



**World Customs
Organization**

WCO MEMBER TESTIMONIALS

**WCO Anti-Corruption
and Integrity
Promotion (A-CIP)
Programme for
Customs**

9 December 2024

International Anti-Corruption Day

#UnitedAgainstCorruption

#IACD2024

Canada

 **Norway**

 **Norad**

WCO Anti-Corruption and Integrity Promotion (A-CIP) Programme: Member Testimonials

International Anti-Corruption Day 2024



[Burkina Faso](#)



[Côte d'Ivoire](#)



[El Salvador](#)



[Ethiopia](#)



[Ghana](#)



[Honduras](#)



[Jamaica](#)



[Jordan](#)



[Liberia](#)



[Malawi](#)



[Mali](#)



[Mexico](#)



[Mozambique](#)



[Nepal](#)



[Niger](#)



[Palestine](#)



[Tanzania](#)



[Tunisia](#)



Burkina Faso

WCO A-CIP Programme: Member Testimonial
International Anti-Corruption Day 2024



Involved in the WCO A-CIP Programme since 2019, the Customs Administration of Burkina Faso has been able to develop a more effective governance framework, enabling it to strengthen the internal control function and the organizational culture in terms of integrity.

The WCO A-CIP Programme has given our administration **access to experienced, high-level experts in change management in the Customs context**. Through the activities implemented over the past five years, this high-level support to strengthen the integrity approach in Burkina Faso has **helped our teams to develop their skills, draw up new terms of reference and implement operational procedures**. It has also **contributed to the adoption of laws, regulations and memorandums of understanding with the private sector**, with a particular focus on mobilizing human resources.

Since 2020, these achievements have been supported by the creation of an Anti-Corruption and Internal Integrity Promotion Committee, by decision of the Executive Board, to accompany the deployment of the integrity strategy, a lever for action that is now recognized as essential in our administration. The work of raising awareness and supporting the integrity approach carried out by the WCO A-CIP Committee is led and facilitated internally by a chair, a team of 11 facilitators and 21 contributors trained and coached thanks to the support of the WCO A-CIP Programme.

Working closely with experts from the WCO A-CIP Programme, our dedicated team has defined **performance indicators** for each objective, which are **integrated into our strategy and action plans, and set up systems for monitoring and performance measurement** to ensure the long-term implementation of the WCO Revised Arusha Declaration, **efficient management of internal affairs** in line with the highest standards, and a solid, sustainable governance for Burkina Faso's Customs integrity approach.

The progress measured during the annual reviews of our Project Information Document (PID) and the Customs Integrity Perception Surveys (CIPS) of 2020 and 2023 is already recognized by Customs officers, users, the private sector, the Superior State Control and Anti-Corruption Authority (ASCE-LC) and other associations such as the National Anti-Corruption Network (REN-LAC). The positive impact of the WCO A-CIP Programme was particularly observable in the results relating to the key factor Audit and Investigation of the second iteration of the CIPS in 2023, which was conducted among a sample of nearly 700 respondents from the “Direction Générale des Douanes” and private sector community.

Although there is still a long way to go to eradicate the scourge of corruption. **The contributions of the WCO A-CIP Programme have been decisive in committing our administration to a dynamic, solid and sustainable process of improving our integrity approach by mobilizing all our internal and external stakeholders**. All these elements are now reflected in our 2022-2026 strategic plan, with the vision of making Burkina Faso Customs ‘a renewed, professional, fair and resilient administration’.



- Adama Ilboudo
Director General Customs of Burkina Faso
Chevalier de l'Ordre national



Watch full video testimonial



Côte d'Ivoire

WCO A-CIP Programme: Member Testimonial
International Anti-Corruption Day 2024



Over the past five years, under the impetus of the "Direction générale" and with the constant support of experts from the WCO A-CIP Programme, Côte d'Ivoire Customs has gradually become aware of the importance of making integrity an essential cross-cutting factor. This is reflected in our Strategic Modernization Plan (PMS 2022-2025), which is based on the vision of 'Building a first-rate administration serving economic competitiveness'. The scoping exercise carried out in 2020 by the WCO A-CIP Programme and our teams in Côte d'Ivoire identified a general outcome aimed at implementing the ten key factors of the WCO Revised Arusha Declaration and two specific outcomes, one aimed at strengthening our integrity approach in the organizational and human resource fields and the other at intensifying dialogue between Customs and the private sector.

Following the scoping phase carried out with WCO experts, a roadmap was drawn up and a series of measures and initiatives were implemented over the course of the WCO A-CIP Programme. **Among the major achievements**, we note the creation of:

- a **Customs racketeering unit** comprising two brigades, one in the offices and the other in the field;
- the **Customs Disciplinary Board**;
- the **Office for Partnership** fully dedicated to **promoting dialogue with the private sector** within the Communication, Quality and Private Sector Partnership Department (DCQP).

