ANNUAL REPORT

WCO A-CIP Programme
Implementation Highlights & Lessons Learned

FEBRUARY 2024
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I commend and thank the WCO, the A-CIP Programme, and their partners for the steadfast commitment and work to further anti-corruption and integrity in Customs. So far, the Programme has supported 25 beneficiary countries from 5 WCO regions. For the past 3 years, Canada has been proud to financially support the Programme’s work in 8 countries in the Americas and Caribbean region. The A-CIP Programme has provided inclusive and gender responsive technical assistance and capacity-building to these Customs Institutions to develop strategies and action plans that align with the ten key factors of the Revised Arusha Declaration, which aims to improve the efficiency of member administrations and reduce or eliminate opportunities for corruption. 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 to align common values and goals; and provide opportunities to share knowledge, experiences and successes. These elements contribute to strengthening Customs administrations for the future.

Toril-Iren Pedersen
Assistant Director, Norwegian Agency for Development Cooperation (Norad)

Jennifer Loten
Director General of the Bureau for International Crime and Terrorism, Global Affairs Canada

Customs organisations are essential partners in the promotion of financial integrity and against corruption. But it is not a challenge that can or should be tackled by customs organizations alone. Norad applaud that new thematic focus areas are being added to the WCO A-CIP Programme’s agenda, and that more Customs administrations are showing interest in making commitments to the Programme. We also welcome the efforts to integrate Customs reform with wider reforms of tax, public financial management, data for decisions, and regional and international efforts to stem illicit financial flows. Moreover, in light of the forthcoming United Nations Financing for Development Conference in 2025, we see an opportunity for the WCO and its A-CIP Programme to highlight the potential Customs have in generating domestic revenues and building trust.
The World Customs Organization has been a global leader in promoting integrity and good governance in Customs Administrations. Having been involved in the development of the Revised Arusha Declaration, I understand the complexities and the critical nature of this endeavor. One of the major keys to the organization’s success in this area is the WCO Anti-Corruption and Integrity Promotion (A-CIP) Programme.

The WCO A-CIP Programme continues to be instrumental in guiding WCO Members towards improved integrity practices and providing necessary support for their implementation. It enables Members to strengthen their Customs operations against corruption, ensuring more effective and transparent processes.

A key aspect of the Programme is its focus on building capacity within individual Member administrations, recognizing that the global Customs system’s effectiveness depends on the strength of each member. To this end, the WCO has developed a range of resources, including guidance notes and toolkits. The WCO A-CIP Programme has expanded these resources, emphasizing practical application to achieve measurable improvements.

Collaboration with various stakeholders, especially the private sector, is a significant part of the Programme’s strategy. This approach is in line with the ‘Relationship with the Private Sector’ key factor of the Revised Arusha Declaration. The use of tools like the Customs Integrity Perception Survey (CIPS) demonstrates the Programme’s commitment to inclusive and comprehensive strategies against corruption.

The progress since the introduction of the Arusha Declaration reflects the WCO’s dedication to moving from theory to practice in promoting integrity in Customs administration. The A-CIP Programme has been central to this effort, contributing to the development and implementation of integrity initiatives across a range of WCO Members.

I would like to close this introduction by confirming that the WCO’s commitment to integrity and transparency in Customs administration is unwavering. The A-CIP Programme, with its targeted and practical approach, continues to be a cornerstone in our efforts to enhance the effectiveness of Customs operations globally. The progress made in 2023, particularly in areas such as internal governance, integrity culture, and stakeholder engagement, sets a solid foundation for future endeavors. We remain dedicated to this path, ensuring that the principles of the Revised Arusha Declaration are not only upheld but also actively integrated into the daily operations of Customs administrations worldwide. The WCO, through initiatives like the A-CIP Programme, is steadfast in its mission to foster a more secure and efficient global trade environment.
Since its inception in 2019, the World Customs Organization (WCO) Anti-Corruption and Integrity Promotion (A-CIP) Programme is the primary vehicle for WCO Members to receive related technical assistance and capacity building support, in a sustained manner, and over a multi-annual period. It responds to the fact that combating corruption and instilling integrity behaviours within an institution takes time.

It is a country-led initiative in that, under its bilateral component, Members who come forward to be partner administrations of the Programme make a series of commitments that ensure the orientation of the work aligns with their respective national needs. These include individualised A-CIP country-level project plans, with clear objectives and results indicators.

