCO) Customs Capacity Building approach towards effective cooperation between donor organizations, financial institutions and Customs Services in their ongoing modernizations programmes to meet the economic and social challenges of the 21st century. It is intended for donor organizations to present possibilities for partnership and to explain the diverse opportunities for close liaison with the WCO and/or with WCO members.

To cope with the challenges of globalization and to successfully implement a modern agenda on trade facilitation and trade security there is an essential need of Customs management and border management ability. WCO is aware of these increasing demands and broad economic challenges that are addressed by Customs Services in the 21st century.

The WCO through its Customs Capacity Building Strategy responds to this demand. It represents support aiming at achievement of professional Customs services recognized by their political leadership as a key element of economic development. It provides the basis of self sufficiency for Customs services in determining their future border management role and demands. WCO Customs Capacity Building places Customs services in control of their own development. This document aims at presentation of WCO tools that are available to address these challenges, to encourage change and to pursue the WCO role as global provider of modern Customs Development Programmes.

The WCO Capacity Building Programme to date has been delivered using funding provided by donor Members and the global and regional donor community. The Capacity Building Directorate is grateful for the support both in terms of financial and staff resources that have been dedicated to the analysis phase of the Columbus Programme and allowed for development of so far 110 diagnostics. Development is going ahead in this strategy and moves forward toward operational implementation. With your support and constant participation, the WCO Capacity Building Strategy will be further delivered successfully.

WCO has the strong belief that partnerships between Customs, Trade, Donors, Development Agents and Academia are essential to minimize duplication and to maximize the impact of development programmes. Working together will lead to sustainable co-operation and ensure avoidance of overlaps and hence ensure a better and more effective implementation climate. In this context, WCO strives for a continuous improvement of its partnership with Donor organizations and builds on existing relationships and establishment of new relationships.

# 1. Why investing in Customs Development Programmes

---

Customs administrations around the world play a vital role in the implementation of a range of critically important government policies. They contribute to the achievement of a number of national development objectives in respect to trade facilitation, trade statistics, revenue collection, market access and the protection of society from a range of threats to national security.

Well-designed and effectively targeted capacity building investments focused on improving the efficiency and effectiveness of Customs administrations can deliver significant dividends for governments and the global community alike. It furthermore allows developing countries to take advantage of the many opportunities provided by the expanding global trading system.

Poverty reduction through sustainable economic growth remains a major priority for development of societies, and Customs Services may strongly support the achievement of this goal through its fundamental economic roles.

## 1.1 Economic roles of customs

LCustoms administrative framework and priorities may vary significantly from one country to another. The most common arrangement is for Customs to report to Ministry of Finance but it is also becoming frequent the Administration to report to other Ministries (Justice, Interior, Homeland Security, Trade, etc) or being an independent Ministry or agency reporting to a multi-ministerial board.

However, independent of the administrative framework under which it operates, Customs in the 21<sup>st</sup> century performs different economic roles, which are all essential for the development of societies:

#### • Trade Management

- To provide a simple, transparent, predictable and facilitative approach to legitimate trade and economic operators;
- To act as an effective deterrent for illegitimate and distorting trade; and
- To comply with international requirements and standards requested from global trading system (at multilateral and bilateral levels).

An efficient and balanced management of international trade, covering all three of these aspects, is fundamental to **encourage and facilitate trade**; to **attract inward investment**; to **protect domestic market and economic players against unfair competitiveness**; and to **avoid retaliations** from other trade partners.

#### • Social Protection

- To develop a safe and secure society through effective controls on goods that may present risks to health, the environment and the social values of the Member country.

Safety and Security are essential for achieving and maintaining social stabilization and pave the grounds for sustainable economic growth. Therefore, the economic importance of this role of Customs must be estimated by the potential impact in the economy in an eventual case of failure of its controls.

In addition, due to the international security agenda, exporting countries that do not secure their supply chains may have less access to markets or be faced with worse competitive conditions due to higher number of inspections and delays imposed by import countries as a matter of national security of the supply chains.

---

1 E.g. the WTO regulations, the Intellectual Property Rights regulations, requirements from Free Trade Agreements and Economic Partnerships Agreements, etc.

- **Statistical Collection**

- To support governmental decision making and economic planning through timely collection of accurate economic data related to international trade.

- **Tax and Revenue management**

- To provide a sustainable source of income to finance government through collection of Customs Duties and Taxes;
- To support economic development through administration of Customs regimes.

