WCO SECRETARIAT ACTIVITY REPORT
WEST AND CENTRAL AFRICA

22nd Committee Expert  WCA Area
24th Conference of WCA Directors-General of Customs
Bangui, Central African Republic
11-15 March, 2019
Overall capacity building delivery

1. WCO capacity building delivery is based on the annual Needs Assessment carried out by the Secretariat together with Member administrations and supported by the Regional Office for Capacity Building (ROCB).

2. The support provided by the Mercator Programme to the implementation of the World Trade Organization (WTO) Trade Facilitation Agreement (TFA), almost all the provisions of which involve Customs administrations, remains at the heart of the support provided by the WCO, in addition to the traditional capacity building support requested by WCO Members. The Agreement entered into force on 22 February 2017 and has already been ratified by 16 countries in the WCA region. The Agreement is binding on all WTO Members and has great bearing on the WCO’s capacity building activities in West and Central Africa (WCA), especially as all the WCA countries apart from Sao Tome and Principe (Observer) are WTO Members.

3. The signature of the General Framework of the Agreement on the implementation of the African Continental Free Trade Area (CFTA) by the 44 African Heads of State on 21 March 2018 in Kigali, Rwanda, commits the African Union (AU), its Regional Economic Communities (RECs) and its 55 Member States to work together to develop intra-African trade and trade with the other continents, notably through concrete facilitation, cooperation and mutual assistance measures. This initiative will have a considerable impact on WCA Customs and must henceforth, like the TFA, be a key element of their reform and modernization strategies. The WCO has undertaken to contribute to the implementation of this important project, which will enter in force once 22 countries have deposited their ratification. By 25th December 2018, 49 countries had signed the agreement, with Togo becoming the 15th country to deposit its instruments. Now 15 countries have already ratified, including 8 countries of the WCA region.

4. For many countries in this region, Security remains a major challenge and is a major obstacle to investment and development. Armed groups continue to operate across borders, and some of them are succeeding in settling permanently in borderlands taking advantage of the border economy as a logistical and fiscal resource. Their harassment strategies or attacks against security and defense forces are aimed at weakening states’ ability to control their borders. Customs, at the interface of security and economic policies, are particularly concerned. To address this issue in greater depth, the WCO embarked on a new strategic orientation that will complement and strengthen the current Security Programme. The new approach intends to delineate and promote the specificities of Customs, as compared to security and defence forces, elevate the role of Customs within national border security policies and propose solutions that combine security and the economic dimension of the border. The objective is to make national and regional security policies more inclusive by developing the economic dimension of State responses to insecurity and embedding trade, taxation and Customs matters into them. This approach has been launched through a research programme and cooperation by some Members. At national level, missions have been conducted over this period and particularly in the WCA region (Burkina Faso, Central African Republic, Chad and Mali, Niger and Nigeria).

5. At regional level, Nigerian Customs, in cooperation with the WCO, convened the first meeting of the Technical Committee on the Security Project (SPC++) in Abuja in December 2016 with a view to proposing a new framework to tackle security issues in
WCA from a Trade and Customs perspective. Five countries from the region participated in the meeting (Cameroon, Central African Republic, Chad, Niger and Nigeria) and adopted concrete recommendations to enhance regional coordination and jointly implement activities in order to provide field analysis which will subsequently serve as the basis for solutions that are specially adapted to the needs and circumstances of Members in the WCA region. In March and September 2017, the WCO conducted two missions in northern Nigeria to explore fiscal and commercial governance implemented by the insurgents and the current impacts of the crisis on Trade and Customs. Similar missions were conducted in Central African Republic, Niger and Burkina Faso. One of th findings of these missions is that cartographic dimension is essential to enhance Customs for a better control of their inland borders, reinforce intelligence function and cooperate with the security and defense forces. Tools implementing intelligence and training modules are being tested. As initial results, spatial risk analysis approach was developed and tested, allowing a participating member to strengthen his links with his national intelligence agency.

6. On the side-lines of the 23rd Conference of Directors General of Customs organized in Guinea in 2018, a new security project for the WCA region was presented and launched. This project, financed by Japan, focuses on five priority areas:

- Controlling substances and products that may be used to manufacture Improvised Explosive Devices (IEDs), within the framework of Programme Global Shield;
- Combating the trafficking in and illicit use of Small Arms and Light Weapons (SALW), under the SALW Project;
- Carrying out passenger checks/combating phenomenon of Foreign Terrorist Fighters using Advance Passenger Information (API) and Passenger Name Record (PNR);
- Controlling the trade in strategic goods, through a programme including a capacity building component and an operational activities component;
- Combating terrorist financing, which targets illicit trade and money laundering activities, including cash courier and laundering systems under the guise of business operations.

Currently, 10 countries in the area will benefit from all project activities and equipment related to the program.

7. Since April 2018, a series of activities has also been held on the role of Customs in the protection of cultural heritage. These activities will additionally provide opportunities for WCA Customs to tackle the problem of smuggling of cultural heritage and harmonize their national practices and policies that relate also to security and terrorism. This will enable them to take stock of their specific role in managing border security in regions plagued by or in proximity to conflicts. In this context, a regional workshop was held in Burkina Faso in late April 2018, and a train-the-trainer seminar was held in Senegal in December 2018.

8. During this period, a significant number of WCO capacity building missions have taken place in WCA. They have continued to focus on providing support for Customs reform and modernization efforts, and more specifically on improving strategic management, leadership, management assistance, modern Human Resource Management (HRM), Customs intelligence, holistic risk management, the fight against cross-border crime, the protection of the environment and heritage,
measurement of the time required for the release of goods (Time Release Study - TRS), Customs’ ability to regain control of missions outsourced to inspection companies, and performance measurement. Other initiatives have focused more heavily on the harmonization and simplification of procedures, especially through computerization, interconnection, coordinated border management and Single Windows. The latter are increasingly being operated under the Mercator Programme to support Members with TFA implementation.

9. At its last five sessions, the **Policy Commission (PC)** focused, inter alia, on the following six (6) main topics:

- **Security issues in the wake of recent terrorist attacks in many parts of the world:** The “Punta Cana Resolution” was adopted by the PC in 2015, accompanied by a commitment to supporting Customs in enhancing border security capabilities. This support includes developing new tools and guidelines such as the Border Security Initiative relating to passengers and freight and Cross-Border Mutual Administrative Assistance, including tools and guidelines to make high-risk commodity identification more effective.

In 2017, the WCO highlighted its other security-related initiatives, such as the WCO Information & Intelligence Centre (I2C), the fight against illicit trafficking in cultural goods and further research work to identify innovative ways of enabling Customs administrations to identify terrorist activities and security risks in a proactive manner. The PC endorsed the development of a Customs-Financial Intelligence Units (FIU) Cooperation Handbook and acknowledged the need to further prioritize the ongoing initiatives.

In 2018, the WCO continued its focus on the safety of passengers through API and PNR-related programmes, also broadening the scope to include the Global Travel Assessment System (GTAS) and the issue of cruise ship passengers. The PC also underlined the importance of developing intelligence capabilities within Customs using data analytics and open-source software - two elements which were driving the Security By Collaboration (SPC++) project in the WCA.

- **Digital Customs/E-Commerce:** With the development of digital technologies (Web, Big Data) and the challenges relating to security and facilitation of trade, Customs will have to continually tailor its activities to keep pace with these changes. This topic is a priority for the WCO in terms of supporting its Members to move forward with making Customs procedures and information sharing more automatic and transparent.

In 2017, the WCO Working Group on E-Commerce developed a Resolution on Cross-Border E-Commerce and a Communication from the International Customs Community on Cross-Border E-Commerce to the Eleventh WTO Ministerial Conference.

In February 2018, the First Global Cross-Border E-Commerce Conference was held in Beijing, China. It concluded that the fast-evolving e-commerce environment and associated challenges required a comprehensive and well-considered policy and operational response from Customs and other border agencies, in partnership with other stakeholders in order to achieve a safe, secure and sustainable e-commerce environment, leading to an inclusive global trade system and increased economic growth.
In June 2018, the WCO IT Conference and Exhibition (WCO ITC) 2018 opened its doors to more than 500 delegates from over 75 countries from all over the world in Lima, Peru.

The Conference and Exhibition provided an opportunity to share lessons learnt from the latest pilot projects and initiatives deploying advanced technologies. It also allowed discussion of numerous topics of interest to the Customs IT Community, including the Single Window and Data Model, cloud computing, IT solutions for Authorized Economic Operator (AEO) mutual recognition arrangements, women in IT, security contingency plans and failure management. This event therefore allowed exchange on the many aspects that fall within “a Reliable Digital Landscape to Boost Cross-Border Trade”, Artificial Intelligence, Blockchain Technology and the Internet of Things, and cyber-attacks and computer piracy.

- **TFA:** The PC adopted the Communication from the international Customs community regarding the implementation of the TFA, which was presented by the Secretary General to the Tenth WTO Ministerial Conference held in Nairobi (Kenya). In terms of capacity building, this Communication reaffirms that the WCO has the capacity to engage even further in the implementation of the TFA by providing tailor-made assistance to meet Members’ identified and specified needs. It recognizes that successful implementation of the TFA requires political commitment, technical expertise and a renewed focus on capacity building. Members are invited to take advantage of the Mercator Programme and to make full use of the many instruments and tools already available.

- **Performance measurement:** Following the discussions in the WCO PC and Council, the Secretariat has introduced an “Achieving Excellence in Customs (AEC)” Framework with the support of the WCO’s different technical Committees.

