



A Snapshot: Chairs, Moderators and Selected Research's Presenters of the Conference

Conference Chairs



Conference Co-Chair: Ms. Heike Barczyk currently serves as the Deputy Director Capacity Building at the Secretariat of the World Customs Organization (WCO) in Brussels. Before joining the WCO Secretariat in April 2010, she had worked as a lawyer on international trade and labour law and then held several managerial positions in the German Customs Administrations, including Head of the International and Anti-Drugs Department of the Customs Criminological Office in Cologne, Head of the WCO Regional Intelligence Liaison (RILO) for Western Europe, and eventually Deputy Director International Customs Affairs in the Ministry of Finance. Already at that time, she dealt with numerous projects related to international Customs Capacity Building.



Conference Co-Chair: Prof. Elena Bogdanova is the Director of IMBIP NRU ITMO. One of the leading experts in the field of training in foreign trade and customs administration. Being an assistant deputy chairman of the State Duma of the Federal Assembly of the Russian Federation, led the group of experts of the Interparliamentary Assembly on model legislation EEC in customs administration and was involved in the development of projects of national laws. Also she is one of the leading experts in the field of innovation policy, the chairman of the Expert Council on Intellectual Property of St. Petersburg, author and managing director of a number of regional, national and international innovation projects.



DAY 1	WEDNESDAY, 18 SEPTEMBER 2013
09:30 - 12:00	Official Opening Session 1: The WCO Economic Competitiveness Package

Session’s Moderator



Mr. Toshihiko Osawa is the Technical Officer of the Compliance and Facilitation Directorate at the World Customs Organization (WCO). In this capacity, he is in charge of the Economic Competitiveness Package which comprises all WCO tools and instruments contributing economic growth or trade facilitation. He is also in charge of several international Conventions on temporary admission and has organized several administrative committees on such issue. Before the WCO, he worked at the Ministry of Finance, Japan. His main responsibility was to negotiate bilateral agreements on mutual assistance in Customs issues with around 10 countries. He was a member of special taskforce of Intellectual Property Rights (IPR) Strategy of Japan.

Session’s Speakers



Prof. dr. Albert VEENSTRA is senior consultant and business developer in the area of international trade and logistics and multimodal transport at the Dutch Institute for Applied Scientific Research (TNO). He holds a part-time Chair in International Trade Facilitation and Logistics at the Technical University Eindhoven. At TNO his main areas of work are supervision in international trade and logistics, the development of IT solutions in international supply chains for compliance and control and the development of verification processes based on, for instance, techniques from accountancy and auditing. In addition, Albert is involved in a large number of projects, such as CASSANDRA, COMCIS and LOGICON on information exchange in international logistics chains.

Research Abstract for the Conference: INFORMATION EXCHANGE IN GLOBAL LOGISTICS CHAINS: AN APPLICATION FOR MODEL-BASED AUDITING

This paper proposes an integrated data pipeline to meet requirements for visibility, supervision and control in global supply chains. How can data integration be used for risk assessment, monitoring and control in global supply chains? This paper argues that concepts from model-based auditing can be used to model the ‘ideal’ flow of money and goods, and by identifying deficiencies, to determine possible risks concerning safety and regulatory compliance. It is proposed to use the ‘value-cycle model’ for describing economic transactions, and connect the expected economic status transitions to the physical flow of goods. The model will be illustrated by a case study of the trade lane of a retail organization trading between China and United Kingdom.



Mr. Cezary Sowiński is a Customs and Regulatory Affairs Manager at DHL Express, concentrating his activities on countries of Central and Eastern EU in terms of influencing the customs regulatory framework to develop DHL Express business performance and customer’s interests. Cezary has extensive knowledge and experience both in practical application of customs law and regulations, VAT and import and export related issues as well as their theoretical and academic use having previously worked in Indirect Taxes Team of PricewaterhouseCoopers Poland and the Polish Ministry of Economy. Cezary has graduated from Krakow University of Economics and University of Southern Denmark (both MSc). He is a certified tax advisor, and presently working on Ph.D thesis on Warsaw

University of Economics. Author of about 20 papers, co-author of an extensive (Polish) commentary to the Community Customs Code.

