



WORLD CUSTOMS ORGANIZATION

WCO Integrity Newsletter

Issue N° 13

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Dear Readers,

The first half of 2016 was rich in international discussions on the topic of integrity. The WCO held the 15th Session of its Integrity Sub-Committee (ISC) that featured presentations on practical measures to enhance the image of Customs and ensure greater compliance, on assistance to post-conflict states and on the power of data in the context of the fight against corruption. A strong emphasis was also put on the importance of a sound human resource management in order to prevent corruption. This event was followed by the OECD Integrity Forum held in Paris and by another OECD event in London attended by the WCO Secretary General. These forums enabled the WCO to explain its approach in defining an integrity strategy to support Customs reforms. These events indicate that Customs has a key role to play in demonstrating that it addresses the issue of corruption by being proactive and adopting a global approach to counter this phenomenon through practical measures.

The Integrity Newsletter is a good opportunity to publish about the measures taken by Customs administrations around the world to fight corruption. This 13th Edition of the Integrity Newsletter gives an overview of the WCO integrity missions carried out since January 2016. It also shares the good practices of Uruguay, Paraguay and Iceland Customs as well as of the Mauritius Revenue Authority. A brief summary of the ISC session is also provided.

Members have initiated a series of initiatives to enhance integrity that must be advertised within the Customs community. This is why we continue to encourage you to share your good practices via this Integrity Newsletter so that other Customs administrations may benefit from your experience.

You are reminded that the articles published in the Integrity Newsletter are provided by WCO Members and therefore reflect their own views.

Enjoy reading this new edition of the Integrity Newsletter!

The WCO Capacity Building Directorate



Dear Colleagues,

Integrity and anti-corruption have certainly been on the world's agenda this year. Time and again we have been reminded of the need for constant vigilance in the fight against corruption and the quest for integrity. We have been provided with hard-copy proof of what goes on *under the surface* and it is up to us to do what we can to ensure that anti-corruption work is effective for everyone's benefit.

The WCO has had the good foresight to place integrity high on its agenda, and proof of that is, among other things, the fact that the Integrity Sub-Committee (ISC) has been up and running for fifteen years now. As you all know, the ISC serves as an extremely important forum for WCO Members to gain insight into cutting-edge thinking and practices in the field of integrity and anti-corruption, as well as providing an indispensable meeting place for dialogue and exchange of ideas. The earnest and open discussions held during ISC sessions are testament to the importance Members place on a Customs free of corruption where an atmosphere of integrity is the order of the day.

The 15th Session of the ISC could be said to have been "history in the making" as it marked both the first joint session of the ISC and the Capacity Building Committee as well as a joint session with the WCO Research Unit. In a manner of speaking, ISC delegates participated in three interlinked events and returned to their home administrations with a great deal of new information, a reinforcement of best practices as well as new connections and a strengthening of networks and friendships.

The last few seasons have been strong ones for the WCO's integrity agenda. In addition to Member administrations showing increased interest in the topic, numerous international organizations have acknowledged the WCO's work in this domain and requested co-operation. It has been my good fortune, as Chair of the ISC, to represent the WCO at a number of integrity events and fora. Notable among these are the integrity missions and conferences co-organized by the WCO and the OSCE in Kyrgyzstan and Kazakhstan, co-operation with FRONTEX and the OECD Integrity Forum in Paris. Through speaking at and participating in these events I have personally experienced the drive and enthusiasm both of WCO Member administrations and the wider international arena for anti-corruption work in Customs and law enforcement. This gives me great hope for the future!

Sigfríður Gunnlaugsdóttir
Iceland Customs
WCO Integrity Sub-Committee Chairperson



URUGUAY



ETHICS AND TRANSPARENCY MEASURES IMPLEMENTED BY THE URUGUAY NATIONAL CUSTOMS DIRECTORATE

As corruption cannot be attributed to one single cause, it needs to be fought with different measures, at different levels and in a creative and innovative way. Some of the measures should be aimed at preventing corruption, while others should be aimed at punishing it as a way of combating all the variables involved. Different measures have been adopted by the Uruguay National Customs Directorate (DNA), based on the WCO's Revised Arusha Declaration.

