Foreword

The Third Session of the Capacity Building Committee was held from 27 to 29 February 2012. The Session was preceded by a meeting of all the ROCBs and RTCs and followed by the Integrity Sub-Committee. Now for some of the highlights. In the first place, this was a really vibrant and energetic session with more than 220 active participants from Customs, business, the academic community and international organizations. The table was set for the proceedings by a high-level panel that looked at "Agile and Responsive Customs for the 21st Century through Reform and Modernization". We looked into the key requirements for reform and modernization and one of the key discussion points was change management and approaches to secure and sustain "enthusiasm".

The programme was built around the Capacity Building 3P Framework: Political Will, People and Partnerships - the key enablers for reform and modernization. Under Political Will, we looked at the Orientation Package for Decision-Makers and finalized a new chapter for the Capacity Building Development Compendium on performance measurement. We also had an excellent presentation by the Kenya Revenue Authority on the recent Columbus Programme Phase 3 mission. This presentation, together with the new performance measurement chapter, underpinned that showing and communicating results is one of the best ways to secure and maintain high-level support for change. Across the world Customs administrations have a reputation for delivering pragmatic, concrete results and this is one of our strengths. The WCO’s instruments and tools as well as its Capacity Building programme are key ingredients in supporting this. Under People, the Committee approved the new Leadership and Management Development Programme (LMDP). This is a product that we are very excited about. We all know that our senior and mid-level managers are instrumental in successful capacity building. Still under the People issues, the outline and priorities of the Framework of Principles and Practices on Customs Career Development was approved. Finally, under Partnerships, we considered progress with the Project Map Database and looked at issues around donor coordination and engagement. In times of resource scarcity this is an issue that requires serious coordination and efforts by all parties. We also had presentations by colleagues from Argentina, Latvia and Mexico on how they have developed partnerships. One of our important partnerships is of course with the academic community as knowledge management is an element of Capacity Building. In this regard, a new strategy for the Partnerships in Customs Research and Development (PICARD) will be developed to ensure that we take this programme to the next level.

In conclusion, the Committee again underscored that Capacity Building is about delivery. The new look Capacity Building Progress Report was tabled at the Committee and I invite you to look at this Report. It will be published twice a year.

With your support and commitment we were able to maintain and even increase the delivery of support for our Members. Thank you very much.

Erich Kieck
Director, Capacity Building
Introduction

This newsletter addresses our Capacity Builders, more specifically our Accredited Customs Experts including those, who so far have successfully finalized the first step of the accreditation procedure, and experts, who are contributing to areas of the WCO assistance, where an accreditation process is not provided for.

With this newsletter we share with you as usual the highlights of some of the recent WCO Committees, Conferences and Meetings and information on recent accreditation workshops and news from our experts in action.

We also welcome your share of information and views on the access and the value of some of our supporting tools to ease the organization, briefing and mechanisms around WCO activities. Do not forget: If you do receive the support you require then please tell us. If not, then we would also like to know.

Whilst this newsletter can only provide a snapshot of key developments, it may raise your awareness and encourage you to address for more detailed publications or to contact us.

Special edition of the WCO Customs Scientific Journal (Europe Region)

The WCO Customs Scientific Journal is an initiative of the WCO Regional Office for Capacity Building (ROCB) and the Regional Training Centres (RTCs) for the Europe Region. It offers a forum for academic partners and Customs practitioners to share, discuss and promote research, best practices and initiatives in the area of Customs. The latest special edition is devoted to the 60th Anniversary of the World Customs Organization (WCO). This publication, an initiative.

Each edition of the publication contains research and articles by practitioners, together with news reports about projects and initiatives, including one section focusing on education in the Customs domain. There are further broad sections entitled “Young researchers” and “Guests” (papers by representatives of Customs administrations/Customs universities from other WCO regions), as well as reference materials.

The special edition of the Customs Scientific Journal is available here:

Upon interest Customs professionals may also consider submitting an article of their own for inclusion in a future edition. Submission guidelines are available here.
http://www.wcoomd.org/files/1.%20Public%20files/PDFandDocuments/Capacity%20Building/News/Customs_SI_publication_requerments.pdf
Recent and future awareness and accreditation activities

The accreditation concept enables the WCO to provide quality support to its Members and it prepares our Capacity Builders to be responsive to the needs of the recipient countries. At the same time, WCO accreditation initiatives need to be accurately targeted to current and future assistance needs to secure appropriate human resources for delivery.

