

## The 6<sup>th</sup> PICARD Conference 2011

### Report

1. Jointly organized by the World Customs Organization (WCO), the Cross-border Research Association (CBRA) of Switzerland and the International Network of Customs Universities (INCUI), with support from The United Nations Economic Commission for Europe (UNECE), the 6<sup>th</sup> PICARD (Partnership in Customs Academic Research and Development) Conference was held in the UN building in Geneva, Switzerland from 14 to 16 September 2011.
2. The Conference was co-chaired by Prof. David Widdowson, INCUI President and Dr. Juha Hintsa, Director of the Cross-border Research Association. The Agenda is at Annex I to this Report.
3. The Conference was attended by some 200 delegates representing WCO Members, academia, public and private sector. The list of participants is at Annex II to this Report.

#### **I. Opening remarks**

4. In his capacity as co-host of this year's Conference, Dr. Juha Hintsa opened the Conference and welcomed participants. He shortly referred to the history and the aim of the PICARD programme to achieve effective and sustainable outcomes for Customs professionalism.
5. As President of INCUI, Prof. David Widdowson welcomed participants. He highlighted the Conference theme "Promote Research-based Knowledge to Support Customs Decision-making", outlined a number of initiatives which demonstrated that academic research was already influencing the strategic decision making of WCO member administrations, and stressed the importance of ensuring that research remained relevant in the context of supporting Customs decision making, which essentially implies a demand-driven research agenda.
6. Mr. Andrey Vasilyev, UNECE Deputy Executive Secretary, explained the UNECE's focus on trade and transport facilitation, promotion of integration of major international instruments and initiatives such as TIR, Data Model etc. He also shared his views on the Conference's key topics, and stressed the importance of capacity building for better border management and trade facilitation.
7. Dr. Kunio Mikuriya, WCO Secretary General, first extended his thanks to the conference organizers and particularly UNECE for providing the facility for a hopefully successful PICARD Conference. The Secretary General briefed the delegates on the links between the current WCO work agenda and the topics of this PICARD Conference. He highlighted the recent global events, in particular the 10<sup>th</sup> anniversary of the September 11 terrorist attack and the changes that Customs administrations worldwide experienced ever

since. He then emphasized the need for the WCO and the Customs-related stakeholders to strengthen research and professional education as pre-condition to sustainable development and modernization.

## **II. Current status of the Customs Capacity Building programmes and INCU**

8. Mr. Erich Kieck, Director, WCO Capacity Building Directorate, expressed his appreciation to the delegates for their continuous support to the World Customs Organization's Capacity Building agenda. He then updated the audience on recent WCO Capacity Building initiatives. The Director illustrated the achievements and tools in Customs capacity building practices in the context of the new world events and increasing demands from the WCO Members. He emphasized that the cornerstone of the WCO's overall capacity building approach is the need to remain responsive, agile and demand-driven in a rapidly changing environment and thus to strengthen the "3P enabler", i.e. Political will, People and Partnership. Good progress has been made but still more is needed including in Customs research. He concluded that Customs and Academia could benefit from further work on the promotion of the Columbus programme and on the initiative to improve leadership and management in the career development of all Customs practitioners.
9. Ms. Heike Barczyk, Deputy Director, WCO Capacity Building Directorate, briefed on the history and development of the PICARD Programme until today. From its beginning, the PICARD Programme has been built on 2 main pillars — research and professionalism in Customs. She informed about the record-breaking number and quality of research proposals this year, which showed the wide acceptance and support for the PICARD programme and underlined the importance the WCO is giving to the research and education components of our Capacity Building Programmes. She concluded by inviting the audience to use this year's Conference for intensive discussions and exchanges of views, including on the future of the PICARD Programme.
10. Prof. Jan Jansson from the Riga Technical University, Prof. Jhon Fonseca from the University of Costa Rica, Prof. Stephane Lauwick from the University of Le Havre and Mr. Mikhail Kashubsky from the Canberra University and INCU Secretariat provided their updates on PICARD Programme Initiatives and activities in their respective regions. Prof. Jan Jansson also took the opportunity to brief the audience on an academic feasibility study which is going on in the European region.

## **III. Where do we stand today with PICARD professional standards and where are we heading to ?**

11. Ms. Bénédicte Meille, HR Development Coordinator, WCO Capacity Building Directorate, started her presentation by informing of the increasing demands from WCO Members for Human Resources management strategies and professional development and training policies. To further promote Customs as a profession, it is necessary to develop guidance for Customs workforce development towards skilled, competent, flexible and engaged people in line with the specific organizational needs and focused on collective performance. WCO training standards, based on the PICARD Professional Standards, could cover all Customs practitioners, leaders, managers, Customs officers and professionals from the private sector. Entrusted and mandated by the Capacity Building Committee, the WCO Secretariat is working on a project called "Framework of Principles and Practices for Customs Career Development and Training", for which a virtual working group has been set up. Ms. Meille invited delegates to provide input to this ongoing work.