2023 was a pivotal year for the 23 active partner administrations of the bilateral component of the Programme as it represented the half-way point of their implementation efforts. It was an excellent year to take stock, and a mid-term external evaluation of the portion of the Programme funded by Norway aided in providing important insights.

The year also saw great strides in developing Members’ capacity around internal affairs, culture of integrity and gender equality and diversity. This thanks to new tools, developed under the multilateral component of the Programme. The multilateral component ensures WCO A-CIP Programme outputs are accessible to all WCO Members. It is also aligned with the new WCO Integrity Sub-Committee (ISC) Work Programme 2022-2025 which ensures consistency with the needs and views of Member administrations.
From January to December 2023, the WCO A-CIP Programme has conducted 88 technical assistance and capacity building activities with 23 active beneficiary partner administrations. This has included 77 in-country workshops as well as 11 sub-regional and regional meetings.
These activities covered a number of 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 exemption procedures, Authorized Economic Operators (AEO) and risk management with anti-corruption efforts, in line with each countries’ specific objectives under the Programme.

More than 1,600 Customs officials, of which 32.6% are women, have been involved in these direct interventions from the WCO A-CIP Programme in 2023. That year, 45 of the activities were evaluated by the participants and 81.6% reported knowledge increase in relevant topics as a result.

Number of Customs officials participating in the Programme’s activities from the 5 WCO regions

<table>
<thead>
<tr>
<th>Region</th>
<th>Men</th>
<th>Women</th>
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<tbody>
<tr>
<td>WCA</td>
<td>420</td>
<td>103</td>
</tr>
<tr>
<td>AMS</td>
<td>152</td>
<td>235</td>
</tr>
<tr>
<td>ESA</td>
<td>209</td>
<td>156</td>
</tr>
<tr>
<td>MENA</td>
<td>70</td>
<td>62</td>
</tr>
<tr>
<td>AP</td>
<td>83</td>
<td>21</td>
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</tbody>
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Number of Customs officials (1,600+): 1,600 Customs officials. 32.6% of Customs officials are women: 32.6%. 45 Activities evaluated: 45 Activities. Knowledge increase: 81.6%
On the global level, ongoing communications and coordination activities have helped spread the Programme’s reach and 7 new tools and resources were developed following extensive consultation and collaborative efforts between WCO A-CIP Programme, Member experts, and other key stakeholders.

“The Programme’s commitment to developing an Integrity Action Plan and embedding integrity into internal audits has been instrumental. Nepal Department of Customs acknowledges WCO’s exceptional support, anticipating continued collaboration to foster transparency, accountability, and integrity in Customs operations”.

Nepal Department of Customs

“We are continuing our internal institutional communication to strengthen team spirit and encourage colleagues to take ownership of the A-CIP Programme through social networks, the Internet and other means.”

General Directorate of Customs of Niger

In matters of improving risk management, we have recently benefited from the technical assistance of experts to create better risk management policies which will be implemented in 2024 by the intelligence management department.

Customs Administration of Honduras
2. Identifying Results

Across the Programme, tailored results indicators show that all participating administrations made real progress towards their specific objectives over the period. This was acknowledged by the external evaluator who assessed the Programme was on track to achieve its results.

At the outcome level, that tracks behavioral changes, data is used from Customs Integrity Perception Survey (CIPS), which was developed through the Programme specifically for this purpose. The second iteration of CIPS in 17 countries in 2023 provides an opportunity to track progress towards these outcomes.

Overall, the results of the second iteration of CIPS showed positive direction of perceptions in general across participating countries. More specifically, a 79% improvement of perceptions across all respondents was recorded in key factors under which specific initiatives were made with direct support from the WCO A-CIP Programme across all 17 countries, in contrast with 67% improvement for key factors that were indirectly supported by the Programme.

- 17 countries undertook second iteration of CIPS
- 67% improvement in key factors indirectly supported by the Programme
- 79% improvement in key factors directly supported by the Programme
2. IDENTIFYING RESULTS

The WCO A-CIP Programme has been supportive with the review and update of Antigua and Barbuda Customs and Excise Division (CED) Customs Reform and Modernization Plan, as well as the enhancement of key processes. In some instances, the private sector and other border agencies were involved. In addition, the WCO A-CIP Programme has also been supportive in the creation of consultation mechanisms with stakeholders to increase mutual trust and the enhancement of the relationship with our private partners.

