ANNUAL REPORT
2012-2013

WORLD CUSTOMS ORGANIZATION

Who we are

The World Customs Organization (WCO) is the steward of international Customs standards and the central forum for co-operation and dialogue on Customs matters. Its main function is assisting Customs administrations to achieve their objectives, especially effective application of Customs controls while efficiently facilitating legitimate trade.

Using this report

The WCO Annual Report 2012-2013 summarizes the WCO's purpose and current activities. It also consists of two Annexes, one of which presents data on the 179 WCO Members.

Find out more
www.wcoomd.org

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01 Foreword

A Message from the Council Chair Josephine Feehily

The WCO membership represents 179 countries worldwide, accounting for 98% of world trade. It holds a unique position as the international voice of Customs. The Annual Report for 2012/2013 provides a clear view of how the WCO is organized and goes about its business, and of its goals and key activities. The Report affords the Members and other interested parties the opportunity to better understand the work we do and our performance.

The theme selected by the Secretary General for the Organization in 2013 is "Innovation for Customs Progress". This theme aptly captures a really important dimension of our business today. Customs is operating in an environment defined by change, characterized by shifting trade and supply chain trends, an increased emphasis on safety and security concerns and more complex economic, social and political realities that present significant challenges for all Customs administrations the world over. These same changes in the Customs environment also mean that Governments and business look to Customs administrations to ensure that critical revenues are secured, that trade is facilitated to the greatest extent possible and that the cost of compliance on businesses is minimized. Delivering in a shifting environment, with resource constraints, requires all of us to look for new ways of working smartly, efficiently and effectively.

The WCO plays a crucial role in helping its Members respond effectively to the changing environment, by innovating its own processes and offerings, and encouraging and supporting an innovation culture in its Members. Over the years it has provided leadership and supported Members in modernizing their systems and procedures and increasing their capacity. More specifically, it has enabled its Members and stakeholders to work together in delivering key strategic improvements by setting international standards in Customs administration, improving expertise, providing forums for sharing best practice and supporting developing economies. In 2012/2013, the proposal by the Secretariat and adoption by Council of the Economic Competitiveness Package was an excellent example of responsiveness in action.

Looking ahead, Customs administrations must continue to innovate by developing our people, aligning policies to facilitate legitimate trade, preventing illegal activities, identifying risk, and applying appropriate risk management strategies and responses, whilst optimizing the efficiency of processes and procedures and being mindful of integrity and good governance. We must also be highly adaptable to enable us to respond quickly and appropriately to new opportunities and increased or emerging threats to the security of the supply chain.

I am particularly pleased to acknowledge the very positive, proactive and productive engagement the WCO has had in the last year with the private sector and also with other relevant international organizations in our shared vision of supporting legitimate trade, collecting the critical revenues due and of protecting society.

The WCO requires ongoing strong leadership and commitment from its Members. We should give clear strategic direction and support to the Secretariat in meeting the challenges ahead and in delivering on our key strategic goals. Working together in further developing an innovation culture with well focused strategic goals will ensure that we deliver meaningful and positive change to meet the challenges of the evolving environment, and that we deliver sustainable measurable high performance.

"We must also be highly adaptable to enable us to respond quickly and appropriately to new opportunities and increased or emerging threats to the security of the supply chain."

A Message from Secretary General Kunio Mikuriya

The past year has been a dynamic, productive and exciting time for the WCO. As a collective operating in accordance with good governance, we have made great progress on subjects of huge interest to the global Customs community including, among other things, revenue collection, economic competitiveness, supply chain security, enforcement, capacity building, and research. The significance of our achievements continues to raise the WCO's profile internationally.

The "backbone" of the WCO, the Harmonized System Convention (HS), recently celebrated its 25th anniversary. The HS has helped Customs and its other users to better navigate the convoluted architecture of today's complex international trading environment. Moreover, it bolsters revenue and other regulatory compliance. The HS is the lingua franca for commerce and industry, and its importance will continue to increase in the years to come. The WCO is committed to ensuring that the HS remains relevant. With this in mind, the WCO has embarked on a strategic review of the HS to evaluate the feasibility of enhanced commodity specificity and the extent to which it can contribute to strategic trade controls.

The WCO is further developing the Revenue Package (RP) to meet Member needs and provide technical assistance to Members to support implementation. The RP, which was launched in 2009, was a response to declining revenue collection and trade facilitation obstacles that accompanied the global economic downturn. The RP is a comprehensive collection of instruments and tools which provide administrative and strategic guidance in respect of effective, fair, and efficient revenue collection. It also helps to raise importer awareness and compliance with Customs laws.

The Economic Competitiveness Package (ECP) was launched in the summer of 2012 to great acclaim. The ECP consists of the Revised Kyoto Convention (RKC), tools that support RKC implementation, best practices, and technical assistance. The ECP is timely – now more than ever, it is widely recognized that Customs contributes to increasing international trade volumes and economic growth.

Now and into the future, the WCO will endeavour to assist Members with implementing the RP and the ECP, as well as the WCO's two other packages (the Compliance and Enforcement Package, and the Organizational Development Package) that cover core Customs objectives.

The WCO continues to devote attention to security and counter-terrorism. A close partnership with ICAO bore fruit at a July 2012 air cargo security conference, including enhanced co-ordination and co-operation, and the publication of a joint brochure. The Global Shield Programme delivered numerous technical assistance missions to support Customs in deterring the spread of improvised explosive devices. We continued to provide Customs experts to participate on assessment missions for the United Nation's Counter-Terrorism Committee and its operational arm, the Counter-Terrorism Executive Directorate.

The WCO continued to lead the way in co-ordinating operations against smugglers engaged in illicit trade covering counterfeit goods, precursor chemicals, narcotics, and endangered species. The operations have led to thousands of seizures and dozens of arrests.

On capacity building, by mobilizing the resources of the Secretariat, of regional structures (Regional Offices for Capacity Building and Regional Training Centres in each of the 6 WCO regions) and Members, we delivered multiple quality capacity building missions between July 2012 and May 2013 that meet the expectations and needs of Members. The WCO applies a results-orientated approach to capacity building delivery to ensure Members are truly benefiting. In addition to its work on Customs technical competencies, the WCO also

manages various programmes on organizational and human resource development, including the Career Development Programme, Fellowship Programme, Knowledge Academy, Leadership and Management Programme, and Scholarship Programme to develop the leadership and skills of the future generation of Customs management.

On research, the WCO has made great strides. For the first time, the WCO published a collective research book: Reform by Numbers, co-edited by WCO and World Bank researchers, which analyses new and innovative techniques for building Customs capacity using performance measurement. Separately, the WCO research paper series, now in its fifth year, included papers on Customs clearance time measurement, a strategic study on the global landscape facing Customs, AEO programmes, border tax adjustments, and risk assessment selectivity systems. In addition, the WCO organized an international research conference on informal trade practices, which is an emerging topic for Customs attention, especially in developing countries.

The WCO has enhanced its communication strategy to better share our outputs with our partners and relevant stakeholders. After a diligent and careful development phase, the WCO launched its new website. With an attractive and user-friendly design, it is now easier to find key WCO documents and tools. The WCO is also now communicating many of its activities on social networks, including LinkedIn, Facebook, and Twitter.

Finally, the WCO continues to increase its partnerships with other intergovernmental organizations, donors, research institutions, universities, development banks, and the private sector. Without these partnerships, the WCO would be unable to achieve the many accomplishments highlighted in this Annual Report.

The above mentions only a few of the WCO's successes over the past year. Inside this Annual Report you will find even more.

02 The WCO at a Glance

2.1 Profile

The WCO, established in 1952 as the Customs Co-operation Council (CCC), is an independent intergovernmental body whose mission is to provide leadership in Customs matters at the international level, advise Customs administrations worldwide on management practices, and to provide a platform for international dialogue and co-operation.

Today, the WCO represents 179 Customs administrations around the globe that collectively process approximately 98% of world trade. As the global centre of Customs expertise, the WCO is the only international organization with competence in Customs matters and thus is the voice of the international Customs community.

The Council, which is the WCO's governing body, relies on the competence and skills of its Secretariat and a range of technical and advisory committees to accomplish its mission. The Secretariat consists of more than 150 officials, technical experts and support staff from many different nations.

As a forum for dialogue and exchange of experiences between national Customs delegates, the WCO offers its Members a range of Conventions and other instruments that contain modern Customs standards on topics as diverse as commodity classification, valuation, rules of origin, anti-smuggling, supply chain security, integrity, and trade facilitation.

The WCO and its partners also provide capacity building, technical assistance, and training to requesting Members to assist them with reform and modernization.

Besides the vital role played by the WCO in stimulating the growth of legitimate international trade, its efforts to combat fraudulent activities are also recognized internationally. The partnership approach championed by the WCO is one of the keys to building bridges between Customs administrations and their partners. By promoting the emergence of an honest, transparent and predictable Customs environment, the WCO directly contributes to the economic and social well-being of its Members.

Finally, in an international environment characterized by uncertainty, the WCO's mission to enhance the protection of society and the national territory, and to secure and facilitate international trade, takes on its full meaning.

"The WCO's mission to enhance the protection of society and the national territory, and to secure and facilitate international trade, takes on its full meaning."

179

Customs administrations

2.2 Mission, Vision, and Values

WCO Mission Statement

As an intergovernmental organization, the WCO is the centre of excellence that provides leadership in Customs matters at the international level and advises Customs administrations worldwide on management practices, tools and techniques to enhance their capacity to implement efficient and effective cross-border controls along with standardized and harmonized procedures to facilitate legitimate trade and travel and to interdict illicit transactions and activities.

WCO Vision Statement

To be the voice of Customs and the Global Centre of Excellence for the development and delivery of effective, efficient, and modern Customs procedures and standards, international co-operation, knowledge and capacity building, to meet the needs of governments and society for a better world by being visionary, relevant and indispensable.

WCO Values

We are a knowledge-based and action-oriented organization.
We believe in transparent, honest, and auditable governance procedures.
We are responsive to our Members, stakeholders in trade, and society.
We capitalize on technology and innovation.

98%

of world trade

2.3 WCO Strategic Goals

1 - Promote information exchange between all stakeholders
2 - Promote simplified and harmonized Customs procedures
3 - Promote fair, efficient, and effective revenue collection
4 - Provide Capacity Building
5 - Combat illicit trade to protect public health and safety, society, and economic prosperity
6 - Promote security and facilitation of international trade
7 - Raise the profile of Customs
8 - Conduct research and analysis
9 - Promote integrity and good governance

2.4 Organization

1) Secretariat

The Secretariat runs the day-to-day operations of the WCO. Together with the WCO's Committees, it carries out the key activities of the annual Strategic Plan approved by the Council.

The Office of the Secretary General, which includes the Secretary General and the Deputy Secretary General, sets the overall strategy of the WCO Secretariat.

The Division of Administration and Personnel is responsible for the Secretariat's administrative management, including the budget and human resources.

The Secretariat's three Directorates **(Tariff and Trade Affairs, Compliance and Facilitation, and Capacity Building)** conduct the WCO's programmatic work and support the technical committees.

The Tariff and Trade Affairs Directorate (T&TA) implements and maintains international Customs and trade instruments such as the Harmonized System, the WTO Valuation Agreement and the WTO Agreement on Rules of Origin. T&TA supports the uniform interpretation and application of the current version of the Harmonized System and prepares the next version, which usually is presented every five years. The Directorate promotes harmonized interpretation and application of the WTO Valuation Agreement by supporting the Technical Committee on Customs Valuation, including exploring the link between the Agreement and transfer pricing. T&TA also fosters better implementation of the Agreement by supporting Members with capacity building, especially through the Revenue Package. T&TA develops the role of the WCO in supporting Customs administrations in their management and application of rules of origin, particularly in response to the proliferation of preferential trade arrangements.

The Structure of the WCO Secretariat

Secretary General
(K. Mikuriya, Japan)

Deputy Secretary General
(S. Mujica, Chile)

Division of Administration and Personnel:
(R. McDonagh, Ireland)

- Accounting and Purchase Units
- Central Section
- Employee Service Unit
- Information Systems and Telecommunication Services
- Interpretation Service

- Communications
- External Relations
- Legal Service
- Member Relations and Support
- Research and Strategies Unit

Tariff and Trade Affairs Directorate
(G. Favale, Italy)

- Nomen-clature
- Valuation
- Origin

Capacity Building Directorate
(E. Kieck, South Africa)

Compliance and Facilitation Directorate
(G. Zhu, China)

- Procedures/ Facilitation
- Enforcement/ Compliance

The Compliance and Facilitation Directorate (C&F) develops and promotes modern Customs processes and standards for Customs procedures, trade facilitation, compliance, and enforcement. C&F maintains and promotes several Customs instruments, including the Revised Kyoto Convention (RKC) and the SAFE Framework of Standards. The Directorate develops and promotes vital WCO tools, including risk management methodologies, the Customs Enforcement Network (CEN), Time Release Study (TRS), and the WCO Data Model. C&F is active in developing and promoting approaches to enforcement against commercial fraud and smuggling in commodities such as narcotics, tobacco, intellectual property rights (IPR), hazardous goods, and weapons of mass destruction. C&F manages the WCO's network of Regional Intelligence Liaison Offices (RILOs) and co-ordinates WCO Member operations that use WCO enforcement tools. At WTO negotiating sessions in Geneva on trade facilitation, C&F provides expert advice on Customs procedures.

The Capacity Building Directorate (CBD) delivers development assistance to Members. CBD's emphasis is on a comprehensive approach to support sustainable development, especially strategic planning and management development. CBD maintains and promotes WCO capacity building tools, including the Diagnostic Framework, the Capacity Building Development Compendium, and the Accredited Customs Experts Database (ACE). CBD manages the WCO's network of regional capacity building entities, which consists of Regional Offices for Capacity Building (ROCBs) and Regional Training Centres (RTCs). Under the Picard Programme, CBD and the International Network of Customs Universities (INCU) support Customs higher-learning education and organize the annual Picard Conference. In addition,

CBD develops and implements use of the WCO's e-learning modules and manages its online portal CLiKC.

The Research and Strategies Unit (RSU), within the Office of the Secretary General, produces evidence-based analytical research and policy analysis on a wide range of Customs and international trade topics. The RSU also organizes WCO International Research Conferences on vital individual themes, such as Revenue Management (2009), Performance Measurement (2012), and Informal Trade Practices (2013).

2) Regional entities

The Regional Intelligence Liaison Offices (RILOs) are the regional centres for collecting and analysing data, as well as disseminating information on trends, modi operandi, routes and significant cases of fraud. The RILO mechanism is supported by the Customs Enforcement Network (CEN), a global data and information-gathering, analysis and communication system for intelligence purposes. The aim of this mechanism is to enhance the effectiveness of global information and intelligence exchange, as well as co-operation between all the Customs services tasked with combating transnational crime. The RILO network currently covers all six WCO regions and consists of offices in the following 11 countries: Cameroon, Chile, Korea (Republic of), Germany, Kenya, Morocco, Poland, Russian Federation, Saudi Arabia, St. Lucia, and Senegal.

The Regional Offices for Capacity Building (ROCBs) are the cornerstone of the WCO's regional approach to capacity building. Their mission is to assist Member Customs administrations with their capacity building programmes at a regional level. The 6 ROCBs (Argentina, Azerbaijan, Kenya, Cote d'Ivoire, Thailand, and United Arab Emirates) cover each of the WCO's six regions.

The Regional Training Centres (RTCs) constitute one of the key components of the regional approach. Forming virtually independent and autonomous entities, the regions are best placed to identify and respond to their Members' training needs. This type of training, which is broader in scope than that offered to individual countries, makes it possible to pool and optimize resources within a single region.

To date, 24 RTCs have been established: seven in the Asia Pacific Region (China; Fiji; Hong Kong, China; India; Japan; Korea (Republic of); and Malaysia), three in the East and Southern Africa Region (Kenya; South Africa; and Zimbabwe), three in the West and Central Africa Region (Burkina Faso; Congo (Republic of); and Nigeria), six in the European Region (Azerbaijan; the Former Yugoslav Republic of Macedonia; Hungary; Kazakhstan; Russia; and Ukraine), two in the Americas Region (Brazil; and Dominican Republic) and three in North Africa, Near and Middle East (Egypt; Lebanon; and Saudi Arabia).

The Regional Entities of

the WCO

Regional Training Centre (RTC)

Regional Intelligence Liaison Office (RILO)

Regional Office for Capacity Building (ROCB)

2.5 Committees

The WCO is governed by a **Council**, which brings together all the WCO Members once a year in a meeting chaired by an elected Chairperson. It is the WCO's supreme body and takes the final decisions regarding the Organization's work and activities.

The **Policy Commission** deliberates on broad policy questions and acts as a dynamic Steering Group for the Council.

The **Finance Committee** provides support and advice to the Policy Commission and Council on budgetary and financial matters. A specific responsibility of the Finance Committee is to examine the estimates of all WCO resources and uses for the following financial year.

The **Audit Committee** assists the Policy Commission and the Council in fulfilling their oversight responsibility with respect to the overall implementation of the WCO Strategic Plan; the budget allocation process and performance measurement policies and practices of the WCO; efficient and effective programme management and the attainment of objectives; the protection of resources and their efficient and effective application against stated priorities; and the identification and mitigation of significant risks.

The **HS Committee** interprets the HS legal texts to secure uniform classification of goods, including settlement of classification disputes between contracting parties, and amends the HS legal texts to reflect developments in technology and changes in trade patterns, as well as other needs of HS users. The HS was developed by the WCO to classify the merchandise in international trade. The HS is used by more than 200 countries and economies as a basis for their Customs tariffs and for the collection of international trade statistics.

The **Permanent Technical Committee (PTC)** discusses and shares information on international standards and best practices for Customs procedures. In particular, the PTC is responsible for activities related to the harmonization and simplification of Customs procedures.

The **Technical Committee on Customs Valuation** was established in accordance with Article 18 of the Agreement on Implementation of Article VII of the General Agreement on Tariffs and Trade 1994, under the auspices of the WCO, with a view to ensuring, at the technical level, uniformity in interpretation and application of the Valuation Agreement.