12. Mr. Ashok Sadhwani, Asmara USA Inc., expressed his interest in PICARD developments and raised some of the challenges faced by non-WCO Members but still interested in WCO's initiatives regarding Customs Professionalism. Discussions touched upon international recognition of professional standards, portability of Customs diploma, mobility of professional workforce as a few points highlighted to set the Customs Profession.

#### **IV. The role of the UNECE legal instruments for border crossing facilitation**

13. Ms. Eva Molnar, Director of UNECE Transport Division, shared her perspectives on trade facilitation and performance measurement of border management. In this context, UNECE focuses on support in road, rail, intermodal transport and inland navigation. She highlighted the need of capacity building on UN/CEFACT, TIR system, Single Window concept, etc. She concluded that in general, legal instruments should be supported by proper monitoring tools and capacity-building activities.

#### **V. INCU update**

14. Mr. Mikhail Kashubsky, INCU Secretariat, presented an overview of INCU's recent developments, its current membership status, and proposed new management and membership structure. There are 111 affiliated institutions from 61 countries in the INCU, comprising 45 universities/research centres and 66 other institutions. Mr Kashubsky explained that the proposed new management and membership structure would make INCU a more democratic and transparent organisation which truly represents the views of its members. He advised that the proposed restructuring of the INCU will provide an opportunity for members to participate in its management and decision-making process. The restructure of INCU is expected to take place in early 2012 and be notified in due course.

#### **VI. Customs-academic research papers**

##### **Theme 1, Coordinated Border Management**

15. Mr. Sandeep Raj Jain, United Nations ESCAP, provided the state of play of coordinated border management in Asia and the Pacific. He explained that regional connectivity has two aspects, expanding physical infrastructure and addressing non-physical barriers. Among the most important non-physical barriers are the border delays and coordinated border management can mitigate border delays considerably. He then explained various approaches to coordinated border management in vogue in the Asia and the Pacific region. He drew a conclusion that Customs modernization must be accompanied by other agencies upgrading their procedures as Customs is only one of the agencies involved in clearance of goods. For future research he indicated the need for researching and developing models for information sharing among border agencies and increase usage of WCO data model version 3. He reaffirmed that CBM should lead to increase in revenue for Governments and reduction in informal payments by traders.
16. Ms. Mariya Polner, WCO Research Unit, stressed that the border management environment is exposed to various influences, such as political priorities, security stresses, economic crises and natural disasters. Meanwhile, the processes of globalization and trade liberalization have led to changes in the supply chains and growing pressure on border agencies to do their job more effectively and efficiently. However major regulators at borders have specific mandates and roles, such as revenue assurance, migration, phytosanitary, radiological, transport, ecological and food safety controls. In this connection, she provided

an overview of the evolution of the concept for Coordinated Border Management, a distinction between three levels of cooperation : intra-service cooperation (inside one agency), inter-agency cooperation (coordination among the agencies in one country) and international cooperation (it includes cooperation with neighbouring and other countries), and finally she suggested further discussion on CBM practices such as one-stop border posts, single window, common risk management and other successful examples of CBM implementation.

17. Mr. Anders Hellberg, Swedish Customs, shared good practices of CBM cooperation between Swedish and Norwegian Customs. The number of customs offices at the borders between the two countries was reduced to 12 in total. The border cooperation agreement is incorporated into each country's national legislation specifying the mandate of the key role of Customs, including taking care for the work of all cross-border regulatory agencies on their behalf.
18. The multiple questions raised by the audience and lively discussions showed the relevance of this research topic also to Customs practitioners.