*Antigua and Barbuda Customs and Excise Division*

“The A-CIP Programme has offered a number of benefits to Tanzania Revenue Authority (TRA) including improved monitoring and implementation of the TRA Anti-Corruption Action Plan through WCO training on Key Performance Indicators for measuring integrity. Similarly, the A-CIP Programme, through stakeholders’ engagement, has increased the level of awareness by private sector and Customs officials on usefulness of Authorized Economic Operators (AEO) and on Customs Integrity Perception Survey results.”

*Tanzania Revenue Authority*

“The WCO A-CIP Programme has been instrumental in elevating Ethiopian Customs Commission (ECC) integrity initiatives. Under the Programme’s objective of enhancing the implementation and monitoring capabilities of integrity initiatives, the CIPS conducted in 2023 was helpful in revealing a surge in public trust and identifying vulnerabilities in Customs. It also proves its contribution in tracking the progress of public perception and agitating reforms in Customs through providing empirical evidences of major concerns of the private sector and Customs officials.”

*Ethiopian Customs Commission*

“With support from the WCO A-CIP Programme, a forum for dialogue has been established between the public and private sectors, where initiatives are promoted to facilitate the movement of goods across our borders. This creates a favourable environment so that companies can develop their operations more efficiently, generating greater economic activity and attracting investments to our country.”

*General Directorate of Customs of El Salvador*
A-CIP for All

During 2023, the following new resources to support Customs administrations in their fight against corruption were developed through the WCO A-CIP Programme’s multilateral component. These are available to all WCO Members and aligned with the WCO Integrity Sub-Committee’s working plan:

- Internal Affairs e-learning course, available on CLiKC! e-learning platform in Arabic, English, French, Portuguese and Spanish.
- Gender & Integrity Guidance Note and Information Video available on the WCO website.
- Three new WCO Integrity Web-series episodes available on the WCO website:
  - Episode 10: The role of Internal Control in the fight against corruption
  - Episode 11: The Next Generation Network and integrity
  - Episode 12: Customs Integrity Perception Survey (CIPS)
- Corruption risk maps of new processes, available on CLiKC!
- Three synthesis studies, produced by U4 Anti-Corruption Resource Centre, focusing on organized crime, geographic staff rotation, and the efficacy of undercover integrity testing.
3. New Tools In action

INTERNAL AFFAIRS E-LEARNING COURSE AND CLiKC! EVENT

The beginning of the year saw the release of new training material for an extensive internal affairs curriculum, developed through the WCO A-CIP Programme with assistance from Member experts. Included in this was a new internal affairs e-learning module, available to all WCO Members on the WCO CLiKC! e-learning platform.

From 28 October to 11 December 2023, nearly 200 officials from WCO A-CIP Programme partner administrations actively participated in an Internal Affairs learning event. This event took the form of a six-week tutored activity on the WCO CLiKC! Platform aimed at exploring the Internal Affairs e-learning module. Participants completed a series of 18 learning activities and engaged in live discussion forums. The learning event was delivered simultaneously in Arabic, English, French and Spanish and tutored by a team of eight Member experts in the topic.

The learning event aimed to provide a platform for exploring topics such as corruption, misconduct or malpractice reporting, administrative investigation, management of discipline, interviewing techniques and report writing. Most importantly, the participants focused on building change capacity and creating a collective wealth of knowledge through sharing views, perspectives, opinions and best practices.
Nearly 95% of participants strongly agreed that the opportunity to interact with other participants through discussion forum and surveys was positive; and over 98% agreed that overall, this Internal Affairs Learning Event had a positive impact on their capacity to act as an 'Internal Affairs Capacity Builder or Enabler’ within their respective administrations.

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95% of participants gave a positive opinion on the opportunity to interact with other participants

98% of participants agreed that the Internal Affairs Learning Event had a positive impact on their capacity
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“The capacity building support provided by the WCO A-CIP Programme on internal affairs has played a pivotal role in enhancing the internal affairs functions of Ethiopian Customs Commission (ECC). The Programme’s commitment to improving technical capabilities has empowered Customs officials, leading to more efficient and effective internal processes.”