Research Abstract for the Conference: IMPORT VALUE DE-MINIMIS LEVEL IN SELECTED ECONOMIES AS CAUSE OF UNDERVALUATION OF IMPORTED GOODS

Undervaluation of goods imported to any country is a phenomenon observed daily by those involved in international trade. However, the reasons that goods exported from certain countries are accompanied with invoices showing deliberately lowered values that do not reflect the true value of the goods, are not yet fully understood. This paper investigates whether there exists a link between the EU import duty and VAT de-minimis level and deliberate undervaluation below the de-minimis threshold. Using sample derived from DHL Express operating systems, the paper focuses on known undervalued shipments coming into the EU from the Asia Pacific region with an aim to assess whether EU import value de-minimis level influences decisions of foreign traders to undervalue goods shipped to the EU. Consequently, this paper demonstrates the need for greater understanding of the motivation behind traders supplying undervalued invoices as well as reasoning behind their methodology.



Dr. Andrew Grainger is an experienced trade facilitation practitioner and holds a tenured lectureship in Logistics and Supply Chain Management at Nottingham University Business School. His PhD Thesis on Trade Facilitation and Supply Chain Management was awarded the Palgrave Macmillan Prize for best PhD thesis in Maritime Economics and Logistics, 2005-2008. Andrew regularly works with international organisations and governments, including the World Bank Group and European institutions. In earlier roles he worked as Deputy Director at SITPRO (the former UK trade facilitation agency) and Secretary for EUROPRO, the umbrella organisation for European trade facilitation bodies. Much of his research has been published prominently within leading academic journals, books and reports. He also serves on the World Customs Journal's editorial board and is an active member within the International Network of Customs Universities.

Research Abstract for the Conference: MEASURING-UP CUSTOMS: A TRADE COMPLIANCE COST PERSPECTIVE

Increasingly customs administrations are called-upon to help underpin the nation's economic competitiveness. The author argues three themes can be associated with this objective: trade facilitation; the administration of protective tariffs and procedures that provide for duty deferment and refunds; and the collection of tax revenue required by the state to pursue its objectives. The costs incurred by businesses when complying with customs requirements and any other trade and border related measures – referred to in this paper as trade compliance costs – cuts across each of these policy themes. To help gain a better understanding of trade compliance costs a detailed case-study of UK meat importers was conducted. One of the key findings is that transactional trade compliance costs alone can easily equate to 40-80% of the onward UK haulage costs and 18-50% of the liner ocean rates. Most of these costs are outside the direct influence of the customs administration. The scale of customs related compliance costs, whether good or bad, is often skewed by the performance of other border agencies as well as the operational practices and arrangements between agents and importers, shipping lines and port operators. Concluding the paper, the author argues that good performance management systems require a detailed understanding of how the customs administration is viewed by its users.



Dr. Joris HULSTIJN is assistant professor at Delft University of Technology. He is coordinating the master's program in Customs and Supply Chain Compliance. This is a two-year (part-time) course aimed at professionals who want to know more about the interaction of customs law, supply chain management and information technology. Joris Hulstijn has published about agent architectures, artificial intelligence and law, computational auditing and the adoption of XBRL for financial reporting.

Research Abstract for the Conference: AN INTEGRATED PLATFORM FOR SUPPLY CHAIN TRANSPARENCY: A CASE IN THE CACAO INDUSTRY

Abstract. Stakeholders in commodity supply chains increasingly demand more transparency over a range of different aspects, such as sustainability of production, work conditions, quality, safety and compliance with laws and regulations. Supply chain transparency requires collection and sharing of production information among several stakeholders, as well as some external review or assessment to establish reliability. In this paper we explore the creation of an integrated platform that would meet the information requirements of several stakeholders in commodity supply chains, both concerning content and reliability. The platform is made possible by standardization, use of continuous auditing techniques, and innovative technologies for recording data. We discuss feasibility of such a platform based on a case study of the production of cocoa in West Africa, specifically Ghana.

