



World Customs
Organization

WCO Annual Report

2022-2023

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WCO Annual Report

2022-2023

Acknowledgements

Thanks to the Council Chairperson and the leadership of the following six Vice-Chairs, the WCO was able to successfully pursue its endeavours in cooperation with Members:

- **Mr. J. S. Qudah** from Jordan for the WCO North of Africa, Near and Middle East region;
- **Mr. H. Ibrahim Ali** from Nigeria for the WCO West and Central Africa region;
- **Ms. R. Chinamasa** from Zimbabwe for the WCO East and Southern Africa region;
- **Ms. M. Garamendi Espinoza** from Peru for the WCO South America, North America, Central America and the Caribbean region;
- **Mr. K. Mourtidis** from Greece for the WCO Europe region; and
- **Mr. M. Outram** from Australia for the WCO Far East, South and South East Asia, Australasia and the Pacific Islands region.



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A MESSAGE FROM THE CHAIRPERSON OF THE COUNCIL

Dear colleagues and friends,

"It gives me great pleasure to present the World Customs Organization's Annual Report for 2022-2023. The Report aims to illustrate the Organization's ambitious efforts over the past 12 months and to provide Members and stakeholders with a thorough understanding of the most pressing activities on the global agenda in the Customs domain."

This year has been a remarkable one for the World Customs Organization (WCO) as we celebrate our 70th Anniversary. Our Organization, which was founded in 1952 and has grown to encompass 185 diverse Members, holds a unique position as the international voice of Customs. As we take stock of our achievements over the years, we continue to face numerous global challenges that place significant strains on Customs work, particularly given the current circumstances in Europe.

It has been a great honour and privilege for me to serve as the WCO Council Chairperson for the past three years. As I am nearing the end of my term in office, I should like to express my sincere gratitude and appreciation to all WCO Members and Secretariat staff for their continued support during this period.

On behalf of all WCO Members, I should like to extend my sincere gratitude to the outgoing Secretary General, Dr. Kunio Mikuriya, for his exceptional leadership and commitment to advancing the important mission of the Organization during his term in office. Under his guidance, the WCO has achieved significant progress in developing Customs operations and ensuring stability in an increasingly complex and challenging global environment. As we look towards the future, we are confident that this work will continue under the new leadership, and we encourage all Members to join us in continuing these efforts and building upon the successes of the past.



A MESSAGE FROM THE CHAIRPERSON OF THE COUNCIL

Capacity building

Various capacity building initiatives and events have been organized by the WCO and its partners related to the WCO theme for 2023, which is "Nurturing the Next Generation: Promoting a Culture of Knowledge-Sharing and Professional Pride in Customs". These initiatives focus on promoting competency-based human resource management, leadership and management development, training courses and knowledge-sharing in the Customs field. The theme seems to reflect a broader trend in the Customs and border security field of investing in training and development to enhance the capacity of Customs officers so as to meet emerging challenges and adapt to changing environments.

"As I always say, learn to lead."

"As I always say, to build up a successful organization, one must be willing to continue learning and improving one's skills. Learn to lead by embracing new ideas, taking on challenges with a positive attitude and continually striving for progress."

"Leadership and learning are indispensable to each other."

John F. Kennedy

Modernization of the WCO

The WCO has recognized the need to modernize and adapt to a new, more agile structure in order to keep up with the changing nature of global trade. This includes adopting new technologies, enhancing training and capacity building programmes, and improving communication and collaboration with stakeholders. The WCO is committed to creating a more dynamic and responsive Organization that can better address the challenges and opportunities of the 21st century global economy. Through this new approach, the WCO aims to be better equipped in order to facilitate safe, secure and efficient trade, while promoting sustainable economic growth and development. This Modernization Plan is one of the key deliverables specified in the WCO's Strategic Plan 2022-2025.

The WCO has conducted regional consultations on modernization involving the six regions of the WCO.

Data exchange

The exchange of data is a critical component of international trade, and the WCO has recognized the need for a standardized approach in this regard. The WCO Data Model provides a structured framework for the exchange of information between Customs administrations, as well as other stakeholders involved in the international supply chain. This includes data related to goods, transport and other trade-related activities.

The WCO Data Model aims to improve communication and cooperation between all parties involved in the supply chain, which can help reduce delays, errors and costs associated with cross-border trade. It also helps to promote greater transparency, security and efficiency in the exchange of trade data, which is increasingly important in the digital age.

With a view to further supporting the exchange of data and promoting cooperation across borders, the WCO is committed to promoting the exchange of information and data as a means of advancing safe, secure and efficient global trade, and continues to work with its partners to develop and implement modern solutions that meet the evolving needs of the global trading community.

Green Customs

This important initiative involves international organizations working together to prevent illegal trade and enhance the capacity of Customs and other border control officers to monitor legal trade and prevent environmental harm. The WCO organized a Green Customs Global Conference to raise awareness of Customs' role in protecting the environment. There are also programmes and research papers related to the topic, as well as a guide by the United Nations Environmental Programme. Overall, the concept of Green Customs seeks to focus on the intersection of trade and environmental protection.

Conclusion

In conclusion, the World Customs Organization has made significant strides in the Customs domain over the past 12 months, and the Annual Report aims to showcase the Organization's ambitious activities, providing a thorough understanding of the most important challenges on the global agenda. The Report is intended to serve as a valuable resource for the Organization's Members and stakeholders, offering insight into the Organization's activities and contributions to the field of Customs. Overall, it is clear that the World Customs Organization has taken a proactive approach to advancing its mission and that its extensive efforts have been extremely impactful.

Ahmed Hamad Al-khalifa
Council Chairperson, World Customs Organization



A MESSAGE FROM THE SECRETARY GENERAL

Life is in perpetual motion. The 2021 WCO Environmental Scan highlighted the importance of the adaptive capacity of structures and processes in enabling them to respond appropriately to various situations, while preserving their core role and functions. The role of Customs in the global economy and at borders has always required the constant adjustment of Customs processes in accordance with the main trends and practices affecting and influencing them.

Meanwhile, the WCO needs to remain agile and provide adequate support to its Members in navigating these new realities. This Report offers readers the opportunity to look back at how the WCO adapted to the changing circumstances as the Organization celebrated its 70th Anniversary. These considerations have continued to fully guide the work of the WCO during this past year, and I am personally delighted to share that, as a result, significant steps have been taken to maintain the relevance of Customs and the WCO in this ever-changing world.

Indeed, maintaining relevance requires proper adaptation to the current environment and preparedness for the future. The Strategic Plan 2022-2025, adopted by the WCO Council in June 2022, identifies three specific focus areas, representing domains where knowledge and expertise need to be strengthened. These three areas cover Technology and Innovation, Green Customs and Governance and Accountability. Significant efforts have been undertaken by the WCO in these focus areas in order to bridge the gap in terms of relevant instruments and organizational capacity. In the field of Technology and Innovation, the WCO began implementing its Data Strategy through, for instance, the establishment of a dedicated working group within the statutory bodies of the Organization, as well as the launch of an innovation hub during the WCO Technology Conference. Digital transformation is much more than a necessity and should be applied at every level within Customs administrations in order to reinforce their core role and functions. In that vein, readers of this Report will learn about the power of data highlighted by the CEN

Data Visualization Project. The Report will also inform them about the particular attention paid to the issue of fragile borders and ways in which Customs could demonstrate a more efficient response to conflict and crisis situations. The roadmap that was drawn up in this connection calls for the increased use of modern technology, in this case geospatial intelligence in particular, to improve the actions led by Customs and contribute to the modernization of the relevant processes.

Another important aspect is the greening of our societies and the contribution that needs to be made by each one of us in order to ensure the sustainability of our planet. Customs administrations and the WCO should actively participate in global efforts in this regard, and work has been done to define the Organization's vision to achieve this goal. A considerable amount of thought has gone into determining how Customs should position themselves within and contribute to the global agenda. To that end, a roadmap has been developed that will guide the Organization's efforts in the years to come. This roadmap sets out a vision and defines the building blocks that represent the various ways in which Customs could act as a strategic player in this field. In addition, the WCO is currently working on defining its own contribution to the negotiating bodies of the relevant international agreements, bringing Customs' point of view to the discussion table. As a global organization, the WCO now needs to delve deeper into environmental issues and adapt its activities to take them into account. One relevant example of an initiative undertaken this year was the series of symposia aimed at visualizing a greener



Harmonized System (HS), during which the Secretariat and its Members addressed specific product areas that could benefit from further environmental consideration. This development could be considered a start, and this initiative is likely to be extended to the development of other WCO standards and instruments.

Thirdly, it has to be recognized that efforts towards modernization and increased efficiency are important not only for Customs administrations but also for the WCO Secretariat. Under the focus area "Governance and Accountability", the WCO is currently working on the development of a Modernization Plan to improve its performance, in particular through the digitization of internal processes, and to increase its overall influence and visibility. The modernization of the WCO should be seen as a natural organizational change in order to cope with the constant changes and challenges of the modern world. This change should be built on the current strength of the WCO while also addressing its limitations. Without reinventing the wheel and while bearing in mind the need to be realistic, this Modernization Plan should put forward recommendations to streamline the functioning of the WCO, improving the way it delivers its mission on behalf of its Members while adopting "out-of-the-box" thinking to propose new products, services and initiatives with a view to reinforcing its overall external impact and global outreach. Work on the Modernization Plan began with an extensive consultation at the end of 2022 and is currently being pursued using the same inclusive methodology. A final document will be presented to Members for endorsement in June 2024 that will pave the way for the modernization of our Organization in the years to come.

Adaptability, agility and innovation are the main vectors of change, but this change cannot become a reality without people. The day-to-day operation of Customs administrations and the WCO Secretariat is made possible by talented people who are truly committed to their work. A proper adaptation to current and future trends definitely requires the relevant skills and capacity of the people involved

in delivering the work. In this light, the WCO adopted its theme for the year 2023 as "Nurturing the next generation by promoting a culture of knowledge-sharing and professional pride in Customs". This theme is in line with efforts to place human capital, and especially the new generation, at the heart of the transformation of Customs. Paying attention to the expectations of new generations in terms of knowledge and meaning should be seen as one of the most important ways to ensure a bright future for Customs and the WCO, by making them the main drivers of change and a powerful example of our ability to evolve and adapt.

Finally, I would like to express my sincere thanks to the Council Chairperson and the Members, as well as the Secretariat staff, for the constant support they have shown me. It has truly been an honour to serve this Organization. Together, through our hard work, we have shown agility and resilience in response to a constantly changing world, and helped grow the WCO's standing in the international community. May we continue to follow this path for many years to come. Thank you.



Dr. Kunio Mikuriya
Secretary General,
World Customs Organization



WHO WE ARE

As the global centre of Customs expertise and the voice of the international Customs community, the WCO provides an ideal forum for Customs administrations and their stakeholders to hold in-depth discussions, exchange experiences, and share best practices on a range of international Customs and trade issues.

The WCO Annual Report for 2022-2023 summarizes the Organization's structure and activities, and includes data on all 185 WCO Members.



1952

Establishment of the World Customs Organization (WCO) as the Customs Co-operation Council (CCC)

Status



Independent intergovernmental Organization

Mandate



Enhance the effectiveness and efficiency of Customs administrations worldwide

Headquarters



Brussels, Belgium



185

Members across the globe at all stages of social and economic development

Find out more



Website: wcoomd.org
General enquiries: research@wcoomd.org

UNDERSTANDING THE WCO



Vision

Bringing Customs together for a safer and more prosperous world. Borders divide, Customs connects.



Mission

The WCO develops international standards, fosters cooperation and builds capacity to facilitate legitimate trade, to secure fair revenue collection and to protect society, providing leadership, guidance and support to Customs administrations.



Values

WE are a knowledge-based and action-oriented Organization.

WE believe in transparent, honest, and auditable governance procedures.

WE are responsive to our Members, stakeholders in trade, and society.

WE capitalize on technology and innovation.

WE believe in inclusiveness, diversity and equitable treatment and opportunities for all.



3 core functions

In order to fulfil its Mission and deliver the appropriate support in terms of trade facilitation, revenue collection, protection of society and organizational development, the WCO builds on three core functions.

INTERNATIONAL STANDARDS

providing Members with an appropriate set of instruments with which to face the realities of the modern world. This function can be implemented through the development of new tools, responding to new opportunities and challenges, and also through the updating of existing tools, to make them fit for purpose with regard to these opportunities and challenges.

COOPERATION

promoting and supporting coordination and cooperation, both between Customs administrations and with other agencies and the private sector. Further cooperation can support the implementation of standards and increase the influence of Customs at borders. This function therefore focuses on the practical aspects of Customs-to-Customs cooperation, by supporting the exchange of information and intelligence, facilitated by the organization and conduct of joint operations.

CAPACITY BUILDING

delivering capacity building support and technical assistance to assist Members in implementing WCO standards and strengthening Customs cooperation. To support the modernization of Customs, these actions also provide assistance in developing the organizational capacity of Customs administrations.

98% of world trade is collectively processed by the WCO which represents 185 Customs administrations around the globe.

TIMELINE

A glance at the highlights of 2022

The WCO Secretariat organized the "Green Customs Global Conference", at the opening of which Dr. Kunio Mikuriya stressed the importance for the WCO to hear the views of a wide range of stakeholders in order to properly position the role of Customs in the fight against climate change and related environmental issues, especially since "Green Customs" has been confirmed by the WCO Council as one of the focus areas in its Strategic Plan.



The WCO-Japan Career Development Programme (CDP) for 2021-2022 ended with a ceremony, during which the 10 participating Professional Associates were awarded certificates by the WCO Secretary General to mark their successful completion of the Programme.



The launch of the AfCFTA E-Tariff Book and the Rules of Origin Manual, an important step in the EU-WCO-AfCFTA partnership, was announced at the 9th AfCFTA Council of Ministers Meeting. The WCO Secretary General was invited to give an address at the Meeting.



JUNE

Directors General of the WCO's 184 Member Customs administrations gathered at the 139th/140th Sessions of the WCO Council, held in Brussels, Belgium under the chairmanship of Mr. A. Al Khalifa, President of Customs Affairs in Bahrain. The Council noted the update on the implementation of the WCO COVID-19 Action Plan, and endorsed the WCO Strategic Plan 2022-2025, with Technology and Innovation, Green Customs and Governance and Accountability as its focus areas. The Council also noted the importance of Customs adapting to fragile contexts at borderlands. In addition, the Council approved the extension of the mandate of the Working Group on Performance Measurement. The Council adopted the WCO Data Strategy, recognizing the power of data for strategic planning and intelligence, as well as the latest version of the WCO Framework of Standards on Cross-Border E-Commerce. Directors General of Customs re-elected Mr. Ricardo Treviño Chapa to the post of Deputy Secretary General for a five-year period, and also re-elected Mr. A. Al Khalifa, President of Customs Affairs in Bahrain, to the post of the Chairperson of the WCO Council and proceeded to confirm a number of important regional representative positions. In the margins of the Sessions, H.R.H. Princess Astrid of Belgium honoured the delegates with her visit during the meetings to mark the 70th Anniversary of the Organization.



JULY

The WCO Council approved the **Railway Guidance**, which provides Members with simplified and harmonized Customs transit procedures and regulations to be applied to railway transportation, using advanced technologies and based on Customs-to-Customs and Customs-to-Business cooperation.



As part of the WCO COVID-19 Action Plan and established in response to the Resolution of the Customs Co-operation Council on the role of Customs in facilitating the cross-border movement of situationally critical medicines and vaccines, the **STOP II Project** helped strengthen the role of Customs in controlling illicit vaccines and medicines, and facilitating the global distribution of authentic COVID-19 vaccines.



Speaking at a high-level roundtable held at the **WTO Aid for Trade Global Review**, where the importance of international cooperation was underlined, the WCO Secretary General, Dr. Mikuriya, emphasized the role played by Customs as the first line of defence in the fight against illicit trade.



The WCO Secretary General participated, through video messages, in the **Ministerial Transport Conference of Landlocked Developing Countries (LLDCs)** in Turkmenbashi, Turkmenistan, where he highlighted the WCO's contribution to improving transit-related border procedures for better border connectivity.



The WCO Deputy Secretary General, Mr. Ricardo Treviño Chapa, welcomed the new members of the **Private Sector Consultative Group (PSCG) for 2022/2023** through a virtual meeting, during which the vision, mission, key functions and activities of the WCO as well as its Strategic Plan 2022-2025 were presented.

The WCO Secretary General, Dr. Kunio Mikuriya, met with the Director General of the **European Space Agency (ESA)**, Dr. Josef Aschbacher, and his security advisors, at ESA Headquarters to discuss the activities of their respective Organizations, the potential contribution of Earth observation technologies to Customs' duties, and how cooperation could be envisaged in this field.



The United Nations Office of Counter-Terrorism (UNOCT) and the WCO signed an **Arrangement on Cooperation (AoC)** to further strengthen cooperation and advance their joint initiatives to counter terrorism. The signing of the AoC took place during an in-person ceremony between the Under-Secretary-General of the UNOCT, Mr. Vladimir Voronkov, and the Secretary General of the WCO, Dr. Kunio Mikuriya.



AUGUST

The WCO Secretary General participated as a panellist in an online side event titled "Deepening Regional Economic Integration - The AfCFTA and Trade Facilitation in the Post-COVID Era", co-organized by the World Bank Group (WBG) and the Japan International Cooperation Agency (JICA), in the context of the **8th Tokyo International Conference on African Development (TICAD)**.



The WCO and the World Health Organization (WHO) signed an updated **Memorandum of Understanding (MoU)** to enhance the cooperation that already exists between the two Organizations, by broadening the scope of cooperation through better alignment between their respective strategies and work programmes.

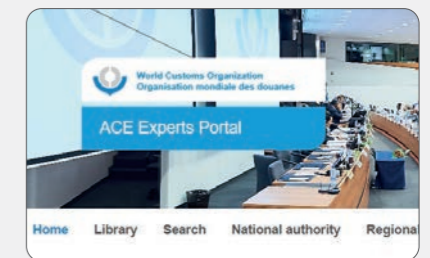


SEPTEMBER

The WCO joined the international community in celebrating **International Day for the Preservation of the Ozone Layer** under the theme "Montreal Protocol@35: global cooperation protecting life on earth". Through its Environment Programme, the WCO provides training and guidance to Customs officers around the world, so that they can successfully tackle the illegal trade in ozone-depleting substances (ODS). In addition, each year the WCO coordinates global enforcement operations specifically targeting illicit shipments of this type.



Launch of the **WCO ACE Experts Portal**, an online platform facilitating the management and mobilization of WCO experts. This will be a useful tool, as WCO experts play a vital role in the effective implementation of WCO capacity building activities.



The WCO and the WTO Secretariats jointly announced the release of the second edition of the **WCO/WTO Study Report on Disruptive Technologies** at an online event, during which the key findings were presented.



An MoU was signed with UNCTAD to support Customs modernization by enabling interoperability between UNCTAD's Automated System for Customs Data (ASYCUDA) and the WCO Cargo Targeting System (CTS), National Customs Enforcement Network (nCeN) and Time Release Study (TRS). Committed to enhancing Customs' capability in managing risks by utilizing information technology, the two Organizations agreed to collaborate further to accelerate harmonized supply chain digitalization through the implementation of international standards for data exchange, such as the WCO Data Model.



The WCO Global Conference on **Human Capital Management**, organized in a hybrid format with the theme "Well-being at Work - Taking care of our Human Capital", brought together over 1,200 participants, including 150 in person, from 175 countries around the world. The event focused on how Customs administrations and international organizations in the public and private sectors are implementing measures to promote a human-centred approach in the workplace, taking advantage of the key role of technology as an enabler.



The WCO Secretary General welcomed delegates back to the first face-to-face **Permanent Technical Committee (PTC) meeting** in three years.



OCTOBER

NOVEMBER

The **Private Sector Consultative Group (PSCG)** held a hybrid meeting with WCO management to discuss issues related to the SAFE review cycle, SAFE Framework of Standards, monitoring, trade facilitation, and business resumption.



Enhanced collaboration between Customs Authorities and Financial Intelligence Units was announced at the **Budapest Conference**, jointly organized by the WCO and the Egmont Group, to combat money laundering and terrorism financing and address the growing threats posed both to regional and global security and the integrity of the global trade system.



The **2022 WCO Technology Conference and Exhibition** took place in Maastricht under the theme "Driving Customs performance with data and technology in the changing landscape of global trade", bringing together representatives from Customs, international organizations, the private sector and academia to discuss issues related to the various technologies used to manage the flow of goods, people and conveyances across borders.



At the invitation of the Global Development Network (GDN), the WCO Secretary General participated in the **2022 Global Development Conference: Tax Policy for Sustainable Development**, held in Clermont-Ferrand, France. At the opening session, Dr. Mikuriya mentioned three areas of Customs research: digital transformation, border management in fragile and conflict-affected situations (fragile borders) and environmental issues. He announced that, in terms of digital transformation, the WCO had developed a Data Strategy to assist Customs in becoming trusted government advisers in support of evidence-based decision-making.



The WCO and its partners underlined the importance of inter-agency cooperation and made a commitment to fighting together against the threat posed by improvised explosive devices (IEDs) during a **Global WCO Security Conference**. This event offered an ideal forum to discuss how to prevent terrorists and criminal organizations from accessing precursor chemicals and IED components within the global supply chain.



The WCO Secretary General spoke at the **Asia-Europe Meeting (ASEM) High-Level Seminar dedicated to "Smart Customs, Smart Borders and Smart Connectivity"**, organized by China Customs. He recalled the WCO's efforts in supporting the SMART concept in three areas: digitalization of Customs procedures, disruptive technologies, and data strategy.



The WCO's capacity building efforts in the framework of its PITCH training programme to prevent illicit trafficking of cultural heritage were recalled on the occasion of **International Day against Illicit Trafficking in Cultural Property**.



The WCO Secretary General highlighted the key role of Customs in transport connectivity at the **EU-Central Asia Connectivity Conference** in Samarkand, Uzbekistan.