*Ethiopian Customs Commission*

“The development of a code of ethics and general disciplinary rules is a positive follow-up to the findings of internal investigations.”

*General Directorate of Customs of Niger*
On the occasion of International Anti-Corruption Day, December 9th 2023, the WCO A-CIP Programme supported the release of a new video focusing on the links between gender equality and integrity. The video builds on an earlier Guidance Note on the topic, also developed through the Programme, published in June to help Members implement gender-sensitive and inclusive anti-corruption measures.

Both the video and Guidance Note leverage discussions on the topic held during the A-CIP Programme’s capacity building and technical assistance activities since 2019, as well as its collaboration with the WCO Gender Equality and Diversity Virtual Working Group.

The WCO seeks to help Members move forward their agendas on gender equality and diversity.

The WCO video on gender equality and integrity will be shared internally to raise awareness on the importance to incorporate a gender-focused approach in the fight against corruption. The guidance note will be useful to set up a strategy, relying on the Revised Arusha Declaration, to address gender-based violence and ensure the use of a gender-sensitive and inclusive language in our communications, in particular in matters of integrity, and to fight stereotypes.
"The use of video media is a good initiative as part of the A-CPI Programme’s awareness-raising efforts. We hope that this video will help to better understand the links between corruption and gender, and we expect it to be popularized in all Customs administrations for an inexpensive and high-impact awareness campaign."

WCO West & Central Africa Regional Office for Capacity Building

Addressing gender in anti-corruption policies makes sense from an economic and development perspective. The WCO A-CIP Programme encourages WCO Members to include a gender perspective alongside the WCO Revised Arusha Declaration key factors when implementing integrity initiatives. Members are encouraged to gender mainstream all anti-corruption and integrity actions, to ensure that women and men benefit equally, and that inequality is not perpetuated in the action itself.

With the help of the WCO A-CIP Programme and the WCO Gender Equality and Diversity Working Group, new insights and guidance for Members will continue to be gathered. For example, the Customs Integrity Perception Survey responses enable further analysis of the gender dimensions of the perceptions on integrity. And as more Members implement and monitor integrity-related initiatives, the collective experiences of all stakeholders will shed more light on this important issue. Looking forward, the WCO A-CIP Programme is also working with several partners to build Next Generation Networks within Customs administrations. These networks are committed to discussing all aspects of inclusion and diversity.
Having long recognized the value of country-led approaches to combatting corruption, the WCO A-CIP Programme’s exemplary role in this respect was highlighted at the tenth session of the UNCAC Committee of State Parties (COSP), held 11-15 December 2023.

By actively employing the WCO’s approach to implement agreed standards through country-led and peer-to-peer delivered technical assistance and capacity-building, the Programme is driven by Members being proactive in both introspection and openness about the challenges they face in combatting corruption within their ranks.

This is also reflected in the initiation, in 2023, of communities of integrity practice in the WCO Americas and Caribbean (AMS) region in April and West and Central Africa (WCA) region in November. These Communities provide a more localized platform of exchange and boost for country-led initiatives. The second iterations of the Customs Integrity Perception Survey (CIPS), also during 2023, have also provided new data that has supported this country-led introspection.

25 experts from 15 Members across 4 WCO regions have facilitated the Programme’s activities over the period. 12 experts from the Regional Office for Capacity Building (ROCB) and the WCO Secretariat also took part.
ORIGINS OF FACILITATORS

During 2023, not only were the knowledge and skills of Member experts leveraged, but the existence of strong training functions within the Customs community was also capitalized upon.

For example, between August and September an innovative training of integrity trainers for the WCO A-CIP Programme’s francophone partner administrations was organized together with the Training Academy of the Federal Public Service (FPS) Finance of Belgium. The initiative aimed to strengthen a culture of integrity and promote sustainability of integrity-related initiatives already conducted under the Programme. In October, the WCO Regional Training Centre in Mauritius, the Mauritius Revenue Authority and the WCO A-CIP Programme coordinated a training to strengthen the administrative investigations process related to internal affairs for the francophone partner administrations.
5. Fostering new partnerships

Building strong partnerships are essential to the Programme’s Principles for Implementation Results, in particular efforts to leverage collective action and synergies with parallel initiatives. A-CIP Programme partner administrations are both encouraged and directly supported in their efforts to reach out to key stakeholders in their fight against corruption. The Relationship with the Private Sector key factor of the Revised Arusha Declaration is a focus of the work in many of the A-CIP Programme partner administrations.

