Acknowledgements

This has been a year of exceptional circumstances due to the COVID-19 pandemic, but it was thanks to the Council Chair and the leadership of the following six Vice-Chairs that we were able to conduct the WCO business in cooperation with Members:

- Mr. J.S Qudah from Jordan for the WCO North of Africa, Near and Middle East Region;
- Mr. G. Mbongo Koumou from the Republic of Congo for the WCO West and Central Africa Region;
- Mr. P.P Valashia from Botswana for the WCO East and Southern Africa Region;
- Mr. W. Ovalle Ramirez from Guatemala for the WCO South America, North America, Central America and the Caribbean Region;
- Mr. S. Mehdiev from Azerbaijan for the WCO Europe Region; and
- Mr. Askolani from Indonesia for the WCO Far East, South and South East Asia, Australasia and the Pacific Islands Region.
A MESSAGE FROM THE CHAIRPERSON OF THE COUNCIL

"Dear colleagues, it gives me great pleasure as Chairperson of the WCO Council to deliver this year's letter to you, and I would like to express my appreciation to the Members for the honour and privilege of serving."

I would like to express my pride in the meritorious efforts of the Members and the Secretariat of the World Customs Organization (WCO) to deal constructively with the global pandemic and its impacts on the global economic situation: most of the global focus has shifted as a result of the COVID-19 pandemic. It has, without a doubt, had an effect on the global economy on a scale never seen before. Good outcomes were achieved through continuous cooperation and coordination, which enabled the WCO to continue its regular meetings and arrange extraordinary meetings when the need arose. Also, the Organization was successful in implementing alternative solutions to deliver the necessary programmes.

As we review our achievements in this Report, we must remember the staff we have lost due to the pandemic, or in the performance of their duties; we must also pay tribute, with great appreciation and respect, to our heroes on the frontline for the sacrifices they are making in order to accomplish their work and facilitate trade and travel.

In this Report, we are placing before you the most important achievements of our Organization during a year of challenge - a year in which we have learned that changes and emergency situations motivate us to give the best of ourselves.

Countries have sought to stop the spread of coronavirus disease 2020 (COVID-19) by severely restricting travel and in-person commercial activities. However, Customs worldwide have played, and continue to play, a critical role in the fight against the pandemic as part of the frontline teams, especially in facilitating the movement of relief consignments and essential goods. While dealing with this difficult situation they must also plan for the next step, which is the recovery phase, in which the distribution of vaccines expected to take place in a smooth and secure manner.

Challenges always offer great opportunities; we must ensure that the WCO and its Members are capable of meeting the challenges of the current situation, as well as developing our strategic foresight capabilities. Furthermore, given the challenges we are currently facing, it is time to find alternative sources of income for the WCO. I would like to draw attention to some areas into which we may need to put extra effort going forward, in order to start the recovery process.

Customs-to-Customs collaboration

The first “Customs in the 21st Century” building block highlights the need for closer real-time collaboration between Customs administrations and between Customs and business, in facilitating legitimate trade and undertaking Customs controls. In order to enhance trade facilitation and strengthen risk management and the effectiveness of controls, there is a need for effective data exchange between and among Customs administrations. It would be in the interest of the global Customs community to avoid the development of specific data pipelines between some Members without an agreement on a global standard.

Despite a long history of data exchange at the bilateral level, global cooperation between Customs agencies has not achieved the desired momentum using the most effective and reliable technologies. Moreover, Customs administrations need to collaborate closely with other government agencies and the private sector. In order to ensure efficient communication and coordination, it is recommended that contact points be established.
Strengthening and sustaining IT solutions
Information technology used to be thought of as a helper. This has evolved in recent years, and IT is now widely accepted as a driver of transformational change and a means of sustaining competitive advantages. During the COVID-19 pandemic, health and safety initiatives put in place to stop the virus from spreading resulted in a slew of creative IT-based solutions. These types of solutions were introduced to ensure the continuity of Customs operations while safeguarding both duty station staff and users.

Supporting Human Resources
Friends, it is important to recognize that the physical and mental health of Customs staff may be considerably impacted. Customs administrations should regularly monitor the health, safety and readiness of their staff to ensure that they are able to satisfy the requirements of the recovery plan while continuing to apply safety and health protocols. Customs administrations should also train their staff on the operating modes and IT solutions that will be embraced and implemented. After the emergency has passed, it would be prudent to provide training for Customs staff who were not involved in the management of the response phase, so that they are familiar with the newly-deployed IT solutions.

Capacity Building
We are proud that during this challenging period, the Organization has demonstrated its ability to provide high-quality technical assistance and capacity building programmes in an advanced manner. Given the challenges faced, this must be a priority for all Customs administrations, so we must think about continuing to prepare to support these initiatives in order to ensure continuity in obtaining technology and exchanging experiences in a sophisticated way.

E-commerce
The effects of the COVID-19 pandemic, which included a nationwide lockdown, have accelerated the expansion of e-commerce towards new businesses and product types, leading to an increase in business and online transactions, which are consider safer and facilitated support for small and medium-sized companies (SMEs) in global value chains. This has prompted Customs administrations to address the task of processing thousands of postal parcels in order to prevent counterfeit goods, drugs, weapons, money-laundering consignments and other illegal goods from entering the country. This is a positive challenge, and I would like encourage all Members to benefitting from it in developing their e-commerce business for the next stage and future.

This Report reminds us, through the statistics and information it contains, that whatever the circumstances we can continue to work in a spirit of cooperation and partnership. Finally, I would like to extend my sincere thanks and appreciation to the Secretary General and the staff of the Secretariat for their successful work, and for their excellent efforts in preparing this Report.

Ahmed H. Al Khalifa
Council Chairperson,
World Customs Organization

“A difficult year, in which the Organization showed a stability and continuity of work we can be proud of.”
A MESSAGE FROM THE SECRETARY GENERAL

Since the beginning of the pandemic, the WCO Secretariat has made every effort to live up to the Organization’s mission and continue to deliver quality support to the Members. The Secretariat reflected on how it could best ensure business continuity and mitigate the impacts of the crisis on its functioning by leveraging virtual communication platforms and technology, and how it could pursue its activities in a remote manner to meet Members’ expectations and provide them with the necessary tools to overcome the challenges they have faced on the ground.

As part of this effort the WCO Secretariat published several notes, aimed at supporting SMEs, on how to establish and utilize essential goods’ lists during a disaster. In close cooperation with the World Health Organization (WHO), it also prepared a new Harmonized System (HS) classification reference for vaccines and medical consumables normally used during the vaccination process, including the equipment required for their storage and transportation.

At the same time, the crisis brought with it new issues such as the resurgence of illegal trafficking in medicines and medical supplies as well as issues related to vaccine distribution, which called for urgent responses and the development of specific tools so that Customs could address them adequately. In this context, the WCO has made its best efforts to raise awareness of the essential role played by Customs in times of crisis, and of the need to further equip Members with the appropriate instruments.

In coordination with other international organizations and the private sector, the WCO successfully conducted Operation STOP from May to July 2020. Ninety-nine Member administrations and the WCO’s network of Regional Intelligence Liaison Offices (RILOs) were involved in this Operation to combat the illegal trafficking of medicines and medical supplies, including those linked to COVID-19.

The objective of these initiatives was to ensure that Customs administrations could duly fulfil the roles assigned to them by societies at a time when the world was heavily disrupted. The next steps logically relate to post-pandemic recovery, and here again the role of Customs will be instrumental. This will especially be the case for smooth vaccine distribution, which is regarded as the primary condition for all economic activities to resume. In December 2020, the WCO Council adopted a Resolution on the role of Customs in facilitating the cross-border movement of situationally critical medicines and vaccines, which led to the establishment of a specific COVID-19 Action Plan which will run from January 2021 to June 2022.

The COVID-19 Action Plan sets out 25 specific actions aimed at ensuring that the WCO in its entirety contributes adequately to global efforts regarding the crisis and world recovery. The Action Plan provides a clear path to move forward and guarantee the full involvement of Customs in this context. As such it constitutes an overarching priority, in addition to the nine priorities defined by the Strategic Plan that will guide the WCO in the near future.

More than ever, Customs need to demonstrate their adaptability, agility and proactivity. The COVID-19 crisis has highlighted the need for further coordination between Organizations at the global level. I would like to thank Members for the valuable contributions and continuous support they have so generously provided during these challenging times. The WCO will continue to provide full support to its Members and make sure that Customs remain fully relevant as we strive to fulfil the theme of the year: “Customs Bolstering Recovery, Renewal and Resilience for a Sustainable Supply Chain.”

Dr. Kunio Mikuriya
Secretary General of WCO
WHO WE ARE

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

The WCO’s 2020-2021 Annual Report summarizes the WCO’s structure and activities, and includes data on all 183 WCO Members.
UNDERSTANDING THE WCO

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

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

Values
WE are a knowledge-based and action-oriented Organization.
WE believe in transparent, honest, and auditable governance procedures.
WE are responsive to our Members, stakeholders in trade, and society.
WE capitalize on technology and innovation.
WE believe in inclusiveness, diversity and equitable treatment and opportunities for all.

3 main areas of work
In order to fulfil its Mission and deliver the appropriate support in terms of trade facilitation, revenue collection and protection of society, the WCO relies on three types of activities.

INTERNATIONAL STANDARDS
developing international standards and promoting WCO key Packages: the Economic Competitiveness Package (ECP), the Revenue Package (RP), the Compliance and Enforcement Package (CEP), and the Organizational Development Package (ODP).

COOPERATION
fostering cooperation among Members and with other border agencies through the conduct of joint operations based on the exchange of information, harmonization of procedures, analysis and interpretation of data, and the common use of technologies.

CAPACITY BUILDING
delivering tailor-made capacity building and technical assistance to support and implement modern Customs standards and tools to assist Members in strengthening their overall performance.

98% of world trade is collectively processed by the WCO which represents 183 Customs administrations around the globe.
A glance at the highlights of the past year

The document-based PTC meeting took place. Almost 140 delegates, representing WCO Member Customs administrations, observers from several International organizations and the private sector participated in this meeting.

The WCO issued the 2019 Illicit Trade Report (ITR), an annual publication which offers a comprehensive study of illicit trade flows through an in-depth analysis of seizure data and case studies voluntarily submitted by Member Customs administrations worldwide.

Virtual Management Committee meetings were held regularly to discuss WCO strategies and developments in a fully virtual environment, thus ensuring that the Organization continues to fulfill its mandate towards its Members.

WCO Secretary General participated in the 9th ASEAAN-WCO Consultation held virtually. This Consultation, held annually in the margins of the Meeting of the ASEAAN Directors General (DGs) of Customs.

Consultation through Private Sector Consultative Group (PSCG) meetings. There was ample and ongoing consultation with private sector partners, aimed at jointly overcoming the challenges posed by the COVID-19 crisis. Consultation took place through weekly meetings with members of the Private Sector Consultative Group (PSCG).

JULY

AUGUST

SEPTEMBER

The WCO-Japan Career Development Programme (CDP) for 2019/2020 ended with a ceremony at which the Professional Associates (PAs) were awarded with certificates by the WCO Secretary General to mark their successful completion of the Programme.

The 5th Meeting of the UN Global Counter-Terrorism Coordination Compact Committee took place as a virtual meeting. Members of the Global Compact, including the WCO Secretary General exchanged views on how they had delivered their priorities and continued to support their members throughout the recent COVID-19 pandemic.

The Meeting of Ministers of Foreign Affairs of Landlocked Developing Countries (LLDCs) was held virtually. WCO Secretary General highlighted the WCO’s support to LLDCs in the COVID-19 era.

The 7th Annual Meeting of International Organizations of the Partnership took place as a virtual meeting. Eighteen Heads of International Organizations including the WCO Secretary General participated in the High-Level Webinar on “International Organizations and their Members Facing the Global Crisis Together.”

The 10th WCO Knowledge Academy for Customs and Trade was held virtually. It proved a resounding success, with over 960 participants taking part in the three-day intensive training course for Customs and trade professionals.

The 82nd WCO Fellowship Programme, intended for English speakers, was launched. Although the programme was opened remotely, WCO Secretary General welcomed the 16 Fellows very warmly during his opening address.

WCO Secretary General participated in the 9th ASEAN-WCO Consultation held virtually. This Consultation, is held annually in the margins of the meeting of the ASEAN Directors General (DGs) of Customs.
The 1st Global Free Zone Conference was virtually held with the theme “Ensuring Customs involvement for Free Zones’ competitiveness, safety and sustainability”.

The WCO launched a cycle for development of its next strategy with a Workshop on Strategic foresight for its North of Africa, Near and Middle East (MENA) region jointly chaired by Mr. Ahmed H. Al Khalifa, President of Bahrain Customs and WCO Council Vice-Chair for the MENA region, and Mr. Ricardo Treviño Chapa, WCO Deputy Secretary General. The Regional Workshops offered the opportunity to all WCO Members to contribute to the development of the next Environmental Scan, which will follow a Strategic foresight approach and constitute the basis of the Strategic Plan 2022-2025.

WCO Secretary General spoke at the African Union (AU) Sub-Committee of Directors General of Customs Meeting held online. The Meeting listened to a WCO presentation on the role of Customs in mitigating the impact of the COVID-19 pandemic and considered the draft AU Guidelines on Trade and Transport Facilitation for the Movement of Persons, Goods and Services across Africa during the COVID-19 Pandemic.

The WCO published the second edition of the Mercator Programme Report. The Mercator Programme, launched in June 2014, is the WCO’s flagship Initiative supporting Members and governments worldwide to implement trade facilitation measures, particularly those associated to the World Trade Organization’s (WTO) Trade Facilitation Agreement (TFA), expeditiously and in a harmonized manner by the application of WCO tools and instruments.

WCO Secretary General attended the Europe Region Heads of Customs Meeting held online.

The WCO published updated version of the Coordinated Border Management (CBM) Compendium.

The WCO Secretariat has published the 2020 edition of the Authorized Economic Operator (AEO) Compendium, offering a concise and structured overview of existing AEO programmes around the world and of Mutual Recognition Arrangements/Agreements (MRAs) signed between Customs administrations.

The WCO and its Members have successfully run a global emergency operation called “STOP” against illegal trafficking linked to COVID-19. Operation STOP is the WCO’s immediate and urgent response to the resurgence in illegal trafficking of medicines and medical supplies, including those linked to the COVID-19 pandemic.