On the occasion of **International Day for the Elimination of Violence against Women**, it was recalled that gender-based violence and harassment are addressed in the WCO Gender Equality Organizational Assessment Tool (GEOAT), which provides guidance to Customs on how to prevent such violence and harmful acts, and how to support the victims thereof.



NOVEMBER

Announcement of the launch of the New Online AEO Compendium website: <https://aewcoomd.org>.



First Meeting of the WCO Working Group on Data and Statistics, held in hybrid mode, at WCO Headquarters. During the Meeting, Dr. Mikuriya reiterated the importance of data sharing and statistics for Customs, referring to the 2022 WCO theme: "Scaling up Customs Digital Transformation by Embracing a Data Culture and Building a Data Ecosystem".



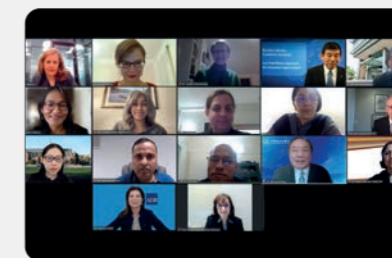
The WCO Deputy Secretary General participated in the **10th World Business Alliance for Secure Commerce (BASC) Congress** held in Lima, Peru on the theme "Resilience in International Trade". During his speech, he explained how WCO instruments and tools play a key role in ensuring the resilience of the international supply chains.



Publication of the **first WCO Global Trendspotter Report on Customs-related Commercial Fraud**, prepared by national Customs experts as well as representatives of the WCO Regional Intelligence Liaison Offices (RILOs) and the European Anti-Fraud Office (OLAF), with the financial support of Korea Customs.



The WCO Secretary General highlighted the challenges faced by Customs in ensuring resilient global supply chains during his online address at the **2022 Asian Development Bank Institute (ADBI) Annual Conference** on "Fostering Resilient Global Supply Chains Amid Risk and Uncertainty".



The WCO Secretary General underlined the key role played by Customs in the transport corridor connecting Central Asian and South Caucasus countries at the **European Parliament roundtable on Asia-Europe connectivity**, held in Brussels, Belgium.



At the kind invitation of the Government of Bahrain, the **WCO Policy Commission (PC)** held its 87th Session in Manama, chaired by Mr. Ahmed Al Khalifa, President of Bahrain Customs. During the three-day meeting, the PC discussed a wide range of topics, including Green Customs, the evolution towards hybrid Customs administrations, the WCO Data Strategy, fragile borders, illicit trade and the work of other international organizations, and gender quality and diversity.



The WCO Secretary General participated, through a recorded speech, in the **Meeting of the Directors General of Customs of the Community of the Portuguese Speaking Countries (CPLC)**. During his speech, he mentioned the importance of cooperation among Members to implement the WCO's 2022-2025 Strategic Plan, which places special emphasis on data analysis and Green Customs. He welcomed the progress made by the CPLC, especially on cooperation and communication with the WCO. Lastly, he assured CPLC Members about the WCO's commitment to support them and to move forward together towards common objectives, in line with its policy of strengthening cooperation with regional integration groups to assist with the implementation of the WCO's instruments and programmes.



The WCO marked **International Anti-Corruption Day** with the global Customs community, recalling the importance of the Revised Arusha Declaration, a key WCO policy instrument and guiding thread of its work in the area of good governance and integrity. Members are taking concrete action against corruption, primarily through the WCO Anti-Corruption and Integrity Programme (A-CIP) by implementing innovative integrity initiatives that are tailored to Members' specific administrative and operational environments.



Transboundary trafficking in waste and ozone-depleting substances was tackled through **Operation DEMETER VIII**, demonstrating once again the commitment by the WCO and its partners to address the environmental risks posed by this type of illicit trafficking.



DECEMBER

Through an online speech, WCO Secretary General Mikuriya addressed the **9th Annual Meeting of the Partnership for International Organisations**, hosted by the Organisation for Economic Co-operation and Development (OECD) and the World Organisation for Animal Health (WOAH) in Paris, France. He explained how the WCO is developing and adapting Customs standards to respond to the challenges posed by, among other things, e-commerce and climate change.



A joint **WCO-INTERPOL law enforcement operation** has seen hundreds of arrests and the disruption of wildlife and timber crime networks globally. Codenamed "Thunder 2022", the month-long (3-30 October) operation brought together Police, Customs, Financial Intelligence Units and wildlife and forestry enforcement agencies from 125 countries - the largest number of countries to take part in a Thunder operation since the series started in 2017.



The WCO held the **17th annual PICARD Conference**, an international platform to foster dialogue among Customs, academia and the private sector. The event attracted over 500 registered participants from more than 100 countries. In his opening remarks, Dr. Mikuriya stressed that Customs administrations need to keep an eye on emerging technologies and recent trends such as data analytics and disruptive technologies, Green Customs, and gender and equality, while paying attention to traditional Customs missions such as border security, fair taxation and trade facilitation.



Release of a **Quick Guide to assist the private sector on the AfCFTA Rules of Origin**, which was developed in the framework of the EU-WCO Rules of Origin Africa Programme.



TIMELINE

A glance at the highlights of 2023

At the invitation of the **World Economic Forum**, Dr. Mikuriya participated in its **Annual Meeting** on "Cooperation in a Fragmented World". He contributed to several sessions including the one titled "Busting Business Barriers", advocating the elimination of red tape and the use of technology to remove friction and boost efficiency in cross-border trade and investment.



The WCO, in cooperation with the Nigerian Customs Service (NCS), organized a **Global Conference** titled "Enabling Customs in Fragile and Conflict-Affected Situations" in Abuja, Nigeria. The event brought together more than 100 representatives of Customs administrations from over 40 countries to discuss the role of their administrations in fragile and conflict-affected situations (FCS) and the way in which the WCO could support its Members in shaping their strategies in response to these complex environments. They were joined by representatives from various United Nations agencies and the donor community.



The Secretariat concluded the first round of regional consultations with Members on **WCO Modernization**, which began in October 2022, by a consultation with the Asia/Pacific region. The Strategic Plan 2022-2025 has identified "Governance and Accountability" as one of its focus areas, planning for the development of a dedicated WCO Modernization Plan to improve efficiency and enhance the innovative mindset of the Organization. Members, WCO Secretariat staff and interested stakeholders are all pooling their efforts as part of this ambitious initiative, contributing to the future of the WCO.

JANUARY

FEBRUARY

The WCO Secretary General addressed the Customs representatives of the European Union (EU) on the occasion of his speech at the **EU Working Party on Customs Union**. He outlined the WCO's strategic outlook for 2023, the areas of focus for the current year and the Organization's modernization initiatives, and concluded by explaining the theme of the year.



On **International Customs Day**, the WCO Secretary General announced that the 2023 would be dedicated to the theme "Nurturing the next generation by promoting a culture of knowledge-sharing and professional pride in Customs", thus placing human capital, and in particular the next generation, at the heart of Customs' transformation - an approach the WCO has been advocating for a number of years. The celebration itself at WCO Headquarters was supported by Belgium Customs. This year also marked the celebration of the Organization's 70th Anniversary, commemorating the inaugural session of the Customs Co-operation Council (CCC) which took place on 26 January 1953.



The WCO now has **185 Members: Solomon Islands** deposited with the **Belgian Government** its instrument of **accession to the Convention** Establishing a Customs Co-operation Council on 26 January 2023, thus becoming the 185th Member of the Organization. The WCO is pleased to welcome Solomon Islands into the international Customs family.



The WCO held its **First Forum on E-Commerce and Customs Valuation**, in a hybrid format. The event brought together international organizations, Customs administrations and private sector representatives to discuss the challenges posed by the calculation of Customs value for e-commerce. In his opening address, the WCO Secretary General, Dr. Mikuriya, recognized that e-commerce offers enormous opportunities for economic and social development by fostering innovation, introducing new business models, creating employment opportunities and driving new consumer trends.



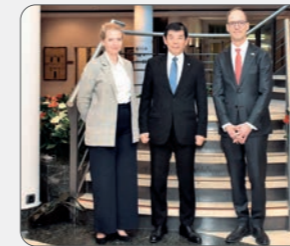
WCO Secretary General Mikuriya promoted Customs' role in fragile and conflict-affected situations at the 59th Munich Security Conference (MSC), a major global forum that brought together many Heads of States and Ministers as well as representatives from academia, think tanks, civil society and the business community.



At the invitation of Mr. Jalal Al-Qudah, the Director General of Jordan Customs acting in his capacity as Vice-Chair for the MENA region, Dr. Kunio Mikuriya participated in the MENA Regional Meeting of Customs Directors General, held in Cairo, Egypt. In his opening remarks, he spoke about the theme of the year and the ongoing work of the WCO regarding important focus areas such as data, fragile borders and Green Customs.



The WCO Anti-Corruption and Integrity Promotion (A-CIP) Programme held its annual Coordinators Meeting. In his opening remarks, the WCO Secretary General reminded the audience that the WCO A-CIP Programme provides dedicated technical assistance and capacity building support to Members seeking to implement initiatives in line with the WCO Revised Arusha Declaration.



On 8 March, the WCO took the opportunity of the celebration of International Women's Day 2023, focusing on the UN theme "DigitALL: Innovation and technology for gender equality", to announce the release of the second edition of its Compendium on Gender Equality and Diversity in Customs, showcasing 12 Customs administrations implementing gender equality and inclusive measures in their specific contexts. This edition was made possible thanks to HMRC's financial support under the WCO Accelerate Trade Facilitation Programme.



FEBRUARY

MARCH

The 14th Session of the WCO Capacity Building Committee was held at WCO Headquarters and online, under the theme "Spotlighting the Positive Impact of Customs Capacity Building", with the participation of more than 350 representatives from Member administrations, development partners, academia and other stakeholders. In his opening speech, WCO Secretary General Mikuriya stressed the importance of improving the implementation and results of WCO capacity building activities, as well as the use of data and statistics, which are essential elements for evidence-based policy making.



The WCO highlighted Customs' contribution to the fight against climate change at the 85th Session of the Inland Transport Committee (ITC) of the United Nations Economic Commission for Europe (UNECE).



On 3 March, the WCO joined the international community in marking United Nations (UN) World Wildlife Day, celebrating all the world's wild animals and plants and the contribution that they make to our lives as well as to the health of the planet, along with honouring the people who make a difference in protecting the environment. Over the years, the WCO, through its Environment Programme, has been at the forefront of the discussions on environmental protection, highlighting the important role played by Customs in enforcing CITES at borders as the first line of defence against the illegal cross-border trade in wildlife.



At the invitation of Mr. Shahin Baghirov, the Chairman of the State Customs Committee of Azerbaijan, Dr. Kunio Mikuriya, the WCO Secretary General, visited Baku, Azerbaijan to address the Multilateral Meeting on the Simplification of Customs Procedures along the Middle Corridor, which connects Asia and Europe through Central Asia. In his keynote speech, Secretary General Mikuriya stressed the importance of using international standards and digital technology to harmonize Customs transit procedures. In this regard, he referred to the WCO Railway Guidance (2022) to facilitate and control electronic Customs transit in cooperation with the railways and other government agencies.



The WCO celebrated the 40th Anniversary of the Enforcement Committee. On this occasion, Dr. Mikuriya opened its 43th Session and mentioned five areas of evolution over the years, namely: responding to the need to strengthen supply chain security; the use of technology, the WCO Customs Enforcement Network (CEN) and data analysis; the organization of operations to increase the visibility of Customs' contribution to the protection of society and provide capacity building; the importance of continuously improving intelligence and risk management tools; and enhanced cooperation with partners.



A major joint operation involving Customs, Police and other agencies from across the world has cracked down on organized crime and insider threats exploiting the container supply chain. Under WCO-UNODC Operation TIN CAN, which ran from 14 November to 9 December 2022, 58 countries cooperated to make 43 arrests and 158 drug seizures, including the seizure of 98 tonnes of cocaine and 314 kilograms of cannabis herbals.



Several tools were discussed and endorsed during the 239th/240th Sessions of the Permanent Technical Committee (PTC) held at WCO Headquarters. In his opening remarks, the WCO Secretary General, Dr. Mikuriya, highlighted that the WCO is celebrating its 70th Anniversary this year and that the PTC is one of the few Committees created directly by the Convention establishing a Customs Co-operation Council (CCC). The CCC is now known as the WCO. He stressed that a number of conventions, frameworks of standards, guidelines, compendiums and recommendations were forged by and are managed through the PTC. The Committee also covers various emerging topics including those related to the role of Customs in fragile and conflict-affected situations and in disaster relief, Green Customs, etc. He went on to speak about the WCO's theme for 2023, noting the importance of knowledge sharing.



The release of the first version of the WCO Performance Measurement Mechanism (PMM) was announced at the 7th Meeting of the WCO Working Group on Performance Measurement. In his speech, the WCO Deputy Secretary General, Mr. Treviño Chapa, commended the delegates for their outstanding work and highlighted the evolutionary and inclusive nature of the PMM, involving a step-by-step approach to developing a comprehensive measurement mechanism to meet the need for evidence-based decision making.



MARCH

APRIL

At the invitation of the International Chamber of Commerce (ICC), the WCO Secretary General, Dr. Mikuriya, spoke about WCO data and technology initiatives at the ICC Future Trade Forum held in Singapore. In his address, Dr. Mikuriya presented the WCO's standards that ensure transparency and predictability in trade, and described how technology could be used to support the sound development of a digitalized trading system. While encouraging private sector initiatives to standardize trade data, including the Digital Standards Initiative supported by the ICC, he suggested that consideration be given to using the WCO Data Model as a basis for such initiatives. This will facilitate the development of business standards that are interoperable with business-government standards.

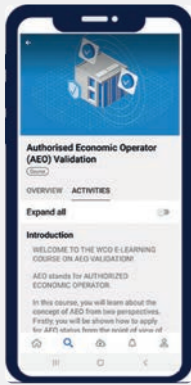


The Private Sector Consultative Group (PSCG) met during the WCO PTC week to discuss various issues related to the WCO's activities. The WCO Deputy Secretary General, Mr. Treviño Chapa, briefed the PSCG on the WCO's Strategic Plan including its three focus areas, namely: Technology and Innovation; Green Customs; and Governance and Accountability. PSCG members were updated on the progress made to date on these initiatives and were encouraged to continue to support the WCO in achieving its objectives.



An environment where innovation and creativity can thrive is an environment that relies on a broadly respected intellectual property system. The WCO supports the implementation of the Agreement on Trade-Related Aspects of Intellectual Property Rights and joins the World Intellectual Property Organization (WIPO) on an annual basis to pledge support for the campaign it launches each year in celebration of World Intellectual Property Day.





Upgrade to the WCO CLiKC! Platform – Introducing a new look and a mobile application: the WCO learning platform for Customs officers features a brand new website design that is both modern and intuitive, making it easier for users to navigate. An improved search function also allows users to quickly find the content they need. In addition to the website upgrade, we are excited to introduce the new mobile application for CLiKC!, available for both iOS and Android devices. The mobile app allows officers to access CLiKC! courses from anywhere, at any time, making it a convenient and flexible option for officers to access learning while on the go.

At the invitation of the WCO East and Southern Africa (ESA) region, the WCO Secretary General, Dr. Mikuriya, attended the **29th ESA Governing Council**, hosted by Madagascar Customs in Antananarivo, Madagascar. He also joined the celebration of the bicentennial of Madagascar Customs. The ESA Governing Council, chaired by the WCO regional Vice-Chair, Mr. Batsirai Chadzingwa, Commissioner of Customs and Excise of the Zimbabwe Revenue Authority, organized a panel session on “People Management - Wellness and Mental Health of Customs Officers” with the participation of Dr. Mikuriya and several Directors General. The Council also reviewed the regional activities, took note of the WCO report and decided on the regional budget and regional representation.



The WCO Secretariat hosted the **COVID-19 Project Global Webinar**, which provided a forum to exchange views with beneficiaries on the best practices implemented by Customs administrations to improve their preparedness to face future disruptive events, the lessons learned and the results of the three-year project. In his opening remarks, Dr. Mikuriya, WCO Secretary General, expressed his most sincere thanks to the Government of Japan for its generous support and congratulated the Project’s beneficiaries for their active participation and the excellent results achieved, a legacy that will serve as an example for other WCO Members to efficiently and effectively respond to and recover from emergency situations.



At the invitation of the Vice-Chair for the WCO Asia/Pacific (A/P) region, Dr. Mikuriya participated in the **24th WCO Asia/Pacific Heads of Customs Administrations Conference**, held in Perth, Australia. In his opening remarks and report, Secretary General Mikuriya detailed the progress to date in implementing the Organization’s Strategic Plan 2022/2025, with particular emphasis on the three focus areas, namely Technology and Innovation, Green Customs and Modernization of the WCO. A/P Heads of Customs Administrations listened to the update on the Regional Strategic Plan, as well as to activity reports by the Vice-Chair, the ROCB and RILO A/P, and the A/P Regional Private Sector Consultative Group. The Conference endorsed several decisions of key importance to the region, such as the establishment of WCO-accredited Regional Dog Training Centres in Australia, Hong Kong (China) and Indonesia.



MAY

At the invitation of the Vice-Chair for the WCO West and Central Africa (WCA) region, the WCO Secretary General, Dr. Mikuriya, attended the **Regional Conference of Directors General of Customs of the WCA region**, held in Banjul, Gambia, and hosted by the Gambia Revenue Authority (GRA). In his speech, Secretary General Mikuriya thanked the GRA for its warm welcome and spoke about the relevance of the WCO theme of the year, “Nurturing the Next Generation”, for Customs administrations in Africa, underscoring the huge potential for growth in trade with a young population. The Conference reviewed the regional strategic plan and took several decisions on Members’ contributions to support regional capacity building activities, as well as on regional representation at the WCO.



At the invitation of the Americas and Caribbean region, the WCO Secretary General, Dr. Mikuriya, attended the **Heads of Customs Meeting of the Americas and Caribbean (AMS) region**, held in Punta Cana, Dominican Republic. In his speech, Secretary General Mikuriya thanked the Vice-Chair and the Dominican Republic for organizing the first face-to-face regional meeting since 2019 and went on to speak about the future of Customs. The Meeting comprised a series of panel sessions on various topics of importance to Customs. The Directors General also heard the report on WCO capacity building activities and WCO regional entities, as well as information on the proposed WCO budget for next year.



With the financial support of the European Union, the WCO held a series of five symposia from October 2022 to late January 2023 to seek actionable ideas to make the 2027 edition of the Harmonized System (HS) increasingly green, bearing in mind that the United Nations 2023 Agenda for Sustainable Development recognizes international trade as an important tool to ensure greater environmental sustainability, promoting development and economic growth. Following this initiative, the WCO has now published a report on “Visualising a greener HS” that summarizes the comments and outcomes of the discussions held during these events. This document is also a call for action to ensure that these discussions translate into tangible results.



The WCO joined the international community in celebrating **World Environment Day under the slogan #BeatPlasticPollution**. On this occasion the WCO confirms its commitment, manifested through its various initiatives and projects, to the fight against illicit transboundary movements of waste. Actively involved in the fight against waste trafficking, the WCO helps Customs administrations build their capacity to effectively enforce, at borders, the provisions of the Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and their Disposal, which is the main international regulatory framework for trade in waste. Following the recent expansion of the scope of the Basel Convention to include hazardous and mixed plastic waste, as part of its Environment Programme the WCO launched the Asia-Pacific Plastic Waste (APPW) Project, funded by the Government of Japan, in April 2020. The Project aims to strengthen the capacity of Customs administrations to mitigate and respond appropriately to environmental threats related to illegal plastic waste shipments in the Asia-Pacific region, and to raise awareness of the Basel Convention's regulatory principles. In addition, each year the WCO coordinates joint enforcement operations on a global scale to combat the illegal trade in hazardous and other waste, including plastic waste, as well as substances controlled under the Montreal Protocol. The latest operation in this series, Operation DEMETER VIII, involved 90 Customs administrations and led to 139 seizures of over 3,600 tonnes and 8,600 pieces (not weighed) of waste, and approximately 25 tonnes of hydrofluorocarbons (HFCs).

JUNE

From 6 to 8 June 2023, the **Joint WCO-UPU Global Conference** was held in Tokyo, Japan, under the theme "Challenges and opportunities for cross-border e-commerce through Customs and Postal cooperation". The Conference discussed shared challenges and synergies for enhancing coordination and cooperation opportunities between Customs, Posts, government authorities and stakeholders in the wider sector, including in the areas of electronic advance data (EAD) and policy standardization and harmonization, in order to strengthen security and facilitation of Customs procedures for the global postal chain. Additionally, the Conference served as a global platform for high-level officials and experts from Customs and Designated Operators, as well as for other stakeholders, to exchange information, experience, know-how and best practices, while identifying emerging challenges and potential solutions. It also increased awareness among participants of Customs and Postal regulatory frameworks. Against the backdrop of the Conference, a commemorative stamp was issued by Japan Customs to mark its 150th Anniversary. The WCO and the UPU also consolidated their commitment to facilitating global trade and transport through the signature of a Joint Declaration. Ahead of the Conference, the WCO Secretary General, Dr. Kunio Mikuriya, and the Director General of the Universal Postal Union, Mr. Masahiko Metoki, were received by the Prime Minister of Japan, H.E. Fumio Kishida, who expressed his support for the Conference and for the strengthening of collaboration between the two Organizations.



ORGANIZATION, STRUCTURE AND REGIONAL ENTITIES

Organization of the WCO Secretariat

THE OFFICE OF THE SECRETARY GENERAL

which includes the Secretary General and the Deputy Secretary General, provides management and strategic guidance.

THE DIVISION OF ADMINISTRATION AND PERSONNEL

is responsible for the administrative management of the Secretariat, and oversees both the human and financial resources of the Organization.

THE RESEARCH AND POLICY UNIT (RPU)

produces evidence-based analytical research and policy analysis on Customs and international trade topics, and formulates and coordinates the organization-wide data strategy. It also organizes international research events such as the annual PICARD Conference.