### **Theme 2, Performance measurement of Customs**

19. Prof. Dr. Franz Vallée & Mr. Michael Dirksen, University of Applied Science Münster, Germany, reviewed the current empirical studies on the logistic performance. They presented an integrated logistics management approach "the standard supply chain reference model". This model gives the possibility for the economic operators to evaluate all process steps of administrative tasks, modes of transportation and the country-specific legal framework etc. They believe the model can not only provide the private sector to judge the effectiveness of countries in supply chain management but also assist Customs to promote best practices.
20. Prof. Gubin Alexey, Russian customs academy, targeted his presentation at developing Performance Measurement for the Russian Customs Service. He stressed that currently applied criteria and indicators of Customs performance do not always reflect the results of Customs activities impartially. He suggested developing effective indicators from outputs to outcomes, promoting personal responsibility to improve processes and engagement toward collective performance. Outcome measures shift the focus from activities to results, from how a program operates to its positive impact. He concluded that accountability is enhanced when the focus shifts to outcomes rather than inputs or outputs, it serves to guide the entire organization toward its aims.
21. Mr. Xavier Pascual, General Directorate of Customs and Excise of France, explained the pragmatic Customs performance measurement policy which has been implemented in French Customs. The indicators in place have a diverse range of focus from simply accounting for activity to truly measuring performance. If properly managed, these indicators can be used as a decision-making aid and a management tool for the Customs services. He explained that objectives to be measured were divided in socio-economic effectiveness, service quality and managerial efficiency.

### **Theme 3, Economy security and poverty reduction**

22. Dr. Andrew Grainger, Nottingham University Business School, UK, shared his views on trade facilitation as a central component within 'aid-for-trade' and trade capacity-building programmes. Reforms in administrative practices and related infrastructure can help free-up economic resources, which includes the desire to modernize cross-border operations, enhance national competitiveness, accommodate trade facilitation and tighten up security. He highlighted the need for collecting more case studies concerning trade compliance and

cost assessment to help establishing trade compliance benchmarks for industry as well as for public policy makers.

23. Mr. Holm Kappler, Meeks, Sheppard, Leo & Pillsbury, USA, and former Director of the WCO Tariff and Trade Affairs Directorate, presented that despite the overall trend towards lower tariffs and freer trade, customs duties remain a significant source of income for most countries. He said commodity classification errors remain an untapped source of revenues, yet they go undetected and uncollected because of a lack of resources and capabilities within Customs organizations. To ensure compliance in Customs duty payment, he presented automated HS error detection tools to be implemented to help increase revenue collection and, at the same time, help to build Customs capacity, assure integrity and facilitate trade.
24. Several questions raised the need for both integrity and compliance in trade security and economic development. Moreover, the effective implementation of the WCO Standards like the Harmonized System was seen as a key component to ensure trade facilitation.

#### **Theme 4, Integrity**

25. Mr. Ashok Sadhwani, Asmara USA Inc., had examined several projects and research papers focusing on integrity in the Customs realm. In his presentation he highlighted the strengths and weaknesses of importers, exporters and freight forwarders trading globally in their dealings with their respective countries' customs agencies. He suggested the legal infrastructure should be simple, transparent and electronic. The collaborative customs-trade partnerships should be strengthened with an aim to inspire the inclusion of integrity in all aspects of their operations.
26. Mr. Samuel C. Bautista, AIR 21 Academy of Developmental Logistics in the Philippines, stated that both academia and the business community have recognized the need for cooperation in assisting the government to achieve national goals and the need for conformity with the international standards and common integrity commitment. He informed that the national Customs administration education this year will adopt international standards including the WCO conventions, instruments and professional standards under PICARD programme.
27. Several delegates agreed with the importance of sharing experiences and integrity initiatives between Customs and Customs brokers.
28. Director Erich Kieck highlighted the WCO E-newsletter on Integrity, where the latest issue is on social initiatives in Customs to build the esprit de corps and to support Customs officers and their families.

#### **VII. Keynote speeches**

29. Mr. Christian Etter, Federal Council Delegate for Trade Agreements and Head of the Special Foreign Economic Service Division of SECO, presented his views on collaborative border management by highlighting the political will of the trade regulatory authorities and the partnership with the private sector. He shared Switzerland experience in the effort to offer a competitive environment for international trade and be responsive to the growing need for E-governments to develop more standards and best practices.

30. Mr. Robert Lüssi, Vice-Director and Head of Main Division, Swiss Federal Customs Administration, explained good practices implemented by Swiss Customs on border control and partnership with other agencies domestically and internationally. He emphasized the modern impact of e-government at borders in control of goods and people.
31. Mr. John Broadhurst, Vice President of Cotecna Inspection, stressed the importance of risk management and IT applications in supporting trade security and facilitation as well as efficient Customs performance. He highlighted a good practice in assisting the Tanzanian Revenue Authority in capacity building of risk management. In conclusion, he raised a central question : One Customs export data is another Customs' import data—how can this exchange of information happen and/or be improved ?
32. In answering the questions concerning world trade security and facilitation, the three speakers provided inputs on :
- the importance of political will to take efforts in harmonizing and simplifying the Customs clearance procedures;
  - the responsibility of Business being the appropriate leverage motivating their government into further discussions for trade facilitation and policy consultation;
  - the academia's essential role in promoting the application of risk analysis, modern control techniques by use of ICT, international cooperation, and active participation in projects such as GNC in particular.