There is a growing need for Customs Performance Measurement, which requires a global approach taking account of the environment and the duties that modern Customs have to carry out in the 21st Century. Customs’ performance is measured not only by its ability to contribute to revenue collection, but must also cover its contribution to trade facilitation and security, and to the protection of society.

Currently, there is no tool to measure Customs’ performance holistically. The existing IMF tool (TA-DAT) was developed first and foremost for tax administrations, and the World Bank’s Doing-Business Report has a very limited scope. The Customs community does not recognize either as an appropriate tool to comprehensively measure Customs’ performance.

In June 2018, GPC members recognized the need for Customs to own and begin conducting self-assessments, preferably using a performance measurement tool developed by the WCO and have given mandate to Secretariat to propose at the December 2018 session options for a strategic approach for the initiative.

In this aim, WCO has set up a working group on performance measurement to undertake the initial work on this topic. The first results and decisions of this WG will be presented at the June 2019 GPC session.
In June 2018, the PC charged the Secretariat with proposing, at its next session in December 2018, options for a strategic approach to the initiative. To this end the WCO has set up a Virtual Working Group on Performance Measurement to undertake preliminary work on this topic. The first results and decisions should be available in 2019.

- **Illicit Financial Flows (IFFs):** It has been widely recognized that IFFs hamper sustainable development and present a direct threat to global political and economic security. The loss of capital from corruption, organized crime, illegal exploitation of natural resources, fraud in international trade and tax evasion deprives countries of vital revenue that could be used to develop infrastructure, provide basic social services and invest in projects to create jobs.

A WCO Action Plan has been developed and a G20 Africa Partnership Conference in Berlin gave the Secretary General the opportunity to exchange views on the role of the WCO in this area. This Plan encompasses all current and future WCO initiatives to better assist its Members in the fight against IFFs, and defines a strategy that centres on various strands of action, namely:

- Research;
- The development or enhancement of instruments and tools;
- Cooperation/coordination between and among Customs administrations and their strategic partners, such as the OECD and the anti-money laundering authorities;
- Development of essential capacities and core competences within Customs, and operational activities.

**Customs-Tax cooperation,** which is a highly topical issue in an environment marked by a growing tendency to merge Customs and fiscal authorities (largely taxation) into a single tax revenue administration, or to bring them together under the banner of the Ministry of Finance. In this context, while not underestimating the contribution of Customs to the vital task of revenue collection, it should be stressed that the responsibilities of Customs go far beyond the fiscal mission and that they include, in particular, trade facilitation, security and protection of society.

The WCO has examined concrete forms of Customs-Tax cooperation, published guidelines for strengthening cooperation and the exchange of information between Customs and tax authorities, carried out case studies on tax revenue administrations, called for adequate resourcing of Customs administrations, and drafted a concept paper on the role of Customs in collecting indirect taxes on goods.

In 2017, the PC decided to support the ongoing work on the development of the “Guidance on Customs’ Role in the Collection of Indirect Taxes” and agreed that the June 2018 PC session would take a decision, without any further deferment, on the signature of a Memorandum of Understanding (MoU) between the WCO and the IMF on the collection of Customs data via the Revenue Administration Fiscal Information Tool (RA-FIT).

After discussions between Members, the June 2018 PC noted the developments in cooperation with the IMF and the corresponding MoU. The PC recommended
that any written proposals concerning the text be submitted to the Secretariat in the last quarter of 2018 for signature in December.

10. **International Customs Day**: Theme for 2019 is the swift and smooth cross-border movement of goods, people and means of transport, with the slogan “SMART borders for seamless Trade, Travel and Transport”

The SMART Border Concept aims to strengthen government efforts to facilitate trade and the movement of people while reducing threats to cross-border flows.

SMART “borders” refer to the following principles at the heart of the customs duties of control and facilitation:

- Secure borders
- Measure Performance
- Automate processes
- Manage Risks
- Integrate Technology.

**The West and Central Africa Region**

**Overall situation**

11. Security and revenue collection remain the priority objectives of WCA region Customs, even though trade facilitation boosted by the WTO TFA is also a topical issue. Socio-political crises and attacks by terrorist groups continue to pose major challenges to development, including the implementation of Customs reforms, in the majority of the region’s countries.

In oil-producing countries, the drop in the price of that resource is increasing government-driven revenue-collection pressure on Customs. For some governments (Gabon, for instance), the creation of a revenue agency appears to be an important and timely element to tackle this crisis more effectively and increase revenue.

Many WCA countries are suffering depletion of their heritage and natural and cultural resources and extinction of their flora and fauna. The WCO has developed a number of initiatives to enable WCA Customs to take more effective measures to protect a country’s heritage, resources and species and thus to protect its society, economy and environment. Unfortunately, some WCA Customs do not appear yet to be committing themselves to meeting these objectives.

Some WCA countries have confirmed the need for Customs to continue, or even step up, their efforts to simplify and expedite Customs clearance for relief consignments, and to train and protect the stakeholders involved. This support continues to be provided by the WCO, and also by other organizations.

The illicit trade in and consumption of drugs and fake medicines in WCA are increasing. It is imperative that Customs become more involved in combatting these ills. It can be observed that Customs administrations are actively participating in operations organized by the WCO to combat fraud, but that their activities and seizures outside those actions generally remain low.
Many markets in WCA are flooded with goods which do not conform to intellectual property rights (IPRs), including goods which pose a hazard to human health and the environment. The specific initiatives and actions of many WCA Customs remain limited.

E-commerce is also developing in WCA, and Customs must take measures to address this new reality. Customs is being asked to develop or improve its Customs clearance procedures and mechanism, above all with regard to goods ordered on the Internet and transported by post or express delivery service.

Statutory activities and follow-up of recommendations

12. **The 23rd Conference of DGs of Customs of the WCO’s WCA region** took place in Conakry (Guinea), from 27 to 29 April 2018. This important gathering attracted record participation, with 21 of the region’s 23 Member administrations attending, together with the WCO Secretariat, the ROCB, the Regional Training Centres (RTCs) of Ouagadougou, Brazzaville and Abuja, the Regional Intelligence Liaison Offices (RILOs) for Western Africa and Central Africa, and continental and regional organizations including, in particular, the AU, the Economic Community of West African States (ECOWAS), the Central African Economic and Monetary Community (CEMAC) and the United Nations Conference on Trade and Development (UNCTAD), UN/ OCHA, Interpol and CiED.

At the end of the Conference, the DGs put forward the following recommendations for the Secretariat to consider:

- **Support the RILOs in the WCA region with holding a regional training session on intelligence tools for the National Contact Points:** The implementation of the Masters of Trainers Program (MTP see § 25) deals also with intelligence and allowed the holding of a regional workshop in Abidjan from 11 to 15 February 2019 on the intelligence analysis component. Following WCA countries participated: Benin, Burkina Faso, Côte d’Ivoire, Ghana, Nigeria and Togo.
- **Share reports and conclusions from meetings attended with the Regional Directors:** Reports are shared with the ROCB and could be made available by the latter on the Region’s website. However, some reports are sensitive and cannot be made available publically.
- **Give the Regional Working Group on IT Development support in organizing a benchmarking mission as part of the management of goods:** On this recommendation, yet the Secretariat has not been mobilized by the RWG.
- **Make the directory of the region’s accredited experts available to the WCA Region** This directory has been communicated in December 2018.
- **Organize regional expert accreditation workshops on transit and integrity** (See § 27 on Norad ACIP and § 41 on Accreditation Workshops.)

The General Conference also decided to use Portuguese as a third language in all statutory meetings of the region, and adopted the Regional Strategic Plan 2018-2022.
13. As a reminder, the Second WCA Donor Conference took place in Lomé (Togo) in June 2017. The principle of a meeting every two years was enacted by the WCA DGs in Conakry at their 23rd Conference in April 2018. Following that, the next Donor Conference is due to be held in 2019.

14. **The 9th Annual Meeting of Capacity Building Contact Points** and Customs Reform Managers for the WCA region was held in Yaoundé (Cameroon) from October 31st to November, 2nd 2018.

The following recommendations were endorsed for the attention of the WCO Secretariat:

- Continue initiatives to extend the MADAO program to the entire WCA region. See § 17.
- Improve coordination with the ROCB-WCA in the processing and analysis of capacity building requests from Customs administrations. Initiatives in this area were taken jointly by the Secretariat and the ROCB.
- Assist the WCA region in organizing a regional workshop on Key Performance Indicators in 2019. Such a workshop could be organized once the 2019 WCO Council validates the approach to be followed by the organization for the development of performance measurement.

In addition, the following recommendations were made jointly with the Vice Presidency and the Secretariat.

- Encourage member administrations to favor the sharing of experiences and good practices, particularly in the context of the CRP (Regional Coaching Program). This is a permanent task of the Secretariat.
- Continue the policy of cooperation with RECs as well as other potential donors to obtain funding for regional RC activities. This is a permanent task of the Secretariat.
- Maintain in the agenda of the next Bangui DG Conference an awareness session on leadership and its impact on the success of reforms. The program has already been presented several times but it could be envisaged to organize a more specific activity on this subject.

15. The **21st meeting of the WCA Committee of Experts** was held in Abuja from 19th au 21st November 2018. Following recommendations were addressed to the WCO Secretariat:

- Make available for RTC’s the directory of experts accredited by competence: This directory was sent to the RTCs and ROCB in December 2018.
- Organize regional accreditation workshops for experts on transit and integrity. This recommendation, previously issued as part of the 23rd DG meeting in Conakry, was followed (see § 27 Norad AC-IP and § 41 on Accreditation Workshop).
- Organize regional accreditation workshops for experts on transit and ethics. This recommendation previously issued by the 23rd meeting of DGs in Conakry was followed (see § 27 on Norad AC-IP and § 41 on Accreditation Workshops).
- Support the WCA Vice-chair in the search for donors for the continuation and extension of the C-RED project (see § 22 C-RED).
• Assist the region in organizing a regional workshop on Performance Measurement in 2019. (see § 9).