An important measure is the creation of an A-CIP Steering Committee by decision no. 080/MBPE/DGD of 14 June 2023 on the proposal of the A-CIP focal points. The role of this Committee is to monitor the administration's activities and projects as part of the strengthening of its integrity approach.

Other initiatives include:

- **The deployment of a communication plan on integrity, including actions to raise awareness among staff, and the training of a team of trainers specializing in anti-corruption and promotion of integrity;**
- **The creation of a Commission to recognize the merits of our employees to raise awareness on the need to apply our Code of Ethics and Professional Conduct;**
- **The accreditation by the WCO of the Head of the Internal Audit Division, as a WCO Customs Modernization Adviser specialized in integrity development.**

In the area of internal audit and control, the priorities focused on Customs officers' accountability, the introduction of an internal control system based on the COSO (internal control) framework incorporating risk management, and the evaluation of compliance with the Code of Ethics and Professional Conduct.

Finally, as part of the fight against corruption led by **the High Authority for Good Governance (HABG)**, the Côte d'Ivoire Customs successively won the 2nd National Award for Excellence in 2022, and the 1st **National Award for Excellence** in 2023, **in the "Fight against corruption" category.**



- General DA Pierre A.
Director General of Customs
Commandeur de l'Ordre national



Watch full video testimonial



El Salvador

WCO A-CIP Programme: Member Testimonial
International Anti-Corruption Day 2024



“ The launch of our Customs administration’s Code of Ethics and Integrity in 2024 represents a decisive step in promoting a culture of integrity and transparency within the Customs sector of El Salvador. This effort not only reinforces the Administration’s commitment to ethics and responsibility, but also underlines El Salvador’s proactive role in implementing good practices that meet the highest international standards.

The launch of a Code that complies with national and international standards so that Customs personnel at all levels acquire a commitment to ethical and upright behavior in the exercise of their functions, as well as the training sessions related to it, have materialized thanks to the joint work with other government institutions and with the support provided by international organizations such as the WCO and UNODC, all within the framework of the WCO A-CIP Programme. ”



- Jose Benjamin Mayorga Osorio
Director General, Customs of El Salvador



Ethiopia

WCO A-CIP Programme: Member Testimonial
International Anti-Corruption Day 2024



The WCO A-CIP Programme has helped Ethiopian Customs Commission (ECC) improve our risk management capability. Expert advice and assistance provided through the Programme has **allowed us to take stock of our strengths and areas of improvement which led to twenty concrete recommendations** for our Administration to work towards under the guidance of WCO risk management experts. In this regard, our experience under the WCO A-CIP Programme has **encouraged us to bring together different areas of ECC around the table as we now fully recognize that risk management is a multi-stakeholder endeavor.**

We have also gained a better understanding of the full potential of corruption, misconduct or malpractice prevention, education, training and investigation as key components of our fight against corruption and promotion of integrity. Thanks to insights gained from WCO A-CIP Programme experts and Programme activities conducted around this topic, **we are committed to explore further how ECC can reinforce an internal control function such as internal affairs.**

Ethiopian Customs Commission (ECC) is also leveraging the results of the Customs Integrity Perception Survey (CIPS). We are **pleased to report that we have improved largely the perception in both of our specific outcomes** (related to the key factors of the WCO Revised Arusha Declaration *Reform & Modernization and Relationship with the Private Sector*) from the first iteration to the second. For instance, 7% more of the officials responding to the second iteration of CIPS, compared to the first iteration, are confident that the reform and modernization programmes can help reduce the risk of corruption. 9% more of the private sector respondents in the second CIPS confirmed that they were consulted by ECC of the reform and modernization programmes. While we are happy with these improved results, we remain committed to working in getting even better.

Based on the collaborative work done to date with the WCO, **ECC has increased its overall integrity maturity level.** To ensure sustainability, the Enterprise Risk Management and Integrity Department (ERMID) will continue to provide oversight on all integrity and anti-corruption related issues including the implementation of the ECC integrity action plan and use of key performance indicators to help monitoring and evaluating our success.



Ethiopian Customs Commission



Ghana

WCO A-CIP Programme: Member Testimonial
International Anti-Corruption Day 2024



The WCO Anti-Corruption and Integrity Promotion (A-CIP) Programme will go down as one of the most successful flagship initiatives delivered in the history of Ghana Revenue Authority (GRA). It has significantly contributed to setting up a baseline of corruption through the Customs Integrity Perception Survey (CIPS), delivering tailor-made capacity development workshops, reducing acts of unethical behaviour, and enhancing the principle of collective action to reduce corruption.

Revenue collection being a key priority for our administration, the implementation of the WCO A-CIP Programme also led to an increase in revenue. The available data shows that the GRA will achieve its revenue target by the end of 2024.

The GRA is also increasingly gaining public confidence particularly from its major stakeholders such as the freight forwarders, who now see Customs as their allies. In fact, the maiden meeting of the freight forwarders and the new Commissioner of Customs was convened under the WCO A-CIP Programme.

