ANNUAL REPORT

WCO A-CIP Programme Implementation Highlights & Lessons Learned

APRIL 2023
# Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foreword</td>
<td>4</td>
</tr>
<tr>
<td>Introduction</td>
<td>6</td>
</tr>
<tr>
<td>1. Effective application of a blended approach to Technical Assistance and Capacity Building</td>
<td>8</td>
</tr>
<tr>
<td>2. Customs Integrity Perception Survey (CIPS) continues to provide insights</td>
<td>12</td>
</tr>
<tr>
<td>3. Creating new tools for a wider reach to all working towards Integrity in Customs</td>
<td>14</td>
</tr>
<tr>
<td>4. Tapping into Members’ expertise</td>
<td>20</td>
</tr>
<tr>
<td>5. Focus on the cross-cutting nature of Integrity in Customs</td>
<td>22</td>
</tr>
<tr>
<td>6. Lessons to take forward</td>
<td>25</td>
</tr>
</tbody>
</table>
I commend and thank the A-CIP Programme, its partners, and the WCO, for the steadfast commitment and work to further anti-corruption and integrity in Customs. Canada strongly supports work to combat corruption and illicit trade, and values the work being done by the WCO A-CIP Programme to strengthen Customs Institutions, which in turn, increases regional security and responds to the threats posed by transnational organized crime. Canada Border Services Agency’s ongoing contributions to the A-CIP Programme should also be highlighted, as their support to facilitate various workshops is crucial to all Customs administrations, as they help to foster and align common values and goals, and provide opportunities to share knowledge, experiences and successes. These elements contribute to strengthening Customs administrations for the future.

The A-CIP Programme is the first of its kind at the WCO: being fully dedicated to the improvement of good governance and integrity, and the fight against corruption which results in revenue loss, distortion of trade and loss of legitimacy of institutions and states. While Customs are at the forefront of serving people, they are also complicated and sophisticated institutions, and so require extensive expertise, need institution-specific solutions, as recommended by the United Nations General Assembly.

The WCO created the Arusha Declaration, and updated it into the Revised Arusha Declaration concerning good governance and integrity in Customs, and the WCO A-CIP Programme helps our Members implement it. It does so, by providing a structured multi-year solution and by focusing on WCO mandate and areas of work, the A-CIP Programme sets standards by creating and enhancing integrity-related tools; it contributes to cooperation by sharing best practices and experiences, creating pools of experts; and it conducts technical assistance and capacity building workshops.

Customs is a microcosm of society and mirrors it. Others, including institutions and countries, are looking at the A-CIP Programme and its progress, and this is a great invitation to move forward on the important agenda. The WCO being action- and results-oriented, the A-CIP Programme lead the way in tailor-made solutions, adjusting to the settings of its beneficiaries. By using performance measurement and data analysis, the A-CIP Programme has spearheaded innovated ways to fight corruption. The WCO and the A-CIP Programme are committed to advance more in this area, for the sake of society, as it contributes to the Sustainable Development Goals, including gender equality and human rights.
Introduction

Since the A-CIP Programme’s kick off in 2019, the Programme underwent several phases of rapid expansion, thanks to the generous addition of funding from Norway and Canada which allowed A-CIP to reach more Members. 2022 was the first year where every A-CIP partner administration had moved beyond scoping, identifying objectives, and planning their work under the Programme. All are now fully in the swing of implementing the activities that aim to bring about the desired changes.

The A-CIP Programme has come far since its inception. Not only have the participants in A-CIP expanded, but in this short time and in the face of a global pandemic, the WCO A-CIP Programme and its partner administrations, together, have built a whole new set of infrastructure around the topic of integrity in Customs.

As highlighted during the 2023 WCO Integrity Sub-Committee, the contributions of the A-CIP Programme and the hard work of all its partner administrations is clearly having an impact, and the wider Customs community and global anti-corruption community is paying attention.