Activities in the WCA region

16. The 23rd Conference of Directors General of Customs of the WCA region, held in Conakry in 2018, adopted, in its plenary session, the new Regional Strategic Plan 2018-2022 which aims to deepen the strategic aspects of the previous plan and which are, once again, leadership, strategic management, HRM, partnership and Customs procedures.

17. Most of the countless other WCO activities carried out were to assist Customs administrations with implementation of the five strategic objectives set out in the Regional Strategic Plan for 2013-2017 and Regional Strategic Plan 2018-2022.

18. The WACAM Project, funded by the Government of Sweden, entered Phase 2 in January 2015. This Phase ended in December 2018. The components of the Project have evolved since Phase 1. It now covers the following three areas: Strategic Management, HRM and Stakeholder Engagement.

This does not mean that resource mobilization has been abandoned, as it has been included in the “Stakeholder Engagement” component, given that dialogue with donors remains essential for the countries of the region.

Since beginning of 2016 the Project has implemented the following measures in the three areas:

➢ Strategic Management:
  • Intensified its cooperation with ECOWAS in the areas of Human Resources (HR) (draft Regional Training Strategy) and interconnection (financing of training on the WCO Data Model and the GEFEG tools.
  • Funded the Columbus Phase 3 mission conducted in Togo.
  • Finalized the preparation of new training material on project management which was adopted by the CBC in March 2017.

➢ HRM:
  • Continued to support the region with the development of a pool of HR experts.
  • Fostered regional cooperation in the field of HRM by using experts from the region for national support missions to Ghana, Liberia, Mali and Togo, in particular.
  • Provided national support to Benin, Gabon, Gambia, Ghana, Liberia, Mali, Senegal and Togo.
  • Begun preparations to support Nigeria.
  • Supported five countries with the development and finalization of HR tools for implementation of the competency-based approach (HR strategy, general training policy, benchmarks for jobs, competency framework, competency dictionary and job descriptions).
  • Continued preparations for the development of a Guide to implementation of the competency-based approach in the Customs context.
  • Evaluated Burkina Faso’s progress with the HR reform launched in 2014.
Stakeholder Engagement:
- Provided support to Cape Verde for the conduct and completion of a TRS.
- Developed an 18-month work plan for supporting Guinea on Stakeholder Engagement in the areas of enforcement (installation of the nCEN, Compendium of Customs Operational Practices for Enforcement and Seizures (COPES) training and multi-agency operation) and trade facilitation.
- Evaluated Ghana’s progress with the Stakeholder Engagement reform launched in 2014.

Since July 2017, the Project has carried out numerous support missions in the field of HRM using regional experts, in order to create a viable pool of regional HRM experts in WCA.

This support notably enabled Mali to finalize its competency-based HRM tools and Liberia to conduct its competency assessment in key pilot sites.

Also, the HRM support to Gabon and Gambia concluded with a Training of Trainers (ToT) session based on the new WCO ToT material developed under the Project.

The Project also supported the ECOWAS region with the development of the ECOWAS Regional Customs Training Strategy and provided critical inputs to the upcoming WCO WCA Regional Strategic Plan.

In 2018, the WCAAM program carried out the following activities:

Strategic Management:
- Gambia Revenue Authority (GRA) strengthened its project management capacity through training in this area. The organization adopted a Project Organizational Management (OPM) methodology and initiated design and implementation of a advanced strategic dashboard to facilitate monitoring and management of its performance.
- Burkina Faso Customs Administration has strengthened its project management capacity through training in this area and has adopted an organizational Project Management Methodology.
- Burkina Faso Customs Administration notified the ratification of the WTO-TFA, successfully implemented an advance ruling mechanism (Article 3 of the WTO Act) and completed a partners study (Article 7.6 of the TFA of the WTO).
- Customs administrations of the Economic Community of West African States have developed the joint program of the regional basic customs training program for the ECOWAS region, in line with the ECOWAS regional training strategy.
- A regional pool of trainers has been created. These trainers will be expected to deliver modules of the regional basic customs training program at the regional and national levels.
- AOC region has adopted its regional strategic plan.
- WCO project management (PM) material has been successfully disseminated in three languages in Burkina Faso, Cape Verde and The Gambia, allowing 60 customs officers to build their capacity in the area of PM.
- A new standard for Business Process Mapping (BPM) was developed to assist Cape Verde. It was then made available to other Portuguese-speaking countries.

Human Resources Management:
• Liberian Revenue Authority conducted its training needs analysis based on the competency-based approach and registered users on the WCO CliKc e-learning platform.
• Gambia Revenue Authority has applied the competency-based approach to a new human resources management process, namely the assessment of staff performance, and has also registered users on the WCO CliKc learning platform.
• Mali has successfully adopted its human resources management strategy for the period 2018-2021 and has begun implementation.
• Niger has developed basics for a competency-based human resources management system by implementing modern human resource management tools (skills baseline, job catalogue and job descriptions). It has successfully conducted change management and communications related activities to support modernization of its human resources management system.

➢ Stakeholder engagement:

• Ghana Revenue Authority has successfully set up its advisory committee in the port of Tema, the country’s main port, thus laying the groundwork for the implementation of Measure 2.2 of the WTO TFA.
• Guinea successfully initiated the establishment of the Consultative Committee in the Port of Conakry with relevant stakeholders and indeed completed its second operation, WACAM 2. This demonstrates the capacity building of stakeholder participation.
• Operation WACAM 2 held from 17 to 28 December with a UCO in Conakry with the participation of DCPAF, the Central Anti-Drug Office and the CITES Service. 637 kgs of counterfeit pharmaceuticals were seized.
• Nigeria Customs Service and their stakeholders were trained in the Time Release Study (TRS) which has been successfully declined in Lagos (Report expected in the first half of 2019).

The program also supported in September 2018:

• 2018 meeting of trainers and human resources managers in Bamako.
• ROCB Abidjan in its organizational development.

WCO is still negotiating with potential donors as recommended by the Conference of DGs in Conakry and the Experts Committee held in Abuja.

19. The Leadership and Management Development (LMD) Programme for Customs continues to address the needs expressed by Members.

For the past four years, eight-day LMD workshops have been incorporated in all the Fellowship Programmes, which a number of WCA Customs officers also benefit from. In October 2017, an LMD workshop was held in the Central African Republic, familiarizing 20 Customs managers with modern management methods and tools, and with leadership practices.

In order to support the LMD Programme more effectively, the WCO has launched another programme for Customs management teams, called the “Top Executive Retreat” (TER). This activity, led by WCO Secretariat experts, lasts 3.5 days and gives top management (Customs DGs and their senior managers) an opportunity to familiarize themselves with the LMD Programme and hold high-level, in-depth
discussions about their administration’s major challenges and initiatives. A TER was organized in August 2016 for Nigerian Customs, and in October 2016 for Burkina Faso Customs.

In 2018, a TER and an LMD workshop were held in Gambia, and an LMD session in Nigeria.

The Swiss Government has undertaken to support this initiative through a new contract which has been finalized in 2018. This contract will allow the WCO to update and improve the current programme and to develop other complementary activities and materials.

20. The PACIR (Programme d’Appui au Commerce et à l’Intégration Régionale) contract - Customs segment - financed by the European Union for Côte d’Ivoire - expired at the end of 2015. This contract set aside a significant portion of its budget for establishing interconnection between Customs IT systems managing transit between Côte d’Ivoire, Burkina Faso and Mali. In the meantime, Senegal and Togo have officially joined the initiative and Ghana has played an active role in some activities focusing on interconnection.

This project has resulted in the development of operational and technical specifications and the formulation of budgets and a working plan to set in motion and implement the solution envisaged by the said countries.

Initiatives were taken in 2016, as was the case in 2015, to promote the solution within ECOWAS and throughout the WCA region. ECOWAS has become more closely involved in the project. It has actively contributed to seeking the necessary financing for the development and implementation of the solution (called ‘ALISA’ by ECOWAS). In this respect, particular emphasis was placed on cooperation between the ECOWAS Commission and UNCTAD to enable the latter Organization to align the existing Transit module with the specifications adopted by the countries involved as well as by the most recent Conference of DGs of Customs of WCA held in Abidjan in 2016.

The funding mobilized from donors thanks to the action of ECOWAS and thanks to support provided by other initiatives have permitted the development of the new Transit module in the ASYCUDA system. They also served to ensure training of IT specialists in the Customs administrations taking part in the project. This work started in October 2017 and enabled the technical experts in the participating administrations to make greater use of the technical solution and ensure the development and maintenance of the system over the longer term. The World Bank, GIZ and JICA contribute to the implementation of the project and base their support on the specifications developed by the PACIR countries.

In the course of 2016 and 2017, the following activities relating to interconnection were also organized under WCO auspices:

- From 8 to 12 August 2016, a workshop was held in Dakar to familiarize participants with the WCO Data Model, and to align with that Model the functional messages to be exchanged between Customs administrations as specified in the framework of the PACIR Project. The workshop was led by a Canadian expert and by the WCO Secretariat, and was attended by participants from the Customs administrations of Burkina Faso, Côte d’Ivoire, Mali and Senegal. The
Togolese Revenue Authority (OTR), ECOWAS, the West African Economic and Monetary Union (UEMOA) and GIZ also participated.