### **VIII. Short presentations and panel discussion on ongoing efforts and expectations in Customs-related research, education and capacity building, including participants' vision for PICARD programme in 2020, and**

### **IX. Summary of visions and expectations**

33. Participants invited in the Panel Discussion : Mr. Jean-Pierre Lattion (SECO, Switzerland); Mr. Didier Reymond, (Executive Vice President, Cotecna Inspection); Ms. Simone N'Diaye-van den Berg (Dutch Customs); Prof. Jovanka Biljan, PhD (University of St. Kliment Ohridski-Bitola, The Former Yugoslav Republic of Macedonia); Mr. Tadashi Yasui (WCO Research Unit); Mr. Rainer Mueller (ISL, Germany); Mr. Toni Männistö (CBRA); Mr. Luca Urciuoli (CBRA); Mr. Erich Kieck (WCO Capacity Building Directorate); Dr. János Nagy (IRU).

All explored specific challenges Customs administrations are facing, related to Education and Research and collaboratively strived to answer questions like :

- What is your long term vision on PICARD programme ?
  - How to get more out of PICARD ?
  - What could be the concrete themes for PICARD 2012 ?
34. The Panellists and the audience reflected on the PICARD programme's considerable achievements from the first Conference in Brussels to this 6<sup>th</sup> Conference in Geneva. Originally created to tackle two essential issues : to expand and debate on Customs-related research, and to improve professionalism through formulating the WCO Professional Standards for Customs, the PICARD Conference has successfully ensured fruitful exchanges and intense discussions to open new horizons on these 2 pillars of the PICARD

programme. The participants agreed on the following aspects for the future development of the programme :

- Map out a strategic policy document envisioning the PICARD Programme in 2020;
- Advocate the PICARD Programme as the recognized and relevant concept to establish education and developmental standards for the Customs profession, and explore emerging issues which will impact on Customs profession in the near future;
- Recognize that Customs is one strategic resource for world economy and trade, it was seen as vital to stimulate more Universities and Customs practitioners to get involved in the PICARD programme;
- Keep Customs research relevant and the research agenda responsive so as to guide decision-making of both Customs and Business;
- Develop guidance for Customs career paths, and lifelong learning models was regarded necessary as professionalism in Customs is a core challenge;
- Recognize that the PICARD Conference as an amazing opportunity to network among Customs officers, academia, private sector representatives, and researchers of international organizations, all regions shall be represented in the Programme and empowered to develop the appropriate research for their own regional Customs issues.

## **X. Conclusion**

35. Dr. Juha Hintsa, Prof. David Widdowson and the WCO Director Erich Kieck made closing remarks at the end of the Conference. They expressed their gratitude to all participants, speakers and Conference organizers having ensured high-level exchanges and fruitful networking opportunities. They emphasized that further effort is needed on how research can support Customs decision making. They also stressed that research must become even more demand driven to remain relevant to Customs needs. Participants were encouraged to contribute to the development of the agreed PICARD 2020 policy document.

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## **Agenda**

Wednesday, 14 September, afternoon (2.30 p.m. – 5.30 p.m.)

### **Welcome**

- CBRA : Dr. Juha Hintsu
- INCU : Prof. David Widdowson
- UNECE : Mr. Andrey Vasilyev, Deputy Executive Secretary
- WCO : Dr. Kunio Mikuriya, Secretary General

### **Overview and current status of PICARD program and INCU**

- Update on WCO Capacity Building initiatives : Mr. Erich Kieck, WCO Director Capacity Building
- PICARD Programme – an overview : Ms. Heike Barczyk, WCO Deputy Director Capacity Building
- Regional academic initiatives in the Customs area : presented by PICARD Advisory Group Members

### **Where do we stand today with PICARD professional standards, and where are we heading to ?**

- PICARD Professional standards : Dr. Juha Hintsu, CBRA
- WCO Framework of Principles and Practices for Customs Career Path and Development : Ms. Bénédicte Meille, WCO HR Development Coordinator
- Discussion

### **Additional announcements**

- INCU **updates** by Mr. Mikhail Kashubsky, INCU

### **The role of the UNECE legal instruments for border crossing facilitation**

- Presentation by Ms. Eva Molnar, Director of UNECE Transport Division

**6.00 p.m. – 8.30 p.m. : Cocktail Reception at the United Nations Terrace**

Thursday, 15 September, morning (9.30 a.m. – 12.30 p.m.)