“Jordan Customs Department (JCD) continues its efforts to fight corruption and enhance integrity in cooperation with national regulatory authorities such as the Jordanian Anti-Corruption, Integrity Enhancement Commission and international bodies such as the WCO. JCD’s goal under the A-CIP Programme, to increase transparency and improve client service complements the advanced level of electronic transformation achieved by the Department. This reduced direct communication between JCD employees and service recipients, earning it the Electronic Transformation Award at the Kingdom level. In addition, by working on advanced developments for Customs control and risk management, JCD has facilitated procedures at border posts and increased client satisfaction.”

Major General Jalal Salem Qudah, Director General, Jordan Customs Department
Over the last year, the WCO A-CIP Programme has conducted 68 technical assistance and capacity building activities with its 23 active beneficiary partner administrations. This has included 22 in-country workshops as well as 6 sub-regional meetings. These activities covered a number of different topics including building cultures of integrity, internal affairs, as well as technical assistance to help administrations make the connect between various Customs technical topics, such as Authorized Economic Operators (AEO), risk management and valuation, with anti-corruption efforts, in line with each countries' specific objectives under the Programme.

More than 1,200 Customs officials have been involved in these direct interventions over the last year from the WCO A-CIP Programme and a 98% knowledge increase in relevant topics has been reported as a result during this period. Across the Programme, tailored results indicators show that all participating administrations made real progress towards their specific objectives over the period.
Customs of Burkina Faso are advancing the A-CIP Programme’s objectives in the country:

- by our individual commitment and by leading change within Customs,
- through massive communication to the public,
- via governance by example: “Doing what we say and saying what we do”.

In this respect, the A-CIP Programme serves as a concrete support for sincere and committed discussions with political authorities.

Mr. Amadou Ouedraogo, A-CIP Committee, Direction General for Customs, Burkina Faso

### 1. EFFECTIVE APPLICATION OF A BLENDED APPROACH TO TECHNICAL ASSISTANCE AND CAPACITY BUILDING

<table>
<thead>
<tr>
<th>Technical assistance</th>
<th>Active beneficiary partner administrations</th>
<th>In-country workshops</th>
</tr>
</thead>
<tbody>
<tr>
<td>68</td>
<td>23</td>
<td>22</td>
</tr>
<tr>
<td>Customs officials</td>
<td>Active beneficiary partner administrations</td>
<td>In-country workshops</td>
</tr>
<tr>
<td>1,200</td>
<td>6</td>
<td>98%</td>
</tr>
<tr>
<td>Sub-regional meetings</td>
<td>Knowledge increase</td>
<td></td>
</tr>
</tbody>
</table>

On the occasion of International Anti-Corruption Day on 9 December 2022, A-CIP Partner Administrations took time to reflect on the importance of their work under the Programme. Through a series of recorded videos and written contributions, they demonstrated how they have all been translating high level anti-corruption policies into concrete responses that are relevant in the day-to-day practice of Customs.
Supplementing the technical assistance and capacity building activities of the Programme, work continues to help each Member to make best use of the CIPS data, and a new analytics resource on the WCO A-CIP Team have aided in further deepening the analysis of the global results data, aggregated and anonymized.

In addition to providing insights to guide integrity-related decision-making and actions within each administration, the data collected from this exercise will be compared with baselines established at the beginning of the Programme and will be used to assess the performance so far of interventions made under the Programme. A second iteration of the Customs Integrity Perception Survey (CIPS) took place in 10 A-CIP partner administrations and data has been collected on the ground from more than 3,000 Customs officials and nearly 2,900 representatives from the Private Sector between January and March 2023.

Key findings include the fact that the data supports the long-held assumption that integrity is a cross-cutting issue and synergies should be promoted. The combined global statistics from the 10 countries surveyed show that perceptions have improved among Customs Officials in all 10 of the key factors. The CIPS is an innovative institution-specific approach to collecting information on perceptions of integrity. It has attracted attention and interest from Members outside of the WCO A-CIP Programme (including in Nigeria and Kazakhstan in 2023). Others in the global anti-corruption community have also shown interest in the tool this year, including the International Monetary Fund and the Basel Institute for Governance. The WCO A-CIP Programme Partner Administrations can be proud of their involvement in this ground-breaking initiative.