- The Data Model Projects Team (DMPT) met in Brussels from 12 to 16 September 2016. Technical experts from the Customs Administrations of Burkina Faso, Côte d’Ivoire, Ghana, Senegal and Togo, together with the WCO’s Data Model experts, discussed all the technical problems associated with message modelling.

- Another workshop was held at the ECOWAS Computer Centre in Lomé, Togo, from 7 to 11 November 2016. It was led by a Data Model expert from Netherlands Customs and a German expert from the company GEFEG. The workshop was organized by the WCO in collaboration with the ECOWAS Commission, and with financial support from ECOWAS and the WACAM Project funded by Sweden.

- On the initiative of ECOWAS and the WCO, a meeting was held in Abuja in November 2016. It brought together the five countries involved in this interconnection project (Burkina Faso, Côte d’Ivoire, Mali, Senegal and Togo) as well as the WCO and some development partners (World Bank, UNCTAD, GIZ, JICA, the United States Agency for International Development (USAID), etc.). The aim of this meeting was to deliver a comprehensive presentation on the interconnection project to the donors and give them a greater understanding of the project and its contribution with respect to the enhancement of inter-regional transport and its positive impact on trade facilitation.

- A Global Transit Conference took place in Brussels just after the Council Sessions, in July 2017. It was attended by a number of countries from the WCA region and provided an opportunity to discuss interconnection in greater depth.

- From 18 to 22 September 2017, a meeting of the DMPT was held in Brussels. This allowed technical experts from Burkina Faso, Côte d’Ivoire, Senegal and Togo Customs to finalize the alignment of messages with the WCO Data Model. This work was examined and validated on the fringes of a workshop organized jointly by ECOWAS, GIZ and the WCO in Lomé from 9 to 13 October 2017. This work, to which 20 IT experts representing the Customs Administrations of Burkina Faso, Côte d’Ivoire, Ghana, Mali, Senegal and Togo have contributed, will provide the basis for development of the interconnection module in ASYCUDA and for the applications to be developed at national level by Ghana and Senegal, which do not use ASYCUDA.

- In November 2017, the WCO Secretariat sent a letter to the UEMOA concerning future cooperation with this Organization, focusing, among other things, on the regional IT interconnectivity project to manage transit. The need to explore options to allow the UEMOA to play a greater role and to coordinate with ECOWAS in this important initiative was underlined.

On 5 March 2018, the Steering Committee met in Abidjan and agreed on the following points:

- The functional and technical specifications as well as the messages developed under PACiR are achievements to be built on within the project to interconnect the Customs IT systems of ECOWAS countries;
• The DGs of Customs undertake to conduct actions aimed at prompting governments to make interconnection a priority project within the ECOWAS Commission;

• The Assembly is responsible for choosing a name for the project to interconnect the Customs IT systems of ECOWAS countries;

• The following scheduling has been adopted with respect to meetings that might be financed by ECOWAS: one (1) meeting of the Steering Committee per year; one (1) meeting of the Monitoring Committee every six months; one (1) meeting of the Project Committee per quarter;

• The Steering Committee has agreed to the participation of technical and financial partners in meetings of the Monitoring Committee.

Documentation, testing, training of Customs officials and economic operators, and integration of developments are currently underway in Côte d'Ivoire and Burkina Faso. End of February, the solution was presented to ECOWAS. The ceremony to launch of the pilot between Burkina Faso and Côte d'Ivoire will be organized in March 2019. After that, the solution will be extended to all operators on the Abidjan–Ouagadougou corridor and an impact study on the implementation of interconnectivity will be provided by May 2019. Next meeting will be held in Dakar in April 24-26th.

21. The WCO-INAMA Project, in which several WCA Members are involved, is a follow-up to two previous initiatives financed by the Swedish Government (Projects GAPIN I and II). Its aim is to build the capacity of Customs administrations to fight wildlife crime through targeted capacity building initiatives and with support during enforcement operations. It is financed by the CITES Secretariat, GIZ, Sweden and the U.S. Department of State and has made it possible to carry out the following work and activities:

• An intelligence workshop in Kenya, with participation by Gambia, Ghana and Nigeria.
• Development of training material on operations planning.
• Sub-regional intelligence workshop in Cameroon for French-speaking countries – beginner’s level.
• Regional workshop in the Republic of the Congo to “steer and approve” the tool for evaluating administrations’ institutional capacity to implement the CITES Convention (Institutional Assessment Tool).
• Publication of the Institutional Assessment Tool.
• Development of training material on investigation techniques for countering the illicit wildlife trade.
• Workshop in Tanzania on operations planning to counter the illicit wildlife trade, with participation by Gambia, Ghana and Nigeria.
• Workshop in Zambia on complex intelligence issues, with participation by Gambia, Ghana and Nigeria.
• Workshop in Uganda on investigation techniques, with participation by Gambia, Ghana and Nigeria.
- Workshop in Burkina Faso on complex intelligence issues for countering the illegal wildlife trade, with participation by Benin, Burkina Faso, Cameroon, Congo (Rep. of), Côte d’Ivoire, DRC, Gabon, Madagascar and Togo.

- Workshop in Togo on CITES investigation techniques, with participation by Benin, Burkina Faso, Cameroon, Congo (Rep. of), Côte d’Ivoire, DRC, Gabon, Madagascar and Togo.

- Workshop in Namibia on operations planning, with participation by Ghana and Nigeria.

- Workshop in Gabon on operations planning, with participation by the Customs Administrations of Benin, Burkina Faso, Cameroon, Congo (Rep. of), Côte d’Ivoire, DRC, Gabon and Togo.

- Workshop in Cameroon on controlled delivery in collaboration with INTERPOL, with participation by the Customs Administrations, Gendarmerie, Police and Environmental Authorities of the four countries in Central Africa, namely Cameroon, Congo (Republic of), Gabon and DRC, and the RILO for Central Africa.

- International exercise (Operation Save REP) as follow-up to training on operational planning, with participation by the above-mentioned countries.

- Participation of Ghana and Nigeria in the international exercise (Operation Save REP).

- Diagnostic studies on the capacities of the Customs administrations of the countries of Western Africa to implement the CITES Convention. These studies are based on a self-assessment conducted with the help of the tool for evaluating institutional capacity to implement the CITES Convention (Institutional Assessment Tool).

- Institutional assessment mission in the field of enforcement of the CITES Convention and drawing up of an action plan for more in-depth support as part of the INAMA Project in Burkina Faso, Cameroon and Togo.

From January to June 2018, the INAMA Project was given over to the definition of customized programming and detailed organization of activities. Implementation commenced in April with a regional ToT and accreditation session in Zambia in May 2018 followed by another session in Burkina Faso in June 2018 for French speakers. A regional workshop was also held in Tanzania for English speakers (Ghana, Nigeria).

Other national sessions were also organized, covering in particular mentoring and CITES risk mapping:

- Burkina Faso (April and June 2018) covering border control support and the development of a CITES database.
- Cameroon (2 missions in June 2018) on the definition of CITES-related occupations.
- Togo (2 missions in August 2018)

In December 2018, 2 workshops were held in Cameroon in Yaounde and Douala to support customs in the finalization of risk mapping and provide a COPES training to aware customs agents to search and questioning processes. These workshops were part of the INAMA development plan in Cameroon, developed in 2017. This action
plan was especially the result of the institutional self-assessment on CITES implementation and the diagnostic mission which took place in 2017 as well.

2 global operations against trafficking of CITES products are planned, one in the framework of INAMA (Operation PRAESIDIO) and one in the framework of the International Consortium on Combating Wildlife Crime (ICCWC). Cameroon has confirmed its participation in Operation PRAESIDIO, which will take place from 4 February to 3 March 2019. This operation, conducted jointly with INTERPOL, will not only aim to seize prohibited wildlife products and timber, but above all to proceed to arrests and prosecutions for dismantling criminal networks.

The INAMA Project also initiated the establishment of nCEN in Cameroon.

22. **The C-RED Project** *(Customs for Relief of Epidemic Diseases)* aimed at countries affected by the Ebola crisis: Guinea, Liberia, Mali, Nigeria, Senegal and Sierra Leone.

In May 2016, the WCO and the Netherlands Ministry of Foreign Affairs signed a grant agreement to implement the **C-RED Project**, which supports Customs administrations in West Africa affected by the Ebola virus epidemic. This Project is based on the WCO 2011 Resolution on the role of Customs in natural disaster relief.

The project ended on 5 October 2018 and was divided into two components:

- providing the front-line officers of three beneficiary administrations with self-protection equipment (Guinea, Liberia and Sierra Leone),

- providing capacity building to react effectively to regional epidemics and natural disasters: Guinea, Liberia, Mali, Nigeria, Senegal and Sierra Leone.

As regards the first component, the self-protection equipment was provided by the WCO’s partner, the UN Humanitarian Response Depot (UNHRD). This equipment was delivered to, and stored at, the UNHRD hub in Accra. The three beneficiary countries have been in possession of their equipment since early 2018.

As regards the second component, on the basis of the underlying data and an initial regional consultation, the WCO offered national support leading to:

- the development of capacity building material to support and guide Customs administrations so that they respond effectively to disasters;

- support for Member administrations selected in drawing up/examining standard operating procedures (SOPs) in emergencies and their respective capacity to implement them;

- support for implementing SOPs, including in-situ support and remote support;

- help preparing simulation exercises for the Member administrations selected to test the SOPs;

- the organization of regional workshops to share experience and develop areas of improvement.
In Nigeria, two missions were carried out which made it possible to identify faults in the Customs clearance of relief supplies and draw up SOPs and recommendations on Customs clearance procedures for relief supplies.