In the first half of 2012 the WCO conducted altogether seven accreditation workshops with the aim to widen its pool of strategic Customs Modernization Advisors – CMAs, Technical and Operational Advisors –TOAs and Training Experts.

As a result 4 Customs experts succeeded in the Customs Modernization Advisor accreditation workshops, 24 experts excelled in the workshops for Technical and Operational Advisors and 10 experts successfully finalized their accreditation workshop for Expert Trainers.

Moreover a new area of accreditation led to the creation of a pool of currently altogether 11 English, French, speaking facilitators to assist the WCO Secretariat in the implementation of the new WCO Leadership and Management Development Programme LMDP.

Upon invitation by the Finnish Customs Administration the WCO conducted in June 2012 an interactive awareness workshop, where Finnish experts gained insight in the WCO Capacity Building approach and WCO Standards, Tools and Programmes. Similar events will be implemented as regional/sub-regional workshops in the MENA region and the Europe region. These missions have been requested in preparation for later accreditation events.

In due consideration of the decision taken during the 2nd Capacity Building Committee, the CB Directorate downsized the number of CMA accreditation workshops to focus on language diversity and a balanced regional representation. The focus for CMA accreditation in the next months will therefore be on Russian speaking experts in the Europe region and on the MENA region. Apart from those events priority will be given to the finalization of step 2 for CMAs and the development of lead facilitators.

Concerning TOAs the WCO envisages for the 2nd half of 2012 the creation of an accreditation concept in the area of Risk Management. Discussions for an accreditation concept for CEN experts are currently underway.

Currently, some 83 experts qualify as fully accredited CMAs, 36 as TOAs and 94 as Expert trainers; additional 67 experts have successfully finalized the first step of the accreditation process.
... Recent and future awareness and accreditation activities

We sincerely thank the participants and the Donor administrations for their active participation in these workshops and congratulate all experts who successfully participated in the accreditation workshop. We also hope that all colleagues take some new input back to their home administrations and some useful information and guidance for their work as international Customs experts. We look forward to our fruitful collaboration in future WCO missions on behalf of our beneficiary Members.

WCO accreditation activities Jan. - June 2012

Customs Modernization Advisors

<table>
<thead>
<tr>
<th>Region</th>
<th>Session</th>
<th>Place</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>A/P</td>
<td>National CMA Accreditation Workshop</td>
<td>Japan, Tokyo</td>
<td>23-30 April 2012</td>
</tr>
</tbody>
</table>

Technical and Operational Advisors

<table>
<thead>
<tr>
<th>Region</th>
<th>Session</th>
<th>Place</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global</td>
<td>Accreditation Workshop for TOAs in the area of IPR</td>
<td>Belgium, Brussels</td>
<td>16-20 April 2012</td>
</tr>
<tr>
<td>NEW - Global</td>
<td>Leadership and Management Development Facilitators Accreditation Workshop, English speaking</td>
<td>Belgium, Brussels</td>
<td>5-9 March 2012</td>
</tr>
<tr>
<td>Europe</td>
<td>National Accreditation Workshop for TOA in the area of AEO, Spanish speaking</td>
<td>Spain, Madrid</td>
<td>May 2012</td>
</tr>
<tr>
<td>NEW - Global</td>
<td>Leadership and Management Development Facilitators Accreditation Workshop, French speaking</td>
<td>France, Lille</td>
<td>May 2012</td>
</tr>
</tbody>
</table>

Expert Trainers

<table>
<thead>
<tr>
<th>Region</th>
<th>Session</th>
<th>Place</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>EUR</td>
<td>Regional Accreditation Workshop HS Expert Trainers, Russian speaking</td>
<td>RTC Dnepropetrovsk, Ukraine</td>
<td>16-20 April 2012</td>
</tr>
<tr>
<td>AMS</td>
<td>Regional Accreditation Workshop for Valuation Expert Trainers, Spanish speaking</td>
<td>Antigua, Guatemala,</td>
<td>7-11 May 2012</td>
</tr>
</tbody>
</table>

FORECAST - Planned WCO accreditation activities in 2012

Technical and Operational Advisors

<table>
<thead>
<tr>
<th>Region</th>
<th>Session</th>
<th>Place</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global</td>
<td>Accreditation Workshop for TOAs in the area of Risk Management</td>
<td>Belgium, Brussels</td>
<td>November 2012</td>
</tr>
</tbody>
</table>

Copyright © 2012 - WCO-OMD
CAPACITY BUILDERS’ FEEDBACK

Feedback on the WCO Mission to Kazakhstan, 23 to 27 January 2012

Modernisation of Customs partly proves easier said than done, and the initial enthusiasm about it can be enfeebled by the colossal obstacles the process of change is sure to face as it unfolds. One of them is failure to put the whole modernisation endeavour into perspective from the outset by planning and sequencing the various activities. Yet there has been a growing recognition by Members that one should “begin at the beginning” when it comes to a process as complex as modernisation, that is, start with a realistic, viable and well designed plan. This is where strategic thinking and planning skills come to the fore. And, fortunately, ever more Members come to realise the value added by planning to the modernisation agenda.

