

**Slobodnik Kristina Vladimirovna. *Capacity building: WCO's experience***

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Customs authorities around the world play a significant role in the implementation of a range of vitally important government policies and contribute to the achievement of various national development objectives. Moreover, Customs is an essential instrument in the activity of the key organizations and individuals involved in making important trade and foreign investment decisions.

In this context purposeful and targeted capacity building investments focused on improving the efficiency and effectiveness of Customs administrations can bring tangible benefits to governments taking advantage of the many development opportunities provided by the expanding global trading system<sup>35</sup>.

Despite the fact that the main roles and responsibilities of Customs authorities have remained basically the same for many years, the manner in which Customs administrations discharge these roles and responsibilities has changed greatly in recent times. The core reasons for change can be are the following:

- globalization and continued growth in the level of international trade;
- heightened international awareness (and quantification) of the costs associated with complying with inefficient and outdated border formalities;
- increased investment by the private sector in modern logistics, inventory control, manufacturing and information systems, leading to increased expectation for Customs to provide prompt and predictable processing of imports and exports;
- increased use and availability of new information and communication technologies;

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<sup>35</sup> The State Customs Committee of the Republic of Belarus [Electronic resource] – Mode of access: <http://www.customs.gov.by/ru/>. – Date of access: 24.03.2019.

- greater policy and procedural requirements directly associated with international commitments (such as accession to the WTO);
- increased international competition for foreign investment;
- proliferation of regional trading agreements which significantly increase the complexity of administering border formalities and controls;
- increased workload and government expectations, with static or decreasing financial and human resource allocations;
- increased awareness of the importance of good governance and sound integrity within Customs services.<sup>36</sup>

Resultantly these cases have made both the business community and major international financial institutions realize the importance of effective Customs administration to the economic and social prospects of developing countries. It is now clearly understood that a well-performing and ethical Customs administration can make a major contribution to effective revenue mobilization and can assist governments to facilitate trade and investment and increase confidence in the quality and integrity of government institutions.

Therefore, appropriate resources for undertaking practical capacity building initiatives in the Customs administrations of developing countries serve as a sound and cost-effective economic investment for governments and donor organizations. Furthermore, it can help Customs authorities make more meaningful contribution to a number of national development objectives such as foreign investment, revenue collection, community protection, trade facilitation, national security and ultimately poverty reduction.

In the Customs context, capacity building is commonly understood as developing or acquiring the skills, competencies, tools, processes and resources needed to improve the capacity of

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<sup>36</sup> Customs Capacity Building Strategy [Electronic resource]: World Customs Organization – Mode of access: [http://www.wcoomd.org/en/topics/capacity-building/overview/~/\\_/media/3C486A00F972488DB85F687EA0F551FB.ashx](http://www.wcoomd.org/en/topics/capacity-building/overview/~/_/media/3C486A00F972488DB85F687EA0F551FB.ashx) – Date of access: 24.03.2019

the administration to carry out its allotted functions and achieve its objectives.

Nowadays there is no universally accepted model for modern Customs administration. That is why the international Customs community supposes that all capacity building activities in Customs should be aimed at increasing Customs' performance in respect of each of the key principles defined in the Revised Kyoto Convention: integrity, transparency, accountability, predictability, client service, facilitation and control, standardization and etc. In addition, all Customs reform and modernization efforts should be focused on establishing or strengthening the management and administrative capacity of Customs administrations.

The WCO Secretariat, Member administrations and donor organizations have conducted a lot of research in recent years. They've managed to identify a range of factors that contribute to the success or otherwise of capacity building initiatives. They are the following:

- The Need for Accurate Diagnosis of Capacity Building Needs and the Development of Country-Specific Responses;
- The Need for Sustained High-Level Political Will and Commitment;
- The Need for Enhanced Co-operation and Coherence;
- The Need for Greater Ownership and Participation of Customs Personnel;
- The Need for Realistic Government and Donor Expectations;
- The Need for Adequate Human and Financial Resources to be Devoted to Capacity Building Initiatives.

To redress these issues capacity building initiatives should incorporate quite longer implementation timeframes; make better provision for post-implementation support; incorporate adequate provision for short and long term in-country advisors and include mechanisms for the provision of additional support and long-term funding provisions (particularly in the case of communication and information technology based interventions).

The achievement of meaningful and sustainable improvement in efficiency and effectiveness requires require the concerted and

co-operative effort of all stakeholders, including: governments, Customs administrations, the private sector, key international organizations, international financial institutions, regional development banks and national assistance agencies, WCO Member administrations from developed countries and the WCO Secretariat.

In recent years, governments, donors and Member administrations have increasingly looked to the WCO to provide sound advice and direction on the diagnosis of Customs needs and the content, focus and methodologies needed to effect real and sustainable improvement in the Customs administrations of the developing world. Fortunately, unlike some other areas of public administration, the basic building blocks for improving the efficiency and effectiveness of Customs already exist.

The WCO's Customs Capacity Building Diagnostic Framework brings together in one clear and concise document all key elements and foundations necessary to establish an efficient and effective Customs administration. It provides a comprehensive and standardized methodology for the diagnosis of needs and the design and development of appropriate capacity building programmes. It includes a readiness assessment tool and a series of ten chapters that cover all the core components of a comprehensive capacity building programme.

Unfortunately, to date many capacity building initiatives have failed to meet their desired objectives and what has been missing is a broad and comprehensive strategy designed to mobilize international support, increase co-ordination and co-operation between all stakeholders, and provide a sound framework for practical and sustainable capacity building in the Customs administrations of the developing world.

The WCO's Customs Capacity Building Strategy is designed to provide a pragmatic response to identifying and addressing the capacity building needs of Customs administrations in the developing world. Likewise, the WCO's internationally agreed conventions, instruments and best-practice approaches provide the building blocks necessary for sound Customs administration.

So, it is now up to all stakeholders to commit themselves to

the practical implementation of the principles and suggested actions contained in this strategy.

**Слободник Кристина Владимировна. *Наращивание потенциала: опыт ВТамО***

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Таможенные органы всего мира играют важную роль в реализации ряда жизненно важных направлений государственной политики и вносят свой вклад в достижение целей национального развития. Кроме того, таможня является неотъемлемым инструментом деятельности ключевых организаций и отдельных лиц, участвующих в принятии важных решений в области торговли и иностранных инвестиций.

В этом контексте целенаправленные инвестиции в наращивание потенциала, направленные на повышение эффективности и действенности таможенных служб, могут принести значительную пользу правительствам, использующим многочисленные возможности развития, предоставляемые расширяющейся глобальной торговой системой<sup>37</sup>.

Несмотря на то, что основные функции и обязанности таможенных органов течение многих лет остаются практически неизменными, в последнее время характер выполнения этих функций и обязанностей таможенными органами значительно изменился. Основные причины этого изменения следующие:

- глобализация и продолжающийся рост объемов международной торговли;
- повышение международной осведомленности (и количественной оценки) о затратах, связанных с

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<sup>37</sup> Государственный таможенный комитет Республики Беларусь [Электронный ресурс] – Режим доступа: <http://www.customs.gov.by/ru/>. – Дата доступа: 24.03.2019.