The **Technical Committee on Rules of Origin (TCRO)** was established by the WTO Agreement on Rules of Origin (Origin Agreement), Article 4.2 (Institutions). The TCRO is a WTO body but has operated under the auspices of the WCO, as provided for under Article 4.2 of the Origin Agreement. The TCRO's two

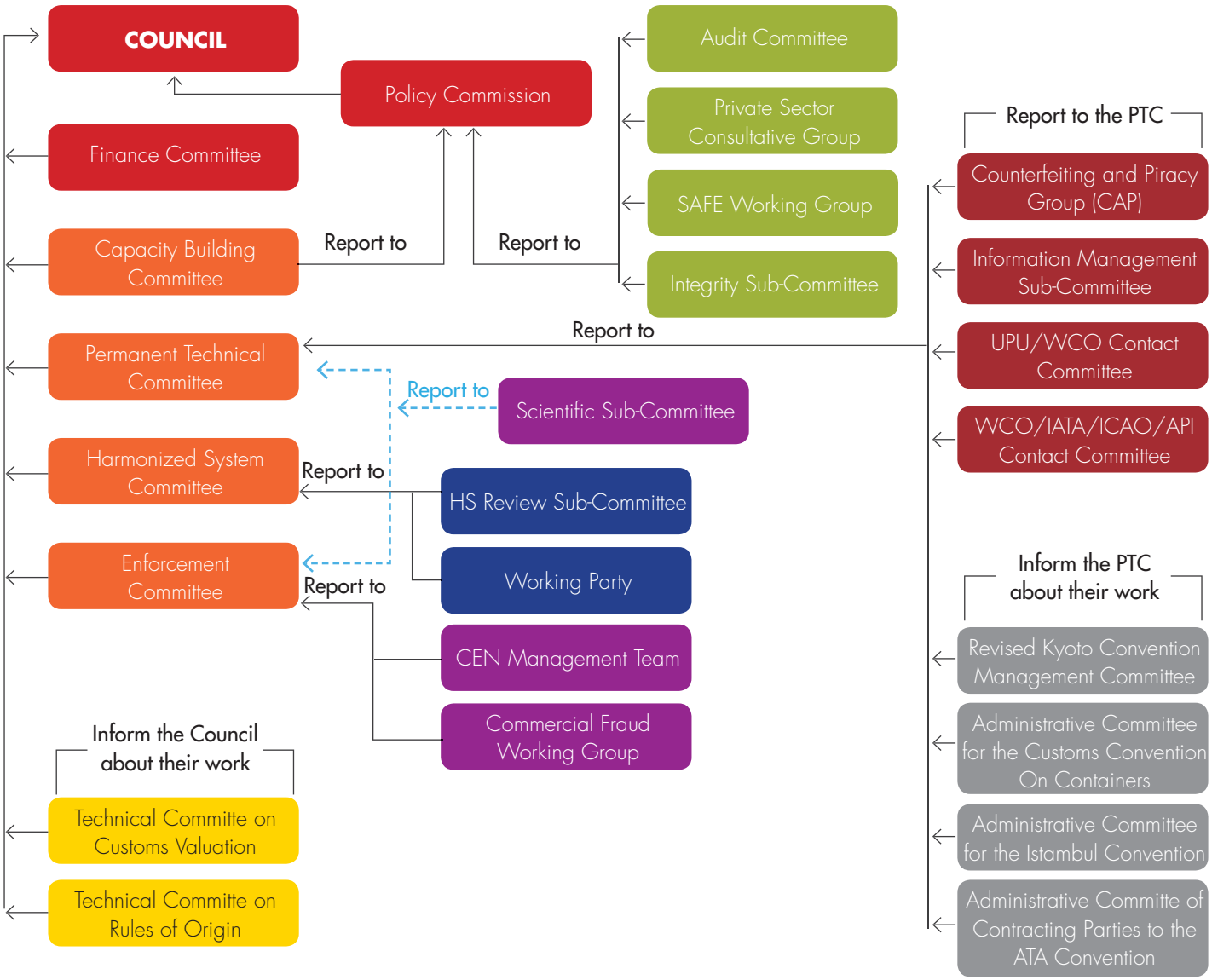
major mandates are to: (1) undertake the technical exercise of the Work Programme for harmonizing non-preferential rules of origin; and (2) assume its permanent responsibilities, such as examining specific technical problems arising in the day-to-day administration of the rules of origin of Members.

The **Capacity Building Committee** develops capacity building strategies, standards, tools, co-operation and information exchange.

The **Enforcement Committee** develops strategies and tools, and shares experiences on enforcement matters. The Committee contributes to the WCO's work on anti-smuggling, compliance, and intelligence in areas such as security, commercial fraud, mutual administrative assistance, illicit drug trafficking, and money laundering. The Committee also promotes the exchange of views, experiences and best practices and facilitates improved co-operation between Customs administrations, the business/private sector and governmental and non-governmental organizations.

The **SAFE Working Group** maintains and further develops the SAFE Framework of Standards to Secure and Facilitate Global Trade.

WCO Major Working Bodies



03 Theme of 2013: Innovation for Customs Progress

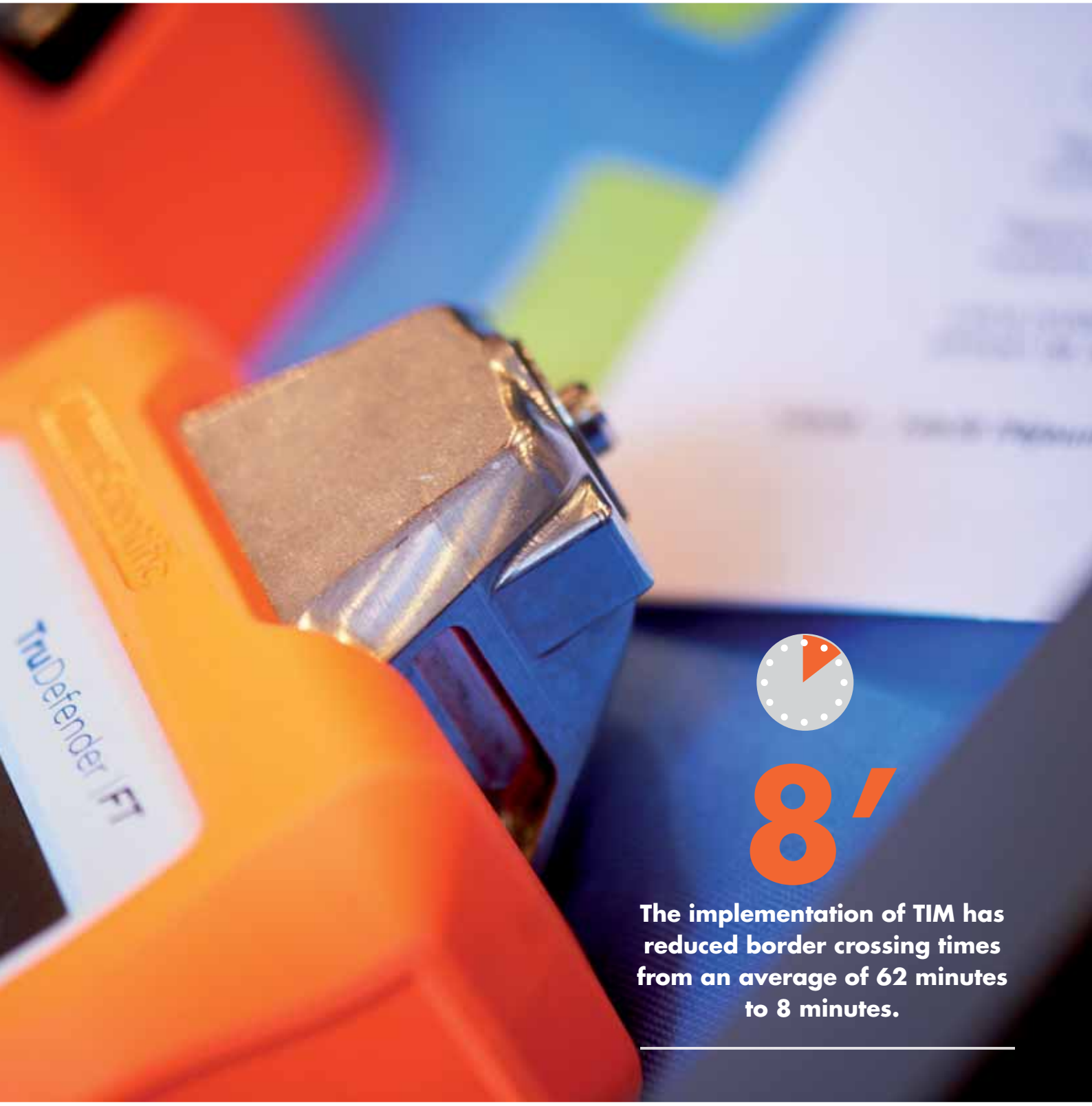
The WCO Secretary General designated 2013 as the WCO Year of Innovation with the slogan "Innovation for Customs Progress." Customs innovation entails any new or cutting-edge strategies, procedures, tools, technologies, equipment or management practices to achieve Customs modernization or to achieve public policy objectives.

"Innovation" fuels an organization's formulation, development, and implementation of creative solutions to meet challenges and achieve goals. In the Customs context, WCO Members are applying innovative strategies, procedures, tools, technologies, equipment or management practices to achieve their public policy objectives.

Innovation is essential for dealing with the ever-changing Customs environment and for collecting Customs duties fairly, effectively, and efficiently for the purposes of funding essential public services; protecting society from unsafe and unhealthy goods; securing the global supply chain; and facilitating trade. Innovation is also vital for promoting the relevance of Customs and competing for scarce public-sector budgetary resources.

WCO Members are developing or implementing innovation in many ways, including – but not limited to – risk management; IT solutions such as Single Window; Performance Measurement; non-intrusive inspection equipment; new leadership and management methods; and human resource life-work balance programmes, especially to support new parents and reduce carbon emissions.

Customs innovation also emanates from partnerships. For instance, the idea for Authorized Economic Operators emerged through collaboration with the business community. More recently, the WCO has been conferring with developers of product identification codes, especially to positively impact the future of the Harmonized System.



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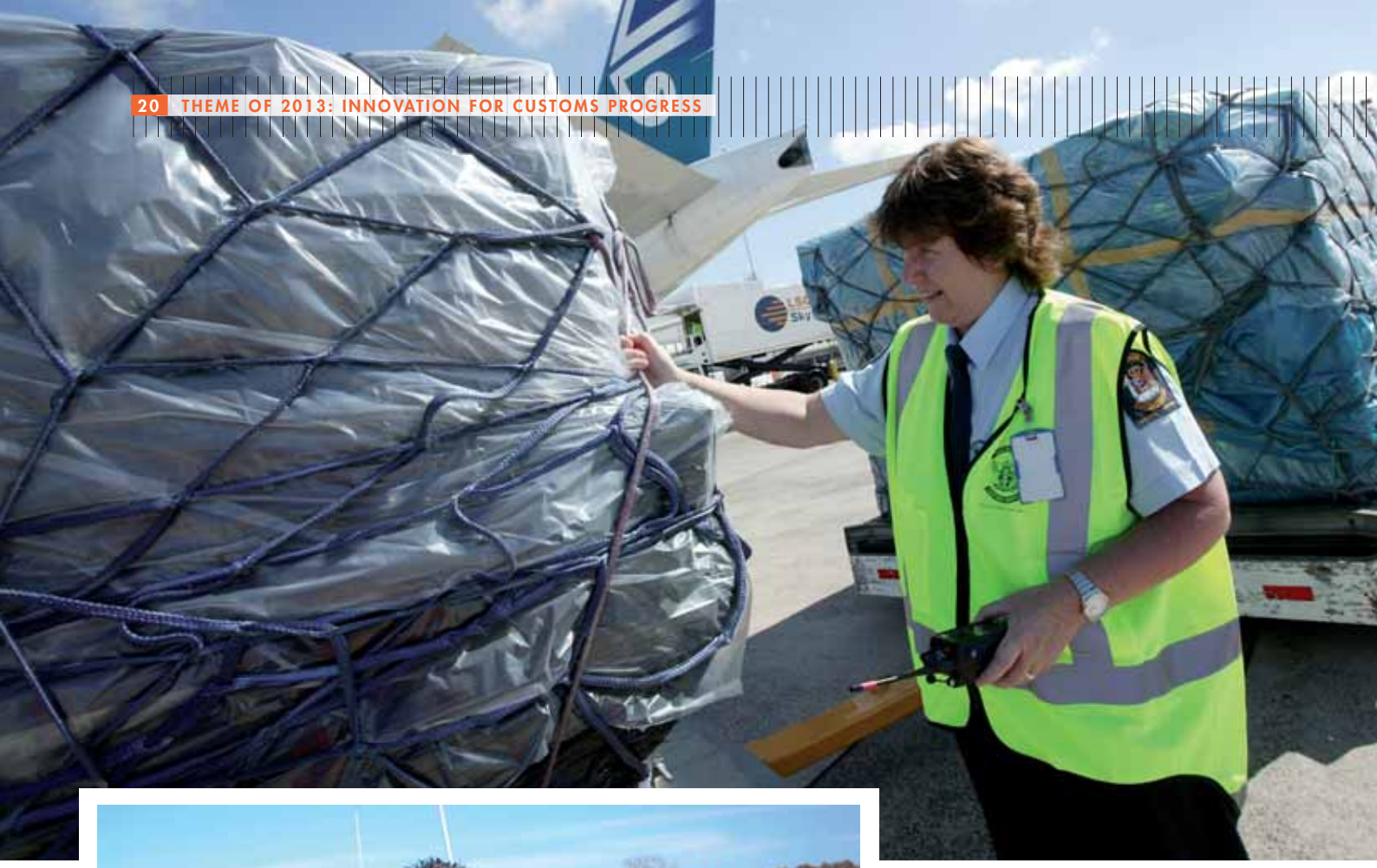
The implementation of TIM has reduced border crossing times from an average of 62 minutes to 8 minutes.



The following are just a few examples of Customs innovation in action:

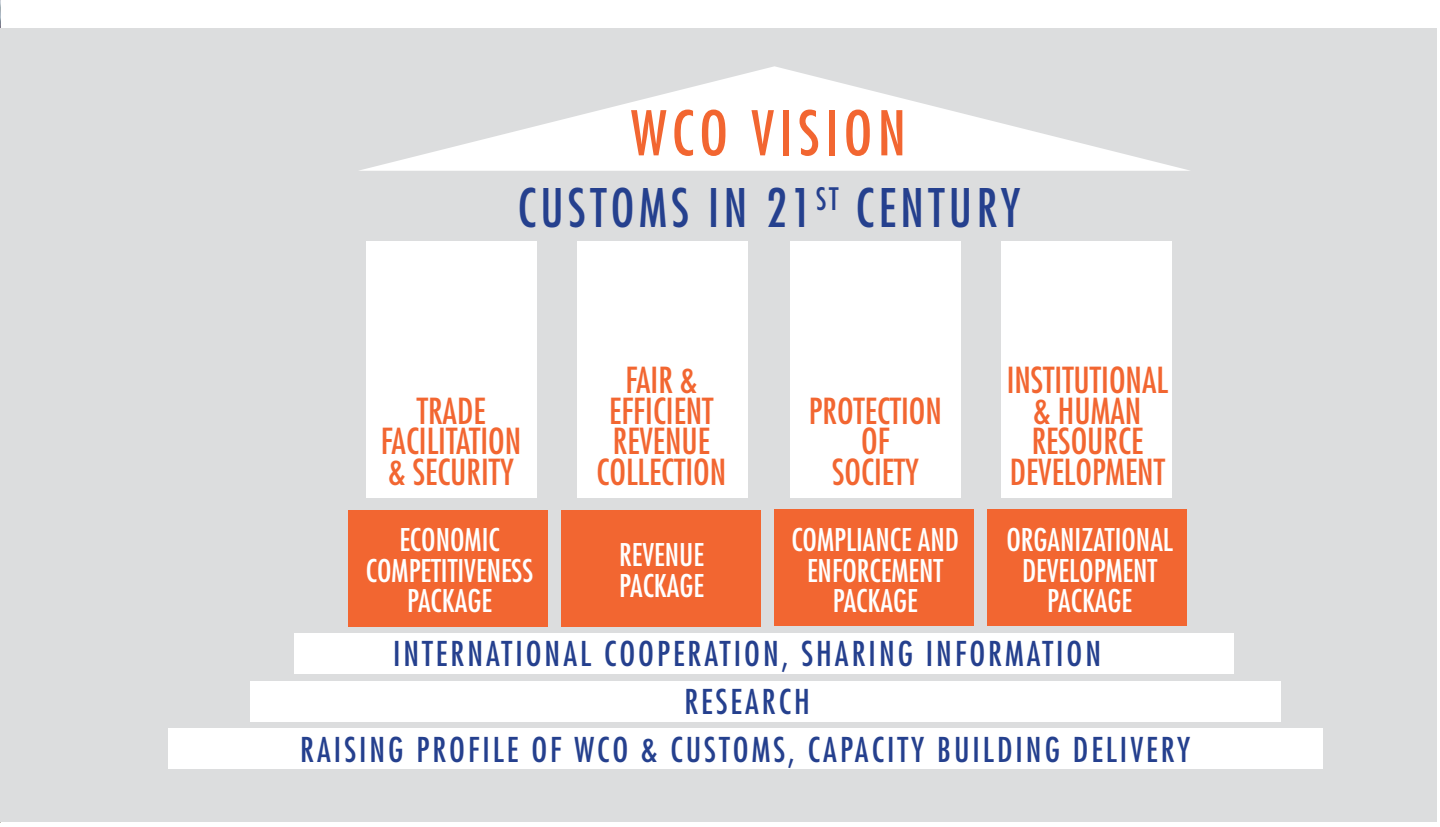
- Under Project FORTUNIS, Tunisia implemented an innovative training programme which included decentralized training and the establishment of mobile training units to reach out to staff lacking access to a proper training infrastructure.

- GAINDE 2000, an innovative multi-agency public-private partnership established by Senegal Customs to design new IT solutions, including a Single Window for Customs clearance purposes, won first place in the category "improving public services" in the United Nations Public Service Awards.

- Cameroon Customs' innovative Performance Contracts reform has led to an administration that has become more effective and efficient, and reduced corruption.

- The Korea Customs Service (KCS) has been applying an innovative enforcement strategy by analysing data related to foreign exchange transactions to examine the flow of money for trade payments, as trader invoices and Customs declarations – which can easily be manipulated through collusion – are not enough to demonstrate the veracity of commodity trade transactions.

- Customs administrations in Mesoamerica have introduced an innovative approach to transit trade facilitation. The project, Goods in International Transit (TIM), was



designed to improve the speed and efficiency of border clearance for goods in transit. TIM is an electronic system for managing and controlling the movement of goods in transit, harmonizing previously cumbersome procedures into a single electronic document. The implementation of TIM has reduced border crossing times from an average of 62 minutes to 8 minutes. Operating in nearly all border crossings in Mesoamerica, TIM now processes 90% of all transit activity in the region. In addition to reduced waiting and border crossing times, TIM also delivers stronger risk analysis, better traceability and predictability, optimized revenue collection, increased private sector competitiveness by reducing the cost of doing business, and a reduced environmental footprint from transportation services.

The WCO, for the benefit of its Members, has developed or rolled out multiple innovation tools, including IPM, the Data Model, HS 2017, Global Shield, the Cargo Targeting System (CTS), CENcomm, nCEN, the Customs Alert Network (CAN), the IT Conference, the Technology and Innovation Conference, the Customs Academy, CLiKC, Club de la Réforme, and the Revenue Package's Guidelines and Diagnostic Tool on Tariff Classification Work and Related Infrastructure.

Innovation supports the implementation of the diverse roles of Customs as embodied in the WCO's four-package approach: the Revenue Package (revenue collection); the Economic Competitiveness Package (trade facilitation); the Compliance and Enforcement Package (enforcement and security); and the Organizational Development Package (organizational and human resource development). Thus far, the Revenue Package has been rolled out, the Economic Competitiveness Package is being developed, and the two other packages are being formulated.

"Innovation is essential for dealing with the ever-changing Customs environment."

04 Customs Environment Scan

Customs is mandated to contribute to socio-economic development by, on the one hand, facilitating legitimate trade and, on the other hand, protecting national economies and societies against risks. To respond proactively to the dynamic and rapidly changing environment in the 21st century, Customs needs to identify and understand the key international, regional and national strategic drivers. This section briefly summarizes the potential impact on the Customs community from the emerging trends identified.

World merchandise trade generally recovered following the global financial crisis. It grew more slowly than the long-term average, and that trend will continue for the near future. Nevertheless, it expanded more rapidly than world production and recorded its highest level in value terms. It is also expected to grow in the future. This suggests that ***Customs is required to process more transactions with the same or fewer resources, especially in times of fiscal austerity.***

World merchandise trade has changed its patterns in recent decades. The share of developing countries in world merchandise trade has increased. At the same time, global production specialization has advanced, particularly in manufactured goods. The share of intermediate goods as a percentage of total global merchandise exports has greatly increased. ***The shift in trade patterns impacts the types of transactions processed by Customs***.

The international supply chain requires goods to cross borders promptly and predictably. Unnecessary delays at borders increase trade costs, erode the competitiveness of traders, and damage the international supply chain. In addition, the rise in the express cargo industry requires swift release of time-sensitive goods at borders. The needs of modern international business models exert pressure on ***Customs to process goods effectively and efficiently and to minimize delays at borders.***

The international community has increasingly focused on the resilience of the supply chain after terrorist attacks, natural disasters, or other incidents. ***Customs needs to prepare for such cases in order to better facilitate the movement of humanitarian goods by all transport modes and through better co-ordinated management with other government agencies***.

With new border rules and measures, world merchandise trade is more complicated than in the past. A number of trade measures have recently been introduced under the WTO/GATT rules. Recent proliferation of RTAs and EPZs adds further complexity to goods in terms of the geographic characteristics of international trade. Growing concerns regarding key Customs enforcement areas, such as drug enforcement; security; health, safety and IPRs; and the environment, have also resulted in new border rules and measures, not only at importing countries, but also at exporting countries. Once the WTO DDA negotiations are concluded, there are a number of areas that may impact Customs, including trade facilitation. Thus, ***Customs in importing and exporting countries***

have an increased workload in order to implement new rules and measures at borders.

