



**World Customs
Organization**

Customs Integrity Perception Survey

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What is the CIPS?

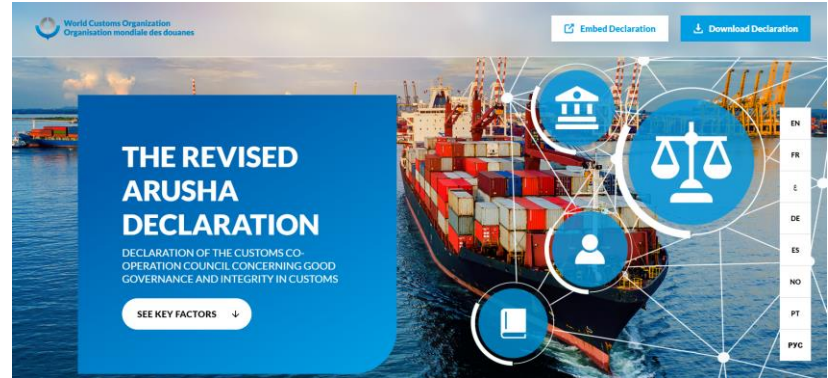


Difficult to assess integrity in Customs due to

- Numerous parties
- Complex procedures
- Large volume of goods
- ...



- ✓ Comprehensive approach
- ✓ Several methods of assessment
- ✓ Human behaviour → perceptions



CIPS questions & indicators



CIPS transforms integrity into

- Adherence to the 10 key factors of Revised Arusha Declaration
- Evaluate whether a certain objective is achieved for each key factor



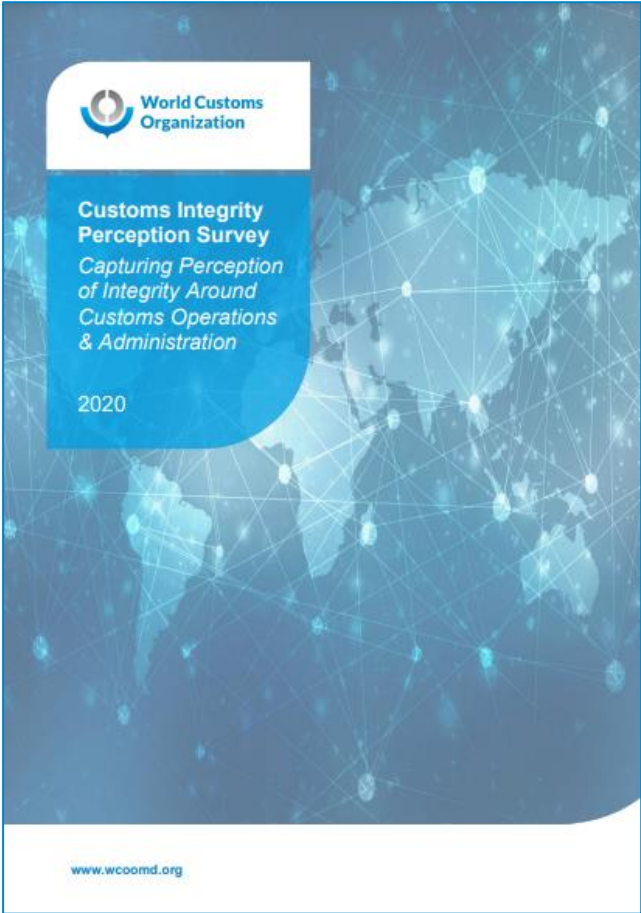
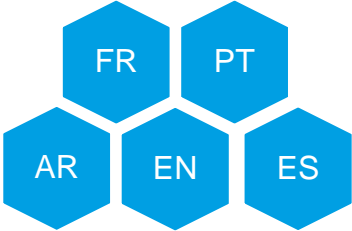
Customs officials survey
& Private sector survey

<p>1</p> <p>Leadership and Commitment</p> <p>The prime responsibility for corruption prevention must rest with the head of Customs and the executive management team.</p> <p>See More →</p>	<p>2</p> <p>Regulatory Framework</p> <p>Customs laws, regulations, administrative guidelines and procedures should be harmonized and simplified to the greatest extent possible so that Customs formalities can proceed without undue burden.</p> <p>See More →</p>	<p>3</p> <p>Transparency</p> <p>Customs clients are entitled to expect a high degree of certainty and predictability in their dealings with Customs.</p> <p>See More →</p>	<p>4</p> <p>Automation</p> <p>Automation or computerization of Customs functions can improve efficiency and effectiveness and remove many opportunities for corruption.</p> <p>See More →</p>	<p>5</p> <p>Reform and Modernization</p> <p>Corruption typically occurs in situations where outdated and inefficient practices are employed and where clients have an incentive to attempt to avoid slow or burdensome procedures by offering bribes and paying facilitation fees.</p> <p>See More →</p>
<p>6</p> <p>Audit and Investigation</p> <p>The prevention and control of corruption in Customs can be assisted by the implementation of a range of appropriate monitoring and control mechanisms such as internal check programmes, internal and external auditing and investigation and prosecution regimes.</p> <p>See More →</p>	<p>7</p> <p>Code of Conduct</p> <p>A key element of any effective integrity programme is the development, issue and acceptance of a comprehensive code of conduct which sets out in very practical and unambiguous terms the behaviour expected of all Customs personnel.</p> <p>See More →</p>	<p>8</p> <p>Human Resource Management</p> <p>The implementation of sound human resource management policies and procedures plays a major role in the fight against corruption in Customs.</p> <p>See More →</p>	<p>9</p> <p>Morale and Organizational Culture</p> <p>Corruption is most likely to occur in organizations where morale or 'esprit de corps' is low and where Customs personnel do not have pride in the reputation of their administration.</p> <p>See More →</p>	<p>10</p> <p>Relationship with the Private Sector</p> <p>Customs administrations should foster an open, transparent and productive relationship with the private sector.</p> <p>See More →</p>