THE COMMUNICATIONS AND EVENTS UNIT

The Communications section is responsible for the overall communication strategy of the WCO Secretariat. It is in charge of the WCO Website, Intranet and WCO News Magazine, which is issued three times a year and distributed to WCO Members, donor institutions, national development agencies, international organizations, professional associations and private sector entities. Having responsibility for public affairs, it also assists in organizing stakeholder visits and in maintaining media engagement.

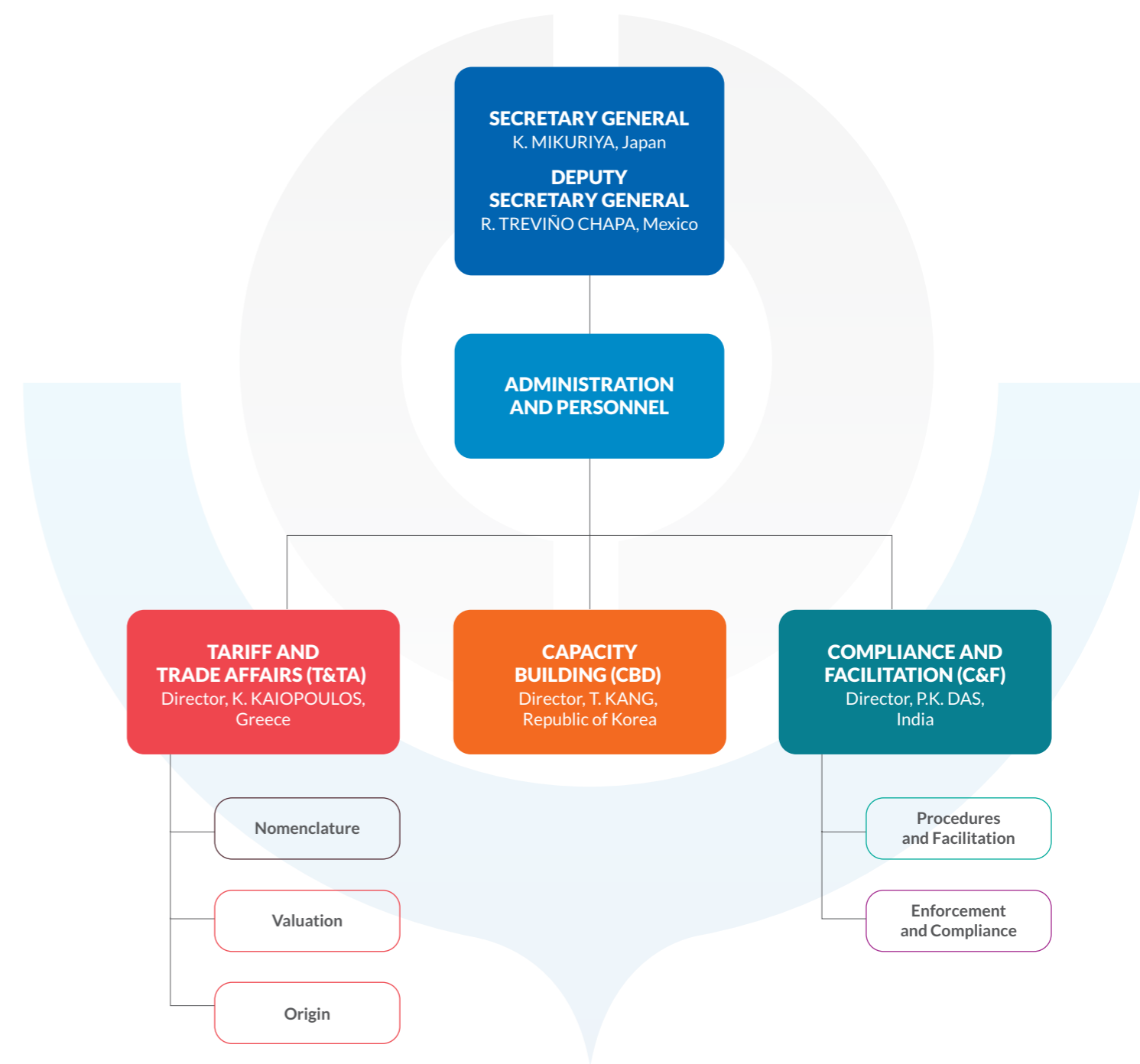
The Events section is responsible for organizing WCO events, including global conferences on topics of interest to Customs administrations and international trade stakeholders as well as the WCO Knowledge Academy for Customs and Trade. In addition, it oversees the renting out of WCO conference rooms to intergovernmental organizations, international organizations and other WCO partners.

THE TARIFF AND TRADE AFFAIRS DIRECTORATE (TTA)

supports the revenue functions of Customs administrations through the central core of Customs skills - commodity classification, valuation of imported goods, and rules of origin matters. The primary instruments of TTA are the Harmonized System (HS), the WTO Valuation Agreement and the WTO Agreement on Rules of Origin. The ongoing maintenance and development of the HS, the uniform interpretation and correct application of the core instruments, the HS and the WTO Valuation Agreement, and the management and application of Rules of Origin are the main focus, but the work expands to related areas including, but not limited to, the Customs laboratories, the link between the Valuation Agreement and transfer pricing, supporting Customs administrations developing procedures to administer the proliferation of preferential trade arrangements and the implementation and trade facilitation through the implementation and improvement of Advance Ruling systems.



Structure of the WCO Secretariat



THE COMPLIANCE AND FACILITATION DIRECTORATE (C&F)

is at the heart of what Customs does: enforcement and trade facilitation. C&F is the most interactive arm of the WCO, working with Members and stakeholders to develop cutting edge policies, procedures and operations to ensure Members achieve their goals. To accomplish this, C&F, in collaboration with Members, draws on and manages instruments and tools that include: the Revised Kyoto Convention (RKC); the SAFE Framework of Standards; the Cross-Border E-commerce Framework of Standards, the Risk Management Compendium; the Customs Enforcement Network (CEN); the Time Release Study (TRS) Guide; the Coordinated Border Management (CBM) Compendium; Single Window Compendium; and the WCO Data Model. C&F coordinates a variety of enforcement operations spanning from illicit trade to weapons of mass destruction, and manages the WCO's network of Regional Intelligence Liaison Offices (RILOs) and Regional Dog Training Centres (RDTCs).

THE CAPACITY BUILDING DIRECTORATE (CBD)

coordinates and delivers capacity building, technical assistance and training to Members. CBD emphasizes holistic and sustainable reform and modernization by sequencing needs assessment, strategic planning, implementation, and monitoring and evaluation. CBD tools include the WCO Capacity Building Strategy, the Diagnostic Framework / Mercator Maturity Model and the Capacity Building Development Compendium. CBD manages the majority of the WCO's Capacity Building projects with partner Organizations, and oversees the work of the network of regional capacity building entities which consist of the Regional Offices for Capacity Building (ROCBs) and Regional Training Centres (RTCs). CBD also develops and implements the WCO's e-learning modules and manages its online portal CLiKC! CBD participates in the management of the PICARD Programme which focuses on the linkages between research, development, and human resources.

Regional entities of the WCO



THE REGIONAL INTELLIGENCE LIAISON OFFICES (RILOs)

are responsible for the collection and analysis of enforcement-related data. The RILO network covers all six WCO regions and consists of offices in 12 countries: Cameroon, Chile, Germany, Guatemala, Korea (Republic of), Morocco, Poland, Russian Federation, Saudi Arabia, Saint Lucia, Senegal and Zimbabwe.

THE REGIONAL OFFICES FOR CAPACITY BUILDING (ROCBs)

assist WCO Members with their capacity building programmes at the regional level. The six ROCBs (Azerbaijan, Côte d'Ivoire, Kenya, Thailand, United Arab Emirates and Uruguay) ensure that their mission of assisting Member Customs administrations with their capacity building programmes at a regional level is fulfilled.

THE REGIONAL TRAINING CENTRES (RTCs)

contribute to the regionalization of capacity building by providing facilities for training. There are a total of 33 RTCs: ten in the Asia/Pacific region (China, Fiji, Hong Kong (China), India, Indonesia, Iran, Japan, Korea (Republic of), Malaysia and Thailand); four in the East and Southern Africa region (Kenya, Mauritius, South Africa and Zimbabwe); three in the West and Central Africa region (Burkina Faso, Congo (Republic of the), and Nigeria); seven in the Europe region (Azerbaijan, Hungary, Kazakhstan, Kyrgyzstan, North Macedonia, Russian Federation and Ukraine); two in the Americas and Caribbean region (Brazil and Dominican Republic); and seven in the North of Africa, Near and Middle East region (Egypt, Jordan, Kuwait, Lebanon, Qatar, Saudi Arabia and Tunisia).

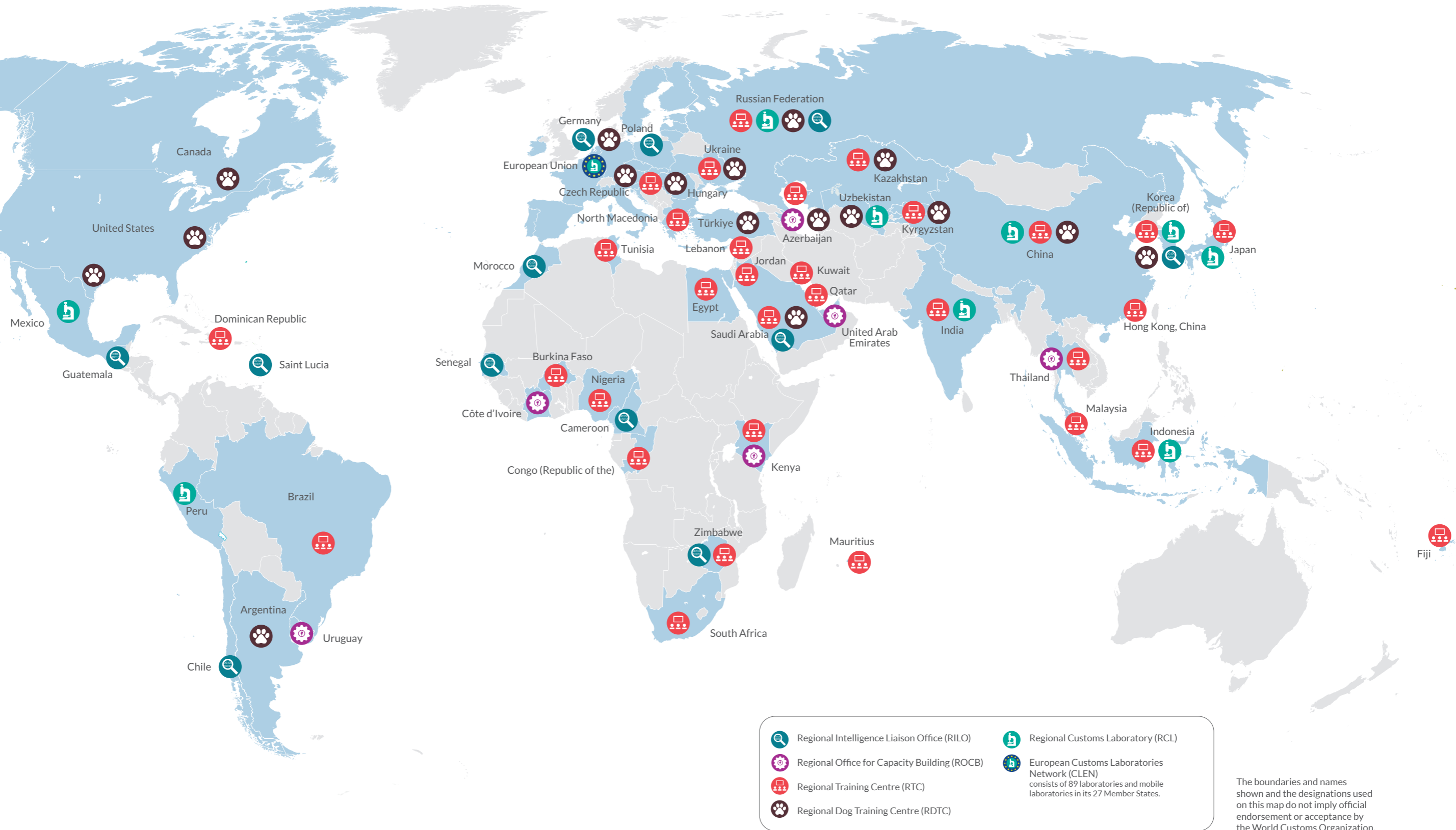
THE REGIONAL CUSTOMS LABORATORIES (RCLs)

are situated in: China, the European Union, Japan, India, Indonesia, Korea (Republic of), Mexico, Peru, Russian Federation and Uzbekistan. RCLs provide training and resources for WCO Members on methods of identifying and analysing chemical samples for HS classification purposes. They are vital focal points for developing excellence in Customs Laboratory practices within their regions and beyond.

THE WCO REGIONAL DOG TRAINING CENTRES (RDTCs)

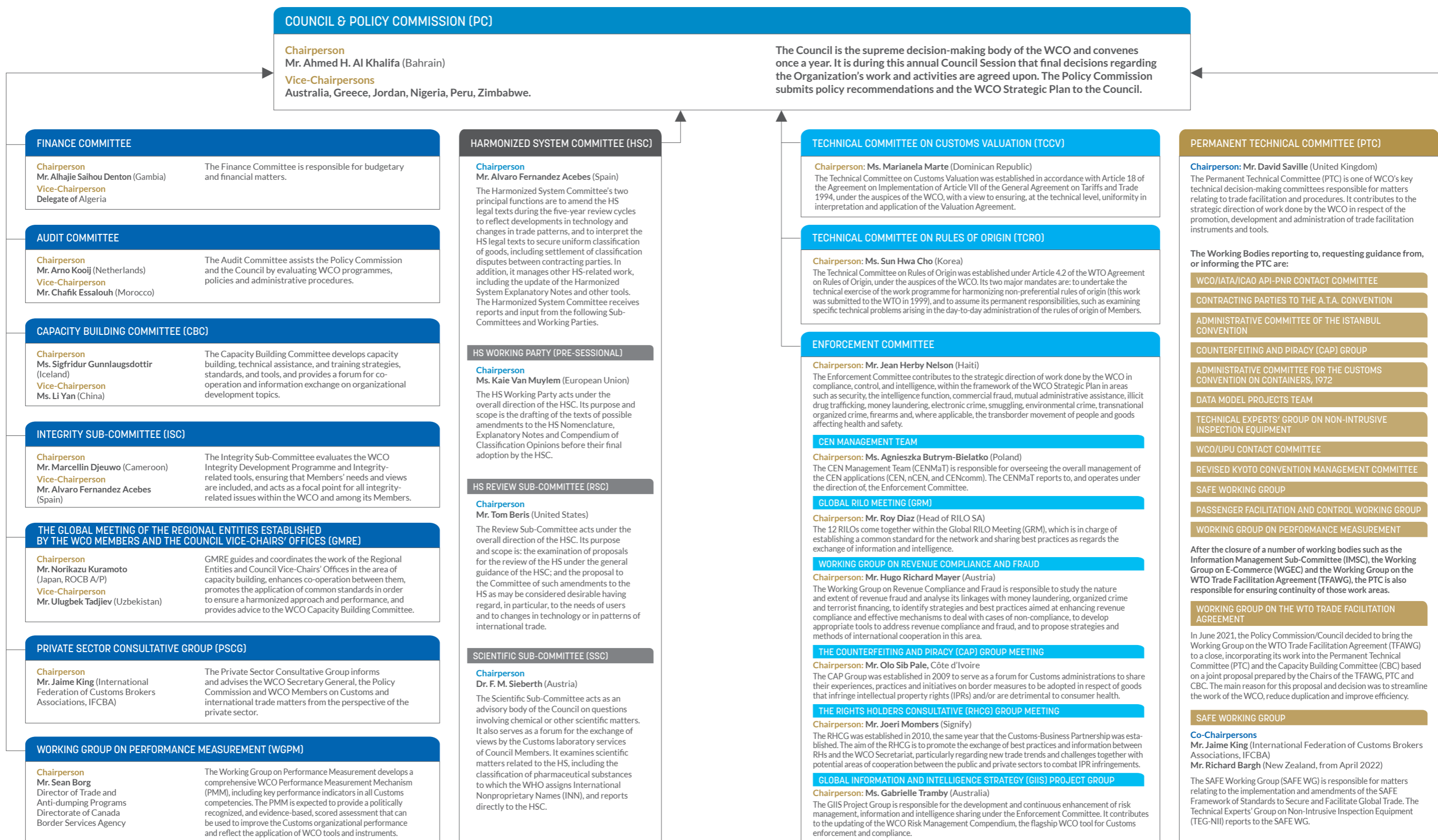
are an important component of the WCO's work in the fight against illicit trade. The Centres provide practical and theoretical training programmes for dog handlers, thus ensuring that Customs canine units are adequately equipped to detect a variety of illegal products such as drugs, tobacco, products, and smuggled animals. There are currently eighteen such centres located in: Argentina, Azerbaijan, Canada, China, Czech Republic, Germany (Bleckede and Neuendettelsau), Hungary, Kazakhstan, Korea (Republic of), Kyrgyzstan, Russian Federation, Saudi Arabia, Turkey, Ukraine, United States (Texas and Virginia) and Uzbekistan.

REGIONAL ENTITIES OF THE WCO



The boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance by the World Customs Organization.

WCO MAJOR WORKING BODIES



70 YEARS OF DEDICATION TO THE CUSTOMS COMMUNITY

The WCO celebrates its 70th Anniversary

The Convention establishing a Customs Co-operation Council entered into force on 4 November 1952. Accordingly, the World Customs Organization (WCO), as the Customs Co-operation Council is now known, celebrated its 70th Anniversary in 2022.



Given that Belgium is the host country of the WCO, representatives participating in the Organization's June 2022 Council Sessions were graced by the presence, on Friday 24 June 2022, of her Royal Highness Princess Astrid of Belgium; Mr. Vincent Van Peteghem, Belgium's Deputy Prime Minister and Minister of Finance; and Mr. Hans D'Hondt, President of the Federal Public Service of Finances.

Mr. Van Peteghem addressed the assembled guests, highlighting the importance of international trade for his country, one of Europe's major logistics hubs, as well as the crucial need for a Customs service that operated smoothly and efficiently.

Later in the day, a tree offered to the WCO by Belgian Customs was planted in the WCO Secretariat gardens to symbolize the strong bonds that have been forged between the Organization and Belgium over the years.

Participants in the Council Sessions were also invited to a guided tour of one of the collections of the Royal Museums of Fine Arts of Belgium, which was followed by a gala dinner.



WCO history in brief

The General Agreement on Tariffs and Trade (GATT) was signed in Geneva in October 1947 (entered into force in January 1948) to help expand international trade, based on the notion of free trade, by lowering Customs tariffs. Building on this international rule, the governments of thirteen countries (Austria, Belgium, Denmark, France, Greece, Iceland, Ireland, Italy, Luxembourg, the Netherlands, Portugal, Turkey and the United Kingdom) decided to set up a Customs Union Study Group to examine the possibility of creating a Customs Union in Europe, and to develop a Customs tariff common to the participating countries as well as a common nomenclature for goods¹.

The Study Group met for the first time in Brussels, Belgium, in September 1948. Whilst it was unable to fulfill its mission of creating an inter-European Customs Union, its work in the technical

field of harmonizing Customs regulations resulted in two Conventions: one on a common tariff nomenclature, and another on Customs valuation. This work served as the basis for future Customs unions, including the European Union Customs Union established in 1968. Moreover, the Study Group decided to create an international body charged with providing advice on the application of the two Conventions and continuing the efforts to secure uniformity and harmony in Customs legislation and procedures, so as to prevent the latter from becoming barriers to international trade.

This was the origin of the World Customs Organization (WCO). On 15 December 1950, the Convention establishing a Customs Co-operation Council (CCC) – the official name of the WCO – was opened for ratification.