The WCO supports administrations in this field by organising capacity building events known as “strategic planning workshops”. I was privileged to have been invited to facilitate one such activity – a national Workshop on Strategic Planning in Kazakhstan, in January 2012.

One may wonder, why have a workshop on strategic planning? There are several reasons for it. First, not all administrations have the capacity and the know-how of crafting a strategic plan. Second, it is not always clear where to move next after the plan has been adopted and how to unlock its full potential as a management tool. Moreover, the effective strategic planning process needs to involve key experts of the administration concerned, who are sometimes hard to persuade that they too have a role to play in the process of planning. Even when there is a dedicated department with competent staff to deal with the technical aspects of the strategic planning, there may still be a lack of commitment from other staff and reluctance to be involved in the process. All of these and other related questions usually get addressed during strategic planning workshops.

The Workshop was due to start on Monday, but as soon as we arrived in Astana on Sunday we were whisked to the Headquarters by the enthusiastic team of the planning department specialists. Neither the January’s freezing cold, nor the weekend stopped our colleagues from coming to the office to welcome us and brief us on where they were in terms of strategic planning process, what they expected from the Workshop, and hear from us what we could do for them. It turned out that Kazakhstan was, in fact, quite advanced in the planning techniques and needed some minor fine-tuning rather than major revision of this work.

However, it was indeed crucial to ensure that all the key departments of the administration were involved in the planning process and that everyone was introduced to the concepts of strategic planning. And the Workshop proved to be a venue par excellence to make this happen.

What is more, Kazakhstan Customs has very constructive relations with the private sector and it did make a massive difference in terms of the organisation of the Workshop.
Feedback on the WCO Mission to Kazakhstan, 23 to 27 January 2012

On Day One we started by holding a frank exchange of views with economic operators and brokers, which ignited the planning process and pushed it in the right direction – address the sorrows of economic operators and make crossing the border a lesser challenge.

But the involvement of the private sector did not stop there: several representatives of the national broker association were actually part of the planning process and attended the entire Workshop on an equal footing with other participants. They made an important contribution to the discussions making sure that real problems do receive attention in the draft Strategic Plan. Moreover, we were joined by a team of consultants and international experts, who were already busy developing a number of modernisation initiatives for the Kazakhstan Customs and who offered interesting insights into planning techniques.

Another element that contributed to the success of the Workshop was that it was conducted entirely in Russian – a language widely used in Kazakhstan – and facilitated by a team of Russian-speaking experts. There was thus no language barrier, and interaction between everybody involved in the Workshop was seamless.

In the evening of the last day of the Workshop we indulged in visiting the fascinating capital city of Astana and the spectacular Khan-Shatyr building, whose futuristic contours reminded me of the impressive dynamism with which Kazakhstan is growing as a whole. I left this country feeling confident that the Kazakhstan Customs will keep up with it and is on the fast track to excellence in Customs modernisation.

Alexey Shcheglov, WCO Secretariat, Tariff and Trade Affairs Directorate

The Integrity Sub-Committee (ISC) held its 11th Session on 1 and 2 March 2012 at the WCO Headquarters in Brussels. Over 120 delegates from all around the world took part in the session. The Agenda included a presentation on progress made in relation to integrity pilot projects and on the work undertaken to review the Integrity Development Guide, the main WCO training tool based entirely on the Organization’s Revised Arusha Declaration.

Two round tables were held. The first addressed communication as a tool to build trust in State institutions. The second round table related to the usefulness of having an Internal Affairs Service to enhance integrity within Customs.

Another topic of interest at the ISC was informal trade practices, their impact on integrity and how to mesh them with the reality of countries where, at times, 60% of traders are operating in the informal sector, and how Customs can manage this type of practice while ensuring compliance with the law.