Moreover, the Basel Institute on Governance has acknowledged GRA's efforts in leveraging collective action as a tool to fight corruption. Consequently, the GRA was invited to their Collective Action Event held this year in Basel to share their experience and success story.

The GRA is committed to do more and better. The GRA is setting up a Customs Police Unit as one of the ways to sustain the impact of the WCO A-CIP Programme, and also intends to initiate a peer review mechanism on corruption within West and Central Africa.

In conclusion, the GRA no longer holds the unpleasant upper position on the local corruption index.

*- Brig. Gen. Zibrim Bawah Ayorrogo
Commissioner, Customs Division
Ghana Revenue Authority*





Honduras

WCO A-CIP Programme: Member Testimonial
International Anti-Corruption Day 2024



Through the **monitoring of the perception of integrity**, the events to which several officials of this administration have been invited, as well as **workshops that have been developed in our country by experts of the WCO A-CIP Programme, with the purpose of improving our capacities for prevention, promotion of integrity and fight against corruption** in the Honduran Customs, **we have developed a greater capacity and commitment, so that integrity is part of our organizational culture.**

As proof of the results that the support of the WCO A-CIP Programme has given us, as part of the Honduran Customs Modernization Project, on November 18 2024, **the Administration began consulting on the Design and Implementation Plan for an Institutional Integrity Strategy, based on the principles of the WCO Revised Arusha Declaration**, which it is hoped to begin implementing by the end of the first half of next year.

Honduran Customs are grateful for the support that the WCO A-CIP Programme has given us, and our gratitude extends to the donors, which **have been of great value for our institutional development and particularly for strengthening the capacities of the Internal Affairs Department of Honduran Customs.**

- Oscar Armando Vásquez Tercero
Internal Affairs Department
Customs of Honduras





Jamaica

WCO A-CIP Programme: Member Testimonial
International Anti-Corruption Day 2024



During the Jamaica Customs Agency (JCA)'s time working with the WCO A-CIP Programme, we were exposed to the importance of conducting integrity surveys, which served to be a powerful and critical data capturing tool.

The results of the Customs Integrity Perception Survey (CIPS) created an opportunity to see, firsthand, thoughts and views of both internal and external stakeholders, thus creating a further opportunity to strategize in order to treat with certain issues.

In addition, **receiving guidance on the use of social media to promote integrity and anti-corruption efforts created an opportunity for the Agency to take a serious look at utilizing social media in a different light.** The training sessions were quite **valuable and eye opening which allowed for much brainstorming in this area by the JCA team to maximize the full potential of social media to fight corruption.**

A social media policy is now being developed for the Agency which will include critical components related to integrity and will open an avenue to roll out the social media portion of the integrity programme.

As it relates to corruption risk mapping, an opportunity was created to build on the Agency's newly introduced vulnerability assessment mechanism and served to be quite beneficial.

All the activities under the WCO A-CIP Programme have greatly strengthened the Agency's integrity programme. Currently, **as a result of the Agency's participation, we are developing a CIPS Action Plan which captures strategies to treat with all matters reflected in the survey results.** Further, **a series of focus groups have been coordinated for both internal and external stakeholders concerning the results to be able to delve deeper to obtain more in-depth data.** Thus far, this has been successful.

It has been a beneficial experience engaging various WCO A-CIP experts and meeting with other administrations to learn and understand more about integrity efforts and the impact in other jurisdictions.

The support provided by the WCO A-CIP Programme has been absolutely superb. The team is professional, patient, helpful, and again extremely supportive. A better experience could not be had.

On behalf of the JCA we thank the WCO A-CIP Team for bringing this experience to our shores. The experience thus far will most definitely play an important role in our continuous development with our anti-corruption and integrity efforts.



*- Tameka Goulbourne
Senior Director, Internal Affairs
Jamaica Customs Agency*



Jordan

WCO A-CIP Programme: Member Testimonial
International Anti-Corruption Day 2024



In recent years, the WCO A-CIP Programme has played an essential role in enhancing integrity and transparency within Jordan Customs Department. This Programme has focused on two key factors of the WCO Revised Arusha Declaration: Transparency, and Audit and Investigation.

Activities related to transparency have included the development of a framework for client interactions that strengthens the Jordan Customs Department's approach to customer service. Informational videos have been created, and activities have been conducted in various cities across the country to increase the level of transparency and to promote knowledge and confidence in our services. Additionally, meetings with the private sector have been held to encourage the concept of the Authorized Economic Operator (AEO) and improve communication with operators.

We have reinforced the effectiveness of our audit and investigation function by improving control procedures and restructuring the control unit, leading to more efficient operations while also identifying the internal control training needs.

These efforts reflect our ongoing commitment to fighting corruption and fostering a more transparent and accountable environment. Ensuring the involvement of Customs officials and keeping them informed on integrity-related matters is crucial, which is why workshops focused on integrity have been an integral part of our activities.

