

KUNIO MIKURIYA

Candidate for Secretary General of the WCO

御厨 邦雄



Japan

Letter of Recommendation

Since ancient civilizations, Customs has served its mission of collecting duties and other revenues as well as ensuring our borders. These roles have expanded exponentially since World War II during which time global trade increased more than 100-fold. More recently, Customs' role in balancing trade security and facilitation has been further recognized to be as critical to maintaining global economic development and growth, in particular since the September 11 incident in 2001. The mission of Customs continues to evolve, as we now expect its larger role in protecting our intellectual property rights and even our environment.

It is for these reasons I much appreciate the work of the WCO (the World Customs Organization) to secure and facilitate trade as well as protect our lives. In this regard, Japan has been contributing to the WCO both in terms of its work content and resources since its accession in 1964, and is currently the largest donor. The contribution of

Japan extends in particular to developing country Members, by sharing its experience of post-war development that has largely been achieved through trade, and bridging North-South as well as Asia and the world.

Under such circumstances, I am pleased to introduce Mr. Kunio Mikuriya as a candidate for Secretary General of the WCO. Currently Deputy Secretary General of the WCO, Mr. Mikuriya has demonstrated expertise in the management of international organizations, and possesses extensive experience and knowledge not only in customs and trade, but also economics, public finance and financial markets. His achievements are also highly appreciated by other international organizations such as the WTO, the World Bank and the ADB.

I am confident that Mr. Mikuriya will further improve the quality of the WCO's activities and thus benefit its Members.

I heartily welcome your support for Mr. Kunio Mikuriya.

Prime Minister of Japan
Yasuo Fukuda




Professional Achievements

Mr. Kunio Mikuriya, during his tenure as Deputy Secretary General of the WCO since 2002, has shown strong leadership and has accomplished numerous tangible results in the interests of the WCO and its Members:

Revenue

- ▶ Addressed the implementation issues of customs valuation in the area of information exchange on valuation, valuation database as risk management tool and transfer pricing

Trade Facilitation

- ▶ Promoted the Revised Kyoto Convention and its supporting tools with Members, international organizations and donors
- ▶ Established a complementary relationship between the WCO and the WTO

Supply Chain Security

- ▶ Developed the concept of supply chain initiative by balancing trade facilitation with security, to establish the Security And Facilitation in a global Environment (SAFE) Framework of Standards
- ▶ Promoted the implementation of the SAFE and the concept of AEO

Intellectual Property Rights

- ▶ Promoted protection of IPR by launching the Global Congress on Combating Counterfeiting and Piracy, resulting in development of the SECURE standards

Enforcement Program

- ▶ Promoted intelligence in intercepting narcotics and other hazardous goods by encouraging the use of the Customs Enforcement Network (CEN) and the Regional Intelligence Liaison Office (RILO)
- ▶ Established the Customs Fraud Working group

Capacity Building

- ▶ Established the Customs Capacity Building Strategy, resulting in the creation of the Capacity Building Directorate
- ▶ Launched the Regional Office for Capacity Building (ROCB) and encouraged the Regional Training Centers as part of regional approach
- ▶ Consolidated partnerships with the World Bank, Regional Development Banks, UN agencies, donors and the private sector in promoting multiple roles of Customs and the need for capacity building
- ▶ Led integrity efforts by spearheading the Global Forum on Fighting Corruption and Safeguarding Integrity and developed the Revised Arusha Declaration and the Integrity Development Guide

Governance

- ▶ Enhanced transparency and developed the Strategic Plan
- ▶ Improved internal communication by chairing the Management Briefing

My Vision Statement Kunio Mikuriya

Challenges

Healthy international trade assures economic prosperity and alleviates poverty. Customs administrations play a central role in this area by facilitating legitimate trade on the one hand, and guaranteeing a secure environment within which the international trade supply chain can grow on the other. In the context of developing countries, successful assistance for a well functioning customs administration is necessary to allow countries-in-need to enjoy the benefits of international trade expansion and helps securely integrate them into the world commercial system.