CIPS Guidelines

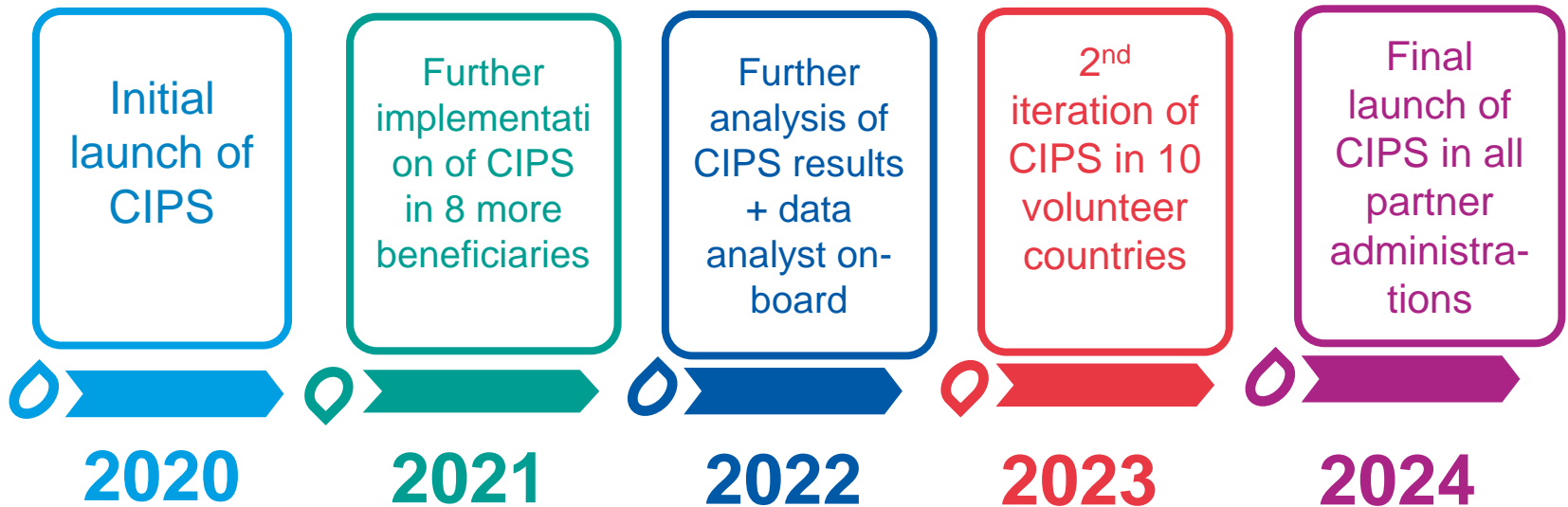


Demographic indicators:
gender,
experience,
leadership roles,
etc.