Several A-CIP partner administration have encouraged their other government agencies and functions (e.g. tax department within combined revenue authorities,) to consider best practices from the A-CIP Programme. And in some, other government agencies are looking at Customs as a role model. Some Customs administrations are even influencing national anti-corruption policies. Finding synergies with these other parts of government remains important and some administrations, in addition to A-CIP are working on other bilateral and multilateral initiatives.

"Following the mandate of our President Xiomara Castro in the firm fight against corruption, the Honduras Customs Administration conducted the Customs Integrity Perception Survey, within the framework of the A-CIP Programme, which has helped us to identify the ten key factors of the Revised Arusha Declaration.

As a result of this survey, we have designed a plan to strengthen integrity, human talent and to ensure that all actions of our Customs officials are carried out with transparency."

Mr. Fausto Cálix, Executive Director, Customs Administration of Honduras
Over the past year, the Programme has also been active in the support of developing new tools and materials, many of which were presented at the 22nd session of the Integrity Sub-Committee. For example, the Internal Affairs training curriculum has been further developed and a new Internal Affairs e-learning module is available in English, French, Portuguese, Spanish and Arabic on the WCO CLiKC! platform.

Ms. Asante Mazulu, Employee & Industrial Relations Manager, Malawi Revenue Authority

“Following a series of workshops during which WCO A-CIP experts and MRA officials had productive conversations on ways to reinforce our internal affairs related processes, MRA concluded that there was an emerging need to enable disciplinary panels to reach fair and consistent decisions on all cases presented to them.

In this regard, internal affairs and human resources division, first collaborated to upgrade the existing Disciplinary and Grievance Handling Code to address this need. This initiative fortifies the level of rigour, transparency, consistency and fairness required within this critical stage.”

Ms. Asante Mazulu, Employee & Industrial Relations Manager, Malawi Revenue Authority
New Internal Affairs e-Learning Module launched on the WCO CLiKC! Platform

This training aims at emphasizing the added value and impact of an Internal Affairs function in fighting corruption and promoting integrity through prevention and investigation activities. It will provide Customs officials with a better understanding of Internal Affairs-related processes, procedures, and activities that will positively impact their level of integrity and that of the overall administration.

At the end of the course, the learners will be able to appreciate the importance of the Internal Affairs function and distinguish the mechanisms (transparent, accessible, and safe) for receiving as well as assessing and managing corruption, misconduct or malpractice complaints. The e-learning module also provides guidance related to an administrative investigation process, the common challenges facing an investigator, and ways to overcome these challenges. Some further instructions related to the interviewing process, as well as an effective report, are also detailed.

This complements the existing WCO Integrity e-learning module that was developed previously under the Programme which remains a useful resource for establishing a foundational understanding of integrity in the Customs context and which was completed by nearly 1,100 additional Customs officials in 2022 alone.

Two CLiKC! learning events for A-CIP partner administrations, held at the end of last year in English and in Spanish, provided nearly 300 participants with an enriched, facilitated learning experience supplementing the WCO Integrity e-learning module with support from tutors and very active online discussion groups. This approach was well received and Members expressed an interest in replicating this model themselves.
A new curriculum and training material for Building a Culture of Integrity have also been consolidated and developed over the period, in line with the WCO Revised Arusha Declaration key factor on Morale and Organizational Culture and presented to the 22nd Session of the Integrity Sub-Committee for feedback.

“We want to ensure the sustainability of integrity promotion. The A-CIP Programme is supporting the implementation of the Next Generation Network (NGN) of SENAE, which will be driven by a community of dynamic, committed, and innovative employees within SENAE. The NGN will be a catalyst for transformation and innovation within SENAE, bringing together young and experienced employees dedicated to the development of the next leaders and decision-makers.”

Ms. Carola Ríos, Michaud, Director General, National Customs Service of Ecuador (SENAE)

“We were elated to partner with the World Customs Organization. This partnership has assisted the Agency in many ways, chief among them are the utilization of the Corruption Risk Mapping techniques and the administration of the Customs Integrity Perception Survey. We thank the WCO A-CIP Team for assisting to position the Agency as an ambassador of integrity and we look forward to further collaborations.”

