



Anti-corruption training for Belgian customs officers

- A training organised by the National School of Finance and Taxes on the initiative of the Belgian Customs
- Trainers:
 GofS: the Flemish part
 ULg: the French part
- Aim of this training: to sensitize the customs officers for corruption in their work environment and for the corruption vulnerabilities of their complex job.
 2008-2008; level a and level b more than 1000 customs officers took one compulsory training day
 2008-2010; level c and level d more than 1200 customs officers will take one compulsory training day



The vulnerability for corruption

- The aetiology of corruption for the Belgian customs

 - Macro-levelMeso-level: the organisationMicro-level
- Motivation
- Opportunity
- · Control:
 - Neutralisation / moral disengagement
 - Corruption as a process



Vulnerabilities of the organisation motivation

Individual motivation: difficult to discuss

Organisational motivation: the protection of the economy

Customs is the facilitator of trade

All for (big) business: a pressure on people not to control



Vulnerabilities of the organisation Opportunities

- A label of corruption inherited from the past
- New public management: the client-oriented approach
 Does that mean "not refusing gifts?"
- Leadership: a system of inherent collusion:
 Receptions, parties, exaggerated working diners, trips, ...
 Customs officers who are working in the company building
- Regulation a lack of straight rules: the self-made customs officer
 cfr. tolerating fake goods / accepting favours and presents

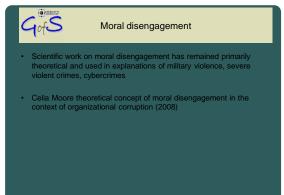


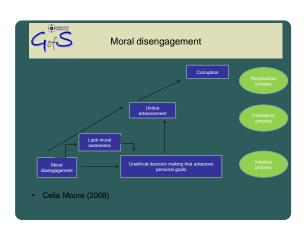
Vulnerabilities of the organisation control

- PLDA: a system of "control"
- Training of new-comers / starters
- The independent complaint desk / no whistleblowing
- Communication:

 - No top-down control no support of the top
 No informal social control of colleagues: Some work as if they have an independent profession







GofS	Conclusions
Prevention:	both organisational & behavioural approach
Corruption r	nestled in the system is hard to stop
Handling co	prruption trough prevention?