DAY 2	THURSDAY, 19 SEPTEMBER 2013
09:00 - 12:30	Session 2: The Impact on Customs of the Development, Implementation and Administration of Regional Integration Initiatives

Session's Moderator

Mrs Olga Sokolnikova, Chief of the department of customs revenue and tariff regulation, Russian Customs Academy, is working for the Training units of the Federal Customs Service of the Russian Federation and the CIS since 1991, Ph.D., Associate Professor, since 2001 she took part in WTO workshops, was nominated to be part of the working group to draft the Customs Code of the Russian Federation and the Development Concept of Customs authorities. Her scope of research is mainly on Customs control and Customs revenue.

Session's Speakers



Mr. Robert Ireland is Head of the World Customs Organization's (WCO) Research and Strategies Unit within the Office of the Secretary General in Brussels, Belgium. His current research interests include national security, global warming, and Customs reform. From 2005 to 2009 he was an international development adviser in the WCO's Capacity Building Directorate. Before his WCO employment, he worked as a policy analyst at US Customs and Border Protection, Office of International Affairs, where he focused on national security policy. Prior to this he was a fraud investigator with the US Federal Trade Commission. He has a BA in Political Science from Drew University, Madison, NJ, and an MA in Public Administration from George Washington University, Washington, DC.



Mr. Tadashi Yasui has worked in the Japan Customs for more than ten years, where he was charged with more than ten FTA/EPA negotiations that Japan concluded in the last decade. When working at the OECD Secretariat in 2003-5, he was involved in a number of trade facilitation initiatives and other Customs-related issues. Since July 2009, he has been working in the Research and Strategies Unit of the WCO Secretariat as a Technical Officer, where he has delivered a number of research papers on specific customs issues such as trade facilitation, transit, and customs cooperation.

Research Abstract for the Conference: Customs Administrations under Customs Union Systems

Border procedures, if harmonized and simplified, improves connectivity between trading partners. This is especially the case for intra-regional trade under today's integrated supply chains where goods often cross borders many times. This paper asserts that an FTA could result in reduction of customs revenue if its preferential tariff rates are effectively used, and essentially increase administrative burden on customs administrations in relation to origin of goods. Another trend is that FTAs have increasingly incorporated customs procedures and cooperation for trade facilitation.

In contrast, a customs union potentially imposes significant and different impact on customs administrations. An added value of this study is to shed light on the impact of customs union systems on customs administrations, which has been rarely reviewed. This study especially focuses on three areas, namely: border controls and procedures, revenue management, and institutional arrangements. It is done by reviewing evidence of functional customs unions, complemented by WCO surveys where necessary. Under the customs union systems, customs administrations are given opportunities to improve their procedures and cooperation at the regional level. Thus, it is implied that customs administrations need to be well prepared with the changes that a customs union system could bring.



Dr. Nellie Dhaerah, head of the Research and Development for Zimbabwe Revenue Authority, leads in various researches for the organization, provide recommendations on fiscal reforms, perform advisory roles to executive management and Ministry of Finance, coordinate revenue forecasting, coordinate enterprise risk management, providing statistics and recommending revenue strategic measures for the Revenue Authority.. She attained a PhD in Business Administration, and has vast experience in the Zimbabwean tax laws and execution.

Research Abstract for the Conference: “The Impact on Customs of RII: the case for Zimbabwe Revenue Authority”

Zimbabwe is a member of a number of regional economic corporation bodies. Besides that, Zimbabwe is a member of the Economic Partnership Agreements between the European Union and countries in the African Caribbean and Pacific (ACP). This paper presents an analysis of these different regional trade agreements, citing the pros and cons of regional integration. Each of the different trade agreements to which Zimbabwe is a member, are cited. However, since the challenges and advantages of being member to any one of the agreements are almost uniform, they are presented together for the various bilateral and multi-lateral agreements.