Velma Ricketts Walker, Commissioner and CEO for the Jamaica Customs Agency

In January 2023, on the occasion of International Customs Day and under the slogan “Nurturing the Next Generation: Promoting a Culture of Knowledge-sharing and Professional Pride in Customs”, the WCO Secretariat invited Members to look at how they support newly-recruited officers, facilitate the sharing of knowledge, and heighten the sense of pride in being part of this institution and of the global Customs community. Placing human capital, and especially the new generation, at the heart of the transformation of Customs is an approach the WCO has been advocating for a number of years. The A-CIP Programme has already been laying the groundwork for this, and in the past year, beneficiary countries have the opportunity to build a Next Generation Network (NGN), an inclusive initiative that aims at giving a voice to future leaders. Their views and expectations may help shaping their organization of tomorrow with integrity as the cornerstone.

In the period between July and December 2022, the new site (rad.wcoomd.org) received more than 48,000 unique views.

“Tunisian Customs opted for an innovative and unprecedented approach consisting of the creation of a Next Generation Network (NGN) bringing together young civil servants from all sectors of the organisation, working in the regions and in central services. They were brought together, with the support of WCO experts, to carry out a diagnosis in order to evaluate the situation in relation with the recommendations set out by the Revised Arusha Declaration, to draw up a strategy and to identify actions to support the promotion of integrity in Customs.”

Captain Nadia, Chebbi, Inspector at Radès Customs Office, Tunisian Customs

Lastly, a new digital version of the WCO Revised Arusha Declaration Concerning Good Governance and Integrity in Customs, available in 8 languages, provides Members a more accessible, and mobile-friendly route to the content of the Declaration. In the period between July and December 2022, the new site (rad.wcoomd.org) received more than 48,000 unique views.

“Work continued over the period to develop a Supplement to the Corruption Risk Mapping Guide, with new risks and operational process groups identified. This will assist Customs managers and officials involved in specific operational activities to better appreciate and understand the corruption risks associated with their environment. It will also help officials responsible for the internal affairs of their organisation to better understand the specific corruption risks associated with Customs operations with which they may not be familiar.”

Ms. Carola Ríos, Michaud, Director General, National Customs Service of Ecuador (SENAE)
All of this last year’s technical assistance and capacity building activities, tools, and materials have been possible due to the excellent contributions of a wide variety of experts. In addition to the WCO A-CIP Programme Team of experts, and WCO Lead Officials, more than 44 Member Experts (17 women: 27 men) from 19 different countries from 5 WCO regions have contributed to the work of the Programme over the past year alone.

The Member Experts who contribute to the A-CIP Programme bring specific knowledge in different topics, including Integrity Development and Customs Modernization as well as areas including but not limited to Internal Affairs, AEO, Risk Management, Consultation Mechanisms, and Revised Kyoto Convention (RKC). A first accreditation of WCO Integrity Development Experts, held online in January 2023, will further strengthen the pool of experts that the WCO A-CIP Programme can access.

A combination of two main factors have led to the continued success of the WCO A-CIP Programme’s utilization of Member Experts over the period. The first is the flexible approach to blended virtual and in-person modes of delivery which allows Member Expert availability to be taken into account alongside beneficiary needs. The second is the role of the full time donor-funded Experts on the WCO A-CIP Programme Team, who play a key coordination and steering role and seek to lift the burden of work from Member Experts as much as possible.
Customs as a leading example of institution-specific responses to corruption

The global Customs community, with the World Customs Organization and its Flagship A-CIP Programme, leading the way, have identified and implemented innovative integrity initiatives that are tailored to their specific administrative and operational environment. They acknowledge that institution-specific responses to corruption are not only needed, but are critical as Customs is the first line of defense and an important link in the supply chain. This Customs-centric approach is outlined in the WCO’s key policy instrument, the Revised Arusha Declaration Concerning Good Governance and Integrity in Customs, key instrument used under the A-CIP Programme.