LEADERSHIP AND COMMITMENT: *“The prime responsibility for corruption prevention must rest with the Head of Customs and the executive management team.”*

Senior officials from our Directorate, in compliance with Article 1 of the Revised Arusha Declaration, have confirmed their commitment and leadership duties. They have committed themselves to detecting and fighting possible transgressions within the work environment. All of them comply with **Law No. 17.060**, issued on 23 December 1998 and imposing the requirement for all civil servants to submit details of their assets, listed in an affidavit, to the Commission for Transparency and Public Ethics (JUTEP) every two years.

REGULATORY FRAMEWORK: *“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.”*

The **Customs Code of the Eastern Republic of Uruguay (CAROU)**, Law No. 19276, was passed on 13 September 2014. It has systematized regulations that were previously scattered and has also updated those regulations and aligned them with best international practice, therefore establishing clear and coherent regulations.

The simplification of procedures has resulted in a **paperless approach** and demanded a **re-engineering of procedures** and new features provided by IT systems, in order to allow the simplification of requirements to be fulfilled and the implementation of information exchange with other agencies, as well as electronic payment. It has also led to the development of **new Procedure Manuals**.



TRANSPARENCY: *“Customs clients are entitled to expect a high degree of certainty and predictability in their dealings with Customs.”*

On 2 April 2014, the “Uruguay National Customs Directorate – Private Sector Consultancy Committee” was created by Customs Regulation No. 23/2014. The objective of this Committee is to serve as an organized forum for approaches and concerns by the foreign trade community. As far as possible, changes to procedures and regulations are disseminated in advance, and **hearings** take place within the Committee or in other informal settings.

Law No. 18.381, passed on 17 October 2008, regulates **the right to access public information** and offers citizens the possibility of requesting information held by the Directorate, while respecting Law No. 18.331, passed on 11 August 2008, on **personal data protection**.

Article No. 317 of the Uruguayan Constitution establishes the right of appeal against administrative acts, which is regulated in Articles 142 *et seq.* of **Decree No. 500/991** issued on 27 September 1991. The administrative appeals procedure grants the right to appeal against Customs decisions or to request a re-examination of such decisions.

AUTOMATION: *“Where possible, automated systems should be configured in such a way as to minimize the opportunity for the inappropriate exercise of official discretion, face-to-face contact between Customs personnel and clients and the physical handling and transfer of funds.”*

Since 2010, some 1,007 PCs and 32 laptops have been issued to officials, representing a high degree of **computerization** within the Directorate. The DNA comprises **1,047** officials.

We use an “**Electronic File System**” (**GEX**) allowing Customs brokers, through the “Pre-File” Application, to initiate Customs files electronically (from their offices) and to receive electronic notifications.

The “**Digital DUA**” (**DUA: Single Customs Document**) project is a Customs operations control process for imports, exports and transshipment which are documented in an electronic and automated fashion with minimal reliance on paper. The following initiatives have been implemented through this project: electronic document, electronic signature, storage of documentation on Customs operations under Customs brokers’ responsibility, and re-engineering of Customs controls. The “Sistema Lucia” IT system makes use of the Electronic Customs Document, Digital Goods and Merchandise Detention Record, and Computerized Control of Warehouse Stock.

The DNA’s **Single Window for Foreign Trade Department (VUCE)** is aimed at optimizing and unifying, through electronic means, the information and documentation required to carry out import, export and transshipment operations and at ensuring the availability of this documentation at a single entry point. As at September 2015, there were 33 Customs procedures incorporated in VUCE, with 440 registered users and 8,449 import and export documents processed.



REFORM AND MODERNIZATION: *“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.”*

Management by Process is an ongoing project to create greater institutional security by limiting the discretionary powers of Customs officials.

Management Agreements are commitments made by officials appointed to specific hierarchical positions (“functions”) within the Directorate for a period of 15 months. After that period, a panel shall evaluate the official’s compliance with the Management Agreement and decide whether or not the position should be renewed. The activity plans envisaged in the agreements contribute to the achievement of the Directorate’s institutional objectives. Each Management Agreement comprises four types of **indicator**: fulfilment of the duties established in the Directorate’s Balanced Scorecard; fulfilment of the duties included in the Unit’s Balanced Scorecard; level of compliance with punctuality and attendance control duties; and fulfilment of the Unit’s annual work plan.