Mr. Shintaro Hamanaka is currently Economist at the Office of Regional Economic Integration (OREI) of the Asian Development Bank (ADB). He also holds the position of Honorary Research Fellow at White Rose East Asia Centre in the UK. Before joining ADB, he worked as a service negotiator of Doha Round at the Japanese Mission to the World Trade Organization (WTO). Prior to this, he was a central bank economist at the Bank of Japan. His research interests include political economy of regionalism, regional economic architecture in Asia, and free trade agreements, particularly regional services agreements. He authors several books and numerous academic journal articles in the field of political science, economics and international law. His recent publication includes a single authored book *Asian Free Trade Agreements and WTO Compatibility* from World Scientific.

Research Abstract for the Conference: Discriminatory Treatment of Regional Trade Facilitation Initiatives: Is it reasonable and operational?

Trade facilitation measures are significantly diverse in terms of their openness. This is partly because these are not strictly regulated by WTO agreements and countries have relatively large space of discretion in drawing up the regional trade facilitation measures unlike regional trade liberalization where the GATT treaty provides the guiding principles of regionalism (GATT Article XXIV).

It is important to stress that it is policy options to make trade facilitating measures exclusive and discriminatory. Extending the same trade facilitation treatment to non-members is always possible. Such an extension can be easily achieved on a de facto basis. Accordingly, designers of trade facilitation provisions in FTAs need to consider (i) how to maximize the impetus of trade facilitation reforms that is brought about by FTA negotiations; (ii) whether exclusive preferential trade facilitation treatment that discriminate FTA members vis-à-vis non-members is necessary, and (iii) how to avoid or minimize any negative impacts on non-members of introducing trade facilitation measures under FTAs. Furthermore, applying the same trade facilitation treatment across various FTA partners, rather than different treatment for different FTA partners, significantly contributes to easing the administration of the flow of goods across borders.

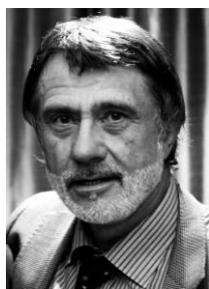
Mr. Andrew Jackson is an IBM Executive with global responsibility for trade facilitation and external relations strategy within IBM’s trade compliance function. Day to day responsibilities include conducting in-country customs compliance reviews, building stronger relationships with customs officials and related agencies and progressing IBM’s supply chain security agenda in conjunction with government and industry partners.

Research Abstract for the Conference: “Post Doha Disease” and the new Global Trade Paradigm: an Industry Perspective

This paper provides a practitioner perspective on the role that existing and current regional and global integration and trade liberalisation initiatives are playing in the world of international trade with a focus on the customs related trade facilitation initiatives that are integral to these negotiations.

In addition the paper also reviews the long standing *Revised Kyoto Convention 1999* as a form of baseline for

customs reform and poses some questions around the efficacy of the proliferation of regional agreements in the context of an existing global template for simplification and harmonization of customs procedures.



Prof. Gerhard Erasmus, Professor Emeritus, Faculty of Law, University of Stellenbosch, is an Associate of the Trade Law Centre (Tralac) in Stellenbosch, South Africa. He taught Public International Law, Constitutional Law and International Trade Law from 1980 till 2005. He now works in trade law, regional integration and capacity building projects. He has cooperated with SACU, SADC, the EAC, COMESA and the East African Business Council. He has drafted several agreements related to water utilization, trade issues and the establishment of regional organizations. He has been involved in the drafting (with 2 other lawyers) of Namibia's independence constitution in 1990, Malawi constitutional reforms (twice) and was one of the members of the Panel of Constitutional Experts during the drafting of the South African democratic constitution in 1995 – 96