Trade facilitation has been repeatedly highlighted by a variety of high-level policy entities. A number of trade facilitation programmes are in operation, or are expected to be initiated in the coming years, and Customs modernization is an important component of these programmes. Capacity building activities for Customs modernization are expected to increase within the framework of the Aid for Trade initiative and the future WTO Agreement on Trade Facilitation, amongst others. *Customs is required to be involved in more technical assistance and capacity building on trade facilitation.*

Domestic resource mobilization is a significant priority in many developing countries, and thus there is new pressure on States to ensure revenues are collected in a fair, effective, and efficient manner. Revenue loss significantly undermines national economic development and competitiveness. A comprehensive and innovative approach is necessary when trying to formalize informal trade by raising compliance with border requirements. As a major contributor to government tax revenue in many countries, *Customs is required to collect revenue in a fair, effective, and efficient manner.*

Last but not least, detailed and comprehensive trade data is needed when analysing global and regional trends and patterns of illicit trade, including dangerous goods and goods related to environmental crimes. In addition, current trade statistics collected by Customs at borders fail to meet demands when measuring values added to the goods, or capturing figures related to informal trade and intra-firm trade in most countries. *Customs needs to revisit how best to capture trade data to meet demands in the international community.*

05 Key Activities

5.1 New Members, Accessions and Regional Entities

New Members

Two new Members have recently joined the WCO, bringing the current total to 179.

The Republic of South Sudan deposited with the Belgian Government its instrument of accession to the Convention establishing a Customs Co-operation Council on 18 July 2012. An English-speaking country in North Africa, South Sudan will be part of the WCO's East and Southern Africa region.

The Federal Republic of Somalia deposited with the Belgian Government its instrument of accession to the Convention establishing a Customs Co-operation Council on 4 October 2012. Somalia is an English-speaking country located in the Horn of Africa.

New Accessions

Three countries ratified the Revised Kyoto Convention during the course of the past year: Mozambique (July 2012), Bangladesh (September 2012), Swaziland (October 2012), and Gabon (November 2012).

As of June 2013, the number of RKC contracting parties is 85.

Four countries ratified the International Convention on the Harmonized Commodity Description and Coding System (Harmonized System) during the course of the past year: Bosnia and Herzegovina (August 2012) Mozambique (October 2012), Comoros (January 2013), and Guinea-Bissau (May, 2013).

As of June 2013, the number of HS contracting parties is 146.

New Regional Entity

On 20 August 2012, the Fiji Revenue and Customs Authority (FRCA) opened the new WCO Regional Training Centre (RTC). The opening ceremony in Suva, Fiji, was attended by Jitoko Tikolevu, CEO of the FRCA, and WCO Secretary General Kunio Mikuriya, among other dignitaries. Following the opening ceremony, the first WCO Sub-Regional Workshop on Post Clearance Audit (PCA) was held with the support of the WCO Regional Office for Capacity Building (ROCB) in Bangkok and the Oceania Customs Organization (OCO).

85

the number of RKC contracting parties

Europe

Americas and Caribbean

West and Central Africa

Middle East and North Africa

5.2 Regional Directors General Meetings

Over the past year, five Regional Directors General Meetings have taken place. The following chart presents basic data on each meeting.

Regional DG Meeting	Date	Location
Middle East and North Africa	2 March	Riyadh, Saudi Arabia
West and Central Africa	21-22 March	Accra, Ghana
Americas and Caribbean	1-2 April	Panama City, Panama
Europe	16-17 April	Oslo, Norway
East and Southern Africa	23-24 May	Blantyre, Malawi

5.3 Kyoto Communiqué

Kyoto Communiqué from the international Customs community on the Revised Kyoto Convention and Economic Competitiveness Package

5 December 2012

Introduction

1. The Policy Commission of the WCO held its 68th Session in Kyoto, Japan, from 3 to 5 December 2012.
2. The Policy Commission noted that next year is the 40th Anniversary of the WCO's adoption, also in Kyoto, of the core international instrument on the simplification and harmonization of Customs procedures, which is currently known as the Revised Kyoto Convention (RKC).
3. The Policy Commission also noted that the recently adopted WCO Economic Competitiveness Package (ECP), which has the RKC at its centre, is making significant progress.
4. The Policy Commission noted the presentations from the African Development Bank (AfDB), the Asian Development Bank (ADB), and the Inter-American Development Bank (IDB) and welcomed their commitment to further develop partnerships for Customs modernization, including implementation of the RKC.
5. The Policy Commission welcomed the participation and contribution of the Private Sector Consultative Group (PSCG) and reinforced the importance of Customs-to-Business partnerships.

Revised Kyoto Convention

6. The original Kyoto Convention was adopted at the WCO Council Sessions in Kyoto in 1973 and consisted of the key principles for simplifying and harmonizing Customs procedures.
7. In response to advances in Customs risk management and information technology, the WCO adopted the Revised Kyoto Convention in 1999 and it entered into force in 2006.
8. The WCO has worked diligently in recent years to increase the number of RKC accessions. The number of Members that have acceded to the RKC has more than doubled from 40 in 2006 to 85 in 2012 and now covers more than 80% of global trade. Non-contracting parties are urged to accede to the RKC so that this impressive upward trend continues.
9. In addition to its work in promoting accession, the WCO has produced many guidance tools and provides extensive technical assistance to support implementation of RKC standards, through its current capacity building programme. Members are encouraged to make their best practices available to other Members via the WCO Secretariat.

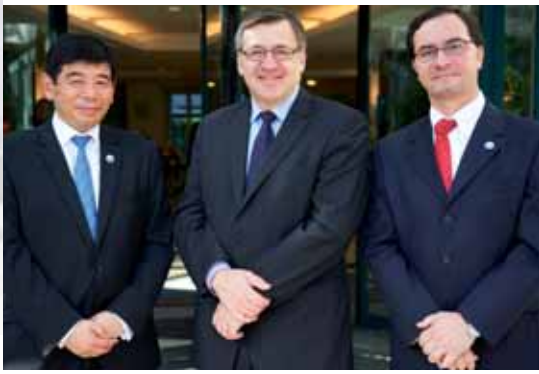
10. The Policy Commission considered that a system should be established to make it possible for countries to evaluate their level of compliance with the RKC standards. The WCO will develop a comprehensive checklist and tool kit for this purpose.

Economic Competitiveness Package

11. Policymakers worldwide have articulated the positive impact that international trade and trade facilitation have on economic recovery and sustainable growth. As the central public sector border agency, Customs administrations are integral to the smooth movement of goods, conveyances and people across borders.
12. To that end, the WCO has contributed – through its standards, tools, and technical assistance – support for increasing economic growth and competitiveness by Members. This culminated in the adoption of the innovative Economic Competitiveness Package (ECP) at the 119th/120th Council Sessions in June 2012.
13. The ECP assists Customs administrations with border management responsibilities and supports regional integration. The ECP could provide practical implementation guidance in preparation for any future WTO agreement on trade facilitation. Under the ECP, the WCO is collecting innovative and best practices on matters such as co-ordinated border management (CBM); IPR border enforcement; small and medium sized enterprises (SMEs); informal trade practices; and transit.
14. The Policy Commission endorsed the ECP Action Plan and urged its steady implementation through technical assistance, including needs assessment and gap analysis. The Policy Commission also encouraged regional entities to develop programmes to implement the ECP in co-operation with the WCO and regional development banks.

The way forward

15. To further contribute to economic growth and competitiveness, the WCO will, through the ECP, continue and enhance:
    a. advocacy at the political level of the importance of Customs modernization for strengthening national economies;
    b. efforts to promote the continued value of the RKC in the ever-changing trade environment in which Customs operates, including as an initial step, where appropriate, the development of new ECP tools and the review of RKC Annex provisions;
    c. advocacy at the political level of the importance of RKC accession;
    d. delivery of technical assistance to support the implementation of RKC and other WCO standards in co-operation with development partners, including donors;
    e. promotion, development and implementation of the ECP; and
    f. engagement with the trade community in a spirit of partnership to strengthen the balance between trade compliance and trade facilitation.



5.4 Revenue Package

The WCO Revenue Package was developed to support the revenue collection responsibilities of WCO Members, especially because of concerns regarding falling revenue collection in the light of the global financial crisis and declining duty rates.

Collection of revenue has historically been the cornerstone of a Customs administration's responsibilities. For a number of years, Customs has been actively involved in protection of society and in trade facilitation initiatives. More recently, the role of Customs has diversified further: issues such as the fight against counterfeiting, counter-terrorism activities and the protection of the environment have been high priorities for Customs administrations. Alongside these important topics, revenue collection continues to be an area of concern for Customs administrations. The global financial crisis has led to a downturn in international trade which has inevitably affected government revenues. Additionally, the global trend in the reduction of Customs duty rates through unilateral, regional, and multilateral trade liberalization can potentially have the same effect.

The Revenue Package provides details of all tools and instruments relevant to revenue collection which are available to WCO Member Customs administrations and the private sector. These include, among other things, formal instruments and Conventions, guidance notes and training material. WCO Members are encouraged to consult the Revenue Package to ensure that necessary requirements have been met and that all relevant material has been obtained by the administration and is being utilized as appropriate. It is equally important that commercial operators have access to the unrestricted information produced by the WCO and other bodies, which can assist importers in meeting their obligations to Customs in respect of declaring and paying the correct Customs duty, and to be aware of their rights and of what they can expect.

5.5 Economic Competitiveness Package

The WCO Economic Competitiveness Package (ECP) was developed to support WCO Member contributions to trade facilitation. The WCO ECP consists of a wide range of instruments and tools which are valuable in guiding Customs on regulatory controls without impeding legitimate trade unnecessarily. It outlines the principles of simplification and harmonization of Customs procedures and provides technical details on how to achieve these goals.

The WCO's Revised Kyoto Convention (RKC) is at the core of the ECP. The RKC is complemented by a large portfolio of WCO instruments and tools that aid Customs administrations in their efforts to reform and modernize. Such WCO tools have been developed and are updated to respond to emerging trends and needs. The WCO tools such as the Time Release Study (TRS), the SAFE Framework of Standards, the Risk Management Compendium, as well as the Single Window Compendium, provide WCO Members with guidelines for further trade facilitation.

5.6 Capacity Building

Capacity building is one of the WCO's key building blocks and is vital to the achievement of its objectives. Under the new WCO Organizational Development Package (ODP), the WCO is moving even further ahead with its capacity building agenda. The ODP outlines the WCO's basic approach towards organizational development and provides a simple and accessible overview of all capacity building texts, tools and instruments.

The WCO strives to ensure that the delivery of capacity building is responsive to Members' needs and aims to maintain a sustainable results-based management approach.

The July 2012 WCO-World Bank Project Agreement benefits Members in Sub-Saharan Africa. The project will expand the WCO's Leadership and Management Development support through national-level workshops and customized follow-up activities. The project will also support the development of new training manuals and e-learning products on WCO standards.

The Norwegian Development Agency (NORAD)-funded project is providing the following support: East Timor (Valuation and HS), Liberia (Integrity and Performance Measurement), Mozambique (Risk Management and Training Policy Management), Nicaragua (AEO and TRS), Rwanda (Stakeholder Communications), Tanzania (Valuation and HS Classification), and Vietnam (Customs Brokers and Stakeholder Consultations).

The EU and the WCO are supporting Cote d'Ivoire under Programme d'Appui au Commerce et à l'Intégration Régionale (PACIR) with assistance on AEO and post-clearance audit.

The Swedish International Development Agency (SIDA)-funded project for the East African Community (EAC), the Economic Community of West African States (ECOWAS) and the Southern African Customs Union (SACU) was extended until December 2013. The EAC component focuses on AEO. The SACU component focuses on AEO, inter-connectivity, data exchange, and enforcement. The ECOWAS component focuses on resource mobilization and stakeholder relations.

The Finland-funded project to support the ESA region focuses on: Leadership and Management Development; nCEN; CBM; support for the ROCB in Nairobi; and country-specific support for Namibia. Under the project, several Regional Management Dialogues and National Leadership and Management Development workshops have been held.

Capacity building in the Americas and Caribbean Region led to the region's ninth AEO programme (Peruvian Customs). In October, a Risk Management Project funded by the FOAR (Fondo Argentino de Cooperación Sur-Sur) was launched.

The WCO has partnered with the Inter-American Development Bank (IADB) to assist with some re-design of the IADB electronic Performance Measurement Indicator (PMI) management tool. The IADB tool is suitable for those organizations seeking to monitor Customs outputs on a continual basis.

The Netherlands-funded support for the West and Central Africa region ROCB continued and enabled the ROCB and WCA RTCs to participate in missions in the region and at WCO headquarters in Brussels. The fund also provided selected equipment, material and IT support for the ROCB and enabled several Customs officers from the WCA region to participate in the WCO Fellowship Programme.

In December 2012 the WCO and DFID signed a grant agreement of approximately 323,000 euro to support Customs administrations in the East and Southern Africa region. The project aims at improving Customs administration and simultaneously improving co-ordinated border management (such as Customs-to-Customs co-operation).

In the MENA Region, the WCO, the Islamic Development Bank, Libya, Tunisia and Egypt are partnering to help modernize the border posts between Libya and Tunisia and between Libya and Egypt. The aim is to ensure the smooth flow and security of trade along the main coastal roads by upgrading procedures and resources. This project is fully based on recommendations emanating from the 2011 G8 Deauville Partnership Programme.

Financially supported by CCF Japan, the ROCB Asia-Pacific region and the WCO, in co-operation with the Oceania Customs

Organization (OCO), are implementing a two-year project on post-clearance audit for the Pacific Island Members. This project aims at pooling expertise and developing common guidelines on PCA.

The ADB, WCO and ROCB A/P have organized a number of missions and workshops on trade facilitation. Other WCO capacity building missions were financially supported by the Eurocustoms Fund, CCF Japan, CCF Korea, UNODC, OSCE, GIZ, AusAID, Trademark South Africa, US State Department and USAID.

5.7 Programme Global Shield

Programme Global Shield (PGS) is a long-term WCO programme monitoring the licit movement of 14 explosive precursor chemicals so as to identify illicit cross-border diversion and trafficking of the chemicals for the manufacture of improvised explosive devices (IEDs), and is funded by the U.S. Department of State.

The second capacity building Global Shield Seminar was held in Brussels from 2 to 4 April 2012, with the participation of 57 countries and 3 international organizations. During the course of the seminar, PGS participants requested, and agreed to raise, additional awareness of IED components used for detonation. Some of these components require licences, which further supports detentions, seizures, and additional identification of criminality. PGS is currently developing an awareness kit that will allow visual recognition of these items in the course of training.

The multi-directional approach within the Programme's capacity building component has allowed PGS to develop four specific areas that have promoted positive results for the goals and mission. All training and materials are in five languages (Arabic, English, French, Russian, and Spanish) to promote language and cultural sensitivity.

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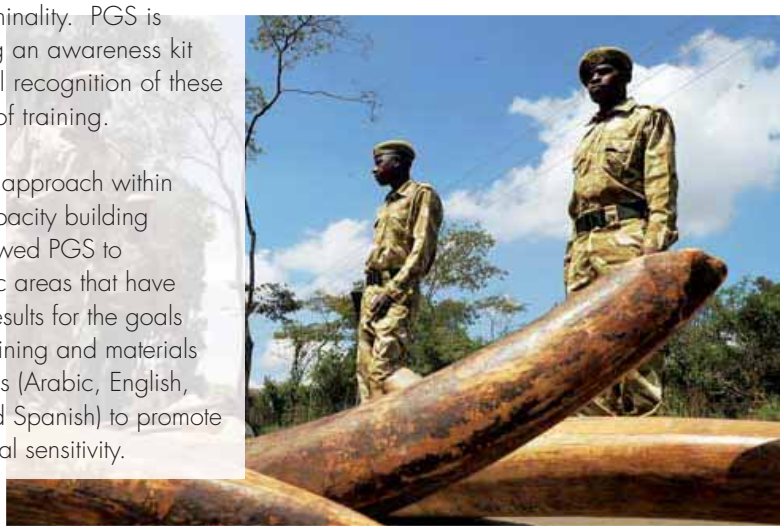
Operation Meerkat

More than 32 million cigarettes (equivalent to 1.6 million packets), 134 tonnes of raw tobacco and almost 3,000 litres of alcohol were seized "



WCO and DFID signed a grant agreement of approximately

323,000 €

to support Customs administrations East and Southern Africa region

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Operation VICE GRIPS 2

Of 110 maritime containers inspected by Customs officers, 84 were found to contain counterfeit or illicit products "

51 aggregate seizures

A) Training
- Developed and implemented PGS e-learning for Customs administrations, law enforcement, public and private industry;
- Developed and implemented a Customs and Police National and Regional Training curriculum (7 training sessions – 103 participants, 12 countries);
- Developed and implemented a Train-the-Trainer curriculum (2 training sessions – 17 participants, 12 countries);
- Implemented a self-sustaining training capability where PGS training will be institutionalized in administrations' training academies as part of the curriculum for new recruits, and as part of employee continuing education and the development of mentorships.

B) Development of awareness-raising and training for public and private industry, to include factsheet material.

C) Development of a pocket wizard for knowledge awareness of PGS chemicals.

D) Development of a presumptive field test kit for frontline officers to quickly determine if the chemicals inspected are any of the 14 PGS chemicals.

Programme Global Shield started in November 2010 and so far has resulted in 51 aggregate seizures equating to 140.67 metric tons of chemicals, 42 enforcement actions, and 1,071 warning messages.

The third capacity building and operational global seminar was held from 25 to 27 March 2013, immediately following the 32nd Session of the Enforcement Committee.

5.8 Operations

The WCO co-ordinates a number of operations conducted by Customs administrations and other law enforcement agencies. This section provides a sample of operations between June 2012 and June 2013.

Operation Meerkat (23-27 July 2012)

An operation run by the WCO, INTERPOL, and Customs and police administrations against the illicit trafficking of cigarettes, tobacco and alcohol in East and Southern Africa resulted in the seizure of tonnes of illicitly traded products in seven countries. Under Operation Meerkat, Customs and police authorities carried out over 40 raids at seaports, inland border crossing points, markets and shops in Angola, Kenya, Mozambique, Namibia, South Africa, Tanzania and Zimbabwe.

More than 32 million cigarettes (equivalent to 1.6 million packets), 134 tonnes of raw tobacco and almost 3,000 litres of alcohol were seized, resulting in national authorities initiating a number of administrative investigations into tax evasion and other potential criminal offences.

The Operation's Co-ordination Unit based at the WCO Regional Intelligence Liaison Office in Nairobi monitored the exchange of information between participating countries.

Operation VICE GRIPS 2 (July 2012)

A Customs enforcement operation spanning 16 African countries led to the seizure of more than 82 million doses of illicit medicines, including anti-malarial and anti-parasitic drugs, antibiotics, cough syrups, contraceptive pills and infertility treatments, estimated to be worth over 40 million US dollars.

Operation VICE GRIPS 2 was organized by the WCO in partnership with the Institute of Research against Counterfeit Medicines. Sixteen Customs administrations in Africa joined in the operation: Angola, Benin, Cameroon, Democratic Republic of the Congo, the Republic of Congo, Côte d'Ivoire, Gabon, Ghana, Guinea, Kenya, Liberia, Mozambique, Nigeria, Senegal, Tanzania and Togo. Customs officers on the ground used IPM (Interface Public- Members), a tool developed by the WCO to enhance the ability of officials to identify counterfeit goods by accessing key information provided by right holders.

The operation was conducted simultaneously at 16 major seaports on the East and West coasts of Africa from 11 to 20 July 2012, leading to the seizure of more than 100 million counterfeit products of all categories. Of 110 maritime containers inspected by Customs officers, 84 were found to contain counterfeit or illicit products, with the biggest shipments being discovered in Angola, Togo, Cameroon and Ghana.