Collaboration with the WCO A-CIP Programme has empowered our team, strengthened our capacity to address critical challenges and improved the perception of our operations among both staff and citizens interacting with our administration.

Recently Jordan Customs Department was recognized by his Majesty King Abdullah as one of the most distinguished agencies. His Majesty awarded the organization with one of most prestigious awards, namely King Abdullah Award for Excellence. The award is based on several criteria such as leadership, client service, institutional culture, and others. A team from King Abdullah Center for Excellence made a field visit to Jordan Customs Department where they conducted a detailed evaluation of the above criteria. The award is not only a motivation for Jordan Customs Department, but also a pledge in front of His Majesty to continue working towards achieving high performance standards. It is also worth noting that Jordan Customs Department was also awarded the prize for electronic transformation.

Looking ahead, we seek the continuity of this valuable Programme, thereby ensuring a lasting legacy in the fight against corruption and the promotion of integrity within our Customs.



- Jordan Customs Department



Liberia

WCO A-CIP Programme: Member Testimonial
International Anti-Corruption Day 2024



The results of the WCO Anti-Corruption and Integrity Promotion (A-CIP) Programme Scoping Phase in May 2019 and those of the first Customs Integrity Perception Survey (CIPS) conducted in January 2020 showed the need for Liberia Customs to improve in certain critical tendencies to enhance integrity.

From there, **the WCO A-CIP Programme has incentivized the Liberia Revenue Authority (LRA) to take into account, not only the two LRA integrity-related priorities namely, *Regulatory Framework* as well as *Morale and Organizational Culture*, but the other eight key factors of the WCO Revised Arusha Declaration to give an holistic view to the fight against corruption and promotion of integrity within LRA.**

LRA has then embarked on key reforms to address those critical issues and took measures accordingly that would impact their fight against corruption and promotion of integrity positively. Examples related to different key factors are as follows:

- **Transparency:** Publication of Customs procedures, Regulations and Laws on Liberia Revenue Authority (LRA) Website; Production and distribution of Customs Fact Sheet; Activation of Customs Help Desk; Training of Customs Brokers and Customs Officers.
- **Relationship with the Private Sector:** Launching and hosting of a bi-annual Business Climate Dialogue.
- **Automation:** Digitalization of the Duty-Free Process to reduce discretion.
- **Human Resource Management:** Improved staff welfare, merit-based promotion and recruitment process.
- **Audit and Investigation:** Strengthened Professional Ethics Division (PED) to appropriately investigate ethical breaches.

LRA is happy to report that **all ten key factors of the WCO Revised Arusha Declaration are showing progress in the perceptions, both externally (private sector) and internally (Customs officials)**, from the results of the first iteration of the CIPS (February 2020) to the second (February 2023). To further improve the business climate around integrity, **LRA is leveraging the WCO A-CIP Programme guiding principles: collective action to increasing the utilization of multi-stakeholder initiatives and public-private partnerships to combat corruption and promote integrity and; performance measurement as a tool to measure success.**

The LRA remains a very happy and committed partner of the WCO A-CIP Programme and is thankful for their continued support.



- Saa Saamoi
Commissioner of Customs
Liberia Revenue Authority



Malawi

WCO A-CIP Programme: Member Testimonial
International Anti-Corruption Day 2024



Malawi Revenue Authority (MRA) was incorporated into the WCO A-CIP Programme as a partner in 2021 to assist in the improvement of internal controls aimed at enhancing integrity among our employees. **The Programme has significantly supported MRA in the enhancement of our internal control capacity and advancement in the fight against corruption.** Under the WCO A-CIP Programme, MRA has been a beneficiary of several projects.

Among others, the Programme provided MRA with the chance to identify training needs in key areas of concern. **This opportunity enabled MRA to conduct a detailed analysis and create a comprehensive curriculum covering important topics such as institutional integrity management, auditing, internal investigations, and lifestyle audits. Additionally, through the WCO A-CIP Programme, MRA successfully revised our Code of Conduct and educated all our employees about these changes.**

Sometimes corruption happens because of cumbersome processes and exaggerated discretion among the people entrusted to render services to the public. To curb this, **under the WCO A-CIP Programme, MRA is currently piloting new duty waiver standard auditing procedures which are automated and expected to have a significant impact on the country's economy by streamlining Customs procedures and practices, thereby reducing opportunities for employees and other stakeholders to engage in corrupt practices. Plans are, that in the future, the procedures will also involve other border agencies to foster inter-agency cooperation and ensure transparency necessary for monitoring duty waivers and metrics, supporting the tracking and audit of end-users.**

Thanks to the training provided by the WCO A-CIP Programme, **we have successfully reinforced our internal control functions and enhanced our audit and control practices. These initiatives have already garnered recognition from the National Anti-Corruption Bureau. Moreover, the results of the Customs Integrity Perception Survey (CIPS) reflect improved trust from both internal and external stakeholders.**