Research Abstract for the Conference: Enhancing border management in the Southern African Development Community (SADC) to support consolidation of the SADC free trade area

This paper presents a case study of the Southern African Development Community (SADC); providing an overview of SADC's regional integration agenda; focusing specifically on border management issues as a key component of the broader trade facilitation agenda. The SADC region consists of 15 member states, demonstrating significant diversity in terms of economic size, and levels of development. This particular geo-political configuration presents specific challenges in terms of trade transaction costs and more generally the costs of doing business. Levels of intra-regional trade are particularly low, compared to other regions in Asia, Europe and the Americas. These factors motivate strongly for emphasis not only on tariff liberalisation, but also on a comprehensive trade facilitation agenda. SADC member states have agreed to focus on making the free trade area (launched in 2008) work better. To this end, trade facilitation and enhanced border management have become important trade policy objectives.

The contribution of this paper will be to highlight the important features of the SADC trade and regional integration agenda; presenting a summary of the key non-tariff factors that impede trade amongst member states. The paper will also critically review the guidelines that SADC has prepared to support Coordinated Border Management. The focus of this SADC case study will be narrowed down to consider the One Stop Border Post between Zambia and Zimbabwe – Chirundu.



Ms. Germana Merle Nicklin is a PhD candidate in the School of Government at the Victoria University of Wellington, New Zealand. Her PhD topic is entitled "The trans-Tasman border as a bridge to a Single Economic Market? A study of strategic narrative in action". As part of her PhD, she spent six months in 2011-12 at Sciences Po, Paris on an Erasmus Mundus exchange. She holds a Master of Public Policy with Distinction, and a Post-Graduate Diploma in Strategic Studies. Germana has over 25 years operational and policy experience in the Australian and New Zealand public services, the last 14 of which have been with the New Zealand Customs Service, where she is currently a Team Leader in the Policy Group.

Research Abstract for the Conference: ANATOMY OF BORDER MANAGEMENT IN A SINGLE ECONOMIC MARKET

This paper reveals the ways in which New Zealand and Australian officials are operating in the trans-Tasman Single Economic Market. In particular, it examines the ways in which border officials (largely Customs) approached the period from March 2009. Through the use of Actor-Network Theory (ANT), the paper reveals insights about the challenges facing the Australian and New Zealand customs administrations in progressing a broadly-stated political aim - an aim that was translated as process improvements rather than something larger, such as creating a common border, and that involved not only the Australian and New Zealand customs administrations but also other border agencies. It concludes that while each regional economic integration is unique, an ANT approach can help administrations understand, and therefore better develop.

DAY 2	THURSDAY, 19 SEPTEMBER 2013
15:15 – 17:30	Break-out Working Sessions

Mr. Shujie Zhang, currently serves as Deputy Director, Department of Training & International Cooperation, Shanghai Customs College (SCC), in charge of designing and monitoring a wide range of training programs organized by SCC. From 2007 to 2012 he served in WCO Asia Pacific Regional Office for Capacity Building (ROCB) as technical attaché seconded by China Customs. He had been actively involved in a wide range of Customs capacity building activities both in and beyond AP region. Mr. ZHANG is studying the PhD Program on public policy and administration in Thailand National Institution of Development Administration. He has published a couple of research papers on UN publication and World Customs Journal and Chinese academic publications.



Dr. LI LI is a Shanghai Customs College Professor and a WCO accredited expert trainer on Rules of Origin. She teaches courses in Customs Supervision and Control, Rules of Origin and International Commercial Laws. Acted as the consultant for China government on International Conventions and Customs Law, she joined national FTA negotiations with ASEAN, Switzerland and several Latin American countries. She completed her Master degree in the U.K., and now holds a PhD in International Economic law and a Post-PhD in Economics. She presided research projects in the fields of RTAs and Rules of Origin sponsored by National Social Science Fund, General Administration of China Customs, Ministry of Education and Ministry of Commerce.

