



**World Customs  
Organization**

## Building a Culture of Integrity

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# What do we mean by "Building a Culture of Integrity"?



Adoption of binding texts, standards and rules, as well as the imposition of sanctions in the event of a problem **is necessary but not enough**

It is also necessary to adopt a **proactive approach** to integrity, based primarily on the human element

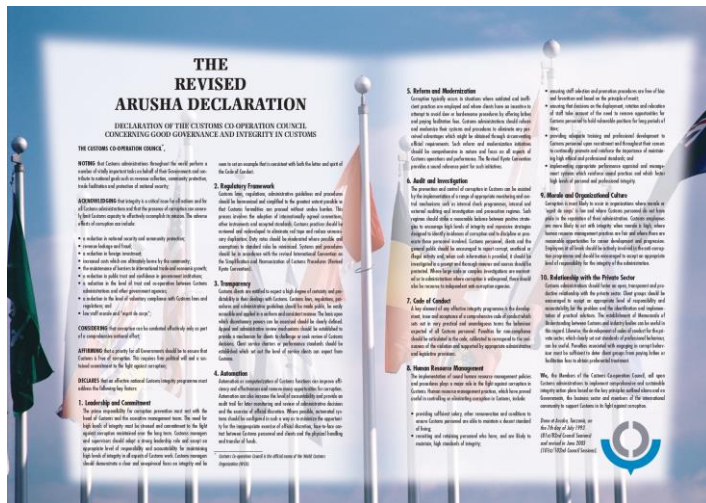
*A strong Culture of Integrity = A powerful lever for development*

# Key factors of the Revised Arusha Declaration



## Key factor 9: “Morale and Organizational Culture”

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. Customs employees are more likely to act with integrity when morale is high, where human resource management practices are fair and where there are reasonable opportunities for career development and progression. Employees at all levels should be actively involved in the anti-corruption programme and should be encouraged to accept an appropriate level of responsibility for the integrity of the Administration”



# Culture of Integrity & the WCO



Other tools to help build a Culture of Integrity within Customs administrations...

## *Integrity Development Guide*



## *Model Code of Ethics & Conduct*

# Other WCO instruments & initiatives



- ▲ Guide to implementing Competency-Based HRM in a Customs Administration Environment
  - ▲ Guide to Corruption Risk Mapping
  - ▲ Compilation of Integrity Practices from WCO Members
  - ▲ Guide to Prevent Procurement Corruption in Customs
  - ▲ The Why & How of Performance Measurement Contracts
  - ▲ Transparency and Predictability Guidelines
  - ▲ Compilation of WCO Members Integrity practices on Internal control
  - ▲ Integrity newsletters containing over 60 articles submitted by 50 WCO Members. Each of the articles is linked to one of the 10 key factors of the Revised Arusha Declaration.
- Other initiatives & programmes dedicated to Integrity, including the Anti-Corruption & Integrity Promotion Programme(A-CIP)

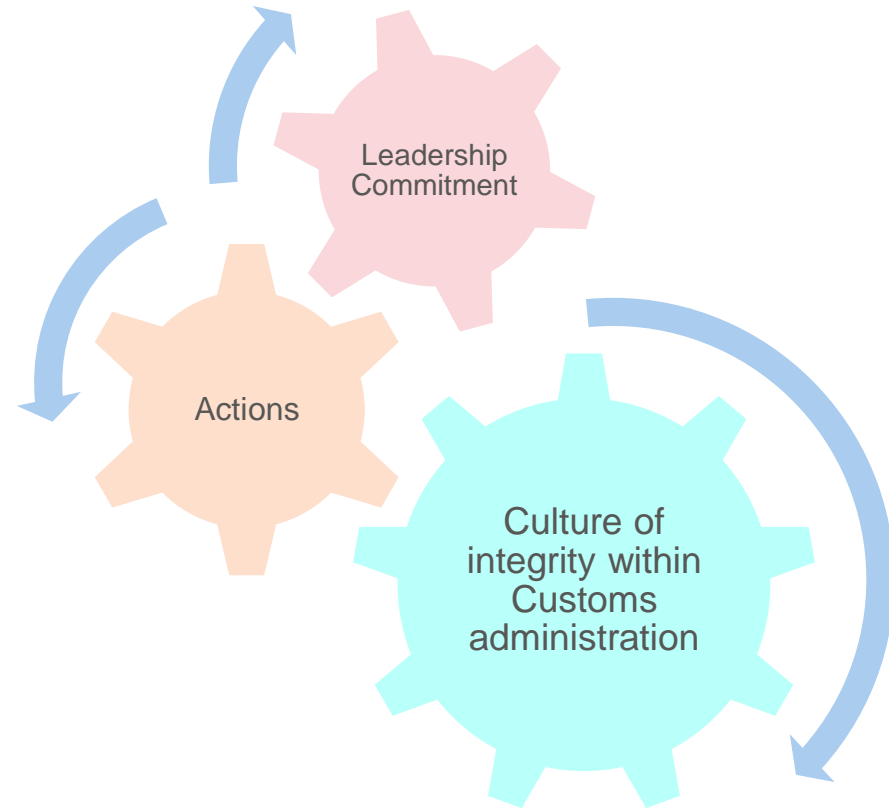
<http://www.wcoomd.org/en/topics/integrity/instrument-and-tools.aspx>

# Approach to integrity within Customs administrations



Customs officials' & stakeholders' consistent behaviours and professional practices with laws, norms and applicable rules

Promote behavior and good practices respecting values and achieving objectives



**Management and leadership's strong commitment is decisive!**

# Defining a « Culture of Integrity »



*“Culture” : what definition?*

A vision and values embodied by the management, executives and all employees

Applicable standards, laws, texts and regulations, rules and procedures

The Customs administration’s culture influences its operation, management and the behavior of Customs officials and other actors: users, economic operators, partners, etc.