In the second iteration of the survey conducted in 2003, 63% of the respondents reported a positive experience with the integrity investigations led by the MRA, highlighting the effectiveness of these measures as compared to the first iteration of the survey that was conducted in 2001. ”



*Ruth Bonga
Manager, Investigations & Intelligence
Malawi Revenue Authority*



[Watch full video testimonial](#)



Mali

WCO A-CIP Programme: Member Testimonial International Anti-Corruption Day 2024



The WCO A-CIP Programme is a flagship project for Mali Customs, confirming our administration's firm commitment to improving the business environment for cross-border trade. **The WCO A-CIP Programme also illustrates the willingness of our Customs hierarchy to mobilize its staff in the fight against corruption, while involving the private sector in collective action. The close collaboration between Mali Customs and the WCO A-CIP Programme team over the past six years has enabled our administration and its stakeholders to consider the promotion of integrity as a cross-cutting issue that will enable effective action to be taken against the scourge of corruption. Today, thanks to the WCO A-CIP Programme, talking about corruption is no longer taboo!**

Following the scoping exercise and the Customs Integrity Perception Survey (CIPS) conducted in 2020, which confirmed the major orientations, an action plan was developed based on the ten key factors of the WCO Revised Arusha Declaration, in particular the key factors Audit and Investigation and Relationship with the Private Sector. Thus, on the basis of our project document, which is revised every year, numerous actions have been carried out with the close and constant support of experts from the WCO A-CIP Programme to optimize the management of internal affairs and to develop mutual trust and cooperation between the private sector and Mali Customs.

First of all, **to support the deployment of the WCO A-CIP Programme in our organization, an internal communication and good governance system has been put in place from 2020 to coordinate and monitor activities through weekly meetings with the project team, including in the regions with the use of videoconferencing. In 2022, the scope of our administration's control function has been extended with the creation of the Audit and Internal Control Office (BACI).** In 2023, as part of the measures to raise awareness among our staff, **a module on "Ethics and the Promotion of Integrity" was included in the training offered by the Mali Customs Training and Development Centre, both for new recruits and for ongoing training.** In the same year, the Office of the Auditor General set up a tailor-made training course on internal control for our management cadre and promised another on auditing.

To strengthen the dialogue between Customs and the private sector and the quality of Customs services based on integrity, efforts between 2020 and 2024 have focused on stepping up exchanges with representatives of employers and authorized customs brokers in Mali, by setting up a shared calendar of bilateral and multilateral meetings, revitalizing activities within the joint Customs - FETRAM Committee (Federation of Malian Freight Forwarders) and the joint Customs-CNPM/OPI Committee (Malian Employers) on issues of common interest.

With the combined support of the WCO A-CIP Programme and our partners (IMF, World Bank), **the emphasis has also been placed on performance measurement, risk mapping and automation to make trade more secure, optimized risk analysis through the dynamic selectivity of files and the strengthening of data management, through prior documentary analysis.**

To boost the influence and impact of the WCO A-CIP Programme, we have paid particular attention to internal and external communication, involving the Public Relations and Communication Office in all our integrity-related activities: Customs magazine, social networks, dedicated articles and brochures or forum. It is hard to list them all! For more details on the contributions and achievements of the WCO A-CIP Programme in Mali, we invite you to read the article on the Mali Customs Administration's A-CIP project published in the February 2024 [WCO Integrity Newsletter n°23](#).



*- Inspector General Amadou Konta
Director General, Mali Customs
Vice-President of WCO WCA Region
Chevalier de l'Ordre national*



Mexico

WCO A-CIP Programme: Member Testimonial
International Anti-Corruption Day 2024



The National Customs Agency of Mexico (ANAM), created in 2022, has undertaken initiatives to inhibit corruption – among them are the WCO Anti-Corruption and Integrity Promotion (A-CIP) Programme and a comprehensive capacity building component based on law compliance and the implementation of ethical standards for public service.

In addition, since 2018 Mexican Customs has worked together with the UNODC's "Prevention and Combat of Corruption in the Mexican Customs System" project, proving that there was a strong political will to promote integrity in Customs. This also derived from the National Development Plan of the Mexican Government, which conceived the fight against corruption as an imperative action for the country's prosperity.

On the other hand, **ANAM's participation in the WCO A-CIP Programme represented a new impulse to the institutional anti-corruption strategy: it allowed learning from international good practices to use them as a reference in charting the way forward, particularly on moral and organizational culture.**

Other internal initiatives were based on automation, digitalization, the relationship with the private sector and human resource management, which are also promoted by the WCO Revised Arusha Declaration.