AUDIT AND INVESTIGATION: *“... a reasonable balance between positive strategies to encourage high levels of integrity and repressive strategies designed to identify incidences of corruption and to discipline or prosecute those personnel involved.”*

The DNA aims to train its officials and enhance their professionalism, as well as to foster their ability to discern whether someone’s conduct is unethical.

The **Customs Inspection, Internal Audit and Customs Response and Intelligence Group (GRIA)** services work together and have the autonomy to investigate and identify acts of corruption. Over the past five years, CRIA has conducted 26 criminal prosecutions of Customs officials.

CODE OF CONDUCT: *“... which sets out in very practical and unambiguous terms the behaviour expected of all Customs personnel. “*

The DNA has submitted its own **Code of Ethics** to the Executive Branch. This Code has the same status as a Decree. Likewise, there are regulations about the ethical performance of public duties in our country, such as **Article 59 of the Uruguayan Constitution, the Penal Code, Law No. 17.060 (“Anti-Corruption Law”), the Statute for Public Servants (Law 19.121)** and its regulatory decrees, that govern, among other aspects, disciplinary procedures for civil servants. **Decree No. 30/2003** sets out the duties, prohibitions and incompatibilities applicable to civil servants and establishes the principles of pre-eminence of the public function, while the duties of Customs officials are set out in **Article 14 of Decree No. 204/013**.

HUMAN RESOURCES MANAGEMENT: *“The implementation of sound human resources management policies and procedures plays a major role in the fight against corruption in Customs.”*

Corporate Governance is the set of processes, habits, policies, laws and institutions that affect the way a company or organization (corporation) is directed, managed or controlled. It also includes the relationship between the different agents involved in it (the Directorate, external controllers, creditors, investors, customers, suppliers, employees, the foreign trade community and society as a whole).



SNAPSHOT OF MEMBERS'
BEST PRACTICES

Innumerable measures have been implemented to accompany Corporate Governance. One such measure is **salary improvement**. Alongside this measure, the employment situation of officials who have applied and obtained permanent status has been improved, fostering their careers as a result.

Training courses available to officials are published on our website. Our **Training and Knowledge Management Department** delivered 320 courses between January 2011 and September 2015, with a total number of 4,202 course enrolments.

We follow the example set by the WCO **Integrity Development Guide**, which has been disseminated through seminars, workshops and courses.

Repairs to Customs premises are being made throughout the whole country in order to provide officials with the appropriate infrastructure to work in comfort. Since 2010, approximately 29 building and warehouse refurbishments have taken place, while a new Integrated Control Area has been built and alarms installed. A Building Maintenance Plan has been developed to cover the period 2016-2020. This Plan includes six public works projects to be carried out in Montevideo and the provinces in order to preserve the Directorate's architectural heritage.

The **Incentive System for Best Performance** was developed in 2013 as a way of rewarding officials fairly. Three factors are taken into consideration when granting incentives: Responsibility, Participation in the discovery of Customs infringements and Performance. In terms of the "Performance" factor, the achievement of individual, group and corporate goals area measured, along with punctuality, attendance and individual performance.

MORALE AND ORGANIZATIONAL CULTURE: *"Corruption is more 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."*

In order to foster a better relationship with society, we have developed information campaigns that explain Customs officials' activities, revenue allocation, the reasons behind combating smuggling and the ways in which our community and the national economy are being protected. The **"Knowing the Customs Directorate"** project is currently being rolled out. It consists of informative workshops by Customs officials, aimed at primary school children across the country. A high level of participation by officials is sought in these and other activities taking place. These activities also promote a sense of belonging, commitment and **pride** among Customs officials. **Corporate Social Responsibility** activities have also been carried out since 2013, with active involvement by Customs officials.

RELATIONSHIP WITH THE PRIVATE SECTOR: *"Customs administrations should foster an open, transparent and productive relationship with the private sector."*

We have concluded 11 Integrity Agreements with the private sector, in compliance with the suggestions made in Article 10 of the Revised Arusha Declaration to sign **Memoranda of Understanding** and develop Codes of Conduct or Integrity that include appropriate penalties.



Our website (www.aduanas.gub.uy) contains a link to a **Freephone number (0800 1855)** enabling users to report any complaints.

We already have 14 **Qualified Economic Operators** in Uruguay. To date, 49 Uruguayan companies have expressed their intention to participate in this programme..

