

# INTEGRITY



*NO REFORM WITHOUT INTEGRITY*

## Why is Integrity Important for Customs?

In many Customs administrations, the concept of integrity means delivering services to meet the expectations of clients and stakeholders. Integrity can therefore be defined as:

**«A positive set of attitudes which foster honest and ethical behaviour and work practices.»**

As Customs' performance is considered a reliable barometer of how the public perceives the quality and integrity of government as a whole, the WCO is making a strong case for focusing more heavily on Customs integrity. In the light of Customs' core activities, integrity is important because it:

- **increases public trust and confidence**
- **prevents significant revenue leakage**
- **contributes to voluntary compliance**
- **facilitates international trade, foreign direct investment (FDI) and economic development**
- **increases the level of national security and community protection**

### **Key WCO Integrity Tools:**

**Revised Arusha Declaration  
Integrity Development Guide  
Model Code of Ethics and Conduct  
Integrity Newsletter**

## The Revised Arusha Declaration

The Revised Arusha Declaration (2003) lays down key principles a Customs administration should apply when embarking on a comprehensive integrity development programme. These are:

- **Leadership and Commitment**
- **Regulatory Framework**
- **Transparency**
- **Automation**
- **Reform and Modernization**
- **Audit and Investigation**
- **Code of Conduct**
- **Human Resource Management**
- **Morale and Organizational Culture**
- **Relationship with the Private Sector**
- **Performance measurement as a governance tool**

## The Structure

The WCO has an Integrity Sub-Committee (ISC) reporting directly to the Policy Commission, which meets once a year to discuss integrity matters with Customs and private sector representatives. The ISC identifies new issues and areas of work which the WCO Secretariat may then pursue with its Members.



Recognizing that integrity is a cross-cutting issue and a key element to any Customs reform and modernization programme, the Integrity Unit of the Capacity Building Directorate works closely with the other Units of the Directorate (i.e. Management Development), with the WCO Research Unit and with other WCO Directorates (i.e. enforcement and facilitation related issues).

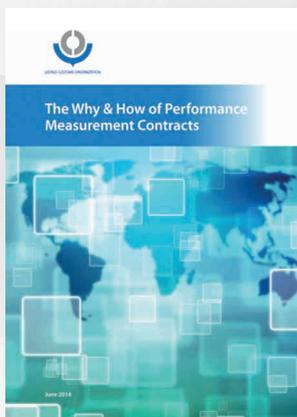
In order to promote integrity within Customs and assist its Members, the WCO organizes national, regional and international integrity workshops and seminars.

# The WCO approach to integrity

The WCO approach to integrity is **focused on Customs**. Given that **awareness raising** plays an important role in promoting integrity within Customs, the WCO organizes integrity workshops, using the Integrity Development Guide, during which integrity and corruption are openly discussed. The WCO regularly publishes *Integrity Newsletters* that feature Members' experiences and good practices in the area of governance and integrity.

The WCO also supports Customs administrations seeking assistance in implementing measures identified through **integrity diagnostics** in specific areas, such as human resource development, partnerships with the private sector or communication. Since integrity underpins the Customs reform and modernization process, the WCO provides support in the context of **measurement and quantification** projects. Such projects rely on data extracted from automated Customs clearance systems that are analysed to identify loopholes in terms of efficiency and integrity. To assist Customs administrations wishing to embark on quantification projects, the WCO has published a guide entitled *The Why & How of Performance Measurement Contracts*. In addition, considering the many integrity threats to which Customs administrations are exposed, the WCO has developed a *Guide to Corruption Risk Mapping* and a *Guide to Prevent Procurement Corruption in Customs*.

The WCO advocates tailor-made and long-term solutions, as well as a holistic approach to integrity and anti-corruption programmes in line with the 10 elements of the Revised Arusha Declaration.



**More information**

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