Operation Pangea V

(September – October 2012)

A global operation spanning 100 countries aimed at disrupting organized crime networks behind the online sale of illicit medicines resulted in over 80 arrests and the worldwide seizure of 3.75 million units of potentially life-threatening medicines worth 10.5 million USD.

Co-ordinated by the WCO, INTERPOL, the Permanent Forum of International Pharmaceutical Crime, the Heads of Medicines Agencies Working Group of Enforcement Officers, the Pharmaceutical Security Institute and EUROPOL, Operation Pangea was also supported by the Centre for Safe Online Pharmacies (CSIP), which brings together 12 of the world's leading internet and e-commerce companies.

Pangea V resulted in more than 18,000 websites linked to illicit online pharmacies being identified and shut down, the suspension of payment facilities of online

42
enforcement actions

"

Operation Pangea V

seizure of 3.75 million units of potentially life-threatening medicines worth 10.5 million USD"

rogue pharmacies, and the disruption of a massive number of spam emails and social networking messages.

133,000 packages were inspected by Customs authorities and regulators, of which 6,700 were seized, containing counterfeit and illicit medicines such as anti-cancer medication, antibiotics, and slimming and food supplements. To date, 80 individuals have been arrested for a range of offences, including selling without a licence, operating clandestine laboratories and running websites selling illicit medicines.

A dedicated operations room was established at the headquarters of INTERPOL's General Secretariat in Lyon throughout the course of Pangea V, providing participating countries and organizations with a central information exchange point for updates on interventions and seizures. The 81 participating Customs administrations and seven WCO Regional Intelligence Liaison Offices (RILOs) used CENcomm, a WCO secure communication tool, to exchange vital intelligence and information.

Operation SKY-NET (September – October 2012)

More than 941 parcels containing drugs or precursor chemicals were seized in the course of a Customs enforcement operation targeting postal and express mail channels, resulting in the discovery by Customs officials of over 9.5 tonnes of illicit products, including cocaine, heroin, opium methamphetamines and anabolic steroids.

Organized by the WCO in close co-operation with China Customs, Operation "SKY-NET" took place with the participation of 68 WCO Members, five WCO Regional Intelligence Liaison Offices and the active support of INTERPOL.

Quantities of illicit drugs and chemical precursors seized by Customs included: 2,979 kg of psychotropic substances, such as methamphetamine, amphetamine, methaqualone and MDMA; 100,000 ampoules, as well as 239 kg, of anabolic steroids; 2,005 kg of khat; 940 kg of herbal and resin cannabis;188 kg of opiates, such as heroin and opium; 167 kg of cocaine; 2,928 kg of precursor chemicals, including alpha-phenylacetoacetonitrile (APAAN), pseudoephedrine and ephedrine used to produce methamphetamine.

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Operation SKY-NET

Discovery by Customs officials of over 9.5 tonnes of illicit products, including cocaine, heroin, opium methamphetamines and anabolic steroids"

Project GAPIN II (October 2012)

A global operation spanning three continents led to over 70 major seizures of endangered flora and fauna and their derivatives, such as live tortoises, rhino horns, ivory tusks, a leopard skin, dead seahorses and pangolin scales, trade in which is prohibited or regulated by the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES).

The WCO operation targeted air and maritime consignments, as well as passengers, to identify illicit shipments of endangered wildlife and other species with the participation of the CITES Secretariat, INTERPOL, the Lusaka Agreement Task Force, Customs administrations, wildlife enforcement agencies, and the police. The joint efforts of 41 Customs administrations and other agencies in Africa, Asia and Europe resulted in several arrests and the seizure of 2,100 items, including two rhino horns, 53 pieces of rhino skin, 450 kg of raw ivory, 334 pieces of worked ivory (mainly jewellery), 140 tortoises (from which only 49 survived the smuggling attempt), 130 dead seahorses, 25 kg of pangolin scales,

21 bags made from reptile skin, one leopard skin and 20 orchids.

Operation WESTERLIES (November 2012)

A global enforcement operation targeting drugs, organized by the WCO, resulted in the seizure by Customs officials of 220 kg of narcotics worth about 15 million euro on the market and the arrest of 39 suspected traffickers.

82 Customs administrations and nine WCO Regional Intelligence Liaison Offices (RILOs) participated, actively supported by INTERPOL, which formed part of the WESTERLIES Operational Co-ordination Unit (OCU) located at WCO headquarters for the duration of the Operation.

Of the more than 50 plus seizures made by Customs officials at selected airports across the world, the illicit drugs haul totalled 220 kg of narcotic drugs, including 63 kg of methamphetamines and amphetamines, as well as 58 kg of cocaine, with an approximate street value of 15 million euro.

Capacity building forms a strong component of all WCO enforcement operations and in the case of Operation WESTERLIES, training sessions were held for participating countries having expressed a need to enhance the skills of their officials, and drug detection kits were provided for each of the selected airports.

Operation Icebreaker (February 2013)

Tonnes of chemicals, large quantities of narcotics and millions of dollars were seized in a multi-agency operation led by INTERPOL in partnership with the WCO and the International Narcotics Control Board (INCB).

More than 360 tonnes of chemicals, 200 kg of methamphetamine, cocaine and LSD and 2 million US dollars in cash were seized during an operation to combat methamphetamine production and trafficking across the Americas, which also saw the dismantling of four illicit laboratories.

Operation Icebreaker, which involved 11 countries across the region, was co-ordinated by INTERPOL's Regional Bureau in San Salvador, and also focused on developing inter-agency co-operation at the national and regional levels.

Supported by the Canadian Department of Foreign Affairs and International Trade (DFAIT), Icebreaker was the first of a series of operations in the Americas aimed at enhancing regional capacity to more effectively target and dismantle organized crime networks involved in trafficking.

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Operation Icebreaker

More than 360 tonnes of chemicals, 200 kg of methamphetamine, cocaine and LSD and 2 million US dollars in cash were seized"

06 Key Events

The WCO organizes a large number of events related to the core competencies of WCO Members in order to share information, nurture partnerships, and promote WCO tools. This section briefly describes a sample of the major WCO events that took place between June 2012 and June 2013.

2012		
Event	Date	Location
Excise Tax Mini Summit	2-3 June	Brussels
Knowledge Academy for Customs and Trade	2-11 June	Brussels
PICARD Conference	25-27 September	Marrakesh, Morocco
EastWest Institute Worldwide Security Conference	12-13 November	Brussels
Conference on Strategic Trade Controls Enforcement	14-16 November	Brussels
2013		
Global Congress on Combating Counterfeiting and Piracy	24-26 April	Istanbul, Turkey
IT Conference and Exhibition	14-16 May	Dubai, UAE
Global Dog Forum	28-30 May	Moscow, Russia
Research Conference on Informality, International Trade and Customs	3-4 June	Brussels

6.1 Excise Tax Mini Summit

2-3 June 2012, Brussels

The WCO and the International Tax and Investment Centre (ITIC) joined together to organize the first Global Excise Summit on the administration and enforcement of excise taxes. More than 160 participants from over 60 countries representing government, the private sector, and academia attended the summit.

Delegates discussed the fundamentals of excise regimes, the strengths and weaknesses of current excise policies, and how they can be strengthened to meet governmental, societal and trade expectations.

Because excise duties remain a significant component of government revenue it is vital to have a transparent, predictable and balanced approach to excise tax administration, including the provision of tangible incentives to encourage compliance.

6.2 Knowledge Academy for Customs and Trade

2-11 June 2012, Brussels

The WCO and the Demos Group organized the second WCO Knowledge Academy for Customs and Trade to further secure and facilitate global trade, foster connectivity and promote economic competitiveness. The Knowledge Academy provided intensive training for Customs officials and trade practitioners.

Professional and technical experts from government and business delivered lectures on subjects that impact today's international trading environment. Participants broadened their knowledge, shared experiences and networked during master classes covering a wide range of topics, such as the Harmonized System 2012, the WCO Data Model, risk management, Authorized Economic Operators (AEOs), the Revenue Package, and the WCO SAFE Framework of Standards.

6.3 PICARD Conference

25-27 September 2012, Marrakesh, Morocco

Over 230 delegates representing WCO Members, the academic world, international organizations, the private sector, donor organizations and other interested parties attended the 7th WCO Conference on Partnership in Customs Academic Research and Development (PICARD), hosted by the University of Cadi Ayyad in partnership with Morocco Customs and the WCO in Marrakesh, Morocco from 25-27 September 2012.

The Conference focused on three main topics: The Impact of Regional Economic Integration and Preferential Trade Arrangements on Customs Services; Emerging and Evolving Risks; and Customs Strategic Human Resource Management.

The agenda also included workshops on Customs Competence Development, Professional Education Recognition, IT Developments, Human Resource Management Challenges, and Women in Leadership.

6.4 EastWest Institute Worldwide Security Conference

12-13 November 2012, Brussels

The 9th Annual Worldwide Security Conference brought together high-level policy makers, business and investment executives and public opinion leaders to deliberate on economic security related to energy, water and food, and on practical ways forward. Martti Ahtisaari, the former President of Finland and Nobel Peace Prize Laureate and current EWI Board Member, gave the keynote address.

6.5 Conference on Strategic Trade Controls Enforcement

14-16 November 2012, Brussels

Over 200 participants from over 90 countries, representing Customs, other government agencies, international organizations, academia and the private sector, attended the WCO Conference on Strategic Trade Controls Enforcement, which aimed at raising awareness about strategic trade controls and about the risks chemical, biological, radiological and nuclear materials (CBRN) and dual-use goods pose if diverted for unauthorized use in international supply chains.

The term "strategic goods" refers to goods of concern to national security, regional stability and international peace and security. Strategic control is essentially about State control of transfers of listed strategic items and related technologies through a licensing process. Detection of CBRN material at borders by radiation portal monitors, scanners and other detectors amounts to only part of it; many controlled items are dual-use industrial and scientific equipment or material defined by specifications found in technical documents.

Controlling strategic goods and preventing illicit trafficking and smuggling is not new to the Customs community, but the importance of border controls was highlighted in United Nations Security Council Resolution 1540 (UNSCR 1540), adopted in 2004, which makes it obligatory for UN Member States to develop and maintain appropriate effective border controls and to put in place an export and transshipment control system to prevent the dissemination of weapons of mass destruction and related technology to unauthorized non-State organizations or people.

The conference focused on setting the scene and providing information on international obligations and control regimes, national co-operation structures and key requirements, such as risk management, investigational practices and available technology, as well as specific challenges faced by Customs in controlling strategic and dual-use goods, particularly transit traffic, transshipments and goods in Free Trade Zones.

6.6 Global Congress on Combating Counterfeiting and Piracy

24-26 April 2013, Istanbul, Turkey

The 7th Global Congress on Combating Counterfeiting and Piracy was held in Istanbul, Turkey on 24-26 April 2013. Counterfeiting and piracy infringe on intellectual property rights and, in diverse economic and societal realities, pose a direct threat to consumer health and safety, fair labour legislation, legitimate competitive markets and sources of revenue for national governments and businesses. With the aim of enhancing public awareness and designing concerted action, the 7th Global Congress explored: awareness and education; building respect for IP; supply chain security – connecting the dots between supply and demand; capturing the elusive infringer on the internet; determining jurisdiction in cross-border cases; technology as a key driver; operational enforcement activities as a result of Customs capacity building; building capacity to combat transnational organized crime; public-private partnerships and other self-regulatory mechanisms.

6.7 IT Conference and Exhibition

14-16 May 2013, Dubai, UAE

Under the slogan "Effective Solutions for Co-ordinated Border Management", the annual WCO IT Conference and Exhibition took place in Dubai on 14-16 May 2013. Attended by over 1,000 delegates from around the world, the Conference fostered discussions on discovering new approaches to Customs IT, with particular emphasis on the impact of closer co-operation with all border regulatory agencies and its potential impact on core business activities that will change the way border agencies and business operate. Conference attendees analysed co-ordinated border management from Customs, other border agency and trade perspectives, addressing fundamental questions such as business transformation, partnerships and connectivity. The Conference brought together decision-makers from more than a hundred countries to discuss the implications of IT on all parties involved in international trade. They shared best practice examples of the latest IT solutions, and identified opportunities in the Government and trade environment. The Conference provided a platform for dialogue between a variety of potential partners and associates with a shared interest in promoting trade facilitation, strengthening supply chain management, maximizing co-operation amongst border stakeholders and strengthening border security.

Held alongside the Conference, the Exhibition offered high quality networking and marketing opportunities for participants and vendors. Exhibition attendees acquired first-hand information from suppliers and users on trends, technologies and solutions; benefited from an environment providing great promotional and networking opportunities; and saw the latest IT solutions that have been designed specifically for the international Customs and trade market.

6.8 Global Dog Forum

28-30 May 2013, Moscow, Russia

The WCO and the Russian Federal Customs Service organized the Second WCO Global Dog Forum in Moscow on 28-30 May 2013, which focused on dog and handler teams as part of the enforcement apparatus. The Forum was held to share current best practices and experiences among the various countries having set up dog and handler training centres, as well as to identify shared challenges in terms of rolling out new canine centres with the requisite training programmes and operational models to accompany them. The Forum consisted of three themes: best practices for dog breeding and for running a canine centre; practical aspects of setting up a (WCO) Regional Dog Training Centre, with the accompanying training package; and the "Global K9 Forum" secure CENcomm communication platform. The official opening ceremony for the WCO Regional Dog Training Centre in Moscow took place at the Forum.

6.9 Research Conference on Informality, International Trade and Customs

3-4 June 2013, Brussels

Following the selection of the best abstracts submitted in response to a Call for Papers, the WCO and the World Bank hosted an international Research Conference on the theme of informality related to international trade and border administration. The Conference was funded by the Korea Customs Service. Academics and practitioners discussed four major areas at the Conference: local importers of developing and emerging countries, their individual trajectories, practices and their relationships with the administrations controlling the borders, their organization as transnational commodities value chains and the relationships between these chains; economic, political and social effects of the international movements of goods subject to informal practices; the representations, official and unofficial practices of the border administrations in relation with what/who they name "informal"; and the role of administrations and international/transnational organizations producing norms to regulate international trade flows, within an ideological framework influenced by corporations promoting self-government while the usual forms of national sovereignty remain in place. Professor Keith Hart, who coined the term "informality" in the 1970s following his fieldwork in Ghana, delivered the the conference keynote address.

"Conferences and forums offer excellent networking opportunities for customs, donors, academics, business and other partners alike."

07 Publications

The WCO publishes a range of reports, papers and books on Customs and international trade topics. This section provides information on the WCO Illicit Trade Report, a book on performance measurement, and the WCO Research Paper Series.

7.1 WCO News

WCO News is the Organization's official magazine. It is a key medium for exchanging views, expressing opinions and sharing best practices about issues currently being faced by Customs and its trade and industry stakeholders. It is recognized as an essential tool for Customs professionals to reach out to the Customs Community and its partners. The magazine is distributed free of charge three times a year and is available in paper and electronic format.

7.2 WCO Illicit Trade Report

The WCO, through its Customs Enforcement Network (CEN), collects data on Customs seizures worldwide to support tracking and analysis of the latest illicit trade trends and patterns. These recorded seizures not only contribute to better knowledge about smuggling and cross-border criminal activities but also reveal important information about evolving or emerging risks in the international Customs context.

Traditionally, the WCO has published this information in three separate reports on tobacco, drugs, and counterfeit goods. As a result of a decision taken by the WCO Council in 2011 directing the compliance and enforcement activities to focus on emerging and evolving risks a new approach has been adopted from this year. Thus, the three reports are combined into one report on Illicit Trade and will be published at the same time as this Annual Report.

The "WCO's Illicit Trade Report" chapters are dedicated to a single thematic area: Drugs, Revenue, IPR, Environment, Security and the CEN. Commentary on each outlines WCO programmes, activities undertaken within the programmes, and key observations associated with those activities.

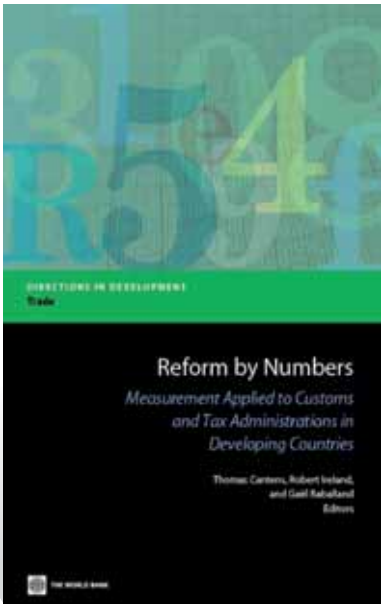
- The IPR chapter notes the continually escalating issue in respect to the trafficking of fake and counterfeit pharmaceutical products that are highly dangerous to human health and largely sourced from the internet;

- The Drugs and Environment chapters show the results of the operations coordinated by the WCO and the importance of holistic and concerted action to achieve common objectives;

- The Security chapter discusses the proliferation of weapons trafficking and the trade of precursor chemicals that may be used to manufacture improvised explosive devices;

- The Revenue chapter reflects on the complexity of the commercial fraud system and the efforts made by WCO Members to tackle the illicit trade in alcohol and cigarettes.

The report concludes that Customs, while faced with daunting challenges, are successfully dealing with illicit trade and that this further demonstrates that international cooperation is a key factor of this success.



7.3 WCO-World Bank book: Reform by Numbers

The WCO-World Bank book, Reform by Numbers: Measurement Applied to Customs and Tax Administrations in Developing Countries, was written in the context of new and innovative policies for Customs and tax administration reform. Eight chapters describe how measurement and various quantification techniques may be used to fight against corruption, improve cross-border celerity, boost revenue collection, and optimize the use of public resources.

More than presenting 'best practices', and thanks to the association of academics and practitioners, the case studies explore the conditions under which measurement has been introduced, its effects on the administrative structure, and its relations with the political authority and the users. By analysing the introduction of measurement to counter corruption and improve revenue collection in Cameroon, two chapters describe the extent to which the professional culture has changed, and what effects have or have not been noted on the public accountability of fiscal administrations. Two other chapters present experiments of uses of quantification to develop risk analysis in Cameroon and Senegal. By using mirror analysis on the one hand and data mining on the other hand, these two examples highlight the importance of automated Customs clearance systems which collect daily extensive data on users, commodity flows and officials. One chapter develops the idea of measuring smuggling to improve the use of human and material resources in Algeria and encourage questions on the adaptation of a legal framework to the social context of populations living near borders.

Finally, two examples of measurement policies, in France and in South Korea, shed light on the diversity of measurement, the specificities of developing countries and the convergences between developing and developed countries on common stakes such as trade facilitation and better use of public funds.

7.4 WCO Research Papers (May 2012 – May 2013)

No. 22

Informal Trade Practices

Date May 2012
Author T. Cantens

Several WCO Members have reported on the challenges of managing informal trade practices in their country in light of the fact that this type of activity accounts for a significant amount of their national economy. This paper has been informed by research carried out in this area and by experience gained in the field. It sets out the difficult choice facing governments and administrations of either negotiating with the informal sector and, if so, on what basis, or having the law rigorously applied at the risk of tipping the informal sector into illegal trade. The paper presents the issues specific to the informal sector, suggests a definition of the term "informal" applied to international trade and looks at the informal sector in the context of the law, economic policy and social practices.

No. 23

Customs Environment Scan

Date June 2012
Author T. Yasui

Customs is mandated to contribute to socio-economic development by, on the one hand, facilitating legitimate trade and, on the other hand, protecting national economies and societies against risks. Revenue collection is a primary focus in many Customs administrations, particularly in the developing countries where domestic revenue resource mobilization is a significant priority. To respond proactively to the dynamic and rapidly changing environment in the 21st century, Customs needs to identify and understand the key international, regional and national strategic drivers. This paper describes key emerging trends concerning global merchandise trade and transport; border rules and measures; business practices; trade facilitation; and Customs enforcement, with quantitative figures where appropriate through reviewing reports and studies in open sources. It also briefly summarizes the potential impact on the Customs community from the emerging trends identified.

