Global Customs Capacity Building
- the WCO Strategy

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Overview
Background

- Implementation of the Columbus programme.
  - 110 (105) Diagnostic Missions
  - 70(60) Countries involved in Phase 2 implementation.

- The largest ever single consistent and coherent global diagnosis of Customs

- From theory into practice
Background

○ Analysis of Diagnostics
  • Trends and patterns reports
  • Working with Vice-Chairs, Regional Structures
  • Research projects

○ The reality of Customs in the developing world and emerging economies in the 21st Century
A Global Programme

- 150 WCO Members committed to SAFE
- 40 have not requested WCO assistance
- Diagnostic studies completed in 105 countries
- Trends and patterns globally and by region
Phase 1

Diagnostic
Phase 1: Needs Assessment

- Diagnostic Framework
- Facilitators Workshops
  - 300+ trained Officers
  - 120 accredited
  - 38 Team Leaders
- 110 beneficiaries (105 DM + Syria + 4 pending)
Phase 1: Needs Assessment

- Programme being extended to OCO and CCLEC Members
- Diagnostics delivered in English, French, Spanish, Arabic, Portuguese and Russian
Phase 2
Implementation
Implementation

- Moving from diagnostics into actions
- Members taking ownership and leading the development initiatives
- Support provided when requested and tailored to Members’ specific needs
Implementation

- 60 Members in Phase 2 Supported by
  - Ministerial meetings
  - Facilitated Management planning events
  - Programme and project planning
  - Project review
  - Costing and estimation
  - SAFE Action Planning
  - Developing relationships with trade
  - Risk management advice
  - Single window advice
  - Time release studies
  - Non-Intrusive Inspection technology acquisition
  - IT acquisition
Implementation

- Regional development programmes (exploiting synergies, better donor coordination and political support) - EAC, SACU, ECOWAS

- Wide range of expertise needed – Advisors Workshops
  
  Canada, Europe (English), New Zealand, Spain (2) + 6 planned
Implementation

- WCO Development Compendium
- Regional 2nd Phase Workshops
- Trends and Patterns Implementation Report
- Customs Management Development Programme
- Language issue
Support
WCO Support

- to establish a strategy and management structure for customs development
- to provide political support
- to help the members in their efforts to obtain sustainable funding
- to develop project management and achieve the technical deliverables
- To provide guidance and advice
Financial Support

Customs Services
Italy, Ireland, South Africa, UK, USA

Donor Agencies
European Union, NORAD (Norway)
SIDA (Sweden)
External Support

Customs Services
Belgian Customs, CBSA Canada, Japan Customs, Netherlands Customs, Norwegian Customs, US CBP, UK Customs

Donor Agencies
ADB, IADB, OSCE, SECI, UNODC, World Bank

Private Sector
BASC, Cotecna, GlobalSCAN, SITPRO, Webb-Fontaine
Direct Support for WCO Regional Offices (ROCBs)

Customs Services

Argentina, Australia, China, Cote D’ Ivoire, Japan, Kenya, Korea, New Zealand, Sweden, UAE

Donor Agencies

CIDA (Canada) CCF Japan, SIDA (Sweden)
Expertise

Customs Services
Argentina, Australia, Azerbaijan, Belgium, Bermuda, Bolivia, Brazil, Burkina Faso, Canada, Cap Verde, Chile, China, Denmark, Fiji, Finland, France, Germany, Hong Kong, Japan, Jordan, Kazakhstan, Netherlands, New Zealand, Norway, Papua New Guinea, Russian Federation, South Africa, Spain, Sweden, UAE, UK, USA, Uzbekistan

Private sector
IBM, FEDEX
Project Development Partners

AU, CBSA, CCLEC, EAC, EU, GEA, IADB, IFIA, OCO, OSCE, UNCET, UNDP, UNODC, SACU, SECI, Swedish Board of Trade, World Bank
Donor Coordination

- Donor liaison Officer
- Global Donor Conference London October 2008
- Regional Donor Conferences
- Columbus Business Case
- Dedicated donor funding secured for 2008/9 and 2009/10
Our Strategy
Findings- Strategic