The 137th Session of the WCO Council, the Organization’s supreme decision-making body, was held virtually. Heads of Delegation of some 150 WCO Member Customs administrations took part in it.

The WCO Working Group on Performance Measurement (WGPM) concluded the virtual session of its 2nd Meeting with the aim of preparing the ground for further steps towards ultimately establishing a comprehensive WCO Performance Measurement Mechanism (PWM).

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WCO Secretary General attended the Europe Region Heads of Customs Meeting held online.
A glance at the highlights of this year

**January**

- WCO Secretary General announced that this year’s International Customs Day (ICD), which is marked annually on 26 January, will be celebrated under the slogan: “Customs bolstering Recovery, Renewal and Resilience for a sustainable supply chain.”

- The Management Committee welcomed the newly appointed Directors and Deputy Director as members of the WCO Secretariat and involved them in discussions on matters of strategic importance for the future of the Organization, namely the Environmental Scan and Audit Plan.

**February**

- The WCO and International Civil Aviation Organization (ICAO) released their Joint WCO-ICAO Guiding Principles for Pre-Loading Advance Cargo Information and Joint WCO-ICAO Guidelines on Alignment of the Customs Authorized Economic Operator and Aviation Security Regulated Agent/Known Consignor Programmes.

- WCO Deputy Secretary General attended the Pan-European Network of Customs Practitioners (PEN-CP) Annual Event. The PEN-CP is European Union (EU) Horizon 2020 funded network with 13 European Customs administrations.

- The WCO released a new publication “Customs fostering sustainability for People, Prosperity and the Planet”, which is designed as a look back on the WCO theme for 2020.

**March**

- WCO Deputy Secretary General attended a meeting of the European Union (EU) Council Customs Cooperation Working Party (CCWP).

- WCO Secretary General attended an online Seminar hosted by the Japan External Trade Organization (JETRO).

- The WCO has contributed to an insight report issued by the TradeTech (technologies for trade) with the title “Mapping TradeTech Trade in the Fourth Industrial Revolution”. TradeTech is an initiative launched by the World Economic Forum (WEF) that provides a platform for creating and developing a partner ship to co-design the norms and policies around incorporating emerging technologies into trade.

- At the invitation of the United Nations Office on Drugs and Crime (UNODC), WCO Secretary General spoke at the high-level segment of the 14th United Nations (UN) Congress on Crime Prevention and Criminal Justice. The Congress was held in Kyoto, Japan.

- The WCO concluded its consultation cycle on Strategic foresight with a Workshop dedicated to the WCO Americas and Caribbean Region with opening speech delivered by the WCO Deputy Secretary General. He explained how the Environmental Scan had significantly evolved in the past two years, implying more research, analysis, and adding some considerations for Customs responses in light of the identified global trends.

- The Association of Customs Representatives granted WCO staff the opportunity to become associate members. Since then, regular virtual events have been held to strengthen links and enhance communication between Brussels-based Customs representatives.

- The WCO hosted the 39th Session of the Technical Committee on Rules of Origin (TCRO). Deputy Secretary General welcomed the Chair Ms. Ding Nuo. The meeting was attended by more than 100 participants from around the world.

- The WCO held the 2nd Global Origin Conference virtually. With over 1,350 registered participants, the Conference offered a good opportunity to hear and discuss a wide range of viewpoints and experiences on the topic of Origin.

- The WCO and International Civil Aviation Organization (ICAO) released their Joint WCO-ICAO Guiding Principles for Pre-Loading Advance Cargo Information and Joint WCO-ICAO Guidelines on Alignment of the Customs Authorized Economic Operator and Aviation Security Regulated Agent/Known Consignor Programmes.
The 1st Meeting of the Passenger Facilitation and Control Working Group (PFCWG) took place virtually based on the endorsement of the Terms of Reference at the 83rd Session of the Policy Commission and the 137th Session of the Council.

The 5th WCO Global AEO Conference took place under the theme “AEO 2.0: advancing towards new horizons for sustainable and secure trade” It was hosted by Dubai Customs and the Federal Customs Authority (FCA) of the United Arab Emirates (UAE).

The West and Central Africa (WCA) Regional Conference of Directors General of Customs was held online. The Conference reviewed and discussed the progress in the Region, Customs modernization, the African Continental Free Trade Area (AfCFTA), measures to combat fraud and capacity building needs.

The MENA Regional Meeting of Directors General of Customs took place virtually. It brought together representatives from sixteen of the eighteen Members administrations of the region as well as the ROCB, the RILO and the League of Arab States.

The Asia-Pacific (AP) Regional Meeting of Directors General of Customs took place virtually. It brought together many heads of Customs in the region as well as the ROCB, and RILO.

The Heads of Customs Meeting of the Americas/Caribbean (AMS) Region was held virtually. The Meeting participants discussed regional priorities and shared their best practices relating to the WCO theme for this year, “Recovery, Renewal and Resilience for a Sustainable Supply Chain”.

WCO Secretary General met with WTO Director-General Dr. Ngozi Okonjo-Iweala at WTO headquarters in Geneva, Switzerland. They agreed on further cooperation between the two Organizations in a wide range of areas.

The WCO successfully delivered an HRM (Human Resource Management) Conference under the theme Building Customs Resilience through Human Capital for the WCO Americas region. The Conference was attended by up to 500 participants from Customs, academia as well as private and public organizations.

The WCO lent its voice to the international community’s celebration of World Environment Day and joined its call for action to protect and preserve our planet.
ORGANIZATION, STRUCTURE AND REGIONAL ENTITIES

Organization of the WCO Secretariat

The WCO Secretariat is charged with the day-to-day operations of the Organization. A diverse staff of upwards of 200 people from around the world deliver on the WCO’s vision and its Strategic Plan as approved by the Council, with support from the Committees.

THE OFFICE OF THE SECRETARY GENERAL
which includes the Secretary General and the Deputy Secretary General, provides management and strategic guidance.

THE DIVISION OF ADMINISTRATION AND PERSONNEL
is responsible for the administrative management of the Secretariat, and oversees both the human and financial resources of the Organization.

THE RESEARCH UNIT (RU)
produces evidence-based analytical research and policy analysis on Customs and international trade topics. It also organizes international research events such as the annual PICARD Conference.

THE COMMUNICATIONS SERVICE
is responsible for public affairs, stakeholder visits, and media engagement. It produces the magazine WCO News, which is issued three times a year and distributed to WCO Members, donor institutions, national development agencies, International Organizations, professional associations, and private sector entities.

THE TARIFF AND TRADE AFFAIRS DIRECTORATE (T&TA)
deals with the central core of Customs skills - commodity classification, valuation of imported goods, and rules of origin matters. Managing the Harmonized System (HS), the WTO Valuation Agreement and the WTO Agreement on Rules of Origin, T&TA supports the revenue functions of Customs administrations. The uniform interpretation and correct application of the core instruments, the HS and the WTO Valuation Agreement, and the management and application of Rules of Origin are the main focus, but this expands to related areas including, but not limited to, the Customs laboratories, the link between the Valuation Agreement and transfer pricing, supporting Customs administrations developing procedures to administrate the proliferation of preferential trade arrangements and the implementation and improvement of Advance Ruling systems.

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

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

SECRETARY GENERAL
K. MIKURIYA, Japan

DEPUTY SECRETARY GENERAL
R. TREVIÑO CHAPA, Mexico

ADMINISTRATION AND PERSONNEL

TARIFF AND TRADE AFFAIRS (T&TA)
Director, K. KARPOPOULOS, Greece

CAPACITY BUILDING (CBD)
Director, T. KANG, Republic of Korea

COMPLIANCE AND FACILITATION (C&F)
Director, P.K. DAS, India

Nomenclature
Valuation
Origin

Technical assistance
Organizational development

Procedures and Facilitation
Enforcement and Compliance
The Regional entities of the WCO

**THE REGIONAL INTELLIGENCE LIAISON OFFICES (RILOs)**

are responsible for the collection and analysis of enforcement-related data. The RILO network covers all six WCO regions and consists of offices in 11 countries: Cameroon, Chile, Korea (Republic of), Germany, Morocco, Poland, Russian Federation, Saudi Arabia, Saint Lucia, Senegal and Zimbabwe.

**THE REGIONAL OFFICES FOR CAPACITY BUILDING (ROCBs)**

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

**THE REGIONAL TRAINING CENTRES (RTCs)**

contribute to the regionalization of capacity building by providing facilities for training. There are a total of 29 RTCs: seven in the Asia Pacific Region (China; Fiji; Hong Kong; China; India; Japan; Republic of Korea; and Malaysia), four in the East and Southern Africa Region (Kenya; Mauritius; South Africa; and Zimbabwe), three in the West and Central Africa Region (Burkina Faso; Republic of Congo and Nigeria), seven in the Europe Region (Azerbaijan; Hungary; Kazakhstan; Kyrgyzstan; North Macedonia; Russian Federation; and Ukraine), two in the Americas and Caribbean Region (Brazil and the Dominican Republic) and six in the North Africa, Near and Middle East Region (Egypt; Jordan; Kuwait; Lebanon; Saudi Arabia; and Tunisia).

**THE REGIONAL CUSTOMS LABORATORIES (RCLs)**

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

**THE WCO REGIONAL DOG TRAINING CENTRES (RDTCs)**

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

The boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance by the World Customs Organization.
The Council is the supreme decision-making body of the WCO and convenes once a year. It is during this annual Council Session that final decisions regarding the Organization’s work and activities are agreed upon. The Policy Commission submits policy recommendations and the WCO Strategic Plan to the Council.

### COUNCIL & POLICY COMMISSION (PC)

**Chairperson:** Mr. Ahmed H. Al Khalifa (Bahrain)

**Vice-Chairpersons:** Azerbaijan, Botswana, Congo (Republic of the), Guatemala, Indonesia and Jordan.

The Council is the supreme decision-making body of the WCO and convenes once a year. It is during this annual Council Session that final decisions regarding the Organization’s work and activities are agreed upon. The Policy Commission submits policy recommendations and the WCO Strategic Plan to the Council.

### FINANCE COMMITTEE

- **Chairperson:** Mr. Peter Hill (Canada)
- **Vice-Chairperson:** Ms. Denton Albiqui (Guatemala)
- **Secretary:** Mr. Michael A. McCredie (Australia)

The Finance Committee is responsible for budgetary and financial matters.

### AUDIT COMMITTEE

- **Chairperson:** Mr. Amitendu Pal (Bangladesh)
- **Vice-Chairperson:** Ms. Alia Al-Tabbaa (United Arab Emirates)

The Audit Committee assists the Policy Commission and the Council by evaluating WCO programmes, policies, and administrative procedures.

### CAPACITY BUILDING COMMITTEE (CBC)

- **Chairperson:** Mr. Marcellin Djeuwo (Cameroon)
- **Vice-Chairperson:** Mr. Peter Willemse (Netherlands)

The Capacity Building Committee develops capacity building, technical assistance, and training strategies, standards, and tools, and provides a forum for co-operation and information exchange on development topics.

### INTEGRITY SUB-COMMITTEE (IS)

- **Chairperson:** Ms. Lilian Ho (Malaysia)
- **Vice-Chairperson:** Mr. Marcelle Djuwono (Cameroon)

The Integrity Sub-Committee evaluates the WCO Integrity Development Programme and Integrity-related tools, ensuring that Member needs and views are included, and acts as a focal point for all integrity-related issues within the WCO and among its Members.

### PRIVATE SECTOR CONSULTATIVE GROUP (PSCG)

- **Chairperson:** Mr. John Mäki (Brazil)
- **Vice-Chairperson:** Mr. Marcello Allexa (Portugal)

The Private Sector Consultative Group informs and advises the WCO Secretariat, the Policy Commission, and WCO Members on Customs and international trade matters from the perspective of the private sector.

### WORKING GROUP ON PERFORMANCE MEASUREMENT (WPGM)

- **Chairperson:** Mr. Dmytriy Saboevich (Russian Federation)

The Working Group on Performance Measurement develops a comprehensive WCO Performance Measurement Framework (PMF), including key performance indicators in all Customs competencies. The PMF is expected to provide a politically recognized and evidence-based, scorecard assessment that can be used to improve the Customs organizational performance and reflect the application of WCO tools and instruments.

### HARMONIZED SYSTEM COMMITTEE (HSC)

- **Chairperson:** Ms. Ulle Larsson (Sweden)

The Harmonised System Committee implements the HS legal texts to secure uniform classification of goods, including settlement of classification disputes between contracting parties, and amends the HS legal texts to reflect developments in technology and changes in trade patterns.

### TECHNICAL COMMITTEE ON CUSTOMS VALUATION (TCCV)

- **Chairperson:** Mr. Marjukka-Niina Nurmi (Iceland)

The Technical Committee on Customs Valuation was established in accordance with Article 18 of the Agreement on Implementation of Article VII of the General Agreement on Tariffs and Trade 1994, under the auspices of the WCO, with a view to ensuring, at the technical level, uniformly in interpretation and application of the Valuation Agreement.

### TECHNICAL COMMITTEE ON RULES OF ORIGIN (TCRO)

- **Chairperson:** Mr. Ahmed H. Al Khalifa (Bahrain)

The Technical Committee on Rules of Origin was established with Annex 4.2 of the WCO Agreement on Rules of Origin. The TCRO is a WCO body that operates under the auspices of the WCO Secretariat. The TCRO operates under the general guidance of the HS Committee. Its purpose and scope is the drafting the texts of proposals for the review of the HS Nomenclature, Explanatory Notes and Compendium of Classification Opinions before their final adoption by the HS Committee.

### HS WORKING PARTY (HS WP)

- **Chairperson:** Mr. Hassan A. Al Jasmi (United Arab Emirates)

The HS Working Party acts under the overall direction of the HS Committee. Its purpose and scope is the implementing the terms of the possible amendments to the HS Nomenclature, Explanatory Notes and Compendium of Classification Opinions before their final adoption by the HS Committee.

### HS REVIEW SUB-COMMITTEE (HSRS)

- **Chairperson:** Mr. Ismail Nashid (Maldives)

The Review Sub-Committee acts under the overall direction of the HS Committee. Its purpose is the examination of proposals for the review of the HS under the general guidance of the HS Committee, and to propose to the HSC amendments to the HS so as may be considered desirable having regard, in particular, to the needs of users and to changes in technology or in patterns of international trade.