On 7th December 2022, the A-CIP Programme hosted a panel discussion and workshop at the International Anti-Corruption Conference in Washington, DC. Speakers included senior officials from U.S. Customs and Border Protection, Jamaica Customs Agency, Malawi Revenue Authority and Canada Border Services Agency.

The panel specifically highlighted the benefits to their respective organizations of an “institution-specific approach” to integrity, such as the WCO A-CIP Programme that is tailored to the specific corruption risks inherent in the Customs administrative and operational environment. The representatives also shared some of the most effective controls that their respective organizations put in place for preventing and combatting corruption. For example, implementation of new/revised processes, organizational structure changes, and modified roles and responsibilities.

Opening the discussion, representatives of the WCO A-CIP Programme’s funding partners, Norway and Canada, explained why they chose to support Customs institutions specifically in their fight against corruption through the Programme. They pointed to important links between Customs’ ability to restrict corrupt behaviour and its ability to tackle cross-border crime and enhance the trade environment.

Customs administrations are key players within the cross-border trade environment, and their contribution is critical in tackling cross-border crime, facilitating trade, and building economies. The WCO, via the A-CIP Programme, aims at inspiring other public institutions, increasing knowledge on the matter, and expanding the network for collective action in combatting corruption in the public sector. The A-CIP Programme support beneficiary countries in translating high-level anti-corruption strategies into concrete responses that are relevant in the day-to-day practice of Customs.

In addition to the core work of the WCO A-CIP Programme, supporting its partner administrations in their respective initiatives to combat corruption, and as part of its work to create new tools for all WCO Members, 3 joint initiatives took place in the past year that helped highlight the links between integrity and specific areas of Customs administration and operations. These included contributions by WCO A-CIP Programme experts to AMS ROCB training initiatives, as well as regional-level workshops on AEO and Trade Facilitation Agreement (TFA) implementation.

Furthermore, in December 2022, the A-CIP Programme hosted a panel discussion at the International Anti-Corruption Conference (IACC), that highlighted Customs’ role as a leading example of institution-specific responses to corruption.
6. Lessons to take forward

Links between integrity and other cross-cutting issues such as gender equality and diversity have also been reviewed over the period. A-CIP Programme activities themselves are designed to ensure participation is broadly representative of the populations of the participating administrations (approximately 1:3 women to men staff). A workshop held in July 2022 with the Programme’s partner administrations from the Americas & Caribbean region looked at how Customs administrations can manage integrity-related initiatives effectively and inclusively.

The A-CIP Programme Management Team will continue to ensure effective application of a blended approach with strengthening of the results. Towards this end, it will leverage recent initiatives such as the development of performance measurement support for Internal Affairs and ongoing development of the WCO’s Performance Measurement Mechanism (PMM).
Integrity is a shared responsibility. Customs officials and all participants of international trade environment must take ownership of integrity matters. The WCO A-CIP Programme advocates a partnership approach to integrity in customs as it takes a change in mindset and behaviours on both sides to effect real gains in the fight against corruption.

The General Directorate of Customs (DGA) of El Salvador published the results of the Customs Integrity Perception Survey (CIPS) on DGA’s website to reaffirm to its stakeholders its commitment with transparency, accountability and open communications.

“Integrity is a shared responsibility. Customs officials and all participants of international trade environment must take ownership of integrity matters. The WCO A-CIP Programme advocates a partnership approach to integrity in customs as it takes a change in mindset and behaviours on both sides to effect real gains in the fight against corruption.

The General Directorate of Customs (DGA) of El Salvador published the results of the Customs Integrity Perception Survey (CIPS) on DGA’s website to reaffirm to its stakeholders its commitment with transparency, accountability and open communications.”

Customs Direction General of El Salvador

Ghana Revenue Authority (GRA) has been leveraging the WCO A-CIP Programme guiding principle collective action in building their integrity-related activities. GRA has worked in close collaboration with the Ghana Integrity Initiative (GII) on the development of a corruption reporting mechanism.