The ISC also reaffirmed the importance of social and welfare activities to promote integrity and the concept of ‘esprit de corps’ within Customs and fiscal administrations. Finally, the WCO and the Netherlands Customs Administration presented the integrity component of the Leadership and Management Development Programme. This Programme stresses that leaders within Customs administrations need to take measures to promote integrity within their area of responsibility.
In 2006, the WCO Secretariat released the “WCO Guidelines for Post-Clearance Audit”, a document which was developed with the valuable support of various WCO Members.

In late 2010, a number of WCO Members suggested to update and revise this document. The participants of the WCO Working Group on Commercial Fraud supported a revision of the guidelines, in particular to integrate the latest information on this highly important and complex issue.

Based on the contents of the 2006 guidelines and resource material obtained from different sources, the Secretariat has developed a comprehensive draft version of a new “WCO Guidelines for Post-Clearance Audit” which was endorsed by the delegates of the 31st Meeting of the WCO Enforcement Committee in March 2012.

As the WCO Risk Management Compendium, the new document consists of two separate but linked volumes: Volume 1 for the Management level, containing principle elements to facilitate Post-Clearance Audits, and Volume 2 which addresses the operational level in the preparation and implementation of such audits. Inter alia, it includes risk indicators and specific checklists to guide the auditor through the whole PCA process. Volume 1 will be publicly available and Volume 2 will only be available for the WCO Members.

The new WCO Guidelines on Post-Clearance Audit also clearly underline that Post-Clearance Audits are an instrument to measure compliance of traders with the respective legal provisions and Customs rules. A Post-Clearance Audit is not to be considered as an investigative measure or as a means to conduct internal audits.

However, as the WCO Secretariat is aware of the wealth of material and information on the issue of “Post-Clearance Audits” among its membership, Members remain encouraged to share their national expertise and case studies via the WCO “CLiKC” platform with the Secretariat. The valuable contributions of our Members will add further value on this important topic. For this reason, the WCO Guidelines for Post-Clearance Audit will remain a so-called “living” document which will be regularly updated for the benefit of the Members.

As a next step it is expected that the PCA Guidelines will be also endorsed by the Council.

To access CLiKC platform please contact: learning@wcoomd.org or visit http://clikc.wcoomd.org/

The WCO Compendium of Customs Operational Practices for Enforcement and Seizures (COPES)

The handling and processing of seized goods, vehicles, documents, valuables and monetary instruments is a complex and sensitive issue for all Customs administrations. It has numerous legal (e.g. evidentiary) and organizational (e.g. documentation, storage, integrity) aspects which have to be seriously considered and implemented.

The WCO Compendium of Customs Operational Practices for Enforcement and Seizures (COPES) is uniquely designed to provide practical guidance and case studies of WCO Member seizure regimes and has a strong Capacity Building component, which includes a detailed Checklist to assist in identifying elements of Member practices in place. Moreover, the COPES is designed to be a vehicle for the development of related learning modules, training workshops and quality Capacity Building proposals to enhance the capabilities for Members that desire assistance. The COPES was developed “by Members, for Members” with facilitative and collective support provided by the WCO Secretariat Compliance and Facilitation and Capacity Building Directorates.

The COPES, which was unanimously endorsed at the WCO Enforcement Committee in March 2012, will shortly be available in 4 languages – English, French, Spanish (by Peru) & Arabic (by Saudi Arabia). Serbia is also preparing a translation as well, for a total of 5 language versions for the use of WCO Members. All language versions will soon be available at the WCO Members Website; they are free of charge.
News from WCO Meetings, Conferences and Committees

IPR Updates

The second Interface Public-Member meeting with right holders took place in Brussels on 13 of March 2012. Participants received updated information on IPM and its implementation, feedback from Member Customs administrations, and the results of Operation TIGRE 2, in which IPM was tested in real-time conditions. The next event which is also related to IPR issues was the Counterfeiting and Piracy Group meeting which took place in Brussels on 2-3 of May 2012. The Group took note of the progress report on the Information Repository of Legislation on Border Measures for Counterfeiting and Piracy which was developed to support the implementation of the WTO Agreement on Trade-Related Aspects of Intellectual Property Rights (TRIPS). They also took note of the successful use of the WCO Interface Public-Members (IPM) tool during the course of Operation Tigre II, an anti-counterfeiting and piracy operation held in Central and South America in December 2011.

The full report of the meeting is available on the Members’ website:
http://www.wcoomd.org/members/meetingdocuments/enforcement/cape.htm

49th Session of the HS Committee (HSC)

Sixty-four Contracting Parties, two other Members and four international organizations attended the 49th Session of HSC which was preceded by a three-day meeting of the Committee’s Working Party. An interesting feature of the meeting was the classification of tablet computers.