### SCIENTIFIC SUB-COMMITTEE (SSC)

- **Chairperson:** Dr. F. M. Sieberth (Australia)

The Scientific Sub-Committee acts as an advisory body of the Council on questions involving chemical or other scientific matters. It also serves as an advisory body of the WCO Secretariat on any matters relating to the classification of scientifical substances, and reports directly to the HSC.

### ENFORCEMENT COMMITTEE

- **Chairperson:** Mr. Peter William (The Netherlands)

The Enforcement Committee contributes to the WCO’s work on anti-smuggling, compliance, and intelligence in areas such as security, commercial fraud, mutual administrative assistance, illicit drug trafficking, and money laundering.

### SAFE WORKING GROUP

- **Chairperson:** Mr. Ismail Nashid (Maldives)

The SAFE Working Group is responsible for the SAFE Framework of Standards to Secure and Facilitate Global Trade.

### SAFE MANAGEMENT TEAM

- **Chairperson:** Mr. Peter Willmott (The Netherlands)

The SAFE Management Team assists the SAFE Working Group in developing SAFE implementation strategies.

### GLOBAL BILATERAL MEETING (GBM)

- **Chairperson:** Mr. John Mäki (Brazil)

The GBM is a platform for the exchange of views on the Customs’ operational performance and the application of SAFE tools.

### ELECTRONIC CRIME EXPORT GROUP

- **Chairperson:** Mr. Benoit Riche (Canada)

The Electronic Crime Export Group focuses on the application of SAFE tools in the context of the electronic export of goods.

### ELECTRONIC INFORMATION AND INTELLIGENCE STRATEGY PROJECT

- **Chairperson:** Mr. John Mäki (Brazil)

The Electronic Information and Intelligence Strategy Project focuses on the application of SAFE tools in the context of electronic information and intelligence.

### WCO/UPU CONTACT COMMITTEE

- **Chairperson:** Mr. John Mäki (Brazil)

The WCO/UPU Contact Committee facilitates the exchange of views on the implementation of the Kyoto Convention and other related international instruments.

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### WORKING GROUP ON THE COMPREHENSIVE REVIEW OF THE REVISED KYOTO CONVENTION

- **Chairperson:** Mr. John Mäki (Brazil)

The Working Group on the Comprehensive Review of the Revised Kyoto Convention focuses on the implementation of the Kyoto Convention and other related international instruments.

### WORKING GROUP ON THE WTO TRADE FACILITATION AGREEMENT

- **Chairperson:** Mr. John Mäki (Brazil)

The Working Group on the WTO Trade Facilitation Agreement focuses on the implementation of the WTO Trade Facilitation Agreement and other related international instruments.

### WCO DIPLOMATIC CONTACT GROUP

- **Chairperson:** Mr. John Mäki (Brazil)

The WCO Diplomatic Contact Group facilitates the exchange of views on the implementation of the Kyoto Convention and other related international instruments.

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- **Chairperson:** Mr. John Mäki (Brazil)

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### REVISED KYOTO CONVENTION MANAGEMENT COMMITTEE

- **Chairperson:** Mr. John Mäki (Brazil)

The Revised Kyoto Convention Management Committee focuses on the implementation of the Kyoto Convention and other related international instruments.

### PASSENGER FACILITATION AND CONTROL WORKING GROUP

- **Chairperson:** Mr. John Mäki (Brazil)

The Passenger Facilitation and Control Working Group focuses on the implementation of the Kyoto Convention and other related international instruments.

### WCO/PTA CONTACT GROUP

- **Chairperson:** Mr. John Mäki (Brazil)

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### SAFE WORKING GROUP

- **Chairperson:** Mr. Ismail Nashid (Maldives)

The SAFE Working Group is responsible for the SAFE Framework of Standards to Secure and Facilitate Global Trade.
The key role of Customs in addressing the crisis and contributing to recovery

RESOLUTION OF THE CUSTOMS CO-OPERATION COUNCIL ON THE ROLE OF CUSTOMS IN FACILITATING THE CROSS-BORDER MOVEMENT OF SITUATIONALLY CRITICAL MEDICINES AND VACCINES

In early 2020, COVID-19 plunged the world into a unique crisis impacting every aspect of human society. Since then, stakeholders throughout the global economy can agree that their actions and initiatives have been COVID-19-focused. It is no different for Customs and the WCO, which have had to adapt their working procedures and adjust their areas of focus, taking into account the spread of the pandemic and the measures needed to mitigate it.

After more than a year of disruption caused by the virus, and of related adaptation at global level, the world is now at the stage where the post-pandemic environment needs to be prepared to serve recovery. Throughout the pandemic Customs and the WCO have proved their value in times of crisis, by facilitating the movement of essential goods and providing guidance on the handling of medical equipment and supplies. The next step relies on the smooth distribution of vaccines, which will constitute the fundamental basis of recovery.

Cognizant of the essential function of Customs in this context, in December 2020 the WCO endorsed the Resolution of the Customs Co-operation Council on the Role of Customs in facilitating the Cross-Border Movement of Situationally Critical Medicines and Vaccines (the Resolution), with the aim of defining and specifying the role of Customs – at both Member and WCO Secretariat levels – in the handling of critical medicines and vaccines. The Resolution outlines 17 measures relating to specific actions that the WCO as a whole undertakes to apply. Twelve of these measures are addressed to WCO Members, as actions to be implemented immediately at the operational level in order to facilitate and control the cross-border movement of these critical goods. Four specific measures are addressed to the WCO Secretariat as areas in which a strong focus is needed to provide Members with the required assistance and support. The final measure sets out the responsibilities for monitoring the implementation of the Resolution.

To guide the efforts of the WCO as a whole, the Resolution calls for the development of a specific COVID-19 Action Plan. The aim of this Action Plan is to ensure the consistency of the actions undertaken and the clarity of the objectives pursued by the Customs community now and in the future. It constitutes an overarching priority in the WCO’s implementation of the Strategic Plan this year, and is intended to overcome the challenges related to the COVID-19 pandemic, support efforts to bring the world back on track, and ensure a higher level of preparedness if such a situation should even reappear.

Further to the Resolution, the WCO developed its COVID-19 Action Plan, covering the period January 2021 to June 2022. Listing a series of 25 specific actions, the Action Plan directly responds to the 17 measures in the Resolution. It focuses on providing WCO Members with the right tools and technical assistance to efficiently manage the flows of critical medicines and vaccines, but its scope goes far beyond this.

The distribution of vaccines has now started, as has the vaccination process. However, there remain disparities between the different countries and regions of the world. Customs will therefore be required to sustain its active and effective involvement in the coming months to ensure that the vaccination process can be rolled out globally. To this end, the WCO Secretariat has already published a dedicated Note to accompany WCO Members in their efforts to implement the Resolution. The Harmonized System was also adapted in January 2021 to include a classification reference for vaccines and related supplies and equipment.

The role of Customs is not limited to facilitating the cross-border movement of these urgently needed goods; it also covers aspects related to the protection of society. The race is on to get vaccination underway worldwide, and countries are of course impatient to start the process.

This situation offers opportunities to criminals, who try to take advantage of this emergency by marketing illegal medicines and medical supplies that are potentially harmful.

A SPECIFIC COVID-19 ACTION PLAN FOR PROPER FOLLOW-UP AND CLARITY

To combat these activities, in May-July 2020 the WCO carried out Operation STOP, involving 99 Member administrations and the network of Regional Intelligence Liaison Offices (RILOs), as well as international organizations such as INTERPOL, the UNODC, OLAF and Europol, and the private sector, represented by Novartis, Servier, Pfizer, Sanofi and U. Operation STOP resulted in 1,683 seizures, including 300 million units of medicines, as well as more than 47 million units of medical supplies (masks, gloves, COVID-19 test kits, thermometers and gowns), and approximately 2.8 million litres of hand sanitizer gel. By protecting citizens from potentially ineffective or even harmful medical products and equipment, thousands of lives have undoubtedly been saved, and borders have been made more secure, thereby mitigating the effects of the COVID-19 pandemic.

OPERATION STOP

99 Member administrations and the network of RILOs, international organizations and private sector

1,683 seizures including

| 300 M | units of medicines |
| 47 M  | units of medical supplies |
| 2.8 M | litres of hand sanitizer gel |

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The success of Operation STOP led the WCO to approve a second, similar initiative. Operation STOP 2 is to take place from 30 April to 30 September 2021. The expectation is that more WCO Members will participate, together with an increasing number of external stakeholders.

The COVID-19 crisis demonstrated a global lack of preparedness by economic actors and societies across the world. It is therefore appropriate to respond to the immediate needs emanating from this specific crisis while developing the right instruments in the event that a similar global situation emerges in the future. A forward-looking approach is necessary to better address the challenges related to crisis. The COVID-19 Action Plan developed by the WCO includes the development of specific materials aiming at providing Customs with the right equipment in the event of natural disaster, emergency or crisis, to help Customs apply proper risk management, ensure supply chain resilience and manage their staff appropriately. The flagship instruments of the WCO, such as the Revised Kyoto Convention and the SAFE Framework of Standards, will also be updated to cover these kinds of situations more specifically and to allow Customs to respond to them proactively.

Finally, the Action Plan insists on the need to further develop partnership at the global level, between Customs, international organizations and the private sector. The COVID-19 pandemic underlined that cooperation is always the best way to respond to global threats. Customs will therefore strive to promote further coordination and harmonized action. The post-pandemic world should greatly benefit from the reinforced linkages between stakeholders, as an important part of the solution. Through the COVID-19 Action Plan, Customs highlights its readiness to play its role in bolstering Recovery, Renewal and Resilience for a sustainable supply chain.
Introduction

Over the past few years, the WCO Environmental Scan has been published annually in order to provide Customs administrations and external stakeholders with an overview of the main global trends affecting trade during the given year and their potential impact on Customs’ roles, policies and practices. In more recent years, this document was profoundly reviewed so that it might become strategically useful for the WCO, especially with regard to the kind of responses Customs could define in the light of world trends and future perspectives.

Numerous discussions were held within the WCO on how to further use of this document at strategic level. The outcomes of these discussions highlighted the need to reinforce the linkages between the WCO Environmental Scan and the triennial Strategic Plan, given that the overall strategy followed by the WCO should be based on the findings emanating from the Environmental Scan analysis.

This year, therefore, the Environmental Scan is different in the sense that its observations and conclusions will fully inform the Strategic Plan 2022-2025. The document presented to the June 2021 Policy Commission and Council is the result of an inclusive approach which draws on the collective wisdom of the WCO Members, the Secretariat’s senior management and staff and the private sector, through a series of workshops held between November 2020 and March 2021. Given that the overall strategy of the WCO needs to reflect the actual realities and concerns of people composing the Customs community, it appeared essential to draft this document on the basis of collective efforts in which all relevant actors had a chance to share their views.

The exercise has been a success, in terms of both participation and inputs. The results of the consultation are presented in a way that will allow for the proper definition of specific KPIs and key objectives for the future Strategic Plan. In line with the approach taken during the workshops, the Environmental Scan follows the PESTLE methodology in order to cover broad areas of strategic review. For each of the aspects included in PESTLE, the outcomes of the workshops and Secretariat’s analysis are presented and a desirable future is defined.

1 PESTLE is a mnemonic which in its expanded form denotes P for Political, E for Economic, S for Social, T for Technological, L for Legal, and E for Environmental. It gives a bird’s eye view of the whole environment from many different angles that one wants to check and keep a track of while contemplating a certain idea or plan. https://pestleanalysis.com/what-is-pestle-analysis/
The workshops were organized in such a way to allow for brainstorming on a variety of aspects impacting Customs activities both now and in the future. Various ideas and comments were expressed in varying shades of optimism and pessimism. At the end of this exercise, it was possible to identify a common ground for agreement:

- there is a future for Customs administrations;
- adaptability and international cooperation will be essential to cope with the new opportunities and challenges;
- the evolving world presents more opportunities than challenges, provided that the issues at stake are approached in a problem-solving manner and in a spirit of open-mindedness.

Initial considerations

The Environmental Scan was drafted with the above considerations in mind. The world of today requires harmonized methods and approaches designed to facilitate initiatives and simplify the work of governments and business, as well as how the WCO can support this objective.

The SWOT analysis undertaken during the process highlighted that strengths can also be weaknesses and that opportunities could become threats if not properly addressed. The world evolves quickly and becomes increasingly complex, but there is no place for defeatism. There is no situation so dire that it cannot be remedied, and the impacts of any situation will depend greatly on how it is handled. Regardless of what the future might hold, Customs should always be fully prepared for any eventuality, and be able to tackle it appropriately and respond to it in the best possible way.

One aspect often referred to during the regional workshops concerned differences in the level of development of WCO Members. This certainly represents a challenge in some respects, but it is also a valuable asset for any organization. The noticeable differences in development levels should not prevent the WCO from developing a common understanding and defining common goals that could easily be shared by Customs administrations all over the world.

The Environmental Scan seeks to outline how Customs can sustain their relevance in future and emerge as a modern, dynamic and trustworthy partner for governments and business, as well as how the WCO can support this objective.

Potential future risks and opportunities were discussed and analysed in order to propose possible responses by Customs that will enable them to remain sustainable going forward. Visions of a desirable future for each PESTLE perspective were developed in order to set a clear path forward that Customs’ should proactively seek. It is, of course, impossible to predict the future with any degree of certainty, and so the adaptive capacity of structures and processes is of fundamental importance in enabling them to respond appropriately to different scenarios, while preserving their core role and functions.

According to the WCO Mission Statement, “The World Customs Organization develops international standards, fosters cooperation and builds capacity to facilitate legitimate trade, to secure a fair revenue collection and to protect society, providing leadership, guidance and support to Customs administrations.” This statement captures the essence of the WCO’s role in support of its Members and describes, in a few words, the overall purpose of Customs. Although the thrust of the statement will remain applicable in future, the definition to be given to the terms trade, revenue collection, society and leadership may be subject to change. By analysing the six key factors of the PESTLE methodology, the Environmental Scan endeavours to provide reflections to reply to these questions, to envisage the future of Customs and determine the best possible way forward for the entire Customs community.

These visions of a desirable future are to be considered as objectives that can be shared by all Members of the WCO.
Envisaging the future with accuracy is not possible, the world of today is complex and embraces many different realities which are sometimes contradictory. This is even more the case at a time when the world is facing a situation like the COVID-19 pandemic.

