

Capacity Building for Customs Administrations

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Capacity Building Strategy

- **WTO Doha Development Agenda**
 - Pledge in the Ministerial Declaration 2001
 - Implementation of WTO rules
- **CB Strategy**
 - Adopted by the WCO Council 2003
 - A business case for customs modernization
- **Six lessons**
 - From previous CB activities
 - Those that did not meet the initial expectation



1. Political will and commitment

- **Two global initiatives to raise profile of customs**
- **WTO Doha Agenda on trade facilitation**
 - Simplifying border procedures with focus on customs
 - Submitted proposals largely based on WCO tools, esp. Revised Kyoto Convention
 - Promote customs reform, based on WCO tools
 - WTO members and accession countries
- **WCO Framework of Standards to secure and facilitate global trade**
 - Security concern as a driver for improving customs
 - A lever to get more resources
 - Improve revenue collection, application of national laws, contribute to economic and social development



2. Ownership by customs personnel

- **Internal communication**
 - Information to local customs personnel
 - Involve all levels from the earliest stage of CB
 - Stake in organizational and administrative reform
- **Integrity program**
 - Adequate human resource management
 - Simplification and automation of procedures
 - Reduce the opportunity by streamlining
 - Self-assessment, action planning
 - Involvement of all levels, reflect in reform program
 - Process to buy-in to any reforms



3. Accurate diagnosis

- **WCO diagnosis tools**
 - WTO checklists
 - Identify needs and priorities
- **Country-specific programs**
 - Individual circumstances, competences, resource
- **Improve diagnostic tools based on feedbacks**
- **A pool of experts**
- **WCO role in CB**
 - Diagnosis, program planning, evaluation
 - Assist members to take ownership



4. Realistic expectation

- **Governments and donors**
 - Unrealistic and overly ambitious expectations
 - Disappointments
- **Objective base-line data**
- **WCO Time Release Study**
 - Collection and analysis of customs performance
 - Performance of all parties
 - Understanding of expected contribution of customs and others



5. Sustainable resources

- **Adequate human and financial resources**
- **Post-implementation costs**
 - Exceeds costs of introducing a new automation system
 - Neglected and resultant difficulties to maintain
- **Mechanism for long-term funding**
 - Information and communication technology



6. Enhanced cooperation and coherence

- **Donor with its own agenda**
 - Poor communication and coordination
 - Duplication and little attention to certain areas
- **Active, strategic approach for coordination**
- **Concerted attempt**
 - WTO discussion
 - a WTO website, dedicated to CB
 - Global facilitation Partnership for transport and Trade
<http://gfptt.org>



Regional approach

- **Opportunity to exchange experience with similar problems**
- **Synergy with existing regional initiatives**
- **WCO Regional Office for CB (OCB)**
 - **Bangkok office for Asia Pacific**
 - **Enhance relationships with ADB**
 - **A model for other WCO regions**



A top-level seminar in Japan

- **A proposal to gain an in-depth and practical insight into Japan experience**
- **Leading administration with pragmatic approach towards modern customs procedures and management**
- **Spring to Summer in 2006**
- **To enhance regional cooperation in Central Asia**