No. 24

The Time Release Study as a performance measurement tool for a supply chain and an international corridor

Date June 2012
Author S. Matsuda

This paper provides an introduction to the Time Release Study (TRS) Guide Version 21 developed by the WCO in 2011. It includes an overview, new aspects of the WCO TRS Guide and examples of TRS results. The paper also covers the main focus of the TRS and explores ways of using the TRS methodology in an international environment to measure the performance of a supply chain and an international corridor which are key to further strengthening regional co-operation and integration.

No. 25

Compendium of AEO Programmes – 2012 Edition

Date July 2012
Author M. Polner

The 2012 edition of the WCO Compendium of Authorized Economic Operator Programmes (AEO Compendium) updates the data presented in the previous edition in a new user-friendly format based on the information available as of June 2012. Pillar Two of the WCO SAFE Framework of Standards to Secure and Facilitate Global Trade provides global standards for launching an Authorized Economic Operator (AEO) programme. In addition, many Customs administrations which have established AEO programmes are seeking to formalize AEO mutual recognition arrangements (MRAs) with other Customs administrations. The AEO Compendium summarizes information provided and verified by WCO Members on existing AEO programmes, AEO programmes in the process of being launched, and Customs compliance programmes. The document also lists each of the concluded AEO MRAs and those that are under negotiation. As of June 2012 the AEO Compendium includes information on 41 different programmes divided into three types: operational AEO programmes, AEO programmes to be launched, and Customs compliance programmes. Besides providing this basic information, the Compendium also includes a summary of the AEO programme accreditation procedures and benefits.

No. 26

The EU Aviation Emissions Policy and Border Tax Adjustments

Date July 2012
Author R. Ireland

This paper provides an update on the European Union's aviation emissions policy ("EU Aviation Directive"), especially the analogousness to carbon border tax adjustments (BTAs) and the implications for Customs. The EU Aviation Directive, which came into effect on 1 January 2012, is a new component of the EU Emissions Trading System (EU ETS) and is a response to the inability thus far of the international community to establish a global pricing instrument for aviation carbon emissions. By including non-EU aviation as well as EU aviation, the EU reduced the potential carbon leakage and thus augmented the Aviation Directive's domestic political sustainability. Similarly, in 2010 several U.S. policymakers incorporated BTAs into their proposed carbon pricing legislation to increase the domestic political feasibility of the Bill's passage and upon implementation reduce the potential for carbon leakage. The EU Aviation Directive faces opposition from stakeholders in developed and developing countries, especially non-EU governments and the aviation industry. The impact of international relations on the EU aviation emissions policy could be an edifying premonition of what awaits the adoption of carbon border tax adjustments.

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No. 27

What Happened to the Selected? Performance Measurement of the Korea Customs Service Selectivity System

Date Nov 2012

Authors C.R. Han and R. Ireland

Customs uses risk management as the core philosophy to balance regulatory control and trade facilitation. To deal with emerging and evolving risks, Customs should regularly adjust their risk management techniques and develop new approaches when necessary. Improving such efforts can benefit by applying rigorous risk management practices from other disciplines and measuring the results empirically. This paper examines the performance of the Korea Customs Service (KCS) selectivity system, drawing on practices used in the fields of taxation and insurance that deal with similar kinds of risk or fraud. This paper focuses on the relationship between selection and detection rather than scrutinizing selection and detection rates independently in order to alleviate concerns about smugglers possibly exploiting revealed selectivity performance data. The KCS currently uses three selection methods: manual selection, rule-based selection, and random selection. During the study, manual selection surprisingly showed the highest detection rate and the best efficiency. The rule-based selection appears to play an important role in deterring fraud techniques and opens the way for Customs officers to use their experience, knowledge and skills to adopt manual selection to keep up with smugglers' evolving approaches. Random selection also appears to have a deterrent effect because its unpredictability overcomes smugglers evolving predictions on selection patterns. The paper analyses these results and concludes that the three selection methods are complementary for the detection and deterrence of emerging and evolving risks.

No. 28

Transit Facilitation for Regional Economic Integration and Competitiveness

Date April 2013

Authors T. Yasui

The recent proliferation of Regional Trade Agreements, particularly Customs Unions, potentially drives governments to harmonize their border measures with a view to regional economic integration and competitiveness. In this regard, a regional transit system has increasingly attracted political and public attention because it essentially requires positive engagement of the governments regionally; it meets the substantive needs by both landlocked and transit countries; and its successful implementation is a stepping stone to harmonization of other Customs measures to facilitate the intra-regional trade, amongst others.

There are a number of initiatives to facilitate transit goods while minimizing risks of transit fraud and smuggling, for example, as part of transport corridor and border management projects. Customs plays a crucial role in functional transit systems. There are a variety of Customs measures to facilitate trade, and they are generally applicable to transit goods and traffic as well. As trade facilitation measures evolve, new trends on transit facilitation have emerged, and case studies in this area show useful lessons on their practical implementation. Thus, this paper reviews recent trends and practical implementation of transit facilitation related to Customs measures through case studies of several landlocked and transit countries. It also considers how a transit system can be relevant and responsive to regional economic integration and competitiveness.

08 Co-operation with Stakeholders

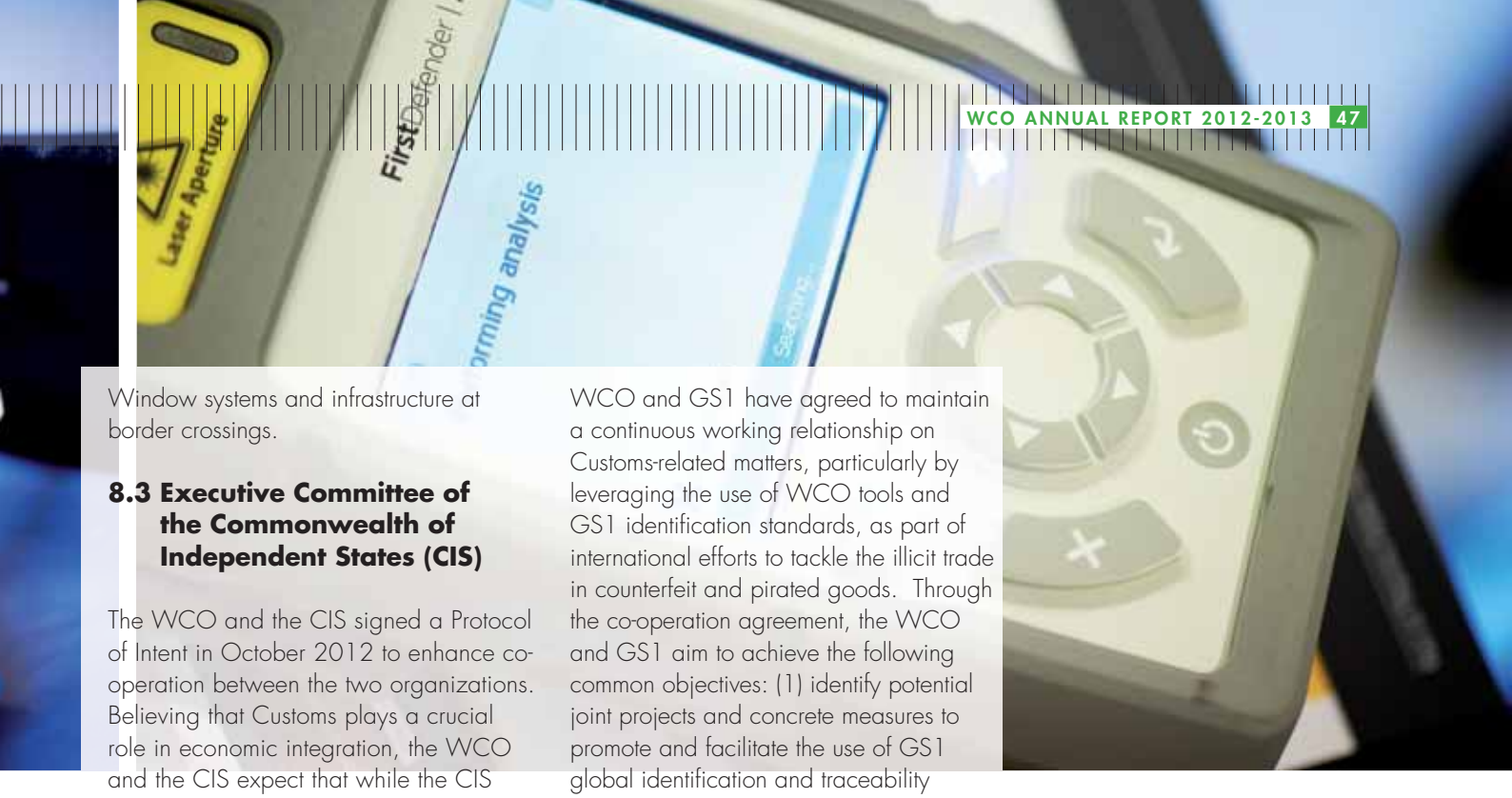
The WCO maintains and develops partnerships with a wide range of organizations and associations. In order to strengthen co-operation, the WCO has concluded over 100 Memoranda of Understanding (MOUs) or similar agreements with international and regional intergovernmental organizations, UN agencies, donors, business entities, and academic institutions. In 2012-2013, the WCO concluded new MOUs or similar agreements with the African Development Bank, Islamic Development Bank, Executive Committee of the Commonwealth of Independent States, UN Conference on Trade and Development, GS1 and SICPA, which are highlighted below.

8.1 African Development Bank (AfDB)

The WCO and the AfDB signed an MOU in January 2012 to work together to boost intra-African trade and enhance the capacity of Customs administrations in Africa. Enhanced co-operation between the two institutions will help advance the economic development of African countries by assisting Customs administrations in their reform and modernization efforts. The partnership includes collaboration in identifying, developing and implementing Customs capacity building projects by observing internationally agreed best practices and supporting Customs co-operation and regional integration in Africa. In addition, it promotes a knowledge partnership, including research and knowledge sharing in areas of common interest, as well as close institutional dialogue to ensure a coherent approach and to identify comparative advantages as well as complementarities between the WCO and AfDB.

8.2 Islamic Development Bank (IsDB)

The WCO and the IsDB concluded an MOU in March 2013 to enhance co-operation between the two organizations. The IsDB has 56 member countries that belong to the Organization of Islamic Co-operation (OIC), which focuses on infrastructure, Islamic finance and human development. The WCO and the IsDB expected to extend their scope of co-operation to other countries, based on the ongoing joint work on the cross-border issue between Libya and Tunisia, and to co-operate on the promotion of the Single



Window systems and infrastructure at border crossings.

8.3 Executive Committee of the Commonwealth of Independent States (CIS)

The WCO and the CIS signed a Protocol of Intent in October 2012 to enhance co-operation between the two organizations. Believing that Customs plays a crucial role in economic integration, the WCO and the CIS expect that while the CIS will promote WCO instruments among its members to promote economic integration and co-operation, the WCO will provide assistance where appropriate in the implementation of its tools. This Protocol forms part of the WCO's partnership approach to promote its global Customs standards as essential measures to facilitate regional integration and co-operation.

8.4 UN Conference on Trade and Development (UNCTAD)

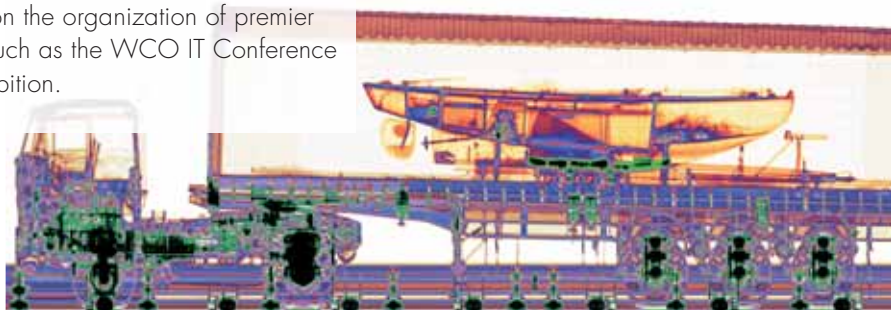
The WCO and UNCTAD signed a Memorandum of Understanding in April 2013 that further advances the WCO's performance measurement approach to reform and modernization. Drawing from the success of the use of performance contracts and ASYCUDA in Cameroon and Togo, the WCO and UNCTAD agreed to develop an "ASYCUDA World software Performance Indicators" application to assist WCO Members with their operational capacity. The application will be implemented in the user countries that so request during technical assistance missions organized by the WCO and UNCTAD.

8.5 GS1

The WCO and GS1 signed a co-operation agreement in September 2012 aimed at exploring ways to optimize the fight against counterfeiting and piracy. The WCO and GS1 have agreed to maintain a continuous working relationship on Customs-related matters, particularly by leveraging the use of WCO tools and GS1 identification standards, as part of international efforts to tackle the illicit trade in counterfeit and pirated goods. Through the co-operation agreement, the WCO and GS1 aim to achieve the following common objectives: (1) identify potential joint projects and concrete measures to promote and facilitate the use of GS1 global identification and traceability standards in the fight by Customs and other law enforcement agencies against counterfeiting and piracy; (2) design, implement and deploy a new IPM functionality based on GS1 Identification Numbers that will enable counterfeit products to be identified, including identification using mobile devices; (3) conduct a two-year pilot, with the co-operation of interested WCO Members, on the use of GS1 identification standards by Customs and other law enforcement agencies to capture coded data, including via mobile devices, in order to help identify potential counterfeits.

8.6 SICPA

The WCO and SICPA (Société Industrielle et Commerciale de Produits Alimentaires), which is an international company providing secured identification, traceability and authentication solutions and services, signed an agreement in September 2012 concerning SICPA's contribution to the WCO capacity building programme. This agreement marks a further step in the co-operation between the WCO and the private sector, and demonstrates the growing interest of all actors in international supply chain security. The WCO and SICPA have worked together in the past, notably on the organization of premier events, such as the WCO IT Conference and Exhibition.



Annex 1:
Strategic Goals Description

Strategic Goal 1 - Promote information exchange between all stakeholders

The WCO provides a forum for international co-operation to promote greater connectivity and more harmonious interaction, including the exchange of information and experience and the identification of best practices, between Member administrations, other government agencies, international organizations, the private sector, and other relevant stakeholders.

Strategic Goal 2 - Promote simplified and harmonized Customs procedures

The WCO provides a forum for the development of instruments and tools to guide Customs in applying regulatory controls without impeding legitimate businesses unnecessarily. The WCO's Revised Kyoto Convention (RKC) is the core international convention for modernizing a Customs administration. It outlines the principles of simplification and harmonization of Customs procedures and fills in the technical details on how to achieve these goals. The RKC is complemented by a large portfolio of WCO instruments and tools that aid Customs administrations in their efforts to reform and modernize.

Strategic Goal 3 - Promote fair, efficient, and effective revenue collection

Collection of revenue remains a top priority for many Customs administrations, particularly in economies where a substantial portion of government revenue is derived from Customs duties. A modern Customs administration needs to apply the relevant tools and instruments – developed by the WCO and other international bodies – in a consistent manner in order to achieve fair, efficient, and effective revenue collection.

Strategic Goal 4 - Provide Capacity Building

Effective and efficient Customs administrations are vital for the economic, social and security development of States. The WCO, as the global centre of Customs excellence, plays a central role in the development, promotion and support of the implementation of modern Customs standards, procedures and systems and has positioned itself as a global leader in Capacity Building delivery.

The WCO has mobilized the entire WCO Secretariat and regional structures toward a corporate approach, which is responsive, needs-driven and focused on Capacity Building. The development and delivery of Capacity Building support is linked to three enablers that were emphasized by the Capacity Building Committee as essential for sustainable development and modernization: Political Will, People and Partnerships.

Strategic Goal 5 - Combat illicit trade to protect public health and safety, society, and economic prosperity

The efficiency and effectiveness of Customs border compliance is a determining factor in ensuring goods, people and means of transport comply with laws and regulations, the attainment of safe and secure communities, the economic competitiveness of nations, the growth of international trade and the development of the global marketplace.
Customs is involved in a wide range of compliance and enforcement areas aimed at combating: commercial fraud, counterfeiting, the smuggling of excisable products, drug trafficking, money laundering, electronic crime, and the smuggling of arms, nuclear materials, items of cultural and heritage significance, and toxic waste, among many others.

Strategic Goal 6 - Promote security and facilitation of international trade

As the lead government organization to manage and control the international movement of goods, Customs is at the forefront of ensuring that trade proceeds smoothly and with the minimum administrative burden; and that citizens and legitimate business are protected from external threats. This can only be achieved by working in close collaboration with the private sector, partner Customs administrations and other agencies. In carrying out the work, Risk Management is used to speed the flow of legitimate goods; and security and detection technologies are deployed to limit the need for physical intervention.

Strategic Goal 7 - Raise the profile of Customs

The WCO and the international Customs community promote their strategic interests, roles, and contributions through co-operation, communication, and partnership with governments, other international and regional organizations, donors, and the private sector.

Strategic Goal 8 - Conduct research and analysis

The WCO conducts research and analysis on Customs and international trade policies, programmes, and practices of strategic and technical importance to WCO Members and the broader trade community, in co-operation with Customs administrations, journals, universities, research institutions and other relevant stakeholders.

Strategic Goal 9 - Promote integrity and good governance

The WCO promotes integrity in the operations of Customs administrations. In addition, the WCO manages and administers its human and financial resources in a cost-effective, transparent and responsible manner, based on a long-term vision and an awareness of the international environment and drivers.