In order to respond in a coherent manner and to address multiple possible realities, it was decided to keep potential scenarios at macro level. The scenarios outlined in the Environmental Scan are representative enough to be recognized as plausible by most Customs administrations and are directly linked to the way our societies will recover from the COVID-19 pandemic. The issue is not about knowing what the future will look like but how to be prepared and how Customs should position themselves appropriately when faced with multiple potential realities.

The six aspects covered by the PESTLE methodology aims at providing possible responses from Customs administrations and from the WCO, in order to remain relevant in the future and, this, notwithstanding the global environment. During the workshops, different scenarios were discussed; the Environmental Scan envisages two opposite situations, the reality will likely be somewhere between them.

As stated before, it is not the objective of Environmental Scan to guess how the future will be. The purpose is to identify those potential risks and opportunities that might arise in the coming years and raise awareness on possible actions that could lead to a desirable result in which such opportunities are grasped, and risks are mitigated regardless of the environment’s uncertainty and volatility. This can only be achieved by keeping a high level of proactivity, flexibility, and adaptability in WCO’s strategy.
Key words for years to come: what Customs need?

**ADAPTABILITY**
Notwithstanding the scenario in front of them, Customs should be able to address in consistent and flexible manner the matters it brings. Adaptability is the key for ensuring sustainability.

**PROACTIVITY**
Emerging trends and new development bring new needs and call for adaptation of tools, procedures and regulation. Customs should be a leading agency in proactively addressing what needs to be addressed now to prepare the future, and not react in emergency to a matter that was known for a certain time.

**AGILITY**
Customs should be equipped with the right tools to immediately intervene in case of crisis. Agility is key to secure business continuity and ensure resilience of supply chain. The WCO could benefit from such agility in the procedures to update its tools and instruments.

**OPEN-MINDEDNESS**
Nothing is impossible and every problem has its solution. The world of today and the world of tomorrow need to be regarded with confidence and positivism to move forward and avoid of being stuck in endless worries.

**COORDINATION**
The recovery of the post-crisis world will not be possible without proper coordination of efforts and cooperation between sectors. Customs should act together with their partners in order to define common solutions, common goals and common success.

The WCO Environmental Scan presents the most important issues to be considered in the preparation of the future of Customs and of the WCO. The trends and outcomes presented will shape the development of the Strategic Plan 2022-2025, which will seek to be entirely relevant with regard to the desired direction that Customs should take in the future.

All the aspects of the PESTLE methodology and many interrelated issues will be addressed through the coherent adaptation of the WCO and Customs in the light of world trends. Essentially, this paper calls for better adaptability, greater proactivity and further cooperation on a global scale. The urgent needs in these areas have been clearly demonstrated during the COVID-19 crisis, which should be viewed as an exercise in lessons learned that require action by the entire Customs community.

The future of Customs will greatly depend on the initiatives taken, in a coherent and timely manner, by both the WCO and Customs to achieve the desirable outcomes presented in the six sections of PESTLE. Customs will continue to be needed in the world of tomorrow, and they are expected to devise appropriate solutions in preparation for its challenges and characteristics.

Anxiety and scepticism are not viable solutions for moving forward. The world is increasingly complex, but every challenge can be addressed with an open mind and appropriate solutions. There is an opportunity for the WCO and Customs to show leadership in connection with many emerging challenges and to position Customs as a global solution provider.
The Environmental Scan in a glimpse

**Political aspect**

*Customs and policies*

What role can the WCO and Customs administrations play at international, regional and national levels?

**Economic aspect**

*Customs and international recovery*

How to deal with matters of urgent necessity while addressing major challenges to modern trade?

**Social aspect**

*Customs and new threats to societies*

What skills and competencies are required to address future risks appropriately?

**Technological aspect**

*A digital world*

How can Customs functions be served in a digitally growing environment?

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**OPPORTUNITIES AND CHALLENGES**

**CUSTOMS RESPONSE**

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**CUSTOMS RESPONSE**

**DESIRABLE FUTURE FOR CUSTOMS**

**DESIRABLE FUTURE FOR CUSTOMS**

**DESIRABLE FUTURE FOR CUSTOMS**

**DESIRABLE FUTURE FOR CUSTOMS**

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Customs are:

- A trusted government adviser
- Global coordinator between multiple border agencies and the private sector
- Fully involved in trade/security decisions and political decision-making process

Customs have:

- Harmonized and updated global procedures
- Adapted to the modern economy and digital trade
- Strong partnership with business
- Resilience and continuity in center of strategy

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Customs are:

- Equipped to face the new risks and threats emanating from the modern economy
- SMART customs, efficient in their risk management strategy and targeted driven
- Open mind to taking on new roles

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Customs are:

- Customs are IT leaders and have IT embedded on their DNA
- SMART Customs, also leading SMART borders
- SMART Interconnectivity and interoperability: exchange of information
- Full use of data analytics
### Legal aspect
**Customs and regulation**

What is the future for WCO standards?

**OPPORTUNITIES AND CHALLENGES**

<table>
<thead>
<tr>
<th>Lack of implementation of WCO tools</th>
<th>Develop monitoring mechanism</th>
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<td></td>
<td>Reinforce the regional network for implementation</td>
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<tr>
<td></td>
<td>Reinvent the approach for quick adaptation</td>
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**CUSTOMS RESPONSE**

Other international organizations

- Raise WCO expertise as competitive advantage

**DESIRABLE FUTURE FOR CUSTOMS**

CUSTOMs have:
- Updated instruments and tools
- Monitoring mechanism for implementation and impact of key tools
- WCO is a proactive partner of other organizations in Customs matters

### Environmental aspect
**A sustainable world**

What role can Customs play in the green economy?

**OPPORTUNITIES AND CHALLENGES**

<table>
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<tr>
<th>Green economy and society</th>
<th>Review practices and raise awareness of our people</th>
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<td></td>
<td>Engage in circular economy</td>
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<td>Reflect on the appropriate legal frame</td>
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<tr>
<td>Wildlife</td>
<td>Combat illegal trafficking of endangered species</td>
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**CUSTOMS RESPONSE**

**DESIRABLE FUTURE FOR CUSTOMS**

CUSTOMs are:
- Promoters of the need for further commitment in environmental matters
- Adapting environmental perspective in instruments and tools
- Effective actors in avoiding environmental and wildlife crimes
WCO STRATEGIC GOALS

Results

SG. Provide leadership, guidance and support to Customs administrations

The WCO has set as its main Strategic Goal to provide leadership, guidance and support to its Members.

For this purpose, the WCO will focus on the delivery of initiatives promoting more facilitation, better and fairer revenue collection and better protection of the society. The WCO will continue to create, update and promote its tools and instruments for modern Customs procedures. The WCO will also continue to deliver technical assistance to its Members according to their needs, and will provide guidance and tools to deepen cooperation.

Members perspective

SO1. Facilitation
SO2. Revenue collection
SO3. Protection of society

The improvement of WCO processes, through the development of international standards, the reinforcement of cooperation and the delivery of tailor-made capacity building is aiming at providing Members with the necessary tools and instruments to provide more facilitation, improve revenue collection and to better protect society. These three Strategic Objectives are responding to the definition of the role of Customs in today’s world. As a modern and dynamic global organization, the WCO is expected to provide Members with various initiatives aiming at equipping them to face the current challenges but also the future challenges.

The Strategic Plan aims at responding to Members’ expectations in the best possible way, focusing the efforts of the Organization on a certain number of concrete processes that will allow the completion of the main goal and objectives of the Strategic Plan.

WCO processes

The various initiatives undertaken with regard to the Strategic Objectives detailed above will mainly be performed through three types of activities, namely the development of international standards, the reinforcement of cooperation, and the provision of capacity building support.

1. INTERNATIONAL STANDARDS
   - SP1. Economic Competitiveness Package
   - SP2. Revenue Package
   - SP3. Compliance and Enforcement Package
   - SP4. Organizational Development Package

2. COOPERATION
   - SP5. Joint operations
   - SP6. Sharing of knowledge and best practices

3. CAPACITY BUILDING
   - SP7. Technical assistance, training and tools for implementation of international standards
   - SP8. Technical assistance, training and tools on people development

SG= Strategic Goal, SO= Strategic Objective, SP= Strategic Process
1. INTERNATIONAL STANDARDS
The WCO must conduct its activities with the aim of ensuring that Customs administrations, as its main stakeholders, benefit from the development and updating of international standards, and promote the adoption of those standards in the interests of more secure, legitimate trade and fair revenue collection.

The promotion and use of WCO key Packages, namely the Economic Competitiveness Package (ECP), the Revenue Package (RP), the Compliance and Enforcement Package (CEP), and the Organizational Development Package (ODP), will be crucial with regard to the development, update and implementation of international standards.

SP1. Economic Competitiveness Package
The WCO will develop and update instruments and tools to unlock the significant potential of modernizing Customs procedures through the implementation of IT solutions, moving towards efficient Customs procedures as those that promote the facilitation of legitimate trade through an effective risk management strategy. These tools form part of the Economic Competitiveness Package (ECP).

SP2. Revenue Package
The WCO will develop and update its tools and instruments associated with revenue collection. Through the promotion of the intensive use of IT solutions, the WCO guides its Members towards the fair collection of cross-border taxes and duties. These tools form part of the Revenue Package (RP).

SP3. Compliance and Enforcement Package
The WCO will develop and update its tools and instruments that seek to better protect society, taking into account Customs’ role as first line of defence. These tools form part of the Compliance and Enforcement Package (CEP).

SP4. Organizational Development Package
The WCO will develop and update its tools and instruments aiming at providing the necessary support to Customs administrations wishing to improve their organizational capacity. These tools form part of the Organizational Development Package (ODP).

2. COOPERATION
The WCO fosters cooperation among Members and with other border agencies through the implementation of joint operations based on the exchange of information, harmonized procedures, the analysis and interpretation of data, and the common use of technologies.

SP5. Joint operations
It will continue to coordinate joint operations among its Members and with other agencies to contribute to combating illicit trade, smuggling and the scourge of transnational organized crime in high-risk and sensitive sectors.

SP6. Sharing of knowledge and best practices
The WCO fosters knowledge exchange and the sharing of policies and best practices through the organization of missions, international and regional events and the promotion of Customs-to-Customs meetings, workshops and forums.

3. CAPACITY BUILDING
The WCO, as the global centre of Customs excellence, plays a central role in developing, promoting and supporting the implementation of modern Customs standards, procedures and systems, and will continue to be a leader in providing Capacity Building to Members in strengthening their organizational development.

SP7. Technical assistance, training and tools for implementation of international standards
The WCO will provide Tools and Capacity Building to Members in accordance with their expressed needs, and/or needs identified through performance measurement tools. The WCO will assist Members in implementing the tools and instruments developed for the ECP, RP, CEP and ODP.

SP8. Technical assistance, training and tools on people development
As part of the ODP, the WCO provides Tools and Capacity Building to its Members according to their needs, by guiding them on the implementation of best organizational practices that help them develop the capacities of their people in a sound working environment by promoting leadership, integrity and innovation, among others.

Learning and development to support WCO processes

LD1. Research and Analysis
The WCO develops study reports, environmental scans and other papers that can assist its Members in achieving their strategic objectives. Research papers and analysis will focus on main trends, considering opportunities and threats for Customs operations, and how to benefit from/mitigate them. The WCO will continue to enhance its research partnerships with academia and practitioners.

LD2. Use of technology and data
The WCO will consider, in all its activities, the use of technologies, and will continue to update Members on the latest developments in IT solutions for Customs procedures and objectives. The effective use of data, and the related methodologies for processing and analysing it, is a core task for Digital Customs.

LD3. Raise profile of WCO and promote Customs’ role
Through the update and implementation of an effective Communication Strategy and engagement with other strategic stakeholders, the WCO will promote its tools and instruments, as well as its main results, and will increase awareness of the importance of Customs’ role in trade, security and global economic development.
CUSTOMS: A GLOBAL SNAPSHOT

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

≈ 26% of Senior manager of Customs administrations are female
≈ 37% of Total staffs of Customs administrations are female
≈ 16% of Heads of Customs administrations are female
≈ 840 000 Customs officers work around the world

≈ 45% of Customs administrations conduct Time Release Study
≈ 61% of Customs administrations use their own automated clearance systems
≈ 49% of Customs administrations use Single Window systems

South America, North America, Central America and the Caribbean
Number of Customs declarations
Import: 5.2 M | Export: 2.6 M
% of electronic declarations
Import: 98.2% | Export: 97.2%
Contribution of Customs to tax revenue: 28.6%

North of Africa, Near and Middle East
Number of Customs declarations
Import: 22.1 M | Export: 12.5 M
% of electronic declarations
Import: 99.0% | Export: 99.0%
Contribution of Customs to tax revenue: 43.5%

West and Central Africa
Number of Customs declarations
Import: 3.5 M | Export: 0.9 M
% of electronic declarations
Import: 82.0% | Export: 84.6%
Contribution of Customs to tax revenue: 43.2%

East and Southern Africa
Number of Customs declarations
Import: 0.7 M | Export: 0.3 M
% of electronic declarations
Import: 97.5% | Export: 97.8%
Contribution of Customs to tax revenue: 94.1%

Europe
Number of Customs declarations
Import: 113 M | Export: 84.2 M
% of electronic declarations
Import: 91.3% | Export: 94.7%
Contribution of Customs to tax revenue: 24.2%

North America
Number of Customs declarations
Import: 0.4 M | Export: 0.1 M
% of electronic declarations
Import: 92.0% | Export: 92.4%
Contribution of Customs to tax revenue: 69.5%

Far East, South and South East Asia, Australia and the Pacific Islands
Number of Customs declarations
Import: 17.4 M | Export: 11.3 M
% of electronic declarations
Import: 94.3% | Export: 92.7%
Contribution of Customs to tax revenue: 40.3%

South America
Number of Customs declarations
Import: 1.1 M | Export: 0.1 M
% of electronic declarations
Import: 90.0% | Export: 90.0%
Contribution of Customs to tax revenue: 54.2%

Far East
Number of Customs declarations
Import: 2.9 M | Export: 2.2 M
% of electronic declarations
Import: 90.0% | Export: 91.0%
Contribution of Customs to tax revenue: 29.7%

Central America
Number of Customs declarations
Import: 0.2 M | Export: 0.1 M
% of electronic declarations
Import: 99.0% | Export: 99.0%
Contribution of Customs to tax revenue: 50.2%

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WCO NEWS AND UPCOMING EVENTS

Upcoming Events

2ND GLOBAL CONFERENCE ON CROSS-BORDER E-COMMERCE
28 - 29 June 2021
‘Web Conference’
With the theme “Customs united effort on Recovery, Renewal and Resilience for a sustainable E-Commerce supply chain”, the Conference will bring together policy and decision makers, as well as operational experts from Customs, E-Commerce operators, international organizations, and other stakeholders. Members and stakeholders will discuss Customs procedures renewal and innovation under COVID-19 with the use of data and technologies for E-Commerce supply chain continuity. The event will stimulate and advance strategic thinking towards fostering innovative and inclusive partnership with E-Commerce stakeholders for a secure, sustainable and resilient cross-border E-Commerce environment.