Though each individual Customs Administration may put more focus on one or another of these economic roles, taking into consideration its political priorities, at the start of 21<sup>st</sup> Century it became clear to the international Customs community that the economic model for Customs has interconnected all these roles.

A better management of international trade, with safer and more secure supply chains, supported by accurate statistics and information systems, will generate more revenue and better tax management (the same reasoning can be applied in reverse orders).

## 2. Why partnering with WCO in the delivery of Customs Capacity Building

---

To improve the quality and relevance of Customs capacity building initiatives, governments, Customs administrations, donors and all sections of the international Customs community need to draw lessons from the successes and failures of the past and commit to a range of new approaches and practical strategies.

The WCO has designed a Customs Capacity Building Strategy to provide a pragmatic response to identifying and addressing the capacity building needs of Customs administrations in the developing world.

The WCO has recognized Customs capacity building as a key priority for Governments to cope with development agenda and its Members endorsed this through the creation of a specific Directorate, which became operational in January 2006, to manage and deliver all the needed support to the beneficiaries' countries.

The WCO Capacity Building Directorate has already the administrative structure to engage with different donors and partners and report on the progress of development programmes.

The World Customs Organization offers many advantages in the provision of Customs capacity building support, as outlined in following lines, and is working to become the preferred supplier of Customs modernization advice.

## 2.1 Expertise in international Customs Standards and their implementation

Since its creation, the WCO has been the international organization responsible for setting and managing the most widely accepted international Customs standards.

The WCO has developed a comprehensive portfolio of internationally agreed instruments, conventions, tools and best-practice approaches that provide the building blocks necessary for sound Customs Modernization (the Harmonized System, the Revised Kyoto Convention, the WCO Framework to Secure and Facilitate Global Trade, the Time Release Study, the WCO Data Model and others).

Being the holder of international Customs standards and also being a key player in support of the development of international trade standards, the WCO is well positioned to provide the knowledge and expertise about their concrete implementation.

Through its Customs network, the WCO is the only international organization with the ability to transfer knowledge, expertise and lessons learned from Members that already implemented the international Customs standards to other beneficiary Countries, and even to other partner entities and private sector companies supporting Customs reforms.

The Capacity Building Directorate is also working to develop and establish standards for Customs reforms and modernization programmes, from the needs analysis phase (as the WCO Diagnostic Framework), through the planning and reform design, implementation, monitoring and evaluation phases.

## 2. Holistic approach to Customs modernization

In the last twenty years Customs Administrations around the world have been pushed hard for reform and modernization. However the drivers for change have varied from one Country to another.

Possibly the most common driver for Customs reform in the developing world has been the Governmental decisions to merge Customs and Internal Tax Administrations into a single Revenue Agency. In these cases, the Customs reform normally has been part of a wider finance management reform to increase revenue collection, to combat corruption and strength the public institutions.

In the last years, a general consensus has grown that effective participation in the global trading system is an important element for sustainable economic growth. Trade facilitation has become one of the major reform goals for Governments, leading to the signature of free trade and economic partnership agreements, establishment of Customs unions and common markets, and including the commitment to the Trade Facilitation Negotiation process at the WTO Doha Round. Customs Administrations are key players in this development process and have embarked in various modernization programmes to cope with this specific agenda.

More recently, due to the threats to international trade in the beginning of 21st Century, the security agenda is pushing Governments to reform. Customs is again one of the important players. The most widespread change in Customs Administrations in the last five years has been the introduction of Non-Intrusive Inspection and radiation detectors equipments in ports around the world. Actually there is an on-going international discussion about the feasibility and the need or not of 100% containers scanning of international supply chains.

The social protection role of Customs has been growing and the Administrations asked to address a greater variety of subjects: to combat illicit traffic of drugs, precursors, arms, ammunition and weapons of mass destructions; to enforce Intellectual Property Rights regulations; to combat international organized crime, money laundering and commercial fraud; to protect national cultural heritages; and many others.

Finally, as the concerns about climate change and global environment increase in the international political agenda, it is already anticipated that as the specialized agency on the control of trade and passengers flow, Customs will be part of this development agenda.

All these agendas, and certainly other national goals, must be included in any modern Customs reform programme. However, through the Columbus Programme diagnostics, the WCO Capacity Building Directorate has learned that in the majority of the cases these agendas have not been translated in reform programmes and many projects are conducted in isolation, competing with other priorities.