We have concluded Agreements with Brazilian Customs (17 July 2014) and Argentine Customs (4 November 2014) on **Bilateral Implementation of the Intra-Mercosur Pilot Programme on Customs Security** in the Goods Supply Chain. This Programme ensures a high level of Customs security within the **goods supply chain**, since the goods in question are exported from the territory of one Member s.

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PARAGUAY

SOCIAL PROBLEMS ARE EVERYONE'S PROBLEM

A campaign that speaks of the solidarity among officials of Paraguay's National Customs Directorate (DNA).

This is a programme by Paraguay's DNA to contribute to preserving the environment, as part of 'Green Customs', and whose main aim is to take social responsibility through campaigns designed to help the country's child cancer sufferers and their families.



Under the Welfare Plan managed by the Staff Welfare Department in the Human Resources Directorate, two competitions to collect plastic bottle caps took place in 2014 and 2015, jointly yielding a total of approximately 4,500 kilograms of plastic caps over both periods.

Everyone has signed up to this campaign driven by love, as our efforts will increase the life expectancy of Paraguay's children with cancer and thus offer some peace of mind to their families.



All areas working together for Paraguay's children with leukemia, with the sole objective of collecting kilo upon kilo of plastic caps.

SNAPSHOT OF MEMBERS' BEST PRACTICES



SNAPSHOT OF MEMBERS' BEST PRACTICES

In Paraguay's DNA, we practice the value of "**SOLIDARITY**" as it helps us to be more humane and become better people. We are also convinced that it is the formula for shutting the door on corruption through integrity, ethics and ideals.

A bottle cap can make a huge difference to the lives of many of Paraguay's child cancer sufferers and their families, as donating caps also means sharing love and helping protect our planet.

The caps collected have been delivered to the "LUCHA" (Fighting Together Against Childhood Cancer) charity, where their processing will generate a great deal of happiness and help meet the needs of the children's hospices.



It is worth noting that actors have joined this campaign, supporting it and filming a TV spot with participation by the children of Customs officials and children with cancer. Song lyrics have also been written and set to music. In this way, the campaign has reached out to Customs administrations and units the length and breadth of the country and has managed to teach children, from a young age, the

importance of giving love and showing solidarity, asking for nothing in return: simply giving!!

The project pioneered by "LUCHA" is a programme to support child cancer sufferers and their families. By means of the collection and sale of plastic bottle caps, Paraguayan families going through this difficult situation are offered a glimmer of hope.

Paraguay's DNA has signed a Co-operation Agreement with LUCHA stipulating that the bottle caps collected will be sold to recyclers, who then commission their use in the manufacture of plastic chairs, glasses, utensils, etc. All the proceeds are distributed to the different institutions that are home to childhood cancer patients.

To ensure we are good public servants and a first-rate **Customs** service, we need to implement our values and principles. In this way, our world will be healthier, more united, more compassionate and less corrupt.

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MAURITIUS

NEW CENTRALISED COMPLAINTS MANAGEMENT SYSTEM

In recognition of the right of its stakeholders to expect a good service from the organisation and to promptly put things right where they go wrong, MRA has initiated a project to implement a Centralised Complaints Management System with a view to devoting closer attention to its complaints handling process.

MRA believes that an effective and efficient complaint handling process would be an important way of ensuring MRA is providing to its customers the service they are entitled to expect. On the other hand, complaints would provide valuable feedback to MRA and can be early warnings of failures in service delivery. Efficient and effective complaints handling can thus provide opportunities for MRA to improve its service and reputation.

The proposed system for implementation aims to focus on outcomes, and to be fair, proportionate, and sensitive to complainants' needs. At the outset, an attempt is made for the complaint process to be clear and straightforward, and readily accessible to customers. Guidelines will be proposed through Standard Operating Procedures for an effective and efficient process for complaints handling to ensure that decisions are taken quickly, corrective action taken where necessary and lessons learnt for service improvement.

Three main high level processes will support the proposed model, namely:-

- 1) Facilitated mode for filing of complaints by making the process clear and straightforward, and readily accessible to stakeholders. A new online complaint filing facility is being introduced in that context
- 2) Capture and management of complaint data on an electronic platform
- 3) An effective and efficient complaint management function that would ensure prompt resolution of complaints and make appropriate recommendations for improvement of services or systems where appropriate.