WCO KNOWLEDGE ACADEMY FOR CUSTOMS AND TRADE 2021
29 June - 3 July 2021
‘Web Conference’
WCO Knowledge Academy for Customs and Trade (KACT) brings together the foremost experts in Customs matters to meet the demands of a complex international and cross-border trading system. Business professionals, Customs managers and administrators, border agency officials, international organization representatives and academia will benefit from the intensive interactive discussions of the most pertinent topics in the Customs environment today.
The courses will be led by technical experts widely respected in their various fields and will also include instructors from private sector companies, government institutions, and academia. The primary objective of the WCO Knowledge Academy for Customs and Trade is to provide an intense training for Customs and Business practitioners.

WCO TECHNOLOGY CONFERENCE 2021
10 - 12 November (to be confirmed)
‘Web Conference’
The annual WCO Technology Conference will, for the second time, be held in a completely virtual mode this year. The 2021 WCO TECH-CON will share latest technological developments leveraging border capabilities to facilitate and control the movement of goods across borders. Through the many exciting topics and latest technological trends accelerated during the COVID-19 pandemic, the WCO TECH-CON will explore how the digital transformation journeys of Customs can impact Recovery, Renewal and Resilience for sustainable supply chains.

16TH WCO PICARD CONFERENCE
9 - 10 December 2021
Web-based event or hybrid format hosted in Brussels. The format of the Conference will be communicated to participants by early November.
The PICARD Conference provides a platform for academics, policy makers and Customs representatives from around the world to present their research, interact, and discuss vital policy issues that impact Customs and international trade.

WCO News

THE WCO’S MAINSTAY PUBLICATION
is published on a triannual basis and sheds light on key topics relevant for Customs and the international trade community.
NEW REGIONAL STRUCTURES AND PARTNERSHIPS

2020

Uruguay National Directorate of Customs

Guatemala Intendence of Customs of the Superintendency of Tax Administration

Serbia Customs Administration

Ukraine State Customs Service

Peru National Deputy Superintendency of Customs

European Union

Indonesia Directorate General of Customs and Excise

Korea Customs Service

Ghana Revenue Authority

India Central Board of Excise and Customs

2020

Enhancing controls on General Aviation Memorandum of Understanding September 2020

Implementation of the WCO cargo Targeting System and National Customs Enforcement Network Agreement November 2020

Joining the SECO-WCO Global Trade Facilitation Programme Memorandum of Understanding November 2020

Joining the SECO-WCO Global Trade Facilitation Programme Memorandum of Understanding November 2020

Establishment of a WCO Regional Customs Laboratory Memorandum of Understanding December 2020

Establishment of a WCO Regional Customs Laboratory Administrative Arrangement December 2020

Establishment of a WCO Regional Training Centre and Regional Customs Laboratory Memorandum of Understanding January 2021

Establishment of a WCO Regional Dog Training Centre Memorandum of Understanding February 2021

Implementation of the WCO cargo Targeting System Agreement February 2021

Establishment of a WCO Regional Customs Laboratory Memorandum of Understanding March 2021