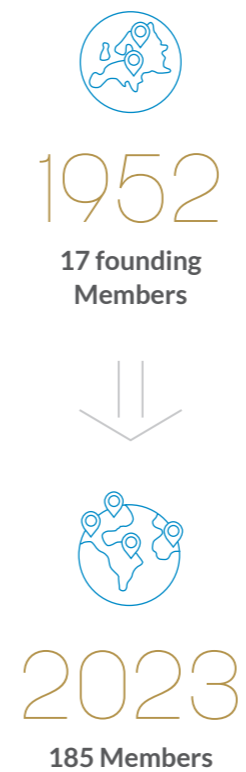
¹ Declaration of Paris, 12 September 1947, https://www.cvce.eu/obj/declaration_commune_sur_la_mise_en_place_du_groupe_d_etudes_pour_l_union_douaniere_paris_12_septembre_1957-fr-bee1cfee-24f3-4f4d-b352-e4f5e7042e77.html

MEMBERSHIP

An Organization with global reach

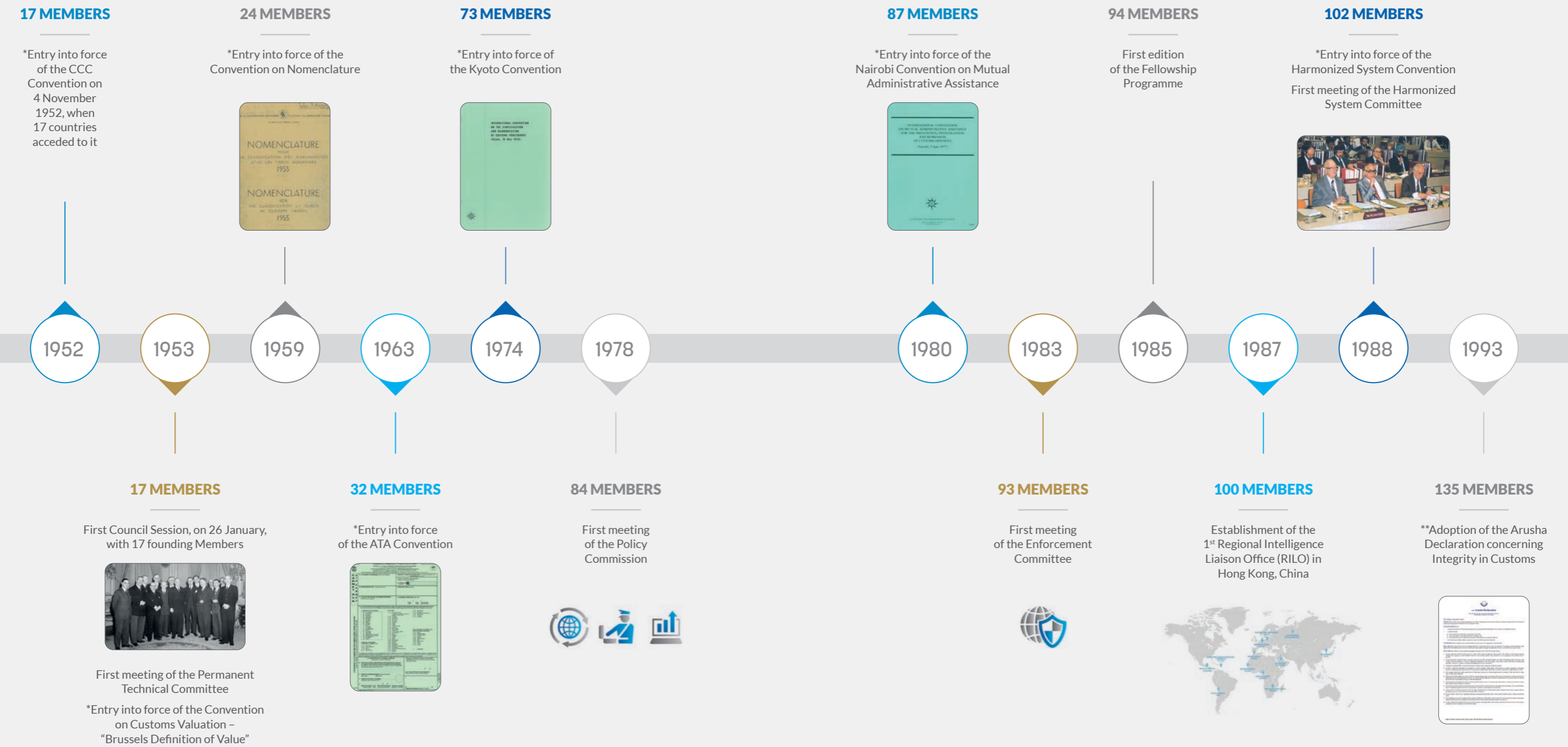
While the Organization was originally confined to Europe alone, it gradually became a fully international organization with global objectives and influence, due in part to the recognition by governments of the importance of Customs to national economies.

The WCO's membership has grown exponentially over time, from 17 founding Members to the current total of 185 Members, drawn from the various continents.



HISTORICAL MILESTONES BY YEAR

A. Formative years as the CCC



* refers to legal instruments / ** refers to standards and key documents adopted by the Council and the Policy Commission.

B. Adaptation to the evolution of the global trading system, as the WCO

137 MEMBERS

Adoption of World Customs Organization as the working name



146 MEMBERS

Establishment of the Tariff and Trade Affairs Directorate (merger of the Nomenclature Directorate and the Valuation Directorate)



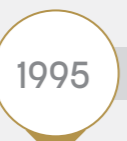
159 MEMBERS

First WCO-recognized Regional Training Centre (RTC) in Budapest, Hungary



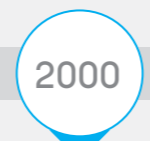
162 MEMBERS

**Adoption of the Revised Arusha Declaration



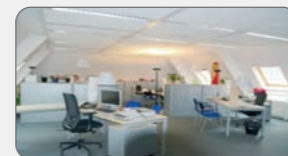
139 MEMBERS

First meeting of the Technical Committee on Rules of Origin, following the entry into force of the WTO Agreement on Rules of Origin
 First meeting of the Technical Committee on Customs Valuation, following the entry into force of the WTO Agreement on Customs Valuation



153 MEMBERS

The Customs Enforcement Network (CEN) becomes operational



161 MEMBERS

**The very first version of the WCO Customs Data Model is issued



164 MEMBERS

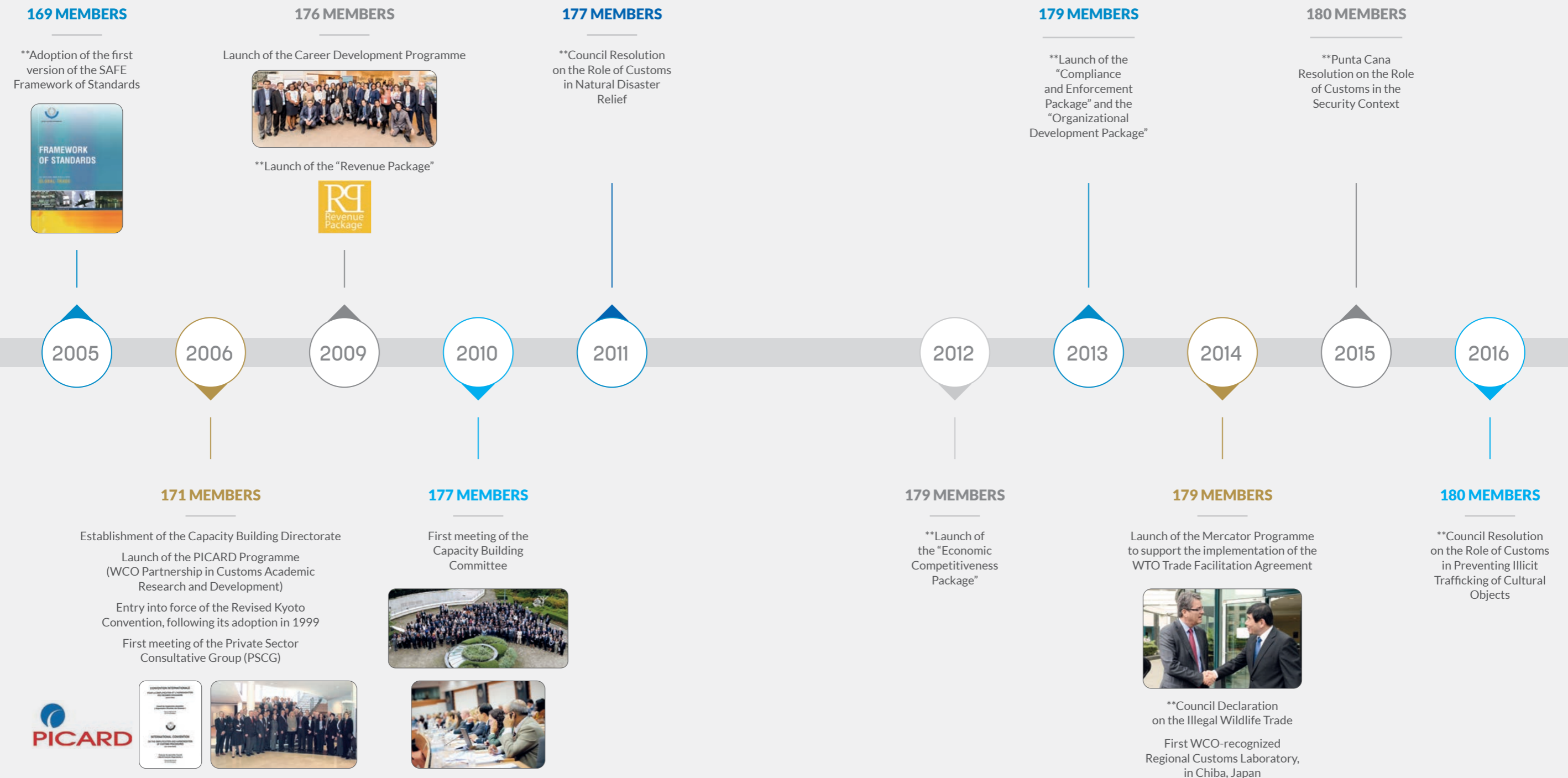
Establishment of the 1st Regional Office for Capacity Building (ROCB) in Bangkok, Thailand



First WCO-recognized Regional Dog Training Centre (RDTC) in Almaty, Kazakhstan

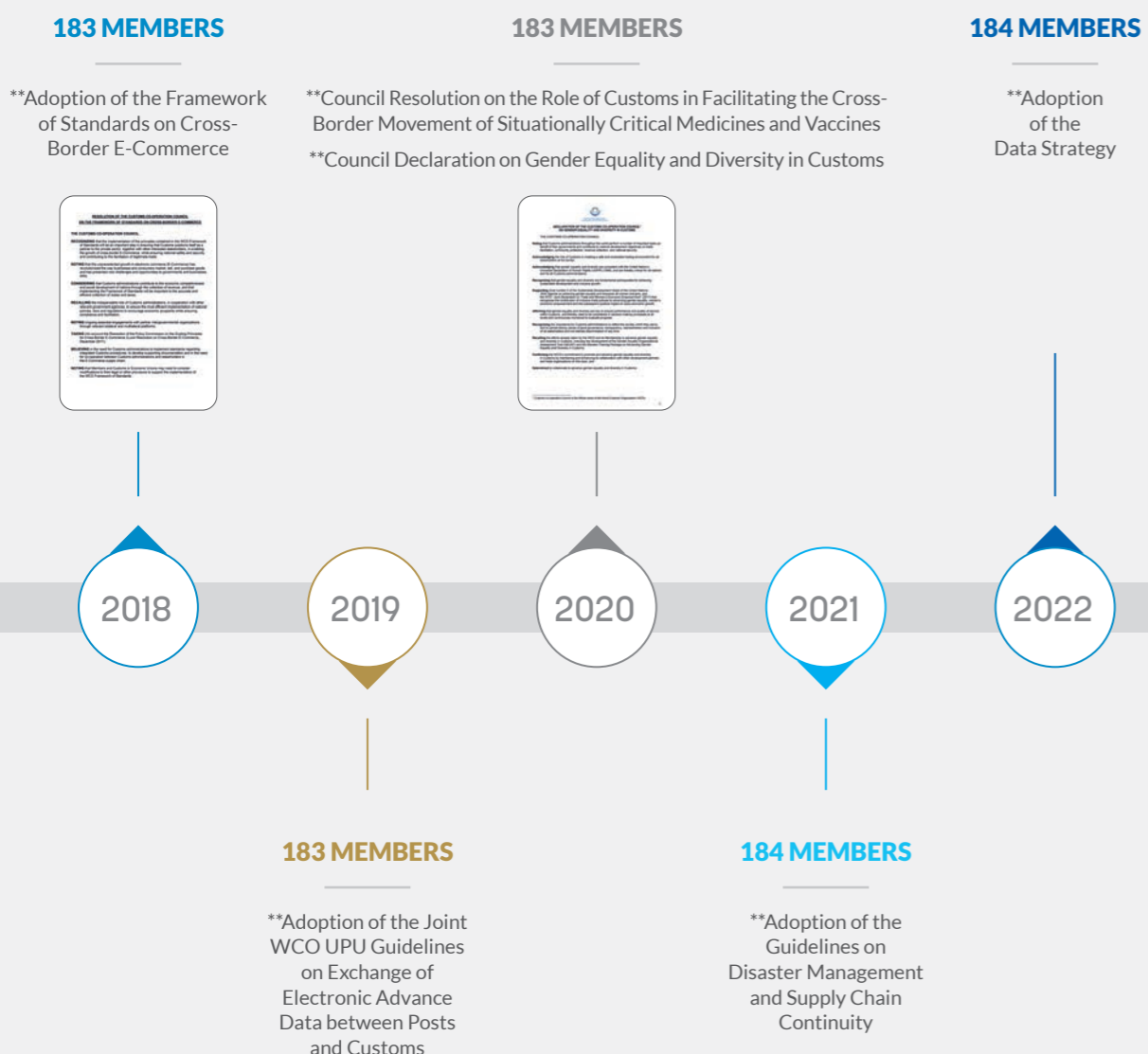
* refers to legal instruments / ** refers to standards and key documents adopted by the Council and the Policy Commission.

C. Adaptation to the heightened focus on trade facilitation, security and capacity building



* refers to legal instruments / ** refers to standards and key documents adopted by the Council and the Policy Commission.

D. Adaptation to the COVID-19 pandemic and digital transformation











* refers to legal instruments / ** refers to standards and key documents adopted by the Council and the Policy Commission.

SECRETARIES GENERAL AND DEPUTY SECRETARIES GENERAL

The Organization has been headed by eight Secretaries General and seven Deputy Secretaries General from different backgrounds and of different nationalities, as follows:

Secretaries General

- 1  From 2 February 1953 to 1 August 1953
Baron François de Sélys Longchamps, Belgium
- 2  From 2 August 1953 to 31 August 1978
Chevalier Georges Annez de Taboada, Belgium
- 3  From 1 September 1978 to 31 December 1983
Sir Ronald Radford, United Kingdom
- 4  From 1 January 1984 to 31 December 1988
Mr. Glenn R. Dickerson, United States
- 5  From 1 January 1989 to 31 December 1993
Mr. Thomas P. Hayes, Australia
- 6  From 1 January 1994 to 31 December 1998
Mr. James W. Shaver, United States
- 7  From 1 January 1999 to 31 December 2008
Mr. Michel Danet, France
- 8  From 1 January 2009 up to 31 December 2023
Dr. Kunio Mikuriya, Japan

Deputy Secretaries General

- 1  From 1972 to 1976
Mr. Edward Floyd Kilpatrick, United States
- 2  From 1982 to 1991
Mr. Michel Auge, France
- 3  From 1992 to 1996
Mr. Pierre Benet, France
- 4  From 1997 to 2001
Mr. Leonid Lozbenko, Russian Federation
- 5  From 2002 to 2008
Dr. Kunio Mikuriya, Japan
- 6  2010 to 2017
Mr. Sergio Mujica Montes, Chile
- 7  2018 to present
Mr. Ricardo Treviño Chapa, Mexico

HEADQUARTERS OF THE WCO SECRETARIAT

Over its 70-year existence, the WCO has had its Headquarters at four different locations in Brussels, as detailed below:

1



From 1953 to 1964
Avenue Louise, 183



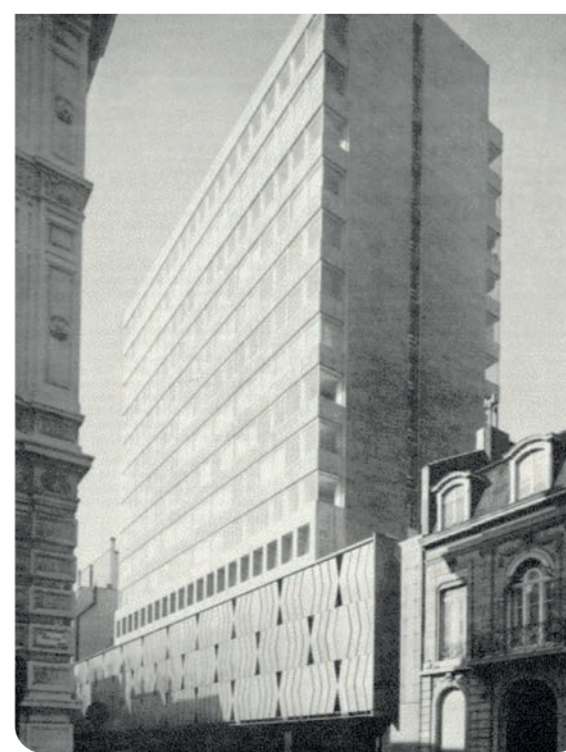
2



From 1964 to 1980
Rue Washington, 40



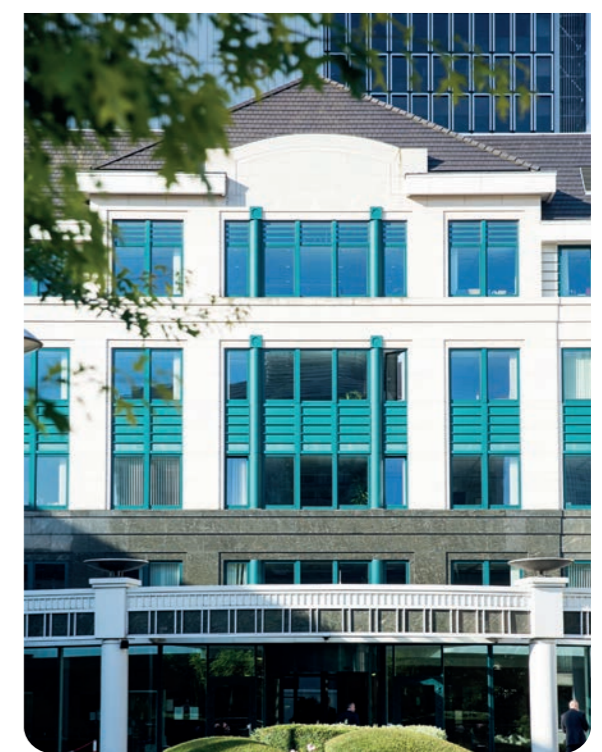
3



From 1980 to 1998
Rue de l'Industrie, 26-38



4



From 1998 to date
Rue du Marché, 30



CEN DATA VISUALIZATION

Enhancing Customs enforcement activities by leveraging the power of visuals



CONTEXT

The Customs Enforcement Network (CEN) is a global non-nominal database of Customs seizures and offences developed in 2000 by the WCO with the aim of collecting data to enable the analysis of illicit trade, the identification of trends and patterns, and the creation of intelligence products.

Today, the CEN database encompasses approximately 2 million seizure cases and over 100 000 pictures reported by Customs administrations worldwide.

By leveraging this data in the CEN application, Customs authorities can make informed decisions, identify patterns and trends, and effectively target high-risk shipments and activities. The inclusion of pictures further enriches the dataset by providing visual evidence that supports the identification and assessment of potential risks.

Since 2016, the WCO Secretariat has been developing a range of data initiatives and, in 2022, it dedicated its efforts to “Scaling up Customs Digital Transformation by Embracing a Data Culture and Building a Data Ecosystem”. In a similar vein, the WCO has introduced the CEN data visualization tool to assist the Customs enforcement community in leveraging the advantages offered by data analysis.

The aim of the CEN data visualization project, funded by Indian Customs, is to showcase the benefits of data collection within the CEN and enable strategic decision-making based on visual insights.

WHAT IS THE CEN DATA VISUALIZATION TOOL?

The CEN data visualization tool is a platform based on interactive dashboards that provide a graphical representation of data on illicit trafficking. The tool’s graphs, charts and maps are generated from seizure data collected between 2019 and 2023 and reported to the CEN database by 174 Customs administrations.

The objective of the platform is to ensure the accessibility of CEN data to Member administrations, RILOs and all CEN users in a manner that is user-friendly, comprehensive and easily understandable, without the need for advanced data analysis or sophisticated IT skills.

The CEN data visualization tool was launched on both the WCO Member website and the CEN application platform on 15 February 2023.

The platform empowers users with the ability to view, filter and analyse seizure data on a global scale independently, including the different means of transport and concealment methods used. The seizure dashboard offers users a unique opportunity for direct interaction with comprehensive information on seizures that have been reported in the CEN, relating to 16 distinct categories of commodities. These categories include beverages, cultural objects, currency, drug precursor chemicals, drugs, fauna and flora, hazardous materials, intellectual property rights, medicines and pharmaceutical products, other prohibitions and restrictions, pornography and paedophilia, radioactive and nuclear materials, strategic goods, tax and duty evasion, tobacco, and weapons and explosives.



HOW TO USE THE CEN DATA VISUALIZATION TOOL

The CEN data visualization tool can be conveniently accessed via both the WCO Member website and the dedicated CEN platform. To be able to use this tool, users are required to log in to either the WCO Member website or the CEN platform.

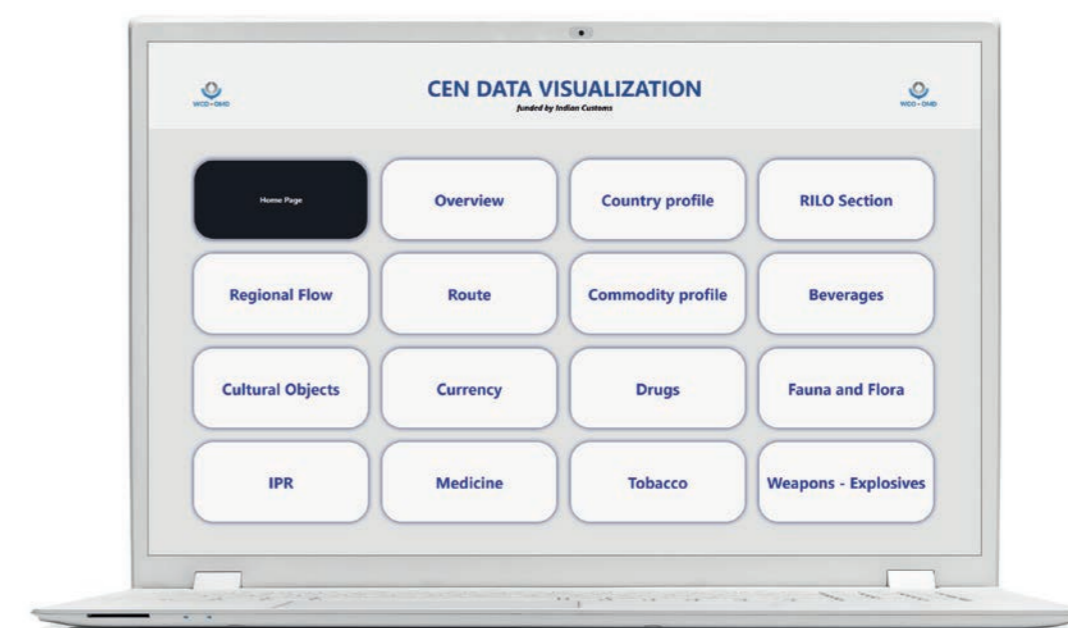
Upon accessing the platform, users can navigate through the tabs located in the main menu to view specific dashboards, where they can access a wealth of information. These dashboards provide users with an overview of statistics, seizure numbers and prevalent trafficking routes.