Because of this central role in facilitation of international trade, customs must always improve its management, technology and techniques. It must do this however in a manner that allows it to counter the attempts of trans-border criminal organizations to exploit the supply chain for illicit trade through an increasingly complex and sophisticated array of fraudulent practices. In addition to its involvement in traditional areas such as the interdiction of drug trafficking activities, modern customs administrations are confronted with new challenges, like those in areas like the trade in counterfeit products and environmentally hazardous goods.

These challenges require the joint effort of customs administrations around the world. By acting collectively, customs administrations can make improvements in a range of critical legal and enforcement competencies while they simultaneously assure the compatibility, consistency and overall efficiency of trade procedures. In this regard, the basis of truly reliable customs cooperation is embedded in the development of a robust international customs and trade network that efficiently and effectively responds to this growing diversity of challenges. It is the WCO that takes the leading role in this effort.

My vision for the WCO involves a review of its current situation, and raises the following three questions to meet these expectations:

- ▶ Is Member participation in WCO management sufficient?
- ▶ Is the Secretariat's service sufficiently Member-oriented?
- ▶ Is the technical excellence of the WCO assured?

Reform of the WCO

1. Management Structure

The Members' engagement in management of the WCO remains insufficient. In order to maximize the potential of the WCO, I envision a strengthened participation of Members in WCO decision-making. Sustained member engagement is vital to the health and effectiveness of the WCO.

To create new scheme to steer WCO management I would:

- ▶ Establish a forum for Members to discuss strategic issues in a more frequent and transparent manner and use this "mechanism" to guide the Secretariat;
- ▶ Strengthen the regional voice and its linkage to WCO management by empowering the regional Vice-Chairs;



- ▶ Review the structure and culture of the Secretariat with an aim to making it more agile and responsive to the needs of Members;
- ▶ Improve the internal governance and enhance the professionalism of the Secretariat through clear accounting and fair, merit-based recruitment and promotion of personnel at every level;
- ▶ Establish an independent “Project Evaluation Unit” to keep the WCO performance-based; and
- ▶ Enhance WCO dialogue with the private sector.

2. Member-oriented Approach

The Secretariat’s service capabilities remain insufficient with respect to its ability to respond to the capacity building needs of many regions.

To create a center and a network for capacity building I would:

- ▶ Establish a “Capacity Building Center” , mobilizing all the Secretariat resources and regional structure, to strengthen the mechanism for assessing and addressing regional needs, and the needs of individual Members;
- ▶ Enhance the Secretariat’s capacity to capturing good experiences and the records of successful customs reform to be shared among Members, as well as develop tools and guidelines that address identified needs;
- ▶ Establish a network within the regional structure to include Vice-Chairs, the Regional Office for Capacity Building (ROCB) and the Regional Training Centers (RTC);
- ▶ Provide high-level advocacy for customs with stakeholders, including political leaders, business and donors in a manner that would provide synergies for growth and generate constituencies for reform at the regional level;
- ▶ Provide assistance in both human resource management and technical areas in a coherent and sequential way; and
- ▶ Develop a pool of trainers at regional level.

3. Technical Excellence

The maintenance and updating of core areas of expertise within the WCO needs to be improved, especially in the area of emerging issues, including environmental protection and border agency cooperation.

To create a center of excellence in customs matters I would:

- ▶ Establish a “Research Unit” to deliver research on major challenges, including institutional issues;
- ▶ Build teamwork within the Secretariat through enhanced internal coordination on horizontal issues and a “Resource Center for Customs” that would provide Members with critical data and best practices in major customs fields;
- ▶ Review the operating agenda of the WCO committees and other bodies in an effort to reinvigorate their activities and make them more responsive to Members’ needs, including emerging issues;
- ▶ Recruit top experts and set up a close network with experts worldwide;
- ▶ Strengthen capacity in technical areas, including classification, valuation and commercial fraud; and
- ▶ Enhance the WCO outreach to other border agencies and the private sector by offering its standard setting capability for their potential use and provide a forum for dialogue with them.