“Under the WCO A-CIP Programme, the Customs Division of Ghana Revenue Authority (GRA) formed partnerships with relevant stakeholders (Commission on Human Rights and Administrative Justice, Committee of Freight Forwarders’ Association, Ghana Integrity Initiative, Office of Head of Civil Service) with the aim to combat corruption, promote integrity within the Customs Administration. The success of Ghana’s participation in the WCO A-CIP Programme can be attributed to collaborative effort involving the Customs administration, WCO, anti-corruption institutions, and the private sector. We are now confident that there is a collective action to fight corruption and to improve the revenue mobilization capacity of Customs in Ghana.”

Ghana Revenue Authority

“At the Programme level, old partnerships were strengthened, and new were forged.

“With the Autoridade Tributária de Moçambique (AT) joining the World Customs Organisation Anti-Corruption and Integrity Promotion Programme, AT has improved in the area of collective action. Considering the relationship with external stakeholders, concerns were raised for a joint solution to problems that culminated in the following actions: development of materials to clearly explain how the “e-valuator” tool works, and harmonisation of timetables between the different players in the port of Maputo and Beira, which have led to improvements in the time it takes to import goods.”

Tax Authority of Mozambique

At the Programme level, old partnerships were strengthened, and new were forged.
INSIGHTS THROUGH ACADEMIC PARTNERSHIPS

The academic thinktank, U4 Anti-Corruption Resource Centre was engaged via Norad, as a mutual funding partner, to look into certain questions that were frequently raised by Customs administrations working under the WCO A-CIP Programme.

In response, U4, which is a joint initiative between CMI.no and Transparency International, produced three synthesis studies in 2023 to help answer these questions:

- Organised criminal groups’ use of corruption and physical threats against customs officials
- The efficacy of geographic staff rotation in preventing corruption in the customs sector
- The efficacy of undercover integrity testing in preventing corruption
BRINGING CUSTOMS AND NATIONAL ANTI-CORRUPTION BODIES CLOSER

In addition, WCO A-CIP Programme experts and partner administrations worked over the year with the Basel Institute on Governance, and the Southern African Development Community (SADC) Secretariat to strengthen links between Customs institutions of the region and their national anti-corruption bodies. This included contributions to the SADC Conference on Collective Action training for corruption prevention officers of the Member States’ anti-corruption agencies in May, as well as the Heads of Anti-Corruption Authorities Meeting in October.

RELATIONSHIP WITH THE PRIVATE SECTOR IN ACTION

Further fostering Customs’ relationship with the private sector on matters of integrity, in line with the Revised Arusha Declaration key factor on the same, in 2023 more than 9,000 Private Sector representatives have been engaged under the Programme as respondents to second iterations of the Customs Integrity Perception Survey (CIPS).

In April 2023, the WCO A-CIP Programme organized a joint event with the WCO Americas and Caribbean (AMS) regional Vice Chair and regional Private Sector Group (PSG) to discuss progress made on the letter of intent signed between the AMS Customs DGs and the regional PSG. The WCO A-CIP Programme lead a very active session on integrity during the WCO Private Sector Consultative Group (PSCG) meeting in June 2023. As a result, WCO Integrity initiatives featured this year at the FIATA Global Congress. PSCG representatives also participated in a vibrant discussion panel at the WCO Symposium on Organized Crime and Corruption in Customs, organized by the WCO A-CIP Programme in November.
CONNECTING ON COMMON CHALLENGES

The Symposium on Organized Crime and Corruption in Customs held in November, and attended by nearly 200 participants, also provided a forum to connect with other International Organizations and NGOs working on the issue, including Interpol, Europol, and the Global Initiative against Transnational Organized Crime, showing that common challenges can offer opportunities to forge new partnerships.

We have had the opportunity to present the issues we face in matters of organized crime, their impact on our administration, but mostly what we are concretely doing to address the issue. The inputs received from other sectors and academics have precisely allowed us to shed light on ways organized crime influences corruption in Customs. Above all, it has confirmed we, Customs, are best placed to internally orient measures to prevent it.