The date a complaint is filed and the date of its resolution will be systematically tracked in the system to gauge MRA's timeliness in the complaints handling process.

The new proposed system has been developed by MRA's personnel with the assistance of its in house Information Systems Division and is due for launching in the coming weeks.



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ICELAND

INTER-AGENCY INTEGRITY TRAINING

In January 2016 Iceland Customs (through the State Customs Academy) in cooperation with the Police (through the Police Academy) and the Ministry of the Interior organised a two day course on corruption and money laundering offenses. The course, which was run twice, was attended by 90 participants representing numerous authorities, such as Customs, Police, District Commissioners, Internal Revenue, Public Procurement Office, District Prosecutor's Office and State Prosecutor's Office.





The course focused on corruption and money laundering offenses in view of the obligations set by international agreements and conventions and national legislation. Furthermore a general introduction to the field of integrity and anti-corruption was provided as well as an overview of the WCO and Customs specific integrity agenda. The WCO was represented by the Chair of the Integrity Sub-Committee and other lecturers and instructors came from Iceland Customs, the Ministry of the Interior, the State Prosecutor's Office, the District Prosecutor's Office, The Directorate of Tax Investigations, The Financial Supervisory Authority and the Police. A compliance officer from one of the major banks came in towards the end of the course to provide the view of the banking system on the money laundering issue.

The outcomes of the course clearly showed the importance of cooperation between national agencies in the field of anti-corruption and money laundering offenses as well as in the more general fight against corruption. The fact that the agencies have different mandates and possess an array of skills and know how means that by pooling resources and working together efficiency will be increased. The aim of the course was for participants to gain increased knowledge and expertise about Iceland's obligations in the field of anti-corruption and of the recommendations and best practices of international organisations, as well as to familiarise themselves with basic concepts, risk factors and risk groups and the methods and volume of those offenses.

The course was seen as a great success by participants and instructors alike. Not only did it provide useful information and training – but perhaps just as importantly it provided a platform for people working on these issues from different perspectives to exchange ideas and get to know each other which in turn creates trust and a foundation for future cooperation. It is the hope of the organisers that this course marks the beginnings of further cooperation in terms of integrity trainings for the authorities involved and they firmly believe that working together in this manner is a good way to pool resources in the fight against corruption in all its forms.

MEETING OF THE WCO INTEGRITY SUB-COMMITTEE

The WCO Integrity Sub-Committee (ISC) held its 15th Session on 13-15 April 2016 at the WCO headquarters in Brussels. About 140 delegates representing WCO Member administrations and stakeholder organizations participated in discussions that ensued after a warm welcome by the Chairperson, Mrs. Sigfríður Gunnlaugsdóttir from Iceland Customs

For the first time a joint session of the Capacity Building Committee and the Integrity sub-Committee was held. The purpose was to present and discuss horizontal issues, in particular strategic human resource management in order to promote integrity. Australian Customs and Border Protection Service made a presentation on how the Australia's Department of Immigration and Border Protection took a holistic approach to promoting integrity through various HR initiatives. This strategic approach was based on the three principles of strong leadership, shared values and culture, and a professional workforce.

Peru Customs outlined their experience in piloting the WCO People Diagnostic Tool that enabled them to develop a new HR strategy and enhance integrity within the administration.

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The importance of strategic human resource management was reiterated in the context of integrity.

A Panel discussion on the theme “Practical measures to enhance the image of Customs and ensure greater compliance” took place. The Mauritius Revenue Authority presented its experience with regard to “Lifestyle audits in practice”, Italy Customs presented on “Defining a sound rotation policy for sensitive positions” and Bolivia Customs shared its know-how on the theme “Communicating strategically to the public”. All three presentations emphasized the relevance of those measures that were in line with international standards while drawing attention to the challenges that may arise and the importance to include these in a strategic anti-corruption policy.

The WCO proposed to collect additional information on lifestyle audits and rotation to keep its Members informed.

The meeting also looked at integrity at the centre of the development agenda of post conflict and fragile states. The WCO presented the recent work carried out in this field by the Research Unit and highlighted the difficult conditions in which Customs officers had to carry out their duties. It was said that such situations opened doors to corruption and that assistance in this area to countries in conflict zones had to be thought of using a step by step approach taking care of the local context and the fact that trade did not stop and continued to be a drive to the development of those countries.