Nevertheless, not enough action is ever taken to fight corruption. With this in mind, **following its participation in the WCO A-CIP Programme, the ANAM developed a "Sustainability Plan" to continue promoting integrity within the institution through the implementation of activities that can be carried out with limited resources and with the firm desire and commitment to give continuity to the work carried out in collaboration with the WCO.**

ANAM considers that **integrity can be achieved through collective actions**. For this reason, **work is on the way to develop an outreach campaign on integrity and institutional identity**, the aim of which is to ensure that corruption is recognized as everyone's problem and for which everyone must take an appropriate degree of responsibility. At the same time, **new avenues of collaboration are explored for the development of courses, building on previous work with WCO A-CIP experts.**

This Plan is set to be implemented in the coming 12 months. The goal is to create a progressive system with which integrity can be kept high on ANAM's agenda and as an intrinsic characteristic of all its officials.

- National Customs Agency of Mexico (ANAM)





Mozambique

WCO A-CIP Programme: Member Testimonial
International Anti-Corruption Day 2024



Mozambique has made significant strides in promoting Customs integrity, driven by the support of the WCO A-CIP Programme. We have focused on two key factors from the WCO Revised Arusha Declaration: Morale and Organizational Culture, as well as Relationship with the Private Sector. **The WCO A-CIP Programme has facilitated collaboration within our training institutions to enhance staff capacity and foster a culture of integrity. These efforts ensure that training programmes and activities are aligned with corporate needs, further supporting our commitment to integrity.**

The WCO A-CIP Programme has actively promoted communication with the private sector, leading to improved mutual trust and collaboration between Customs authorities and economic operators. By engaging the private sector on Customs integrity matters and analyzing their feedback from the Customs Integrity Perception Survey (CIPS), we have significantly enhanced transparency in our procedures, which is fundamental for the sustainable development of trade.

The results of the CIPS reflect these advances, with 87% of private sector respondents feeling responsible for achieving high standards of integrity when interacting with Customs officials, an increase from 82% in the first iteration.

Teamwork has been essential for these achievements. A group of professionals from various fields has driven activities in the country, achieving results in record time. Upcoming activities will focus on coordinating with other anti-corruption projects funded by different donors, thereby maximizing impact and aligning efforts with national priorities. This coordination optimizes resources and ensures a sustainable approach to good governance and integrity.

- *Taurai Inácio Tsama*
Director General, Mozambique Revenue Authority





Nepal

WCO A-CIP Programme: Member Testimonial
International Anti-Corruption Day 2024



Throughout its development, the WCO A-CIP Programme has provided the Department of Customs of Nepal with valuable tools to strengthen our capacities in the fight against corruption. Focusing on three key factors of the WCO Revised Arusha Declaration — *Audit and Investigation, Human Resource Management and Relationship with the Private Sector* — we have implemented practices that promote greater transparency and collaboration. The activities carried out have been fundamental in establishing a more robust framework in our Customs management.

In the realm of audit and investigation, WCO A-CIP Programme workshops were held to enable us to learn about and adopt best international practices. This initiative contributed to the development of an anti-corruption and integrity promotion agenda. By implementing related educative and preventative actions, we are strengthening transparency and effectiveness in our operations, ensuring that each activity is conducted in accordance with integrity standards.

Similarly, through the WCO A-CIP Programme, integrity courses have been added to all training curricula developed by the Department of Customs effectively sensitizing and raising awareness among Customs officers and the private sector about the importance of maintaining integrity at all times.

Without a doubt, an area where the WCO A-CIP Programme has had a significant impact is in activities related to the key factor *Relationship with the Private Sector*. The workshops have allowed us to not only share what our administration is doing to combat corruption but also to listen to stakeholders' views on how they can collaborate with us in this fight.

Engagement with external stakeholders on Customs integrity matters has proven to be an effective means of fostering integrity and mutual trust. This collaborative effort, initiated by the WCO A-CIP Programme, continues through meetings organized by the Nepalese Administration. The utility of the Customs Integrity Perception Survey (CIPS) tool has been particularly noteworthy, with almost 500 private sector respondents participating in the second survey. The findings from the private sector response to CIPS have been analyzed and addressed, and the recommendations have informed our discussions in trade facilitation meetings, helping us establish a more collaborative and transparent approach within our administration.

With the support of the WCO A-CIP Programme, our team has strengthened its capacity to face the challenges of corruption. As we continue on this path, we are committed to maintaining integrity and transparency in our Customs operations, establishing a lasting legacy in the fight against corruption in Nepal.



- Harihar Poudyal, Director
Customs Reform & International Relations Section
Nepal Department of Customs



Niger

WCO A-CIP Programme: Member Testimonial International Anti-Corruption Day 2024



Under the hospice of the World Customs Organization's Anti-Corruption and Integrity Promotion (A-CIP) Programme, the mobilization of specialized teams and commitment of all Niger Customs stakeholders around the WCO Revised Arusha Declaration have made it possible to strengthen our administration's integrity approach visibly and efficiently.

Over the five years of the Programme (January 2020-September 2025), Niger has steered a more effective implementation of the Code of Ethics and Good Conduct through a number of important measures. These include the amplification of the internal and external communication plan, which has strengthened collaboration with national players in the fight against corruption, and the creation of a network of private sector partners, namely, the Observatoire pour la Célérité des Opérations de Dédouanement (OCOD).