One of the advantages of engaging with WCO is its capacity to provide this holistic approach towards Customs modernization, keeping consistency with the development programmes to sustain the political support and avoid changes of direction in the middle of the process.

Any Customs development programme should strength the Administration's capacity to address all these development agendas together, in a consistent manner, and prevent the situation where the focus on just one specific goal may not support or even hinder its performance in other important economic roles.

### 3. The Columbus Programme

---

Since 1 January 2006 the WCO has initiated a number of Capacity Building programmes and activities. The most significant is the Columbus Programme, Aid for SAFE trade. The Columbus Programme is the largest and most comprehensive Customs Capacity Building initiative on record. The aim of the Programme is full implementation of the Framework of Standards to Secure and Facilitate Global Trade, but it is also preparation for the possible outcome of the WTO negotiations on trade facilitation in Geneva as well as support implementation of other WCO Standards, as the Revised Kyoto Convention.

Out of 171 WCO Members, 110 Customs Administrations are currently beneficiaries of Columbus Programme and the number of participants is still increasing. The WCO is also extending the Programme to non Members through the cooperation agreements with regional organizations as the Oceania Customs Organization (OCO) and Caribbean Customs Law Enforcement Council (CCLEC).

The Columbus Programme consists of three phases:

- The 1<sup>st</sup> phase – Needs Analysis - is a comprehensive diagnostic of the current situation both in terms of its overall development capacity and as well as its compliance with international standards. Use of WCO Diagnostic Framework tool has been acknowledged by organizations like the UN, OECD, the World Bank, IMF and others.
- The 2<sup>nd</sup> phase, Implementation, comprises all steps taken by the Members to advance on the developmental cycle (from preparation and approval of a comprehensive modernization programme, gathering adequate political and financial support, till full implementation).
- The 3<sup>rd</sup> phase, Monitoring, involves monitoring and evaluation of progress.

### 3.1 WCO support under the Columbus Programme

In general terms, the major WCO support under Columbus Programme can be summarized as:

- I. To deliver a comprehensive needs assessment
- II. To support the design of a consistent modernization Programme and seek political and financial support
- III. To equip Customs managers to lead and manage their own implementation process
- IV. To provide independent monitoring, advice and evaluation service to both Members and Donors.

The Columbus Programme is delivering the most urgent operational and technical development support, especially in pilot initiatives, but is also establishing sustainable long term long-term solutions for operational and technical support .

With limited resources, the WCO recognizes that it will be difficult to commit to operational and technical support to all Members and therefore has established partnerships with many of the existing development agencies and private sector development companies to support the delivery of the technical outcomes of the projects. This initiative is being underpinned by an accreditation programme where WCO attests the quality of products delivered through provision of monitoring and evaluation services.

This approach enables the WCO to concentrate its efforts on the major objectives, by assisting Members to take ownership and leadership of their modernization programme.

### 3.2 Phase I Columbus Programme – Needs Assessment

The needs assessment diagnosis is carried out by two WCO accredited Capacity Building experts. During the diagnostic mission, the experts interview Customs policy makers, Customs senior managers, and all concerned parties including the members of the trade community and other border agencies.

The mission results in a diagnostic report that describes the current situation, provides a gap analysis to full implementation and the suggested way forward through a number of recommendations.

The WCO does not publish the Diagnostic Mission Reports because the reports are the property of the respective WCO members. Nevertheless, WCO encourages its members to share the diagnostic reports with interested donor organizations and is available at disposal to mediate in this process upon request.

In addition and based on the findings of the Columbus Diagnostic Missions the WCO developed two trends and patterns capacity building estimates to provide a collective analysis of the global Customs modernization process. The first Trends and Patterns Report was produced in June 2007 and outlined general Customs modernization trends with a focus on the following seven major clusters:

- Strategic Management
- Human and budgetary resources
- Legal framework
- Customs Systems and Procedures
- Information and Communication Technology
- External Co-operation, Communication and Partnership
- Governance

The 2<sup>nd</sup> Capacity Building Estimate was developed in December 2007 and provides an in depth overall assessment of trade facilitation and trade security concepts. In addition to these reports with a topical focus there are regional trends and pattern reports under development for publication in June 2008. With a view to a strategic approach towards regional customs development these reports will reflect upon the common findings in the six WCO regions, i.e. in the Americas, Asia Pacific, East and Southern Africa, Europe, Middle East/Northern Africa and West and Central Africa. The WCO Trends and Pattern Reports are available for free as they are published on the WCO Web site.