In Guinea, two similar missions took place in July and October 2017. They were given over to drafting national SOPs, which now provide guidance for the humanitarian community and the various government agencies involved.

In Mali, an exploratory mission took place in September 2017. The Mali Customs authorities are leading the work of all the stakeholders as regards the draft SOPs for the Customs clearance of relief supplies.

In Sierra Leone, a similar initial mission took place in late October 2017. Draft SOPs have been drawn up, as well as recommendations to improve national procedures in place for the Customs clearance of relief supplies.

The WCO is monitoring the completion of the SOPs, their adoption and the implementation of the recommendations drawn up.

In Liberia, an exploratory mission on the SOPs took place in May 2018, then in Senegal.

In July and August 2018, missions to train trainers and for the development/review of SOPs took place in Mali, Nigeria and Liberia; a feedback mission was then held in September in Guinea preceded by two days of training.

Currently the WCO and OCHA are negotiating a new project (C-RED +) with a set of donors. This new initiative would make it possible to continue supporting the WCA but also to extend support to other regions and countries that are facing natural disasters and epidemics, particularly Niger, Côte d'Ivoire, Guinea Bissau and Burkina Faso. These negotiations are still in progress and could possibly end in the second part of 2019.

In 2016, the "UNODC-WCO Global Container Control Programme", developed and implemented in partnership between the WCO and the United Nations Office on Drugs and Crime (UNODC), organized the following activities in WCA: training or follow-up workshops in Senegal (six workshops), Liberia (one workshop), Benin (one workshop) and Togo (three workshops).

In 2017, training and follow-up workshops were organized for the following countries: Senegal (two workshops), Mali (three workshops), Benin (one workshop), Ghana (one workshop), Togo (one workshop).

In the first quarter of 2018, a workshop was held in Benin in February, followed by a feedback mission in September.

In 2015, the WCO concluded a partnership with the United Kingdom’s Her Majesty’s Revenue and Customs (HMRC) and UNCTAD to support the substantive implementation of the TFA in certain countries, including three countries in the WCA region, namely Ghana, Liberia and Sierra Leone. The HMRC-WCO-UNCTAD Programme is designed to provide capacity building support targeting selected developing countries, enabling them to implement the TFA in an effective manner.
using the available WCO tools and instruments, as well as UNCTAD’s expertise in the establishment and development of NCTFs.

Following a needs assessment mission carried out in cooperation with the World Bank in May 2016, the HMRC-WCO-UNCTAD Programme developed a made-to-measure plan to implement the Mercator Programme for Sierra Leone.

In 2017, implementation of this plan continued, and many activities were carried out. In the field of audit and post-clearance audit (PCA), a needs assessment was conducted (March 2017) followed by training to improve the knowledge of the National Revenue Authority (NRA) in that area (September 2017). In order to provide the NRA with greater support in developing the new Strategic Plan for 2018-2022 and continue the work initiated in 2016, a supplementary workshop was organized (August 2017). As part of overall support for risk management, a workshop was organized to help implement and use the nCEN system (February 2017), which was installed in June 2017. Finally, in order to upgrade skills and enable the NRA to take over the activities relating to valuation, classification and controls on origin – Revenue Package, two sets of training were provided (during the February mission and then in October 2017). Finally, to ensure proper coordination with other development partners engaged in the country, this multi-component and multi-year programme continues the dialogue and collaboration with other stakeholders, such as the World Bank and private-sector consultants.

The HMRC-WCO-UNCTAD programme also participated in the organization of an International Forum to support NCTFs. This Forum was organized jointly by the WCO, UNCTAD and the World Bank, amongst others, in Geneva with over 250 delegates from 44 countries.

In 2018, two countries in the WCA area have already received support from this project:

- Sierra Leone in January and February, as regards a monitoring mission/Mercator Programme evaluation mission and also on TRS and PCA;

- From 20 to 24 August 2018 a four-day workshop was organized to strengthen the technical assessment and training capacities of 15 officials of the National Tax Authority. This made it possible to support Customs in its initiative of reclaiming responsibility for Customs valuation, which is currently still assigned to an inspection company. The workshop comprised a reminder of WCO valuation methods, a series of technical exercises and discussions of practical aspects of valuation control, based on the WCO Revenue Package.

- Liberia where, in January, UNCTAD delivered module 4 of the programme to establish Committees on Trade Facilitation.

25. The Master of Trainer Program (MTP) was developed by the Japan International Cooperation Agency (JICA). Building on the collaboration between the WCO and JICA, as part of the "WCO / JICA Joint Project" launched in July 2016, the MTP is now being implemented through collaboration between the two organizations with the aim of assisting Customs administrations in developing autonomous and more sustainable training capacities in various major disciplines essential to the Customs modernization. After a notable success in Eastern and Southern Africa where it allowed the training of MT specialized in HS classification, Customs valuation and intelligence analysis, it was decided to extend the program to AOC countries for only
intelligence analysis component. The countries concerned are Burkina Faso, Côte d’Ivoire, Togo, Benin, Nigeria and Ghana. The first regional workshop was held in Abidjan from 11 to 15 February 2019.

26. **GIZ** has also decided, in collaboration with the WCO, to support the Gambia in trade facilitation, more specifically on 2 important TFA topics, Time release study (TRS) and risk management. The first 2 actions took place, in February 2019, one on TRS, the other to perform a diagnostic on risk management.

27. Following the successful completion of the latest cooperation program between the WCO and the Norwegian Government (Norwegian Agency for Development Cooperation NORAD), a new program focused on promoting the fight against corruption and integrity (A-CIP) for customs authorities was launched in early 2019. This new program addresses the high perceived costs of corruption in customs, both for the public and private sectors. The program is designed with the objective of improving governance and customs integrity in some WCO member countries. These objectives will be achieved by carrying out activities under two components:

- a bilateral component to help WCO countries take action to implement parts of the revised Arusha Declaration. The identified countries of the zone are: Ghana, Liberia, Mali and Sierra Leone.

- a multilateral component to create an enabling environment for WCO members to implement A-CIP measures by leveraging other regional and international initiatives in parallel and creating WCO instruments and tools.

28. On 4 October 2018, the WCO signed a **5 million euro financing agreement with the European Union (EU) on “Harmonizing the classification of goods based on WCO standards to enhance Africa trade” Programme**. The 41-month programme contributes to the implementation of the World Trade Organization Trade Facilitation Agreement (WTO-TFA) and to the establishment of the African Continental Free Trade Area (AfCFTA), formally launched by the Assembly of the AU on 21 March 2018 in Kigali, Rwanda. Furthermore, the Programme contributes to the EU’s External Investment Plan and to the Joint Africa-EU Strategy, adopted at the Lisbon Summit in 2007 and refined at subsequent summits in 2010, 2014 and 2017.

The anticipated outcome of the Programme for 2022 is that the beneficiary African countries will implement and apply the 2022 version of the Harmonized System (HS) in line with the HS Convention, the WTO-TFA and the WCO’s Revised Kyoto Convention (RKC), together with continental and regional commitments. The longer-term objective is to provide African countries with the required organizational capacities and resources to migrate and apply future HS versions in a timely manner that is coordinated throughout the entire continent and region.

To date, 49 of the 54 African countries have ratified the HS Convention but only 29 apply the HS 2017. Only six countries apply the WCO Council Recommendation on the improvement of tariff classification work and related infrastructure, while only eight countries apply the Recommendation on advance rulings. The programme offers benefits to Africa’s RECs, Customs administrations and relevant stakeholders, including the AU Commission, selected national government administrations and the private sector.

This project has already been presented to the AU Sub-Committee of Directors General of Customs, held in Moroni, Comoros in September 2018. It will be managed
by a team of three people set up in the WCO Secretariat. The program was officially launched on February 27 and 28 in Addis Ababa.

29. **Operation ACIM (Action against Counterfeit and Illicit Medicines)** was organized jointly by the WCO and the International Institute for Research Against Counterfeit Medicines (IRACM).

The first of the kind mobilized 16 African Customs administrations, including 10 from the WCA region (Benin, Cameroon, Congo (Republic of), Côte d’Ivoire, DRC, Gabon, Ghana, Nigeria, Senegal and Togo). This Operation was launched in September 2016 and lasted 10 days in order to inspect, simultaneously, in the main ports on the continent, cargoes identified as likely to contain illicit or counterfeit pharmaceutical products posing a dangerous threat to local populations. Some 113 million illicit and potentially dangerous medicines, with a total value of around 52 million €, were seized as a result. The biggest interceptions were in Benin, Kenya, Nigeria and Togo.

The second Operation (ACIM 2) was implemented from 12 to 21 June 2017. Some 18 African countries participated in the Operation, nine of which were from the WCA region (Benin, Cameroon, Côte d’Ivoire, DRC, Gabon, Ghana, Nigeria, Senegal and Togo).

The Operation was organized and coordinated by the WCO in partnership with IRACM. The operational phase was preceded by a three-day training session in early June 2017, followed by analyses. Operation ACIM 2 led to the interception of 258,933,104 units of different types of products recorded in 840 cases. Since 1 July 2017, 187,262,514 units of different types of products have been seized or stopped (561 cases). During the Operation, 130 containers were intercepted, in addition to consignments by air, post or accompanied luggage.