Research Abstract for the Conference: The Impact on Customs of The Implementation of China-ASEAN FTA

This paper consists of five Parts. Part I gives a brief introduction on the development of ASEAN-China Free Trade Area (ACFTA). Part II analyses the impact of ACFTA on the regional import/export trade and the trend in the near future. Part III examines the FTA utilization rate. To take better use of the zero-tariff FTA policies for the regional trade growth, bilateral governments need to take steps to strengthen economic complementary and industry cooperation. It implies that, in the near future, the limited Customs resources have to cope with more businesses in the fields of regional trade administration, particularly relates to Rules Origin negotiation, formulation and enforcement. Part IV discusses the main impact on Customs implementation and findings are concluded in the final Part.

Ms. Nyrkova Natalia graduated from Rostov State University. Since 1997 she has been working in Rostov branch of the Russian Customs Academy. Her current research interests include: Criminal Legal and Customs characteristic of corruption-related crimes, including organized types of crimes. She is an author of more than 50 scientific and educational works. She is a co-worker of the Commentary to the Criminal Code of the Russian Federation, the textbooks on Criminal Law and the Encyclopedia of Criminal Law, and co-editor of the textbook on General part of the criminal law.

Research Abstract for the Conference: LEGAL ENVIRONMENT OF INTEGRATION PROCESSES IN THE CUSTOMS UNION WITHIN THE EURASIAN ECONOMIC COMMUNITY: CRIMINAL LEGAL ASPECT

The author argues that at present the dynamic process of regional economic integration of the Customs Union does not have a proper legal basis on the national level. There is disproportion of the regulatory framework for Customs and lack of unity of approaches to the criminal violations between state-members of the Customs Union. Therefore unification of the legislation becomes a major task for the legal effectiveness of the criminal policy in this area. It can be carried out on the basis of profound scientific research of conflicts in the legislation of Russia, Belarus and Kazakhstan and agreed ways of harmonization of legislations.

Ms. Anna Gilyano finished the postgraduate course of the Rostov State University. Since 2003 Gilyano has been working at the international economic relations department of the Russian Customs Academy Rostov branch. A. Gilyano annually takes part in scientific and practical conferences, including international ones and delivers scientific reports. The subject of A. Gilyano's present dissertation research is "Dynamics of integration processes in the world market in the conditions of globalization" (in the field of World economy).

Research Abstract for the Conference: INTELLECTUAL PROPERTY RIGHTS PROTECTION MODERN PROBLEMS AND PROSPECTS WITHIN THE CUSTOMS UNION FRAMEWORK

Intellectual property rights protection gains increasing value in the conditions of the world economic globalization. This paper listed measures to raise level of protection to combine the efforts of the state, consumers and intellectual property rights owners, to automate control of potentially counterfeit goods movement, and also to apply the risks identification techniques concerning the counterfeit goods movement. In the context of the Customs Union, the author argues that it is unlikely effective to fight against counterfeit goods within only one country. The author suggests studying and introducing the experience of other countries in the sphere of intellectual property rights protection. In the author's opinion, the legal environment created within the framework of the European Union (EU) countries is the most effective.

Mr. Jean-Paul Esamba Bokel'Ipoka has worked as a teacher of English and educational psychology, a Customs officer and inspector in Kinshasa and as Deputy Director of Customs assigned to the Regional Intelligence Liaison Office for Central Africa, Douala, Cameroon (2011 to the present). He has a first degree in English and African culture and a Master's degree in administration, Customs policy and international trade from the University of Münster, Germany. He is the author of several articles on Customs topics, international trade, etc.

Research Abstract for the Conference: Is Multiple Membership a Solution for the Regional Integration of the Democratic Republic of Congo (DRC) ?