A working group is currently put together, comprising of GRA, GII, the Commission on Human Rights and Administrative Justice (CHRJA) and the private sector, responsible to organize a two-day engaging and dynamic conference to sensitize the different partners to the corruption reporting mechanism, the Customs Integrity Perception Survey (CIPS) and to develop a joint integrity agenda.

“The WCO A-CIP Programme draws from the experiences shared by Members contributing to the WCO Working Group on Performance Measurement and its Performance Measurement Mechanism (PMM) to identify and offer an alternative indicator for the A-CIP Programme’s General Outcome 1 (“Monitoring and implementation of integrity initiatives in line with the Revised Arusha Declaration improved”). As some Members have faced challenges with calculating this indicator, a maturity model may provide a useful alternative.

The second iteration of the Customs Integrity Perception Survey (CIPS) data should provide a first opportunity to use the tool in a comparative perspective. With new resources in data analytics, the Programme will continue to support partner administrations to make the best use of the data and Members are expected to benefit from further insights expected from global analysis of the data.

Leveraging its unique role as a start-up incubator, or a laboratory for testing anti-corruption initiatives in the area of Customs, the Programme will continue to be a catalyst for new tools for a wider reach to all working towards Integrity in Customs. In addition to building on the curricula already identified, a new curriculum for Collective Action is planned, to consolidate support to Members in this important area.

“Ghana Revenue Authority (GRA) has been leveraging the WCO A-CIP Programme guiding principle collective action in building their integrity-related activities. GRA has worked in close collaboration with the Ghana Integrity Initiative (GII) on the development of a corruption reporting mechanism.

A working group is currently put together, comprising of GRA, GII, the Commission on Human Rights and Administrative Justice (CHRJA) and the private sector, responsible to organize a two-day engaging and dynamic conference to sensitize the different partners to the corruption reporting mechanism, the Customs Integrity Perception Survey (CIPS) and to develop a joint integrity agenda.”

Mr. Iddrisu Iddisah Seidu, Commissioner, Customs Division, Ghana Revenue Authority

Mr. Iddrisu Iddisah Seidu, Commissioner, Customs Division, Ghana Revenue Authority

26 WCO A-CIP PROGRAMME ANNUAL REPORT | April 2023

27 WCO A-CIP PROGRAMME ANNUAL REPORT | April 2023
A majority of A-CIP partner administrations are focusing on collective action, underscoring the importance of this topic to their work under the Programme. In its efforts to strengthen its efforts in this topic, the A-CIP Programme consolidated a training curriculum for collective action. The curriculum is put in context of the extensive existing activity in this direction by partner administrations, including engaging the private sector on the CIPS results and building consultation mechanisms, as well as engagement with other government agencies through relationships with external controls and coordinated border management.

Nearly all A-CIP beneficiaries stress the importance of listening and giving a voice to the Private Sector as they can bring different perspectives or views on integrity: private sector and Customs have separate but complimentary interests. Partner administrations reported receiving strong signals that the private sector are ready to join the fight against corruption and a change of paradigm was noted: partner administrations are going from informing the private sector to a two-way process: having dialogue, conversation or discussion with them.

Collective Action: An Integrity Electron

- Civil Society/ Media
- Anti-Corruption Bodies
- Integrity
- NGOs
- OGA
- Private Sector
- Customs
Collective Action - Foundation

- Why we need to engage stakeholders in anti-corruption activities (including how it links with other streams such as building a culture of integrity and internal affairs).
- How to do stakeholder mapping (knowing who your stakeholders are, understanding their level of interest, impact and different needs).
- Understanding levels of stakeholder engagement (informing, consulting, involving, collaborating), what methods can be used.
- Why and how to be inclusive (gender and diversity, etc.).
- How we communicate on integrity specifically, pitfalls and challenges as well as successes, etc.