Users can refine their search results by applying filters and sub-filters that enable them to search for seizures and narrow down their results based on criteria such as region, category, transport method or year, allowing for a more focused and tailored analysis.

WHAT ARE THE CEN DATA VISUALIZATION CATEGORIES?

When connected to the CEN data visualization platform, users will gain access to a large number of dashboards conveniently organized into

different categories such as country profile, commodity profile, regional flow and route.






2000
Year of creation


3 500+
Active users


60+
Users connected per day


185
Participating countries
(Members and Non-Members of the WCO)

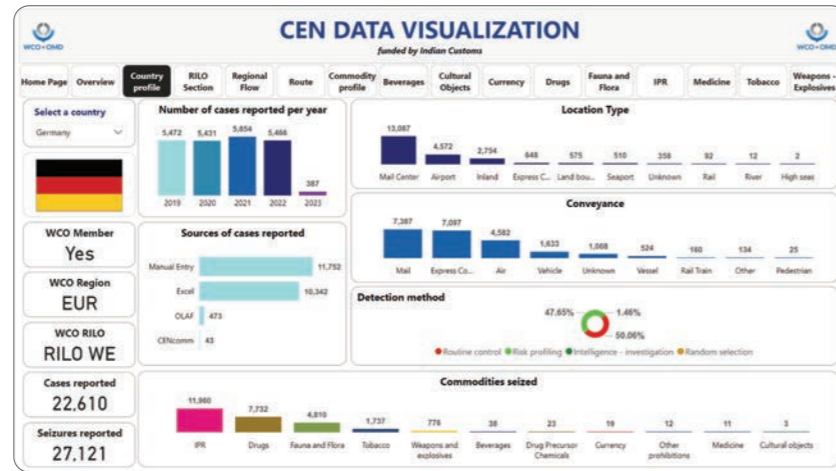

12
RILOs* connected for validation of the cases


1 405 082
Seizure cases entered into the CEN between 2011 and May 2023

*RILO : Régional Intelligence Liaison Office

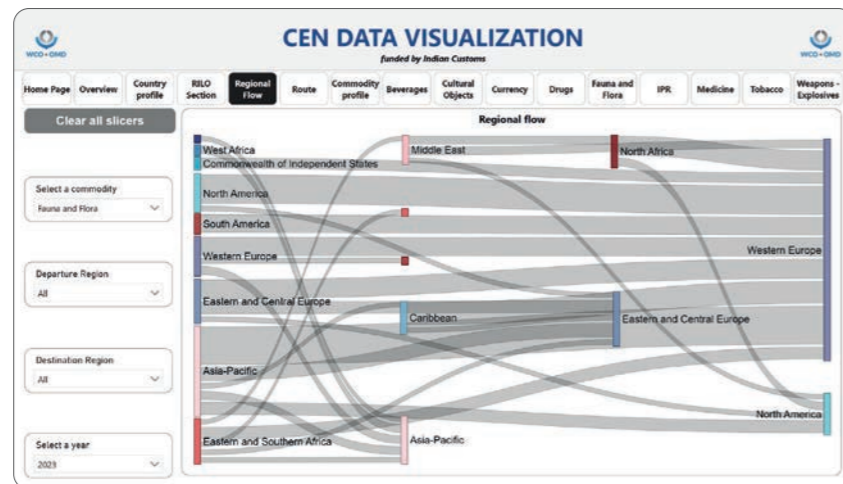
COUNTRY PROFILE

The country profile provides a summary of trafficking information for individual countries. For each country, it offers a comprehensive overview of seizure statistics, including information on the country, types of seizure locations and the commodities that have been seized.



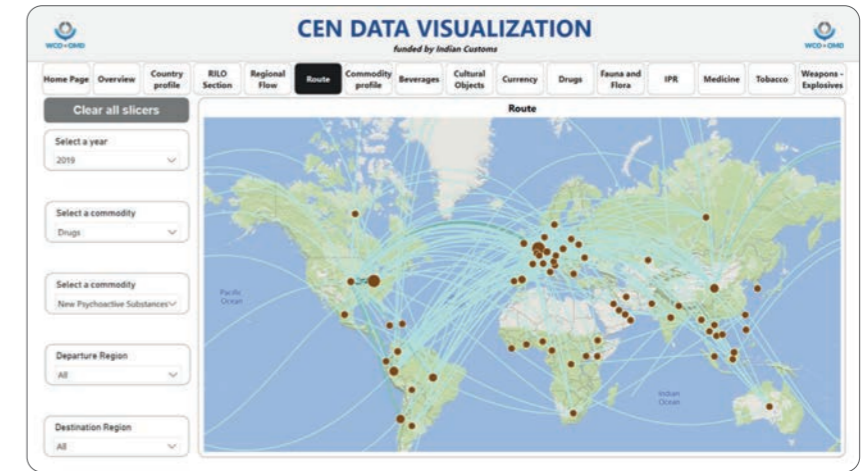
REGIONAL FLOW

The regional flow dashboard provides a visual representation of the illicit trade movement between regions and/or sub-regions. It effectively highlights the international nature of illicit trafficking as a whole, offering valuable insights into the dynamics of such activities.



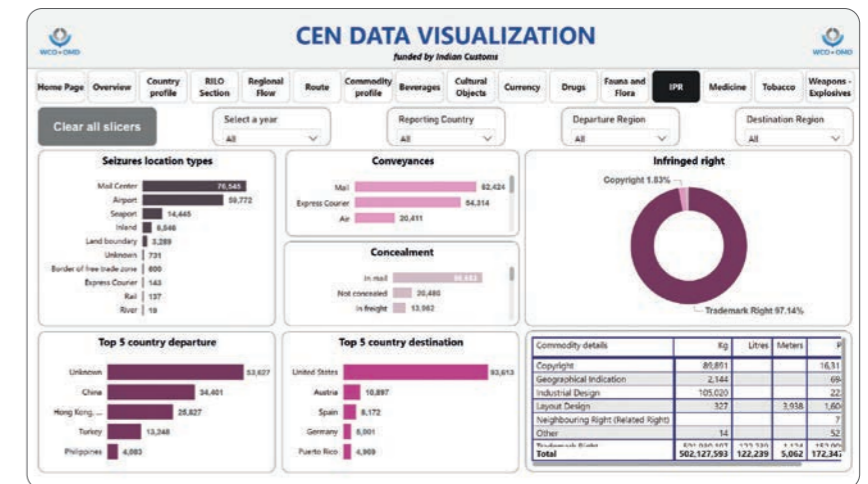
ROUTE MAP

The interactive route map provides an overview of the regional flow of seizures made around the world by year, commodity, category of commodity and country.



COMMODITY PROFILE

The commodity profile dashboard enables the study of a specific product within the range of commodity categories in the CEN suite of applications. Each commodity category has its own dedicated dashboard, offering valuable insights into relevant trends. These commodity-specific dashboards provide a comprehensive understanding of various aspects, including prevalent concealment methods, commonly used conveyances and other pertinent factors related to the trafficking of illicit products.

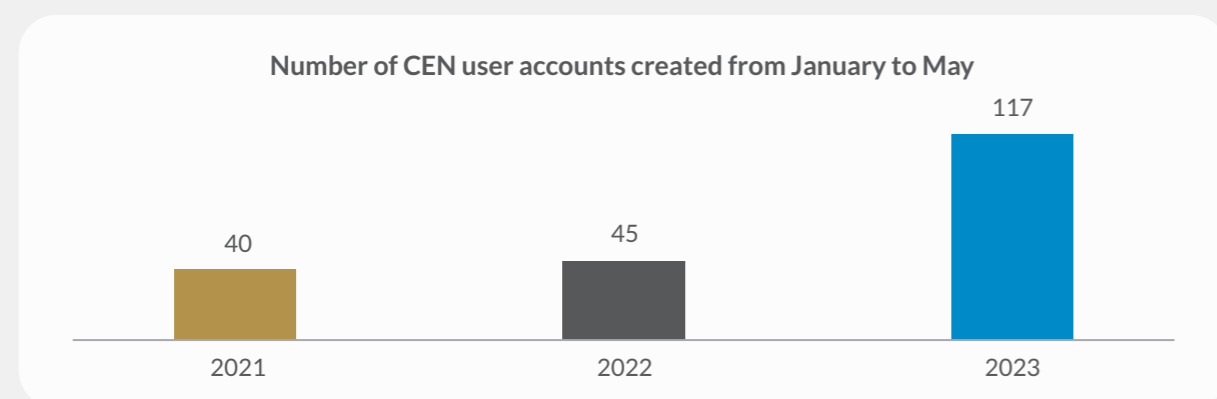


ADDED VALUE

The CEN data visualization project brings several key advantages and added value to Customs administrations:

- (a) Real-time monitoring:**
the CEN data visualization tool provides real-time monitoring of cases submitted to the CEN database for both RILOs and Customs administrations.
- (b) Enhanced decision-making:**
by providing visual insights into CEN data, the data visualization tool enables decision-makers to make informed and evidence-based decisions. The dashboards allow for the identification of trends, patterns and potential areas for improvement in Customs enforcement efforts.
- (c) Strategic and operational analysis:**
the interactive dashboards cater to both strategic and operational decision-making needs. Customs administrations can analyse the data from a high-level strategic perspective or focus on specific operational details with a view to optimizing resource allocation and enforcement strategies.
- (d) Improved data understanding:**
visualizing complex data through the dashboard enhances the comprehension of trends and patterns. It enables Customs administrations to gain a deeper understanding of the dynamics behind the data, facilitating more effective and efficient enforcement efforts.

Significantly, the launch of the CEN data visualization tool has resulted in an increase in the number of requests for access from Member countries. Specifically, between January and May 2023, an impressive total of 117 new accounts were created, surpassing the numbers of 40 and 45 new accounts recorded during the corresponding period in 2020 and 2022 respectively.



CONCLUSION

The success of the CEN data visualization tool, like that of the CEN software suite, relies heavily on user feedback. The WCO Secretariat is actively monitoring proposals from Member countries and RILOs so as to ensure continuous improvement of the tool.

Furthermore, the data visualization feature has already been extended to CENcomm as part of enforcement operations. Currently, data visualization is available online for operations ALAMBA, ARENA BLANCA, LUDUS III, TENTACLE and THUNDER 2022.

WCO NEWS AND UPCOMING EVENTS

Upcoming Events



WCO KNOWLEDGE ACADEMY FOR CUSTOMS AND TRADE
 26 – 30 June 2023
 Hybrid



WCO TECHNOLOGY CONFERENCE AND EXHIBITION
 10 – 12 October 2023
 Hanoi, Vietnam

Under the theme “Embracing the Digital Age: Leveraging Technology, Fostering Innovation, and Nurturing the Next Generation of Customs Professionals”, the 2023 WCO Technology Conference is aimed at exploring how innovation and technology can support Customs in performing its functions of trade facilitation, protection of society and revenue collection, while placing people at the heart of the digital transformation process.

A variety of technology-related topics will be discussed during the three-day event, including data analytics, machine learning and artificial intelligence, blockchain, cutting-edge detection technology, and the implications of the growing

volumes of e-commerce on Customs processes and procedures.

The Exhibition, running in parallel to the Conference, offers ample opportunities for networking and receiving more detailed information about the latest technological solutions available on the market. The WCO Technology Conference & Exhibition provides a platform that will bring together key partners from Customs authorities and other border agencies, technology providers, the broader business community, international organizations, development partners, academia and others involved in the international trade arena.



WCO ORIGIN CONFERENCE
 8 – 9 November 2023
 Santiago, Chile

Regional integration continues to be a driving force for the Global Supply Chain, and rules of origin remain a prominent feature of today’s international trading system. In the context of the various regional trade agreements already in force or being negotiated around the world, rules of origin enable the implementation of preferential agreements and impact on the flows of trade and investments.

The Global Origin Conference will provide a platform for exchanging knowledge and forging new partnerships between the public sector, the private sector, International Organizations and academia in the area of origin.

The following areas, among others, will be addressed during this event:

- What are the challenges of navigating the rules of origin under several trade agreements and how to streamline the implementation and application of the AfCFTA rules of origin?
- What are the latest developments around the world?
- How can the update of the Revised Kyoto Convention (RKC) and other WCO origin tools influence and support the implementation of the Trade Facilitation Agreement and Free Trade Agreements?
- How can digitalization contribute to making rules of origin more trade-friendly?

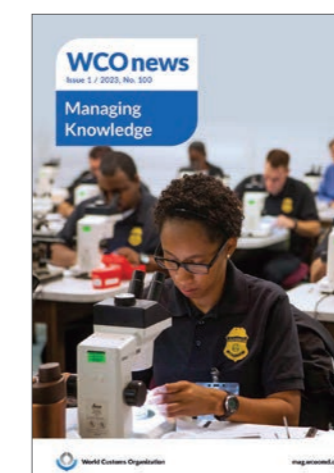
WCO News

THE WCO’S MAINSTAY PUBLICATION

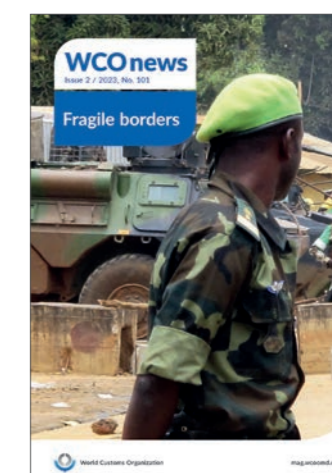
is published three times a year and sheds light on key topics relevant to Customs and the international trade community.



October 2022

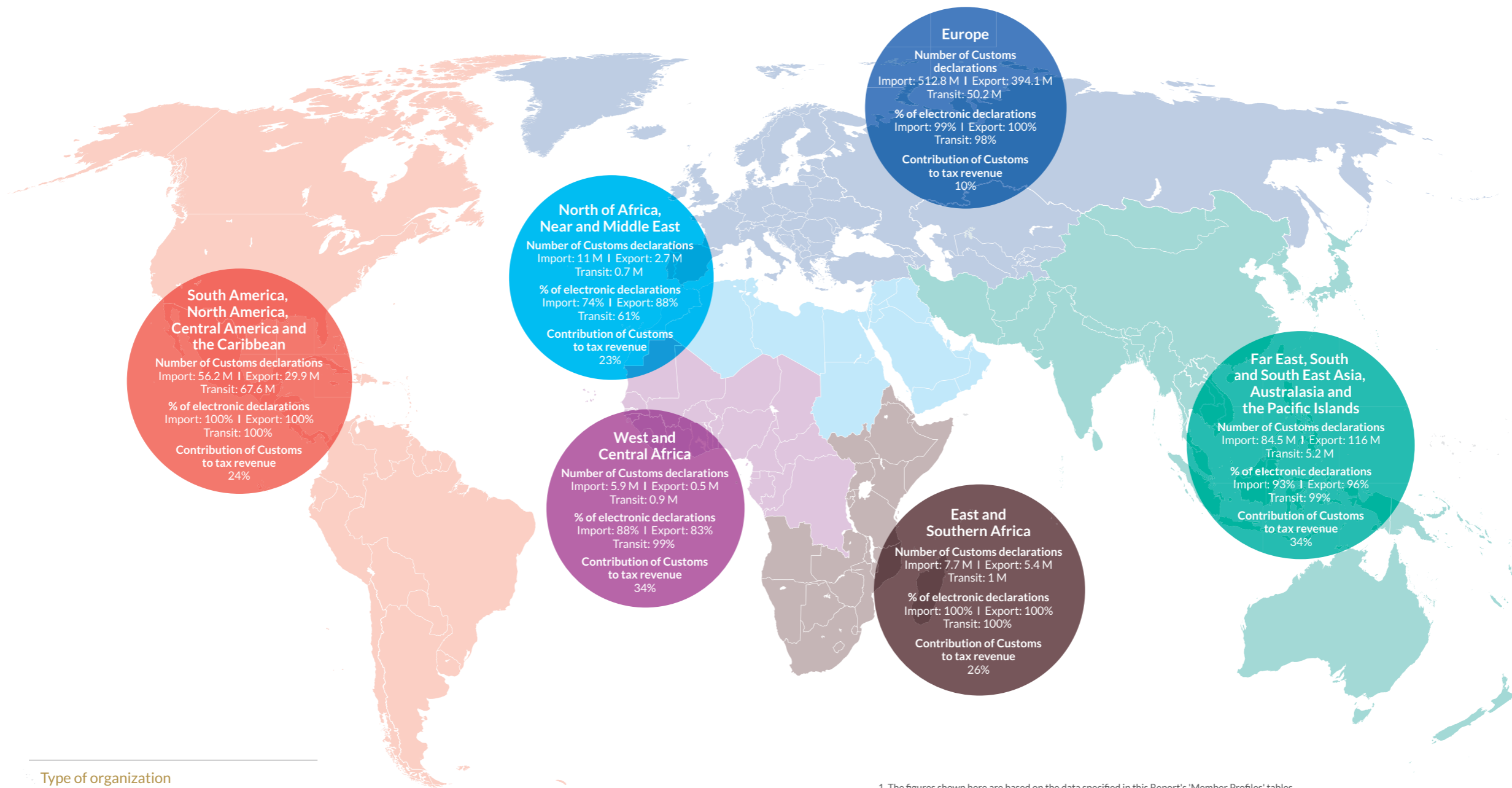


February 2023

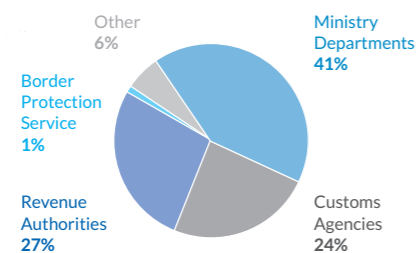


June 2023

CUSTOMS: A GLOBAL SNAPSHOT



Type of organization
(for Customs Administrations worldwide)



620,035
 Customs officers
 work around
 the world

1 The figures shown here are based on the data specified in this Report's 'Member Profiles' tables.
 2 All the figures are an aggregate amount or simple average of the relevant data.
 3 The data that have not been obtained (i.e. 'n.a.' or blanc in Member Profiles) are simply counted as 'zero' (in summing up the data).



32%
 of total staff
 of Customs
 Administrations
 are female

17%
 of Heads
 of Customs
 Administrations
 are female

26%
 of Senior manager
 of Customs
 Administrations
 are female



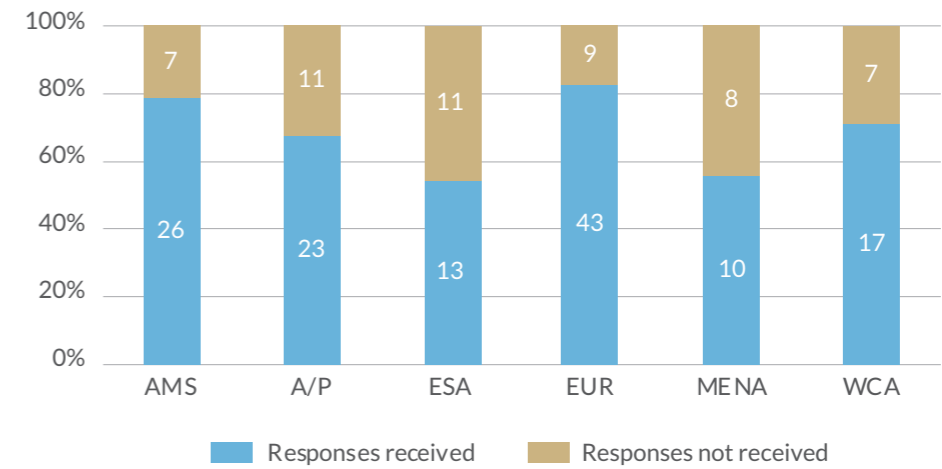
ANALYSIS OF 2023 ANNUAL SURVEY RESULTS

This section is a new addition to the Annual Report, based on the data collected through the WCO Annual Survey that is circulated to all WCO Members. The WCO has been working to ensure that the data it collects is of a high standard, so that it can be used for reporting, monitoring and statistical purposes. Some 132 WCO Members replied to the 2023 Annual Survey, thus providing a workable statistical basis, even if it does not represent the membership as a whole.

This data cannot be used for a historical comparison at this stage but could represent a starting point for such an exercise in years to come. The analysis will evolve through future Annual Surveys and will allow for a deepening of the understanding of the evolution of Customs and associated trends over the years. It is essential that the data collected is processed and used to make the

WCO and Customs more visible and well-known. Chart 1 depicts the rates of responses received by each WCO region, to give clarity to the figures presented throughout the document. Regional imbalances should be viewed with caution as they can also relate to the differing rates of responses received by each WCO region.

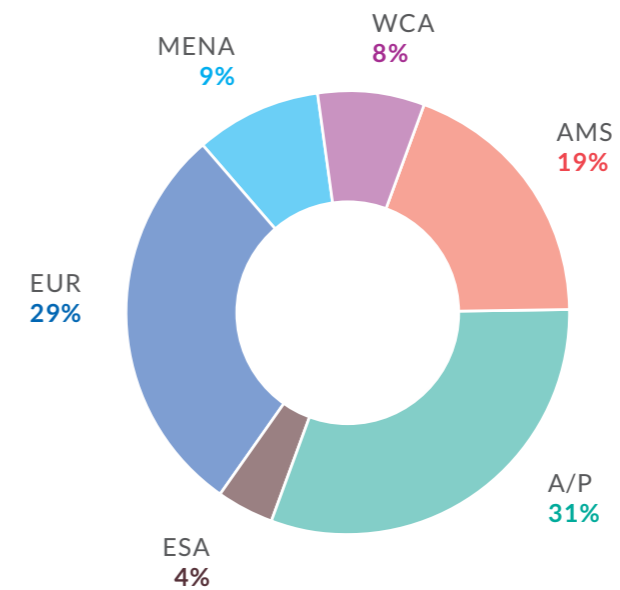
CHART 1 - ANALYSIS OF 2023 ANNUAL SURVEY RESULTS



Customs administrations are crucial to economies and societies. With around 620 035 Customs officers around the world, as reported by the respondents to the Annual Survey, Customs admin-

istrations represent a dynamic service working to facilitate trade, collect revenues and protect citizens. Chart 2 shows how the total number of Customs officers is distributed by WCO region.