Considering the fact that DRC is member of multiple regional integration initiatives, this paper focuses on the purpose of these initiatives and their effect on DRC development. The author contends that multiple membership is not a good strategy when it comes to regional integration.

Mr. Rajeev Nawosah, currently works as Internal Audit Officer at Mauritius Revenue Authority. He is MSc International Trade and Business and a Master of Customs Administration, Law and Policy. He has over 11 years of practical experience as Customs Officer with the Mauritian Customs Administration in the field of Trade Negotiations, Trade Facilitations, development of Customs Projects, Tariff, etc.

Research Abstract for the Conference: ROLE OF CUSTOMS IN FREE TRADE AGREEMENTS IN EASTERN AND SOUTHERN AFRICA

The purpose of the study is to demonstrate the difficulties encountered by Customs Administrations in Eastern and Southern Africa where most countries have multiple memberships (SADC, COMESA, EAC, SACU, and IOC). This study illustrates the importance of Customs in the execution of these trade policies. It emphasizes on the involvement of Customs in trade negotiations as very often trade experts involved in negotiations are not acquainted to the implementation phase, particularly, on the technicalities of rules of origin, the complexities of the tariff structure and the role customs in safeguarding trade interest of countries in preferential trade agreements.

DAY 3	FRIDAY, 20 SEPTEMBER 2013
09:00 – 12:00	Session 3: The Enhancement of Professionalism in Customs and the Operationalization of the PICARD 2020 Strategic Document

Session's Moderator



Major Zsuzsanna Kecskesne Szmetan is the Head of Division of the Department of the International Relations of the Hungarian National Tax and Customs Administration. Having a trainer working experience, she's been working in the Department of International Relations at central level of the Hungarian customs administration for 11 years, currently responsible for maintaining bilateral connections with tax and customs administrations, foreign embassies as well as multilateral relations with international tax and customs organizations. She's been in charge with WCO related matters representing the NTCA and the WCO's first Regional Training Center established in Budapest at various international fora.

Session's Speakers

Ms. Unnur Yr Kristjansdottir is the Director of Human Resource Division at the Directorate of Customs in Iceland. Prior to joining the Directorate of Customs Unnur worked as Training Manager for the US Naval Air Station in Keflavik, Iceland. Unnur holds an MSc. Degree in Human Resource Management from Napier University in Edinburgh as well as a MA degree in Ecclesiastical History from Edinburgh University and a BA degree in Divinity from the University of Iceland.

Research Abstract for the Conference: Through the lens of the WCO Professional standards and PICARD 2020: Using strategic HR in Customs Development projects

This paper focuses on specific issues related to the use of strategic Human Resource Methods within the boundaries of a development project undertaken by the Icelandic Directorate of Customs. The project revolves around the development and adaptation of new customs IT systems. The focus of the research is to shed light on, and seek answers to, the question: *What challenges do development projects pose for strategic HRM within a customs setting?* The paper emphasizes on the effectiveness of traditional/strategic HRM methods when selecting and training staff for work in customs development projects.



Mrs Catherine OLIVAN is a Director of a Customs department, Head of the Steering Board for Training Performance of the DNRFP (Direction Nationale du Recrutement et de la Formation Professionnelle). As the Executive Management contact point for all Training issues, she manages the educational project managers, and the National Training Plan for the 3 national Customs Schools. She also follows up on their performance.

Research Abstract for the Conference: Feasibility study of a European customs academic program

The author contends the necessity to create of a core community education program (« Core European Curriculum ») consisting of two training courses, corresponding to two levels of professional positioning, businesses and administrations alike : a technical customs training (Bachelor and "BA", French Baccalauréat "BAC" + 3 years) and a managerial customs training (master or "MA", BAC + 4). These two formations resume professional standards contained in the customs training courses offered by the WCO in the "PICARD" program. The system is based on existing structures (universities, community agencies, schools and customs enforcement, etc.) that rely on their training and modify as required. The paper introduced that France is favourable to the development of a competency framework and development of a master research.