### **3.3 Phase II Columbus Programme – Implementation – Assistance from WCO**

The second phase of the Programme comprises all activities taken by the beneficiary Members to advance on the development cycle: from preparation and approval of a comprehensive modernization programme (taking on board the diagnostic recommendations), gathering adequate political and financial support, piloting activities and new functions, till full implementation.

The Columbus Programme assistance will deliver any specific assistance requested from Members to move forward with the implementation process. However, here are listed specific types of assistance and products delivered by the Programme in this stage:

- Assistance to establish a strategy and management structure for customs development through:
  - I. Workshops to develop strategic action plans based on diagnostic recommendations
  - II. Advice and consultancy service to set up project management structure aiming at best planning and effective implementation of strategic plans
  - III. Missions to support Programme documentation development

- IV. Missions to support scoping of specific projects that are part of overall development programme, such as introduction of risk management, post clearance audit, border enforcement, enhancing national training function, a holistic integrity project, etc.
  - V. Assistance for improving the quality of base-line data and for appropriate measurement and evaluation of progress (e.g. organizing Time Release Studies)
  - VI. Management consultancies to assist in proper sequencing of project milestones
- Assistance to seek political support for the development programme through:
    - I. Preparation of Business Cases;
    - II. Supporting negotiations and awareness building with Ministers, heads of Revenue Agencies, where Customs is part of the institution, other governmental institutions as well as donor organizations and political stakeholders
    - III. Organizing relevant national or regional forums to discuss Customs reform, including Ministerial meetings
    - IV. High Level Seminars with private sector and other stakeholders
    - V. Advise in setting up of steering committees with external stakeholders
  - Assistance to the Members in their efforts to obtain sustainable funding for the development programmes through:
    - I. Quality assuring the consistency of Strategic Plans and development programme
    - II. Supporting the project management in developing relevant contacts and project documentation to seek sustainable funding for the programmes
    - III. Facilitating contacts with major donors/financial institutions involved with Customs institutions and/or corresponding capacity building projects
    - IV. Supporting Customs managers in the coordination of Donors, to avoid duplication of efforts in specific areas and lack of coverage of other strategically important areas, and to promote sustainable relationships

- Provision of independent advice covering all Customs functions to enhance customs capacity in customs core areas through:
  - I. High Level Workshops and Seminars to promote better understanding of modern customs concepts and the capacity building implications, such as Risk Management, Authorized Economic Operators, Single Window, etc.
  - II. Implementation of consultancies, workshops and trainings in specific customs areas along the key principles outlined in the Revised Kyoto Convention
  - III. Support pilot activities in specific areas (AEO concepts, trade facilitation models, customs to trade concepts etc.) and – upon successful implementation - later roll out over the region through consultancies, workshops and trainings
  - IV. Provision of guidelines and best-practice advice through WCO training material and compendia in specific technical customs areas (customs valuation, customs computerization, secure and efficient transit systems, the Harmonized System, Integrated Supply Chain Management, Integrated Border Management etc.)
  - V. In light of a sustainable training mechanism WCO promotes train the trainer activities and the use of the WCO blended e-learning programme. This programme provides an important source of learning which can be accessed by staff at all levels. The accession to this programme however requires installation of the relevant programme and some initial tutorial process (train-the-trainer training on the application of the programme and training of IT staff on the maintenance of the programme). Copyright and software of this programme are at free disposal for WCO members.
  
- Provision of specialist advisory services in key areas needed for important Customs Modernization Projects that are infrequent and would be costly for Members to develop and maintain within their own Administrations, such as:
  - I. Consultancy Service for Information and Communication Technology to develop business requirements, overall policies, etc.
  - II. Assistance in defining IT needs for achievement of regional customs IT-structures to facilitate a regional management of secure trade and trade facilitation through advisory consultation and workshops.
  - III. Consultancy service to scope project and acquire modern technologies, such as scanners,

- IV. Assistance in development of tender and contract documents to adapt procurement to required needs and select the most effective and efficient offer through advisory consultation
- V. Provision of a recruitment service for specialist external expertise trained and accredited by the WCO.