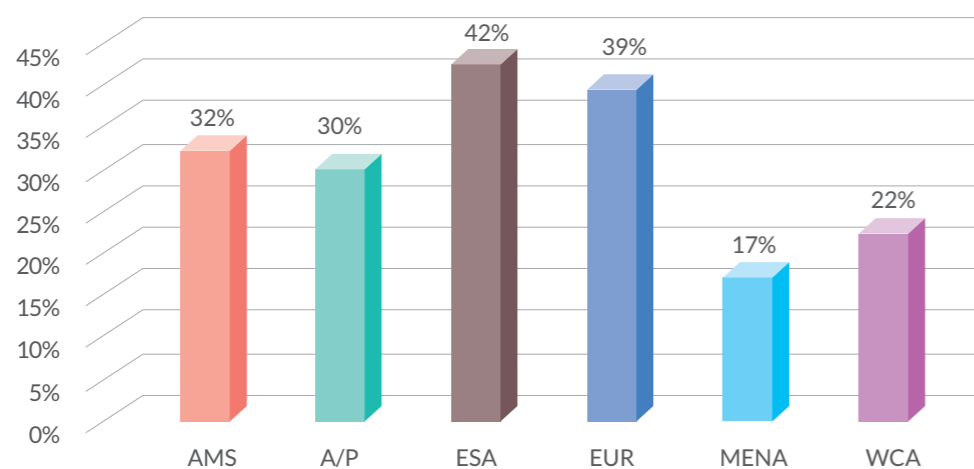
CHART 2 - BREAKDOWN OF TOTAL CUSTOMS STAFF BY REGION



Ensuring gender balance is important to Customs. As Chart 3 shows, women make up an important share of the Customs workforce, even if more effort is needed to obtain a fair balance. Based on the 132 responses received to the 2023 Annual Survey, women represent 32% of the to-

tal number of Customs officers around the world. Of course, the real share may slightly differ. This is also true of the picture painted in the following charts. The figures differ between WCO regions, but the number of women in Customs is progressively increasing.

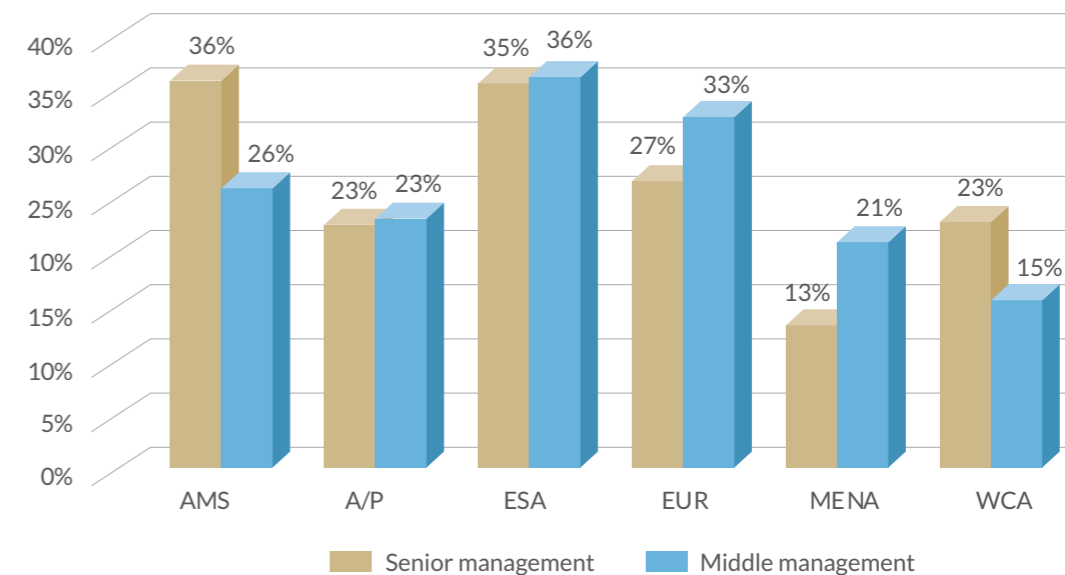
CHART 3 - SHARE OF WOMEN WORKING IN CUSTOMS BY WCO REGION



The need for more effort is clear when looking at managerial positions, especially senior and middle management. Global figures indicate that women hold 17% of top positions, i.e. Director General level, 26% of senior management positions and 25% of middle management positions. Chart 4 highlights that the share of women in these positions is still low compared to the share of men at regional level, and this therefore represents an important area of work for the WCO and its Members in terms of organizational development. Here again, some regions appear to be more

advanced than others, but there is undoubtedly room for improvement in this regard. Regional differences indicate that the regions with a larger share of women in Customs also have the highest share of women in managerial positions within Customs administrations. This is not new to the WCO, and work to address this imbalance has been ongoing for several years already, with good results achieved so far, but there is still a long way to go to reach greater equality. The WCO and its Members will continue their efforts to bridge this gap in the years to come.

CHART 4 - SHARE OF WOMEN IN SENIOR AND MIDDLE MANAGEMENT WITHIN CUSTOMS ADMINISTRATIONS BY WCO REGION

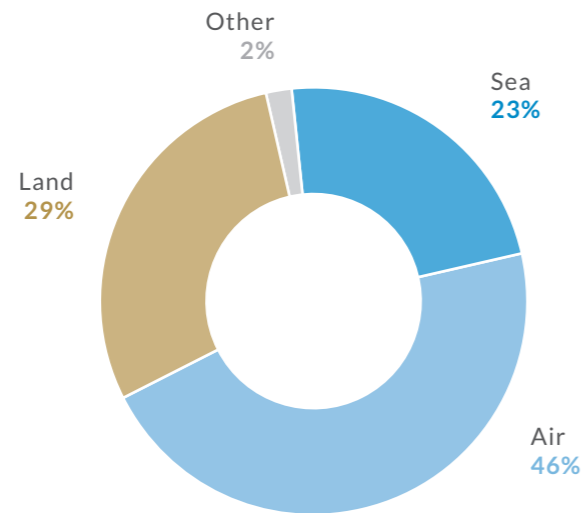


Customs administrations and their staff deal every day with a large number of goods crossing borders towards their destination market. Customs are in charge of processing declarations for import, transit and export. Goods are entering or leaving Customs territories every minute of every day, with the globalization of trade having a massive impact on the workload for national administrations such as Customs. The figures speak for themselves: a total of 1 352 467 157 declarations were processed by Customs administrations in 2022/2023. The number of import, transit and export declarations by WCO region is shown on the map preceding this analysis. They indicate global trends showing that some regions are more focused on export while others are mainly importers. Some regions include countries with

a significant amount of natural resources and/or countries producing large volumes of manufactured goods, explaining their focus on export. At the other end of the scale, countries with limited natural resources and industries are more dependent on import. Export declarations exceed import declarations in the A/P region, while import declarations heavily exceed import declarations in the MENA and WCA regions.

The questions asked through the Annual Survey also allow for a differentiation between the modes of transport used, providing interesting data on trends in global trade at the present point in time. Chart 5 highlights the fact that air transport collects the greater share of Customs declarations around the world.

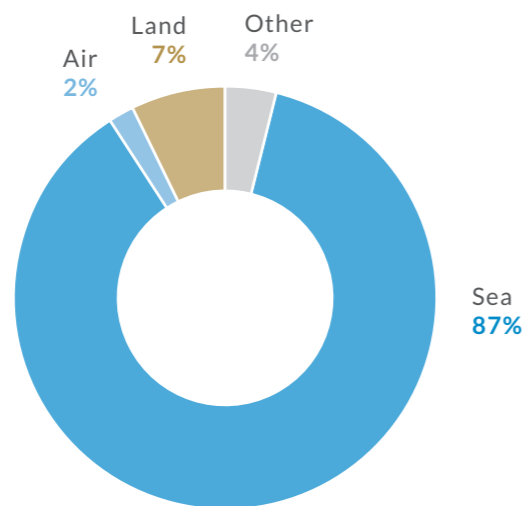
CHART 5 - SHARE OF MODES OF TRANSPORT IN TERMS OF THE TOTAL NUMBER OF DECLARATIONS



The analysis of the number of declarations processed by different modes of transport is complemented by analysis of other angles that are equally interesting. As Chart 6 shows, maritime transport accounts for the vast majority of trade in terms of weight, with the capacity of container ships largely surpassing that of all other modes

of transport. Maritime transport moves around 87% of global trade in terms of weight, while air, land and other modes of transport (such as inland waterways or rail) cover 2%, 7% and 4% respectively. This figure indicates the predominance of maritime transport in global trade today.

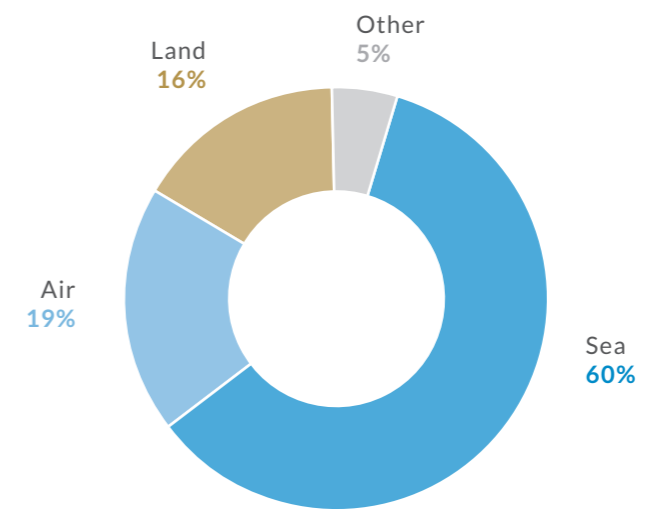
CHART 6 - SHARE OF MODES OF TRANSPORT IN TERMS OF THE TOTAL WEIGHT OF TRADED GOODS



A similar consideration applies when looking at the share of modes of transport according to the total value of the goods transported. Unsurprisingly, given the share of maritime transport in the total weight of goods transported, this transport mode also aggregates the major share of the total value of these goods. As shown by Chart 7, maritime transport represents 60% of the total val-

ue of the goods being moved, while air, land and other modes respectively cover 19%, 16% and 5%. Air transport represents a significant share in terms of value, especially compared to its share in terms of the weight of goods traded. This makes sense, as air transport is generally used to carry more valuable items, especially because it is the fastest solution offered to traders.

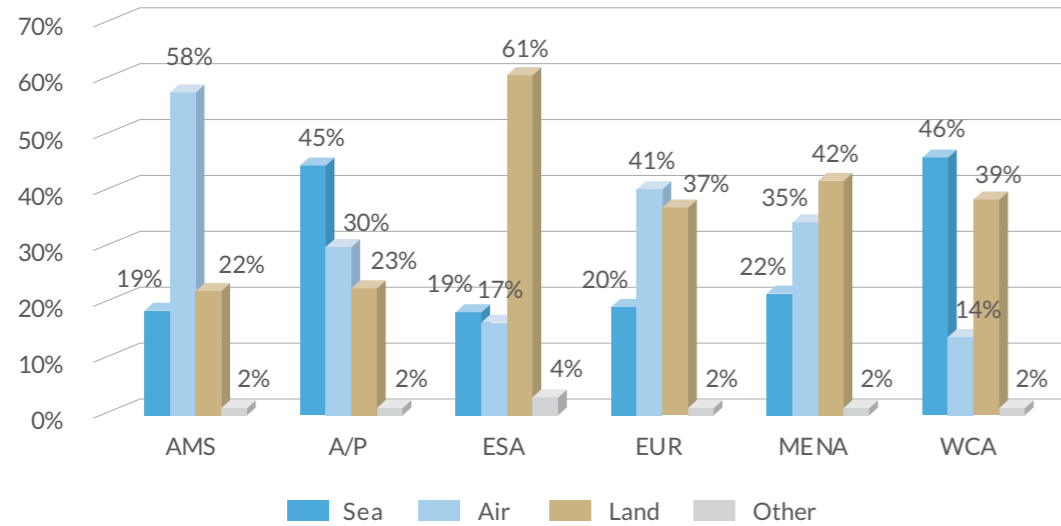
CHART 7 - SHARE OF MODES OF TRANSPORT IN TERMS OF THE TOTAL VALUE OF TRADED GOODS



The breakdown of the modes of transport in the declarations processed by Customs within WCO regions provides some interesting perspectives, as shown in Chart 8. The use of a mode of trans-

port can be explained by the geographical realities of regions, with some counting a significant number of landlocked countries while others have access to multiple maritime routes.

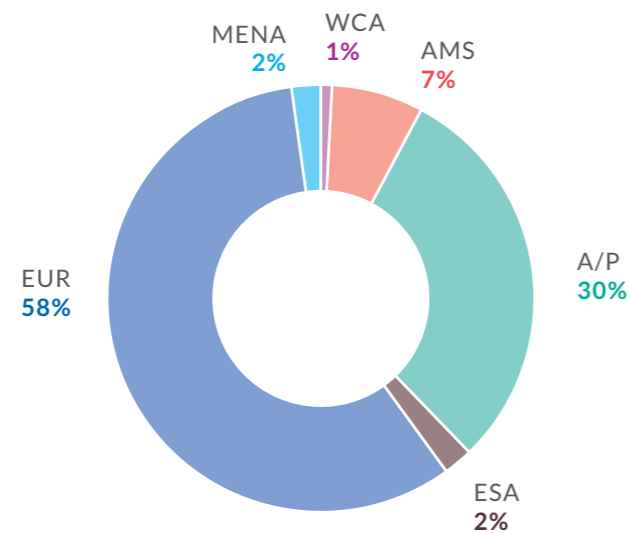
CHART 8 - SHARE OF MODES OF TRANSPORT IN TERMS OF NUMBER OF DECLARATIONS BY WCO REGION



The number of declarations processed annually has a significant impact on revenue collection, making Customs administrations an important contributor to the global revenue collected by governments. The Annual Report indicates that,

depending on the region, the contribution Customs makes to national income ranges from 10% to 34%. Chart 9 highlights the share of WCO regions in the total revenue collected by Customs.

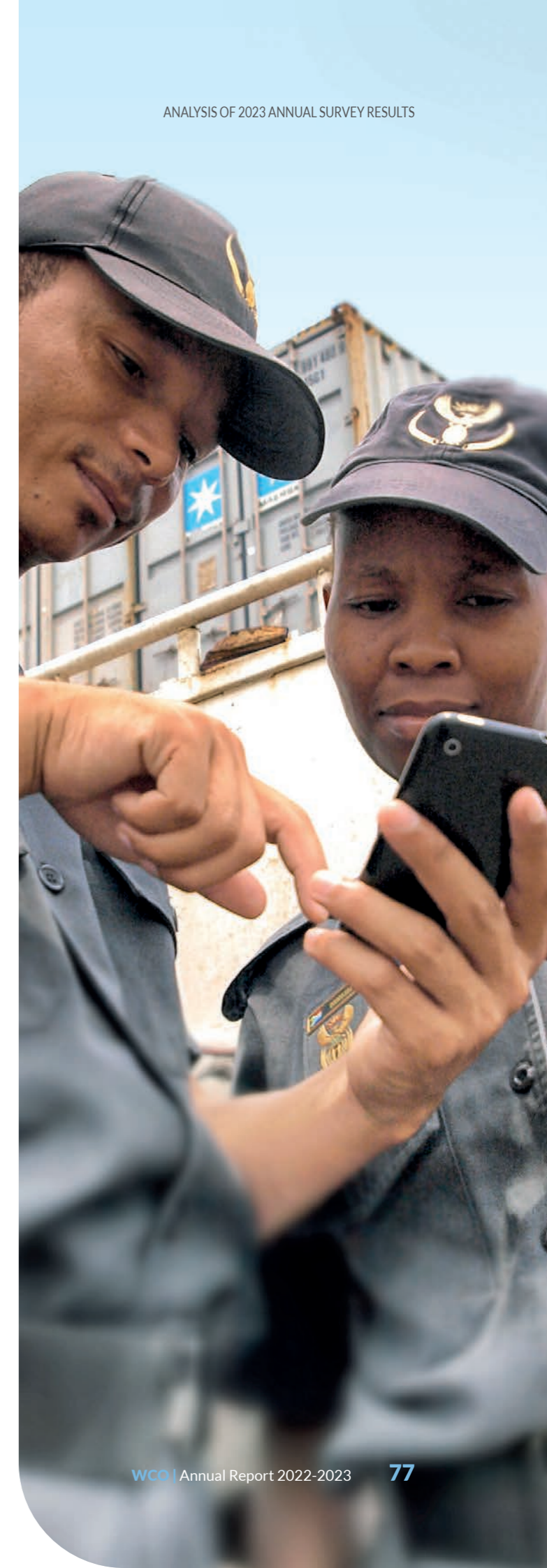
CHART 9 - SHARE OF GLOBAL REVENUE COLLECTED BY CUSTOMS BY WCO REGION



At around USD 2 366 072 787 908, the revenue collected by Customs in cross-border trade represents approximately 15% of the total revenue generated by governments across the world. Unsurprisingly, the Europe region generates most of this revenue and this can be explained by the fact that it is also the WCO region processing the greatest share of declarations. The A/P and AMS regions also represent significant shares, as they include countries of major importance in international trade.

The figures collected by the WCO Annual Report 2023 again highlight the major contribution made by Customs administrations to global trade, and also at national level, in terms of revenue collection. Customs administrations are pursuing a process of continuous internal improvement, increasingly using technology to allow for smoother and faster clearance and control procedures.

As highlighted by the figures in the 2023 Annual Report, Customs administrations are on the way towards fully implementing the electronic processing of declarations. Internal improvement is also focusing on the working environments, and important steps are being taken to move towards further inclusion and an improved gender balance.





WCO MEMBER PROFILES

	First/LAST Name	Title	Customs Administration	Organization Type	Website Address	Number of Customs staff (approximate)	Year of WCO Accession	Declarations			Electronic Declarations Rate
								Import	Transit	Export	
Afghanistan (Islamic Republic of)	Ms. Amina AHMADY	Director General of Customs	Afghan Customs Department, Ministry of Finance	Ministry Department	www.customs.mof.gov.af	2 400	2004	–	–	–	–
Albania	Mr. Genti GAZHELI	Director General of Customs	Directorate General of Customs, Ministry of Finance and Economy	Customs Agency	www.dogana.gov.al	986	1992	336 398	69 992	93 906	100%
Algeria	Mr. Nouredine KHALDI	Director General of Customs	Direction Générale des Douanes	Customs Agency	www.douane.gov.dz	–	1966	–	–	–	–
Andorra	Mr. Carles FERREIRA GONZÁLEZ	Director General of Customs	Departament de Tributs i Fronteres	Ministry Department	www.duana.ad	70	1998	392 366	–	33 181	92%
Angola	Mr. José Vieira Nuno LEIRIA	Chairman of the Board	Angola Revenue Administration, Ministry of Finance	Revenue Authority	www.agt.minfn.gov.ao	4 927	1990	279 460	903	34 021	100%
Antigua and Barbuda	Mr. Raju BODDU	Comptroller of Customs	Customs Division	Ministry Department	www.customs.gov.ag	–	2017	–	–	–	–
Argentina	Mr. Guillermo MICHEL	Director General of Customs	Administración Federal de Ingresos Públicos (AFIP) Dirección General de Aduanas	Revenue Authority	www.afip.gob.ar	5 377	1968	811 116	443 626	507 274	100%
Armenia	Mr. Rustam BADASYAN	Chairman	State Revenue Committee	Revenue Authority	www.customs.am	1 121	1992	212 218	130 854	19 312	100%
Australia	Mr. Michael OUTRAM	Australian Border Force Commissioner and Comptroller-General of Customs	The Australian Border Force	Border Protection Service	www.border.gov.au	6 190	1961	4 389 912	–	1 402 492	100%
Austria	Mr. Harald WAIGLEIN	Director General of Customs	Ministry of Finance - Customs Administration Austria	Ministry Department	www.bmf.gv.at	1 700	1953	3 726 035	2 443 771	768 149	100%
Azerbaijan	Mr. Shahin BAGHIROV	Chairman	State Customs Committee	Customs Agency	www.customs.gov.az	–	1992	–	–	–	–
Bahamas	Mr. Ralph MUNROE	Acting Comptroller of Customs	Bahamas Customs and Excise Department	Ministry Department	www.bahamas.gov.bs/customs	783	1974	271 578	1 926	6 174	100%