### **Customs-academic research papers – Session A**

#### **THEME 1 : “Coordinated Border Management”**

- Role of International Conventions, Sub-regional and bilateral cross-border transport agreements in promoting Coordinated Border Management - Experience of ESCAP countries : Mr. Sandeep Raj Jain, UN ESCAP, Thailand
- Coordinated Border Management : From Theory to Practice : Ms. Mariya Polner, WCO Research Unit

- Cross Border Regulatory Controls without Boundaries : Mr. Anders Hellberg, Swedish Customs

**THEME 2 : “Performance Measurement of Customs”**

- Extended logistical factors for success in international trade, Prof. Dr. Franz Vallée, Mr. Michael Dircksen, University of Applied Science Münster, Germany
- Developing of Performance Measurement for Russian Customs Service, Prof. Alexey Gubin, Russian Customs Academy
- Performance measurement : the experience of French Customs, Mr. Xavier Pascual, Management Control Unit, General Directorate of Customs and Excise, France

*Thursday, 15 September, afternoon (2.30 p.m. – 5.30 p.m.)*

**Keynote speeches**

- Collaborative Border Management : Mr. Christian Etter, Ambassador, Federal Council Delegate for Trade Agreements and Head of the Special Foreign Economic Service Division of SECO
- Serving Trade and Security : Mr. Robert Lüssi, Vice-Director and Head of Main Division, Swiss Federal Customs Administration
- Risk Management and Trade Facilitation : Mr. John Broadhurst, Vice President of Cotecna Inspection

**Customs-academic research papers – Session B**

**THEME 3 : “Economic security and poverty reduction”**

- Developing the case for trade facilitation in practice : Dr. Andrew Grainger, Nottingham University Business School, UK
- Reversing the trend : Low cost and low risk methods for assuring proper duty payments : Mr. Holm Kappler, Meeks, Sheppard, Leo & Pillsbury, USA

**THEME 4 : “Integrity”**

- Integrity signals end to roller coaster ride – a Customs + Trade partnership approach to corruption : Mr. Ashok Sadhwani, Asmara U.S.A. Inc., Los Angeles, US, and Chulalongkorn University, Bangkok, Thailand
- Academe-industry partnership : an impetus in strengthening teaching and research of Customs administration in the Philippine higher educational institutions : Mr. Samuel C. Bautista, AIR 21 Academy of Developmental Logistics, Philippines

*Comments on all the research paper presentations*

**6.30 p.m. – 9 p.m.      *Gala dinner, at the World Meteorological Organization (WMO)***

Friday, 16 September, morning (9.30 a.m. – 12.30 p.m.)

**Short presentations and Panel discussion on on-going efforts and expectations in Customs-related research, education and capacity building**

- Mr. Jean-Pierre Lattion (SECO, Switzerland)
- Mr. Didier Reymond (Executive Vice President, Cotecna Inspection)
- Ms. Simone N'Diaye-van den Berg (Dutch Customs);
- Prof. Jovanka Biljan, PhD (University of St. Kliment Ohridski-Bitola, The Former Yugoslav Republic of Macedonia)
- Mr. Tadashi Yasui (WCO Research Unit)
- Mr. Rainer Mueller (ISL, Germany)
- Mr. Toni Männistö (CBRA)
- Mr. Juha Ahokas (CBRA)
- Mr. Erich Kieck (WCO Capacity Building)

**Closing statements**

**12.30 p.m. - End of the Conference**

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**List of participants : WCO Members and Public Sector**

No.	Title	First Name	Last Name	Organization	Country
1	Mr.	Sai	Zohir	Customs Service	Algeria
2	Mr.	Bruno	de Carvalho	National Service of Angola Customs	Angola
3	Mrs.	Patrícia	Jaime Pinto	National Service of Angola Customs	Angola
4	Ms.	Constância	Magalhães	National Service of Angola Customs	Angola
5	Mr.	Armen	Manukyan	State Revenue Committee	Armenia
6	Mr.	André	Geeraerts	Public Service	Belgium
7	Mr.	Bart	Van Mol	Antwerp Port Authority	Belgium
8	Mrs.	Heike	Barczyk	WCO	Belgium
9	Mr.	Erich	Kieck	WCO	Belgium
10	Mrs.	Benedicte	Meille	WCO	Belgium
11	Mr.	Kunio	Mikuriya	WCO	Belgium
12	Ms.	Mariya	Polner	WCO	Belgium
13	Ms.	Varduhi	Tovmasyan	WCO	Belgium
14	Mr.	Tadashi	Yasui	WCO	Belgium
15	Mr.	Libing	WEI	WCO	Belgium
16	Ms.	Cynthia	Fontenova	European Commission	Belgium
17	Ms.	Dagmar	Kolinkova	European Commission	Belgium
18	Mr.	Walter	Stocker	EFTA	Belgium
19	Dr.	Pascal	Tchiwanou	CEPED	Benin
20	Mr.	Dhunraj	Kassee	Southern African Development Community (SADC)	Botswana
21	Mr.	Hubert	Duchesneau	Mission of Canada to the E.U.	Canada