The ISC noted the information and update provided by Mexico on the G20’s Anti-Corruption Implementation Plan for 2015-2016. Appreciation was expressed to Mexico for leading this initiative. The WCO would continue to work with the G20 to represent the voice of Customs in this endeavour.

Cameroon Customs shared the lessons learnt during a national workshop held in Limbe that aimed to take stock of their performance measurement approach.

During a joint meeting with the RSU on the theme “Coding and decoding borders at the dawn of the 21st Century”, researchers and practitioners presented their work on how data and technology could have a positive impact on integrity enhancement but how it could be negatively perceived by the public.

Mrs. Sigfríður Gunnlaugsdóttir of Iceland Customs was re-elected as the new Chairperson of the ISC. Mr. Soopayah Narrainen from Mauritius Revenue Authority was elected Vice-Chair of the ISC.



ARMENIA

The WCO delivered a training mission to Armenia from 15-19 February 2016. The purpose of the mission was to train Armenia Customs to develop an Integrity course. The issues discussed were based on the WCO Revised Arusha Declaration and the WCO Model Code of conduct. The methodology used different approaches such as role play, case study, e-learning, etc.). The trainees were provided with examples of goals and target groups for integrity training and an action plan for further developing their integrity training and curriculum was drafted.



CAMEROON

Cameroon Customs invited the WCO to participate in a workshop from 17-19 February 2016 aimed at taking stock of the implementation of performance measurement five years into the project. The workshop was attended by the national risk management team working on performance indicators who met during 5 days. A comprehensive document describing each indicator, providing historical data and the objective behind each indicator was produced. A matrix of indicators and the different measures already taken in order to correct the situation (service notes, etc.) was also produced. A list of recommendations were submitted to the Director General in order to modify or produce new service notes to change some of the “bad” practices identified.



FIJI

A sub-regional integrity workshop will take place in Fiji from 27-29 July 2016. It will look at the challenges faced by small islands in the context of integrity enhancement. It will be an opportunity to share good practices and to define the priorities that will be part of an integrity road map for the sub-region.



EL SALVADOR

The Customs Administration of El Salvador requested assistance from the WCO to deliver an integrity assessment mission in September 2016. The mission should enable the Customs administration to define priorities in view of the development of its integrity strategy.





UNDP

UNDP and the Arab Anti-Corruption and Integrity network (AACI) sought cooperation with the WCO in the area of corruption risk mapping to assist their anti-corruption programme in the Arab region. A preparatory meeting to a regional workshop took place virtually in April and a regional workshop held in Tunis from 1-3 June 2016 was attended by the WCO. The meeting contained a plenary session and roundtables. One roundtable focused on Customs and was attended by the WCO, Customs officers from the region and anti-corruption agencies with a view to define a corruption risk mapping guide for the Arab region and the content and approach of training modules for the implementation of this guide. The idea was to identify priorities in a series of pilot countries from the region to enhance integrity in various sectors.



OECD

The WCO attended the OECD Integrity Forum in Paris from 19-20 April 2016. It was inter alia represented by the WCO Deputy Secretary General who participated in the plenary panel. He emphasized the importance of capacity building and focusing on Human Resource Management. He invited the participants to consider a whole-of-government approach. The participants called for more transparency in particular from government agencies, and for increased simplification of Customs procedures. Education for citizens and tax payers was also emphasized as a necessity and government was urged to be more proactive in educating in tax and customs laws to avoid mistakes which could lead to corrupt behaviours.



The WCO was represented by the Secretary General to another OECD integrity meeting that took place on 9-10 June in London where the G20 Strategic document on preventing and countering corruption by promoting integrity in Customs as well as a compilation of the replies provided from Customs administrations to the G20 integrity questionnaire were discussed. The Secretary General spoke about WCO efforts in helping Members to identify risk areas for corruption and measures to improve integrity, in line with the revised Arusha Declaration. His presentation encompassed the need for a policy framework for trade liberalization, such as avoiding high tariff levels and widespread exemptions, streamlined procedures for trade facilitation supported by the use of technology, and investment in human resource management by providing a professional career path backed by acceptable working conditions. He called for G20 political support for Customs reform, so as to make Customs a positive reference for anti-corruption efforts for both the private and public sectors.

Please feel free to contact the WCO Secretariat for any information related to these integrity projects

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