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Annex 2: Member Profiles

1. General Information

Country Name	Name of Head of Customs Administration	Title of Head of Customs Administration	Name of Customs Administration	Type of Organization
Afghanistan (Islamic Republic)	Najibullah WARDAK	Director General of Customs	Afghan Customs Department, Ministry of Finance	Ministry Department
Albania	Flamur GJYMISHKA	Director General of Customs	Directorate General of Albanian Customs	Customs Agency
Algeria	Mohamed Abdou BOUDERBALA	Directeur Général des Douanes	Direction Générale des Douanes, Ministère des Finances	Ministry Department
Andorra	Marta BOQUERA	Directrice Générale des Douanes	Douane Andorrana, Ministère des Finances	Ministry Department
Angola	Valentim Joaquim MANUEL	Director General of Angolan Customs	Angolan National Customs Service	Customs Agency
Argentina	Ricardo ECHEGARAY	Federal Administrator of Public Revenues	Federal Administration of Public Revenues	Revenue Authority
Armenia	Gagik KHACHATRYAN	Chairman, Lieutenant General of Customs Service	Armenian Customs Service, State Revenue Committee	Revenue Authority
Australia	Michael PEZZULLO	Chief Executive Officer	Australian Customs and Border Protection Service	Border Protection Service
Austria	Wolfgang NOLZ	Director-General for Customs and International as well as Organizational Tax Issues	Directorate-General for Customs and International as well as Organizational Tax Issues, Federal Ministry of Finance	Ministry Department
Azerbaijan	Aydin ALIYEV	Chairman of the State Customs Committee	State Customs Committee of Republic of Azerbaijan	Customs Agency
Bahamas	Charles TURNER	Comptroller of Customs	Customs Department, Ministry of Finance	Ministry Department
Bahrain	Mohamed bin Khalifa AL KHALIFA	President of Customs	Customs Affairs, Ministry of the Interior	Ministry Department
Bangladesh	Ghulam HUSSAIN	Chairman of National Board of Revenue	Customs and VAT Wing, National Board of Revenue Bangladesh	Revenue Authority
Barbados	Annette WEEKES	Comptroller of Customs	Customs Department, Ministry of Finance and Economic Affairs	Ministry Department
Belarus	Aleksandr SHPILEVSKY	Chairman	State Customs Committee of the Republic of Belarus	Customs Agency
Belgium	Noël COLPIN	Administrateur général des Douanes et Accises	Administration générale des Douanes et Accises, Service Public Fédéral Finances	Ministry Department
Belize	Gregory GIBSON	Comptroller of Customs	Customs and Excise Department, Ministry of Finance	Ministry Department
Benin	Paul Lafia TABE	Directeur général des Douanes et Droits indirects	Direction générale des Douanes et Droits indirects	Ministry Department
Bermuda	Lucinda PEARMAN	Collector of Customs	Customs Department, Ministry of Finance	Ministry Department
Bhutan	Choyzang TASHI	Director General of Department of Revenue & Customs	Department of Revenue and Customs, Ministry of Finance	Ministry Department
Bolivia	Marlene ARDAYA	Executive President	National Customs of Bolivia	Customs Agency
Bosnia and Herzegovina	Zdravko CVJETINOVIC	Assistant Director for Customs Section	Customs Section, Indirect Taxation Authority of Bosnia and Herzegovina	Revenue Authority

Customs Website Address	Number of Customs staff (approximate)[a]	Name of Automated Clearance System	Year of WCO Accession	Key WCO Instrument		
				HS	RKC	SAFE
www.customs.mof.gov.af	1,637	ASYCUDA ++	2004			●
www.dogana.gov.al	1,013	ASYCUDA World	1992	●		●
www.douane.gov.dz	18,900	SIGAD (Système d'Information et de Gestion Automatisée des Douanes)	1966	●	●	
www.duana.ad	91		1998	●		
www.alfandegas.gv.ao	1,764	TIMS (Trade Information Management System)	1990	●		●
www.afip.gob.ar	5,085	SIM (Sistema Informático María)	1968	●		●
www.customs.am	729	Trade World Manager	1992	●		●
www.customs.gov.au	5,671	Integrated Cargo System	1961	●	●	●
www.bmf.gv.at	1,551[b]	E-Zoll	1953	●	●	●
www.customs.gov.az	2,600	VAIS (Single Automated Management System of Customs Service)	1992	●	●	●
www.bahamas.gov.bs/customs	772	Customs Automated System as 400	1974	●		●
www.customs.gov.bh	943	OFOQ	2001	●	●	●
www.nbr-bd.org	4,667	ASYCUDA ++	1978	●	●	●
customs.gov.bb	502	ASYCUDA ++	1999			
www.customs.gov.by	n.a.	NASED (National Automated System of Electronic Declaration)	1993	●	●	●
fiscus.fgov.be	3,606	PLDA (Paperless Douanes et Accises)	1952	●	●	●
www.customs.gov.bz	207	ASYCUDA World	2008			
www.douanes-beninoises.net	963	ASYCUDA ++	1998	●		●
www.customs.gov.bm	236	CAPS (Customs Automated Processing System)	1990			●
www.mof.gov.bt	218	BACS (Bhutan Automated Customs System)	2002	●		●
www.aduana.gob.bo	1,018	ASYCUDA ++	1997	●		●
www.uino.gov.ba	1,311	ASYCUDA ++	2008	●		●

Country Name	Name of Head of Customs Administration	Title of Head of Customs Administration	Name of Customs Administration	Type of Organization
Botswana	Philiso Phodiso VALASHIA	Commissioner of Customs and Excise	Botswana Unified Revenue Service	Revenue Authority
Brazil	Emani Argolo CHECCUCCI Filho	Undersecretary of Customs and International Relations	Undersecretariat of Customs and International Relations, Secretariat of the Federal Revenue of Brazil	Revenue Authority
Brunei Darussalam	AHMADDIN Abdul Rahman	Controller of Customs and Excise	Royal Customs and Excise Department, Ministry of Finance	Ministry Department
Bulgaria	Vanyo TANOV	Director General	National Customs Agency	Customs Agency
Burkina Faso	Kuibila Jean Sylvestre SAM	Directeur Général des Douanes	Direction Générale des Douanes, Ministère de l'Economie et des Finances	Ministry Department
Burundi	Domitien NDIHOKUBWAYO	Commissaire Général Adjoint et Commissaire des Douanes et Accises	Commissariat des Douanes et Accises, Office Burundais des Recettes	Revenue Authority
Cambodia	Siman PEN	Delegate of the Royal Government in charge of the General Department of Customs and Excise	General Department of Customs and Excise, Ministry of Economy and Finance	Ministry Department
Cameroon	Minette LIBOM LI LIKENG	Director General of Customs	Directorate General of Customs, Ministry of Finance	Ministry Department
Canada	Luc PORTELANCE	President	Canada Border Services Agency	Border Protection Service
Cape Verde	Marino VIEIRA DE ANDRADE Junior	Director General of Cape Verde Customs	General Directorate of Customs, National Directorate of the State Revenue, Ministry of Finance and Planning	Ministry Department
Central African Republic	Rémy YAKORO	Directeur général des Douanes et Droits indirects	Direction générale des Douanes et Droits indirects	Ministry Department
Chad	SALEH DEBY	Directeur général des Douanes et Droits indirects	Direction générale des Douanes et Droits indirects	Ministry Department
Chile	Rodolfo ÁLVAREZ	Director General of Customs	National Customs Service	Customs Agency
China	Guangzhou YU	Customs Minister	General Administration of Customs of China	Customs Agency
Colombia	Claudia Maria GAVIRIA Vasquez	Managing Director of Customs	Directorate of National Taxes and Customs, Ministry of Finance and Public Credit	Ministry Department
Comoros	Ali Hamissi MOUSSA MOHAMED	Directeur Général des Douanes	Direction Générale des Douanes, Ministère des Finances, du Budget et du Plan	Ministry Department
Congo (Republic of the)	Jean Alfred ONANGA	Directeur général des Douanes et Droits indirects	Direction générale des Douanes et Droits indirects, Ministère des Finances du Budget et du Portefeuille Public	Ministry Department
Costa Rica	Gerardo BOLAÑOS ALVARADO	Director General of Customs	Directorate General of Customs, Ministry of Finance	Ministry Department
Côte d'Ivoire	Issa COULIBALY	Directeur Général des Douanes	Direction générale des Douanes, Ministère de l'Economie et des finances	Ministry Department
Croatia	Zlatko GRABAR	Director General of Customs	Customs Directorate, Ministry of Finance	Ministry Department
Cuba	Pedro Miguel PÉREZ BETANCOURT	Chief of the General Customs	General Customs of the Republic of Cuba	Customs Agency
Curaçao	Julian LOPEZ RAMIREZ	Commissaire des douanes	Douane Curaçao	Customs Agency
Cyprus	Constantinos NICOLAIDES	Director General of Customs and Excise and VAT Commissioner	Department of Customs and Excise, Ministry of Finance	Ministry Department
Czech Republic	Pavel NOVOTNY	Director General	Customs Administration of the Czech Republic	Customs Agency
Democratic Republic of the Congo	Déo RUGWIZA MAGERA	Directeur Général des Douanes et Accises	Direction Generale des Douanes et Accises	Customs Agency

Customs Website Address	Number of Customs staff (approximate)[a]	Name of Automated Clearance System	Year of WCO Accession	Key WCO Instrument		
				HS	RKC	SAFE
www.burs.org.bw	522	ASYCUDA ++	1978	●	●	●
www.receita.fazenda.gov.br	4,410[b]	SISCOMEX (Foreign Trade Integrated System)	1981	●		●
www.customs.gov.bn	463	Brunei Darussalam E-Customs	1996			●
www.customs.bg	3,337	BICIS (Bulgarian Integrated Customs Information System)	1973	●	●	●
www.douanes.bf	1,590	ASYCUDA ++	1966	●		●
www.obr.bi	147	ASYCUDA World	1964			●
www.customs.gov.kh	1,087	ASYCUDA World	2001	●		●
douanescustoms-cm.net	3,000	ASYCUDA ++	1965	●		●
www.cbsa-asfc.gc.ca	13,000[r]	ACROSS (Accelerated Commercial Release Operations Support System)	1971	●	●	●
www.alfandegas.cv	192	ASYCUDA ++	1992	●		●
www.douane-rca.org	463	ASYCUDA ++	1986	●		●
n.a.	2,796		2005	●		●
www.aduana.cl	1,584	Entry system and Output System	1966	●		●
www.customs.gov.cn	57,000	H2010	1983	●	●	●
www.dian.gov.co	1,189	SYGA y SALIDA DE MERCANCIAS	1993	●		●
www.douanes.km	531	ASYCUDA ++	1993	●		●
www.douanes.gouv.cg	2,670	ASYCUDA ++	1975	●		●
www.hacienda.go.cr	632	Tecnología de la Información para el Control Aduanero	2001	●		●
www.douanes.ci	2,748	SYDAM World	1963	●		●
www.carina.hr	3,015	NCTS (New Computerized Transit System)	1993	●	●	●
www.aduana.co.cu	3,548		1988	●	●	●
n.a.	243		2001			●
www.mof.gov.cy/ce	510	THESEAS (Customs and Excise Electronic Systems)	1967	●	●	●
www.celnisprava.cz	5,634	AIS (Automated Import System); ECS (Export Control System)	1993	●	●	●
www.douanesrdc.com	5,783	ASYCUDA World	1972	●	●	●

Country Name	Name of Head of Customs Administration	Title of Head of Customs Administration	Name of Customs Administration	Type of Organization
Denmark	Jesper RØNNOW SIMONSEN	Director General Tax and Customs	SKAT	Revenue Authority
Djibouti	Abdi Houssein BIDID	Directeur général des Douanes et Droits indirects	Direction des Douanes et Droits indirects	Ministry Department
Dominican Republic	Juan FERNANDO Fernandez	Director General of Customs	Directorate General of Customs	Customs Agency
Ecuador	Xavier CARDENAS	Director General of Customs	National Customs Service of Ecuador	Customs Agency
Egypt	Fouad ELKHABATY	Commissioner of Customs	Egyptian Customs Authority	Customs Agency
El Salvador	Deisy REYNOSA	Director General of Customs	Directorate General of Customs, Ministry of Finance	Ministry Department
Eritrea	Yosief YEHDEGO	Director General of Customs	Customs Department, Ministry of Finance	Ministry Department
Estonia	Marek HELM	Director General	Estonian Tax and Customs Board	Revenue Authority
Ethiopia	Ato Melaku FANTA	Director General	Ethiopian Revenues and Customs Authority	Revenue Authority
Fiji	Jitoko TIKOLEVU	Comptroller of Customs / Chief Executive Officer Fiji Revenue and Customs Authority	Customs Division, Fiji Revenue & Customs Authority	Revenue Authority
Finland	Antti HARTIKAINEN	Director General	Finnish Customs	Customs Agency
France	Hélène CROCQUEVIEILLE	Directrice générale des douanes et droits indirects	Direction générale des douanes et des droits indirects, Ministère de l'Economie et des Finances	Ministry Department
Gabon	Michel ONDINGA NGOUENGOUE	Directeur Général des Douanes et Droits Indirects	Direction Générale des Douanes et Droits Indirects, Ministère de l'Economie, de l'Emploi et du Développement Durable	Ministry Department
Gambia	Yankuba DARBOE	Commissioner of Customs and Excise	Gambia Revenue Authority	Revenue Authority
Georgia	Lasha KHUTSISHVILI	Director General of Georgia Revenue Service	LEPL Georgia Revenue Service	Revenue Authority
Germany	Julian Würtenberger	Director General of Customs, Excise Duties and Spirits Monopoly	Directorate of Customs, Excise Duties and Spirits Monopoly, Federal Ministry of Finance	Ministry Department
Ghana	Carl Setorwu MODEY	Commissioner of Customs Division	Customs Division, Ghana Revenue Authority	Revenue Authority
Greece	Konstantinos NICHORITIS	Director General of Customs and Excise	Directorate General of Customs and Excise, Ministry of Finance	Ministry Department
Guatemala	Filadelfo REYES Cáceres	Intendant of Customs	Intendancy of Customs, Superintendency of Tax Administration	Revenue Authority
Guinea	SANGARE Toumany	Directeur Général des Douanes	Direction générale des Douanes, Ministère Délégué au Budget	Ministry Department
Guinea-Bissau	Jose Demba BUARO	Directeur Général des Douanes	Direction Générale des Douanes, Ministère des Finances	Ministry Department
Guyana	Khurshid SATTAUR	Commissioner General	Customs and Trade Administration, Guyana Revenue Authority	Revenue Authority
Haiti	Fresnel JEAN-BAPTISTE	Directeur général de l'Administration générale des douanes	Administration générale des Douanes	Customs Agency
Honduras	Rosa María BORJAS	Deputy Director of Customs Revenue	Deputy Directorate of Customs Revenue, Executive Directorate of Revenue	Revenue Authority
Hong Kong, China	Wan-ching Clement CHEUNG	Commissioner of Customs and Excise	Customs and Excise Department	Customs Agency

Customs Website Address	Number of Customs staff (approximate)[a]	Name of Automated Clearance System	Year of WCO Accession	Key WCO Instrument		
				HS	RKC	SAFE
www.skat.dk	522	Toldsystemet	1952	●	●	●
www.douanes.dj	353		2008			●
www.aduanas.gob.do	4,796	SIGA (Integrated Customs Management System)	2004	●	●	●
www.aduana.gob.ec	1,780	ECUAPASS	1997	●		●
www.customs.gov.eg	15,053	CIS (Customs Information System)	1956	●	●	●
www.mh.gob.sv	308	ASYCUDA ++	2005			●
n.a.	n.a.		1995	●		
www.emta.ee	500	COMPLEX	1992	●	●	●
www.erca.gov.et	8,452[p]	ASYCUDA ++	1973	●		●
www.frca.org.fj	353	ASYCUDA ++	1997	●	●	●
www.tulli.fi	2,279	ITU (Integrated Clearance System)	1961	●	●	●
www.douane.gouv.fr	17,063	DELTA	1952	●	●	●
www.douanes.ga	936	ASYCUDA ++	1965	●	●	●
www.gra.gm	203	ASYCUDA ++	1987			●
www.rs.ge	1,826	ASYCUDA World	1993	●		●
www.zoll.de	33,800[b]	ATLAS (Automatisiertes Tarif- und Lokales Zoll-Abwicklungs-System)	1952	●	●	●
www.gra.gov.gh	2,249	GCMS (Ghana Customs Management System)	1968	●		●
www.gsis.gov.gr	2,239	ICIS-net	1952	●	●	●
www.sat.gob.gt	1,200	SAQB´E (Sistema desarrollado por el país)	1985			●
www.douanesguinee.gov.gn	2,379	ASYCUDA ++	1991	●		●
www.minfin-gov.bissau.net/dga	570	ASYCUDA ++	2010	●		●
www.revenuegy.org	210	TRIPS (Total Revenue Integrated Processing System)	1976			
www.douane.gouv.ht	1,472	ASYCUDA World	1958	●		●
www.dei.gob.hn	723	SARAH (Sistema Aduanero Automatizado de Rentas Aduaneras de Honduras)	2005			●
www.customs.gov.hk	5,643	GETS (Government Electronic Trading Services)	1987			●

Country Name	Name of Head of Customs Administration	Title of Head of Customs Administration	Name of Customs Administration	Type of Organization
Hungary	Mihály ARNOLD	Vice-President for Customs and Finance Guard	Customs and Finance Guard Branch, National Tax and Customs Administration	Revenue Authority
Iceland	Snorri OLSEN	Director General	Directorate of Customs	Customs Agency
India	Praveen MAHAJAN	Chairperson	Central Board of Excise and Customs, Ministry of Finance	Ministry Department
Indonesia	Agung KUSWANDONO	Director General of Customs and Excise	Customs and Excise Directorate General, Ministry of Finance	Ministry Department
Iran (Islamic Republic of)	Abbas MEMARNEJAD	President	Islamic Republic of Iran Customs Administration	Customs Agency
Iraq	Munther Abdul Amir ASAD HAIDER	Director General of the General Commission of Customs	General Commission for Customs, Ministry of Finance	Ministry Department
Ireland	Josephine FEEHILY	Chairman	Office of the Revenue Commissioners	Revenue Authority
Israel	Doron ARBELY	Director General	Customs Directorate, Israel Tax Authority	Revenue Authority
Italy	Giuseppe PELEGGI	Director General of the Customs and Monopolies Agency	Customs and Monopolies Agency	Customs Agency
Jamaica	Richard REESE	Commissioner of Customs	Jamaica Customs Agency	Customs Agency
Japan	Kazuhiko ISHIHARA	Acting Director General	Customs and Tariff Bureau, Ministry of Finance	Ministry Department
Jordan	Ghaleb Qasem AL SARAYRAH	Director General	Customs Department, Ministry of Finance	Ministry Department
Kazakhstan	Mazhit YESSENBAYEV	Chairman	Customs Control Committee, Ministry of Finance	Customs Agency
Kenya	Beatrice MEMO	Commissioner of Customs Services	Customs Services Department, Kenya Revenue Authority	Revenue Authority
Korea (Republic of)	Seong HA	Director General	Customs and Tariff Bureau, Ministry of Strategy and Finance	Ministry Department
Kuwait	I.A. AL-GHANIM	Director General of Customs	General Administration of Customs	Ministry Department
Kyrgyzstan	Kubanychbek KULMATOV	Chairman of the State Customs Service	State Customs Service	Customs Agency
Lao People's Democratic Republic	Athsaphangthong SIPANDONE	Director General of Customs	Department of Customs, Ministry of Finance	Ministry Department
Latvia	Talis KRAVALIS	Director of the National Customs Board	National Customs Board, State Revenue Service	Revenue Authority
Lebanon	Akram CHDID	Président	Conseil supérieur des Douanes libanaises	Ministry Department
Lesotho	Makali LEPHOLISA	Commissioner of Customs	Customs Division, Lesotho Revenue Authority	Revenue Authority
Liberia	Dixon W. SEBOE	Commissioner of Customs	Bureau of Customs and Excise, Revenue Department, Ministry of Finance	Ministry Department
Libya	Salem K. EZABI	Director General of Customs	Customs Administration	Ministry Department
Lithuania	Antanas SIPAVICIUS	Director General of the Customs Department	Customs Department, Ministry of Finance	Ministry Department

Customs Website Address	Number of Customs staff (approximate)[a]	Name of Automated Clearance System	Year of WCO Accession	Key WCO Instrument		
				HS	RKC	SAFE
www.nav.gov.hu	5,891	AIS HU (Automated Import System Hungary); AES HU (Automated Export System Hungary)	1968	●	●	●
www.tollur.is	238	Tollakerfið (Customs IT System)	1971	●		●
www.cbec.gov.in	70,000	ICES (Indian Customs EDI System)	1971	●	●	●
www.beacukai.go.id	10,681	CEISA (Customs-Excise Information System and Automation)	1957	●		●
www.irica.gov.ir	8,100	ASYCUDA World	1959	●	●	●
www.iraqcustoms.org	3,051		1990			●
www.revenue.ie	485	AEP (Automated Entry Processing)	1952	●	●	●
www.mof.gov.il/customs/eng/	900	Customs Foreign Trade System	1958	●		●
www.agenziadogane.it	9,211	AIDA (Integrated Automation Customs Excises)	1952	●	●	●
www.jacustoms.gov.jm	1,220	CASE II (Customs Automated SErvices)	1963			●
www.customs.go.jp	8,928	NACCS (Nippon Automated Cargo and Port Consolidated System)	1964	●	●	●
www.customs.gov.jo	3,185	ASYCUDA World	1964	●	●	●
www.customs.kz	5,620	Customs Automated Information System	1992	●	●	●
www.kra.go.ke	1,456	SIMBA 2005	1965	●	●	●
www.customs.go.kr	4,494	UNIPASS	1968	●	●	●
www.customs.gov.kw	3,000		1993	●		●
www.customs.gov.kg	1,275	Bajy (Single Automated Information System)	2000	●		●
www.customs.gov.la	969	ASYCUDA World	2007			●
www.vid.gov.lv	1,066	ASYCUDA ++; Export Control System	1992	●	●	●
www.customs.gov.lb	2,400		1960	●		●
www.lra.org.ls/Customs.php	233		1978	●	●	●
www.mofrevenue.gov.lr	325	ASYCUDA World	1975	●		●
www.customs.ly	6,000		1983	●		●
www.cust.lt	2,341	MDAS (Customs Declaration Processing System); NTKS (National Transit Control System)	1992	●	●	●