30. Following the suspension of the partnership with IRACM, the WCO organized and coordinated **Operation MIRAGE** in September 2018, preceded by a train-the-trainer workshop in Benin. It involved 15 African ports of which nine AOC countries (Benin, Cameroon, DRC, Gabon, Ghana, Côte d’Ivoire, Nigeria, Senegal, Togo) which had already taken part in the ACIM Operations.

31. The first regional operation to combat pharmaceutical crime in WCA, called **CRIPHARM**, took place from 27 January to 16 February 2016. It was organized by the RILO Western Africa and the RILO Central Africa under the supervision of the Vice-Chair for the WCA region and with technical support from the WCO Secretariat. This Operation recorded 78 seizures of pharmaceuticals and other products (drugs, pharmacopoeia products, CITES goods, etc.).

Operation **CRIPHARM II** ran from 29 January to 21 February 2017 and covered all the countries in the WCA region. The Operational Coordination Unit (OCU) was set up in Kinshasa (DRC) and, in addition to the two RILOS for the WCA region, brought together eight WCA countries. Several seizures of prohibited and restricted goods were made in the region. They covered the following goods: drugs, medicines and pharmaceutical products, cigarettes, CITES goods, arms and ammunition, etc. A total of 81 seizures were made, compared with 78 during Operation CRIPHARM I.
Operation **CRIPHARM III** took place from 26 March to 16 April 2018. This third operation to combat pharmaceutical crime again involved the 23 countries of the WCA region, and the OCU was set up in Abidjan. 1,598 messages were exchanged via CENcomm. These resulted in 60 seizures, 67% involving pharmaceutical products totalling 93,400 kg. 94% of these seizures were made at land and airport borders, and on Customs territories.

**CRIPHARM IV** was held from 25th January to 23 February with an OCU hosted in Togo from 4 to 13 February. 7464 messages were exchanged during this period, including 219 seizure messages in 14 WCA countries. In this total amount, pharmaceutical products accounted for 69.41% of the total number.

32. **Operation TRIGGER** against illicit firearms trafficking and terrorism, organized jointly by the WCO, INTERPOL and the UNODC was launched in September 2017. It involves, more particularly, the Customs services and national Police services in 10 WCA region countries (Benin, Burkina Faso, Cameroon, Chad, Côte d’Ivoire, Guinea, Mali, Mauritania, Niger and Nigeria). Operation TRIGGER is being carried out in three stages. The first was the leadership training workshop held in Algiers from 4 to 8 September 2017. The operational briefing was given in Abidjan in October 2017 and the operational phase ran from 20/11 to 02/12/2017, followed by a debriefing in Abidjan in late January 2018.

An Operation TRIGGER IV took place in September 2018 but was limited to the Middle East and North Africa (MENA) region.

33. **COCAIR Operations.** The operational phase of **COCAIR VI** was held from 9 to 17 December 2017, with participation by 37 airports from 33 countries in Africa, Latin America/Caribbean and Europe, including 16 countries in the WCA region. An OCU, set up at WCO Headquarters and comprising experts from some of the participating countries, managed the exchange of information through CENcomm. The WCA was represented within the OCU by Mali and the two RILOs (CA and WA).

The objective was to establish operational cooperation and information sharing between airports in order to intercept shipments of cocaine and other illicit products bound for Europe. This Operation, in keeping with previous instalments, was conducted by the WCO under the auspices of Project AIRCOP, with financing by the European Commission and in collaboration with UNODC and INTERPOL. The Project AIRCOP Joint Airport Interdiction Task Forces (JAITFs) were also directly involved in the Operation.

Outstanding results were achieved during this Operation, both in terms of the volume of information shared between airport units and the quantities of drugs seized. The quantities of cocaine seized have more than doubled. Accordingly, some 98 seizures were recorded into the CENcomm, covering a total of 1,469 kg of drugs including over one tonne of cocaine and 150 kg of khat. The following seizures were recorded for the WCA zone: 144 kg of drugs, 95 kg of medication, 8030 pieces of cigarettes and CITES goods, and USD 98,000 of currency.

Given the success of COCAIR VI, an operation **COCAIR VII** was carried out in December 2018 on the same principle. The operation was preceded by two train-the-trainer sessions that took place in Lima and in Abidjan in November and focused on the recognition of illicit drugs, an introduction to risk analysis, control of IFFs and the use of CENcomm.
COCAIR VII showed good overall results for WCA, including 26 seizures with 184 kg of narcotics, 160112 cigarettes and $ 31,445 in foreign currency.

34. COPES Programme: The concept of a Compendium of Customs Operational Practices for Enforcement and Seizures (COPES) arose out of an awareness on the part of WCO Members of the need to improve their evidence collection standards so as to integrate the activities of Customs agencies more effectively in relation to the criminal justice system and problems associated with border security.

The objective of the programme remains to raise awareness of the essential role played by the procedures for seizing goods and collecting evidence to support effective and efficient border security practices.

Since 2015, the Programme has also fully taken on board security aspects such as those set out in United Nations Security Council Resolution 1540 of 2004 and the Punta Cana Resolution issued by the WCO in December 2015. This initiative has a crosscutting function that impacts on all the WCO’s enforcement priorities, starting with issues relating to the safety of passengers and goods, and including the Strategic Trade Control Enforcement (STCE) Programme, the Container Control Programme (CCP), Project AIRCOP (establishing secure operational communications between international airports) and Project INAMA (to combat trafficking affecting endangered species).

A COPES training course, organized in partnership with the Benin Customs Administration was run between 24 and 28 September 2018 in Cotonou, Benin. It was attended by 24 Customs officials as part of the general process of modernization, including, in particular, improvements to the enforcement arrangements of the Benin Customs Administration. To this end, it trained a number of its managers and officials on the latest techniques for gathering evidence, making seizures and carrying out investigations. The training course also enabled the first regional COPES trainer for the WCA region to gain official accreditation.

At the end of 2018, a COPES / INAMA workshop was held in Madagascar from 26 to 30 November with number of AOC participants followed by a restitution from 18 to 20 December in Cameroon.

A regional seminar will be held in Côte d'Ivoire from 15 to 17 April 2019.

35. Operation COSMO 2 saw the participation of the following WCA countries: Benin, Burkina Faso, Cameroun, Cape Verde, Central African Republic, DR Congo, Guinea, Liberia, Mali, Mauritania, Nigeria, Senegal and Togo.

Cosmo 2 largely consisted of a communication exercise focused on strategic trade controls. As a result, the actions were as follows: inspection of goods, detention and identification, communication with foreign Customs counterparts, communication with the WCO (use of STRATComm), and contacts with industry, obtaining licences, verification of products and licences, and parties involved in the transactions.

The WCO also facilitated this operation by running the OCU in-house at WCO Headquarters, and monitoring and promoting active communication and interaction among participating countries.

36. The CLiKC! Platform currently has more than 22,000 registered users. It should be noted that only 5% of these (around 1,200 users) are from the WCA region. More than 100 new users are being registered each month, and around 300 connect every day.
An e-learning course on the principles and implementation of the Single Window is now available. The courses on Rules of Origin and the SAFE Framework of Standards were revised and supplemented and a number of training manuals (gender equality, project management, SAFE) have been added to the catalogue of WCO training kits for trainers. These kits allow Member administrations to organize their own face-to-face sessions or their own mixed training sessions.

The WCO Framework of Principles and Practices on Customs Professionalism, available on the CLiKC! Platform, provides Members of the WCA region with a chapter on Customs Competency-Based Training Guidelines.

Despite the installation of local e-learning platforms in 11 WCA administrations, access to and use of this tool remains too limited and poorly integrated in the training strategies of WCA Customs.

37. A new e-learning initiative, the WCO Academy, went live in May 2018. This site provides access to WCO e-learning courses by businesses, students or private individuals, thus allowing access to Customs knowledge for as many people as possible. Administrations in the region are invited to take note of this new site and to promote it in their dialogue with the private sector if training needs are mentioned. It should be noted that there is a charge to access the site, to cover the costs incurred by the WCO Secretariat in its maintenance. Access to CLiKC!, reserved for Customs officials, remains completely free of charge.

38. Since September 2016, the WCO has held the 4th and 5th Sessions of the Virtual Customs Orientation Academy (VCOA). Comprising four compulsory modules accompanied by online coaching and two optional modules, and designed based on WCO Members’ best practices, the primary aim of the VCOA is to provide newly-recruited Customs officials (recruited less than four years ago) with general Customs knowledge and skills. It describes to these new recruits the typical roles and functions of Customs administrations, concepts of Customs clearance procedures and practices, international conventions and agreements, and the principles of capacity building. It can be accessed from the WCO CLiKC! Platform.

The 7th Session for English-speaking Customs officials took place from 5 March to 8 June 2018 and two Customs officers from Ghana took part therein.

The 8th Session of the VCOA for English-speaking Customs officials was held from 3 September to 7 December 2018, and was followed by a representatives from Sierra Leone, with further support by three virtual tutors from Ghana.

The next session started on 4 March 2019.

There are still plans to hold sessions in the future for French-speaking Customs officers, under reserve to secure financing to translate Academy modules.