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<th>Year of WCO Accession</th>
<th>WCO Instruments</th>
<th>Automated clearance system</th>
<th>Declarations</th>
<th>Electronic Declarations Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Afghanistan (Islamic Republic of)</td>
<td>Ms. Amina AHMADY</td>
<td>Director General of Customs</td>
<td>Afghan Customs Department, Ministry of Finance</td>
<td>Ministry Department</td>
<td>customs.mof.gov.af</td>
<td>–</td>
<td>2004</td>
<td>SAFE</td>
<td>–</td>
<td>–</td>
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<tr>
<td>Albania</td>
<td>Mr. Genti GAZHELI</td>
<td>Director General of Customs</td>
<td>Directorate General of Customs, Ministry of Finance and Economy</td>
<td>Ministry Department</td>
<td>dogana.gov.al</td>
<td>1007</td>
<td>1992</td>
<td>HS, RKC, SAFE</td>
<td>ASYCUDA World</td>
<td>298 157</td>
<td>90 615</td>
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<tr>
<td>Algeria</td>
<td>Mr. Noureddine KHALDI</td>
<td>Directeur général des Douanes</td>
<td>Direction générale des Douanes, Ministère des Finances</td>
<td>Customs Agency</td>
<td>douane.gov.dz</td>
<td>17 216</td>
<td>1966</td>
<td>HS, RKC</td>
<td>SIGAD (Système Informatique de Gestion Automatisé des Douanes)</td>
<td>249 000</td>
<td>16 149</td>
</tr>
<tr>
<td>Andorra</td>
<td>Mr. Albert HINOJOSA BESOLI</td>
<td>Directeur Géral du Département des Impôts et des Frontières</td>
<td>Direction adjointe des Douanes, Département des Impôts et des Frontières, Ministère des Finances</td>
<td>Ministry Department</td>
<td>duana.ad</td>
<td>–</td>
<td>1998</td>
<td>HS</td>
<td>–</td>
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<tr>
<td>Angola</td>
<td>Mr. Cláudio Paulino DOS SANTOS</td>
<td>President of the Board</td>
<td>Angola Revenue Administration</td>
<td>Revenue Authority</td>
<td>agt.minfin.gov.ao</td>
<td>1 219</td>
<td>1990</td>
<td>HS, RKC, SAFE</td>
<td>ASYCUDA World</td>
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<tr>
<td>Antigua and Barbuda</td>
<td>Mr. Raju BODDU</td>
<td>Comptroller of Customs</td>
<td>Customs and Excise Division, Ministry of Finance and Corporate Governance</td>
<td>Ministry Department</td>
<td>customs.gov.ag</td>
<td>208</td>
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<td>ASYCUDA World</td>
<td>625 176</td>
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<td>Argentina</td>
<td>Ms. Silvia TRAVERSO</td>
<td>Director general of Customs</td>
<td>Federal Administration of Public Revenue Directorate general of Customs</td>
<td>Revenue Authority</td>
<td>afp.gob.ar</td>
<td>5 394</td>
<td>1968</td>
<td>HS, RKC, SAFE</td>
<td>Malvin Software (SIM)</td>
<td>669 976</td>
<td>489 244</td>
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<td>Armenia</td>
<td>Mr. Edvard HOVHANNISYAN</td>
<td>Chairman</td>
<td>State Revenue Committee of the Republic of Armenia</td>
<td>Revenue Authority</td>
<td>customs.am</td>
<td>1 039</td>
<td>1992</td>
<td>HS, RKC, SAFE</td>
<td>RA National Single Window for Foreign Trade</td>
<td>124 586</td>
<td>16 936</td>
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<tr>
<td>Australia</td>
<td>Mr. Michael OUTFRAM</td>
<td>Australian Border Force Commissioner</td>
<td>Australian Border Force</td>
<td>Border Protection Service</td>
<td>border.gov.au</td>
<td>5 145</td>
<td>1961</td>
<td>HS, RKC, SAFE</td>
<td>Integrated Cargo System (ICS)</td>
<td>4 110 111</td>
<td>1 639 101</td>
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<tr>
<td>Austria</td>
<td>Mr. Harald WAGLEIN</td>
<td>Director General of Customs, Ministry of Finance and Customs</td>
<td>Customs Department, Ministry of Finance</td>
<td>Ministry Department</td>
<td>bmf.gv.at</td>
<td>–</td>
<td>1953</td>
<td>HS, RKC, SAFE</td>
<td>–</td>
<td>–</td>
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<tr>
<td>Azerbaijan</td>
<td>Mr. Safar MEHDIYEV</td>
<td>Chairman</td>
<td>State Customs Committee</td>
<td>Customs Agency</td>
<td>customs.gov.az</td>
<td>3 259</td>
<td>1992</td>
<td>HS, RKC, SAFE</td>
<td>SAMS Single Automated management System</td>
<td>378 377</td>
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<td><strong>Bahamas</strong></td>
<td>Mr. Geannine MOSS</td>
<td>Comptroller of Customs</td>
<td>bahamas.gov.bs/customs</td>
<td>797</td>
<td>1974</td>
<td>HS, SAFE</td>
<td>CAS (Customs Automated System)</td>
<td>1 779 243</td>
<td>5 492</td>
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<tr>
<td><strong>Bahrain</strong></td>
<td>Mr. Ahmed Bin Hamad AL KHALIFA</td>
<td>President of Customs Affairs</td>
<td>customs.gov.bh</td>
<td>1 115</td>
<td>2001</td>
<td>HS, RKC, SAFE</td>
<td>OFOQ</td>
<td>419 412</td>
<td>127 774</td>
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<tr>
<td><strong>Bangladesh</strong></td>
<td>Mr. Abu Hossain Mohd. RAHMATUL MUNEEM</td>
<td>Chairman, National Board of Revenue &amp; Senior Secretary, Internal Resources Division</td>
<td>bangladeshcustoms.gov.bd</td>
<td>7 287</td>
<td>1978</td>
<td>HS, RKC, SAFE</td>
<td>ASYCUDA World</td>
<td>1 737 684</td>
<td>1 949 151</td>
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<tr>
<td><strong>Barbados</strong></td>
<td>Mr. Owen HOLDER</td>
<td>Comptroller of Customs</td>
<td>customs.gov.bb</td>
<td>—</td>
<td>1999</td>
<td>—</td>
<td>—</td>
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<td><strong>Belarus</strong></td>
<td>Mr. Aleksandr BOGDEVICH</td>
<td>Deputy Chairman State Customs Committee</td>
<td>customs.gov.by</td>
<td>—</td>
<td>1993</td>
<td>HS, RKC, SAFE</td>
<td>National automated system of Customs Declaration, Transit of the Customs Union</td>
<td>606 800</td>
<td>652 400</td>
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<td><strong>Belgium</strong></td>
<td>Mr. Kristian VANDERWAEREN</td>
<td>Administrateur Douanes et Accises</td>
<td>finances.belgium.be/fr/douanes_accies</td>
<td>3 367</td>
<td>1952</td>
<td>HS, RKC, SAFE</td>
<td>PLDA (Paperless Douanes et Accises)</td>
<td>7 808 106</td>
<td>10 508 225</td>
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<td><strong>Belize</strong></td>
<td>Ms. Estella Betty Ann LESLIE</td>
<td>Comptroller of Customs &amp; Excise</td>
<td>customs.gov.bz</td>
<td>201</td>
<td>2008</td>
<td>—</td>
<td>ASYCUDA World</td>
<td>55 266</td>
<td>3 050</td>
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<td><strong>Benin</strong></td>
<td>Mr. Charles Inoussa SACCA BOCO</td>
<td>Directeur général des Douanes et Droits Indirects</td>
<td>douanes-benin.net</td>
<td>847</td>
<td>1998</td>
<td>HS, RKC, SAFE</td>
<td>ASYCUDA World</td>
<td>119 495</td>
<td>11 198</td>
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<td><strong>Bermuda</strong></td>
<td>Mr. Lucinda PEARLMAN</td>
<td>Acting Collector of Customs</td>
<td>gozenv/department/customs</td>
<td>—</td>
<td>1990</td>
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<td><strong>Bhutan</strong></td>
<td>Mr. Wangchuk THRAYEY</td>
<td>Director General Department of Revenue and Customs, Ministry of Finance</td>
<td>mof.gov.bt</td>
<td>244</td>
<td>2002</td>
<td>HS, RKC, SAFE</td>
<td>BACS (Bhutan Automated Customs System)</td>
<td>479 051</td>
<td>350 159</td>
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<td><strong>Bolivia</strong></td>
<td>Ms. Karla Liliana SERRUDO-MIRANDA</td>
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<td>aduana.gob.bo</td>
<td>—</td>
<td>1997</td>
<td>HS, SAFE</td>
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<td><strong>Bosnia and Herzegovina</strong></td>
<td>Mr. Vladimir DRAGICEVIC</td>
<td>Director Assistant for Customs Sector</td>
<td>uino.gov.ba</td>
<td>1 327</td>
<td>2008</td>
<td>HS, SAFE</td>
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<td>736 634</td>
<td>250 747</td>
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<td><strong>Botswana</strong></td>
<td>Mr. Pholliso Pholliso VALASHA</td>
<td>Commissioner of Customs and Excise</td>
<td>burs.org.bw</td>
<td>586</td>
<td>1978</td>
<td>HS, RKC, SAFE</td>
<td>Customs Management System (CMS)</td>
<td>639 006</td>
<td>60 683</td>
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<td><strong>Brazil</strong></td>
<td>Mr. Fausto VIEIRA COUTINHO</td>
<td>Undersecretary of Customs Administration</td>
<td>govebr/receita/federal/p-t-br</td>
<td>—</td>
<td>1981</td>
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<td><strong>Brunei Darussalam</strong></td>
<td>Mr. Muhsin AHMAD</td>
<td>Controller of Royal Customs and Excise Department</td>
<td>bdnsw.mofe.gov.bn/Pages/RoyalCustomsExciseDepartment.aspx</td>
<td>—</td>
<td>1996</td>
<td>HS, SAFE</td>
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<td>Mr. Pavel TONEV</td>
<td>Director General of Customs</td>
<td>National Customs Agency</td>
<td>customs.bg</td>
<td>3 064</td>
<td>1973</td>
<td>HS, RKC, SAFE</td>
<td>Customs Import Information System</td>
<td>408 229</td>
<td>309 958</td>
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<td><strong>Burkina Faso</strong></td>
<td>Mr. Elie KALOKOUMDO</td>
<td>Director général des Douanes</td>
<td>Direction générale des Douanes</td>
<td>douanes.bf</td>
<td>1 862</td>
<td>1966</td>
<td>HS, RKC, SAFE</td>
<td>ASYCUDA World</td>
<td>168 436</td>
<td>5 796</td>
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<td><strong>Burundi</strong></td>
<td>Ms. Audace NYONZIMA</td>
<td>Commissaire Général</td>
<td>Commissariat des Douanes et Accises, Office Burundais des Recettes (OBDR)</td>
<td>obr.bi</td>
<td>249</td>
<td>1964</td>
<td>HS, SAFE</td>
<td>ASYCUDA World</td>
<td>56 835</td>
<td>8 197</td>
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<td><strong>Cambodia</strong></td>
<td>Mr. KUN Nhun</td>
<td>Director General of the General Department of Customs and Excise</td>
<td>General Department of Customs and Excise of Cambodia, Ministry of Economy and Finance</td>
<td>customs.gov.kh</td>
<td>1 311</td>
<td>2001</td>
<td>HS, RKC, SAFE</td>
<td>ASYCUDA World</td>
<td>168 571</td>
<td>13 282</td>
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<td><strong>Cameroon</strong></td>
<td>Mr. Edwin Nuvaga FONGOD</td>
<td>Directeur Général des Douanes</td>
<td>Direction Générale des Douanes, Ministère des Finances</td>
<td>douanescustoms-cm.net</td>
<td>4 213</td>
<td>1965</td>
<td>HS, RKC, SAFE</td>
<td>CAMCIS (Cameroon Customs Information System)</td>
<td>106 223</td>
<td>21 444</td>
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<tr>
<td><strong>Canada</strong></td>
<td>Mr. John OSSOWSKI</td>
<td>President</td>
<td>Canada Border Services Agency (CBSA)</td>
<td>cbisa-asfb.gc.ca</td>
<td>15 242</td>
<td>1971</td>
<td>HS, RKC, SAFE</td>
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<tr>
<td><strong>Cape Verde</strong></td>
<td>Mr. João Vitorino Gomes CORREIA</td>
<td>Directeur Général des Douanes</td>
<td>Direction général des douanes, Direction National des Recettes d'Etat</td>
<td>dnre.gov.cv</td>
<td>209</td>
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<td>HS, RKC, SAFE</td>
<td>ASYCUDA World</td>
<td>141 109</td>
<td>6 343</td>
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<td><strong>Central African Republic</strong></td>
<td>Mr. Frédéric Theodore INAMO</td>
<td>Directeur général des Douanes et Droits indirects</td>
<td>Direction générale des Douanes et Droits indirects</td>
<td>douanes-rca.com</td>
<td>—</td>
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<td><strong>Chad</strong></td>
<td>Mr. Abdelkerim Charfadda MAHAMAT</td>
<td>Directeur général des Douanes</td>
<td>Direction générale des Douanes et Droits indirects</td>
<td>finances.gouv.td</td>
<td>—</td>
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<td>—</td>
<td>—</td>
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<td><strong>Chile</strong></td>
<td>Mr. José Ignacio PALMA SOTOMAYOR</td>
<td>National Customs Director</td>
<td>National Customs Service</td>
<td>aduana.cl</td>
<td>2 035</td>
<td>1966</td>
<td>HS, SAFE</td>
<td>DIN system; DUS system</td>
<td>2 626 976</td>
<td>539 011</td>
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<td><strong>China</strong></td>
<td>Mr. Ni Yuefeng</td>
<td>Minister</td>
<td>General Administration of Customs</td>
<td>english.customs.gov.cn/</td>
<td>70 549</td>
<td>1983</td>
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<td>H2018 system</td>
<td>20 049 776</td>
<td>53 128 704</td>
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<td><strong>Colombia</strong></td>
<td>Mr. Lisandro Manuel JUNCO RIVERA</td>
<td>Director General de Impuestos y Aduanas Nacionales</td>
<td>Direccta de Gestión de Aduanas</td>
<td>dian.gov.co</td>
<td>10 878</td>
<td>1993</td>
<td>HS, SAFE</td>
<td>Electronic computer service Mulca (for import and export) and Customs computer system SYGA imports</td>
<td>2 937 268</td>
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<td><strong>Comoros</strong></td>
<td>Mr. SOUF Kalamidini</td>
<td>Directeur Général des Douanes</td>
<td>Direction Des Douanes et des Impôts indirects</td>
<td>douanes.km</td>
<td>428</td>
<td>1993</td>
<td>HS, SAFE</td>
<td>ASYCUDA World</td>
<td>28 911</td>
<td>408</td>
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<td><strong>Congo (Republic of the)</strong></td>
<td>Mr. Gilot MBOONGO KOUOMOU</td>
<td>Directeur général des Douanes et des Droits indirects</td>
<td>Direction Générale Des Douanes et des Droits indirects</td>
<td>douanes.gouv.cg</td>
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<td>HS, RKC, SAFE</td>
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<th>Number of Customs staff (approximate)</th>
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<th>WCO Instruments</th>
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<td>Costa Rica</td>
<td>Mr. Bolaños Alvarado GERARDO</td>
<td>Director General of Customs</td>
<td>Customs Administration</td>
<td>hacienda.go.cr/contento/284- servicio-nacional-de- aduanas</td>
<td>574</td>
<td>2001</td>
<td>HS, SAFE</td>
<td>TICA (Tecnología de la Información para el Control Aduanero)</td>
<td>484 536</td>
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<td>Côte d’Ivoire</td>
<td>Mr. Alphonse Pieris DA</td>
<td>Directeur général des Douanes</td>
<td>Administration</td>
<td>douanes.ci</td>
<td>4 216</td>
<td>1963</td>
<td>HS, RKC, SAFE</td>
<td>SYDAM WORLD; une variante de SYDONIA WORLD</td>
<td>133 598</td>
<td>71 060</td>
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<td>Croatia</td>
<td>Mr. MariO DEMIROVIC</td>
<td>Director General of Customs</td>
<td>Customs Administration</td>
<td>carinha.ir</td>
<td>2 660</td>
<td>1993</td>
<td>HS, RKC, SAFE</td>
<td>Information System of Customs Administration (ISCU)</td>
<td>264 878</td>
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<td>Cuba</td>
<td>Mr. Nelson Enrique CORDOVES REYES</td>
<td>Head of the General Customs</td>
<td>Customs Agency</td>
<td>aduana.gob.cu</td>
<td>5 152</td>
<td>1988</td>
<td>HS, RKC, SAFE</td>
<td>Sistema Único de Aduanas (SU)</td>
<td>54 176</td>
<td>7 416 100%</td>
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<td>Curaçao</td>
<td>Ms. Soraya POLS-STRICK</td>
<td>Acting Head and Commissioner of</td>
<td>Douane, Curaçao</td>
<td>curacao.com</td>
<td>187</td>
<td>2001</td>
<td>SAFE</td>
<td>ASYCUDA World</td>
<td>220 533</td>
<td>23 439</td>
<td>100%</td>
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<td>Cyprus</td>
<td>Ms. Kyriaki MYRIAN-THOPOLOU</td>
<td>Director General of Customs</td>
<td>Customs and Excise</td>
<td>mof.gov.cy</td>
<td>428</td>
<td>1967</td>
<td>HS, RKC, SAFE</td>
<td>THESEAS Customs and Excise Electronic Systems</td>
<td>108 829</td>
<td>32 994</td>
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<td>Czech Republic</td>
<td>Mr. Milan POULIČEK</td>
<td>Director General of Customs</td>
<td>Customs Administration</td>
<td>celrisprava.cz</td>
<td>5 780</td>
<td>1993</td>
<td>HS, RKC, SAFE</td>
<td>1 222 246; 1 292 098</td>
<td></td>
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<td>Democratic Republic of the Congo</td>
<td>Mr. Jean-Baptiste NTONGOLO KABILA MUTSHII</td>
<td>Directeur général par intérim</td>
<td>Direction Générale des</td>
<td>douane.gouv.cd/</td>
<td>5 520</td>
<td>1972</td>
<td>HS, RKC, SAFE</td>
<td>ASYCUDA World</td>
<td>865 322</td>
<td>87 652</td>
<td>98%</td>
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<tr>
<td>Denmark</td>
<td>Ms. Charlotte MELLER</td>
<td>Director General of Customs</td>
<td>Danish Customs Agency</td>
<td>toldst.dk</td>
<td>890</td>
<td>1952</td>
<td>HS, RKC, SAFE</td>
<td>Toldssystemet; Importssystemet; E-export clearance system</td>
<td>1 724 170</td>
<td>1 514 005</td>
<td>100%</td>
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<td>Djibouti</td>
<td>Mr. Ahmed Yousof GAOLED</td>
<td>Directeur général des Douanes et</td>
<td>Direction des Douanes et Driots indirects</td>
<td>ministerebudget. gov.jj/dos-direcions/dt/</td>
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<td>2008</td>
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<td>Dominican Republic</td>
<td>Mr. Eduardo SANZ LOVATON</td>
<td>Director General of Customs</td>
<td>General Directorate of</td>
<td>aduanas.gob.do</td>
<td>5 148</td>
<td>2004</td>
<td>HS, RKC, SAFE</td>
<td>VUCE (Ventanilla Única de Comercio Exterior</td>
<td>376 509</td>
<td>78 949</td>
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<td>Ecuador</td>
<td>Ms. Carola RIOS MICHAUD</td>
<td>Director General of Customs</td>
<td>National Customs Service of Ecuador</td>
<td>aduanas.gob.do</td>
<td>1 636</td>
<td>1997</td>
<td>HS, SAFE</td>
<td>ECUAPASS</td>
<td>324 825</td>
<td>280 956</td>
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<td>Egypt</td>
<td>Mr. Kamal NAGM ELSAYED</td>
<td>Customs Commissioner</td>
<td>The Egyptian Customs Authority, Ministry of Finance of Egypt</td>
<td>customs.gov.eg</td>
<td>--</td>
<td>1956</td>
<td>HS, RKC, SAFE</td>
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<tr>
<td>El Salvador</td>
<td>Ms. Samady Martinez</td>
<td>Director General of Customs</td>
<td>Ministry Department</td>
<td>mh.gob.gv</td>
<td>--</td>
<td>2005</td>
<td>SAFE</td>
<td>--</td>
<td>--</td>
<td>--</td>
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<td>Eritrea</td>
<td>Mr. Yosief YEHDEGO</td>
<td>Commissioner</td>
<td>Customs Department</td>
<td>shabalt.com</td>
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<td>Estonia</td>
<td>Mr. Madis JÄGER</td>
<td>Director General of Customs</td>
<td>Revenue Authority</td>
<td>enta.ee</td>
<td>551</td>
<td>1992</td>
<td>HS, RKC, SAFE</td>
<td>COMPLEX</td>
<td>177 779</td>
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<th>WCO Instruments</th>
<th>Automated Clearance System</th>
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<td>Ms. Gugu MAHLINZA</td>
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<td>sra.org.sz</td>
<td>181</td>
<td>1981</td>
<td>HS; RKC; SAFE</td>
<td>ASYCUDA World</td>
<td>412,295</td>
<td>92,140</td>
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<td><strong>Ethiopia</strong></td>
<td>Mr. Debele Kebeta HURSA</td>
<td>Commissioner</td>
<td>customs.erica.gov.et/trade/customs-division</td>
<td>7,996</td>
<td>1973</td>
<td>HS; SAFE</td>
<td>Ethiopian Electronic Customs Management System</td>
<td>–</td>
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<td><strong>Fiji</strong></td>
<td>Ms. Fane, W. WAVE</td>
<td>Acting Chief Executive Officer</td>
<td>frics.org.fj/</td>
<td>–</td>
<td>1997</td>
<td>HS; RKC; SAFE</td>
<td>–</td>
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<td><strong>Finland</strong></td>
<td>Mr. Haimo MÄKINEN</td>
<td>Director General</td>
<td>tulli.fi</td>
<td>1,929</td>
<td>1961</td>
<td>HS; RKC; SAFE</td>
<td>ITU (Integrated Clearance System) ELEX (Electronic Export) UTU (New Customs Clearance System)</td>
<td>5,985,521</td>
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<td><strong>France</strong></td>
<td>Ms. Isabelle BRAUN-LEMAIRE</td>
<td>Directrice générale des douanes et droits indirects</td>
<td>douane.gouv.fr</td>
<td>17,398</td>
<td>1952</td>
<td>HS; RKC; SAFE</td>
<td>DELT@-G</td>
<td>3,295,972</td>
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<td><strong>Gabon</strong></td>
<td>Mr. Boris ADMINA ATCHOUGHOU</td>
<td>Directeur général des Douanes et Droits indirects</td>
<td>douanes.ga</td>
<td>1,215</td>
<td>1965</td>
<td>HS; RKC; SAFE</td>
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<td>132,880</td>
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<td><strong>Gambia</strong></td>
<td>Mr. Varkuba DARBOE</td>
<td>Commissioner General</td>
<td>gra.gm</td>
<td>256</td>
<td>1987</td>
<td>SAFE</td>
<td>ASYCUDA ++</td>
<td>124,221</td>
<td>722</td>
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<td><strong>Georgia</strong></td>
<td>Mr. Levan KAKAVA</td>
<td>Director General of Revenue Service</td>
<td>r1.ge</td>
<td>1,685</td>
<td>1993</td>
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<td>228,576</td>
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<td><strong>Germany</strong></td>
<td>Ms. Colette HERCHER</td>
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<td>zoll.de</td>
<td>39,712</td>
<td>1952</td>
<td>HS; RKC; SAFE</td>
<td>ATLAS (Automatic tariff and customs clearance system)</td>
<td>79,800,000</td>
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<td>Mr. Kwadwo DAMOAH</td>
<td>Customs Commissioner</td>
<td>gra.gov.gh</td>
<td>–</td>
<td>1968</td>
<td>SAFE</td>
<td>–</td>
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<td><strong>Greece</strong></td>
<td>Mr. Konstantinos MOURTIDIS</td>
<td>Director General of Customs and Excise</td>
<td>aidc.gov.gr/en/customs</td>
<td>2,250</td>
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<td>377,169</td>
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<td><strong>Guatemala</strong></td>
<td>Mr. Werner OVALLE RAMIREZ</td>
<td>Customs Intendant (Director of Customs)</td>
<td>sat.gob.gt</td>
<td>1,539</td>
<td>1985</td>
<td>HS; SAFE</td>
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<td>616,145</td>
<td>357,471</td>
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<td><strong>Guinea</strong></td>
<td>Mr. Toumany SANGARE</td>
<td>Directeur général des Douanes</td>
<td>douanes.guinee.gouv.gn</td>
<td>2,305</td>
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<td>HS; SAFE</td>
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<td>156,353</td>
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<td><strong>Guinea-Bissau</strong></td>
<td>Mr. Domenico OLIVEIRA SANCÁ</td>
<td>Directeur général des Douanes</td>
<td>guineblissauerpublic.com/</td>
<td>–</td>
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<td><strong>Guyana</strong></td>
<td>Mr. Godfrey STATIA</td>
<td>Commissioner General</td>
<td>gra.gov.gy</td>
<td>286</td>
<td>1976</td>
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<td>Mr. Romel BELL</td>
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<td>douane.gouv.ht</td>
<td>94</td>
<td>1958</td>
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<td>Honduras</td>
<td>Mr. Juan José VIDES MEJIA</td>
<td>Director Ejecutivo</td>
<td>aduanas.gob.hn</td>
<td>891</td>
<td>2005</td>
<td>SAFE</td>
<td>SARAH (Sistema Aduanero Automatizado de Rentas Aduaneras de Honduras)</td>
<td>283 302</td>
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<td>Mr. Yi-hoi Hermes TANG</td>
<td>Commissioner of Customs and Excise Department</td>
<td>customs.gov.hk</td>
<td>7 170</td>
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<td>SAFE</td>
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<td>7 043 391</td>
<td>11 627 511</td>
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<td>Mr. László SORS</td>
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<td>en.na.gov.hu</td>
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<td>Iceland</td>
<td>Mr. Snorri Olsen</td>
<td>Commissioner</td>
<td>tollur.is</td>
<td>467</td>
<td>1971</td>
<td>HS; RKC; SAFE</td>
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<td>243 871</td>
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<td>Mr. M. Ajit KUMAR</td>
<td>Chairman, Central Board of Indirect Taxes and Customs</td>
<td>cbic.gov.in</td>
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<td>1971</td>
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<td>Indonesia</td>
<td>Mr. ASKOLANI</td>
<td>Director General of Customs and Excise</td>
<td>bearcikal.gas.id</td>
<td>16 375</td>
<td>1957</td>
<td>HS; RKC; SAFE</td>
<td>CEISA (Customs &amp; Excise Information System and Automation 4.0)</td>
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<td>Iran (Islamic Republic of)</td>
<td>Mr. Mahdi MIRASHRAFI</td>
<td>President</td>
<td>irica.gov.ir</td>
<td>8 022</td>
<td>1959</td>
<td>HS; RKC; SAFE</td>
<td>Integrated Comprehensive Customs System (ICCS)</td>
<td>255 075</td>
<td>578 432</td>
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<td>Mr. S. HUNAIDI ABBAS</td>
<td>Director General of Customs</td>
<td>iraquustoms.org</td>
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<td>1990</td>
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<td>Ireland</td>
<td>Mr. Gerry HARRAHILL</td>
<td>Director General of Customs and Revenue Commissioner</td>
<td>revenue.ie</td>
<td>1 104</td>
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<td>1 034 585</td>
<td>373 114</td>