The former “Inspection Générale des Services (IGS)”, now the “Direction d’Audit et du Contrôle Interne (DACI)”, has consolidated our Administration's internal control function. It has also been supported in the development of general disciplinary regulations, the enhancement of the rewards and sanctions system, and complaint management based on ease of use and user anonymity.

In addition, staff have been mobilized in the fight against corruption through the training of officers on the integrity approach and the creation of a “Gender and Diversity” Working Group, as well as a Next Generation Network (NGN) modelled on those of Canada and Tunisia, dedicated to fighting corruption and strengthening the culture of integrity within the Customs Administration.

The WCO A-CIP Programme has also enabled Niger Customs to become more involved with neighbouring countries, creating a regional dynamic linked to our national integrity efforts.

Achievements include the West and Central African regional community of practice and train-the-trainer sessions, which have not only enhanced the skills of key integrity specialists within our administration, but also to identify Customs’ partners committed to fight corruption.

As shown by the results of the Customs Integrity Perception Surveys conducted in 2021 and 2023, the perception of Customs integrity has improved on 8 of the 10 key factors of the WCO Revised Arusha Declaration, notably on the management of internal affairs and the strengthening of an organizational culture based on integrity.



I can therefore affirm that the WCO A-CIP Programme has enabled my Administration and the Programme Management Team to realize that, in terms of fighting corruption and promoting integrity, a Customs Administration cannot succeed alone in meeting the challenges, and that collective action is decisive.



*- Abou Oubandawaki
Director General of Niger Customs
Grand Officier de l'Ordre national*



[Watch full video testimonial](#)



Palestine

WCO A-CIP Programme: Member Testimonial
International Anti-Corruption Day 2024



Since the Palestinian Customs joined the WCO A-CIP Programme, our efforts were focused on a number of key factors of the WCO Revised Arusha Declaration.

One of our priorities was to build a culture of integrity within our administration. To achieve this, Palestinian Customs **ensured that integrity was embedded in its strategic plan.** Secondly, to promote **ethical behavior among Palestinian Customs officials as a crucial step in building a more transparent and equitable Customs administration,** Palestinian Customs delivered a train-the-trainer workshops on “Building a Culture of Integrity”, with the assistance of WCO A-CIP Programme experts.

As another priority, **Palestine Customs worked towards enhancing its staff’s knowledge and skills in audit and investigation.** Palestinian Customs **benefited from comprehensive training workshops in internal affairs to prevent and combat corruption or misconduct.** These workshops **led to the establishment of a specialized internal control unit.**

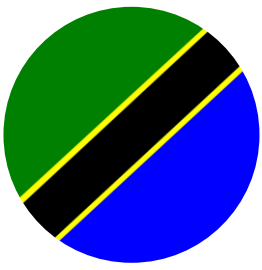
As advocated by the WCO A-CIP Programme, it was important for Palestinian Customs to leverage as many key factors as possible. In this regard, Palestinian Customs **also enhanced their regulatory framework, in particular, streamlining procedures, digitalizing them, and making the necessary administrative and legal amendments in support of these changes.**

Furthermore, Palestinian Customs, with the A-CIP Programme technical and financial support, conducted **a series of activities based on the key factors Reform and Modernization and Transparency,** paving the way to a **more transparent and effective Customs administration.**

Overall, **the participation of Palestinian Customs in the WCO A-CIP Programme has had a significant impact in enhancing our capabilities.** To ensure continuity and sustainability of our integrity initiative, awareness-raising, educational and training activities and measures, implemented as part of this project, **will serve as a strong foundation for the enhancement and development of a Palestinian Customs administration recognized for their transparency, accountability, and integrity.**



- *Luai Fathi Musa Hanash, Director General
Palestine Directorate General of Customs & Excises*



Tanzania

WCO A-CIP Programme: Member Testimonial
International Anti-Corruption Day 2024



The journey towards greater integrity in Tanzania's Customs Administration has taken a significant step forward, driven by the support of the WCO A-CIP Programme. **By addressing critical areas outlined in the WCO Revised Arusha Declaration — specifically, the focus on Regulatory Framework, as well as Relationship with the Private Sector — we are fostering an environment where transparency and accountability can thrive.**

With the WCO A-CIP Programme's support, **Tanzania's Customs Administration has strengthened our relationships with stakeholders, including both the private sector and other government agencies involved in border operations. A series of meetings facilitated by WCO experts in various cities across the country addressed the concerns of these groups and promoted open dialogue among all parties involved. These initiatives have increased mutual trust and cooperation between Customs and the private sector, as well as engaged external stakeholders on Customs integrity matters.** Ultimately, they aim to foster collaboration and enhance communication in resolving Customs-related issues effectively.