Country Name	Name of Head of Customs Administration	Title of Head of Customs Administration	Name of Customs Administration	Type of Organization
Luxembourg	Alain BELLOT	Directeur des Douanes et Accises	Administration des Douanes et des Accises, Ministère des Finances	Ministry Department
Macau, China	CHOI Lai Hang	Director General	Macao Customs Service	Customs Agency
Madagascar	VOLA-RAZAFINDRAMIANDRA Ramiandrasoa	Directeur Général des Douanes	Direction Générale des Douanes, Ministère des Finances et du Budget	Ministry Department
Malawi	Agnes KATSONGA-PHIRI	Commissioner of Customs and Excise Imports	Customs and Excise Division, Malawi Revenue Authority	Revenue Authority
Malaysia	Dato' Sri Khazali bin AHMAD	Director General of Customs	Royal Malaysian Customs Department, Ministry of Finance	Ministry Department
Maldives	Mohamed ASWAN	Commissioner General of Customs	Maldives Customs Service	Customs Agency
Mali	Moumouni DEMBELE	Directeur général des Douanes	Direction générale des Douanes	Ministry Department
Malta	Joseph P. BRINCAT	Director General of Customs	Customs Department, Ministry for Finance	Ministry Department
Mauritania	Dah OULD HAMADY OULD EL MAMY	Directeur Général des Douanes	Direction générale des Douanes, Ministère des Finances	Ministry Department
Mauritius	Sudhamo LAL	Director-General	Customs Department, Mauritius Revenue Authority	Revenue Authority
Mexico	Alejandro CHACÓN	Customs General Administrator	Customs General Administration, Tax Administration Service	Revenue Authority
Moldova	Tudor BALITCHI	Director General of Customs Service	Customs Service, Ministry of Finance	Ministry Department
Mongolia	GANBAT Osor	Director General of Customs	Customs General Administration	Customs Agency
Montenegro	Vladan JOKOVIC	Director General of Customs	Customs Administration	Customs Agency
Morocco	Zouhair CHORFI	Directeur Général de l'Administration des Douanes et Impôts Indirects	Administration des Douanes et Impôts indirects, Ministère de l'Economie et des Finances	Ministry Department
Mozambique	Guilherme MAMBO	Director General of Customs	General Directorate of Customs, Mozambique Revenue Authority	Revenue Authority
Namibia	Bevan Sililo SIMATAA	Commissioner of Customs and Excise	Directorate of Customs and Excise, Ministry of Finance	Ministry Department
Nepal	Mukti Narayan PAUDEL	Director General of Customs	Department of Customs, Ministry of Finance	Ministry Department
Netherlands	Angelique BERG	Director General for Tax and Customs Policy and Legislation	Netherlands Tax and Customs Administration, Ministry of Finance	Ministry Department
New Zealand	Carolyn TREMAIN	Comptroller of Customs and Chief Executive of the Customs Service	New Zealand Customs Service	Customs Agency
Nicaragua	Eddy MEDRANO	Director General of Customs	Directorate General of Customs	Customs Agency
Niger	Mahamadou MADI MAYAKI	Directeur général des Douanes	Direction générale des Douanes, Ministère de l'Economie	Ministry Department
Nigeria	Dikko Inde ABDULLAHI	Comptroller General of Customs	Nigeria Customs Service	Customs Agency
Norway	Bjørn RØSE	Director General	Norwegian Directorate of Customs and Excise	Customs Agency
Oman	ISSA SAED AL Kiyumi	Director General of Customs	Directorate General of Customs, Royal Oman Police	Ministry Department

Customs Website Address	Number of Customs staff (approximate)[a]	Name of Automated Clearance System	Year of WCO Accession	Key WCO Instrument		
				HS	RKC	SAFE
www.etat.lu/DO	463	PLDA (Paperless douanes et accises)	1953	●	●	●
www.customs.gov.mo	1,075	Electronic Data Interchange Clearance System	1993			●
www.douanes.gov.mg	1,182	ASYCUDA ++	1964	●	●	●
www.mra.mw	354	ASYCUDA ++	1966	●		●
www.customs.gov.my	12,376	Customs Information System	1964	●	●	●
www.customs.gov.mv	698	ASYCUDA ++; e-customs Portal	1995	●		●
douanes.gouv.ml	1,943		1987	●	●	●
www.maltacustoms.gov.mt	390[b]	Customs Electronic System	1968	●	●	●
n.a.	800	ASYCUDA ++	1979	●		●
www.mra.mu	604	CMS II (Customs Management System II)	1973	●	●	●
www.aduanas.gob.mx	7,496	SAAI (Sistema Aduanero Automatizado Integral)	1988	●		●
www.customs.gov.md	1,645	ASYCUDA World	1994	●		●
www.ecustoms.mn	1,427	CAIS (Customs Automated Information System)	1991	●	●	●
www.upravacarina.gov.me/en/administration	543	CIS (Customs Information System)	2006	●	●	●
www.douane.gov.ma	4,617	BADR (Base automatisée de dédouanement en réseau)	1968	●	●	●
www.at.gov.mz	2,271	Single Window System	1987	●	●	●
www.mof.na	466	ASYCUDA ++	1992	●	●	●
www.customs.gov.np	1,272	ASYCUDA ++	1985	●		●
www.douane.nl	4,598	SAGITTA	1953	●	●	●
www.customs.govt.nz	1,200	CusMod	1963	●	●	●
www.dga.gob.ni	1,193	ASYCUDA World	1998			●
n.a.	1,064		1981	●		●
www.customs.gov.ng	20,800	ASYCUDA ++; NICIS (Nigeria Integrated Customs Information System)	1963	●	●	●
www.toll.no	1,945	TVINN	1952	●	●	●
www.customs.gov.om	1,417	Mirsal	2000			●

Country Name	Name of Head of Customs Administration	Title of Head of Customs Administration	Name of Customs Administration	Type of Organization
Pakistan	Mohammad RIAZ	Member (Customs)	Pakistan Customs Service, Federal Board of Revenue	Revenue Authority
Panama	Virna C. Luque Ferro	Director General of Customs	National Customs Authority	Customs Agency
Papua New Guinea	Ray PAUL	Commissioner of Customs	Customs Service	Revenue Authority
Paraguay	Rocío VALLEJO	National Director of Customs	National Directorate of Customs	Customs Agency
Peru	Tania QUISPE	National Superintendent	National Superintendency of Customs and Tax Administration	Revenue Authority
Philippines	Rozzano Rufino B. BIAZON	Commissioner	Bureau of Customs, Department of Finance	Ministry Department
Poland	Jacek KAPICA	Director General of Customs	Customs Service, Ministry of Finance	Ministry Department
Portugal	José António AZEVEDO PEREIRA	Director General of Tax and Customs	Tax and Customs Administration	Revenue Authority
Qatar	Ahmad Bin Ali AL MOHANNADI	Director General	General Directorate of Customs, Ministry of Economy and Finance	Ministry Department
Romania	Dorel FRONEA	Vice President of National Agency for Fiscal Administraton, Head of the National Customs Authority	National Customs Authority, National Agency for Fiscal Administration	Customs Agency
Russian Federation	Andrei BELIANINOV	Head of the Federal Customs Service	Federal Customs Service	Customs Agency
Rwanda	Richard TUSABE	Commissioner for Customs Services	Customs Department, Rwanda Revenue Authority	Revenue Authority
Saint Lucia	Herman ST. HELEN	Comptroller of Customs and Excise	Customs and Excise Department, Ministry of Finance	Ministry Department
Samoa	Pitolau Lusia SEFO-LEAU	Chief Executive Officer	Customs Service, Ministry for Revenue	Ministry Department
Sao Tome and Principe	Ilza AMADO VAZ	Director General of Customs	Directorate General of Customs, Ministry of Planning and Finance	Ministry Department
Saudi Arabia	Saleh M. AL-KHALIWI	Director General of Saudi Customs	Saudi Customs, Ministry of Finance	Ministry Department
Senegal	Mouhamadou Makhtar CISSE	Directeur Général des Douanes	Direction Générale des Douanes, Ministère de l'Economie et des Finances	Ministry Department
Serbia	Tihomir BOGICEVIC	Director General	Customs Administration	Customs Agency
Seychelles	Jennifer MOREL	Revenue Commissioner	Customs Division, Seychelles Revenue Commission	Revenue Authority
Sierra Leone	Santos KAMARA	Commissioner of Customs and Excise Department	Customs and Excise Department, National Revenue Authority	Revenue Authority
Singapore	FONG Yong Kian	Director General	Singapore Customs	Customs Agency
Slovak Republic	Frantisek IMRECZE	President	Financial Administration of Slovak Republic	Revenue Authority
Slovenia	Rajko SKUBIC	Director General	Customs Administration of the Republic of Slovenia	Customs Agency
Somalia	Mohamed Haji Mohamud ABDULLE	Director of Customs	Customs Department, Ministry of Finance	Ministry Department
South Africa	Oupa George MAGASHULA	Commissioner	South African Revenue Service	Revenue Authority

Customs Website Address	Number of Customs staff (approximate)[a]	Name of Automated Clearance System	Year of WCO Accession	Key WCO Instrument		
				HS	RKC	SAFE
www.fbr.gov.pk	8,002	WeBOC (Web Based One Customs)	1955	●	●	●
www.aduanas.gob.pa	1,577	SIGA (Integrated Customs Management System)	1996	●		●
www.customs.gov.pg	280		2002			●
www.aduana.gov.py	1,233	SOFIA	1969	●		●
www.sunat.gob.pe	3,042	SIGAD (Integrated Customs Management System)	1970	●		●
www.customs.gov.ph	3,900		1980	●	●	●
www.mf.gov.pl	15,549	ECS; Celina; NCTS	1974	●	●	●
portaldasfinancas.gov.pt	1,387	STADA	1953	●	●	●
www.customs.gov.qa	1,898	Single Window	1992	●	●	●
www.customs.ro	3,045	ECS; NCTS; RCDPS	1969	●	●	●
www.customs.ru	59,690	AIS; AS; CPS	1991	●	●	●
www.rra.gov.rw	253	ASYCUDA World	1964	●	●	●
www.customs.gov.lc	260		2005			●
www.revenue.gov.ws	104	ASYCUDA ++	2001			●
www.alfandegas.st	51	ASYCUDA World	2009			
www.customs.gov.sa	10,154	Nebras	1973	●	●	●
www.douanes.sn	1,079	GAINDE (Gestion automatisée des Informations douanières et des échanges)	1976	●	●	●
www.carina.rs	2,397	ISCS	2001	●	●	●
www.src.gov.sc	135	ASYCUDA ++	2000			●
www.nra.gov.sl/nra/	211	ASYCUDA ++	1975			●
www.customs.gov.sg	889	TradeNet	1975	●		●
www.financnasprava.sk	2,935	ISST (Integrated System for Tariff Administration)	1993	●	●	●
www.carina.gov.si	1,588	SICIS (Slovenian Customs Information System)	1992	●	●	●
n.a.	760		2012			
www.sars.gov.za	15,267[p]	CAPE (Customs Automated Processing of Entries) System	1964	●	●	●

Country Name	Name of Head of Customs Administration	Title of Head of Customs Administration	Name of Customs Administration	Type of Organization
South Sudan	Frederick Lokule LOKU	Director General	South Sudan Customs Service, Ministry of Finance and Economic Planning	Ministry Department
Spain	Pilar JURADO BORREGO	Director of the Department of Customs and Excise	Department of Customs and Excise, State Tax Administration Agency	Revenue Authority
Sri Lanka	Jagath P. WIJEWEERA	Director General of Customs	Customs Department, Ministry of Finance	Ministry Department
Sudan	Seif Eldin Omer SULEIMAN	Director General of Customs	Sudan Customs General Administration	Customs Agency
Swaziland	I.V. MAZORODZE	Commissioner of Customs and Excise	Swaziland Revenue Authority	Revenue Authority
Sweden	Therese MATTSSON	Director General of Customs	Swedish Customs	Customs Agency
Switzerland	Rudolf DIETRICH	Director General of Customs	Swiss Customs Administration, Federal Department of Finance	Ministry Department
Syrian Arab Republic	Majdi ELHIKMIE	Director General	Directorate General of Customs	Ministry Department
Tajikistan	Gurez ZARIPOV	Head of the Customs Service	Customs Service	Customs Agency
Tanzania	Tiagi M. KABISI	Commissioner of Customs and Excise	Customs Department, Tanzania Revenue Authority	Revenue Authority
Thailand	Benja LOUICHAREON	Director-General of Customs	Customs Department, Ministry of Finance	Ministry Department
The Former Yugoslav Republic of Macedonia	Vanco KARGOV	Director General of Customs Administration	Customs Administration, Ministry of Finance	Customs Agency
Timor-Leste	Brigida Suzana Esteves DA SILVA	Director General of Customs	Directorate General of Custom, Ministry of Finance	Ministry Department
Togo	Kodjo Sévon-Tépé ADEDZE	Directeur Général des Douanes	Direction Générale des Douanes, Ministère de l'Economie et des Finances	Ministry Department
Tonga	Irma Daphney STONE	Chief Executive Officer	Customs Division, Ministry of Revenue	Ministry Department
Trinidad and Tobago	Fitzroy A. JOHN	Comptroller of Customs and Excise	Customs and Excise Division, Ministry of Finance and the Economy	Ministry Department
Tunisia	Mohamed MEDDEB	Directeur Général des Douanes	Direction générale des Douanes, Ministère des Finances	Ministry Department
Turkey	Ziya ALTUNYALDIZ	Undersecretary	Ministry of Customs and Trade	Ministry Department
Turkmenistan	Muhammat BERDYEV	Chairman	State Customs Service	Customs Agency
Uganda	Richard KAMAJUGO	Commissioner Customs Department	Customs Department, Uganda Revenue Authority	Revenue Authority
Ukraine	Oleksandr DOROHOVSKII	Director of Customs Department	Customs Department, Ministry of Revenue and Duties	Ministry Department
Union of Myanmar (Republic of the)	Htun THEIN	Director General of Customs Administration	Myanmar Customs Department, Ministry of Finance and Revenue	Ministry Department
United Arab Emirates	Khalid Ali AL BUSTANI	Acting Director General	Federal Customs Authority	Customs Agency
United Kingdom	William WILLIAMSON	Director, Customs	H.M. Revenue and Customs	Revenue Authority

Customs Website Address	Number of Customs staff (approximate)[a]	Name of Automated Clearance System	Year of WCO Accession	Key WCO Instrument		
				HS	RKC	SAFE
n.a.	1,275		2013			
www.agenciatributaria.es	4,057[b]	EDI (Eletronic Data Interchange) System	1952	●	●	●
www.customs.gov.lk	2,212	ASYCUDA World	1967	●	●	●
www.customs.gov.sd	8,718	ASYCUDA World	1960	●	●	●
www.sra.org.sz	254	ASYCUDA ++	1981	●	●	●
www.tullverket.se	2,200[b]	TDS (Tulldatasystem)	1952	●	●	●
www.ezv.admin.ch	4,367[r]	E-DEC	1952	●	●	
www.customs.gov.sy	4,611		1959	●		●
www.customs.tj	1,108	ЕАИС (Единая автоматизированная информационная система)	1997	●		●
www.tra.go.tz	1,330	ASYCUDA ++	1964	●		●
www.customs.go.th	5,851	TCES (Thai Customs Electronic System)	1972	●		●
www.customs.gov.mk	1,160	ASYCUDA ++	1994	●	●	●
www.mof.gov.tl/customs	240	ASYCUDA ++	2003			
www.douanes.tg	827	ASYCUDA ++	1990	●		●
www.revenue.gov.to	60	CMS (Customs Management System)	2005			●
www.customs.gov.tt	537	ASYCUDA World	1973			●
www.douane.gov.tn	6,514	SINDA (Automated Customs Information System)	1966	●		●
www.gtb.gov.tr	11,540	BiLGE	1952	●	●	●
customs.gov.tm	n.a.		1993			
www.ura.go.ug	827	ASYCUDA ++	1964	●	●	●
www.customs.gov.ua	15,411	ASTO (Automatized Customs Clearance System of Ukraine, Inspector - 2006)	1992	●	●	●
www.myanmarcustoms.gov.mm	1,727	e-Customs System	1991	●		●
www.dxbcustoms.gov.ae	5,586		1979	●	●	●
www.hmrc.gov.uk	64,483[p]	CHIEF (Customs Handling of Imports and Exports Freight)	1952	●	●	●

Country Name	Name of Head of Customs Administration	Title of Head of Customs Administration	Name of Customs Administration	Type of Organization
United States	Thomas S. WINKOWSKI	Commissioner of U.S. Customs and Border Protection	U.S. Customs and Border Protection	Border Protection Service
Uruguay	Enrique CANON	Director General of Customs	National Customs Bureau, Ministry of Economy and Finance	Ministry Department
Uzbekistan	Zohid DUSANOV	Chairman	State Customs Committee	Customs Agency
Vanuatu	Ben Wotu LEESHI	Director	Department of Customs and Inland Revenue, Ministry of Finance and Economic Management	Ministry Department
Venezuela	César AUGUSTO Febres	National Superintendent of Customs	National Customs Office of National Integrated Customs and Tax Administration	Revenue Authority
Vietnam	NGUYEN Ngoc Tuc	Director General of Customs	General Department of Vietnam Customs, Ministry of Finance	Ministry Department
Yemen	Mohamed Mansour ZEMAM	Chairman of Customs Administration	Yemen Customs Authority	Customs Agency
Zambia	Dingani C. BANDA	Commissioner of Customs Services	Customs Services Division, Zambia Revenue Authority	Revenue Authority
Zimbabwe	Happias KUZVINZWA	Commissioner of Customs and Excise	Zimbabwe Revenue Authority	Revenue Authority

Customs Website Address	Number of Customs staff (approximate)[a]	Name of Automated Clearance System	Year of WCO Accession	Key WCO Instrument		
				HS	RKC	SAFE
www.cbp.gov	61,995[r]	Automated Commercial System; Automated Commercial Environment; Automated Export System	1970	●	●	●
www.aduanas.gub.uy	1,067	Sistema LUCIA	1977	●		●
www.customs.uz	4,000	ASTD CCD (Automated data processing of customs declarations)	1992	●		●
customsinlandrevenue.gov.vu	34	ASYCUDA ++	2009			
www.seniat.gov.ve	2,867	ASYCUDA ++	1996	●		
www.customs.gov.vn	8,960	E-Customs Data Processing System	1993	●	●	●
www.customs.gov.ye	2,143	ASYCUDA ++	1993	●		●
www.zra.org.zm	435	ASYCUDA ++	1978	●	●	●
www.zimra.co.zw	1,150	ASYCUDA World	1981	●	●	●

Footnotes

a figure in column or cell refers to calendar or fiscal year 2012 unless otherwise indicated
b figure in column or cell refers to calendar or fiscal year 2011
h source is WCO Member unless otherwise indicated
p total number of officers at Revenue Authority including Customs
r includes the number of officers in Border Protection.

Explanatory notes

If Member Customs administraion is a department, bureau, or division within a Ministry, such as the Ministry of Finance or the Ministry of Interior, the organization type is indicated as "Ministry Department".
If Member Customs administraion is an autonomous Ministry or committee, or an independent agency even if it is affiliated to a Ministry, the organization type is indicated as "Customs Agency".
If Member Customs administraion is a pillar of an agency in which Customs and Tax authorities are integrated, the organization type is indicated as "Revenue Authority".
If Member Customs administraion carries out immigration services, such as Visa verification at borders, as well as Customs work, the organization type is indicated as "Border Protection Service".

