




The top section of the slide features a word cloud on the left with terms such as 'Programmes', 'Management', 'Regional', 'Capacity Building', 'Development', 'Donors', 'WCO', 'Integrity', 'Members', 'Customs', and 'Columbus'. To the right is the logo of the World Customs Organization, which consists of a stylized 'C' and 'O' in blue and grey.

The WCO's efforts in countering corruption in Customs


20th OSCE Economic and Environmental Forum
Prague, 12-14 September 2012

The background of the slide is a light blue and white graphic of a globe with curved lines representing latitude and longitude.



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Corruption : the invisible elephant in the room



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The middle section of the slide features a photograph of an elephant in a forest. The elephant is the central focus, with its trunk and tusks visible. The background is a lush green forest with trees and foliage. The overall background of the slide is a light blue and white graphic with curved lines.



Negative consequences of corruption in Customs

- Revenue loss
- Erosion of public trust and confidence
- Reduction in compliance
- Decline in social protection and national security
- Obstacle to Customs reforms
- Hinders international trade and economic development
- Increased costs borne by the community


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Why is it difficult to counter corruption?

- Corruption is a hidden phenomenon
- Corruption in Customs is specific and so must be the measures used to tackle it (technical and practical solutions)
- Lack of appropriate sanctions for a number of reasons
- Customs is part of a system – changes will take time


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WCO Integrity Strategy

- Tools :
 - Revised Arusha Declaration
 - Integrity Development Guide (under review)
 - Revised Model Code of Ethics and Conduct
 - Leadership and Management Programme
- Awareness raising (Integrity Sub-Committee, workshops, national/regional events, Integrity Newsletter)
- Integrity pilot projects
- Empirical approach

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WCO Revised Arusha Declaration

1. Leadership and Commitment
2. Regulatory Framework
3. Transparency
4. Automation
5. Reform and Modernization
6. Audit and Investigation
7. Code of Conduct
8. Human Resource Management
9. Morale and Organizational Culture
10. Relationship with the Private sector


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Integrity Pilot project : Uruguay Partnership with the private sector

- Comprehensive Customs reform
- Stakeholder's perception survey revealed a negative image of Customs
- 9 MOUs on Ethics and Transparency with Customs partners (Customs brokers, free zones, exporters, express carriers, international road transport associations, etc.)
- Signed by the Director General of Customs and the heads of the associations
- Regular meetings between Customs and the associations
- Follow-up of MOU implementation


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Cameroon : Performance measurement

- Comprehensive reform of Customs launched in 2007
- Individual performance contracts signed between the DG and frontline officers in Douala Port
- Contracts with importers
- Indicators to measure economic activity from a Customs point of view, the time taken by Customs officials and brokers to process files, the effectiveness of controls and so-called "sensitive" procedures and compliance with Customs channels.
- Monthly reports and monthly meetings with the DG

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Cameroon : Performance measurement

- ❑ Results :
 - Bad practices identified and changed
 - 1) Competition between frontline officers
 - 2) Rerouting of declarations
 - 3) Focus on larger cases of fraud
 - 4) Faster assessment times
 - Increased revenue : (3.3% and 20% from 2009 to 2010)
 - Reduction in Customs clearance times : between 2009 and 2010, waiting times were cut to one quarter and one third of the previous times in two of the offices under experimentation
 - Increased facilitation - no risk to revenue
 - Improved relationship with stakeholders

Cantens (2012) to be published in "Revue d'Economie du Développement"

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COOPERATION WITH OSCE

- OSCE/WCO - Long-lasting cooperation in various domains :
 - WCO SAFE Framework of Standards – awareness campaign
 - Guidance with the Handbook of Best Practices at Border Crossings
 - AEO – regional training workshop (Dushanbe)
 - Integrity – seminars (Astana/Almaty, Kazakstan)
 - WCO experts have participated in many OSCE events
 - Discussions for further cooperation in the area of integrity
 - Advantage : WCO has Customs expertise, while the OSCE offers larger outreach to all border agencies

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THANK YOU FOR YOUR ATTENTION!

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