



Item VII

Customs-Business Partnership

Capacity Building Projects

6 November
2013



Outline

- Context
- CB approach
- Guiding principles
- Reasons for engagement
- Developing a strategy
- Building core capacity
- Implementing the strategy

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Context

- Phase 1 Diagnostics examined external cooperation and issued recommendations
- Limited priority was given by Member, except for AEO or similar initiatives
- Partnerships included in many Strategic Plans – few concrete initiatives beyond consultative committees
- CBC Agenda – 3Ps: People, Political will and Partnerships
- Renewed interest

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CB Approach

- Customs-Business partnerships vs. Stakeholder engagement
- Key pillar of the Organizational Development Package
- Awareness raising at regional level
- Work on National level with specific Members
- Broad yet prioritized approach to engagement – focus attention where benefits can be derived
- Build underlying core capacities

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Guiding Principles

- Set engagement guiding principles before setting the strategy
- Possible principles:
 - Responsive, reciprocal, inclusive, impartial, open, transparent, trusting, respect, etc
- Make the principles concrete through actions
- Challenges to change mentality and attitude/behaviour

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Reasons for engagement

- Not an end in itself – identify the motivation
- What's in it for Customs?
 - Vietnam: Legal requirements, new system, voluntary compliance
 - Chile: CRM, Single window, AEO, compliance
 - Cape Verde: compliance, corporate image, clearance times, consensus building and trust
- What's in it for Trade - understand their needs and expectations

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Developing the Strategy

- **Developing the stakeholder engagement strategy**
 - What are the organizational challenges to overcome?
 - Defining the issues and problems specifically (e.g. Non-compliance, long queues, new project, etc.)
 - Stakeholder mapping
 - Engagement objectives (inform, consult, involve, collaborate, empower)
 - Engagement methods

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Building Core Capacity

- **As you prepare engagement activities, need to build underlying capacity**
 - Ability for dialogue, empathy, openness
 - Negotiation skills
 - Communication skills – strategic and personal
 - Preparations, chairing meetings, follow-up
 - Established network - who are the players?

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Strategy Implementation

Some examples of engagement with Trade

- Trusted trader programmes, AEO
- Structured consultations: strategic and operational – strike the right level of discussion
- Tailored services and programmes to respond to unique needs of SMEs and large business
- Close collaboration with Customs brokers
- Cross-training and Customs staff placement
- Joint IT and infrastructure investments

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Strategy Implementation

Considerations for implementation

- Assign people to focus engagement
- Consult at the development phase
- Consider current level of engagements
- Bring staff to recognize value and to apply it as much as possible
- Engage for all processes and at all levels
- Stick to the plan but be flexible
- Take a whole-of-border approach: involve other border agencies
- Consider a «client service» approach

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