In addition to working at a national level, the Columbus programme has matured to take a co-operative approach to development which can exploit the synergies between members in Economic and/or Customs Unions. Moreover, it is anticipated that regional capacity building will contribute to the facilitation of regional co-operation, ensure enhanced coherence and synergy of capacity building activities pursued by different donors, provide economies of scale and maximize technical support currently available.

Apart from the above activities which are closely linked to the establishment and implementation of strategic development plans, the WCO promotes customs management development through its Fellowship, PICARD and Management Development Programmes.

The WCO Fellowship Management Programme is designed for managers that the Member Customs administrations strategically see as key persons. The Fellowship Programme lasts six weeks, with the participants spending four weeks at the WCO Secretariat and the last two weeks in an advanced Customs Administration. The objectives of the Fellowship Programme are:

- to enable mid-management Customs officials to make an in-depth study of the Conventions, instruments and recommendations of the WCO
- to increase international experience
- to establish important international networks
- to contribute to change management process in one particular customs area (Nomenclature (HS), Valuation, Compliance/enforcement, Customs procedures, Customs modernization). Each candidate selects a field of activity which is of particular concern to his/her administration and develops a report through this Programme in consultation with the Secretariat staff.

WCO has the ability to annually provide participation to customs officers from developing countries to join the Fellowship Programme that are currently run in English and French, whilst a Spanish programme is under preparation.

The WCO through its PICARD Programme has initiated partnerships in Customs Academic Research and Development with universities and research institutes to achieve advanced customs research, education and training. Based on MoUs WCO is co-operating with seven universities/scientific institutes, currently negotiations are ongoing with three further institutes to offer BA and MBA courses in Customs Management.

Working with the International Network of Customs Universities (INCU) and WCO Members this cooperation aims at development, integration and application of standards for educational schemes on delivery of high level customs training not limited to technical aspects but broaden to areas of customs management and administration, international trade and logistics management, new management techniques and technologies. At present WCO is in the process of establishing systems for recognition of customs curricula of its partner universities and research institutes.

The Management Development Programme is a modular series of management training events and development activities, designed to be run as stand alone events or as an integrated programme, tailored to the needs of the individual administration. Topics covered include:

- Leadership and motivation
- Communication
- Strategy Management
- Change Management
- Influence and Negotiation
- Personal Organization
- Time Management
- Operational Management
- Personal effectiveness
- Team working

### **3.4 Phase III Columbus Programme – Monitoring and Evaluation**

The Columbus Programme will provide a consistent approach to monitor and evaluate progress of development programmes, through regular reports from Members, interim review missions, specific reviews with key Steering Committees and also with independent peer group reviews.

The evaluation of the Programme will be based on the implementation of Diagnostic recommendations and on the objects set for specific Programmes and Projects.

### **3.5 The Regional Approach**

A regional approach to capacity building has various advantages: it ensures efficient and effective allocation of the WCO's limited capacity building resources and enables

the capacity building initiative to focus on those areas where the maximum potential for regional co-operation and synergy lies.

In regional customs development projects, the WCO will encourage the establishment of a programme management structure. The WCO methodology will be to offer assistance in preparing and participation in Steering Committee Meetings, consultation and training to regional project managers, and evaluation/monitoring services.

In the regional approach the WCO Regional Offices on Capacity Building (ROCBs) will have a major operational role and offer strategic guidance to senior management of the Customs Services through assistance in the following areas:

- Ensure close cooperation with the Regional Programme Manger, the regional Secretariats, the WCO Capacity Building Directorate and the Regional Training Centers
- Provide action planning - and monitoring support
- Assist the Members in the implementation of regional seminars, workshops or direct consultancy
- Evaluate the developmental progress of the Members at regular intervals, to both confirm progress and to identify further development requirements
- Identify key regional stakeholders relevant for implementation of regional development programmes and establish a regular communication with them
- Organize regional Donor conferences
- Co-ordinate the activities of the regional training centers and encourage regional training centers to develop specialist training products e.g., management training, business skills, enforcement, compliance etc.
- Identify training needs at a strategic level
- Evaluation of training impact at a strategic level

Regional Training Centers (RTCs) constitute one of the key components of the regional training approach. Under the WCO strategy the Regional Training Centers have 4 main roles:

- The development of regionally relevant training
- The maintenance of specialist trainer pools
- The provision of specialist training at a regional level
- The development and support of the WCO's blended e-learning programme

The advantage of regional training is to pool and optimize resources. Moreover RTCs enable Customs officials from neighbouring countries to forge links with one another.