39. Since 2015, the annual Fellowship Programme organized by the WCO has seen participation by Fellows from some WCA region countries, namely:

- 65th Session (French-speaking): 5 WCA beneficiaries out of 14 participants worldwide. They were Burkina Faso, Cameroon, Central African Republic, Senegal and Togo.
- 67th Session (English-speaking): 2 WCA beneficiaries out of 17 participants worldwide. They were Ghana and Liberia.
- 68th Session (French-speaking): 7 WCA participants: 1 from Burkina Faso, 1 from Cameroon, 2 from Central African Republic, 1 from Côte d’Ivoire, 1 from DRC and 1 from Togo.
- 70th Session (English-speaking): 1 WCA participant from Ghana.
- 71st Session (French-speaking): 7 WCA participants out of 15 worldwide, from Benin, Cameroon, Mali, Mauritania, Niger, Senegal and Togo.
- 72nd Session (Spanish-speaking): No participants from the WCA region.
- 73rd Session (English-speaking): No participants from the WCA region.
- 74th Session (French-speaking): 6 WCA participants out of 14 (Benin, Cameroon, Guinea, Mali, Senegal and Togo).
- 75th session (Spanish-speaking): No participants from the WCA region.
- 76th session (English-speaking): 2 WCA participants out of 12 (Gambia and Nigeria).
- 77th session (French speaking): 6 AOC participants (Niger / Burkina Faso / Côte d’Ivoire / Senegal / Benin / Togo).

40. Professional Associates: The WCO Career Development Programme, financed by Japan, has existed for a number of years and lasts 10 months. It gives rigorously selected beneficiaries an opportunity to undertake work at the WCO Secretariat and acquire knowledge, skills and international work experience. Many countries in the WCA region have already benefited from this Programme. For the 2017-2018 Programme, two experts from WCA (Burkina Faso and Nigeria) were among the 10 experts selected. For the 2018-2019 session, only one expert from Nigeria has been selected.

41. Since 2016, the WCO has been organizing accreditation workshops, attended by WCA region Customs experts.
- Two accreditation workshops focusing on Customs Modernization and the TFA for English-speaking experts were held in South Africa from 1 to 5 and then 8 to 12 February 2016. One expert from Gambia and two experts from Liberia were able to take part; the workshops enabled the WCO to pre-accredit 15 candidates, including the one from Liberia.
- The workshop to accredit French-speaking experts as Customs Modernization Advisors (CMAs) and Mercator Programme Advisors (MPAs) was held in Yaoundé, Cameroon, from 20 to 24 June 2016. This workshop, funded by the AU and the WCO, was attended by 13 candidates carefully preselected by the WCO and hailing from African Customs administrations. At the end of this highly demanding workshop, seven candidates were short-listed and will be invited to take part in a mission, in a Co-Facilitator capacity, in order to complete their accreditation process. These candidates are from Burkina Faso (2 participants), Cameroon (1), Madagascar (1), Mali (1), Togo (1) and Tunisia (1). Through the accreditation of these experts, the WCO will be able to provide French-speaking Members with greater support for reform planning and, more specifically, for implementing the TFA by means of the WCO Mercator Programme.
Three experts hailing respectively from Mali, Burkina Faso and Togo completed their accreditation process following their participation in missions, specifically in the Central African Republic for the first (diagnostic and strategic planning mission), in Gabon for the second (progress evaluation mission; Columbus Phase 3) and Cameroon for the third (progress evaluation mission; Columbus Phase 3). These three experts have just received their WCO accreditation certificates. The other pre-accredited experts from the WCA region will be invited to take part in missions to complete their accreditation process.

The workshop to accredit Transit experts was held in Abidjan, Côte d’Ivoire, from 27 June to 1 July 2016. It was attended by 44 candidates preselected by the WCO and coming from Customs administrations of the MENA region (2), WCA (24) and other regions and international organizations. At the end of this highly demanding workshop two candidates, from the Czech Republic and Peru, were short-listed. None of the 26 candidates from the WCA and MENA Customs administrations were short-listed.

The workshop to accredit Revised Kyoto Convention (RKC) experts was held in Brussels from 12 to 16 September 2016. It brought together participants from various WCO regions. In all, seven participants were pre-accredited, including one from Gabon.

From 15 to 19 May 2017, an accreditation workshop on PCA was held for French-speaking experts at the WCO Secretariat. Candidates from WCA region countries were invited to take part. Four candidates from Benin, Burkina Faso, Senegal and Togo were selected as pre-accredited experts.

An accreditation workshop on Origin was held in Burkina Faso from 23 to 27 April 2018. 7 participants from the WCA region have passed this first step and have been selected as pre-accredited Experts (Mali, Senegal, Côte d’Ivoire, Burkina Faso (2 for this country), Togo and Benin).

From 2 to 6 July 2018, a global workshop for Mercator experts enabled the validation of two experts from Côte d’Ivoire as Mercator Programme Advisors (MPAs).

2 accreditation workshops were in February 2019 in Brussels for Customs HR Modernization Advisors (2 participants: Liberia and Gambia) and then Transit in mid-March. A workshop was held in Burkina Faso from March 4 to 8, 2019 for French-speaking operational technical advisers on the Revenue Package with participants from following WCA countries: Benin, Burkina Faso, Côte d’Ivoire, Gabon, Niger, Senegal and Togo.

The situation as per 1 March 2019 for WCA experts is as follows:

<table>
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<tr>
<th>Topic</th>
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<th>Pre-accredited</th>
<th>Recognized</th>
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<td>Mercator Programme (MPAs)</td>
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<td>Time Release Study (TRS)</td>
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<td>Revenue Package</td>
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<td>Valuation</td>
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<td>Environmental crime</td>
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<td>Non-intrusive inspection (NII)</td>
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<td>LMD</td>
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42. **Development and financing programmes:** The Secretariat has set up a new link on the WCO website, providing access to ongoing development and financing programmes administered by the Organization. The link is as follows:


**Pre-shipment inspection/Destination inspection**

43. In June 2014, the WCO Council empowered the Secretariat to continue with the initiatives already taken, develop guidelines and best practices on this topic and prepare guidance for rendering Customs procurement more transparent. Some WCO Members which have been able to successfully take over from inspection companies have pledged to assist the WCO Secretariat in this respect.

Boosted by the successful termination of inspection contracts and the takeover of the main outsourced functions by Customs in Kenya, Mauritania and Nigeria, other WCA countries have committed to developing similar initiatives. This trend has been further accelerated by Article 10.5 of the WTO TFA which stipulates that Members shall not require the use of pre-shipment inspections in relation to tariff classification and customs valuation and encourages Members not to introduce or apply new requirements regarding their use.

In 2015, the WCO actively supported Ghana and DRC. The Governments of these two countries expressed their wish not to renew the existing contracts and asked for WCO support to build Customs’ capacities in order to regain their powers gradually, with no loss of revenue. The support offered to Customs enabled these two Governments not to renew their contracts and for Customs to regain its powers.

Nevertheless, the Government of Ghana signed a fresh five-year contract with a private-sector company to support the organization of the new process recently developed in the area of valuation and advance tariff classification, with the development of a Single Window and with other relevant initiatives.

In 2013, Niger announced that it did not intend to renew its existing pre-shipment inspection (PSI) contract. In 2015, Niger’s Government adopted new organizational
structures for valuation and tariff classification and the staff was appointed. In December 2018, the WCO conducted a Revenue Package a diagnostic mission (Value / HS) to initiate the next phase of support.

In 2016 and 2017, the WCO assisted Guinea Customs in this respect. In 2017, the Government chose not to renew its contract with the inspection company that had been in place for several years. Since then, Guinean Customs is currently assuming responsibility for the valuation and tariff classification of goods entering the country.

In the same period, Gabon and Guinea Bissau completed their comparable initiatives successfully.

WCO support is still ongoing to assist Customs in Togo, Benin, Cameroon, the Republic of Congo, Côte d’Ivoire, Liberia, Senegal and Sierra Leone in the reassigning of their missions related to valuation and tariff classification.

The inspection contract in Burkina Faso ended in September 2018 and a support mission took place in October / November.

Côte d’Ivoire’s inspection contract expires in March 2019; a Revenue Package Diagnostic mission was conducted in December 2018 (Valuation/ HS).

For Sierra Leone, 4 support missions were carried out and should enable the Customs in 2019 to definitively take ownership of valuation and classification.

There is a noticeable trend of inspection companies shifting from PSI to destination inspection and offering other services (especially a Single Window and cargo tracking via GPS).

Visit to the WCO by African trainees from the Belgian Customs School

At the request of the Belgian Customs School, and as part of their nine months’ training in Belgium, groups of 20 or so trainees, almost all of whom are from various French-speaking African countries in the WCA region, regularly pay visits to WCO Headquarters. In addition to a guided tour of WCO premises, the trainees enjoy a number of presentations given by Secretariat officials. The presentations focus on several themes of possible interest to future senior managers of the beneficiary administrations. The last visit took place on 28 and 29 November 2018.

Accessions to WCO standards

The following accessions by WCA countries to the main WCO Conventions have been recorded since 2016:

- **HS:** No further accessions since January 2016. Currently, 22 countries out of 23 in the WCA region are contracting parties to the HS Convention.

- **RKC:** latest accessions: Benin (5 January 2017); Burkina Faso (July 2017); Congo (Republic of the) (December 2017). Currently, 14 out of 23 countries in the WCA region are contracting parties to the RKC. Ghana intends to deposit the instruments of accession in the margin of the 2019 WCO Council session.
WTO Trade Facilitation Agreement (TFA)

45. 16 countries in the WCA region have ratified the WTO TFA to date: Benin, Burkina Faso, Cameroon, Central African Republic, Chad, Congo (Republic of the), Côte d'Ivoire, Gabon, Gambia, Ghana, Mali, Niger, Nigeria, Senegal, Sierra Leone and Togo.

Bearing in mind that the TFA covers a wide range of topics, the majority of WCO activities can be carried out within this framework.