Change in leadership _____ ■

To realize my vision, I need your support for a change in WCO leadership. I will remain committed to listening to your views, needs and advice in order to work with you for the better world through the WCO.



Professional Experience

[Current Position]

Deputy Secretary General of the WCO (Jan. 2002, since Jan. 2007, 2nd term)

Before joining the WCO Secretariat as Deputy Secretary General, Mr. Mikuriya has demonstrated extensive expertise not only in customs and trade, but also budget and financial issues through his 25-year career in the Ministry of Finance (MOF) of Japan, where he served in a variety of senior management posts.

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| 2001 | Counsellor for Customs and Tariff Bureau, Minister' s Secretariat, MOF |
| 1999-2001 | Director, International Affairs, Customs and Tariff Bureau, MOF
- Served as Chairman of the WCO Finance Committee (2000-2001), where he exercised initiative to review budgetary and financial matters.
- During this period, lectured at GRIPS (National Graduate Institute for Policy Studies) as a Visiting Professor. |
| 1997-1999 | Director, Enforcement Division, Customs and Tariff Bureau, MOF
- During this period, lectured on customs issues at Harvard International Tax program for the three consecutive years. |
| 1995-1997 | Directorships in Budget Bureau, MOF, where he was responsible for civil servant salaries and budgets for Foreign Affairs, Trade and Industry and foreign aid. |
| 1993-1995 | Negotiator for the WTO (tariffs, customs related issues, including Customs Valuation, Rules of Origin, TRIPs and Antidumping measures), Customs and Tariff Bureau, MOF
- Served as a negotiator for the Uruguay Round and legislation of its outcome |
| 1990-1993 | First Secretary/Counsellor at the Japanese Mission to the WTO in Geneva
- Served as a negotiator for the Uruguay Round |
| 1987-1990 | Deputy Directorships in Budget Bureau, MOF, where he was in charge of legal affairs and budget for Justice and Police. |
| 1982-1984 | Seconded to the Bank of Japan |
| 1981-1982 | Director, Regional Tax Office |
| 1976 | Joined MOF |

[Education]

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| 1979 | Certificat d' étude, L' Institut des Etudes Politiques de Paris |
| 1976 | B.A. (Law), University of Tokyo |

[Language]

Fluent in English and French

Mother tongue: Japanese

Endorsement

I recognize that the missions of Japan Customs can be summarized as “collecting taxes and duties,” “ensuring security and safety,” and “facilitating trade and contributing to the national competitiveness.” Innovative policies are always required and international cooperation is indispensable in this regard.

I appreciate the work of the WCO, which aims to harmonize and unify customs procedures as well as to promote international cooperation. As the Prime Minister has written in his Letter of Recommendation, the WCO has become indispensable in various areas such as security and facilitation in the international trade supply chain, protection of intellectual property rights and the environment as well as capacity building, in addition to its basic mandated areas such as classification and valuation.

Now, I am honored to nominate Mr. Kunio Mikuriya as the candidate for the post of Secretary General of the WCO. Since he

assumed the office of Deputy Secretary General in 2002, Mr. Mikuriya has exercised strong leadership and contributed to various activities of the WCO, which greatly enhanced the profile of the WCO. I am confident that he will be able to contribute further to it on his new responsibilities and cope with constantly changing environment, which surrounds Customs in the 21st century.

Japan has been contributing to the WCO since its accession in 1964 and is currently the largest donor. At the last Council, I announced the “Package of Assistance for Developing Countries”, which would further support developing WCO Members. Mr. Mikuriya would follow up on this initiative to help implementing WCO instruments and handling other management issues in order to respond timely and effectively to your needs.

Considering his broad experiences and knowledge, excellent managerial ability, I believe that he would be the best candidate for both the WCO and its Members.



Yukiyasu Aoyama
Director General,
Customs and Tariff Bureau,
Ministry of Finance, Japan

Change Leadership with Professionalism



For More Competence, Consistency and Cooperation