The **WCO A-CIP Programme has also facilitated the implementation of international standards related to the Authorized Economic Operator (AEO) among operators and other border agencies.** Through workshops and training activities, we have highlighted the benefits of the Programme and assessed operators' needs to identify potential additional advantages of interest. The Customs Administration has effectively addressed and resolved operators' concerns regarding the Programme. As a result of these outreach efforts, **the number of Authorized Economic Operators has significantly increased, contributing to the modernization of our Customs operations and facilitating trade. This initiative has strengthened Tanzania Customs Administration's capacity to comply with the WCO Revised Kyoto Convention (RKC) and the WTO Trade Facilitation Agreement (TFA).**

Beyond activities related to the two key factors, Tanzania Customs Administration, together with WCO Experts, **have worked on developing new performance indicators in line with the guidelines set by the WCO's Performance Measurement Mechanism (PMM).** Officials from various areas participated in the workshops to ensure that results are integrated into strategic anti-corruption and operational plans. These advancements aim to achieve two distinct objectives: first, to provide visibility into the work carried out across the various Customs functions, and second, to enable more precise control of these activities.

WCO support and dedication underscores TRA's commitment under the WCO A-CIP Programme to promoting integrity and transparency in Customs operations. Therefore, TRA will continue to explore new opportunities to strengthen our initiatives in these key areas.



*- Juma B. Hassan, Customs Commissioner
Tanzania Revenue Authority*



Tunisia

WCO A-CIP Programme: Member Testimonial International Anti-Corruption Day 2024



As one of the first partners in the WCO A-CIP Programme, Tunisia Customs has been committed since 2019 to consolidating the governance of its approach to combating corruption and promoting integrity. The main measures undertaken over the past five years have aimed at achieving the objectives defined during the scoping phase conducted at the start of the Programme. Thus, under the impetus of the Directorate General of Customs and with the assistance of the WCO A-CIP Programme, the first year of activity was devoted to taking stock of the situation in our administration under the prism of the WCO Revised Arusha Declaration and to identifying the priority areas for which the WCO A-CIP experts technical assistance would be required.

The preparatory work made it possible to define three priority objectives: 1) monitoring and implementation of integrity initiatives in accordance with the WCO Revised Arusha Declaration; 2) creation and implementation of a Next Generation Network (NGN) with the aim of preparing the next generation and actively involving young managers in the process of promoting integrity and fighting corruption; and 3) strengthening the control and investigation function.

Since the start of our activities under the WCO A-CIP Programme, **Tunisia Customs has made major progress in relation to the ten key factors of the WCO Revised Arusha Declaration. For example, in terms of Leadership and Commitment of managers, the 2020-2024 Strategic Plan has been drawn up on the basis of the vision of “a modern, efficient Customs service that is open to its environment”, and a mobilization and awareness-raising day on the leadership of women in Customs has been created.**

In terms of automation, **a new IT system, integrated with the dematerialization of Customs procedures, is being implemented to replace the old SINDA information system. This will be an electronic transaction service to better manage conciliation requests in Customs disputes.**

With regard to the Regulatory Framework, a set of legal and technical procedures for applying the African Continental Free Trade Area (AfCFTA) agreement has been defined, with the management of a AfCFTA certificate of origin. In terms of relations with the private sector, the network of authorized economic operators has been strengthened and a framework for discussions between Customs and the private sector has been set up.

In terms of organizational culture, **it is worth noting the creation of the 2022 Next Generation Network (NGN) and the definition of rules of good governance for this innovative initiative based on a male-female co-chairmanship, a team of 20 members representative of the organization and a ‘champion’, a senior manager in Tunisian Customs administration, responsible for making the connection between the NGN and Senior Management for the proper implementation of the annual business plan.** Still in the field of organization and human resource management, we should mention **the Code of Ethics and Good Conduct currently being drawn up, as well as managers’ awareness related to the WCO Gender Equality Organizational Assessment Tool (GEOAT).**

In connection with Audit and Investigation, the complaints system has been strengthened by allowing users to lodge complaints directly with the Citizen Relations Office (Customs Secretariat). In addition to the introduction of the automated Customs chatbot ‘Raed’ to interact with users and answer their questions in various Customs areas, **a ‘ticketing’ application has been set up to facilitate communication between Customs control bodies and ‘whistleblowers’ in the event of corruption or professional misconduct.** Still in the area of internal affairs management, Tunisian Customs has benefited from the implementation in 2021 of the Guide on managing conflicts of interest in the Tunisian public sector in partnership with the National Anti-Corruption Commission (INLUCC), the digitization of complaints and alerts management and the strengthening of the Customs Security Office (BSD) surveillance system and, since 2023, the dissemination of a toll-free number linked to the Customs Operations Room (SOD) for reporting acts of corruption.



- Zouheir Mejri
Director General
Customs of Tunisia





Contact us:

[a-cip@wcoomd.org.org](mailto:a-cip@wcoomd.org)

a-cip@wcoomd.org

Visit our website:

wcoomd.org

Follow us:

#ACIPprogramme



**World Customs
Organization**

#WCOOMD
wcoomd.org