## Annex II

No.	Title	First Name	Last Name	Organization	Country
22	Mr.	Christian	Banibe	Central African Customs Directorate	Central African Republic
23	Mr.	Alain Fred Pépin	Bonezoui	Ministry of Finance & Budget	Central African Republic
24	Mr.	Yeremi	Sidoine	General Directorate of Customs	Central African Republic
25	Mrs.	Tao	Jiang	General Administration of China Customs	China
26	Mr.	André	Etoua	General Directorate of Customs	Congo
27	Mr.	Antoine	Kiyindou	General Directorate of Customs	Congo
28	Dr.	Lauric	Ngouembe	General Directorate of Customs	Congo
29	Mr.	Xavier	Okola	General Directorate of Customs	Congo
30	Mr.	Mahamoud	Omar aden	Customs of Djibouti	Djibouti
31	Mr.	Hannu	Lappi	Finnish Customs	Finland
32	Mr.	Jyrki	Linna	Finnish Customs	Finland
33	Ms.	Riitta	Paalanen	Finnish Customs	Finland
34	Mrs.	Riitta	Passi	Finnish Customs	Finland
35	Mr.	Xavier	PASCUAL	General Directorate of Customs & Excise, France	France
36	Mr.	Birinda	Romain Roger	Embassy of Gabon in Belgium	Gabon
37	Ms.	Nana	CHKUASELI	Revenue Service of Georgia	Georgia
38	Ms.	MAKA	KHVEDELIDZE	Revenue Service of Georgia	Georgia
39	Mr.	Mamuka	Makharadze	Revenue service of Georgia	Georgia
40	Mr.	FRANCIS	ANDOH	Ghana Revenue Authority	Ghana
41	Mr.	SETH	DWIRA	Ghana Revenue Authority	Ghana
42	Mr.	Khurshid	Sattaur	Guyana Revenue Authority	Guyana

No.	Title	First Name	Last Name	Organization	Country
43	Mr.	Tak Yin	Leung	Hong Kong Customs and Excise Department	Hong Kong
44	Mr.	Yiu Man	Leung	Hong Kong Customs and Excise Department	Hong Kong
45	Mr.	Syaiful	Anwar	Custom and Excise Training Center, FETA, Ministry of Finance	Indonesia
46	Mr.	Agus	Hermawan	Custom and Excise Training Center, FETA, Ministry of Finance	Indonesia
47	Mr.	Mohammad	Al-Zoubi	Jordan Customs Department	Jordan
48	Mrs.	Botagoz	Abilova	Regional Training Center of WCO in Astana city	Kazakhstan
49	Mrs.	Dina	Bekenova	Regional Training Center of WCO in Astana city	Kazakhstan
50	Mrs.	Saule	Primbetova	Eurasian Economic Community	Kazakhstan
51	Mr.	John	Bisonga	WCO Regional Office for Capacity Building	Kenya
52	Mr.	Hae-jin	Lee	Korea Customs Service	Korea
53	Mr.	Hwa shik	Kim	Korea Customs Service	Korea
54	Mr.	Hwa-sik	Kim	Korea Customs Service	Korea
55	Mrs..	Mamojela	Koneshe	Lesotho Revenue Authority	Lesotho
56	Mr.	Thabo	Moleko	Lesotho Revenue Authority	Lesotho
57	Mrs.	Narandari	Altantuya	Mongolian customs	Mongolia
58	Mrs.	Altantsetseg	Naigal	Ministry of Nature, Environment and Tourism	Mongolia
59	Mr.	Bevan	Simataa	Ministry of Finance	Namibia
60	Mr.	Frank	Heijmann	Customs Administration of the Netherlands	Netherlands
61	Mrs.	Simone	Ndiaye-van den Berg	Customs Administration of the Netherlands	Netherlands
62	Mr.	Henk	Van Zandwijk	Customs Administration of the Netherlands	Netherlands
63	Mr.	Jacob	AKOGU	Nigeria Customs Service	Nigeria
64	Mr.	Gabrielt.	ALIU	Nigeria Customs Service	Nigeria