Collective Action - Advanced

- Implementing consultation mechanisms with private sector for increasing transparency and predictability, in line with TFA - Relevant to Modernization and Reform, Regulatory Framework, Relationship with Private Sector.
- Developing joint agendas with private sector on integrity/anti-corruption matters - Relevant to Relationship with Private Sector, Audit and Investigation, Leadership and Commitment.
- Enhancing CBM with others on the front line on corruption - Relevant to Audit and Investigation, Leadership and Commitment, Reform & Modernization.
- Engaging with other national anti-corruption actors, national anti-corruption agencies, judiciary - Relevant to Audit and Investigation, Leadership and Commitment.
- Other topics such as: Measuring effectiveness of integrity.

Collective Action Training Curriculum (draft presented to the 22nd ISC)

**PREREQUISITES**

- WCO Integrity e-Learning Module
- WCO Leadership and Management Development e-Learning Module
- WCO Integrity Development Guide (IDG)

**CA001** - Informal discussion between WCO Collective Action experts and partner country senior management

**CA002** - Questionnaire to survey current state of Collection Action initiatives

**FOUNDATION**

**CA101** - Basics of Stakeholder Engagement (Customs Audience)

**CA102** - Basics of Stakeholder Engagement (Private Sector Audience)

**ADVANCED**

**CA201** - Collective Action on subject matters that will impact Customs and Private Sector positively

**CA202** - Collective Action using CIPS results as a vehicle for change

**CA203** - Collective Action (Coordinated Border Management) and Integrity

**CA204** - Collective Action: Engaging Anti-Corruption Bodies and/or NGOs on integrity

**CA205** - Professionalization of Private Sector Key Functions (Private Sector audience)

**In development**

6. LESSONS TO TAKE FORWARD

**PREREQUISITES**

- WCO Integrity e-Learning Module
- WCO Leadership and Management Development e-Learning Module
- WCO Integrity Development Guide (IDG)

**CA001** - Informal discussion between WCO Collective Action experts and partner country senior management

**CA002** - Questionnaire to survey current state of Collection Action initiatives

**FOUNDATION**

**CA101** - Basics of Stakeholder Engagement (Customs Audience)

**CA102** - Basics of Stakeholder Engagement (Private Sector Audience)

**ADVANCED**

**CA201** - Collective Action on subject matters that will impact Customs and Private Sector positively

**CA202** - Collective Action using CIPS results as a vehicle for change

**CA203** - Collective Action (Coordinated Border Management) and Integrity

**CA204** - Collective Action: Engaging Anti-Corruption Bodies and/or NGOs on integrity

**CA205** - Professionalization of Private Sector Key Functions (Private Sector audience)

**In development**
Recognizing that Customs-to-Customs knowledge and experience sharing is one of the primary assets of the Programme, the WCO A-CIP Team will continue to invest in and foster the relationships with Members who are willing to be sources of such expertise.

Lastly, focusing on the cross-cutting nature of Integrity in Customs and showing what this means in practice is critical to the success of the Programme.

Continued efforts in the area of corruption risk mapping of key Customs operational processes will aid this, as well as growing awareness of the concrete links between integrity and Customs’ mandates for trade facilitation, revenue, security and enforcement. An upcoming example in this regard is the inclusion of integrity considerations in the 43rd Meeting of the Enforcement Committee.

"As a member of the A-CIP Programme, the ANAM is working in collaboration with the WCO and other international organizations, such as the United Nations Office on Drugs and Crime (UNODC), in mapping vulnerabilities of corruption related to functions and customs procedures and processes. The corruption risk mapping aims at increasing awareness about breaches in controls and the development of mitigation measures. Thus, the ANAM is working in becoming a benchmark in the fight against corruption in Customs."

National Customs Agency of Mexico

The WCO and its Members all had a vision, as laid out in the WCO Revised Arusha Declaration, but less clarity on how to get there. Through the A-CIP Programme, partner administrations came together with a commitment to find a way, learning from each other, and building new tools as they went: CIPS and training curricula to fill knowledge gaps.

Four years into the Programme, actions are beginning to achieve results and all actors are motivated to continue exploring further, new areas that need attention, to continue making a difference, building integrity for all within the Customs community.