African Union (AU)

46. The Tenth Session of the AU Sub-Committee of Directors General of Customs, under the theme "Combating corruption in Customs to effectively implement the African Continental Free Trade Area (AfCFTA)", took place in Moroni, Comoros, on 20 and 21 September 2018.

At this session the WCO underlined the importance of the contribution of Customs to the future implementation of the CFTA, thanks to the use of WCO instruments.

During the Committee meeting, chaired by the Director General of Comoros Customs, the Directors General reviewed the report of the Expert Meeting held from 17 to 19 September, finalized the draft AU Trade Facilitation Strategy, and adopted the Moroni Declaration on Customs' Fight against Corruption. Delegates also enjoyed a panel session on the fight against corruption in Customs.

Conclusions

47. The WCO Secretariat’s main conclusions for the period under consideration are as follows:

A. Fiscal and security missions remain predominant in the majority of WCA countries.

B. This period was again marked by a large number of changes at the level of Heads of WCA Customs Administrations (Cape Verde, Congo, Gabon, Niger, Mali, Sao Tome, Togo).

C. Several new projects financed by donors and managed by the WCO have just been concluded and will support the WCA Customs over several years.

D. Cooperation within the WCA region on the security/safety aspect is improving, also supported through the SPC++ Project launched by Nigeria, the Security Project for West Africa and ongoing research activities. A wide range of activities have been held to support WCA and continue the development of a regional risk management and intelligence strategy.

E. The entry into force of the TFA requires countries which have ratified it to implement it within the prescribed timeframe. This intensifies the pressure on the WCA Customs administrations in question and requires greater focus on the trade facilitation aspect. However, it has been established that only 16 of the 23 WCA countries have ratified this Agreement and that many national Strategic Plans still do not contain strategies to ensure compliant implementation of the necessary reforms.
WCA countries are on the list of developing countries and least-developed countries and benefit from TFA special and differential treatment. They need to operationalize their NTFC, categorize A, B and C measures, and notify the results of the categorization to the WTO. The missions conducted make it possible to note the progress made but also underscore the need for many countries to improve relations between Customs and the Ministry of Trade to ensure better collaboration in this field and to more fully involve other structures in the work.

F. The signature of the Framework Agreement for the implementation of the African Continental Free Trade Area (AfCFTA) reinforces the need for African Customs to develop coherent and holistic strategies and concrete actions to facilitate trade. The entry into force of the Agreement appears imminent.

G. After many years of studies and developments, computerized solutions to manage transit at the bilateral and sub-regional levels are finally starting to be implemented. These solutions, which are based on the interconnection of national systems, have considerable potential to facilitate and secure transit operations in WCA.

H. Many WCA countries are suffering depletion of their heritage and natural and cultural resources and extinction of their flora and fauna. The WCO has developed a number of initiatives to enable WCA Customs to take more effective measures to protect a country’s heritage, resources and biodiversity and thus to protect its society, economy and environment. Unfortunately, some WCA Customs do not yet appear to be committing themselves to meeting these objectives.

I. The illicit trade in and consumption of drugs and fake medicines in WCA are increasing. It is imperative that Customs become more involved in combatting these ills. It can be observed that Customs administrations are actively participating in operations organized by the WCO to combat fraud, but that their activities and seizures outside those actions generally remain low.

J. Many markets in WCA are flooded with goods which do not conform to intellectual property rights (IPRs), including goods which pose a hazard to human health and the environment. The specific initiatives and actions of many WCA Customs remain limited.

K. E-commerce is also developing in WCA, and Customs must take measures to address this new reality. Customs is being asked to develop or improve its Customs clearance procedures and mechanism, above all with regard to goods ordered on the Internet and transported by post or express delivery service.

L. Some WCA Governments that intended to create revenue agencies (e.g. DR Congo and Gabon) seem to slow down their initiatives and re-evaluate these projects. Gambia, Ghana, Liberia, Sierra Leone and Togo already have revenue agencies. The new WCO tools for Customs-Tax cooperation are useful for Customs when advising their governments on this matter.

M. The support of the WACAM Project allowed beneficiary administrations to enhance HRM.

Following the various workshops organized by the WCO at both national and regional levels, some WCA region Customs administrations are beginning to attach great importance to the human factor as the main element in the
conduct of change and are showing increased interest in the implementation of WCO tools on organizational development (LMD, competency-based approach, HR strategy, training strategy, etc.).

WACAM support has also made it possible to establish a pool of WCA experts. These experts are now able to assist other administrations in this respect and have already been involved in leading missions organized by the WCO. However, frequent changes in heads of Customs administrations and shortfalls in terms of recruitment, training and rotation of staff remain, for many WCA region Customs administrations, major obstacles to reform and sustainable modernization. At present, and despite the support provided by the WCO, no WCA Customs administration, apart from Gambia, actually applies skills-based HRM.

N. Regarding the Revenue Package, the WCO has organized several training sessions on technical subjects such as the HS, Customs Valuation, Origin and Enforcement in general. This support begins with a diagnostic and is primarily aimed at structures, experts and trainers in these domains. This approach helps to empower trainees and contributes to long-term institutional development. This support has made a considerable contribution in terms of assisting certain Customs administrations to reclaim sovereign powers outsourced to various inspection companies.

It has, however, been noted that several countries in the WCA region are still not applying the HS 2017 and are consequently not delivering on their international commitments. Some of these countries expect that their competent REC with a Common External Tariff (particular CEMAC) will provide them with the necessary elements to migrate to the HS 2017 version, while others have these elements but do not always apply them at national level. This is a major obstacle for some bilateral, interregional or global negotiations on trade facilitation and rules of origin.

O. As regards the use of inspection companies, through TFA and WCO support a positive development can be observed in terms of the high-level commitment by some countries to terminate the contracts that bind them to such companies. The fact that the Customs Administrations of Burkina Faso, DR Congo, Nigeria, Gabon, Ghana Mauritania, Niger, Guinea and Guinea Bissau have been successful in reclaiming outsourced tasks motivates other countries to follow suit. The WCO is willing to further strengthen its assistance in this matter and is currently expanding its support to Togo, Benin, Cameroon, Congo, Côte d'Ivoire, Sierra Leone, Senegal and Liberia.

P. The Regional Workshop on Coordinated Border Management (CBM), organized by the WCO in February 2018 in Abuja, revealed that there is no operational Single Window (SW) in WCA corresponding to the definition of a SW in UN/CEFACT Recommendation 33 and to the WCO’s understanding of this concept.

Many WCA countries have ongoing SW initiatives. However, they are all limited in terms of their scope and the services provided (restricted functions and/or limited number of stakeholders connected) or in terms of their geographical focus (most often restricted to port operations). Some countries have more than one SW initiative.
There is a range of infrastructures for Juxtaposed Control Offices in WCA. However, none of these is currently operational, despite support from and significant investment by development partners and donors. In this respect, WCA is lagging far behind East and Southern Africa.

Q. It is worth noting the active participation, using their own resources, of many Customs administrations in the region’s various conferences, committees, meetings and activities, in the RWG on IT Development and in some other regional activities. Unfortunately, some countries participate very rarely, presumably for budgetary reasons, and this has been the case for a number of years now.

R. The region currently has a certain number of tools that will enable it to communicate more easily and inform and involve regional structures and persons acting within the framework of the WCO and for the development of WCA Customs (e.g. regional website, regional e-mail addresses, Regional Guide, Vice-Chair’s Newsletter). The WCO Secretariat notes the frequent use of regional e-mail addresses by the regional structures and certain countries with an active contact point. Others do not appear to use this tool efficiently.

S. Many development partners have pledged to support Guinea, Liberia and Sierra Leone to revitalize their reform process after the Ebola crisis. Thanks to this support and cooperation with these institutions, the WCO has been able to carry out a range of activities in these countries and multi-year support programmes are being implemented.

T. It can be seen that WCA Customs are increasingly participating in various training programmes provided by the WCO Secretariat, and particularly in the Fellowship Programme, Scholarship Programme, Career Development Programme and the VCOA. The Fellowship Programme also enables a large number of Customs officers to be trained in LMD.

U. For the past four years, African Customs officers taking part in internships and training provided by the Customs Schools in Tourcoing (France) and Brussels (Belgium) have been visiting the WCO Secretariat. These visits help promote WCO standards and tools and raise the awareness of a greater number of WCA Customs officers about these topics.

V. A great deal of effort is now being made to add to the pool of experts who can support the WCO in conducting its many assistance missions. Several accreditation workshops have been held to this end and will still continue in the near future (for instance, origin, Integrity and transit). These workshops are also aimed at candidates from WCA Customs. WCA Members are encouraged to respond more frequently to invitations and to put forward qualified and available candidates.

W. Certain active Members in the WCA region seek hardly any support from the WCO.
WCA capacity building activities

48. During this period, the following missions were organized by the Secretariat in the WCA region:

<table>
<thead>
<tr>
<th>Regional workshops</th>
<th>1 July 2016 – 30 June 2017</th>
<th>1 July 2017 – 30 June 2018</th>
<th>1 July 2018 – 1 March 2019</th>
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<tr>
<td>Sub-regional/several Members</td>
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<table>
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<tr>
<th>National workshops</th>
<th>1 July 2016 – 30 June 2017</th>
<th>1 July 2017 – 30 June 2018</th>
<th>1 July 2018 – 1 March 2019</th>
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<tr>
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**TOTAL** 80 76 64
Planning of WCA activities

49. The WCO Secretariat’s Regional Development Manager periodically sends a list of all delivered and upcoming activities to WCA regional structures and Contact Points and to some development partners.