## Annex II

No.	Title	First Name	Last Name	Organization	Country
65	Mr.	Zakka	AUDU	Nigeria Customs Service	Nigeria
66	Mr.	Abdullahi	Babani Tela	Nigeria Customs Service	Nigeria
67	Mr.	Yusufu	BASHAR	Nigeria Customs Service	Nigeria
68	Mrs.	Roseline	EWURUM	Nigeria Customs Service	Nigeria
69	Mr.	Mohammed	MADU	Nigeria Customs Service	Nigeria
70	Mr.	Hassan	MUNDU	Nigeria Customs Service	Nigeria
71	Mr.	Sonny	OKPURHE	Nigeria Customs Service	Nigeria
72	Mr.	Gwadue	TINGIR	Nigeria Customs Service	Nigeria
73	Mr.	Yusuf	UMAR	Nigeria Customs Service	Nigeria
74	Mr.	Lars	Boerresen	Permanent Mission of Norway in Geneva	Norway
75	Mr.	Lars Atle	Holm	Norwegian Directorate of Customs and Excise	Norway
76	Mrs.	Bodil	Nystuen	Norwegian Directorate of Customs and Excise	Norway
77	Mr.	Fahad R. S.	AlModhish	Saudi Customs	Saudi Arabia
78	Mr.	Abdulmohsen	AlShenify	Saudi Customs	Saudi Arabia
79	Mr.	Abdulkarim A.	AlWelaie	Saudi Customs	Saudi Arabia
80	Mr.	ELIMANE SALIOU	GNINGUE	General Directorate of Customs	Senegal
81	Mr.	OUSMANE	MBENGUE	General Directorate of Customs	Senegal
82	Ms.	Dragana	Gnjatovic	Customs Administration of Serbia	Serbia
83	Mr.	Coffet	LEBEPE	South African Embassy	South Africa
84	Mr.	Thinyane	Molelle	South African Revenue Service	South Africa
85	Ms.	Elsie	Pule	South African Revenue Service	South Africa
86	Mr.	Anders	Hellberg	Swedish Customs	Sweden
87	Mr.	Andrea	Canonica	Federal Customs Administration	Switzerland

No.	Title	First Name	Last Name	Organization	Country
88	Mr.	Ludovic	CHESAUX	Federal Customs Administration	Switzerland
89	Mr.	Robert	Lüssi	Federal Customs Administration	Switzerland
90	Mr.	Jean-Pierre	Lattion	SECO	Switzerland
91	Mrs.	Isabelle	Schluemp Campo	SECO	Switzerland
92	Mr.	Sandeep	Jain	UN Economic and Social Commission for Asia and the Pacific	Thailand
93	Mr.	Shujie	Zhang	WCO Asia Pacific Regional Office for Capacity Building	Thailand
94	Mr.	Fitzroy	John	Customs and Excise Division	Trinidad and Tobago
95	Ms.	Jawaher	Al Dhaheri	AbuDhabi Customs	United Arab Emirates
96	Mr.	Mohammed	AlMehzi	Customs & Ports Department Ras Al Khaimah	United Arab Emirates
97	Ms.	Christine Felicitas	Msemburi	Zimbabwe Revenue Authority - ZIMRA	Zimbabwe

**List of participants INCU and other Academia**

No.	Title	First Name	Last Name	Organisation	Country
1	Mrs.	Ani	Shaybekyan	Yerevan State Economy University	Armenia
2	Dr.	David	Widdowson	Centre for Customs & Excise Studies, University of Canberra	Australia
3	Mr.	Mikhail	Kashubsky	International Network of Customs Universities	Australia
4	Dr.	Gennady	Brovka	The Belorussian National Technical University	Belarus
5	Dr.	Gudrun	Vande Walle	University College Ghent	Belgium
6	Mr.	Arne	Dormaels	University College Ghent	Belgium