The full report of the meeting is available on the Members’ website:
http://www.wcoomd.org/members/meetingdocuments/hsc/hscia.htm

Data Model Project Team (DMPT)

Work continued on the scope of version 3.3 of the Data Model (DM), which will include information that is typically required for requesting action if goods are suspected of IPR infringements. Discussions confirmed that regional integration can benefit from the DM as the sharing of import, export and transit information becomes easier when all countries align their forms with the DM. The WCO CLiKC! website will soon host a DM eLearning package.

195th Session of the Permanent Technical Committee (PTC)

The PTC endorsed the WCO Guidelines on Preferential Origin Verification, the draft Guidelines for Interactive Advance Passenger Information, the draft Council Recommendation on Dematerialization of Supporting Documents and a draft Council Recommendation concerning the use of Advance Passenger Information (API) and Passenger Name Record (PNR) for efficient and effective Customs control.

The PTC report is available on the WCO Members’ website:
http://www.wcoomd.org/members/meetingdocuments/procedures/ptca.htm

Joint Session: PTC and the Enforcement Committee (PTC/EC)

Delegates took note of the state of play as regards recommendations for the review of the SAFE and the work being done on air cargo security in cooperation with International Civil Aviation Organization and the Universal Postal Union. Participants were briefed on Globally Networked Customs (GNC) and informed that two new GNC documents had been posted on the public website to enhance understanding and ensure better communication: one on its Strategic Value and another with Frequently Asked Questions. They acknowledged the work being done on emerging and evolving risks by the EC and felt that this important issue should be taken up with the Policy Commission.
... News from WCO Meetings, Conferences and Committees

5th session of the Technical Experts Group on Air Cargo Security  Brussels, 12-13 April 2012

The Group agreed that the outcome of the pilot projects on air cargo security will have an impact on the ongoing work relating to the identification and sharing of advance cargo requirements, as well as the potential alignment of Authorized Economic Operator (AEO)/trusted shipper programmes. They also agreed to submit a number of recommendations to the Policy Commission (PC)/Council on further work that needed to be carried out in areas, such as strengthened cooperation between Customs/transport agencies on the development and implementation of AEO/Regulated Agent/Known Consignor Programmes, including potential cooperation on validation and audit visits.

The meeting report is available here:
http://www.wcoomd.org/members/meetingdocuments/enforcement/acse.htm

34th session of Technical Committee on Customs Valuation (TCCV)  Brussels, 16-20 April 2012

Sixty Members, plus observers from international organizations, such as the World Trade Organization (WTO), the International Chamber of Commerce (ICC), the Association of Professional Customs Brokers in Latin America (ASAPRA), the Organization for Economic Co-operation and Development (OECD), the United Nations (UN), and the Economic and Monetary Community of Central Africa (CEMAC) attended the meeting. The main technical topics discussed revolved around royalties and licence fees, transfer pricing rules, and interpretation of the term “condition of sale”. The review of TCCV procedures and processes was concluded.

The meeting report is available here:
http://www.wcoomd.org/members/meetingdocuments/Valuation/valae.htm

10th SAFE Meeting  Brussels, 24-27 April 2012

The Working Group endorsed the revision to be put forward as SAFE 2012 to the PC/Council, as well as the proposed planning for the 2012-2015 Review Cycle. As far as amendments to the SAFE time limits are concerned, they agreed to continue discussions while taking on board input from the ongoing pilot projects on air cargo security. The potential amendments to the Integrated Supply Chain Management (IMSC) Guidelines will be taken into consideration during the next Review Cycle, given their linkages to Globally Networked Customs (GNC).

Full report is available on the WCO Members’ website:
http://www.wcoomd.org/members/meetingdocuments/procedures/safee.htm

11th Globally Networked Customs Ad Hoc working group (GNC)  Brussels, 14-16 May 2012

The GNC Ad Hoc Working Group met for the last time. An information session was held to further explain the GNC approach and to allow for clarification of any key points. The Working Group concentrated on the Feasibility Study Report (FSR) on GNC and provided feedback to the Secretariat with a view to the finalization of the draft FSR which will be submitted to Policy Commission and Council in June 2012.

The group meeting report is available on the WCO Member’s website:
http://www.wcoomd.org/members/meetingdocuments/Procedures/gnce.htm

Copyright © 2012 - WCO-OMD
In June 2005 the WCO Council adopted the SAFE Framework of Standards to Secure and Facilitate Global Trade (SAFE Framework).