In addition to training for the Customs Services there is a growing demand for training in Customs matters in the private sector. Consideration is given to the future provision of such training at the RTCs with view to development of effective relationships between Customs and economic operators.

To date, fifteen WCO RTC's are established: five in the Asia Pacific Region, three in the East and Southern Africa Region, one in the West and Central Africa Region, three in the European Region, two in the Americas Region and one in North Africa, Near and Middle East.

### **3.6 The National Approach**

On addition to engagement through regional projects the WCO Secretariat continues to provide direct support to members taking into account their different levels of achievements within the establishment and management of their customs reform programmes.

Upon demand of its Members and based upon the outcomes of the Columbus Phase I diagnostic missions WCO will implement Columbus Phase II and Phase III trainings, workshops, consultancies, assessment and lastly missions to achieve national alignment towards international standards. This also incorporates national alignment towards regional objectives and commitments.

## 4. Donor Engagement to WCO Capacity Building

---

### 4.1 WCO Member Administrations

In many cases, successful capacity building programmes in Customs rely heavily on access to highly skilled and qualified Customs expertise. In order to meet the increased demand of WCO capacity building activities and at the same time adequately resource capacity building initiatives undertaken in developing and least-developed countries, the continued contribution of developed country Member administrations is essential.

Customs officers of Donor Administrations engaged with Columbus Programme are accredited by the Organization and trained and updated in the WCO Capacity Building Strategy and instruments.

Moreover, there is potential for voluntary contribution to the Customs Co-operation Fund and to support the WCO management development strategies through sponsoring and hosting of students under the Fellowship programme. WCO is grateful for direct funding that has been provided to the implementation of Capacity Building activities by Italy, Ireland, Japan, Sweden, South Africa, the United Kingdom and the United States. Moreover France, Switzerland and Japan contributed to successful implementation of customs capacity building through sponsoring of the WCO fellowship programmes.

### 4.2 Donor organizations

International organizations play an important role in supporting the capacity building efforts of Customs administrations. International organizations are able to generate global agreement to international agreements and standards and can support such efforts through targeted training, technical assistance programmes and political engagement.

Regional development banks provide guidance and funding to assist Customs administrations to undertake various capacity building activities. In many cases, the assistance that is provided is directly related to complementary regional initiatives.

National development assistance agencies also provide a valuable source of funding and technical assistance for capacity building in Customs, particularly in cases where the recipient country enjoys close historical ties and/or is of strategic importance to the donor country.

The Columbus Programme provides various opportunities for donor partnering through financial support through:

- WCO capacity building activities under the Columbus Programme
- Specific support to Customs development projects in countries or regions
- Participation in Fellowship and PICARD programme
- Development/translation of WCO training and e-learning material and compendia
- Academic research done by universities or scientific institutes on specific customs topics under the PICARD Programme
- Setting up of new Regional Offices on Capacity Building through initial start up funding
- Scholarships for the PICARD Programme

At the WCO Capacity Building Directorate Ms Elke Portz is responsible for Columbus Donor Liaison; she can be addressed with all questions concerned,  
E-mail: [elke.portz@wcoomd.org](mailto:elke.portz@wcoomd.org) .

The WCO is grateful to the donor community and international organizations that have acknowledged the sustainable approach taken by the Columbus Programme and that are offering support to the WCO.

Updated information on the co-operation established with donor organizations aiming at implementation of Customs Development activities under the WCO Columbus Programme are made available at the WCO Public Website,

([http://www.wcoomd.org/home\\_wco\\_topics\\_cboverviewboxes\\_cbdonorpartnership.htm](http://www.wcoomd.org/home_wco_topics_cboverviewboxes_cbdonorpartnership.htm)).





WORLD CUSTOMS ORGANIZATION

**Publisher**

World customs organization  
Rue du marché 30  
B-1210 Brussel  
Belgium  
Tel. : +32 (0)2 209 92 11  
Fax : +32 (0)2 209 92 92  
E-mail : [information@wcoomd.org](mailto:information@wcoomd.org)  
Website : <http://www.wcoomd.org>

**Date of publication**

June 2008

**Rights and permissions**

Copyright © 2008 World Customs Organization.

All rights reserved. Requests and inquiries concerning translation, reproduction and adaptation rights should be addressed to [copyright@wcoomd.org](mailto:copyright@wcoomd.org).

D/2008/0448/24