# Defining a « Culture of Integrity »



*“Integrity” : what definition?*

« What is right » & « What is done »

Quality of being upright and honest in order to act appropriately by mobilizing principles in accordance with the notion of integrity.

Stick to high standards at all times, places and circumstances

Practicing a Culture of Integrity starts with doing the right thing!



# Culture of integrity & behaviours



How does the Culture of Integrity influence the behavior and professional practices of Customs officials?

An individual will always prefer to act with integrity...

...but can be subject to the pressure of their environment and adopt, to defend their interests, behaviors that are sometimes contrary to the values that animate them....

When Customs officials work in an organization with a strong Culture of Integrity, it is easier for them to integrate and apply such values since they are in line with their own.

# Culture of Integrity & risks

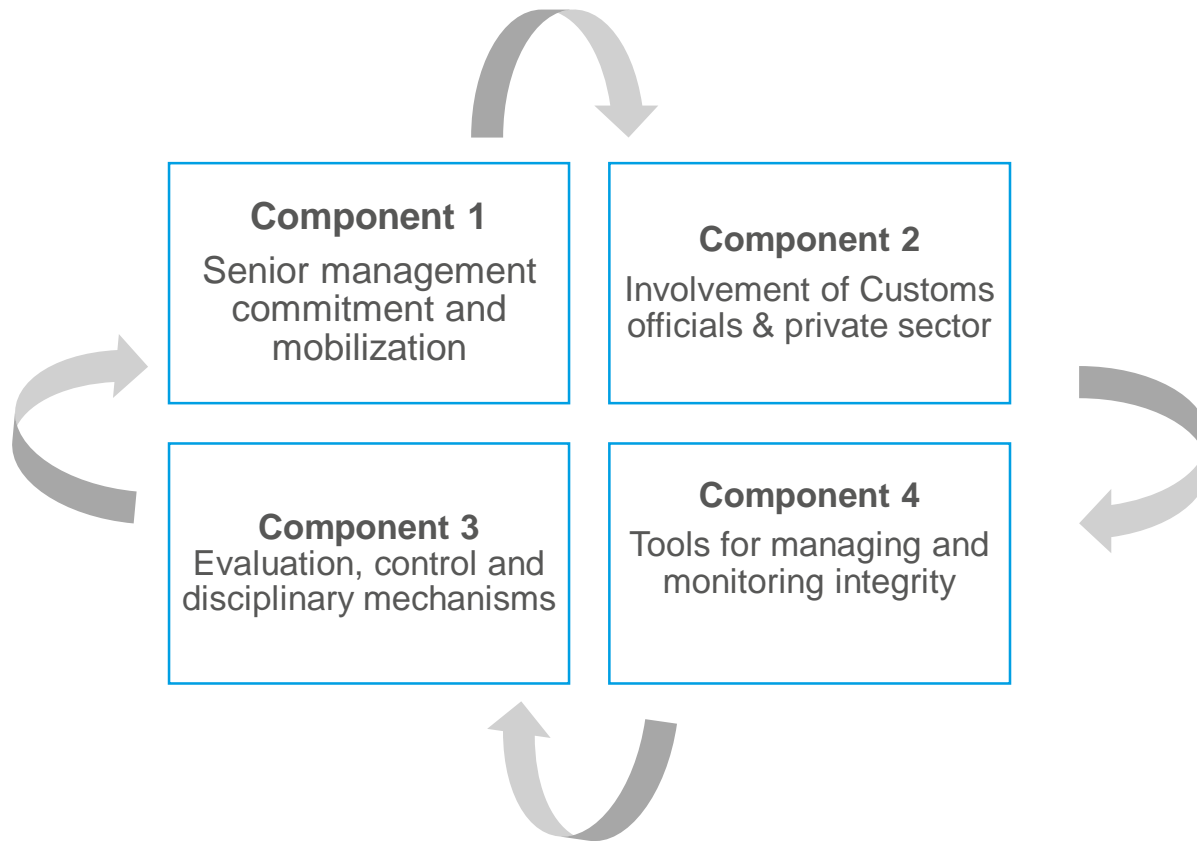


Risks for a Customs administration to have a weak Culture of Integrity...

- A Creates sensitive situations
- A Numerous behaviors and opportunities for breach of integrity
- A Significant costs for the administration and negatively impacts the collection of Customs revenues
- A Reputation of the administration can even be jeopardized

Customs administration must absolutely take care to protect and develop its Culture of Integrity because this is a determining factor of development, good management and also image!

# Components of a Culture of Integrity



WCO's initiatives and supporting instruments cover these 4 components of the Culture of Integrity.

# 7 levers of integrity



1. Defense of the public good and the general interest
2. Appropriation and embodiment of key values
3. Managerial dynamics
4. Solid risk management mechanisms
5. Sharing values
6. Regular diagnostics to strengthen the Culture of Integrity
7. Efficient Human Resources Management

*Responding to integrity imperatives first means providing a quality service that meets the public good, the general interest and the expectations of users.*

# To conclude...



The Culture of Integrity, is:

- ▲ A definitive asset in strengthening the performance and development of Customs administrations.
- ▲ A priority to encourage each one of us to be the main actor of such approach!

*Culture of Integrity, we're all in!*





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**Thank you**

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