– Data non provided by the Member Administration

	First/LAST Name	Title	Customs Administration	Organization Type	Website Address	Number of Customs staff (approximate)	Year of WCO Accession	Declarations			Electronic Declarations Rate
								Import	Transit	Export	
Bahrain	Mr. Ahmed Bin Hamad AL-KHALIFA	President of Customs	Bahrain Customs Affairs, Ministry of Interior	Ministry Department	www.customs.gov.bh	1 103	2001	77 934	4 734	127 034	100%
Bangladesh	Mr. Abu Hena MD Rahmatul MUNEEB	Chairman, National Board of Revenue	National Board of Revenue (NBR)	Revenue Authority	www.bangladeshcustoms.gov.bd	7 459	1978	1 948 752	–	2 663 620	100%
Barbados	Mr. Owen HOLDER	Comptroller of Customs	Customs and Excise Department	Ministry Department	www.customs.gov.bb	–	1999	–	–	–	–
Belarus	Mr. Vladimir ORLOVSKY	Chairman	State Customs Committee of the Republic of Belarus	State Customs Committee	www.customs.gov.by	–	1993	–	–	–	–
Belgium	Mr. Kristian VANDERWAEREN	General Administrator	Administration Générale des Douanes et Accises, Service Public Fédéral des Finances	Ministry Department	www.finances.belgium.be/fr/douanes_accises	3 233	1952	10 498 874	19 091 975	15 114 863	100%
Belize	Ms. Estella LESLIE	Comptroller of Customs & Excise	Customs and Excise Department	Ministry Department	www.customs.gov.bz	222	2008	83 360	3 883	3 943	100%
Benin	Mr. Alain HINKATI	Director General of Customs	Direction Générale des Douanes	Customs Agency	www.douanes-benin.net	650	1998	–	–	–	–
Bermuda	Ms. Lucinda PEARMAN	Collector of Customs	Customs Department, Ministry of National Security	Ministry Department	www.gov.bm/department/customs	163	1990	210 522	–	457	100%
Bhutan	Ms. Yeshey SELDON	Customs Commissioner	Department of Revenue and Customs	Ministry Department	www.mof.gov.bt	250	2002	207 292	–	1 531 400	100%
Bolivia	Ms. Karina Liliana SERRUDO MIRANDA	Executive President	Aduana Nacional	Customs Agency	www.aduana.gob.bo	1 507	1997	446 911	245 107	56 037	100%
Bosnia and Herzegovina	Mr. Vladimir DRAGICEVIC	Director Assistant for Customs Sector	Indirect Taxation Authority (ITA)	Revenue Authority	www.uino.gov.ba	–	2008	–	–	–	–
Botswana	Ms. Gaone ARIEFF	Acting Customs Commissioner	Botswana Unified Revenue Service	Revenue Authority	www.burs.org.bw	644	1978	537 019	190 489	96 013	100%
Brazil	Mr. Jackson Aluir CORBARI	Undersecretary of Customs Administration	Special Secretariat of the Federal Revenue of Brazil, Ministry of Economy	Revenue Authority	www.gov.br/receitafederal/pt-br	3 717	1981	2 597 577	25 123	2 100 880	100%
Brunei Darussalam	Mr. Muhsin AHMAD	Controller	Royal Customs and Excise Department (RCED)	Ministry Department	bdnsw.mofe.gov.bn/Pages/Royal-CustomsExciseDepartment.aspx	–	1996	–	–	–	–
Bulgaria	Mr. Pavel GERENSKI	Director General of Customs	National Customs Agency	Customs Agency	www.customs.bg	3 174	1973	493 411	465 129	406 751	100%
Burkina Faso	Mr. Mathias KADIOGO	Director General of Customs	Direction Générale des Douanes, Ministère de l'Economie, des Finances et de la Prospective	Ministry Department	www.douanes.bf	1 689	1966	194 440	167 457	2 166	100%
Burundi	Mr. Jean-Claude MANIRAKIZA	Commissioner General	Office Burundais des Recettes (OBR)	Revenue Authority	www.obr.bi	349	1964	–	–	–	–
Cambodia	H.E. Dr. Kun NHEM	Minister Attached to the Prime Minister, Director General of the General Department of Customs and Excise of Cambodia	General Department of Customs and Excise of Cambodia, Ministry of Economy and Finance	General Department of Customs and Excise of Cambodia	www.customs.gov.kh	1 294	2001	329 103	3 476	341 634	100%

– Data non provided by the Member Administration

	First/LAST Name	Title	Customs Administration	Organization Type	Website Address	Number of Customs staff (approximate)	Year of WCO Accession	Declarations			Electronic Declarations Rate
								Import	Transit	Export	
Cameroon	Mr. Edwin Nuvaga FONGOD	Director General of Customs	Direction Générale des Douanes	Ministry Department	www.douanescustoms-cm.net	3 949	1965	166 356	54 735	29 475	100%
Canada	Ms. Erin O'GORMAN	President	Canada Border Services Agency	Customs Agency	www.cbsa-asfc.gc.ca	–	1971	–	–	–	–
Cape Verde	Mr. Osvaldo Sérgio do ROSARIO ROCHA	Director General of Customs	Direção Geral das Alfândegas	Revenue Authority	www.dnre.gov.cv	186	1992	166 234	–	4 169	100%
Central African Republic	Mr. Frédéric Theodore INAMO	Director General of Customs and Indirect Duties	Direction Générale des Douanes et Droits Indirects	Ministry Department	www.douanes-rca.com	–	1986	–	–	–	–
Chad	Mr. Ahmat Abdelkerim AHMAT	Director General	Direction Générale des Douanes et Droits Indirects	Ministry Department	www.finances.gouv.td	–	2005	–	–	–	–
Chile	Ms. Alejandra ARRIAZA	National Director of Customs	Servicio Nacional de Aduanas	Customs Agency	www.aduana.cl	1 954	1966	1 165 020	–	519 246	100%
China	Mr. Jianhua YU	Minister	General Administration of Customs of China	Customs Agency	www.english.customs.gov.cn/	69 725	1983	15 111 749	–	51 153 040	100%
Colombia	Ms. Ingrid Magnolia DIAZ RINCON	Directora de Gestión de Aduanas	Dirección de Impuestos y Aduanas Nacionales - Dian	Unidad Administrativa Especial Dirección de Impuestos y Aduanas Nacionales, (adscrita al Ministerio de Hacienda y Crédito Público de Colombia)	www.dian.gov.co	3 325	1993	3 649 638	71 707	1 165 075	98%
Comoros	Mr. Moustoifa HASSANI MOHAMED	Director General of Customs	Direction Générale des Douanes	Customs Agency	www.douanes.km	–	1993	–	–	–	–
Congo (Republic of the)	Mr. Guérolé MBONGO KOUMOU	Director General of Customs	Direction Générale des Douanes et Droits Indirects	Ministry Department	www.douanes.gouv.cg	1 951	1975	56 712	754	10 046	100%
Costa Rica	Mr. Gerardo BOLAÑOS ALVARADO	Director General of Customs	Servicio Nacional de Aduanas, Ministerio de Hacienda	Ministry Department	www.hacienda.go.cr/contenido/284-servicio-nacional-de-aduanas	540	2001	432 190	108 535	298 239	100%
Côte d'Ivoire	Mr. Pierre Alphonse DA	Director General of Customs	Direction Générale des Douanes, Ministère du Budget et du Portefeuille de l'Etat	Ministry Department	www.douanes.ci	4 462	1963	196 435	10 872	77 713	0%
Croatia	Mr. Mario DEMIROVIĆ	Director General of Customs	Customs Administration, Ministry of Finance	Ministry Department	www.carina.hr	2 587	1993	341 298	281 077	321 496	100%
Cuba	Mr. Nelson Enrique CORDOVÉS REYES	Head of the General Customs	Aduana General de la República	Customs Agency	www.aduana.gob.cu	4 439	1988	65 443	6 173	6 555	100%
Curaçao	Ms. Soraya POLS-STRICK	Ad Interim Head of Customs	Customs Department, Ministry of Finance	Ministry Department	www.curaçao.com	159	2001	220 055	12 086	8 166	100%
Cyprus	Ms. Theodora DEMETRIOU	Director General of Customs	Department of Customs and Excise, Ministry of Finance	Ministry Department	www.mof.gov.cy/ce	456	1967	203 096	1 640	44 016	99%
Czech Republic	Mr. Marek ŠIMANDL	Director General of Customs	The Customs Administration of the Czech Republic	Customs Agency	www.celnisprava.cz	5 535	1993	1 653 433	699 952	1 603 494	94%

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								Import	Transit	Export	
Democratic Republic of the Congo	Mrs. Jeanne-Blandine KAWANDA WALWOM	Director General of Customs	Direction Générale des Douanes et Accises, Ministère des Finances	Revenue Authority	www.douane.gouv.cd/	5 299	1972	1 160 753	259 804	119 121	87%
Denmark	Mr. Christian LÜTZEN	Director General of Customs	Danish Customs Agency	Customs Agency	www.toldst.dk	960	1952	–	–	–	–
Djibouti	Mr. Ahmed Youssouf GOULED	Director General of Customs and Indirect Duties	Direction des Douanes et Droits Indirects	Ministry Department	www.ministerebudget.gouv.dj/les-directions/dif/	–	2008	–	–	–	–
Dominican Republic	Mr. Eduardo José SANZ LOVATÓN	Director General of Customs	Dirección General de Aduanas (DGA)	Ministry Department	www.aduanas.gob.do	4 445	2004	471 755	–	92 453	100%
Ecuador	Mr. Ralph SUASTEGUI	Director General of Customs	Servicio Nacional de Aduana del Ecuador	Customs Agency	www.aduana.gob.ec	1 601	1997	316 949	6 394	336 595	100%
Egypt	Mr. El-Shahaat GHATWARY	Customs Commissioner	Egyptian Customs Authority, Ministry of Finance	Ministry Department	www.customs.gov.eg	10 460	1956	607 615	75 584	361 367	100%
El Salvador	Mr. Benjamín MAYORGA	Director General of Customs	Dirección General de Aduanas	Ministry Department	www.mh.gob.sv	766	2005	678 287	916 278	304 505	100%
Equatorial Guinea	Mr. Alberto Ndong OBIANG LIMA	Director General of Customs	Dirección General de Aduanas, Ministerio de Hacienda y Presupuestos	Ministry Department	–	311	2021	26 473	147	1 776	27%
Eritrea	Mr. Yosief YEHDEGO	Commissioner	Customs Department, Ministry of Finance	Ministry Department	www.shabait.com	–	1995	–	–	–	–
Estonia	Mr. Raigo UUKKIVI	Director General of Customs	Estonian Tax and Customs Board	Revenue Authority	www.emta.ee	537	1992	531 633	158 568	153 236	100%
Eswatini	Mr. Brightwell S. NKAMBULE	General Commissioner	Eswatini Revenue Service	Revenue Authority	www.sra.org.sz	203	1981	484 421	52 624	103 991	100%
Ethiopia	Mr. Debele Kebeta HURSA	Customs Commissioner	Ethiopian Customs Commission	Customs Agency	www.customs.erca.gov.et/trade/customs-division	8 802	1973	–	–	–	–
Fiji	Mr. Mark DIXON	Chief Executive Officer/ Comptroller of Customs	Fiji Revenue and Customs Services	Statutory Organization: Tax and Customs	www.frccs.org.fj	–	1997	–	–	–	–
Finland	Mr. Hannu MÄKINEN	Director General of Customs	Finnish Customs	Customs Agency	www.tulli.fi	2 028	1961	663 316	73 800	1 103 650	100%
France	Ms. Isabelle BRAUN-LEMAIRE	Director General of Customs	Direction Générale des Douanes et des Droits Indirects	Ministry Department	www.douane.gouv.fr	16 748	1952	4 614 459	–	6 817 725	100%
Gabon	Mr. Boris ADMINA ATCHOUGHOU	Director General of Customs	Ministère de l'Economie et de la Relance, Direction Générale des Douanes et Droits Indirects	Département du Ministère de l'Economie et de la Relance	www.douanes.ga	1 168	1965	65 504	569	15 078	0%
Gambia	Mr. Yankuba DARBOE	Commissioner General	Gambia Revenue Authority	Revenue Authority	www.gra.gm	–	1987	–	–	–	–
Georgia	Mr. Levan KAKAVA	Director General of Revenue Service	LELP Revenue Service, the Ministry of Finance	Revenue Authority	www.rs.ge	1 658	1993	264 070	428 298	80 226	14%
Germany	Ms. Colette HERCHER	President	Central Customs Authority	Customs Agency	www.zoll.de	42 153	1952	149 300 000	7 800 000	234 200 000	99%

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Ghana	Mr. Iddrisu Iddisah SEIDU	Customs Commissioner	Ghana Revenue Authority - Customs Division	Revenue Authority	www.gra.gov.gh	2 615	1968	2 371 775	89 002	159 861	100%
Greece	Mr. Konstantinos MOURTIDIS	Director General of Customs and Excise	General Directorate for Customs and Excise/ Independent Authority for Public Revenue	Revenue Authority	www.aade.gr/en/customs	1 192	1952	521 542	145 312	677 107	100%
Guatemala	Mr. Werner OVALLE RAMÍREZ	Customs Intendant	Intendencia de Aduanas de la Superintendencia de Administración Tributaria	Estamos integrados con tributos y aduanas, somos semi-independientes. (El presupuesto y la administración legal de toma de decisiones es autónoma)	www.sat.gob.gt	2 956	1985	713 218	290 827	457 997	100%
Guinea	Mr. Moussa CAMARA	Director General of Customs	Direction Générale des Douanes	Ministry Department	www.douanesguinee.gov.gn	952	1991	184 745	15 728	5 911	100%
Guinea-Bissau	Mr. Doménico OLIVEIRA SANCA	Director General of Customs	Customs General Directorate	Ministry Department	www.guinebissaurepublic.com/	1 413	2010	12 787	111	300	100%
Guyana	Mr. Rohan BEEKHOO	Comptroller of Customs	Guyana Revenue Authority	Revenue Authority	www.gra.gov.gy	397	1976	211 572	655	10 896	100%
Haiti	Mr. Julcène EDOUARD	Director General	Administration Générale des Douanes, Ministère de l'Economie et des Finances	Customs Agency	www.douane.gouv.ht	–	1958	–	–	–	–
Honduras	Mr. Fausto Manuel Calix MÁRQUEZ	Executive Director	Administración Aduanera de Honduras	Customs Agency	www.aduanas.gob.hn	1 555	2005	517 799	127 429	134 137	100%
Hong Kong, China	Ms. Pui-shan Louise HO	Commissioner of Customs and Excise	Customs and Excise Department	Customs Agency	www.customs.gov.hk	6 933	1987	6 777 979	–	13 649 982	100%
Hungary	Mr. Ferenc VÁGUJHELYI	Commissioner	National Tax and Customs Administration	Revenue Authority	www.en.nav.gov.hu	4 247	1968	149 728	1 470 615	22 475	99%
Iceland	Mr. Sigurður Skúli BERGSSON	Commissioner of Revenue and Customs	Iceland Revenue and Customs	Revenue Authority	www.tollur.is	150	1971	119 986 376	–	16 502 822	100%
India	Mr. Shri Vivek JOHRI	Chairman	Central Board of Indirect Taxes and Customs, Department of Revenue, Ministry of Finance	Ministry Department	www.cbic.gov.in	14 776	1971	4 503 638	–	7 692 767	100%
Indonesia	Mr. ASKOLANI	Director General of Customs and Excise	Directorate General of Customs and Excise of Indonesia	Ministry Department	www.beacukai.go.id	16 107	1957	1 500 000	–	2 120 000	100%
Iran (Islamic Republic of)	Mr. Mohammad REZVANIFAR	President	Islamic Republic of Iran Customs Administration (IRICA)	Customs Agency	www.irica.gov.ir	7 913	1959	333 523	–	676 413	100%
Iraq	Mr. Sadik Huwaidi ABBAS	Director General of Customs	General Commission for Customs, Ministry of Finance	Customs Agency	www.iraqcustoms.org	–	1990	–	–	–	–
Ireland	Mr. Gerry HARRAHILL	Revenue Commissioner and Director General of Customs	Office of the Revenue Commissioners, Irish Tax and Customs	Revenue Authority	www.revenue.ie	1 267	1952	22 311 429	–	2 468 979	100%

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Israel	Mr. Kfir HEN	Director General of Customs	Israel Customs Directorate	Revenue Authority	http://www.gov.il/en/departments/topics/customs_israel_tax_authority	–	1958	–	–	–	–
Italy	Mr. Roberto ALESSE	Director General of Customs	Agenzia delle Dogane e dei Monopoli	Customs Agency	www.adm.gov.it	9 607	1952	28 521 270	1 296 302	21 611 676	100%
Jamaica	Ms. Velma RICKETTS WALKER	CEO/Commissioner of Customs	Jamaica Customs Agency	Customs Agency	www.jacustoms.gov.jm	1 363	1963	174 229	6 472	25 388	100%
Japan	Mr. Kenji SUWAZONO	Director General of Customs and Tariff Bureau, Ministry of Finance	Customs and Tariff Bureau, Ministry of Finance	Ministry Department	www.customs.go.jp	10 178	1964	14 760 000	–	7 010 000	100%
Jordan	Mr. Jalal Salem AL-QUDAH	Director General of Customs	Jordan Customs Department, Ministry of Finance	Ministry Department	www.customs.gov.jo	3 255	1964	404 037	219 580	–	100%
Kazakhstan	Mr. Daniyar ZHANALINOV	Chairman	State Revenue Committee of the Ministry of Finance	Revenue Authority	www.kgd.gov.kz	–	1992	–	–	–	–
Kenya	Ms. Pamela AHAGO	Commissioner, Customs & Border Control Department	Kenya Revenue Authority	Revenue Authority	www.kra.gov.ke	2 277	1965	471 881	217 156	528 202	100%
Korea (Republic of)	Mr. Jae Shin KIM	Director General of Customs	Customs and Tariff Bureau, Ministry of Economy and Finance (MOEF)	Ministry Department	www.customs.go.kr	5 670	1968	5 686 691	3 917 059	13 288 592	100%
Kosovo	Mr. Agron LLUGALIU	Director General of Customs	Customs Administration	Customs Agency	www.dogana.rks-gov.net/en/	522	2017	299 390	25 378	80 251	100%
Kuwait	Mr. Sami Mohammad ALKANDARI	Director General of Custom	General Administration of Customs	Ministry Department	www.customs.gov.kw	–	1993	–	–	–	–
Kyrgyzstan	Mr. Isabekov Samat ISABEKOV	Chairman	State Customs Service under the Ministry of Finance of the Kyrgyz Republic	Customs Service	www.customs.gov.kg	1 080	2000	–	–	–	–
Lao People's Democratic Republic	Mr. Phoukhaokham VANNAVONGXAY	Director General of Customs	Customs Department, Ministry of Finance	Ministry Department	www.laocustoms.laopdr.net	829	2007	–	–	–	–
Latvia	Mr. Raimonds ZUKULS	Deputy Director General for Customs Issues of the State Revenue Service, Director of National Customs Board	National Customs Board of the State Revenue Service	Revenue Authority	www.vid.gov.lv	482	1992	201 307	291 876	226 910	100%
Lebanon	Mr. Assaad TFAILY	President of the Higher Council of Lebanese Customs	Customs Administration, Ministry of Finance	Ministry Department	www.customs.gov.lb	–	1960	188 386	691	66 271	100%
Lesotho	Mr. Thabo David KHASIPE	Commissioner General	Revenue Services Lesotho (RSL)	Revenue Authority	www.lra.org.ls	–	1978	–	–	–	–
Liberia	Mr. Saa SAAMOI	Customs Commissioner	Customs Department, Liberia Revenue Authority	Revenue Authority	www.revenue.lra.gov.lr/	–	1975	–	–	–	–
Libya	Brigadier General Biled A. SULAYYMAN	General Director of Customs	Customs Authority	Ministry Department	www.customs.ly	1 827	1975	–	–	–	–

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Lithuania	Mr. Darius ZVIRONAS	Director General of Customs	Customs Department under the Ministry of Finance of the Republic of Lithuania	Ministry Department	www.lrmuitine.lt	1 958	1992	317 523	468 233	558 113	100%
Luxembourg	Mr. Alain BELLOT	Director General of Customs	Administration des Douanes et Accises	Customs Agency	www.etat.lu/do	450	1953	68 021	104 178	87 398	61%
Macau, China	Mr. Man Chong VONG	Director General of Customs	Macao Customs Service	Customs Agency	www.customs.gov.mo	1 417	1993	615 729	47 818	34 870	49%
Madagascar	Mr. Ernest Zafivanona LAINKANA	Director General of Customs	Direction Générale des Douanes de Madagascar	Ministry Department	www.douanes.gov.mg/	–	1964	67 293	20 783	40 416	100%
Malawi	Mr. Fredrick MPEUSA	Customs Commissioner	Malawi Revenue Authority	Revenue Authority	www.mra.mw	419	1966	296 519	92 552	25 078	100%
Malaysia	Mr. Dato' Haji Zazuli bin JOHAN	Director General of Customs	Royal Malaysian Customs Department	Ministry Department	www.customs.gov.my	13 778	1964	5 366 663	–	4 525 018	67%
Maldives	Mr. Abdulla SHAREEF	Commissioner General of Customs	Maldives Customs Service	Customs Agency	www.customs.gov.mv	769	1995	218 734	–	8 146	100%
Mali	Mr. Amadou KONATE	Inspecteur Général	Direction Générale des Douanes, Ministère de l'Economie et des Finances	Ministry Department	www.douanes.gouv.ml	–	1987	–	–	–	–
Malta	Mr. Christopher MAGRI	Director General of Customs	Customs Department, Ministry for Finance and Employment	Ministry Department	www.customs.gov.mt/	420	1968	880 325	253	23 626	100%
Mauritania	Mr. Hamdouh Mohamed MAHFOUDH	Director General of Customs	Direction Générale des Douanes	Ministry Department	www.finances.gov.mr/spip.php?article96	947	1979	83 037	12 374	14 351	100%
Mauritius	Mr. Vivekanand RAMBURUN	Director, Customs Department	Customs Department, Mauritius Revenue Authority	Revenue Authority	www.mra.mu	687	1973	191 691	9 505	31 124	100%
Mexico	Mr. Rafael MARÍN MOLLINEDO	Head of the National Customs Agency of Mexico - Titular de la Agencia Nacional de Aduanas de México	National Customs Agency of Mexico - Agencia Nacional de Aduanas de México	Customs Agency	www.sat.gob.mx	8 130	1988	7 420 679	124 199	2 908 341	100%
Moldova	Mr. Igor TALMAZAN	Director	Customs Service under Ministry of Finance of the Republic of Moldova	Customs Agency	www.customs.gov.md	1 545	1994	401 930	–	185 958	91%
Mongolia	Mr. Otgonjargal REGJIBUU	Director General of Customs	Customs General Administration	Customs Agency	www.customs.gov.mn	–	1991	–	–	–	–
Montenegro	Mr. Vladimir BULAJIC	Director of Revenue and Customs	Revenue and Customs Administration	Revenue Authority	www.upravacarina.gov.me/en/administracion	490	2006	218 816	209 855	20 140	100%
Morocco	Mr. Abdellatif AMRANI	Director General of Customs	Administration des Douanes et Impôts Indirects, Ministère de l'Economie et des Finances	Ministry Department	www.douane.gov.ma	5 577	1968	556 155	65 871	503 154	100%
Mozambique	Mr. Taurai Inácio TSAMA	General Director	Mozambique Revenue Authority	Revenue Authority	www.at.gov.mz	–	1987	–	–	–	–
Myanmar (Republic of the Union of)	Mr. Thein SWE	Director General of Customs	Customs Department, Ministry of Planning and Finance	Ministry Department	www.customs.gov.mm	1 886	1991	252 818	–	211 444	93%