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<td>Israel</td>
<td>Mr. Khr HEN</td>
<td>Director General of Customs</td>
<td>gov.il/en/depart-ments/topics/cus-toms_israel_tax-au-thority</td>
<td>921</td>
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<td>Italy</td>
<td>Mr. Marcello MINENNA</td>
<td>Director General of the Customs and Monopolies Agency</td>
<td>admgov.it</td>
<td>9 720</td>
<td>1952</td>
<td>HS; RKC; SAFE</td>
<td>AIDA (Automazione Integrata Dogane Accise)</td>
<td>11 164 827</td>
<td>14 958 328</td>
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<td>Jamaica</td>
<td>Mr. Valma Ricketts WALKER</td>
<td>CEO/Commissioner of Customs</td>
<td>jacustoms.gov.jm</td>
<td>1 324</td>
<td>1963</td>
<td>SAFE</td>
<td>ASYCUDA World</td>
<td>474 167</td>
<td>39 927</td>
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<td>Japan</td>
<td>Mr. Atsushi TAJIMA</td>
<td>Director General of Customs and Tariff Bureau, Ministry of Finance</td>
<td>customs.go.jp</td>
<td>9 971</td>
<td>1964</td>
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<td>NACCS (Nippon Automated Cargo and Port Consolidated System)</td>
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<th>WCO Instruments</th>
<th>Automated clearance system</th>
<th>Declarations</th>
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<tr>
<td>Jordan</td>
<td>Mr. Jalal Salem QUEDAH</td>
<td>Director General of Customs</td>
<td>Customs Department, Ministry of Finance</td>
<td>customs.gov.jo</td>
<td>3,497</td>
<td>1964</td>
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<td>ASYCUDA World</td>
<td>328,485</td>
<td>112,693</td>
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<td>Kazakhstan</td>
<td>Mr. Ali ATLYNBAEV</td>
<td>Chairman</td>
<td>State Revenue Committee, Ministry of Finance</td>
<td>kgd.gov.kz</td>
<td>--</td>
<td>1992</td>
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<td>Kenya</td>
<td>Mr. Lilian NYAWANDA</td>
<td>Commissioner of Customs and Border Control</td>
<td>Kenya Revenue Authority</td>
<td>krgo.ke</td>
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<td>1965</td>
<td>HS; RKC; SAFE</td>
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<td>Korea (Republic of)</td>
<td>Mr. Tae Hyun JOO</td>
<td>Director General</td>
<td>Korea Customs Service</td>
<td>customs.go.kr</td>
<td>5,597</td>
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<td>23,110,387</td>
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<td>Mr. Agron LLUGALIU</td>
<td>Director General</td>
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<td>dogana.rks-gov.net/en</td>
<td>565</td>
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<td>Kuwait</td>
<td>Mr. Jamal H. AL- JALAWI</td>
<td>Director General</td>
<td>General Administration of Customs</td>
<td>customs.gov.kw</td>
<td>--</td>
<td>1993</td>
<td>HS; RKC; SAFE</td>
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<td>Kyrgyzstan</td>
<td>Mr. Kadyrzhan SEMETEEV</td>
<td>Chairman of the State Customs Service</td>
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<td>customs.gov.kg</td>
<td>1,352</td>
<td>2000</td>
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<td>Lao People's Democratic Republic</td>
<td>Mr. Phoukhaokham VANNAVONGXAY</td>
<td>Director General of Customs Department</td>
<td>Ministry of Finance, Department of Customs</td>
<td>laocustoms.laopdr.net</td>
<td>--</td>
<td>2007</td>
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<tr>
<td>Latvia</td>
<td>Mr. Rainonds ZVIRONAS</td>
<td>Director General</td>
<td>National Customs Board of the State Revenue Service of the Republic of Latvia</td>
<td>vzt.gov.lv</td>
<td>929</td>
<td>1992</td>
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<td>Electronic Customs Data Processing System (EMDA)</td>
<td>202,868</td>
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<td>Lebanon</td>
<td>Mr. Assaad TFAILY</td>
<td>Director General of Customs, President of the Higher Council of Lebanese Customs</td>
<td>Customs Administration, Ministry of Finance</td>
<td>customs.gov.lb</td>
<td>1,759</td>
<td>1960</td>
<td>HS; SAFE</td>
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<td>124,291</td>
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<td>Lesotho</td>
<td>Mr. Thabo David KHASIPHE</td>
<td>Commissioner General</td>
<td>Frontier Services, Lesotho Revenue Authority</td>
<td>ira.org.ls</td>
<td>176</td>
<td>1978</td>
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<td>64,374</td>
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<td>Mr. Saa SAAMOI</td>
<td>Commissioner</td>
<td>Customs Department, Liberia Revenue Authority</td>
<td>revenue.lra.gov.lr</td>
<td>252</td>
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<td>HS; RKC; SAFE</td>
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<td>Libya</td>
<td>Mr. Tarek A. Ali ELFAGI</td>
<td>Director General</td>
<td>Customs Administration</td>
<td>customs.ly</td>
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<td>1975</td>
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<td>Lithuania</td>
<td>Mr. Darius ZVIRONAS</td>
<td>Director General of Customs</td>
<td>Customs Department, Ministry of Finance</td>
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<td>2,011</td>
<td>1992</td>
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<td>329,218</td>
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<td>Luxembourg</td>
<td>Mr. Alain BELLOT</td>
<td>Directeur des douanes et accises</td>
<td>Administration des douanes et accises</td>
<td>etat.lu/DO</td>
<td>456</td>
<td>1953</td>
<td>HS; RKC; SAFE</td>
<td>PLDA (dDouane)</td>
<td>210,420</td>
<td>207,294</td>
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<tr>
<td>Macau, China</td>
<td>Mr. YONG Man Chong</td>
<td>Director-General of Macao Customs Service</td>
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<td>customs.govmo</td>
<td>1,460</td>
<td>1993</td>
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<td>475,173</td>
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<tr>
<td>Mr. LAINKANA Zahnavana Ernest</td>
<td>Directeur Général des Douanes</td>
<td>Direction Générale des Douanes, Ministère de l’Économie et des Finances</td>
<td>Ministry Department</td>
<td>douanes.gov.mg/</td>
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<td>Mr. John S. BIZIWICK</td>
<td>Commissioner General</td>
<td>Malawi Revenue Authority</td>
<td>Revenue Authority</td>
<td>mra.mw</td>
<td>459</td>
<td>1966</td>
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<td>ASYCUDA World</td>
<td>116 544</td>
<td>14 567</td>
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<td>Mr. Dato’ Sri Abdul Latif Bin ABDUL KADIR</td>
<td>Director General of Customs</td>
<td>Royal Malaysian Customs Department</td>
<td>Ministry Department</td>
<td>customs.gov.my</td>
<td>13 367</td>
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<td>Mr. Abdulla SHARIFREE</td>
<td>Commissioner of Customs</td>
<td>Maldives Customs Service</td>
<td>Customs Agency</td>
<td>customs.gov.mv</td>
<td>710</td>
<td>1995</td>
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<td>ASYCUDA World</td>
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<td>8 723</td>
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<td>Mr. Mahamet DOUCARA</td>
<td>Directeur Général des Douanes</td>
<td>Direction Générale des Douanes</td>
<td>Ministry Department</td>
<td>douanes.gov.mli</td>
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<tr>
<td>Mr. Joseph CHETCUTI</td>
<td>Director General of Customs</td>
<td>Customs Department, Ministry for Finance and Employment</td>
<td>Ministry Department</td>
<td>customs.gov.mt/</td>
<td>386</td>
<td>1968</td>
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<td>111 490</td>
<td>19 331</td>
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<td>Mr. DAH OULD HAMADY OULD EL MAMY</td>
<td>Directeur général</td>
<td>Direction générale des Douanes, Ministère des Finances</td>
<td>Ministry Department</td>
<td>finances.gov.mr/spip.php?article96</td>
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<tr>
<td>Mr. Sudhamo LAL</td>
<td>Director General</td>
<td>Customs Department, Mauritius Revenue Authority</td>
<td>Revenue Authority</td>
<td>mra.mu</td>
<td>639</td>
<td>1973</td>
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<td>Customs Management System</td>
<td>211 763</td>
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<td>Mr. Horacio DUARTE OLIVARES</td>
<td>Director General of Customs</td>
<td>General Administration for Customs</td>
<td>Revenue Authority</td>
<td>sat.gob.mx</td>
<td>6 816</td>
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<td>6 844 486</td>
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<td>Mr. Sergiu BURDUJA</td>
<td>Director of the Customs Service</td>
<td>Customs Service</td>
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<td>customs.gov.md</td>
<td>1 529</td>
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<td>Mr. Asrat BATBOLD</td>
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<td>The Customs General Administration of Mongolia</td>
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<td>Mr. Aleksandar DAMJANOVIC</td>
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<td>Revenue and Customs Administration of Montenegro</td>
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<td>Mr. Nabil L AKHDAR</td>
<td>Directeur Général de l’Administration des Douanes et Impôts Indirects</td>
<td>Administration des douanes et impôts indirects, Ministère de l’Économie, des Finances et de la Réforme de l’Administration</td>
<td>Ministry Department</td>
<td>douane.gov.ma</td>
<td>5 443</td>
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<td>Mr. Tauril Incio TSAMA</td>
<td>General Director of Customs</td>
<td>General Directorate of Customs, Mozambique Revenue Authority</td>
<td>Revenue Authority</td>
<td>at.gov.mz</td>
<td>3 848</td>
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<td>Mr. Sam SHIVUTE</td>
<td>Commissioner: Customs and Excise</td>
<td>Directorate Customs &amp; Excise, Ministry Of Finance</td>
<td>Ministry Department</td>
<td>mof.gov.mz</td>
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<tr>
<td>Mr. Suman DAHAL</td>
<td>Director General of Customs</td>
<td>Department of Customs, Ministry of Finance</td>
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<td>customs.gov.np</td>
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<td>Mr. Jasper WESSELING</td>
<td>Director General of Customs</td>
<td>Netherlands Tax and Customs Administration, Ministry of Finance</td>
<td>Ministry Department</td>
<td>belastingdienst.nl</td>
<td>5 365</td>
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<td>AGS Import/AGS Export</td>
<td>2 882 058</td>
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<td>Ms. Christine STEVENSON</td>
<td>Comptroller of Customs &amp; Chief Executive of the Customs Service</td>
<td>New Zealand Customs Service</td>
<td>Customs Agency</td>
<td>customs.gov.ru</td>
<td>1 345</td>
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<td>JBM5 (Joint Border Management System)</td>
<td>1 546 252</td>
<td>531 872</td>
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<td>Mr. Eddy Francisco MEDRANO SOTO</td>
<td>Director General</td>
<td>Dirección General de Servicios Aduaneros</td>
<td>Customs Agency</td>
<td>dga.gob.nl</td>
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<tr>
<td>Mr. Abdallah HAROUNA</td>
<td>Directeur Général des Douanes</td>
<td>Direction Générale des Douanes, Ministère des Finances</td>
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<td>Mr. Hameed IBRAHIM ALI</td>
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<td>Nigeria Customs Service</td>
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<td>Mr. Goran SUGARESKI</td>
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<td>Customs Administration</td>
<td>Customs Agency</td>
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<td>1 167</td>
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<td>CDEPS (Customs Declarations and Excise Documents Processing System)</td>
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<td>Mr. Øystein BØRMER</td>
<td>Director General of Customs</td>
<td>Norwegian Customs</td>
<td>Customs Agency</td>
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<td>Mr. Khalifa Ali AL SYABI</td>
<td>Director General of Customs</td>
<td>Directorate General of Customs, Royal Omani Police</td>
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<td>customs.gov.om</td>
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<td>Mr. Muhammad Javed GHANI</td>
<td>Member (Customs Policy)</td>
<td>Pakistan Customs - Federal Board of Revenue (FBR), Revenue Division, Ministry of Finance</td>
<td>Revenue Authority</td>
<td>fbr.gov.pk</td>
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<td>Mr. Luai HANASH</td>
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<td>General Directorate of Customs &amp; Excises, VAT</td>
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<td>Ms. Tayra Ivonne BARSALLO</td>
<td>Director General of National Customs Authority</td>
<td>National Customs Authority</td>
<td>Revenue Authority</td>
<td>ana.gob.pa</td>
<td>1 702</td>
<td>1996</td>
<td>HS; SAFE</td>
<td>SIGA (Sistema Integrado de Gestión Aduanera)</td>
<td>238 800</td>
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<td>Mr. David TOWE</td>
<td>Chief Commissioner of Customs</td>
<td>Papua New Guinea Customs Service</td>
<td>Ministry Department</td>
<td>customs.gov.pg</td>
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<td>2002</td>
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<td>Mr. Julio Manuel FERNÁNDEZ FRUTOS</td>
<td>National Director of Customs</td>
<td>National Customs Directorate</td>
<td>Customs Agency</td>
<td>aduanagov.py</td>
<td>1 178</td>
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<td>Mr. Luis Enrique VERA CASTILLO</td>
<td>National Superintendent of Customs</td>
<td>National Superintendent of Customs</td>
<td>Revenue Authority</td>
<td>sunat.gob.pe</td>
<td>2 687</td>
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<td>Mr. Rey Leonardo GUERRERO</td>
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<td>Bureau of Customs, Department of Finance</td>
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<th>Automated clearance system</th>
<th>Declarations</th>
<th>Electronic Declarations Rate</th>
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<tr>
<td>Poland</td>
<td>Ms. Magdalena RZECZKOWSKA</td>
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<td>National Revenue Administration (NRA)</td>
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<td>go.gov.pl/web/national-administration/about-us</td>
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<td>5 610 397</td>
<td>8 193 829</td>
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<td>Portugal</td>
<td>Ms. Helena Alves BORGES</td>
<td>Director General of Tax and Customs Administration</td>
<td>Tax and Customs Administration</td>
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<td>portaldasfinancas.gov.pt</td>
<td>1 317</td>
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<td>STADA Importação STADA Exportação</td>
<td>609 692</td>
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<td>Ahmed bin Abdullah bin Ahmed AL JAMMAL</td>
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<td>General Authority of Customs</td>
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<td>customs.gov.qa</td>
<td>2 421</td>
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<td>Romania</td>
<td>Mr. Bogdan Lari MIHEI</td>
<td>Vice-President</td>
<td>General Directorate of Customs, National Agency for Fiscal Administration, Ministry of Public Finance</td>
<td>Revenue Authority</td>
<td>anafr.ro</td>
<td>2 498</td>
<td>1969</td>
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<td>RCDPS (Romanian Customs Declaration Processing System)</td>
<td>690 455</td>
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<td>Mr. Vladimir BULAVIN</td>
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<td>3 165 261</td>
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<td>Mr. MWUMVANEZA Felician</td>
<td>Commissioner for Customs Services</td>
<td>Customs Services Department, Rwanda Revenue Authority</td>
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<td>rra.gov.rw</td>
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<td>Mr. Peter D. CHIQUOT</td>
<td>Comptroller of Customs</td>
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<td>customs.gov.mc</td>
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<td>Samoa</td>
<td>Ms. Avansia Vail FAITALUALI</td>
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<td>Samoa Customs Service, Ministry of Customs &amp; Revenue</td>
<td>Ministry Department</td>
<td>revenue.gov.ws</td>
<td>73</td>
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<td>Mr. Carlos Emmanuel BENGUELA</td>
<td>Director General of Customs</td>
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<td>62</td>
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<td>Mr. Suhaib M. ABDUM</td>
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<td>customs.gov.sa</td>
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<td>3 368 479</td>
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<td>Senegal</td>
<td>Mr. Abdourrahman DIEYE</td>
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<td>Direction Générale des Douanes</td>
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<td>douanes.sn</td>
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<td>Serbia</td>
<td>Mr. Branko RADUKO</td>
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<td>carina.rs</td>
<td>2 300</td>
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<td>1 312 200</td>
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<td>Ms. Véronique HERMINIE</td>
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<td>Customs Division, Seychelles Revenue Commission</td>
<td>Revenue Authority</td>
<td>src.gov.sc</td>
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<td>Mr. Samuel S. JIBAO</td>
<td>Commissioner General</td>
<td>National Revenue Administration</td>
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<td>rr.gov.sl/rra</td>
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<td>Mr. HO Chee Pong</td>
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<td>Mr. Juraj KECSKES</td>
<td>Acting Director General of the Customs Section</td>
<td>Financial Administration</td>
<td>Revenue Authority</td>
<td>financomesprava.sk</td>
<td>8 903</td>
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<td>ECS (Export Control System); ISSIT (Integrated System for Tariff Administration)</td>
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<td>Ms. Irena NUNCIC</td>
<td>Acting Director General</td>
<td>Customs Department, Financial Administration</td>
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<td>Somalia</td>
<td>Mr. Mohamed Haji MOHANUD</td>
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<td>mof.gov.so</td>
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<td>South Africa</td>
<td>Mr. Edward KIESWITTER</td>
<td>Commissioner</td>
<td>sars.gov.za</td>
<td>3 819</td>
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<td>3 400 000</td>
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<td>Mr. AKOL AYI MADUT</td>
<td>Director of Customs</td>
<td>gocc-online.org</td>
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<td>Spain</td>
<td>Mr. Pilar JURADO BORREGO</td>
<td>Director General</td>
<td>agenciatributaria.es</td>
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<td>1952</td>
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<td>3 655 163</td>
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<td>Mr. Ganwargie Vijitha RAIPRIYA</td>
<td>Director General of Customs</td>
<td>customs.gov.lk</td>
<td>2 405</td>
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<td>Sudan</td>
<td>Mr. Bashir Eltahir Bashir ALGALI</td>
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<td>customs.gov.sd</td>
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<td>Suriname</td>
<td>Mr. Lloyd R. KUHN</td>
<td>Comptroller of Customs and Excise</td>
<td>douanesuriname.com</td>
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<td>2018</td>
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<td>Sweden</td>
<td>Ms. Charlotte SVENSSON</td>
<td>Director General of Customs</td>
<td>tulverket.se</td>
<td>2 294</td>
<td>1952</td>
<td>HS; RKC; SAFE</td>
<td>TDS-Tulverkets datasystem (for import and export declarations); TESS-Tulverkets elektroniska Systemet (for Customs warehouse declaration)</td>
<td>3 837 783</td>
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<td>Switzerland</td>
<td>Mr. Christian BOCK</td>
<td>Director</td>
<td>ezv.admin.ch</td>
<td>4 781</td>
<td>1952</td>
<td>HS; RKC</td>
<td>Legacy Systems: e-dec, NCTS (Module export and transit)</td>
<td>19 911 800</td>
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<td>Syrian Arab Republic</td>
<td>Mr. Fawaz ASAAD</td>
<td>Director General of Customs</td>
<td>customs.gov.sy</td>
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<td>Mr. Karinoozda Khorshid ABDURAH-MON</td>
<td>Chairman</td>
<td>customs.tj</td>
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<td>Mr. Usajo ASUBISYE</td>
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<td>t.r.a.go.tz</td>
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<td>Thailand</td>
<td>Mr. Patchara ANANTALAPRA</td>
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<td>customs.go.th</td>
<td>5 426</td>
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<td>HS; RKC; SAFE</td>
<td>TCES (Thai Customs Electronic System)</td>
<td>4 120 222</td>
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<td>Timor-Leste</td>
<td>Mr. José António FATIMA ABLIO</td>
<td>Director General of Customs</td>
<td>mof.gov.tl/customs</td>
<td>259</td>
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<td>Togo</td>
<td>Mr. Philippe Kolo KOLO TCHODIE</td>
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<td>otr.tg/index.php</td>
<td>1 022</td>
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<td>Tonga</td>
<td>Mr. Kolemene VAHE</td>
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<td>revenue.gov.to</td>
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<td>Acting Comptroller of Customs and Excise</td>
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<td>Mr. Yousif ZOUAGHI</td>
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<td>douane.gov.tn</td>
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<td>Mr. Riza Tuna TURAGAY</td>
<td>Deputy Minister of Trade</td>
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<td>trade.gov.tr</td>
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<td>Mr. Ataldurdy OSMANOV</td>
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<td>Mr. Abel KADUMIRE</td>
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<td>Mr. Pavlo RIABIKIN</td>
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<td>sf.gov.ua</td>
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<td>Union of Myanmar (Republic of the)</td>
<td>Mr. KYAW Hin</td>
<td>Director General of Customs</td>
<td>Customs &amp; Excise</td>
<td>customs.gov.mm</td>
<td>1,845</td>
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<td>MACCS (Myanmar Automated Cargo Clearance System)</td>
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<td>Mr. Ali Saeed Matar AL NEYADI</td>
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<td>Customs &amp; Excise</td>
<td>fca.gov.ae</td>
<td>6,550</td>
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<td>Ms. Isbile MURPHY</td>
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<td>63,480</td>
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<td>Mr. Troy MILLER</td>
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<td>Customs &amp; Excise</td>
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<td>63,650</td>
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<td>Mr. Jaime BORGIANI LUSBY</td>
<td>Director Nacional de Aduanas</td>
<td>Customs &amp; Excise</td>
<td>aduanas.gub.uy</td>
<td>700</td>
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<td>Mr. Muratjon AZIMOV</td>
<td>Chairman State Customs Committee</td>
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<td>Vanuatu</td>
<td>Mr. H. TAROSA</td>
<td>Director Department of Customs and Inland Revenue (DCIR), Ministry of Finance and Economic Management (MFE)</td>
<td>Customs &amp; Excise</td>
<td>customslinlandrevenue.gov.vu</td>
<td>2009</td>
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<td>Venezuela</td>
<td>Mr. César Augusto FEBORES</td>
<td>National Superintendente de Aduanas</td>
<td>Revenue Authority</td>
<td>seniat.gob.vu</td>
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<td>Mr. Van Can NGUYEN</td>
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<td>Zambia</td>
<td>Mr. Sydney CHIBBABIBUKA</td>
<td>Commissioner of Customs Services</td>
<td>Customs &amp; Excise</td>
<td>zra.org.zm</td>
<td>644</td>
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<td>Customs &amp; Excise</td>
<td>zimra.co.zw</td>
<td>1,185</td>
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— Data not provided by the Member Administration
“ORGANIZATION TYPE”