## Annex II

No.	Title	First Name	Last Name	Organisation	Country
7	Mr.	Cheng	Jing	Shanghai Customs College	China
8	Mr.	Shi	Liangping	Shanghai Customs College	China
9	Mr.	Zhuguo	Li	University of International Business and Economics	China
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11	Mr.	Dafang	Liu	Shanghai Maritime University	China
12	Prof.	Jhon	Fonseca	University of Costa Rica	Costa Rica
13	Dr.	Dana	Sramkova	Masaryk University, Faculty of Law	Czech Republic
14	Mr.	Stéphane	Lauwick	University of Le Havre	France
15	Dr.	Anne-Marie	Geourjon	CERDI	France
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17	Dr.	Christopher	Dallimore	University of Münster	Germany
18	Mr.	Michael	Dircksen	University of Applied Science Münster	Germany
19	Prof.	Franz	Vallée	University of Applied Science Münster	Germany
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21	Prof.	Cesare	Gagliardi	Verona University	Italy
22	Mr.	Aivars	Gulbis	Riga Technical University	Latvia
23	Mr.	Jan-Erland	Jansson	Riga Technical University	Latvia
24	Dr	Aivars Vilnis	Krastins	Riga Technical University	Latvia
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26	Dr	Jovanka	Biljan	St. Kliment Ohridski University	FYROM
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31	Prof.	M'barek	BENCHANAA	Université Cadi Ayyad	Morocco
32	Mr.	El Mostafa	BENSALEM	Université cadi ayyad	Morocco
33	Mr.	Bram	Klievink	Delft University of Technology	Netherlands
34	Prof.	Yao-Hua	Tan	Delft University of Technology	Netherlands
35	Mr.	Mahmut	Kobal	Maastricht University	Netherlands
36	Mr.	Gonzalo	Bernal Neumann	World Trade Institute	Peru
37	Mr.	Samuel	Bautista	AIR21 Academy of Developmental Logistics	Philippines
38	Mr.	Arvy	Osmá	College of Customs Administration	Philippines
39	Mr.	Wieslaw	Czyżowicz	Warsaw School of Economics	Poland
40	Mrs.	Elena	Fedina	Russian Customs Academy	Russia
41	Mr.	Alexey	Gubin	Russian customs academy	Russia
42	Dr.	Irina	Tkachenko	Russian customs academy	Russia
43	Mr.	Vyacheslav	Alekhin	The International Business and Law Institute	Russia
44	Dr.	Elena	Bogdanova	The International Business and Law Institute	Russia
45	Dr.	Victor	Kheyfets	The International Business and Law Institute	Russia
46	Mrs.	Elena	Scherbakova	The International Business and Law Institute	Russia
47	Mrs.	Olga	Semenova	The International Business and Law Institute	Russia
48	Mr.	Rainer	Muller	Institute of Shipping Economics and Logistics	Germany
49	Mr.	Vladimir	Shamakhov	North-West Academy	Russia
50	Mr.	Barry	Hitchens	University of KwaZulu-Natal	South Africa
51	Mr.	Luca	Urciuoli	CBRA	Switzerland

## Annex II

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54	Mr.	Juha	Ahokas	CBRA	Switzerland
55	Ms.	Susan	Wilander	CBRA	Switzerland
56	Ms.	Sangeeta	Mohanty	CBRA	Switzerland
57	Ms.	Olena	Pavlenko	Ukrainian Academy of Customs	Ukraine
58	Dr.	Andrew	Grainger	Nottingham University Business School	United Kingdom
59	Mrs.	Hien Thu	Phan	Foreign Trade University	Viet Nam
60	Mrs.	Asmarelda	Chivore	National University of Science and Technology	Zimbabwe

**List of participants - Private companies and others**

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3	Mr.	Woldemaria	BELETE KORE	TRANSIT P.L.C	Ethiopia
4	Mr.	Gebrekidan	TAMRU BEZA	TRANSIT P.L.C	Ethiopia
5	Mr.	BENJAMIN	APPIAH-KUBI	International Voluntary Organization for Women, Education and Development	Ghana
6	Dr.	Laura	Beretta	Trusted Trade Alliance	Italy
7	Mr.	Krishna	Sapkota	Society for Human Empowerment Protection Nepal (SHIP-Nepal)	Nepal
8	Mrs.	Chinwe	Uzu	British American Tobacco (Nigeria) Limited	Nigeria
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13	Mme	Ariadna	Arola	Fundación para la Difusión del Conocimiento y el Derecho Aduanero	Spain
14	Mr.	Adrian	Baranga	Cotecna Inspection S.A.	Switzerland
15	Mr	John	Broadhurst	Cotecna Inspection SA	Switzerland
16	Mrs.	Katja	Buerkholz	OTIF	Switzerland
17	Dr.	Ari-Pekka	Hameri	HEC Unil	Switzerland
18	Mr.	Roman	Saidov	PHILIP MORRIS INTERNATIONAL MANAGEMENT SA	Switzerland
19	Dr.	François	Savary	SGS SA	Switzerland
20	Dr.	Janos	Nagy	International Road Transport Union	Switzerland
21	Mr.	Ibrahim	Ozturk	KPMG Turkey	Turkey
22	Mr.	Mohammed	AlMehrzy	Customs & Ports Department Ras Al Khaimah	United Arab Emirates
23	Mr.	Stephen	Brady	Crown Agents for Oversea Governments & Administrations Ltd	United Kingdom
24	Mr.	Bryce	Blegen	Trusted Trade Institute Ltd	United States
25	Mr.	Holm	Kappler	Meeks, Sheppard, Leo & Pillsbury	United States
26	Mr.	Ashok	Sadhwani	Asmara U.S.A. Inc.	United States