- Poor engagement with Government and trade
- Little anticipation of change
- Need for improved business management skills
- Need to develop a more compliant business culture
- IT solutions not led by business requirement
Findings - Operational

- Need to develop improved intelligence and risk management

- Need for further simplification
  - Segregation of clearance and release
  - Improved use of technology
  - Still procedural changes needed

- Need for improved relationship with Trade
Findings - Operational

- Need for more widespread use of Post Clearance audit
- Need for improved and effective anti-smuggling
- Need for more consistent training and development
Findings - developmental

- Lack of cultural and political understanding
- Lack of holistic development
- Inconsistent and/or inaccurate advice
- Poor quality projects
Other Factors

- SAFE is not the only show in town:
  - WTO
  - Integrated Border Management
  - Trade Agreements e.g. EPAs
- The emerging organizational styles and understanding the ‘developing world’
- Co-ordination (internal and external)
- Administration and management
Customs remains a national instrument of Government charged with regulating cross-border trade using multi-sourced international information.
There is no single model for Customs but........
Customs Economic Role

- Trade Management
- Market Access
- Revenue Collection
- Social Protection
- Statistical production
Implementing Reform

- **Miami HLSG 2005**
  - Little or no help needed: 25%
  - Training and or Technical Assistance: 10%
  - Specific policy development and operational implementation: 20%
  - Fundamental Reform: 45%
We Must deliver

- Improved Political/Strategic advice
  - Leadership
  - Research
- Properly structured, managed and sustainable operational development projects
- Consistent and available training
- Improved Governance
Delivery Requirement

- Co-Operation and Partnership
- Regional Structures
- Accreditation
- Research
- Communication
- Evaluation
- Administration
Partnership

With Members

- Development and deployment of advisors.
- Integration/co-ordination of programmes
- Guidance
- To deliver development projects
- To provide evaluation and assurance
Partnership

- With Economic operators
  - To be included in development projects
  - To provide business skills development
  - To provide/receive training
  - To seek advice
Partnership

- With Donors
  - To ensure an Holistic approach
  - To support projects
  - To seek/ provide advice
  - To provide expertise
  - To co-ordinate Customs development activity
  - Analysis and evaluation
Partnership

- With Development Companies and Consultants
  - To improve quality and consistency
  - To cope with demand
  - To assist donors
  - To advise our Members
  - To save money
Partnership

With Specialist Expertise

- Non-Intrusive Inspection technology
- Business analysis
- Human Resources Management
- Tendering/Contracting
- Project and programme management
- Economists
- Communications/Media
Accreditation

- Systematic and audited procedures against published standards for
  - Advisors
    - In partnership with the Members
  - Development Companies
    - In partnership with the Members
  - Education and Training (PICARD)
    - In partnership with the International network of Customs Universities
Secretariat and Regional Structures

- Secretariat, Vice Chairs and Regional Development Managers
  - Strategy
  - Policy
  - Standards/Accreditation
  - Political and senior management support
  - Management and development of ROCBs
  - Training policy and support
Secretariat and Regional Structures

- RTCs (Centers of Excellence)
  - Delivery of relevant training for Customs and stakeholders by accredited regional trainers
  - Training development
  - Training research
  - Outward projection
Research

- Regular authoritative information on Customs relevant matters (Strategic and Tactical)
- **The World Customs Journal**
  - [www.worldcustomsjournal.org](http://www.worldcustomsjournal.org)
- Currently
  - Economic role of Customs
  - Measuring Customs performance
  - Risk management methodologies
- Regular trends and patterns reports
A Support Communication Strategy

- Consistent, regular and targeted:
  - Politicians
  - International Organizations
  - Members and their employees
  - Economic Operators
  - Donors
Success to be measured through

- WCO Audit Programme
- Specific programme and Project evaluation criteria
- Independent peer group review
- Member survey/feedback
- Monitoring matrices
The Final Word

- **WCO’s Capacity Building Strategy:**
  - Not just training and technology
  - But … know-how, infrastructure and support
  - Not just what donors have
  - But … what recipients and circumstances require
Thanks

Questions please

- Alan Hall