“Ministry Department” indicates that the Customs administration is a department, bureau, or division within a Ministry, such as the Ministry of Finance or the Ministry of the Interior.

“Customs Agency” indicates that the Customs administration is an autonomous Ministry or committee, or an independent agency, even if affiliated to a Ministry.

“Revenue Authority” indicates that the Customs administration is a department, bureau, or division within the Finance or the Ministry of the Interior.

“Customs” indicates that the Customs administration is a department, bureau, or division within a Ministry, such as the Ministry of Finance or the Ministry of the Interior.

“Ministry Department” indicates that the Customs administration is an autonomous Ministry or committee, or an independent agency, even if affiliated to a Ministry.

“The Declarations” includes both paper-based and electronic declarations which were processed by a Customs Administration throughout 2020.

The “Electronic Declarations Rate” was calculated by dividing the electronic declarations by the total tax revenue collected by Customs.

The proportion of “Customs duties” in tax revenue was calculated by dividing Customs duties, such as import and export duties, by the total tax revenue collected by government.

“The Declarations” includes both paper-based and electronic declarations which were processed by a Customs Administration throughout 2020.

The “Electronic Declarations Rate” was calculated by dividing the electronic declarations by the total tax revenue collected by Customs.

The proportion of “Customs duties” in tax revenue was calculated by dividing Customs duties, such as import and export duties, by the total tax revenue collected by Customs.

The proportion of “General Consumption taxes”, such as VAT and sales tax, in tax revenue of Customs was calculated by dividing general consumption taxes by the total tax revenue collected by Customs.

The proportion of “Special Consumption taxes”, such as excise, in tax revenue of Customs, was calculated by dividing special consumption taxes by the total tax revenue collected by Customs.

The proportion of “Taxes on exporting goods” in tax revenue of Customs was calculated by dividing the sum of other taxes collected by Customs by the total tax revenue collected by Customs.

The proportion of “Other tax”, such as stamp duty or road tax, in tax revenue of Customs was calculated by dividing the sum of other taxes collected by Customs by the total tax revenue collected by Customs.

All the above fiscal information is based on the amount of revenue collected by Customs throughout the 2020 financial year.

“CUSTOMS DUTIES IN TAX REVENUE”

“Customs duties in tax revenue” was calculated by dividing Customs duties, such as import and export duties, by the total tax revenue collected by government.

“Revenue collected by Customs in tax revenue” was calculated by dividing the total tax revenue collected by Customs by the total tax revenue collected by government.

The proportion of “Customs duties” in tax revenue of Customs was calculated by dividing Customs duties, such as import duties and export duties, by the total tax revenue collected by Customs.

The proportion of “General Consumption taxes”, such as VAT and sales tax, in tax revenue of Customs was calculated by dividing general consumption taxes by the total tax revenue collected by Customs.

The proportion of “Special Consumption taxes”, such as excise, in tax revenue of Customs, was calculated by dividing special consumption taxes by the total tax revenue collected by Customs.

The proportion of “Taxes on exporting goods” in tax revenue of Customs was calculated by dividing the sum of other taxes collected by Customs by the total tax revenue collected by Customs.

The proportion of “Other tax”, such as stamp duty or road tax, in tax revenue of Customs was calculated by dividing the sum of other taxes collected by Customs by the total tax revenue collected by Customs.

Fees and other charges unrelated to the importation or exportation of goods are excluded from “Other tax”.

All the above fiscal information is based on the amount of revenue collected by Customs throughout the 2020 financial year.