<https://bit.ly/3ii2A6v>

The A-CIP Programme & the CIPS



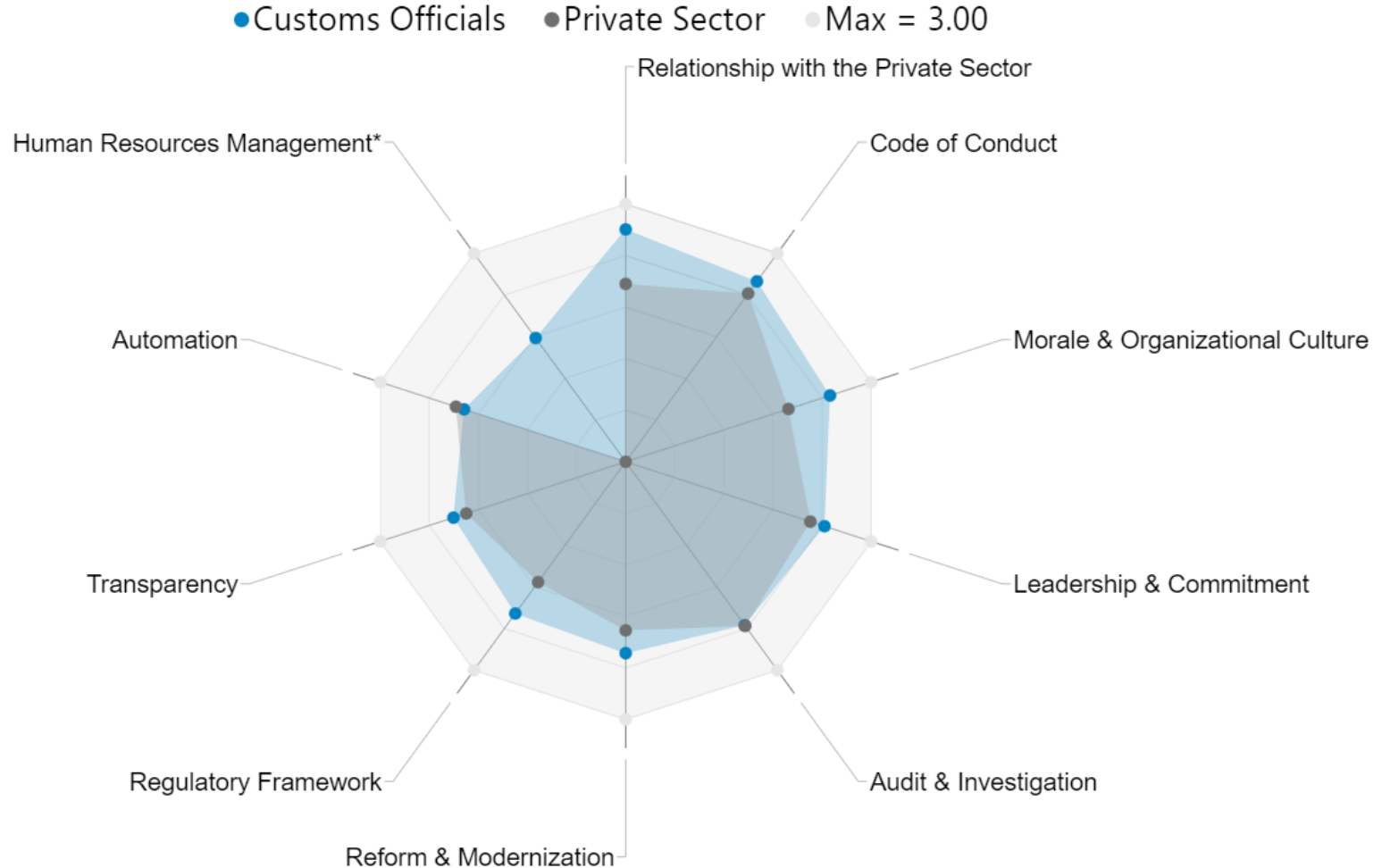
25 countries



6000+ private sector

7000 customs officials






Example of CIPS use under the A-CIP Programme



Data analysis & performance measurement



Whistleblower protection

-  Reports of corrupt behaviour in my Customs administration result in action against that behaviour
-  Reports of corruption in my administration are investigated in a fair manner
-  Senior management is setting a positive example to fight against corruption
-  Management encourage employees to report instances of corruption
-  The code of conduct is applied with fairness

CIPS use to promote integrity



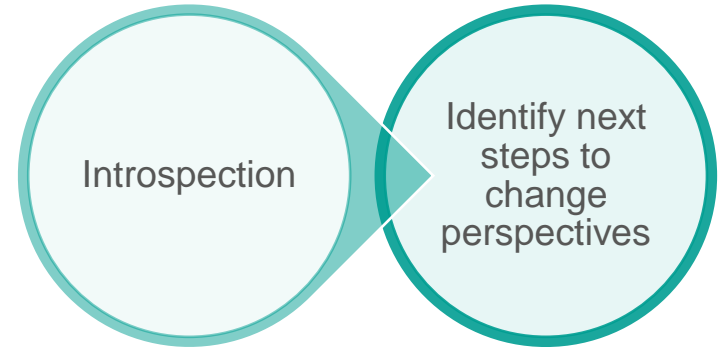
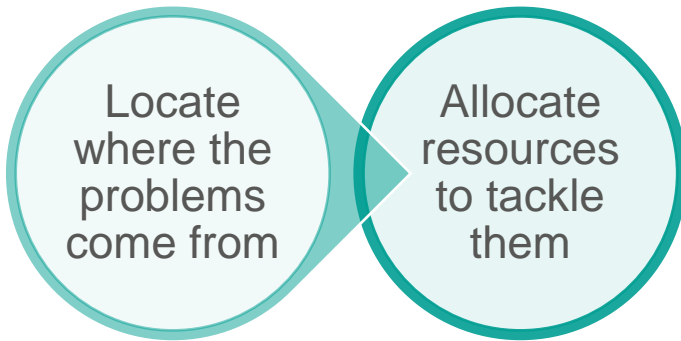
- ❑ Integrity is a cross-cutting issue
- ❑ Synergy approach needed to tackle corruption
- ❑ « *An effective national Customs integrity programme must address [multiple] key factors* »

Customs **vs.** Private sector perception



- ❖ KPIs
- ❖ WCO Performance Measurement Working Group

Collective action



Beyond the A-CIP Programme...

Datasets



Performance measurement



Thank you

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