2. Revenue information

%

Country Name	Simple tariff average[b.m]	Weighted tariff average[c.m]	Customs duties in tax revenue[a.h]	Revenue collected by Customs in tax revenue[a.h]	Customs duties	General Consumption taxes	Special Consumption taxes	Taxes on export
Afghanistan (Islamic Republic)	5.6[e.h]	7.6[b.h]	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Albania	5.0	5.0	n.a.	n.a.	4.5	67.7	18.1	4.3
Algeria	12.3[a.h]	8.0[a.h]	8.8	20.7	42.4	56.0	1.6	0.0
Andorra	n.a.	n.a.	44.8	89.0	50.3	26.0	23.7	0.0
Angola	7.3[c]	n.a.	3.7	81.3	4.6	46.4	49.0	0.0
Argentina	13.6	13.2	15.4	29.5	52.2	39.8	0.9	41.2
Armenia	5.0[a.h]	2.5[a.h]	5.7	42.6	13.5	72.7	24.5	0.0
Australia	2.8	5.2	9.7	14.5	67.2	29.8	0.3	0.0
Austria	5.3	2.8	0.3	7.7	3.4	4.8	91.9	0.0
Azerbaijan	9.4[a.h]	5.7[a.h]	1.3	7.0	19.1	73.1	6.4	1.5
Bahamas	36.2[a.h]	35.3[a.h]	48.5	56.8	85.3	0.0	0.0	1.9
Bahrain	5.1	5.8	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Bangladesh	9.0[a.h]	7.2[a.h]	14.4	57.1	25.3	26.1	6.9	0.1
Barbados	10.7	14.7	8.0	56.4	14.3	65.8	19.8	0.6
Belarus	n.a.	7.5[a.h]	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Belgium	5.3	2.8	2.2	11.6	18.8	13.6	61.1	0.0
Belize	11.0	15.5	n.a.	n.a.	55.6	35.6	8.9	0.1
Benin	14.0[a.h]	23.0[a.h]	15.6	53.2	29.3	46.0	20.2	0.3
Bermuda	17.4[a.h]	15.9[a.h]	26.2	26.2	100	0.0	0.0	0.0
Bhutan	20.0[a.h]	23.0[a.h]	2.6	22.3	11.7	73.2	0.0	0.0
Bolivia	11.2	8.7	5.0	23.9	20.9	73.5	5.5	0.0
Bosnia and Herzegovina	6.5[a.h]	8.2[a.h]	5.2	66.7	7.8	65.4	22.2	0.0
Botswana	7.7[a.h]	n.a.	0.9	14.1	6.6	85.6	5.7	0.0
Brazil	13.7	10.2	6.8	10.6	64.7	33.2	0.8	0.1

%

Country Name	Simple tariff average[b.m]	Weighted tariff average[c.m]	Customs duties in tax revenue[a.h]	Revenue collected by Customs in tax revenue[a.h]	Customs duties	General Consumption taxes	Special Consumption taxes	Taxes on export
Brunei Darussalam	2.5	2.3[d]	n.a.	n.a.	34.6	0.0	65.4	0.0
Bulgaria	5.3	2.8	0.9	48.8	1.8	45.8	0.2	0.0
Burkina Faso	11.9	10.5	13.1	49.1	26.8	51.4	15.3	0.1
Burundi	12.5	13.9	6.1	41.0	15.0	60.8	16.2	0.0
Cambodia	10.9	9.5	17.3	61.5	28.1	39.7	25.0	2.3
Cameroon	19.5[a.h]	12.5[a.h]	10.0	21.3	47.2	46.1	2.5	1.1
Canada	4.5[a.h]	3.3[a.h]	1.8	11.5	15.4	79.1	5.5	0.0
Cape Verde	10.2	11.2	18.7	45.8	40.8	48.2	11.0	0.0
Central African Republic	17.8	16.6	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Chad	17.8	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Chile	6.0	0.9[a.h]	1.3	31.6	4.3	88.2	7.6	0.0
China	9.8[a.h]	3.1[a.h]	5.0	31.3	15.8	84.2	0.0	0.7
Colombia	8.4	7.9	4.0	17.2	23.2	76.5	0.3	0.0
Comoros	11.3	n.a.	12.9	63.9	20.2	9.3	70.5	0.0
Congo (Republic of the)	17.8	n.a.	17.5	34.1	51.2	37.3	9.0	4.2
Costa Rica	6.0[a.h]	4.4[a.h]	4.4	34.6	12.7	52.2	35.0	0.4
Côte d'Ivoire	34.4[a.h]	n.a.	10.9	41.1	26.4	42.8	7.4	23.4
Croatia	4.8[a.h]	4.5[a.h]	2.7	62.5	4.3	67.9	6.5	0.0
Cuba	10.7	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Curaçao	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Cyprus	5.3	2.8	0.3	29.3	1.1	18.6	25.4	0.0
Czech Republic	5.3	2.8	1.1	85.5	1.3	70.1	5.4	0.0
Democratic Republic of the Congo	11.2[a.h]	n.a.	13.1	42.1	31.1	40.2	2.6	0.5
Denmark	5.3	2.8	0.4	0.4	100	0.0	0.0	0.0

%

Country Name	Simple tariff average[b.m]	Weighted tariff average[c.m]	Customs duties in tax revenue[a.h]	Revenue collected by Customs in tax revenue[a.h]				
					Customs duties	General Consumption taxes	Special Consumption taxes	Taxes on export
Djibouti	21.0	17.7	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Dominican Republic	10.2	12.4	5.9	20.4	28.8	65.2	5.2	0.3
Ecuador[b]	10.1	6.8	6.1	17.7	34.6	60.2	5.2	0.0
Egypt	15.3[a.h]	9.3	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
El Salvador	5.9	6.9	n.a.	n.a.	13.5	81.7	4.8	0.0
Eritrea	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Estonia	5.3	2.8	1.9	19.8	9.8	80.5	9.7	0.0
Ethiopia	17.3	10.4	15.2	41.8	36.3	39.0	3.6	0.0
Fiji	12.0	13.9	15.3	54.3	28.2	46.4	13.7	0.8
Finland[b]	5.3	2.8	0.5	26.0	1.7	29.4	68.1	0.0
France	5.3	2.8	0.6	18.8	2.9	16.1	21.9	0.0
Gabon	21.7[a.h]	39.7[a.h]	16.4	35.7	46.0	47.1	6.3	2.9
Gambia	14.1	12.9	18.0	48.6	37.1	42.5	10.3	0.0
Georgia	1.1	2.2	1.4	19.4	7.0	57.8	34.9	0.0
Germany	5.3	2.8	1.5	41.3	3.5	34.3	62.2	0.0
Ghana	13.0[c]	10.1	16.9	39.9	42.4	46.2	11.4	0.0
Greece	5.3	2.8	0.4	29.7	1.2	10.6	1.3	0.0
Guatemala	5.5	6.2	5.5	45.6	12.1	71.4	16.4	0.0
Guinea	11.8[c]	11.8[d]	17.7	39.9	44.4	54.8	0.8	10.7
Guinea-Bissau	11.9	n.a.	17.6	47.5	37.1	40.6	11.4	0.0
Guyana	11.0	10.0	8.9	62.6	14.2	34.0	27.4	0.0
Haiti	4.8[a.h]	8.4[a.h]	15.1	56.0	27.0	38.6	34.4	0.0
Honduras	5.6	7.3	5.4	26.6	20.4	71.8	6.3	0.0
Hong Kong, China	0.0	0.0	0.0	3.1	0.0	0.0	100	0.0
Hungary	5.3	2.8	0.1	14.6	0.7	14.9	67.7	0.0
Iceland	4.1[a.h]	1.2[a.h]	1.6	43.1	3.7	69.8	24.1	0.0

%

Country Name	Simple tariff average[b.m]	Weighted tariff average[c.m]	Customs duties in tax revenue[a.h]	Revenue collected by Customs in tax revenue[a.h]	Customs duties	General Consumption taxes	Special Consumption taxes	Taxes on export
India	10.9[a.h]	n.a.	16.4	43.7	37.4	0.0	0.0	1.7
Indonesia	7.0	4.1	5.1	33.3	15.2	51.0	0.0	6.5
Iran (Islamic Republic of)	4.0	4.1	1.0	26.0	3.9	51.4	22.0	0.0
Iraq	14.2[a.h]	n.a.	0.03	17.3	0.2	0.0	99.8	0.0
Ireland	5.3	2.8	0.7	14.6	4.8	22.3	65.0	0.0
Israel[b]	5.2[h]	4.0[h]	1.4	27.6	5.1	68.5	26.4	0.0
Italy	5.3	2.8	0.4	3.4	10.9	88.7	0.3	0.0
Jamaica	7.6	10.1	7.6	31.3	24.4	45.5	28.3	0.0
Japan[b]	6.9[h]	1.7[h]	1.9	12.5	15.5	62.4	21.7	0.0
Jordan	2.1[a.h]	2.1[a.h]	9.0	39.3	23.0	44.8	28.0	0.2
Kazakhstan	9.6	9.4	24.2	38.3	63.2	34.6	0.5	37.5
Kenya	12.5	10.1	7.4	25.7	28.8	48.9	22.3	0.1
Korea (Republic of)	12.6[a.h]	7.4[a.h]	4.8	32.5	14.9	75.0	4.8	0.0
Kuwait	4.7	4.5[d]	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Kyrgyzstan	5.0[a.h]	5.6[a.h]	n.a.	n.a.	8.4	62.0	6.7	0.0
Lao People's Democratic Republic	n.a.	n.a.	n.a.	n.a.	32.9	29.3	37.7	3.1
Latvia	5.3	2.8	0.8	2.6	29.8	69.8	0.4	0.0
Lebanon	6.3[c]	7.1	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Lesotho	7.8[a.h]	n.a.	0.0	0.0	5.0	83.5	0.0	0.0
Liberia	11.2[a.h]	4.8[a.h]	23.5	43.0	54.6	28.0	13.0	2.4
Libya	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Lithuania	5.3	2.8	1.2	40.4	3.0	90.9	6.1	0.0
Luxembourg	5.3	2.8	0.2	15.2	1.0	0.8	97.7	0.0
Macau, China	0.0	0.0	0.0	1.4	0.0	0.0	100	0.0
Madagascar	12.3[a.h]	8.7[a.h]	10.0	46.3	21.7	49.8	28.5	0.0
Malawi	12.6[a.h]	6.6[a.h]	9.4	32.4	29.1	48.3	22.7	0.7

%

Country Name	Simple tariff average[b.m]	Weighted tariff average[c.m]	Customs duties in tax revenue[a.h]	Revenue collected by Customs in tax revenue[a.h]				
					Customs duties	General Consumption taxes	Special Consumption taxes	Taxes on export
Malaysia	5.7[a.h]	4.3	n.a.	n.a.	13.2	12.8	12.1	6.1
Maldives	11.5[a.h]	4.3	n.a.	n.a.	100	0.0	0.0	0.0
Mali	11.9	10.2	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Malta[b]	5.3	2.8	0.6	12.9	4.7	25.7	67.9	0.0
Mauritania	31.0[a.h]	13.9[a.h]	10.4	47.4	21.9	50.1	7.5	21.7
Mauritius	7.3[a.h]	3.2[a.h]	2.4	48.7	4.9	51.6	43.4	0.0
Mexico	5.9[a.h]	0.6[a.h]	2.2	25.4	8.8	89.1	2.1	0.0
Moldova	5.0[a.h]	3.0[a.h]	5.0	66.0	7.6	72.5	19.9	0.0
Mongolia	5.0	15.5	6.8	28.7	23.6	62.2	13.4	0.0
Montenegro	4.9	8.0	n.a.	n.a.	8.3	82.8	8.9	0.0
Morocco	14.3	13.1	4.6	40.1	11.4	59.4	28.9	0.4
Mozambique	10.1	7.2	7.7	30.9	24.8	59.1	15.9	0.0
Namibia	7.7	n.a.	n.a.	n.a.	1.7	80.5	17.5	0.1
Nepal	12.3	13.1	20.5	47.6	43.0	44.6	10.4	0.9
Netherlands	5.3	2.8	1.8	11.1	16.0	4.0	80.1	0.0
New Zealand	2.0[a.h]	1.5[a.h]	3.7	21.3	17.4	64.2	0.0	0.0
Nicaragua	5.6	5.4	4.1	34.1	11.9	71.8	16.3	0.0
Niger	11.9	11.1	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Nigeria	11.7	10.8	8.2	11.1	74.2	15.1	7.2	0.0
Norway	7.8	3.0	0.4	26.1	1.4	57.4	41.3	0.0
Oman	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Pakistan	14.3[a.h]	9.4[a.h]	11.5	41.2	27.9	55.4	4.4	0.0
Panama	6.9	7.9	8.9	29.0	30.5	39.6	28.8	0.0
Papua New Guinea	5.1[c]	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.

%

Country Name	Simple tariff average[b.m]	Weighted tariff average[c.m]	Customs duties in tax revenue[a.h]	Revenue collected by Customs in tax revenue[a.h]	Customs duties	General Consumption taxes	Special Consumption taxes	Taxes on export
Paraguay	4.6[a.h]	2.8[a.h]	11.8	51.2	23.0	48.7	24.0	0.0
Peru	3.7	2.8	1.6	23.1	6.9	88.1	5.0	0.0
Philippines	6.1	5.6	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Poland	5.3	2.8	0.7	32.7	2.1	30.6	64.2	0.0
Portugal	5.3	2.8	0.5	16.6	2.7	25.8	0.0	0.0
Qatar	5.0[a.h]	n.a.	n.a.	n.a.	100	n.a.	n.a.	n.a.
Romania	5.3	2.8	0.4	5.1	7.2	77.7	14.7	0.0
Russian Federation	9.4	9.5	n.a.	n.a.	73.1	23.9	0.4	64.9
Rwanda	12.5	11.7	6.7	33.3	20.3	37.2	31.9	0.0
Saint Lucia	10.2	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Samoa	n.a.	n.a.	11.8	67.4	17.5	52.5	14.4	0.0
Sao Tome and Principe	11.6[h]	n.a.	n.a.	n.a.	100	0.0	0.0	3.4
Saudi Arabia	5.3[a.h]	5.0[a.h]	n.a.	n.a.	100	0.0	0.0	0.7
Senegal	11.9	9.2	14.0	34.2	40.8	59.2	0.0	0.0
Serbia	8.7	2.6	4.4	42.6	10.3	72.7	16.8	0.0
Seychelles[b]	7.6	n.a.	10.3	39.8	25.9	25.1	24.7	0.0
Sierra Leone	14.7[a.h]	n.a.	18.1	44.0	41.1	30.5	24.8	0.0
Singapore	0.0	0.0	0.0	17.3	0.1	71.3	28.2	0.0
Slovakia	5.3	2.8	0.4	55.6	0.7	57.3	0.0	0.0
Slovenia	5.3	2.8	1.0	31.7	3.3	31.6	0.9	0.0
South Africa	7.7[a.h]	5.0[a.h]	4.6	18.3	25.1	74.7	0.0	0.0
South Sudan	n.a.	n.a.	n.a.	n.a.	30.8	54.5	14.6	0.1
Spain[b]	5.3	2.8	0.9	6.4	14.4	84.8	0.4	0.0
Sri Lanka	10.2	9.3	6.9	43.3	16.0	22.4	49.1	0.6

%

Country Name	Simple tariff average[b.m]	Weighted tariff average[c.m]	Customs duties in tax revenue[a.h]	Revenue collected by Customs in tax revenue[a.h]	Customs duties	General Consumption taxes	Special Consumption taxes	Taxes on export
Sudan	20.1[a.h]	8.9[a.h]	36.6	70.7	51.8	32.3	16.0	0.0
Swaziland	7.7[a.h]	5.0[a.h]	3.4	23.2	14.5	58.6	18.5	0.0
Sweden[b]	5.3	2.8	0.7	7.9	8.5	90.2	1.3	0.0
Switzerland[b]	7.8	3.3	1.8	39.2	4.5	50.8	33.7	0.0
Syrian Arab Republic	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Tajikistan	8.3[a.h]	2.5[a.h]	5.8	37.5	15.4	79.2	5.0	0.0
Tanzania	12.5	8.6	8.2	38.3	21.4	42.4	36.2	1.4
Thailand	11.5[a.h]	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
The Former Yugoslav Republic of Macedonia	8.8[a.h]	1.3[a.h]	5.2	82.4	6.4	64.2	4.1	0.0
Timor-Leste	2.5	6.0[a.h]	11.3	43.5	26.0	27.2	46.7	0.0
Togo	11.9	11.1	20.6	51.9	39.7	59.4	0.0	0.9
Tonga	11.7	5.1	27.5	57.5	47.7	39.0	13.2	0.0
Trinidad and Tobago	8.7[a.h]	5.7[a.h]	5.4	17.4	30.9	59.0	0.0	0.0
Tunisia	16.0	14.4	n.a.	n.a.	15.4	59.7	20.4	2.0
Turkey	9.6	4.9	1.4	20.2	6.8	86.0	4.1	0.0
Turkmenistan	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
Uganda	13.0[a.h]	4.0[a.h]	8.2	42.4	19.2	44.2	35.0	1.6
Ukraine	4.5	2.7	n.a.	n.a.	10.7	82.2	6.9	0.3
Union of Myanmar (Republic of)	5.5[h]	n.a.	9.2	34.0	27.0	0.0	73.0	0.0
United Arab Emirates	4.9	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
United Kingdom	5.3	2.8	0.5	n.a.	n.a.	n.a.	n.a.	n.a.
United States	3.0[a.h]	1.3[a.h]	1.2	1.6	78.6	0.0	8.0	0.0
Uruguay	9.4[a.h]	7.9[a.h]	n.a.	n.a.	19.0	81.0	0.0	7.0
Uzbekistan	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.

%

Country Name	Simple tariff average[b.m]	Weighted tariff average[c.m]	Customs duties in tax revenue[a.h]	Revenue collected by Customs in tax revenue[a.h]	Customs duties	General Consumption taxes	Special Consumption taxes	Taxes on export
Vanuatu	11.1[h]	n.a.	20.4	62.1	32.9	43.4	21.1	0.0
Venezuela	12.5	11.5	3.8	8.7	43.1	53.9	3.0	0.0
Vietnam	10.5	6.5[d]	n.a.	n.a.	30.6	63.6	5.6	8.8
Yemen	7.1	5.7	n.a.	n.a.	54.9	0.0	43.0	0.0
Zambia	13.4[a.h]	8.4[a.h]	9.8	44.7	21.9	54.3	16.9	0.0
Zimbabwe	15.9	15.4	6.9	36.4	19.0	42.7	33.5	0.0

Footnotes

a figure in column or cell refers to calendar or fiscal year 2012 unless otherwise indicated
b figure in column or cell refers to calendar or fiscal year 2011
c figure in column or cell refers to calendar or fiscal year 2010
d figure in column or cell refers to calendar or fiscal year 2009
h source is WCO Member unless otherwise indicated
m source is WTO

Explanatory notes

Simple tariff average refers to simple average of MFN applied duties on imports.
Trade weighted tariff average refers to HS six-digit MFN tariff averages weighted with HS six-digit import flows.
Customs duties in tax revenue was calculated by dividing customs duties, such as import duties and export duties, by tax revenue collected by government.
Revenue collected by Customs in tax revenue was calculated by dividing tax revenue collected by Customs by tax revenue collected by government.
The proportion of Customs duties in tax revenue of Customs was calculated by dividing customs duties, such as import duties and export duties, by tax revenue collected by Customs.
The proportion of general consumption taxes, such as VAT and sales tax, in tax revenue of Customs was calculated by dividing general consumption taxes by tax revenue collected by Customs.
The proportion of special consumption taxes, such as excises, in tax revenue of Customs was calculated by dividing special consumption taxes by tax revenue collected by Customs.
The proportion of taxes on export in tax revenue of Customs was calculated by dividing the sum of export duty and taxes on export by tax revenue collected by Customs.
Fees, penalties, and interests are excluded from tax revenue collected by Customs.

Abbreviations

AEO	Authorized Economic Operator
CBM	Co-ordinated Border Management
CBD	Capacity Building Directorate
CCC	Customs Co-operation Council
CEN	Customs Enforcement Network
C&F	Compliance and Facilitation Directorate
ECP	Economic Competitiveness Package
HS	Harmonized Commodity Description and Coding System of tariff nomenclature
PCA	Post Clearance Audit
RILO	Regional Intelligence Liaison Office
RKC	Revised Kyoto Convention
ROCB	Regional Office for Capacity Building
RP	Revenue Package
RSU	Research and Strategies Unit
RTC	Regional Training Centre
SAFE Framework	Framework of Standards to Secure and Facilitate Global Trade
SW	Single Window
T&TA	Tariff and Trade Affairs Directorate
WCO	World Customs Organization

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