Since then much has been done to encourage implementation of the SAFE Framework by WCO Members, to keep it topical and responsive to occurring needs and to facilitate its implementation through development and compilation of supporting guidelines and compendia into one SAFE Package.

The first update of the SAFE Framework in 2007 principally aimed at incorporation of detailed provisions on the conditions and requirements for Customs and Authorized Economic Operators (AEO). The June 2011 version of the SAFE Framework included a separate Annex for data elements for security purposes which incorporate the remaining 10 + 2 data elements into those that were listed in the previous version; an important development for improving WCO Members’ risk assessment capabilities in this area. Definitions of scanning and screening have also been included to clarify their use in day-to-day Customs work.

Continuing its mission to facilitate implementation, the 2012 update of the SAFE Framework includes a new part 5 in respect of Coordinated Border Management, a new part 6 in respect of Trade Continuity and Resumption, moving the language on Mutual Recognition to a new part 7, moving the AEO Conditions, Requirements and Benefits to a new Annex 3, moving the text of the CCC Resolution on the SAFE Framework to a new Annex 4 and creating a new Annex 1 for Definitions, which also defines ‘high risk cargo’.

This update has been endorsed by the SAFE Working Group, which was held in period 24-27 April 2012. It will be presented to the WCO Council in June 2012 for its endorsement and become an integral part of the SAFE Package and available on the WCO public website as under:

http://www.wcoomd.org/home_pfoverviewboxes_safepackage.htm

---

43rd Harmonized System Review Sub-Committee (RSC)  Brussels  21-25 May 2012

The Sub-Committee agreed to certain amendments to the 2017 Nomenclature, including those relating to the following: a proposal by the Stockholm Convention on persistent organic pollutants and a proposal by the International Narcotics Control Board (INCB) on certain narcotic substances. They also examined other possible amendments, including new proposals by the UN Food and Agriculture Organization (FAO) relating to fishery, agricultural and forestry products, fertilizers, and agricultural machines and equipment.

The meeting report is available on the WCO Member’s website:
http://www.wcoomd.org/members/meetingdocuments/HSC/Hsrae.htm
Forecast: PICARD Conference 2012

The 7th Partnerships in Customs Academic Research and Development (PICARD) Conference, jointly organized by the World Customs Organization (WCO) and the Cadi Ayyad University, will take place in Marrakesh, Morocco, in the period 25-27 September 2012.

In co-operation with the International Network of Customs Universities (INCU) and the Morocco Customs Administration, the WCO Secretariat co-ordinates this annual event which serves as the ideal platform to discuss Customs education and Customs research as well as HR development. Since 2006, the PICARD Conference has helped to foster high-level exchanges between Customs administrations, academia, international organizations and the trade community.

The WCO PICARD Programme strives to initiate research in relevant Customs areas in order to prepare future leaders of Customs and to offer participants an opportunity to interact with government, commercial and academic counterparts from around the world.

Sessions will include vigorous discussions on national and international challenges relating to Emerging and Evolving Risks faced by Customs, the Impact of Regional Economic Integration and Preferential Trade Arrangements on Customs Services and Customs Strategic Human Resource Management.

Following the 3rd Capacity Building Committee’s recommendations, the PICARD Conference research agenda will adopt a two-year approach to ensure broader associated research efforts. The research topics will be kept and developed based on the 2012 edition’s outcomes for the upcoming Conference 2013, so as to keep our research agenda responsive and relevant, as well as to strengthen a continuous quality academic involvement.

For more information please visit WCO public website:
http://www.wcoomd.org/event_picard2012.htm

WCO News No 67 - Dossier: Connectivity

Collaboration, communication and coordination are indispensable to Customs operations, ensuring continuous connectivity among WCO Members and between Customs and its international, regional and national partners. This latest issue of the WCO news reflects on the connectivity theme, particularly the initiatives linking people, institutions, systems and ideas.

To find out more please refer to the link below:
The Newsletter to WCO Capacity Builders is distributed free of charge in French and in English to WCO accredited Customs experts, and is accessible on the WCO e-learning platform and the public WCO Capacity Building website.

The WCO Capacity Building Directorate wishes to express its sincere thanks to all who contributed to this publication. Contributions in English and French are welcome. Opinions expressed in this newsletter are those of the contributors and do not necessarily reflect the official views of the World Customs Organization.

The WCO reserves the right to publish, not to publish or edit articles to ensure their conformity with the newsletters’ editorial policy.