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Namibia	Mr. Willbroad PONISO	Head of Customs and Excise	Customs & Excise Department, Namibia Revenue Agency (NamRA)	Revenue Authority	www.mof.gov.na/	281	1992	–	–	–	–
Nepal	Mr. Chakra Bahadur BUDHA	Director General of Customs	Department of Customs, Ministry of Finance	Ministry Department	www.customs.gov.np	1 116	1986	1 069 219	–	88 964	100%
Netherlands	Ms. Nanette VAN SCHELVEN	General Director of Customs	Customs Policy and Legislation Department, Ministry of Finance	Ministry Department	www.belastingdienst.nl	5 809	1953	152 914 525	3 731 342	32 898 771	100%
New Zealand	Ms. Christine STEVENSON	Comptroller of Customs	New Zealand Customs Service	Customs Agency	www.customs.govt.nz	1 397	1963	1 500 050	81 331	533 528	100%
Nicaragua	Lic. Eddy Francisco MEDRANO SOTO	General Director of Customs	Dirección General de Servicios Aduaneros	Ente Autonomo - Segun LEY N°. 339, aprobada el 9 de marzo de 2000	www.dga.gob.ni	1 582	1998	235 430	330 800	141 977	100%
Niger	Mr. Harouna ABDALLAH	Director General of Customs	Direction Générale des Douanes	Customs Agency	www.douanes.gouv.ne	1 340	1981	206 022	59 997	18 005	100%
Nigeria	Col. Hameed IBRAHIM ALI	Comptroller General of Customs	Nigeria Customs Service	Customs Service	www.customs.gov.ng	15 905	1963	647 708	14 644	32 000	100%
North Macedonia	Ms. Slavica KUTIROV	Director General of Customs	Ministry of Finance, Customs Administration of the Republic of North Macedonia	Customs Agency	www.customs.gov.mk	1 219	1994	516 614	455 204	259 545	100%
Norway	Mr. Øystein BØRMER	Director General of Customs	Norwegian Customs	Customs Agency	www.toll.no	1 527	1952	6 962 106	–	1 606 840	100%
Oman	Dr. Said bin Khamis AL-GHAITHI	Director General of Customs	Directorate General of Customs, Royal Oman Police	Royal Oman Police	www.customs.gov.om	2 661	2000	676 359	35 034	374 019	100%
Pakistan	Dr. Muhammad Saeed KHAN JADOON	Member Customs Policy	Federal Board of Revenue	Revenue Authority	www.fbr.gov.pk	–	1955	–	–	–	–
Palestine	Mr. Luai HANASH	Director General of Customs & Excises, VAT	General Directorate of Customs & Excises, VAT - Ministry of Finance	Ministry Department	www.pmf.ps/pmf/en/index.php	1 424	2015	2 511 795	–	3 698	100%
Panama	Ms. Tayra Ivonne BARSALLO	Director General of Customs	Autoridad Nacional de Aduanas	Autoridad Nacional de Aduanas	www.ana.gob.pa	1 768	1996	295 577	16 432	33 295	100%
Papua New Guinea	Mr. David TOWE	Chief Commissioner of Customs	Papua New Guinea Customs Service	Customs Agency	www.customs.gov.pg	562	2002	138 235	–	15 644	100%
Paraguay	Mr. Julio Manuel FERNÁNDEZ FRUTOS	National Director	Dirección Nacional de Aduanas	Customs Agency	www.aduana.gov.py	1 077	1969	218 746	66 608	66 608	100%
Peru	Ms. Martha Elba GARAMENDI ESPINOZA	Deputy National Superintendent of Customs	Superintendencia Nacional Adjunta de Aduanas, Superintendencia Nacional de Aduanas y de Administración Tributaria	Revenue Authority	www.sunat.gob.pe	2 823	1970	768 202	17	385 400	100%
Philippines	Mr. Bienvenido Y. RUBIO	Customs Commissioner	Bureau of Customs	Ministry Department	www.dof.gov.ph	3 600	1980	1 200 186	884 224	212 552	100%
Poland	Mr. Bartosz ZBARASZCZUK	Head of National Revenue Administration	National Revenue Administration	Revenue Authority	www.gov.pl/web/national-revenue-administration/about-us	11 274	1974	7 211 046	488 320	1 6 660 466	100%

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Portugal	Ms. M. Helena ALVES BORGES	Director General of Tax and Customs	Tax and Customs Authority (At - Autoridade Tributária e Aduaneira) Ministério das Finanças	Ministry Department	www.portaldasfinancas.gov.pt	1 329	1953	712 495	64 104	1 458 491	100%
Qatar	Mr. Ahmad bin Abdullah AL JAMAL	Chairman	General Authority of Customs	The Authority is affiliated to the Ministry of Finance	www.customs.gov.qa	2 697	1992	463 212	10 001	39 339	100%
Romania	Mr. Lari-Bogdan MIHEI	President of Romanian Customs Authority	Romanian Customs Authority	Customs Agency	www.anaf.ro	3 021	1969	944 936	476 979	692 169	100%
Russian Federation	Mr. Ruslan DAVYDOV	Head of the Federal Customs Service	Federal Customs Service	Customs Agency	www.customs.ru	–	1991	–	–	–	–
Rwanda	Mr. Felicien MWUMVANEZA	Customs Commissioner	Customs Service Department, Rwanda Revenue Authority	Revenue Authority	www.rra.gov.rw	368	1964	154 021	18 144	36 059	100%
Saint Lucia	Mr. Sherman T.G. EMMANUEL	Acting Comptroller	Customs and Excise Department	Ministry Department	www.customs.gov.lc	–	2005	–	–	–	–
Samoa	Ms. Talaitupu LIA	Chief Executive Officer	Customs Service, Ministry for Revenue	Ministry Department	www.revenue.gov.ws	–	2001	–	–	–	–
Sao Tome and Principe	Mr. Herlander ROSSI DA COSTA MEDEIROS	Director General of Customs	Direção Geral das Alfândegas, Ministério das Finanças, Comércio e Economia Azul	Ministry Department	www.alfandegas.st	67	2009	–	–	–	–
Saudi Arabia	Mr. H.E S.M. ABANMI	Governor	Zakat, Tax and Customs Authority (ZATCA)	Revenue Authority	www.customs.gov.sa	12 148	1973	4 519 761	267 376	853 434	39%
Senegal	Mr. Abdourahmane DIEYE	Director General of Customs	Direction Générale des Douanes	Customs Agency	www.douanes.sn	1 832	1976	189 827	92 535	36 469	100%
Serbia	Mr. Branko RADUJKO	Director General of Customs	Ministry of Finance, Customs Administration	Ministry Department	www.carina.rs	2 165	2001	1 016 615	2 032 557	870 668	100%
Seychelles	Mr. Paul BARRACK	Customs Commissioner	Customs Division, Seychelles Revenue Commission	Revenue Authority	www.src.gov.sc	170	2000	–	–	–	–
Sierra Leone	Mr. Samuel S. JIBAO	General Commissioner	Customs Services Department, National Revenue Authority	Revenue Authority	www.nra.gov.sl/nra	222	1975	41 096	2 634	2 225	100%
Singapore	Mr. Hung Hooi TAN	Director General of Customs	Singapore Customs	Ministry Department	www.customs.gov.sg	882	1975	6 102 334	210 500	3 657 525	100%
Slovakia	Mr. Jiří ŽEŽULKA	President	Financial Administration, Slovak Republic	Revenue Authority	www.financnasprava.sk	2 887	1993	514 392	169 781	525 789	100%
Slovenia	Mr. Boris KASTELIC	Director of Customs Department	Financial Administration of Republic of Slovenia, Customs Department	Revenue Authority	www.fu.gov.si	455	1992	523 695	–	503 450	100%
Solomon Islands	Mr. Jim SUTTON	Comptroller of Customs and Excise	Solomon Islands Customs and Excise Division	Ministry of Finance and Treasury	www.customs.gov.sb	–	2023	–	–	–	–

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Somalia	Mr. Abukar Sh Ahmed MURSAL	Director of Somali Customs	Somali Customs	Ministry Department	www.mof.gov.so	249	2012	30 761	–	565	100%
South Africa	Mr. Edward KIESWETTER	Commissioner	South African Revenue Service	Revenue Authority	www.sars.gov.za	2 138	1964	3 900 000	–	3 900 000	100%
South Sudan	Mr. Gathon JUAL RIEK	Director General	South Sudan Customs Service	Ministry Department	www.goss-online.org	–	2013	–	–	–	–
Spain	Ms. Pilar JURADO BORREGO	Directora del Departamento de Aduanas e Impuestos Especiales de la Agencia Tributaria	Departamento de Aduanas e Impuestos Especiales. Agencia Estatal de Administración Tributaria (AEAT)	Revenue Authority	www.agenciatributaria.es	4 084	1952	6 185 028	572 131	14 115 956	99%
Sri Lanka	Mr. P.B.S.C. NONIS	Director General of Customs	Sri Lanka Customs, Ministry of Finance, Economic Stabilization and National Policies	Ministry Department	www.customs.gov.lk	–	1967	905 289	374	772 881	100%
Sudan	Mr. Bashir Eltahir Bashir ALGALI	Director General	Sudan Customs Authority	Customs Agency	www.customs.gov.sd	–	1960	–	–	–	–
Suriname	Ms. Charda GIRWAR	Head of Customs	Suriname Customs and Excise	Ministry Department	www.douanesuriname.com	–	2018	–	–	–	–
Sweden	Ms. Charlotte SVENSSON	Director General of Customs	Swedish Customs	Customs Agency	www.tullverket.se	2 457	1952	6 627 547	459 959	5 988 107	100%
Switzerland	Mr. Christian BOCK	Director General	Federal Office for Customs and Border Security FOCBS	Ministry Department	www.ezv.admin.ch	4 681	1952	28 300 295	4 845 980	6 271 545	100%
Syrian Arab Republic	Dr. Majed OMRAN	General Director of Customs	General Directorate of Customs, Ministry of Finance	Ministry Department	www.customs.gov.sy	–	1959	–	–	–	–
Tajikistan	Mr. Karimzoda Khurshed ABDURAHMON	Head of the Customs Service	Customs Service under the Government of the Republic of Tajikistan	Customs Service	www.customs.tj	1 178	1997	107 046	520	18 733	100%
Tanzania	Mr. Said ATHUMANI	Customs Commissioner	Customs and Excise Department, Tanzania Revenue Authority	Revenue Authority	www.tra.go.tz	1 665	1964	232 126	242 316	74 841	100%
Thailand	Mr. Patchara ANUNTASILPA	Director General of Customs	Thai Customs Department, Ministry of Finance	Ministry Department	www.customs.go.th	6 207	1972	4 178 630	97 320	4 458 042	100%
Timor-Leste	Mr. José António FÁTIMA ABÍLIO	Director General of Customs	Directorate General of Customs, Ministry of Finance	Customs Agency	www.mof.gov.tl/customs	–	2003	–	–	–	–
Togo	Mr. Phillipe Kokou B. TCHODIE	General Commissioner	Office Togolais des Recettes	Revenue Authority	www.otr.tg/index.php	1 381	1990	101 993	145 619	16 057	100%
Tonga	Mr. Kelemete VAHE	Chief Executive Officer	Ministry of Revenue and Customs	Ministry Department	www.revenue.gov.to	–	2005	–	–	–	–
Trinidad and Tobago	Ms. Yasmin HARRIS	Comptroller of Customs and Excise	Customs and Excise Division, Ministry of Finance	Ministry Department	www.customs.gov.tt	787	1973	201 216	13 659	60 119	100%

– Data non provided by the Member Administration

	First/LAST Name	Title	Customs Administration	Organization Type	Website Address	Number of Customs staff (approximate)	Year of WCO Accession	Declarations			Electronic Declarations Rate
								Import	Transit	Export	
Tunisia	Ms. Najet JAOUADI	Director General of Customs	Direction Générale des Douanes, Ministère des Finances	Ministry Department	www.douane.gov.tn	6 921	1966	1 021 203	–	395 435	100%
Türkiye (Republic of)	Mr. Riza Tuna TURAGAY	Deputy Minister	Ministry of Trade	Ministry Department	www.trade.gov.tr	15 043	1952	3 162 176	–	5 477 146	100%
Turkmenistan	Mr. A. OSMANOV	Chairman	State Customs Service	Customs Agency	www.tdh.gov.tm/en/	–	1993	–	–	–	–
Uganda	Mr. Abel KAGUMIRE	Customs Commissioner	Uganda Revenue Authority	Revenue Authority	www.ura.go.ug	1 006	1964	886 930	1 529	291 574	100%
Ukraine	Mr. Serhii ZVIAHINTSEV	Acting Head of the State Customs Service of Ukraine	State Customs Service of Ukraine	Revenue Authority	www.sfs.gov.ua	9 411	1992	1 370 067	78 976	804 620	99%
United Arab Emirates	H.E Ahmed Abdulla BIN LAHEJ AL FALASI	Customs Director General	General Administration of Customs, Federal Authority of Identity, Citizenship, Customs and Border Security	Independent Agency covering Immigration, Citizenship, Customs and Border Security	www.fca.gov.ae	–	1979	–	–	–	–
United Kingdom	Ms. Megan SHAW	Head of Customs International	His Majesty's Revenue & Customs	Revenue and Customs Authority	www.hmrc.gov.uk	1 559	1952	67 000 000	1 204 008	18 800 000	100%
United States	Mr. Troy A. MILLER	Acting Commissioner	U.S. Customs and Border Protection	Border Protection Service	www.cbp.gov	63 938	1970	33 739 219	64 677 572	20 185 407	100%
Uruguay	Mr. Jaime BORGIANI LUSBY	National Director of Customs	Dirección Nacional de Aduanas	Unidad Ejecutora del Ministerio de Economía y Finanzas	www.aduanas.gub.uy	586	1977	239 000	78 177	78 462	100%
Uzbekistan	Mr. Akmalxuja MAVLONOV	Director General of Customs	Customs Committee under the Ministry of Economy and Finance of the Republic of Uzbekistan	Customs Agency	www.customs.uz	4 223	1992	449 370	–	220 676	100%
Vanuatu	Mr. Harold TAROSA	Acting Director	Department of Customs and Inland Revenue	Ministry Department	www.customsinlandrevenue.gov.vu	–	2009	–	–	–	–
Venezuela	Mr. Rafael Ernesto CONTRERAS	National Customs Intendant	Servicio Nacional Integrado de Administración Aduanera y Tributaria	Revenue Authority	www.seniat.gob.ve	–	1996	–	–	–	–
Vietnam	Mr. Can Van NGUYEN	Director General of Customs	General Department of Vietnam Customs	Ministry Department	www.customs.gov.vn	9 571	1993	7 436 000	–	–	95%
Yemen	Mr. Abdulhakim Radman ALKUBATI	Chairman	Yemen Customs Authority (YCA)	Customs Agency	www.customs.gov.ye	3 200	1993	–	–	–	–
Zambia	Mr. Dingani BANDA	Commissioner General	Customs and Excise Division, Zambia Revenue Authority	Revenue Authority	www.zra.org.zm	–	1978	–	–	–	–
Zimbabwe	Ms. Regina CHINAMASA	Commissioner General	Zimbabwe Revenue Authority	Revenue Authority	www.zimra.co.zw	1 332	1981	201 221	177 571	192 635	100%

– Data non provided by the Member Administration

Explanatory notes

“ORGANIZATION TYPE”

“**Ministry Department**” indicates that it is a bureau/department/division within a ministry, such as the Ministry of Finance.

“**Customs Agency**” indicates that it is an independent/semi-independent agency, unless it is categorized as a revenue authority.

“**Revenue Authority**” indicates that the Customs and Tax authorities have been incorporated into a single agency (single administrative body with a certain degree of autonomy), even though the respective functions remain separate within the organization.

“**Border Protection Service**” indicates that it covers immigration services, such as visa verification at borders.

“**Other**”.

“DECLARATIONS”

“**Declarations**” include the number of both paper-based and electronic declarations which were processed by Customs administrations throughout 2022/2023.

The “**Electronic Declarations Rate**” was calculated by dividing “**Electronic Declarations**” by “**Declarations**”.

“CUSTOMS DUTIES IN TAX REVENUE”

Customs’ contribution to “**Tax Revenue**” was calculated by dividing the revenue collected by Customs, such as import duties and export duties, by the total tax revenue collected by the relevant country.

“CUSTOMS ADMINISTRATIONS”

The total **Customs staff** was calculated by adding up the number of all staff members.

The total **female Customs officers** in administrations was calculated by dividing the number of females by the total of all Customs officers.

The total **senior female management** in administrations was determined by calculating the number of senior female managers out of the total of all senior Customs management.

The total **female Directors General** in administrations was determined by calculating the number of female Directors General out of the total of all Directors General.

ABBREVIATIONS AND ACRONYMS

A-CIP	WCO Anti-Corruption and Integrity Programme
ADB	Asian Development Bank Institute
AEO	Authorized Economic Operator
AfCFTA	African Continental Free Trade Area
AMS	WCO Americas and Caribbean region
AoC	Arrangement on Cooperation
A/P	WCO Asia/Pacific region
APPW	Asia Pacific Plastic Waste Project
API	Advance Passenger Information
ASEM	Asia-Europe Meeting
ASYCUDA	UNCTAD Automated System for Customs Data
BASC	World Business Alliance for Secure Commerce
CAP	Counterfeit and Piracy
CBD	Capacity Building Directorate
CBC	Capacity Building Committee
CBM	Coordinated Border Management
CCC	Customs Co-operation Council
CDP	WCO-Japan Career Development Programme
CEN	Customs Enforcement Network
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
CPLC	Community of the Portuguese Speaking Countries
CTS	WCO Cargo Targeting System
C&F	Compliance and Facilitation Directorate
EAD	Electronic advance data
ESA	European Space Agency
ESA	WCO East and Southern Africa region
EU	European Union
EUR	WCO Europe region
FCS	Fragile and conflict-affected situation
GATT	General Agreement on Tariffs and Trade
GDN	Global Development Network
GEOAT	WCO Gender Equality Organizational Assessment Tool
GIIS	Global Information And Intelligence Strategy
GMRE	Global Meeting of the Regional Entities
GRA	Gambia Revenue Authority
GRM	Global RILO Meeting
HFC	Hydrofluorocarbons
HS	Harmonized Commodity Description and Coding System of tariff nomenclature
HSC	Harmonized System Committee
IATA	International Air Transport Association
ICAO	International Civil Aviation Organization
ICC	International Chamber of Commerce

IED	Improvised explosive devices	UN	United Nations
IFCBA	International Federation of Customs Brokers Associations	UNCTAD	United Nations Conference on Trade and Development
IMSC	Information Management Sub-Committee	UNECE	United Nations Economic Commission for Europe
INN	International Nonproprietary Names	UNOCT	United Nations Office of Counter-Terrorism
INTERPOL	International Criminal Police Organization	UNODC	United Nations Office on Drugs and Crime
ISC	Integrity Sub-Committee	UPU	Universal Postal Union
ITC	Inland Transport Committee	WBG	World Bank Group
JICA	Japan International Cooperation Agency	WCA	WCO West and Central Africa region
LLDC	Landlocked Developing Country	WCO	World Customs Organization
MENA	WCO North of Africa, Near and Middle East region	WHO	World Health Organization
MoU	Memorandum of Understanding	WGEC	Working Group on E-Commerce
MSC	Munich Security Conference	WGP	WCO Working Group on Performance Measurement
nCeN	National Customs Enforcement Network	WIPO	World Intellectual Property Organization
NCS	Nigerian Customs Service	WOAH	World Organisation for Animal Health
ODS	Ozone-depleting substances	WTO	World Trade Organization
OECD	Organisation for Economic Co-operation and Development		
OLAF	European Anti-Fraud Office		
PA	Professional Associate		
PC	Policy Commission		
PICARD Programme	Partnerships in Customs Academic Research and Development		
PMM	Performance Measurement Mechanism		
PNR	Passenger Name Record		
PSCG	Private Sector Consultative Group		
PTC	Permanent Technical Committee		
RHCG	Rights Holders Consultative Group Meeting		
RILO	Regional Intelligence Liaison Office		
RCL	Regional Customs Laboratory		
RKC	Revised Kyoto Convention		
ROCB	Regional Office for Capacity Building		
RPU	Research and Policy Unit		
RSC	HS Review Sub-Committee		
RDTC	Regional Dog Training Centre		
RTC	Regional Training Centre		
SAFE Framework	Framework of Standards to Secure and Facilitate Global Trade		
SSC	Scientific Sub-Committee		
TCRO	Technical Committee on Rules of Origin		
TCCV	Technical Committee on Customs Valuation		
TFAWG	WCO Working Group on the WTO Trade Facilitation Agreement		
TEG-NII	Technical Experts Group on Non-Intrusive Inspection		
TICAD	Tokyo International Conference on African Development		
TRS	Time Release Study		
T&TA	Tariff and Trade Affairs Directorate		



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