*Direction générale des douanes de Côte d’Ivoire*

The training partnerships developed during the year between WCO A-CIP partner administrations and other WCO Members, such as Belgium and Mauritius reflect the value of existing training functions across the Customs community designed to tackle common challenges in combatting corruption and promoting integrity.
Several lessons for the WCO A-CIP Programme implementation identified in previous years were incorporated into the programming for 2023.

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<tr>
<th>Earlier lessons - areas to build upon</th>
<th>2023 application and beyond</th>
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<td>Effective application of a blended approach with strengthening of the results</td>
<td>Programme activities continued to employ a blended approach that included both virtual and in-person activities.</td>
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![Delivery Mode](image)

- Fully Online: 45%
- Blended travel & online: 27%
- Only by Travel: 28%

Harness the data and provide further support in understanding CIPS

Workshops were held to support data analysis, in particular the comparisons of the first and second iterations of CIPS held in 17 countries over 2023.

In addition, the mid-term evaluation report noted that the Programme’s efforts with regards to CIPS data, as well as connecting with other performance measurement, governance and accountability indicators have been one of the most important aspects of the work so far. There is much more that can be done in this area.

A laboratory to test anti-corruption initiatives

New approaches to anti-corruption efforts in Customs have been given a boost this year through the insights gained through CIPS but also during the academic partnership with U4. New concepts were also explored during the Organized Crime and Corruption in Customs Symposium, continued work to explore corruption risk mapping as well as new efforts to strengthen Customs’ role in preventing the abuse of exemption policies.
Continued focus on the cross-cutting nature of integrity

Work continues to help administrations make the connect between various Customs technical topics, such as Authorized Economic Operators (AEO) and external risk management with anti-corruption efforts.

Customs-to-Customs knowledge and expertise

25 experts from 15 Members have facilitated the WCO A-CIP Programme activities over the period. 12 experts from the ROCB and the WCO Secretariat also took part.

However, helping beneficiaries connect not just with other WCO Members, but also other stakeholders is just as critical in the fight against corruption. The extensive work in the last year on stakeholder engagement and collective action has been important in this respect.

During this past year, aided by insights from the external mid-term evaluation, additional areas to build upon have been identified, including:

- **Peer learning:**
  to integrate more peer learning opportunities for A-CIP participating countries through WCO regional structures and communities of practice.

- **Gender activities:**
  to develop, with the production of the Guidance Note, further capacity building material making the links between Gender Equality and Diversity and Integrity.

- **Professional attachment visits:**
  to consider expansion to more countries.

Antigua and Barbuda Customs and Excise Division has also benefited tremendously from relationship built with officers from other countries involved in the A-CIP Programme, work done under the Communities of Practice, the exchange of data, the utilization of data and information collected to enhance integrity and reduce corruption.

Antigua and Barbuda Customs and Excise Division
Reaching out at the Programme level to new partnerships and investing in contact with other stakeholders working in the anti-corruption community has been a fruitful feature of the last year. This work will continue in the coming year, especially boosted by the 2024 WCO theme “Customs Engaging Traditional and New Partners with Purpose”.

Exploration of academic partnership and the initiation of research activity with U4 has the potential to help provide WCO beneficiaries a new perspective and perhaps answers on certain issues that have been around for a long time within the Customs community.

With the upcoming end of the Programme’s current funding tranches (Canada in March 2024, Norway later in 2025), emphasis will be on efforts that lead to sustainability of Programme results beyond the current funding cycles. This will include continued work on tools and materials that can be used to support Customs in their fight against corruption as well as the further development of local communities of practice and pools of expertise that will act as resources for Members now, and in the future.
As one door closes, another door opens, and opportunities for expanding funding for the Programme will also be explored. In 2023, more than 20 Members across several WCO regions officially expressed interested in becoming partner administrations of the Programme. Support to these Members will be dependent on future funding becoming available. Potential donors can be assured by the external evaluators’ clear assessment that the Programme offers excellent value for money and delivers results. The Programme also remains the flagship for institution-specific approaches to combatting corruption.
With initial financing from the Norwegian Agency for Development Cooperation (Norad), and additional funding from Canada, the Anti-Corruption and Integrity Promotion (A-CIP) Programme currently supports WCO Members in their efforts to combat corruption and promote integrity. The Programme aims at improving the business and law enforcement environment for cross-border trade in selected WCO member countries by making changes to the operational and administrative context that restricts corrupt behavior and promotes good governance in Customs services.